



Associate Development Organizations

FY24 Report on Associate Development Organizations pursuant to
RCW 43.330.082

March 2025

Report to the Legislature

Director Joe Nguyễn

Acknowledgments

Washington State Department of Commerce

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Authorizing legislation

[RCW 43.330.082](#) requires that Commerce develop a report on specified performance metrics of Associate Development Organizations (ADOs) as follows:

(1)(a) Contracting associate development organizations must provide the department with measures of their performance and a summary of best practices shared and implemented by the contracting organizations. Annual reports must include the following information to show the contracting organization's impact on employment and overall changes in employment: Current employment and economic information for the community or regional area produced by the employment security department; the net change from the previous year's employment and economic information using data produced by the employment security department; other relevant information on the community or regional area; the amount of funds received by the contracting organization through its contract with the department; the amount of funds received by the contracting organization through all sources; and the contracting organization's impact on employment through all funding sources. Annual reports may include the impact of the contracting organization on wages, exports, tax revenue, small business creation, foreign direct investment, business relocations, expansions, terminations, and capital investment. Data must be input into a common web-based business information system managed by the department. Specific measures, data standards, and data definitions must be developed in the contracting process between the department and the contracting organization every two years. Except as provided in (b) of this subsection, performance measures should be consistent across regions to allow for statewide evaluation.

(b) In addition to the measures required in (a) of this subsection, contracting associate development organizations in counties with a population greater than one million five hundred thousand persons must include the following measures in reports to the department:

(i) The number of small businesses that received retention and expansion services, and the outcome of those services;

(ii) The number of businesses located outside of the boundaries of the largest city within the contracting associate development organization's region that received recruitment, retention, and expansion services, and the outcome of those services.

(2)(a) The department and contracting associate development organizations must agree upon specific target levels for the performance measures in subsection (1) of this section. Comparison of agreed thresholds and actual performance must occur annually.

(b) Contracting organizations that fail to achieve the agreed performance targets in more than one-half of the agreed measures must develop remediation plans to address performance gaps. The remediation plans must include revised performance thresholds specifically chosen to provide evidence of progress in making the identified service changes.

(c) Contracts and state funding must be terminated for one year for organizations that fail to achieve the agreed upon progress toward improved performance defined under (b) of this subsection. During the year in which termination for nonperformance is in effect, organizations must review alternative delivery strategies to include reorganization of the contracting organization, merging of previous efforts with existing regional partners, and other specific steps toward improved performance. At the end of the period of termination, the department may contract with the associate development organization or its successor as it deems appropriate.

(3) The department must submit a final report to the legislature by December 31st of each even-numbered year on the performance results of the contracts with associate development organizations.

Associate Development Organizations

ADOs serve as the local economic development partners for the Washington State Department of Commerce (Commerce). ADOs are local organizations designated by each county to coordinate business recruitment, retention and expansion activities within their service areas, as well as provide export assistance. ADOs also support research, planning, and implementation of regional and local economic development strategies.

Commerce negotiates ADO contracts on a biennial basis. This negotiation process requires ADOs and Commerce staff to jointly determine and agree on target goals for a set of performance measures for each county. Currently, Commerce maintains contracted partnerships with the 35 ADOs that oversee the state's 39 counties.

Highlights

The strategic efforts of the ADOs during the past five years, specifically the post-COVID-19 pandemic initiatives, brought about changes in business retention and expansion activities, which increased the number of uniquely crafted business-supportive services available to small and medium enterprises, and increased their capacity to provide resources for large corporations. ADOs also led in coordinating and collaborating with public-private partnerships, reinforcing site preparedness, and sharing best practices through regional initiatives and across industry sectors as a recruitment and retention strategy for businesses of all sizes.

The collective Business Retention and Expansion (BRE) engagements activity level around the state for all ADOs follows:

Table 1 - ADO Business Retention and Expansion statewide

Fiscal Year	Business retention and expansion (BRE) - engagements
2020	11,597*
2021	19,426*
2022	3,854
2023	4,320
2024	5,000**
Total	44,197

*Reflects COVID-19 Assistance for FY20 and FY21 **This number is not rounded

Shifting out of survival mode and building on the momentum of available state and federal grants spurred the increased need for collaboration in coordinating support services, as well as expanding technical assistance to businesses furthest from opportunities, under-banked, and under-resourced, providing them with enhanced training and support services. The post-pandemic economy has forever changed how businesses operate; primarily staff shortages, the widespread remote work environment, and the need for brick-and-mortar establishments to offer more services via e-commerce.

Transitioning to an e-commerce environment can be a challenge for a company of any size; however, the impacts are amplified for small businesses and those led by people of color due to the lack of accessible funding and resources. Most ADOs, in some capacity, have increased technical assistance with digital commerce, helping businesses increase their expertise in the digital space and empowering them to customize their marketing communications, branding re-design, and use of e-commerce platforms to drive consumer traffic to their businesses to increase sales revenue.

ADOs continued to increase efforts to collaborate, based on the unique market demands and economic challenges for their specific county and region. These efforts are evident in all counties prioritizing the creation, support, and capacity building of small and people of color-led businesses.

Supporting outreach and engagement – Business classification activities

Since 2014, Commerce has tracked activities by business classification to provide appropriate resources to the communities represented by certain demographic groups, in line with legislative intent to increase economic opportunities and reduce barriers ensuring resources are equitably available to underserved communities. Table 2 summarizes these demographics.

Since the prior biennium report, there has been a:

- 170% increase in reported engagements with people of color-owned businesses
- 42% increase for women-owned businesses
- 210% increase in reported interactions with veteran-owned businesses

Our ADOs work to educate themselves about the members of the communities they serve, providing materials in multiple languages and training opportunities facilitated by people who speak the same primary language as the audience.

In addition, they promote the work of [Commerce's Community Engagement and Outreach team](#).

The ADOs also encourage business owners to reach out to the Small Business [Resiliency Network](#), which is comprised of 30 trusted partners who provide services in nearly 40 languages throughout the state.

Table 2 – Activities by business classification

Responders self-reported their data and were able to select more than one option.

Demographic group	Number of activities
Black, Indigenous or people of color (BIPOC)-owned business	993
Woman-owned business	1,356
Veteran-owned business	217
Tribal-owned business	35
Washington Small Business	723
Washington Office of Minority and Women’s Business Enterprise (OMWBE) certified	17
Other/unclassified	6,720

[Appendix B](#) has individual reports submitted by each ADO for their respective counties.

Next steps

In the post-pandemic economy, Commerce plans to:

- Prioritize equitable economic recovery and increased diversity, equity, and inclusion (DEI) efforts working with affinity-targeted, community-based organizations (CBOs) and support tribal affiliated organizations as well as the diversification of Board of Directors' (BOD) positions, all of which demonstrate inclusive economic recovery and growth strategies for long-term sustainability. In addition, support the marked increase of services provided by ADOs, such as technical assistance and training material provided in multiple languages.
- Support the multiple county initiatives involved in the site development and the establishment of new innovative startups, as well as the retention and expansion of established corporations, choosing Washington as a base to develop and expand their product lines. Support hydrogen and clean energy options as well as battery manufacture and storage, logistical storage facilities, forestry products and agricultural technological advances. When evaluating various industries, there is a need to increase support for specific sectors, however, there has also been tremendous work around regional initiatives and cluster acceleration strategies, supporting the growth of manufacturing and local supply chains for aerospace, quantum computers, agriculture, and bioscience.
- Continue to support programs vital to economic growth and recovery, such as employment and workforce development, infrastructure enhancement such as adequate energy supplies to support competitive site development with streamlined permitting, broadband infrastructure and its affordability, strengthening local supply chains, workforce-driven affordable housing, and piloting programs to support family friendly workforce options. This is becoming more critical due to the higher cost of living affecting families, as well as staffing challenges.
 - Emphasize the importance of adequate energy capacity to support competitive site development with streamlined permitting processes.
 - Continue to navigate how to increase affordable workforce housing options, research current efforts, and explore multiple alternatives to increase the number of affordable workforce housing units within each county including employer-supported housing and Accessory Dwelling Units (ADUs).
 - Increase collaboration with Paige Coleman, program manager with Commerce's Family Friendly Workforce program, who is working with ADOs to pilot family friendly, employer provided child care solutions. In addition, many of the ADOs are supporting the opening of new child care facilities.

Grant Writer Program

Seventeen ADOs were awarded ADO Grant Writer Program grants, totaling \$528,306 of the \$580,000 available. Funds had to be expended in four months for this new program, since program development had to occur first. The primary body of work by grant recipients was soliciting applications for grant writers, meeting with community partners to identify projects or services for which to seek grant funding, and research appropriate grant sources to fund those projects or services. ADOs contracted 31 freelance grant writers, and four grant writers were either hired on staff or funds were used to increase the hours of grant writers on staff.

Eighty-six grant applications were submitted through this program to state and federal solicitations, totaling \$83,539,396 in requested funds. Eleven grants were awarded by the end of the fiscal year, totaling \$2,600,084.

Please see [Appendix C](#) for the final reports of each ADO Grant Writer grant awardee, in alphabetical order.

ADO performance metrics

ADO funding summary

Table 3 provides fiscal year 2024 data on ADO Fund Sources, including the ADO grant from Commerce. The “all other” column represents private, local, federal and other non-ADO Program specific Commerce dollar amounts. In-kind numbers were not included in these totals.

Table 3 – ADO funding summary, FY 2024

ADO	Commerce Contract	All other	Total
Adams	\$75,000	\$178,615	\$253,615
Asotin and Garfield	\$150,000	\$165,800	\$315,800
Benton and Franklin	\$172,230	\$1,240,244	\$1,412,474
Chelan and Douglas	\$150,000	\$12,717,469	\$12,867,469
Clallam	\$75,000	\$1,379,334	\$1,454,334
Clark	\$236,556	\$855,931	\$1,092,487
Columbia	\$75,000	\$32,000	\$107,000
Cowlitz	\$75,000	\$326,300	\$401,300
Ferry and Stevens	\$150,000	\$73,652	\$223,652
Grant	\$75,000	\$473,750	\$548,750
Grays Harbor	\$75,000	\$533,402	\$608,402
Island	\$75,000	\$154,282	\$229,282
Jefferson	\$75,000	\$406,789	\$481,789
King	\$300,000	\$12,651,638	\$12,951,638
Kitsap	\$129,537	\$1,108,312	\$1,237,849
Kittitas	\$75,000	\$92,000	\$167,000
Klickitat	\$75,000	\$13,855	\$88,855
Lewis	\$75,000	\$1,000,503	\$1,075,503
Lincoln	\$75,000	\$51,093	\$126,093
Mason	\$75,000	\$335,832	\$410,832
Okanogan	\$75,000	\$514,018	\$589,018
Pacific	\$75,000	\$155,248	\$230,248
Pend Oreille	\$75,000	\$142,552	\$217,552
Pierce	\$300,000	\$507,625	\$807,625
San Juan	\$75,000	\$277,860	\$352,860
Skagit	\$75,000	\$985,065	\$1,060,065
Skamania	\$75,000	\$432,913	\$507,913
Snohomish	\$300,000	\$2,245,382	\$2,545,382

ADO	Commerce Contract	All other	Total
Spokane	\$253,489	\$4,756,153	\$5,009,642
Thurston	\$138,553	\$4,837,984	\$4,976,537
Wahkiakum	\$75,000	\$81,215	\$156,215
Walla Walla	\$75,000	\$100,000	\$175,000
Whatcom	\$106,618	\$816,917	\$923,535
Whitman	\$75,000	\$20,000	\$95,000
Yakima	\$120,662	\$767,780	\$888,442
Total	\$4,157,645	\$50,431,513	\$54,589,158

King County – Additional information

RCW [43.330.082](#) (2)(b) requires ADOs in counties with a population greater than 1.5 million to report data for two additional measures. The King County ADO is the only entity meeting this requirement and has reported the following, which has not been edited:

- 327 businesses received retention and expansion services in King County over the reporting period
- 397 businesses received recruitment, retention, and expansion services outside of the boundaries of the largest city within the ADO’s region

1) The number of small businesses that received retention and expansion services, and the outcome of those services. - Over 300 small businesses were served. In response to the challenges posed by the COVID-19 pandemic, King County ADO focused on providing retention and expansion services primarily to small businesses, with a particular emphasis on supporting BIPOC-owned businesses.

Services Intake Data

- Services Reach - 31 of the 39 King County jurisdictions.
- Equitable Business Support - 78% of the outreach efforts reached BIPOC and women-owned businesses, emphasizing inclusive support for diverse entrepreneurs.
- Business Assistance Referrals - Approximately 100 businesses were referred to additional support services, enhancing their access to resources and expertise.
- Top Service Requests: 1) Access to capital; 2) Business Planning; 3) Social Services.
- Top Industry Interactions: 57% of the total businesses operated in the following industries:
 - 22% Food Services or Drinking Establishments
 - 18% Personal Services
 - 17% Transportation or Warehousing

For more information, visit: <https://communitybusinessconnector.com>

2) The number of businesses located outside of the boundaries of the largest city within the contracting associate development organization’s region that received recruitment, retention, and expansion services, and the outcome of those services.

The following summary highlights how the Seattle Metro Chamber's designated Associate Development Organization and its partners support small businesses in King County outside of Seattle.

ADO Activity	Businesses served in King County outside of Seattle
Retention & Expansion	281
Recruitment & Expansion	116

Retention & Expansion: A total of 281 small businesses located outside of Seattle in King County received retention and expansion services.

Recruitment & Expansion: Among the 116 business recruitment interactions, the leading services provided were Relocation & Expansion at 75% (87) and Site Location at 25% (29).

For additional details and individual business information please see King County.

Employment and economic data

The map below shows the percentage change for each county from December 31, 2022, to December 31, 2023, based on available reporting data from the Employment Security Department. This timeframe was selected based on when data was available and when research for this report began for the calendar year.

This content is [available online as an Excel file](#).

Source: Washington State Employment Security Department - Covered Employment (QCEW) Reports

[ESDWAGOV - Covered Employment \(QCEW\)](#)

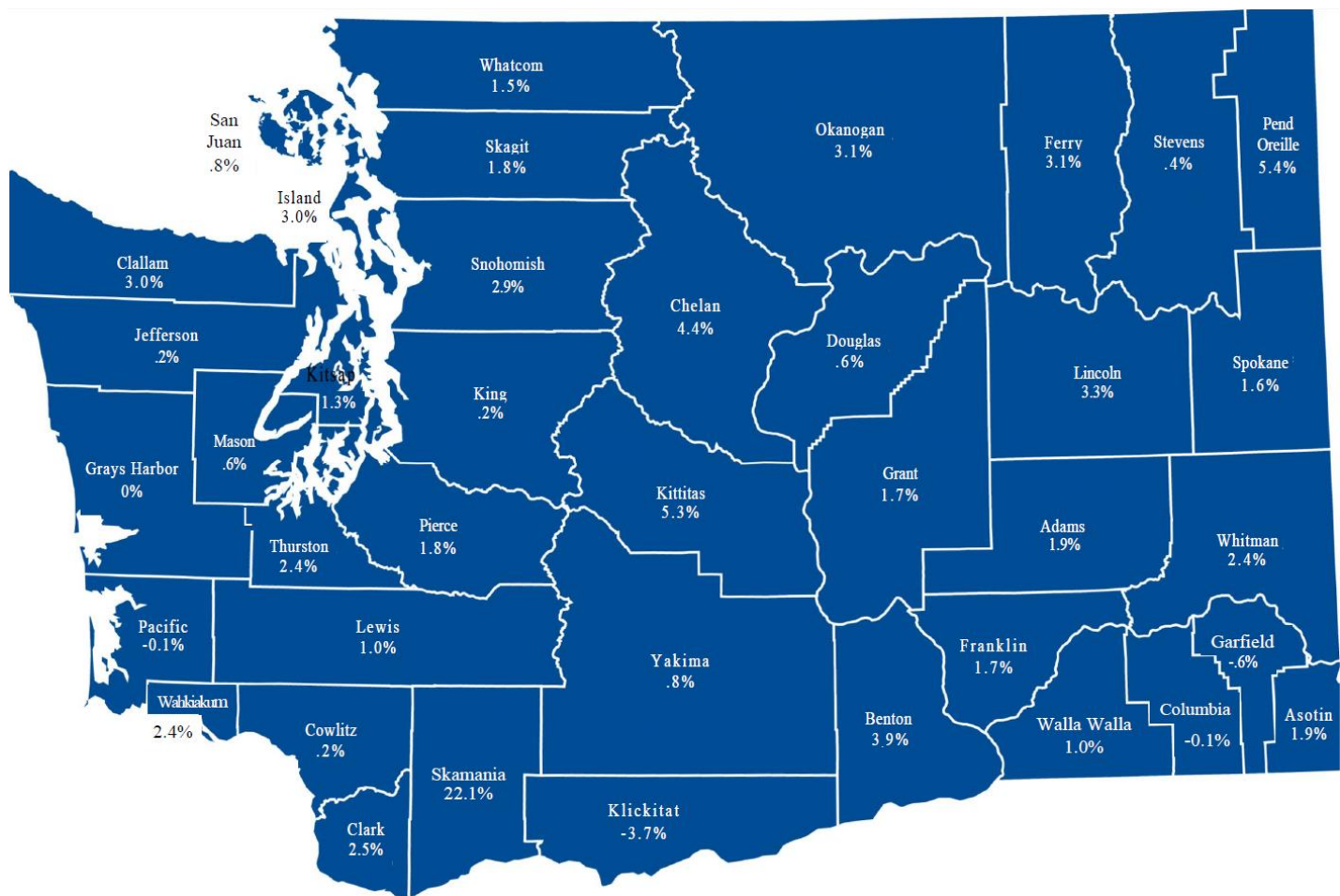


Table 4 - Employment Change - 2022-2023

Source: Washington State Employment Security Department - Covered Employment (QCEW) Reports 2022 and 2023

County	Change in Employment 2022-2023	County (continued)	Change in Employment 2022-2023
Adams	1.9%	Lewis	1.0%
Asotin	1.9%	Mason	0.6%
Benton	3.9%	Lincoln	3.3%
Chelan	4.4%	Okanogan	3.1%
Clallam	3.0%	Pacific	-0.1%
Clark	2.5%	Pend Oreille	5.4%
Columbia	-0.1%	Pierce	1.8%
Cowlitz	0.2%	San Juan	0.8%

County	Change in Employment 2022-2023	County (continued)	Change in Employment 2022-2023
Douglas	0.6%	Skagit	1.8%
Ferry	3.1%	Skamania	22.1%
Franklin	1.7%	Snohomish	2.9%
Garfield	-0.6%	Spokane	1.6%
Grant	1.7%	Stevens	0.4%
Grays Harbor	0.0%	Thurston	2.4%
Island	3.0%	Wahkiakum	2.4%
Jefferson	0.2%	Walla Walla	1.0%
King	0.2%	Whatcom	1.5%
Kitsap	1.3%	Whitman	2.4%
Kittitas	5.3%	Yakima	0.8%
Klickitat	-3.7%		

Appendix A: ADO Key Outcomes

County	New Jobs	Jobs Retained	Private Investment	Public Investment
Adams County: Adams County Development Council (ACDC)	6	0	\$20,000,000	\$0
Asotin and Garfield Counties: Southeast Washington Economic Development Association (SEWEDA)	32	0	\$1,513,000	\$0
Benton and Franklin Counties: Tri-City Economic Development Council (TRIDEC)	3	0	\$4,500,000	\$250,000
Chelan and Douglas Counties: Chelan Douglas Regional Port Authority (CDRPA)	465	0	\$0	\$70,000,000
Clallam County: Clallam County Economic Development Council	69	65	\$6,925,000	\$32,046,000
Clark County: Columbia River Economic Development Council (CREDC)	454	1293	\$135,800,000	\$13,678,626
Columbia County: Port of Columbia	33	15	\$87,000	\$3,033,450
Cowlitz County: Cowlitz Economic Development Council	110	102	\$170,000,000	\$125,000
Ferry and Stevens Counties: Tri County Economic Development District (TEDD)	10	35	\$262,125	\$635,500

County	New Jobs	Jobs Retained	Private Investment	Public Investment
Grant County: Grant County Economic Development Council	75	25	\$614,000,000	\$100,000,000
Grays Harbor County: Greater Grays Harbor, Inc.	83	0	\$250,000,000	\$300,000
Island County: Economic Development Council for Island County	3	2	\$25,000	\$0
Jefferson County: Economic Development Council of Jefferson County	32	138	\$267,000	\$2,671,345
King County: Greater Seattle Chamber of Commerce	50	23	\$10,180,000	\$1,000
Kitsap County: Kitsap Economic Development Alliance (KEDA)	164	25	\$7,500,000	\$200,000
Kittitas County: Kittitas County Chamber of Commerce	79	29	\$572,500	\$0
Klickitat County: Klickitat County Public Economic Development Authority	4	10	\$0	\$250,000
Lewis County: Economic Alliance of Lewis County	34	4	\$40,125,000	\$0
Lincoln County: Lincoln County Economic Development Council	11	0	\$1,200	\$0

County	New Jobs	Jobs Retained	Private Investment	Public Investment
Mason County: Economic Development Council of Mason County	55	0	\$25,000,000	\$0
Okanogan County: The Economic Alliance	10	20	\$2,237,000	\$58,000
Pacific County: Pacific County Economic Development Council (PCEDC)	20	0	\$10,000,000	\$0
Pend Oreille County: Port of Pend Oreille	0	0	\$0	\$0
Pierce County: Economic Development Board for Tacoma-Pierce County	400	650	\$5,000,000	\$0
San Juan County: San Juan County Economic Development Council	55	95	\$4,750,000	\$0
Skagit County: Economic Development Alliance of Skagit County (EDASC)	104	434	\$25,000,000	\$300,000
Skamania County: Skamania County Economic Development Council (SCEDC)	6	0	\$900,000	\$200,000
Snohomish County: Economic Alliance Snohomish County	55	40	\$70,900,000	\$97,000
Spokane County: Greater Spokane Incorporated (GSI)	1700	950	\$576,065,000	\$59,000,000

County	New Jobs	Jobs Retained	Private Investment	Public Investment
Thurston County: Thurston Economic Development Council	766	0	\$331,000,000	\$0
Wahkiakum County: Wahkiakum Chamber of Commerce	4	0	\$0	\$1,000
Walla Walla County: Port of Walla Walla	132	0	\$175,044,970	\$6,000,000
Whatcom County: Port of Bellingham	107	5	\$10,000,000	\$0
Whitman County: Port of Whitman County	7	0	\$4,400,000	\$4,200,000
Yakima County: Yakima County Development Association (YCDA)	58	20	\$50,776,120	\$14,000,000
Total	5,196	3,980	\$2,552,830,915	\$307,046,921

*The Port of Pend Oreille was designated in Q3

Appendix B: ADO reports by county

The following county summaries were submitted directly by the ADOs per [RCW 43.330.082](#), which requires contracting ADOs to provide a summary of best practices shared and implemented every year. They have been copied and pasted from the originally submitted content, which may result in formatting inconsistencies. They are lightly edited for spelling and grammar, and modified for formatting as possible.

Adams County: Adams County Development Council

Diversity, Equity and Inclusion

ACDC continues to revamp and modernize all of the ACDC processes and procedures – with a core focus on DEI being a fundamental part of every effort we undertake. As Adams County is largely Hispanic (over 60% by census data reports), a core focus of our efforts will be to actively engage the Latino community. A large percentage of our businesses are minority-owned, especially in the food and dining industry.

To address the language barrier issues, we actively use new connections within the Othello and Adams County business community to reach out to the leaders within the Hispanic community. Additionally, a focus on dual-language literature has been implemented at ACDC.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

ACDC collaborate with Brandon Nicholas out of Moses Lake. We have had collaboration meetings on potential referrals, opportunities, trainings, and other meaningful ways in which we can support each other's activities. We are working on a startup/entrepreneurial workshop for our local Adams and Grant County businesses.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC) collaboration:

ACDC briefly worked with Aleesha Roedel at Greater Spokane Inc. for some assistance and training on APEX processes. I also attended some webinars put on by the APEX center regarding the process so I can then relay information and contacts to my constituents.

Capital Investment

Worked with the county to identify broadband need areas. Worked with residents in these areas to identify broadband and technological know-how gaps. Worked with the county's consultant to design and permit the broadband expansion in rural Othello, all of Lind and Ritzville, and all of Washtucna. Worked with cities to get franchise and easements. Expected to be complete December 2024.

This will bring more quality of life to the current residents of the identified area and they will be able to have better access to broadband to work and play. It will also be a recruiting tool for new businesses and employees.

Employment and Workforce Development

I worked with our local Skillsource board, High Schools, and Employers to host career showcases in both Othello and Lind-Ritzville. ACDC is the primary sponsor, organizer, and labor for these showcases. Over 1,500 students were brought through the showcases, and over 60 employers from our Adams County businesses.

These career showcases work wonders for the employers of our county. The added benefit to the students is that we are showing graduating seniors and upcoming underclassmen the ample career opportunities that are available in Adams County. Our employers receive critical, direct access to the pipeline of available workers, coming directly from the neighborhood, city, and county in which they operate. From these exhibitions,

employers recruit students to job shadow, intern, and even apply for post high school jobs. These events are an annual staple in our community, and are vital to the continued success of our employers, large and small.

Other Funding Sources:	Adams County	FY24 Total
	Private	\$28,615.00
	Local – Adams Co. Agreement	\$150,000.00
	State	\$0
	Federal	\$0
	Other	\$0
Total Other Funding		\$178,615.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Adams	\$75,000

Asotin County: Southeast Washington Economic Development Association (SEWEDA)

Diversity, Equity and Inclusion

SEWEDA has been working with various Nez Perce Tribal Enterprises staff as well as Nez Perce Tourism to see how we can develop a cooperative working relationship this coming year.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

We referred a number of clients to SBDC services or classes this year, and they remain a critical resource for area businesses.

Small Business Creation

SEWEDA has been involved with the formation of an informal downtown-area group that is focused on revitalization of Clarkston’s “Main Street” (actually, 6th Street). The group brings together business and building owners with the goal of stimulating economic growth in the historic district, and ensuring that the unique architectural and cultural heritage of the area is preserved while accommodating modern needs.

The group was initially just three business owners, but after much outreach we have been able to bring nearly every business and building owner into the conversation. Creating a shared vision and mission is key to this level of participation, and is important to drawing in other individuals who may also be interested in investing in revitalization of the downtown area.

The group has seen significant success through their active marketing of available commercial properties during community events. In the last 18 months, the downtown district has seen nearly \$700,000 in private investment and building renovations. In addition, four new small businesses have opened in once-vacant storefronts, with another two new businesses coming in the next year.

Attendance at the various community events has nearly tripled over the last two years, further enhancing visibility of existing businesses and available properties. The events have also generated interest from corporate partners who see these events as opportunities to invest in their communities.

Employment and Workforce Development

A partnership with the local community college, hospital, and high school has resulted in a very successful program that offers high school seniors the opportunity to obtain a Nursing Assistant certification before they graduate. With their CNA certification, the students are then able to start the BSN program in the fall after high school graduation and are eligible for scholarships offered by the hospital. Furthermore, the students are then offered employment at the hospital upon graduation from their nursing program.

This collaborative approach leverages the strengths of all institutions involved and allowed for the identification of shared goals, such as addressing the critical shortage of healthcare workers in our region. The community college’s faculty worked closely with the hospital’s representatives and high school staff to design a special curriculum that integrates the required academic knowledge with practical clinical experience in a way that fits within the students’ schedules as well as limitations due to their age.

The first year of the program saw only five students participate, which was limited significantly by clinical scheduling conflicts. In the coming school year, 19 students are taking advantage of this program and have indicated their commitment to employment at the local hospital upon successful completion of their BSN programs.

The success of this program has led to the formation of other groups that will bring together the high school, community college, and our manufacturing industries. The goal is to develop a similar program that will fast-track graduation for students interested in entering the trade programs offered with guaranteed local employment upon graduation.

Other Funding Sources:	Asotin County	FY24 Total
Membership dues, sponsorships	Private	\$8,500.00
County contract, .09 funds, local gov. funding	Local	\$17,100.00
	State	\$0
	Federal	\$70,000.00
	Other	\$0
Total Other Funding		\$95,600.00

Combined: Asotin and Garfield Counties

Other Funding Sources:	Asotin and Garfield	FY24 Total
	Private	\$8,500.00
	Local	\$17,300.00
	State	\$0

	Federal	\$140,000.00
	Other	\$0
Total Other Funding		\$165,800.00

Commerce Associate Development Organization (ADO) Grant Funding	Counties	FY24 Total
	Asotin	\$75,000
	Garfield	\$75,000
Total ADO Grant Funds Only		\$150,000

Benton and Franklin Counties: Tri-City Economic Development Council (TRIDEC)

Diversity, Equity and Inclusion

TRIDEC has led a regional effort to reconvey Columbia River Shoreline from the US Army Corps of Engineers (USACE) back to our local jurisdictions. To respect, honor and collaborate with the Consolidated Tribes of the Umatilla Indian Reservation (CTUIR) we have proactively included them in our legislative process. This fiscal year we have engaged with the Yakama Nation who have joined our process and TRIDEC hosts monthly meetings for both tribal partners as well as the Cities of Pasco, Kennewick and Richland; Benton and Franklin counties and the Port of Pasco. We also hosted a First Foods Ceremony and Treaty Rights meeting at our board room in Kennewick as well as attending in-person meetings and discussions at Tamastslikt Cultural Center in Oregon and the Yakama Nation Tribal Fisheries office in Toppenish.

In 1885, the ancestors of today's tribal leadership of the Yakama Nation and the CTUIR, signed a treaty with the U.S. Government giving them access to lands today that make up the Greater Tri-Cities. We have been meeting with staff and Tribal Council members monthly to both enter into Memorandums of Understanding (MOUs) with each jurisdiction, approve a cultural practices easement as well as drafting new proposed federal legislation that will include portions of the shoreline that will be transferred to the tribe and allow them to once again own property in the Tri-Cities. The legislation and the MOUs will also describe the relationship for each jurisdiction and tribal partner and how federal treaty rights will be respected and enhanced. It will also include land that will be transferred directly to each respective tribe from the USACE.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

TRIDEC gives office space to one WSBDC Advisor in our building and also work with our other regional advisor who is housed in the Hispanic Chamber of Commerce. In June, we hosted a Washington state government event "Connecting Business with Commerce" for two sessions on May 30th. This was attended by both WSBDC Coaches and the local PTAC Advisor who is housed in the Regional Chamber Commerce. More than 10 local businesses participated and over 200 were contacted with a recording of the sessions.

Site Selection, Capital Investment, and Foreign Direct Investment

Framatome and Ultra Safe Nuclear Corporation (USNC) have established a joint venture to manufacture fourth-generation reactor fuel in Richland, Washington. This collaboration will produce TRISO (Tri-structural Isotropic) particles and Fully Ceramic Microencapsulated (FCM) fuel starting in 2026. The partnership combines Framatome's extensive experience in nuclear fuel manufacturing with USNC's advanced reactor technologies and proprietary fuel forms.

TRIDEC began working on the Washington Department of Commerce RFI under code name "Project Eagle" in 2022 and was finally able to secure the site selection for the Framatome Richland site in late 2023. Two critical incentives included a \$250,000 investment from the Governor's Strategic Reserve Fund and a matching grant from the TRIDEC local incentive fund.

Framatome's Richland site, which recently opened a new uranium recovery facility, will be central to this venture. The facility features upgraded equipment for extracting uranium from contaminated materials, further processing it into nuclear fuel pellets. This development aligns with Framatome's broader efforts to expand and innovate within the nuclear energy sector ([Ultra Safe Nuclear](#)) ([Ultra Safe Nuclear](#)) ([American Nuclear Society](#)).

This joint venture marks a significant step toward meeting the increasing global demand for safe, reliable, and clean energy, positioning both companies at the forefront of the nuclear energy industry. It is planned to add more than 200 direct jobs and is planned to include a capital investment of \$370 million.

Tax Revenue

Beginning in 2022 with Atlas Agro on Project Green Fertilizer, the City of Richland realized they needed to have another incentive to compete against the State of Oregon. Atlas' tax consultants had done a study and found a \$32 million difference in state and local taxes over 20 years. In Partnership with TRIDEC, the city started working on being the first city to adopt and implement RCW 84.25, Targeted Urban Area (TUA).

This program, approved in January 2023 and amended in October 2023, provides a ten-year local property tax exemption for the value of new construction on industrial or manufacturing facilities within the designated TUA, which includes the Horn Rapids Industrial Park, surrounding Richland Airport lands as well as all industrially-zoned lands in the city.

To qualify for the exemption, the new construction must create at least 25 full-time jobs paying a minimum of \$23 per hour with healthcare benefits. The improvements must be at least 10,000 square feet and have a minimum value of \$800,000. Additionally, the use must align with the Standard Industrial Classification (SIC) Division D Manufacturing codes.

Establishing the program was the first step, but this fiscal year, TRIDEC and the City of Richland were able to gain city approval of 3 large expansion and recruiting projects:

Company	CAPEX	New Direct Jobs
ATI Metals	\$111 million	90
Framatome/USNC JV	\$370 million	200
Atlas Agro	\$1 billion	200
	\$1.48 billion	490

Other Funding Sources:	Benton and Franklin Counties	FY24 Total
	Private	\$530,270.73
	Local	\$467,632.35
	State	\$0
	Federal	\$0
	Other	\$242,341.31
Total Other Funding		\$1,240,244.39
Other Notes: SRF Pass-through funds		\$1,111,948.32

Commerce Associate Development Organization (ADO) Grant Funding	Counties	FY24 Total
	Benton	\$97,230.00
	Franklin	\$75,000.00
Total ADO Grant Funds Only		\$172,230.00

Chelan and Douglas Counties: Chelan Douglas Regional Port Authority (CDRPA)

Diversity, Equity and Inclusion

The Chelan Douglas Regional Port Authority integrates Diversity, Equity, and Inclusion (DEI) strategies through several key approaches:

- 1) Targeted Outreach: The Regional Port identifies diverse segments of the community and tailors marketing campaigns for projects, training opportunities, or funding initiatives to meet their unique needs.
- 2) Accessible Communication: Ensuring all marketing materials are accessible to individuals with diverse abilities by using various formats, languages, and channels to reach a broad audience, removing barriers to information and participation.
- 3) Inclusive Branding: Developing a brand that reflects the diversity of the community through projects and outreach initiatives, including the use of inclusive imagery and messaging in promotional materials, websites, and social media to create a welcoming and relatable identity.
- 4) Feedback Mechanisms: Establishing channels for community feedback on marketing efforts and actively seeking input from diverse stakeholders to evaluate the effectiveness and cultural relevance of campaigns, adjusting strategies as needed.

The Regional Port aims to build trust, engagement, and participation from a diverse range of community members.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

The Chelan Douglas Regional Port Authority collaborates with our SBDC representative on projects that directly support local small businesses and startups, such as the Trades District Project. Moreover, the Regional Port Board receives quarterly presentations from our representative, featuring detailed data on the initiatives undertaken to support small businesses and startups.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

The APEX Accelerator team in Chelan and Douglas Counties counseled 23 clients, providing a total of 45 hours of counseling. According to Tiffany Scroggs, APEX Accelerator Program Director, they won \$3 million in contracts.

Employment and Workforce

The project to recruit Microsoft Data Centers to Chelan County and Douglas County was a collaborative effort involving the Regional Port and key partners, resulting in a remarkable \$3.0 billion investment in each county and with an estimated creation of 900 new jobs. The Regional Port worked closely with stakeholders such as the Douglas County Board of Directors, Chelan County Board of Directors, Douglas County PUD, Chelan County PUD, East Wenatchee Water District, and Malaga Water District, aiming for a sustainable and growth-oriented economy for the Valley.

The success of this project in Chelan County can be attributed to strategic land acquisitions and the development of essential infrastructure, including waterlines. These efforts not only facilitated the establishment of the data centers but also paved the way for new subdivision developments, benefiting both Microsoft and the local community.

The project faced challenges such as navigating complex partnerships and ensuring that infrastructure development kept pace with the needs of Microsoft. These challenges were overcome through strong, longstanding partnerships, careful planning, and proactive communication.

Others looking to implement similar projects could benefit from building strong partnerships with key stakeholders, conducting thorough planning and research, and investing in essential infrastructure to attract large-scale investments like Microsoft.

This influx of capital and employment opportunities stimulated economic growth, while the development of essential infrastructure, like new waterlines, facilitated the establishment of the data centers and future subdivision developments. This strategic investment not only benefited Microsoft but also supported local businesses and the community, showcasing the importance of strong partnerships and proactive planning.

Capital Investment

The Chelan Douglas Regional Port Authority strategically makes capital investments to bolster community development, exemplified by the Craft Brewing District initiative. By transforming disused warehouse spaces into vibrant hubs, the Port plans to attract breweries and related creative industry businesses, fostering economic growth and job creation. This project not only revitalizes underutilized areas but also enhances local tourism appeal, providing family-friendly spaces that boost community engagement. Through careful planning and collaboration with local entities, the Port ensures these investments create sustainable, long-term benefits for the community.

One anticipated positive impact of the Craft Brewing District initiative is the revitalization of a currently underutilized area in Wenatchee. This transformation will lead to the creation of new jobs, both within the breweries and in supporting businesses such as restaurants, retail shops, and entertainment venues.

Additionally, the district is expected to become a popular destination for both locals and tourists, increasing foot traffic and boosting local commerce. The family-friendly environment will encourage community engagement and provide a welcoming space for people of all ages to gather, contributing to a stronger, and more connected community.

Other Funding Sources:	Chelan and Douglas Counties	FY24 Total
	Private	\$2,483,056.46
	Local	\$0
	State	\$1,805,681.39
	Federal	\$8,428,730.67
	Other	\$0
Total Other Funding		\$12,717,468.52

Commerce Associate Development Organization (ADO) Grant Funding	Counties	FY24 Total
	Chelan	\$75,000
	Douglas	\$75,000
Total ADO Grant Funds Only		\$150,000

Clallam County: Clallam County Economic Development Council

Diversity, Equity and Inclusion

We administered federally funded grants which targeted Clallam, Jefferson and Grays Harbor's Guatemalan, Hispanic Communities and unskilled wage earners with LMI.

We hired a local nonprofit agency to translate, market, and perform outreach to our bilingual grant applicants. We worked with the Center for Inclusive Entrepreneurship (CIE), which targets LMI business owners to ensure our resources were known to their clients and to perform outreach to local Tribal Nations.

We regularly communicate with four west end community and religious organizations where minorities are members (First Baptist Church of Forks, Queen of Angels in Port Angeles, and St. Joseph in Sequim).

We have two tribal members who serve on our board of directors.

We actively support the startup and expansion of businesses who identify as part of the LGBTQ community through grant funding and resource sharing.

We wrote a substantial portion of the Recompete application for \$50M that intends to target the most underserved and provides over \$9M to the five tribes in our two county region.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

We partner regularly with WSBDC and advocate for the local advisor, SharonAnn Hamilton, to receive local government funding and in-kind lease space. We also do the same with the Center of Inclusive Entrepreneurship (CIE) that is an entity that teaches classes to startup businesses and those considering a startup. We host training events together and will refer some businesses to WSBDC or CIE when warranted.

Locally SharonAnn, Micah Jonet and Rick Dickenson of CIE have advised over 50 entities in the past 12 months.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

In 2022 we applied for and were awarded a federal grant for our own North Olympic Peninsula APEX Accelerator. Beginning in 2024 we received funding for a program director and a counselor. It is a separate contract award from DoD (not a part of the Thurston County WA APEX Accelerator).

Rebekah Miller, Program Director, and Justine Wagner, Program Counselor, have supported over 200 small businesses in Clallam and Jefferson Counties. They have helped their clients receive over \$14M in federal contracts during the reporting period. They have also helped 12 businesses become HubZone certified and OMWBE certified.

US Department of Commerce EDA Recompete Pilot Program

As a remote county of nearly 80,000 and neighboring Jefferson County with a population of approximately 32,000 we recognize we have several similar economic challenges. We are populated with relatively wealthy retirees and have large tourism and service economies. However, these economic sectors are seasonal and pay below our counties’ median wage to the workforce. We partnered with Clallam and Jefferson Counties, four cities, two ports and five tribal governments to create a strategic plan involving our inherent assets that will form “Good Jobs.”

The Clallam EDC used \$80K of our reserve funds to pay an outside consultant to lead the initiative for Phase 1. Our application was one of 22 selected out of 566 applications to move to Phase 2. We also received \$500,000 for our furtherance of our work. We will know by the fall if we are selected for up to \$50 Million in funding to transform our local economies.

Business Relocation and Expansion

Since 2020 the Clallam EDC scoured information about saw mills located in Canada and the US. We approached numerous businesses about the opportunity to reopen a mill near Forks, WA which had much of the infrastructure in place and was for sale. A deed restriction existed but we worked to mitigate the current owner’s concern and they removed it so a new milling entity could purchase or lease the property. The west end of Clallam County lost 3 mills over the past decade due to the uncertainty of fiber supply. However, the area could easily support one mill – more closed after the great recession than what was necessary.

The impact from our work is that a publicly traded company, Sustainable Green Team LTD, elected to purchase the property and now has invested to date \$12.8 million to reopen the mill. They actively coordinated with the Quileute Tribe to ensure the stormwater from the mill would never enter into nearby Lake Pleasant. They are installing state-of-the-art equipment and will be using every element of the tree to produce dimensional timber and Humisoil® which will be barged to California Vineyards and other areas in the west coast.

When the mill is fully operational it will employ 30 people full time at prosperity wages (at least 15% higher than a living wage).

Other Funding Sources:	Clallam	FY24 Total
	Private	\$138,223.36
	Local	\$290,482.90
\$60K State Match for PTAC;	State	\$97,300.00

\$35K tech writing for Ph 2 Recompete; \$2,300 admin for ADO Grant Writer		
\$94.5K Recompete Strategy Dev. Grant; \$195.8K APEX funding from DFAS & DLA	Federal	\$306,611.03
	Other	\$ 546,717.00
Total Other Funding		\$1,379,334.29
Other Notes – Pass-through		
SFFI - ADU Study & Econ Analysis		\$135,000.00
ICAP – Natural Resource Innovation Ctr - CSI		\$50,000.00
SBIF – Boost Services for Underserved biz in Clallam, Grays Harbor & Jefferson Counties		\$252,617.00
ADO Grant Writer Pass-through – 4 entities hired		\$109,100.00
Pass-through Total		\$546,717.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Clallam	\$75,000

Clark County: Columbia River Economic Development Council (CREDC)

Diversity, Equity and Inclusion

CREDC sought to increase the diversity of Clark County’s workforce pipeline in FY23-24 via a continuation of the Future Leaders program, a collaborative initiative between CREDC, Workforce Southwest Washington, and WSU Vancouver. The program seeks to connect students from under recognized communities with high quality internship opportunities. In 2024, CREDC identified 7 new host seats for students and is facilitating social capital building and professional experience opportunities for these students. In the next year, CREDC and our collaborator local workforce board will identify an additional 23 new seats for the FLP program.

CREDC’s Support People Committee has engaged in the Family Friendly Workplace Initiative as a pilot host organization for the first WA State FFW cohort training companies on resources and strategies for providing access to child care. CREDC, as the local ADO helped recruit companies into the first cohort of twelve participants joining the series 4-training sessions. It is too soon to know the outputs and outcomes of this collaboration. We know from the baseline research that families in lower wage lower skilled jobs are more vulnerable to child care costs and disruptions to service delivery—so, investing in this initiative as an ADO is part of our Support People DEI work.

Underlining our commitment to DEI, CREDC has been awarded a subrecipient contract to host an APEX Advisor, who at a minimum is advising a 20 percent MWESB/VOSB certified small business population—though companies may have additionally represented ownership that is not officially certified. As the ADO-APEX host for Clark County, CREDC has supported 650 total unique training registrations (January -July 2024) and 227 unique business clients engaged through the APEX program. CREDC’s role has included marketing

through our social media and e-news channels, developing outreach collateral, and facilitating relationships with public agency leaders and a speaker's bureau of subject matter experts on procurement topics.

CREDC has competed for and been awarded \$300,000 in strategic reserve funding for economic development, specifically upskilling of workers in the semiconductor industry on new fabrication tools for production. CREDC has gained research suggesting that 39 percent of the region's semiconductor industry jobs are in production roles, and of that 39 percent, 50 percent is represented by people of color. Seeking strategic reserve fund money for employee advancement for production workers also underlines our commitment to DEI and building workforce pathways—in this case supporting an industry of national and global significance.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

CREDC engaged with SBDC for various joint outreach and resource partner events, including the November 2023 Entrepreneurship Week activity CREDC organized at WSU-Vancouver. Established companies and student entrepreneurs (50) participated in a half-day event featuring resources for businesses, including the SBDC network. CREDC also collaborates with the SBDC network through WEDA and in parallel with two Small Business Resource Fairs hosted by the City of Vancouver and the Office of Congresswoman Gluesenkamp Perez respectively.

CREDC regularly refers small businesses to SBDC for intensive 1-1 training support on specific topics (marketing, becoming bankable). SBDC in turn provides CREDC a report of Clark County business clients in our region, who are advised by the SBDC network, primarily via remote sessions—CREDC is able to follow-up with companies to offer assistance specific to our BRE and attraction work.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

CREDC began hosting an APEX Advisor in ADO Contract Year 2024. This relationship has been exceptional, creating broader reach for our ADO across Clark County and the Southwest Washington region. The reach is expanded also to additional businesses from under recognized communities, with 32 percent of outreach to these communities (which are not mandated to specify their ownership demographics).

A major accomplishment of the CREDC – APEX relationship has been CREDC's facilitation of connectivity of the local APEX advisor to public agencies, and public works procurement projects for situational awareness and partnership building.

A significant milestone of shared CREDC-APEX success in 2024 is a strong relationship with the Interstate Bridge Replacement Project Administrator and Office. The APEX Advisor and CREDC team have curated the following:

- 10-Month Series of Small Business Trainings featuring local and nationally-acclaimed experts on public procurement,
- 8 Workshops hosted between January and June 2024
- 650 total unique training registrations
- 277 unique business clients engaged
- 20 percent of client engagements with companies certified as MWESB and Veteran-owned firms

Expansion and Workforce Development

Workforce Development and the Support of Business Expansion impact were both achieved with the awarding of the Governor's Strategic Reserve Fund grant through CREDC to Project Onyx. CREDC has competed for and been awarded \$300,000 in strategic reserve funding for economic development, specifically upskilling of workers in the semiconductor industry on new fabrication tools for production.

CREDC research suggests that 39 percent of the region’s semiconductor industry jobs are in production roles; and of that 39 percent, 50 percent of production employees are people of color. Seeking and receiving an award for strategic reserve fund money for employee advancement for production workers also underlines our commitment to DEI and building workforce pathways—in this case supporting an industry of national and global significance.

Over 50 percent of Washington state’s semiconductor industry jobs (5,632 jobs in 2022) are located in Clark County, so facilitating reinvestment in local fabrication facilities (as in the Project Onyx example) is highly-important for job retention amid competitive workforce recruitment from employers outside the state.

The SRF grant funding will support workforce training and upskilling of a semiconductor manufacturer’s workforce during its expansion in Clark County over the next 5 years. The SRF grant will also demonstrate clear support from Washington state of this semiconductor manufacturer as they apply for and hopefully secure CHIPS act funding in the near future.

Importantly, as an ADO, CREDC’s facilitation of this state-level support positions Project Onyx for pursuit of federal CHIPS & Science Act dollars with a triple-digit funding leverage prospectus in the coming year.

CREDC quoted in press coverage in [The Columbian](#) and [Geekwire](#).

Simultaneously, CREDC called attention to legislators about the timing out of industry Business and Occupancy & Workforce tax incentives/credits expiring in 2024/2026; CREDC educated legislators through public testimony on the impact of these incentives for industry competitiveness in an industry that represents \$898 million in annual export value, 5,632 jobs in Washington (2022), and a wage impact of \$2.5 billion among semiconductor manufacturers.

Family Friendly Workplace

CREDC collaborated with community partners in support of Southwest Washington Family-Friendly Workplaces Employer Cohort Program on March 28th, 2024, and on June 6th, 2024.

CREDC’s Support People Committee has engaged in the Family Friendly Workplace Initiative as a pilot host organization for the first Washington FFW cohort training companies on resources and strategies for providing Access to Child care. CREDC, as the local ADO helped recruit companies into the first cohort of 17 participants joining the series 4-training sessions. It is too soon to know the outputs and outcomes of this collaboration. We know from the baseline research that families in lower wage lower skilled jobs are more vulnerable to child care costs and disruptions to service delivery—so, investing in this initiative as an ADO is part of our Support People DEI work.

Incorporating family-friendly workplaces into two live cohorts in March and June to include 17 employer registrations sponsored by the Washington State Department of Commerce, CREDC, Workforce SW Washington, Greater Vancouver Chamber of Commerce, Cowlitz EDC, Cowlitz- Wahkiakum Council of Governments, and Wahkiakum Chamber of Commerce offered a competitive edge for businesses and identified strategic policies and practices toward fostering a supportive work environment and promoting the possibility of workforce expansion initiatives that correspondingly benefit early-learning opportunities for children and families.

Other Funding Sources:	Clark County	FY24 Total
	Private	\$290,700.00

	Local	\$379,450.00
	State	\$35,000.00
	Federal	\$0
	Other *	\$150,781.00
Total Other Funding Sources		\$855,931.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Clark	\$236,556.00

Columbia County: Port of Columbia

Diversity, Equity and Inclusion

The Port provides business assistance at no cost to business owners. The Port employs an economic development coordinator who works with any and all businesses. With the Port being in a small community, the Port communicates directly with women owned, BIPOC and other underserved business owners to offer any needed business assistance.

The Port continues to work to connect with BIPOC business owners. We offer translated resources at workshops and networking events. The Port also offers translated materials for outreach to Spanish speaking business owners. This includes marketing materials for upcoming workshops and surveys to gather input from BIPOC business owners. At workshops, the Port can provide a translator when needed. As the Port is in a small community, we connect individually with BIPOC business owners to make sure they are aware of upcoming classes and are ready to take advantage of digital marketing services.

Many business owners the Port works with are in a lower socio-economic category. In our outreach, we ensure that businesses know that our resources are free. The Port partners with the SBDC to provide no-cost business mentoring for underserved entrepreneurs and business owners. The Port hosts workshops and networking events that are free, including access to free resources, eliminating any barriers to attendance because of cost. The Port continually shares loans, grants and other programs to businesses to assist them with getting capital.

The Port spearheaded the development of Columbia County's Broadband Action Plan, which included a Digital Equity plan. As part of the deployment of broadband, the Port ensured that internet providers enrolled in the affordability connectivity program, which means that cost is not a barrier for underserved populations to have access to high-speed and quality internet. The Port works with the library and school to identify and serve those who experience digital inequity.

The Port conducts monthly Economic Development Steering Committees and the yearly Comprehensive Economic Development Steering. This group's members represent a diversity of backgrounds and organizations.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

The Port works closely with the WSBDC to provide assistance to Columbia County businesses. We support the SBDC office with 1,750 annually in order to help keep it open and staffed. We make many referrals to the local SBDC advisor when businesses need more in-depth and expert assistance

Over FY 24, our local SBDC advisor worked with 14 clients- 4 of those pre-venture, 1 startup and 9 in-business. Through his advising, 1 business and 6 jobs were created and 26 jobs were supported.

The local SBDC advisor has assisted in hosting several workshops for the community including basics of business finances, certifying as a women or minority owned business, and start up business classes. The local SBDC advisor also participates in the monthly economic development steering committee (EDSC) meetings to inform stakeholders of important updates and programming from the SBDC and SBA.

The SBDC is a very valuable service to our community. Our SBDC advisor is skilled in providing mentoring and resources that our small business owners need. Without these services, many of our entrepreneurs would struggle to stay in business.

Capital Investment

The Port of Columbia has been constructing and completing two broadband projects in Columbia County over FY24.

One project covers the city of Dayton, WA. Funding was received in July 2021 from CERB as a \$2 million grant. Matching funds were received from many community partners and the WA State Broadband Office. Construction began in 2023 and was completed in FY24. Residents and businesses in this area are connected to reliable and fast internet. Included in this project, is the Blue Mountain Station site, ensuring that 7 food businesses there now have high-speed internet.

The second project continues west from Dayton along the Highway 12 corridor. No matching funds were required. Funding for this project was awarded in January of 2022 in the amount of \$1.165 million from Public Works Board. Construction began and was completed during FY24. This encompasses about 60 homes, farms and businesses, a state park and cell tower.

Our system is open access with three internet service providers (ISP's) partnering with the Port and offering service. A barrier we experienced was that another company that was not part of the Port's broadband project began construction of their own fiber network in the community. We handled this by open communication with residents and businesses on the work the Port was doing versus this other company.

The Port of Whitman and Petrichor, a consortium of ports districts that helps implement publicly-owned broadband systems, is helping us. We contract with them to assist in operations and maintenance of these projects, and assistance with pursuing funding for reaching further areas of Columbia County.

During FY 24 a new child care center opened in Dayton, WA. Columbia County was a "child care desert" for many years. Families had to either quit working, or drive a significant distance for child care. The local community suffered as young families struggled with the lack of affordable child care options.

The child care facility stakeholder committee was formed to begin solving the lack of child care problem. Columbia County Health System (CCHS) took the lead on this initiative. The Port participated on this committee and assisted in choosing and evaluating potential sites for the child care facility. In this work on

development, financing and siting of a child care center, a partnership developed with CCHS and the YWCA, where CCHS would construct and own the building and YWCA would run the child care operation.

While Port property was reviewed as a potential site, the chosen location was on the Dayton hospital campus. CCHS constructed the building with a budget of \$658,000. This money came from several sources- a federal grant, WA Dept. of Commerce, and various local funds. The YWCA furnished and equipped the building with close to \$275,000 in grant funding.

With these two broadband projects, over 2,000 households and over 100 businesses have access to high-speed and reliable internet. Businesses can be much more productive and take advantage of online growth opportunities. With better quality internet, businesses are much more likely to locate in this area than before. The local economy is supported as access to quality internet is no longer a barrier for residents and entrepreneurs.

Young families are inclined to move and stay in the community because they can enjoy the benefits of reliable internet, students have better access to online education and there is an increase in telework options.

During this construction phase, the fiber construction company has 20 employees working on the Dayton project. On the second project, the company had 8 employees working. These jobs not only support the company, but puts dollars into the community through lodging and dining purchases. The internet service providers (ISP's) retained 8 jobs, as they worked to connect residents to the fiber infrastructure.

The child care center is an important service for families, and it provides local jobs and workforce pipeline. This center currently serves 22 children. The Dayton area had been without child care services for several years forcing families to quit their jobs, move, or drive into other areas. Providing this service allows parents to continue to work and support local industry. Currently, this center supports 13 jobs. Many of these employees are younger, and will continue into the early childhood learning field. A job at the child care center gives them beginning skills for an eventual career in early learning.

Small Business Creation

Small businesses continue to make up a large portion of the economic landscape in Columbia County. This county has a high entrepreneurial spirit. Small businesses keep the economy stable, providing jobs and increasing revenue for the community.

The Blue Mountain Station site continues to see success with the low barriers to entry for small and start-up food entrepreneurs. During FY 24, we had a new business locate at a suite in BMS. It is a sourdough micro bakery. The startup cider company that the Port assisted in FY23 located in a suite at BMS and began production. Their product will hit market soon. Blue Mountain Station's infrastructure includes a commercial kitchen. This has helped three new small businesses with having a place to create their product.

The barriers for many small businesses are the lack of knowledge and resources for running a business. Many entrepreneurs have a passion but do not know about managing a business. The SBDC is a valuable resource to small business owners. Through business mentoring, they learn how to take their dream and make it into a functioning business. The Port hosts workshops and networking events to help small business owners learn more skills such as marketing or using AI.

Impacts:

A new barbeque restaurant located in Dayton, WA. This was formerly a catering business, and the owner decided to transition to a storefront after hearing about a location downtown for rent. This business owner has

been helped by the Port and SBDC. This business is veteran-owned. Despite some roadblocks, this business is still operational after several months. Opening a brick-and-mortar shop cost around \$20,000 of private investment and created 4 new jobs.

Instead of closing, a local car auto shop was able to change ownership. The employee of the previous shop went to the Port and SBDC for guidance, and after a lot of hard work purchased the businesses. Now in the same space, this auto repair shop operates under a new name and management. The business is minority-owned and has retained the employees. By remaining operational, this business retained 3 jobs. This is the first business the new owner has ever undertaken.

With assistance from the Port, a new sourdough business was able to locate at Blue Mountain Station. This business was able to go from an idea to production in only a few months. The infrastructure at Blue Mountain Station, lower costs, and access to the commercial kitchen allowed their business to come to fruition faster. They employ two full time employees and have invested a few thousand dollars into the business.

One business using the commercial kitchen is bottling salad dressing. This catering company has wanted to expand their offerings. During FY23, the Port aided this business with licensing. Now in FY 24, they are creating their product. It sells locally at the on-site co-op market. Another start-up company began using the commercial kitchen to bake muffins. This product then gets sold at a local farmers market. A start-up food truck uses the commercial kitchen to make their products. This food truck follows a different model where they sell premade and ready to go food.

Other Funding Sources:	Columbia County	FY24 Total
	Private	\$0
	Local	\$32,000.00
	State	\$0
	Federal	\$0
	Other	\$0
Total Other Funding		\$32,000.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Columbia	\$75,000

Cowlitz County: Cowlitz Economic Development Council

Diversity, Equity and Inclusion

We made a concerted effort to assist businesses owned by underserved populations through grants, SBDC, ScaleUp and Impact Washington. We utilized the resources at the Ethnic Support Council, Cowlitz/Wahkiakum Council of Governments, Goodwill Industries and the Community Action Network to reach underserved populations and to make the best inroads to be inclusive.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

We provide leads to our local WSBDC and collaborate with local staff on cases.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

We collaborate with our local PTAC within the Thurston County EDC and had 16 Cowlitz County businesses receive assistance and held 6 events with Cowlitz County businesses participating.

Expansion

For the last several years we have collaborated with WestRock on the expansion of a new corrugated box manufacturing facility. The building is over 400,000 square feet and retains 50 jobs while creating an additional 50 jobs in Longview. The project capital investment is valued at over \$90 million and CEDC was featured as one of three speakers at the ribbon cutting in April of 2024.

WestRock could have completed this expansion in one of its many other sites across the US but chose Longview as the perfect location due to our strong workforce, community attitude towards industry and our ability to work collaboratively to get the project across the finish line.

Business Relocations

The CEDC partnered over the last several years with the Port of Woodland to assist the siting of two companies that will utilize a new berth on the Columbia River once permitted.

The two companies are related to the construction and infrastructure industries – Wilsonville Concrete and Granite. Both companies currently operate in Oregon. The largest impact of these two companies will be the representation of the Port of Woodland having a berth on the Columbia River. This will mean Cowlitz County will have three deep water public ports for the first time in our history.

Other Funding Sources:	Cowlitz County	FY24 Total
	Private	\$185,000.00
	Local	\$135,000.00
Admin. – Grant Writer Program	State	\$1,300.00
	Federal	\$5,000.00
	Other	\$0
Total Other Funding Sources		\$326,300.00
Pass-through - Grant Writer Program		\$22,000

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Cowlitz	\$75,000

Ferry and Stevens Counties: Tri County Economic Development District (TEDD)

Diversity, Equity and Inclusion

TEDD has enhanced access to their services by conducting business workshops and offering in-person assistance at various locations within their coverage area. By hosting events at local libraries and businesses, TEDD ensures that individuals no longer need to travel to their main office, as services are brought directly to their communities. Notably, TEDD has organized workshops for business owners and launched the "TEDD in the Library" initiative across Ferry and Stevens County, providing in-person services closer to reservation areas.

Additionally, TEDD's board of directors includes representatives from several area Native American tribes, and the staff features several Native American members, reflecting a commitment to diversity and inclusion. While TEDD's services are accessible to everyone, special efforts are made to reach those with limited access by offering digital contact options and deploying staff to areas in need.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

TEDD has been directing aspiring entrepreneurs to the SBDC for additional consulting services. We provide contact information and details about the programs offered by the SBDC to individuals who visit our office seeking assistance. Additionally, we have communicated with the SBDC staff, and they are aware of our referrals to their program.

Small Business Creation

With additional funding from WSMA, TEDD successfully organized and executed a workshop series designed for aspiring entrepreneurs. These workshops, held in both Ferry and Stevens County, covered essential topics such as starting a business, branding, marketing, and operating in a digital space. This initiative significantly increased the number of ADO contacts for our organization over the past six months and increased our accessibility to disadvantaged communities.

TEDD successfully provided start-up information to nearly 30 businesses, tracking engagement through both online and in-person attendance. Among those we assisted were a local mobile coffee trailer, which will be launching this winter, and a downtown business employing several independent contractors, which received marketing support. Additionally, we provided business resources to an individual without motor transport.

Through surveys conducted with each business, TEDD gathered valuable feedback on the skills they seek, identifying a strong need for more technical training in the area. With the increasing shift to online business operations, local businesses face challenges due to a lack of necessary skills or time, underscoring the importance of our continued support and training programs.

Capital Investment

TEDD provided a small business loan to Northern Provisions in Northport, WA, to establish a community store offering a variety of services to the local area. The business owner approached TEDD for assistance with setting up in a key location within the town. We supported her in planning the business, exploring financial options, and utilizing the ample building space to integrate multiple business ventures, thereby maximizing income potential.

The owners of Northwest Provisions sought TEDD's guidance on starting a business and subsequently applied for a business loan. This loan facilitated the successful launch of their business, allowing them to repurpose an unused building in town. Northwest Provisions has since become a community hub where local artisans

can sell their products, residents can enjoy coffee, and the space serves as a much-needed meeting place in Northport. The project involved a \$28,000 loan, creating several jobs and supporting other local businesses.

Other Funding Sources:	Ferry and Stevens Counties	FY24 Total
	Private	\$0
	Local	\$73,651.50
	State	\$0
	Federal	\$0
	Other	\$0
Total Other Funding Sources		\$73,651.50
Pass-through – Grant Writer Program		\$8,850

Commerce Associate Development Organization (ADO) Grant Funding	Counties	FY24 Total
	Ferry	\$75,000
	Stevens	\$75,000
Total ADO Grant Funds Only		\$150,000

Garfield County: Southeast Washington Economic Development Association (SEWEDA)

Diversity, Equity and Inclusion

SEWEDA has been working with various Nez Perce Tribal Enterprises staff as well as Nez Perce Tourism to see how we can develop a cooperative working relationship this coming year.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

We referred a number of clients to SBDC services or classes this year, and they remain a critical resource for area businesses.

Small Business Creation

Pomeroy, the only incorporated town in Garfield County, has struggled with the 2018 closing of one of only two gas station/convenience stores in their town of just less than 1,500 residents. In May 2024, the Gas N Go was reopened by new residents who also own two other gas station/convenience stores in Washington.

Their purchase of the business and the investments made in new gas pumps and tanks totals approximately \$500,000, and has added two jobs to the community.

Expansion

Palouse Fiber Packaging is a Pomeroy-based startup spearheading the research, development and production of a variety of low-impact alternative fiber packaging products made using wheat straw pulp. Their products

are made using fiber from harvested wheat crops, which is locally sourced and utilized as a molding medium instead of being incinerated as agricultural waste.

The company was formed in 2023, and recently purchased the closed Columbia Pulp facility and equipment located at the Port of Garfield, and when at full operation will provide 30-35 full time positions with family-sustaining wages. By sourcing wheat straw locally, the project supports farmers and the agricultural sector, providing a sustainable income source. This enhances the local economy, particularly benefiting rural communities.

Palouse Fiber Packaging has invested \$1.5M in facility upgrades and support infrastructure at the Pomeroy plant, and will provide 30-35 jobs at an average salary of \$94,000. They plan to source their workforce locally, ensuring community integration and skill development within Pomeroy.

Other Funding Sources:	Garfield County	FY24 Total
	Private	\$0
County contract, .09 funds, local gov. funding	Local	\$200.00
	State	\$0
	Federal	\$70,000.00
	Other	\$0
Total Other Funding Sources		\$70,200.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Garfield	\$75,000

Grant County: Grant County Economic Development Council

Diversity, Equity and Inclusion

The Grant County EDC’s partnership with the WSBDC has allowed us to be a part of business workshops throughout the region. These workshops are designed to equip local business owners with essential skills and knowledge in areas such as financial management, marketing strategies, and business planning. Through these collaborative efforts, we have been able to address the specific needs of our business community, offering tailored support and resources that drive economic growth and innovation. Our involvement in these workshops not only strengthens the capabilities of individual businesses but also fosters a more vibrant and resilient local economy.

In addition, we continue to work closely with our Grant County Workforce Alliance, allowing us to provide industry tours to middle and high school students throughout Grant County. We have also supported the conjoined efforts of NCESD and AJAC to promote industry apprenticeship opportunities to both youth and adult populations across the county to start strong paths in the workforce that help to broaden their opportunities for the future.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC) collaboration:

The Grant County EDC works closely with the WSBDC advisor for Grant and Adams County. Since his hiring in September 2022, Brandon Nicholas has been a vital asset to our team. He quickly immersed himself in understanding the county's dynamics, the historical work of our offices, and identifying ways to enhance our collaborative impact. Through presentations to local businesses and municipalities and training for small business owners, the Grant County EDC and WSBDC continue to work side by side in supporting our local businesses.

In addition to our partnership with Brandon as the WSBDC advisor for Grant and Adams County, our office maintains a strong relationship with Allan Peterson, the International Trade Advisor for Eastern Washington. We are privileged to benefit from Allan's extensive knowledge and expertise in international trade, which is invaluable to our county's businesses looking to expand globally. This past year, Allan and his team facilitated a trade mission to Korea, and are in the planning and recruiting process for the next trade mission in Tokyo later this year.

Business Relocation, Capital Investment and Workforce Development

Grant County EDC helped recruit Group14, a global manufacturer and supplier of advanced silicon battery technology, alongside the Department of Commerce, REC Silicon, Central Terminals, the Port of Moses Lake, the City of Moses Lake, and Grant County PUD to Grant County. This year, Group 14 has been constructing two modules on their campus in the East Wheeler Corridor in Moses Lake, with the first module set to be complete in July and the second late in 2024. The company has created and retained over 100 jobs in this project so far, with 100 jobs also boasting above-average wages. As Group 14 continues to expand, its capital investment will reach heights of \$400 million, and its job count is expected to land at around 300. In addition to our recruitment, Grant EDC continues to collaborate with local organizations and nurture partnerships cultivated with our local school districts, technical skills center, and community college to meet the workforce needs of the company.

Positive impacts for this business include:

- \$ 614,000,000 private investment dollars
- \$100,000,000 public investment dollars
- 75 jobs created
- 25 jobs retained
- 100 jobs created/retained with above-average wages
- 300 jobs expected

Recruitment

Grant County EDC helped recruit Sila, a next-generation lithium-anode battery materials company, alongside the Department of Commerce, REC Silicon, the Port of Moses Lake, the City of Moses Lake, and Grant County PUD to Grant County. Sila purchased a 600,000-square-foot facility in Moses Lake in 2022, and began building out its first auto-scale manufacturing plant in late 2023, affirming the start of commercial production of its product Tital Silicon™ anode at the plant in 2025. Sila has garnered capital investments upwards of \$250 million, and has created around 125 jobs for the county.

In addition, Sila has made significant investments into the local workforce economy, partnering with local educators like Big Bend Community College and Columbia Basin Technical Skills Center to create an education pathway specific to the training needs of the future battery workforce. Grant County EDC continues to collaborate with these entities to ensure the county can meet the workforce needs of this growing company.

Positive impacts for this business include:

- \$250,000,000 in capital investment
- 125 jobs created

Other Funding Sources:	Grant County	FY24 Total
	Private	\$145,750.00
	Local	\$328,000.00
	State	\$0
	Federal	\$0
	Other	\$0
Total Other Funding Sources		\$473,750.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Grant	\$75,000

Grays Harbor County: Greater Grays Harbor, Inc.

Diversity, Equity and Inclusion

Working with underserved communities is the everyday work of a rural ADO. While we are not officially designated as a diverse population, we are underserved. We have a high Native American and Spanish-speaking population, and GGHI has employed the following strategies to assist the minority-owned small and large business community:

Partnership with Apprenticeship Program: We have partnered with an apprenticeship program focused on upskilling Spanish-speaking workers in our agriculture industry and one of our largest businesses.

Translation Services: We have partnered with the Grays Harbor Health Department to provide translation services for marketing or in-person needs when requested in advance.

Economic Security for All (EcSA): We are partnering with the Thurston County Chamber on the EcSA initiative, which targets BIPOC businesses for economic growth.

Below is the breakdown of small minority-owned businesses GGHI worked with in FY2024:

- Native-Owned: 19.05%
- Woman-Owned: 57.14%
- BIPOC Owned: 19.05%

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

Greater Grays Harbor, Inc. (GGHI) has worked with the Washington Small Business Development Center (SBDC) in Grays Harbor, using the Regional Manager and State Director for direct referrals. The SBDC responds to our referrals very quickly and consistently makes the right decisions for the businesses we refer.

In FY 2024, GGHI referred two businesses to the SBDC. Typically, we refer more, but this last year SBDC lost our local advisor and had other resources to utilize. We are committed to using all available resources to support businesses with a robust support system.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

Greater Grays Harbor, Inc. (GGHI) has worked with the APEX Accelerator a small amount. In Grays Harbor, we held what is called a GEM (Global Entrepreneur Month) event and the APEX Accelerator was an instrumental business assistance partner for the forty plus businesses that attended. In FY 2024, GGHI referred 1 business to APEX. Typically, we refer more, but we were short staffed.

Employment and Workforce Development

Greater Grays Harbor, Inc. (GGHI) embarked on projects to address a gap in workforce development knowledge. Initially, GGHI partnered with other Economic Development Councils (EDCs) along the coast to provide small business assistance grants. Recognizing the value of collaboration, GGHI brought in higher education partners, who then became key stakeholders in new initiatives. Building on the success of the small business innovation fund, GGHI sought to expand this work by securing additional grants in Workforce Development, in partnership with Advanced Manufacturing Apprenticeships (AJAC).

- GGHI applied for and was approved for a Rural Learners Workforce Development grant of \$50,000 with \$5000 of the funding held back for consultant fees. GGHI was one of eleven Chambers across the country to win.

These projects faced several challenges, and one of them was finding the right partner for such a little amount of funding that would have an impact. GGHI finally found a partner to help us execute the grant and it has been a smooth operation ever since.

Rural Learners Grant

- Description: GGHI partnered with AJAC to use a \$45,000 grant to upskill employees at Ocean Companies in Westport through an apprenticeship program.
 - Metrics: Two employees at Ocean Companies and one student from the Ocosta School District are participating.
- Positive Impact:
 - Employee Development: Upskilling current employees improves their capabilities, contributing to higher productivity and job satisfaction.
 - Youth Employment: The apprenticeship program provides young individuals with hands-on experience, creating a pipeline of skilled workers for the future.

Small Business Creation

Two years ago, GGHI received funding from the Grays Harbor Community Foundation, and we hosted our first Small Businesses Summit in 2023. That event was highly praised, and we still had funding left over, so we planned another event in 2024. We partnered with several small businesses and the North Beach School District in the Ocean Shores area to host what we called a Youth Hiring Summit. Last year we surveyed the businesses out in Ocean Shores and their response to what their needs were, were more opportunities to learn about youth hiring and resources for their business around hiring youth.

The businesses also sat through some business training via their peers in other small businesses.

- We had topics around Marketing via different platforms, free resources for those platforms as well as proper website design.
- We also had apprenticeship programs and youth programs go over the proper way along with rules on how to hire youth, and work with the different generations.

Challenges were minimal when planning and bring this event together.

We created the Youth Hiring Summit to benefit both students and businesses. We wanted to create a safe space that was in a different atmosphere than a typical workforce development event. We wanted the businesses to learn from the event for their own professional development.

- In the morning, we held the business training sessions, and we had twenty-five separate businesses attend, and they were thoroughly engaged. Because we used professional small business to deliver the training, the businesses attending also made new connections from the subject matter expert.
- We did a networking lunch for an hour and all the businesses were engaged and connections to other small businesses were made as well as businesses resources like WorkSource, Laborers Union, Apprenticeship programs, and Education entities from the College and Tribal Education programs that can assist the businesses with workforce.

Other Funding Sources:	Grays Harbor	FY24 Total
	Private	\$308,263.00
	Local	\$174,998.28
	State	\$600.00
Pac-Mtn. QUEST/CHEF Grant	Federal	\$4,541.00
ACCE	Other	\$45,000.00
Total Other Funding		\$533,402.28
Other Notes		
Pass-through - Grant Writer Program		\$25,209.00
Pass-through - QUEST/CHEF Grant		\$1,367.10
Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Grays Harbor	\$75,000

Island County: Economic Development Council for Island County

Diversity, Equity and Inclusion

Island County is working to identify and reach traditionally underserved businesses. A significant program for the past year has been the near completion of the first-ever county-wide Comprehensive Economic Development Strategy (CEDS). This transformative initiative, led by the EDC, will positively influence our county's economic landscape and enhance our future economic vitality for years to come. Because of our relationship with the Island County administrator, funds were made available to have social media messages and strength/weakness data collection forms translated into Spanish and Tagalog.

ScaleUp business education (sponsored by Thurston County and made available to Island County residents) and child care grant opportunity email communications have been sent in both English and Spanish.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

We host an SBDC advisor in our EDC office who works half-time in Island County. Hosting an SBDC advisor in Island County has been a game-changer for the EDC and our business community, and the impacts are significant. For years, our entrepreneurs and businesses had limited access to the kind of guidance and advice the EDC and our SBDC advisor can now provide. They benefit from the advisor's expertise and SBDC certification, allowing access to the highest level of information and support available to help start and grow a business. Additionally, due to the success of the EDC and SBDC partnership, EDC's reputation as a source of guidance, support, and assistance has further strengthened.

Impact for Island County during FY2024:

Case Totals (Clients)

- Number of Clients Counseled: 81
- Number of New Clients: 41

Company Status

- Pre-venture, Nascent: 46
- Startups: 8
- In Business: 39

Case Totals (Impacts)

- Capital Infusion: \$343,000
- Number Businesses Created: 2
- Jobs Created + Retained (FT + PT): 18
- Jobs Supported (In Business): 55

Small Business Creation

In 2023, the EDC was fortunate to receive a Small Business Innovation Fund Grant (SBIF), which funded a 6-month Entrepreneur and Small Business program. The grant was pivotal in advancing EDC's Entrepreneurial Ecosystem Initiative. Although the SBIF program has concluded, its enduring impact and the relationships it forged among entrepreneurs are clear. These factors highlight the importance of ongoing engagement and progress in expanding the Entrepreneurial Ecosystem in Island County to benefit more entrepreneurs and enhance related activities.

Leveraging the success of this program, we continue to work on our Entrepreneurial Ecosystem Initiative. As part of that, we are strengthening the efforts of EDC's Whidbey Entrepreneurs (WE) and Whidbey Island Local Lending (WILL) programs. As part of our commitment to programs that are important components of our Entrepreneurial Ecosystem initiative, we are dedicating more resources to these initiatives. Our goal is to strengthen the WE and WILL programs, extending their reach and exploring opportunities to leverage their benefits countywide.

Programs that are a part of the Entrepreneur Ecosystem are:

- An EDC hosted a 2-part workshop on Finance and Creating a Business plan on Camano to reach local businesses
- Whidbey Island Local Lending and Whidbey Entrepreneurs quarterly meetings to introduce businesses to investors and provide networking opportunities. Attendance has been steadily increasing at these events.
- Entrepreneur Coffee Meetups in varying locations and times around Island County so that more businesses can attend.

Capital Investment

The EDC is a member of the Whidbey Community Foundation’s Impact Investing Committee. The program has the goal of impacting our community through investments in businesses or organizations that are working to solve system problems. Impact investing enables philanthropists to advance social and environmental solutions while also generating financial returns. By investing in projects addressing social and environmental issues, philanthropists support sustainable community development and recycle their funds back into communities.

The committee was originally formed as an ad hoc committee in October 2022 to explore impact investing as a tool the foundation could use, what it might look like, and develop policies and procedures. In 2023 it became a standing committee. In promoting this new program to both investors and borrowers, it was heavy on education. There has never been such a program here before.

The Farm is a woman owned and operated farm on Whidbey Island. In its fourth growing season, providing fresh produce and cut flowers to Whidbey Island residents and the greater Seattle area. A \$25,000 loan was made to The Farm in July 2023. As a result of the loan, one job was retained and two were added. An additional impact investment loan was made to a non-profit cafe that serves as a gathering space and workforce development program. This benefits them and the community with a well-trained workforce.

Other Funding Sources:	Island County	FY24 Total
	Private	\$0
Island County	Local	\$154,281.75
Admin income - Skagit Valley College – Leadership Whidbey		\$321.10
Admin income – CEDS – Oak Harbor, Langley, Coupeville		\$3,177.00
	State	\$0
	Federal	\$0
Total Other Funding Sources		\$157,779.85
Commerce Associate Development Organization (ADO) Grant Funding	Island County	FY24 Total
Total ADO Grant Funds Only	Island	\$75,000

Jefferson County: Economic Development Council of Jefferson County

Diversity, Equity and Inclusion

This work was done as a part of our regular scope of work, augmented by WSMA grant funding. We worked with Native American and rural west Jefferson County microenterprise businesses, and woman owned/Maker/and rural east Jefferson County businesses, all historically underserved.

We were able to provide 48 workshop hours to 31 businesses, and 132 hours of individual 1:1 advising hours within our historically underserved microenterprise network. We are strengthening the microenterprise and local maker economy through technical assistance and training. We do this through relationship and network building which is in and of itself technical assistance to promote regional, interdependent economic development.

An integral part of our capacity building strategy across all sub-groups is to do so in a community led effort. For capacity to grow, the vision must be sticky to the community it is intending to serve, particularly on the deep rural west end of the County. Because of the distance and remote nature of Queets and Hoh, our ongoing goal is to continue to build a strong foundation over time and as funding is available, to grow opportunities for them to strengthen their local economies.

For the Queets community, we focused on resourcing an art co-op with multiple members, supporting them as the tourism season begins. We worked with them to increase membership, create financial goals, expand social media marketing, and create a calendar of events that could be shared across the county. Our hope is to continue to build a west-east connection, where we can foster deeper relationships across the county outside of seasonal tourism.

In the Hoh community, there was interest in connecting to East Jefferson County and building their own agency by creating a cluster of businesses in an economic corridor between Lake Quinault and Forks. They recognize that there is a vein of economic opportunity pulsing by (tourism!), but no coordinated effort to slow it down. This cluster of businesses has a vision to recreate and update a version of a map/brochure that was printed in the 1980s with all the businesses listed and things to do in west Jefferson County. They have been reaching out to all the region's businesses and hoping to be ready for publication later this summer. This edition will be both paper and digital.

In East Jefferson, there are many interested Maker businesses that are looking to be a part of an initiative to help bring them together. From previous efforts we coordinated the prior year, we were able to revamp a leadership team under a brand called JeffCo Created. Our primary focus was to enable them to grow the umbrella for the launch of a JeffCo maker community. We worked on branding, marketing, and identifying core values and principles. The group decided to keep the leadership team small while working the platform so they could move quickly given the short timeline of the funding. JeffCo Created was able to launch on a web platform thanks to support from EDC Team Jefferson creating a page on a new website. With some of the initial heavy lifting done, JeffCo Created is now looking to expand the team by bringing on more Makers with additional skill sets that will increase capacity.

We focused our work on our indigenous and deep rural communities on the west end of Jefferson County and east Jefferson Makers. We cultivated a partnership with event management of the Rhododendron Festival/Chautauqua. The Makers Market took place on the festival weekend in May 2024 was augmented by native storytelling, illustrating cooperation between the Queets, Hoh, and JeffCo Created networks, identified in our 2023 grant work, which we were able to continue thanks to Commerce and WSMA funding in 2024.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)
SBDC advisor in office part time, shared with Clallam Co., CIE advisor is also in the office, shared with Clallam Co, as a "center" of SBDC.

The combined SBDC and CIE scorecard indicates that in FY24, 96 clients were advised. Of these, 41 were pre-venture, 17 startups and 38 existing businesses. The capital infusion total is \$1,143,945. Seven businesses were created. 18 jobs were created. 25 jobs were saved/retained. 200 jobs were supported (in business). The

top 4 industries served were Service, Accommodation and Food Service, Arts and Entertainment and Manufacturing. The ownership demographics were predominantly white, with 3 Asian, 2 Native and 2 Black owned businesses.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

We have recorded 9 Jefferson County businesses receiving APEX services in FY 2024. Industry sectors include Manufacturing, Construction, Information and Transportation/Warehousing and represent at least 62 jobs created and retained. Impacts include 6 HUB Zone certifications, 5 capability statements completed and 2 in process, and \$346,481.59 in 9 federal contracts.

Expansions

History of the Expansion/Business Advising: The business owner was referred to the EDC for technical service support by another business owner we had helped.

- Number of Advising Sessions 2023-2024: 23
- Number of Advising Hours 2023-2024: 28

Stakeholders: Stakeholders include the owner, his employees, and the Port (potential relocation site). The business is in the construction industry, with specialty in architectural millwork including cabinetry, mantels, staircases, countertops & moldings

Barriers/Challenges: The owner's slow adoption of new ideas/methods.

How Could Others Implement a Similar Project? Focus on solving problems in the following order:

○ Information

- Financial analysis/accounting system fixes
- Project costing system
- Price increases

○ Personnel

- Make sure owner is willing and interested in learning new skills
- Make sure key personnel are competent and motivated to help

○ Efficiency in Systems

- Identify critical systems
- Prioritize
- Redesign systems

○ Impacts

- 5 new jobs at above market rates of pay.
- 8 jobs retained.
- 15% increase in profit margin.
- Increasing cash reserves.
- Balance Sheet: Equity moving from a negative to a positive.
- Seeking a larger facility - growth!

Workforce Development

The North Olympic Peninsula federal Recompete Grant application was successfully submitted in April 2024 - encouraged by Representative Derek Kilmer. This grant could bring \$50M to Jefferson and Clallam Counties. Grant awards will be announced in August 2024. The grant defined goal is reducing the number of people in our region's Prime Age Employment Gap – or in other words, reducing the number of people who could be in the workforce who are not currently. Our task was to understand barriers and training needs, and advance projects to increase hiring of currently unemployed people in this Prime Age Gap, and to focus on getting them into living wage jobs.

The grant was intended to be regional, requiring public, private and nonprofit entities from our two counties to work together to define needs and advance projects. Stakeholders include Jefferson and Clallam County governments, cities of Port Townsend, Sequim, Port Angeles and Forks, the Port of Port Townsend and Port of Port Angeles, each County's EDC, Peninsula College, The NW School of Wooden Boatbuilding, The Center for Sustainable Infrastructure, North Olympic Development Council, several of the 5 Tribes, YMCA, Olympic Community of Health, Olympic Workforce Development Council, DSHS, Olympus Consulting and others. The data most needed to identify barriers is not normally captured by traditional sources. Getting under the hood of existing data with help from Olympus Consulting and several Universities, producing surveys and getting interviewers out in the field within the allotted grant application timeline was challenging, overcome through the assistance from a PhD economist and many hours of work by the Recompete Grant committee.

We have an estimated 20% chance of receiving this grant. In Jefferson County outcomes over 5 years could include:

- the expansion of the Port of Port Townsend by approximately 3 acres (allowing for business expansion)
- hiring of a workforce specialist by the EDC to specifically serve our county
- improving our ability to collect local data and apply for workforce grants
- training up to 25 high quality tech service providers to work in both counties
- elevating small business capability and growth in hard to reach rural areas
- a variety of barrier removal strategies, including travel assistance and child care
- a variety of job training opportunities and certificates
- funding to support the Natural Resource Innovation Center (NRIC)
- an ICAP project focused on creating jobs in the forest products sector
- strategic development planning support for underserved South Jefferson County provided by North Olympic Development Council

Already this work has led to technical assistance provided for the Jefferson Timber Collective as a part of NRIC. This is facilitating 5 forest products businesses forming a cooperative, a feasibility study regarding a shared facility in which to accelerate value added processing of locally sourced wood, as well as housing a retail sales outlet.

Other Funding Sources:	Jefferson	FY24 Total
	Private	
City of PT, Port of PT, Jefferson County, Jefferson PUD	Local	314,736.44
Admin. – Grant Writer Program	State	\$1,275.00

Other Funding Sources:	Jefferson	FY24 Total
	Federal	\$0
Fee for Service Income		\$4,500.00
Sponsorship & Membership Income		\$4,600.00
Tuition Income		\$5,651.00
Total Other Funding		\$330,862.44
Other Notes -		
Washington State Micro-Enterprise Assn		\$28,000.00
Jefferson Community Foundation Grant – Maker’s Market		\$1,000.00
Jefferson Community Foundation Grant – Creative Entrepreneur Project		\$5,000.00
Sub-recipient of SBIF grant with Clallam County		\$24,808.50
West Sound STEM Network		\$5,000.01
Other total		\$63,808.51
Pass-through:		
Washington Department of Commerce – Grant Writer		\$8,725.00
WSMA Pass-through		\$20,905.39
Jefferson Community Foundation		\$6,000.00
SBIF and West Sound STEM		\$00
Pass-through Total		\$35,630.39
Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Jefferson	\$75,000

King County: Greater Seattle Chamber of Commerce

King County has additional reporting requirements due to its size.

Diversity, Equity and Inclusion

Exporting assistance partner, Greater Seattle Partners, rolled out the Greater Seattle Export Accelerator (GSEA) with SBA that provides businesses with complimentary export training and greater access to international trade opportunities with a focus on underserved communities, and minority and women-owned small businesses.

After 6 weeks of comprehensive one-to-one export training and mentoring, Cohort 2 concluded their capstone projects on May 31, 2024 at Greater Seattle Partners’ offices in downtown Seattle.

- 67% of the participating companies that completed Cohort 2 were Asian, Black, and/or Women-owned businesses.
- Over 50% of GSEA Program Survey Respondents estimate an average increase of \$340,000 in Export Sales in the next 6 – 12 months.

To date, a total of 33 companies from both Cohorts 1 and 2 have received valuable in-person export business plan assistance, strategies for foreign market entry and coordinated access to both state and federal international trade assistance organizations to help with foreign market research, trade show attendance, STEP Grants, and access to export financing programs.

Eight (8) of these businesses are Woman-owned, six (6) are Black, eight (8) are Asian, and one (1) is Hispanic.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

Our work with Jennifer Shelton from the SBDC-Shoreline has improved our business resource connectivity by fostering mutual support and collaboration. We are meeting monthly with Jennifer along with city partners in North King County to share insights on technical assistance programs and other specialized resources, enhancing the breadth of support we offer to our clients.

A highlight of our collaboration was the Business Resource Expo on May 22, 2024, at Shoreline City Hall, organized with Jennifer, the City of Shoreline, the Shoreline Chamber of Commerce, and Lake City Collective. At this event we were represented by two of our staff members. Our first expo in October 2023, coinciding with Filipino American History Month, featured Roger Del Rosario from Filipiniana Arts & Culture as a participant. His cultural presentation, supported by an honorarium, was well-received by attendees and greatly enhanced the event's diversity.

To support the City of Bothell, our small business outreach partner, Lake City Collective, referred business clients to a small business workshop series in the spring of 2024. These workshops were facilitated by SBDC-Redmond. Our ongoing referrals have enabled us to collectively provide comprehensive assistance to local businesses, particularly those requiring language support.

Recruitment

On April 18, 2024, Greater Seattle Partners and CTNS Co., Ltd. announced that the clean energy secondary battery innovation startup is expanding its manufacturing operations to Seattle, Washington. CTNS expects to hire 20 employees at an average salary of \$125,000 and invest \$10M in the Greater Seattle region over the next 2-3 years.

CTNS is a leading battery-pack startup in Korea. Utilizing its proprietary smart manufacturing and battery management system, it has successfully completed over 500 High Mix Low Volume projects totaling \$30 million since 2017. With the recently signed contract to supply EV battery pack production facilities and initial production volume worth more than \$10 million with Aptera Motors, a 'first-of-its-kind' solar electric vehicle maker, CTNS aims not only to successfully complete the first phase of the project, but also to sign a mass production contract by 2025. Upon achieving this goal, orders are expected to reach \$100 million annually.

Exports

FIALabs is an industry leader in the manufacturing, software and service of instruments for water analysis. The company has received ongoing support through the Greater Seattle Export Accelerator (GSEA) program. After moving into a larger operations facility in Seattle, the company has hired 5 new employees in 2024 with an average salary of \$80,000, and increased export revenue by \$500,000 annually.

FIALab manufactures lab instruments and develops software that utilizes FIA, SFA, and SIA technologies. Its instruments are used to automate and streamline many liquid-handling procedures. Applications include nutrient and anion analysis in environmental or agricultural laboratories, and on-line process monitoring for biotechnology companies. From 2023 to 2024, the company has expanded into 3 new foreign markets – Australia, India, and China.

Additional measures to report for contracting associated development organizations in counties with a population greater than one million five hundred thousand people include the following per RCW [43.330.082](#):

1) The number of small businesses that received retention and expansion services, and the outcome of those services.

Over 300 small businesses were served. In response to the challenges posed by the COVID-19 pandemic, King County ADO focused on providing retention and expansion services primarily to small businesses, with a particular emphasis on supporting BIPOC-owned businesses.

Services Intake Data

- Services Reach. 31 of the 39 King County jurisdictions.
- Equitable Business Support. 78% of the outreach efforts reached BIPOC and women-owned businesses, emphasizing inclusive support for diverse entrepreneurs.
- Business Assistance Referrals. Approximately 100 businesses were referred to additional support services, enhancing their access to resources and expertise.
- Top Service Requests. 1) Access to capital; 2) Business Planning; 3) Social Services.
- Top Industry Interactions. 57% of the total businesses operated in the following industries:
 - 22% Food Services or Drinking Establishments
 - 18% Personal Services
 - 17% Transportation or Warehousing

Business Cohort Outcomes

A cohort of 8 businesses supported by King County ADO received \$181,000 in public and private investments. These investments helped retain 19 jobs and facilitated the creation of 12 new jobs. The newly created positions offered average annual wages of \$40,000 for 67% of the jobs and \$42,000 for 33% of the jobs.

- Satisfaction with Assistance. Most businesses reported being satisfied with the assistance received.
- Confidence in Support. Most respondents expressed confidence in finding help for their business needs.
- Public and Private Funding. The sources of capital among this cohort of businesses were non-public or self-funding sources (29%), loans (29%), and grants (14%), with some businesses seeking additional options to capital.

In the upcoming fiscal year, King County ADO plans to increase the number of project initiatives to at least 20, reporting small businesses with key metrics such as new job creation and capital investment. For more information, visit communitybusinessconnector.com.

- **Small Business Support & Collaboration.** The Chamber renewed \$400,000 in contracts to BIPOC and women-led organizations, working throughout King County and providing business support services, including language interpretation.
 - Operating across all King County jurisdictions, focusing on targeted outreach to 26 cities through five service area hubs, supported by nine community business connectors.
 - Community business connectors are contracted to coordinate resource referrals with local businesses to help advance sustainable business growth.
 - Community business connectors are equipped to provide interpretation services for the top languages predominantly spoken in King County.

Business Stories- King County

Seattle: AG Tax and Accounting

Agustin Garcia, the owner of AG Tax and Accounting in Seattle, has successfully retained 2 employees and created 2 new jobs, each offering an average annual wage of \$42,000. Despite not receiving any public or private funding, Agustin's strategic business management has allowed him to expand his team and improve operations. With the assistance of our community business connectors, Agustin was able to connect with business resources and gain insights that contributed to his overall business development.

Through guided support and assistance from our community business connectors, Agustin has gained confidence in his ability to grow his business. The importance of networking and community engagement emerged as key lessons, enabling him to build a robust support system within the industry. As AG Tax and Accounting continues its growth journey, the outlook for the next 12 months is promising, with plans to further expand, hire new employees, and enhance marketing efforts. Agustin's journey highlights the critical role of providing customized support to foster small business success and local economic development.

Kent: Patrick Njogu (Trucking Business)

Patrick Njogu, an enterprising business owner from Seattle, is reaching a level of sustainability in his trucking business with the support of the International Rescue Committee's (IRC) Seattle Small Business Program. Since 2019, Patrick has built a fleet of commercial trucks, including one owner-operated truck and five debt-free trucks. Patrick faced significant challenges related to high debt-to-income ratios, impacting his access to funds and causing cash flow issues. With the assistance from a financial coach, Patrick received over eight hours of direct support, including help with compiling documentation for a \$20,000 business loan from IRC's Community Development Financial Institution, the Center for Economic Opportunity (CEO).

This loan allowed Patrick to return a truck to service, improving cash flow and sustaining operations for his business, which supports six jobs, including five drivers and himself, ensuring team stability. Patrick's successful loan application, with an interest rate of 7.75%, allowed him to pay off short-term debts with high-interest credit cards, further improving his financial situation. The financial coaching provided by IRC not only facilitated the loan approval but also included follow-up support to ensure Patrick navigated the loan process successfully.

Through this journey, Patrick learned valuable lessons about managing credit and accessing business capital, gaining confidence in his ability to grow his business. The support from IRC, a Seattle Metro Chamber contractor, helped him understand the purposes of personal and business credit, and the importance of having a financial strategy. Patrick's story is an example of the critical role of customized support and resources in fostering small business success, particularly for immigrant entrepreneurs. With the loan and ongoing support, Patrick is poised to continue expanding his business and contributing to the local economy.

2) The number of businesses located outside of the boundaries of the largest city within the contracting associate development organization's region that received recruitment, retention, and expansion services, and the outcome of those services.

The following summary highlights how the Seattle Metro Chamber's designated associate development organization and its partners support small businesses in King County outside of Seattle.

Retention & Expansion	281
Recruitment & Expansion	116

Retention & Expansion

A total of 281 small businesses located outside of Seattle in King County received retention and expansion services.

Among a cohort of 8 businesses, they reported the following future plans and business outlook over the next 12 months:

- Expansion Plans. Most businesses are likely to make expansion plans.
- Hiring New Employees. Most businesses plan to hire new employees, indicating strong growth prospects.
- Operational Costs and Revenue. Most businesses are likely to focus on paying operating costs and increasing revenue or gross receipts.
- Financial Reserves. A moderate number of businesses are likely to increase cash reserves, though 29% are unlikely to do so, suggesting varied financial strategies among businesses.
- Cost Management and Inventory. While only a few businesses are likely to decrease costs (29%) or manage inventory (42%), a significant proportion are unlikely or very unlikely to do so.
- Equipment and Technology Investments. The majority of businesses plan to invest in equipment (86%) and upgrade technology (72%), reflecting a focus on enhancing business operations.
- Marketing and Community Engagement. Most businesses are also likely to invest in marketing (72%) and engage more with their communities (86%), demonstrating a commitment to business development and local involvement.

Business Stories- King County Outside of Seattle

Kent: Kattwalk Salon

Amy Mahmood, the owner of Kattwalk Salon in Kent, has retained 4 employees and created 5 new jobs, each offering an average annual wage of \$40,000. With a total capital investment of \$16,000, including \$10,000 in loans and \$1,000 in grants, Amy has successfully leveraged these funds to enhance her business operations and expand her team. Amy has gained confidence in her ability to grow her business. Despite initial doubts about her ability to attract more clientele, Amy was able to strategically connect with the Kent Chamber of Commerce, a Seattle Metro Chamber contractor, which helped facilitate valuable networking opportunities and access to business resources. This collaboration has increased the salon's visibility and empowered Amy to navigate the complexities of business management more effectively. The importance of networking and community engagement emerged as key lessons, enabling her to build a robust support system within the

industry. As Kattwalk Salon continues to develop their business, the outlook for the next 12 months is promising, with plans to further expand, hire new employees, and enhance marketing efforts.

North Bend: The Village Project North Bend

Anne Granderson, the owner of The Village Project North Bend, has retained 1 employee and created 3 new jobs, each offering an average annual wage of \$40,000. Despite not receiving any external funding, Anne has successfully utilized her own resources, with a total capital investment of \$155,000, to develop and expand her business. Anne received business resources and guidance, including information on Business Impact Northwest Women's Center and recommendations for local banking options. Anne was introduced to Kiva.org as a potential crowdfunding platform, offering alternative funding options. These efforts increased Anne's confidence and facilitated critical steps in the development of her business, such as securing a location and signing a lease. In addition, the business has made significant strides in addressing community needs by offering child care and flexible office space for family-focused professionals. The owner plans to expand further, hire new employees, and enhance its marketing efforts. Anne's journey highlights the crucial role of tailored support and networking in small business success, setting the stage for the Village Project's continued growth.

Recruitment & Expansion

Among the 116 business recruitment interactions, the leading services provided were Relocation & Expansion at 75% (87) and Site Location at 25% (29).

Regional Win- King County Outside of Seattle

Kirkland: Chargepoly

Chargepoly, a French-based company specializing in design, development, and operation of ultra-fast charging stations for electric vehicles located to Kirkland, WA with a lease of 3,500 square feet facility for manufacturing, assembly, R&D, and distribution. The company is pursuing an ambitious goal of hiring 30 people by 2027 and investing \$5 million in the next two to three years. "We are thrilled to welcome Chargepoly to Kirkland," said Kirkland Mayor Kelli Curtis. "Their decision to move to Kirkland is a testament to the City's goals to attract sustainable technology businesses, and we look forward to them taking vehicle charging innovation to the next level."

Chargepoly participated in the first SelectUSA Seattle Spinoff organized by Greater Seattle Partners in 2023. Over the past year, the company has solidified its North American presence, hired additional staff, and confirmed its commitment to the region. The company looks forward to working with local partners and leveraging the area's resources to continue to provide innovative charging solutions for fleets of EVs.

Other Funding Sources:	King County	FY24 Total
	Private	\$11,973,478.25
	Local	\$650,000.00
	State	\$0
	Federal	\$28,160.00
Total Other Funding Sources		\$12,651,638.25
Pass-through – Grant Writer Program		\$64,000.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	King	\$300,000.00

Kitsap County: Kitsap Economic Development Alliance (KEDA)

Diversity, Equity and Inclusion

KEDA was advised by our DEI consultant last year to “develop free or low-cost professional service workshops for disadvantaged small businesses in collaboration with...BIPOC serving organizations.” This is exactly what we did when it came to our May 2024 BIPOC Business Forum, entitled “Grow with Government Contracting.” Partners in putting the event together included the local chapter of the NAACP, with chapter president Robert Harris participating in one of the panels, as well as our board chair, Roger Newton.

Another partner who put the event together, exceeded and did much of the heavy lifting was Jenefeness Franke, co-founder of the person-of-color entrepreneurship organization, Black Owned Business Excellence.

The best practice we’ve identified in having successful trainings and events in the interest of increasing diversity, equity and inclusion: When tailoring economic development services for a specific community, do not develop that service in a vacuum. Work alongside members from that community, asking them to be allies and lead in the effort to develop that work. This way the program is most relevant to their needs, and the organization (like KEDA) offering the service is seen with credibility when they show up.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

The Kitsap Economic Development Alliance (“KEDA”) regularly partners with our Small Business Development Center on individual technical assistance efforts, economic development initiatives and events. The latter is our best example of a recent partnership: In May 2024, KEDA and our local SBDC worked together with other community partners to hold a 2024 BIPOC Business Forum entitled “Grow with Government Contracting.”

Topics included an introduction to government contracting, how to do business with the State of Washington, understanding socioeconomic certifications, and a panel on overcoming systemic barriers. Between KEDA’s deep experience in this space and the SBDC’s wide reach across the state, we co-hosted the event. The result: 81 registered attendees, the majority of them person-of-color business owners and professionals, hailing from Kitsap and beyond, with attendees joining from King, Pierce, and Thurston counties.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

The Kitsap Economic Development Alliance (“KEDA”) for nearly two decades has hosted its own APEX subcenter, staffed by two former federal contracting officers. Between them they have well over 40 years of experience in government contracting, and are well-known statewide for their ability to navigate federal, and in particular, Navy, contracting opportunities.

Within the last year, KEDA’s APEX team hosted 22 monthly events, and 21 classes on a wide range of topics, from post-award contract modifications to cybersecurity requirements. KEDA’s APEX Team helped 130 unique businesses last year, offering them a total of 516 hours in 1-to-1 counseling.

One client’s testimonial, from a service industry: “As a small business with an opportunity to secure a large subcontract, we were overwhelmed with forms, documents, and procedures to complete. With the help of

APEX, we were successful in finalizing all required paperwork in the time frame required. Without APEX assistance, there was NO way to navigate through the mire of confusing requirements. We are very grateful.”

Capital Investment: Inventech Marine Headquarters

Upon hearing about the Washington Department of Commerce’s Evergreen Manufacturing Grant, Kitsap primary business Inventech Marine expressed their interest to KEDA in applying. Working alongside their local associate development organization, Inventech applied for grant assistance in building their new headquarters, a 60,000 square-foot manufacturing facility located at the Port of Bremerton. Funds will be used to construct the building shell. KEDA is functioning as the fiscal agent and grant manager.

The Evergreen Manufacturing grant makes a significant difference for Inventech in terms of their ability to build their headquarters building efficiently and increase manufacturing outcomes in Kitsap. Given that the total project cost is likely to be at least \$6 million if not more, the \$200,000 Evergreen Manufacturing grant represents remarkable financial leverage, meaning the state’s \$200,000 grant is helping encourage local private investment of 29 times as much. Finally, critically, there’s job creation involved here too: Over the next few years, Inventech forecasts they may increase from their present 95 employee headcount to as many as 150, thanks to the construction of the facility.

Small Business Creation: Microbusiness Accelerator

For the second year in a row, KEDA held its Microbusiness Accelerator in partnership with a wide range of community stakeholders: Vibe Coworks, which hosts the student businesses and training sessions; the BE\$T (Business Education and Support Training) program, which provides much of the in-depth technical assistance to the cohort. Finally, KEDA itself functions as the fiscal agent and grant manager, as source funding is provided by the Washington Department of Commerce, in partnership with the Washington State Microenterprise Association.

Outcomes from this program are strong, as it trains microbusinesses each year in best practices, enabling them to become more likely to overcome the challenges of the marketplace in order for their businesses to not just survive but thrive. One of the winners this year: Tiny Cupboards, a company that offers small portion kits of cooking essentials for Airbnb trips (so travelers don’t have to overbuy groceries and condiments for their vacation).

This year KEDA and its community partners that execute the Microbusiness Accelerator increased the cohort size from ten selected students to fourteen, with businesses as varied as marketing professionals, on site chef services, and technology companies joining the cohort. Over the last two years, 24 students have been trained by the Microbusiness Accelerator best practices, from business planning to accounting to social media marketing and beyond.

Other Funding Sources:	Kitsap	FY24 Total
Private Investment of =\$437,052.50 Includes \$25,552.50 of Private In-Kind WAV-C Private Investments=\$5,410	Private	\$442,462.50
	Local	\$251,750.00
Grant Writer Program (admin.) -\$713.00 WAV-C= \$246,921.81	State	\$247,634.81
APEX (Formerly PTAC)	Federal	\$151,817.74

Other Funding Sources:	Kitsap	FY24 Total
Events=\$35,199.31 Buy Close By Campaign=\$5,000	Other	\$40,199.31
Total Other Funding		\$1,133,864.36
Other Notes		
Pass-through - Grant Writer's Grant		\$23,000.00
Evergreen Manufacturing Growth Grant		\$100,000.00
WSMA		\$25,000.00
Total Pass Thru funds		\$148,000.00
Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Kitsap	\$129,537.00

Kittitas County: Kittitas County Chamber of Commerce

Diversity, Equity and Inclusion

The Kittitas County Chamber of Commerce offers a variety of events and programs that promote diversity, equity, and inclusion:

- Chamber Webinars and Q&A Sessions: Topics include business development, legal compliance, and leadership with a focus on inclusive practices.
- Agritourism Advising: Supports diverse agricultural businesses, fostering economic opportunities for minority-owned farms.
- Business Resources and Advising: Tailored support for minority and women-owned businesses.
- Community Calendar: Features networking events and training sessions that aim to build a more inclusive community.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

During FY24, collaboration with the SBDC/WSBDC advisor led to substantial support for Kittitas County's business community. A total of 68 clients were counseled, including 41 new clients, with 344 hours dedicated to counseling activities, 150 of which were for new clients. This support resulted in a capital infusion of \$380,000, the creation of 5 new businesses, 11 jobs created, and 27 jobs saved or retained. In total, 83 jobs were supported.

Clients represented a diverse range of industries, including Accommodation and Food Services, Agriculture, Arts and Entertainment, Construction, Educational Services, Finance and Insurance, Healthcare and Social Assistance, Manufacturing, Professional/Technical Services, Retail, and Services. The demographics of the clients included 43 female-owned businesses, 14 male-owned businesses, and 7 jointly owned businesses, with various ethnic backgrounds and veteran statuses.

Key counseling areas included Business Accounting/Budget, Business Plan development, Financing/Capital, Managing a Business, Marketing/Sales, and Start-up Assistance. The comprehensive advisory services provided essential support, fostering growth and stability within the county's business community.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

The Kittitas County Chamber of Commerce, in collaboration with the APEX Accelerator program, has played a pivotal role in enhancing economic development, business readiness, and innovation in the county. Here's a comprehensive overview of our efforts:

- **Economic Development:** APEX provides critical support to local businesses, aiding them in securing government contracts. This not only boosts revenues and creates jobs but also injects much-needed federal funding into the county, driving overall economic growth.
- **Innovation and Competitiveness:** By assisting businesses with SBIR/STTR and other innovation programs, APEX ensures that local companies can engage in advanced research and development. This keeps Kittitas County at the cutting edge of technology and innovation, enhancing its reputation as a hub for pioneering enterprises.
- **Business Readiness and Certification:** APEX guides businesses through the complexities of government contracting and certification processes, such as obtaining HUBZone status. This preparation enables local enterprises to compete effectively in specialized markets, giving them a competitive advantage.
- **Resource Provision and Training:** The program offers a wealth of resources, training sessions, and general guidance. This comprehensive support equips businesses with the tools they need to navigate administrative requirements and seize strategic opportunities, fostering a culture of continuous improvement.
- **Tailored Business Support:** APEX provides specific assistance, including proposal reviews and help with registrations, ensuring businesses are thoroughly prepared for various challenges. This targeted support strengthens the overall business environment in Kittitas County.

Impact: The collaboration with APEX has resulted in significant positive outcomes:

- **Enhanced Business Capabilities:** Businesses in Kittitas County are now better positioned to win government contracts, leading to increased economic activity and job creation.
- **Economic Growth:** Successful participation in federal programs brings substantial financial resources into the local economy, supporting sustainable development.
- **Innovation and Competitiveness:** By engaging in federal innovation programs, local businesses remain at the forefront of technological advancements, maintaining their competitive edge.

In summary, the partnership with APEX has been instrumental in driving economic growth, fostering innovation, and enhancing the competitive landscape for businesses in Kittitas County.

Small Business Creation - Agritourism

The agritourism project initiated by the Kittitas County Chamber of Commerce arose from a dual need: to support local working farms and ranches in navigating regulatory challenges, and to proactively manage the rapid growth of agritourism in the region. Recognizing the potential for agritourism to enhance farm viability and enrich community engagement, the Chamber identified this as a key focus area for 2024.

- **Stakeholders:** Key stakeholders include local farmers and ranchers, county regulatory bodies (such as Public Works, Health Department, Fire Marshal, and others), the Washington State Legislature, and the public interested in agritourism experiences. Collaboration also extends to other counties with established agritourism programs and various community organizations.

- **Outcome/Impact:** The Chamber has made significant strides in advocating for agritourism, starting with the creation of a Master Farm List, networking efforts, and advocacy at the state level. These efforts have begun to lay the groundwork for a structured and supportive agritourism framework in Kittitas County. By defining agritourism and identifying regulatory needs, the Chamber aims to balance the interests of farmers and the community, fostering a sustainable agritourism industry.
- **Challenges and Solutions:** One major challenge was the lack of existing oversight and clear regulations for agritourism operations, which posed risks of shutdowns due to non-compliance. The Chamber addressed this by working to define agritourism specific to Kittitas County and proposing three-prong criteria for identification. Additionally, the risk of regulatory obstacles was mitigated through advocacy and the creation of resources to help farmers navigate the regulatory landscape.

Implementation Tips for Others:

Other regions looking to implement similar projects should start by:

- Conducting thorough research to understand local needs and regulatory landscapes.
- Engaging with all relevant stakeholders early in the process to gather input and build support.
- Creating clear definitions and criteria for agritourism that align with local contexts.
- Developing comprehensive resources and support systems for farmers and ranchers.
- Advocating at both local and state levels to ensure supportive policies and regulations are in place.
- Being prepared for a long-term commitment, as substantial changes may take several years to fully implement.

Business Overview:

Jensen Farms, a working farm in Kittitas County, began incorporating agritourism activities in 2013. The farm specializes in growing USDA-recognized crops for commercial sale. To diversify its revenue streams, Jensen Farm introduced a fall festival with u-pick, hayrides, a corn maze, petting zoo, activities, concessions and retail opportunities.

Over the years, Jensen Farms has continued to grow their agritourism options, adding two new spring festival events in 2023, which included the addition of a gem mining operation.

Positive Impacts:

- **Increased Revenue:**
 - **Metric:** Seeing a revenue increase of over 50% when initially incorporating agritourism, they have continued to see steady growth of 7-10% per year, with a 15% jump in 2023, due to the added agritourism focused festivals.
 - **Details:** The farm's agritourism revenue sources (i.e. admission, activities, concessions, retails, etc.) now account for two-thirds of their revenue, totaling over \$60,000.
- **Visitor Engagement:**
 - **Metric:** The farm hosted over 5,000 visitors in the first year of agritourism operations and now sees over 10,000.
 - **Details:** Events such as the Fall Harvest Festival, Easter Eggfest and Mother's Day Mom & Me, attracted large crowds, with the fall festival alone drawing 2,000 visitors over a single weekend.
- **Job Creation:**

- Metric: Jensen Farm created 24 new part-time and seasonal jobs.
 - Details: The new positions included cashiers, ticket takers, event coordinators, café staff, and farmhands, contributing to local employment opportunities.
- Community Support and Education:
- Metric: Over 800 local school children participated in educational farm tours.
 - Details: These tours provided hands-on learning experiences about agriculture, sustainability, and farm life, fostering a greater appreciation for local farming among young people. The addition of gem mining in 2023 has also created a new field trip opportunity for school kids looking to learn about rocks and fossils.
- Brand Awareness:
- Metric: The farm’s social media following grew exponentially after adding agritourism, adding over 5,000 followers, with 1,200 of these being added in 2023.
 - Details: Enhanced online presence through regular updates about agritourism events and activities and building a personal connection with Jensen Farms as a farm “family” helped to build a strong brand and attract visitors from outside the immediate community.

Conclusion:

Jensen Farm's venture into agritourism not only boosted its revenue and created jobs but also strengthened its connection with the community and enhanced educational outreach. Their agritourism operations have also allowed them to diversify. When sales numbers may be down in one area, they can make up for it another. This is especially true when they experience crop loss due to weather, pests, etc. While crop sales may drop, they could increase sales in their other channels, making their farm more viable.

These positive impacts illustrate how agritourism can be a valuable strategy for agricultural businesses to diversify income, engage the public, and contribute to local economies.

Capital Investment – ADO Grant Writing

The ADO Grant Writer Program by the Kittitas County Chamber of Commerce was initiated to enhance economic development in Kittitas County through securing grant funding. The program aimed to research, qualify, identify, connect with, apply to, and secure grants that would support various economic activities within the county.

The primary stakeholders included the Kittitas County Chamber of Commerce, local city leaders from South Cle Elum, Cle Elum, and Kittitas, as well as various Chamber partners and local businesses. Key grantors involved were Washington Tourism, Washington Commerce, and several federal and state agencies.

The program successfully secured funding for multiple initiatives. For instance, grants awarded included \$25,000 for tourism marketing and production, \$20,000 for tourism data and research, \$18,000 for arts and culture promotion, and \$110,000 for energy efficiency improvements. Additionally, a direct spending request resulted in a priority listing for \$1,340,000 in funding for a drinking water system replacement in South Cle Elum. Overall, the program achieved grant funding totaling \$1,513,000.

Several challenges were encountered, including navigating the complexities of grant applications, aligning multiple stakeholders with diverse interests, and ensuring the readiness of grant applications within tight deadlines. These challenges were overcome by consistent communication with local leaders, detailed

research, and leveraging partnerships to gather necessary data and support for the applications. The program's flexibility and persistent follow-up ensured that applications were refined and submitted successfully.

To implement a similar project, other organizations should focus on establishing a dedicated grant writing team or program that prioritizes comprehensive research and stakeholder engagement. Building strong partnerships with local governments, businesses, and community leaders is crucial. Regularly updating a database of potential grant opportunities and maintaining clear communication channels will streamline the application process. Finally, having a clear strategy and being adaptable to feedback will significantly enhance the chances of securing grant funding.

Business: Kittitas County Facilities Maintenance

Grant Application and Award: Kittitas County Facilities Maintenance applied for the Washington Commerce Energy Efficiency Community Block Grant and was awarded \$110,000. The grant was used to perform an investment-grade building audit to identify opportunities for improved energy efficiency in county buildings.

Outcome and Impact:

- **Energy Savings:** The audit led to the implementation of energy-efficient upgrades, resulting in a 20% reduction in annual energy consumption across county facilities.
- **Cost Savings:** The energy efficiency improvements translated into annual cost savings of approximately \$50,000 on utility bills.
- **Environmental Impact:** The reduction in energy consumption decreased the county's carbon footprint by 150 metric tons of CO2 annually, contributing to environmental sustainability goals.
- **Job Creation:** The project supported local employment by creating 5 new jobs in the fields of energy auditing, retrofitting, and maintenance.
- **Enhanced Building Performance:** The upgrades improved the overall performance and comfort of the buildings, leading to better working conditions for county employees and visitors.

Metrics:

- **Energy Consumption Reduction:** 20% decrease in annual energy usage
- **Cost Savings:** \$50,000 saved annually on utility bills
- **Carbon Footprint Reduction:** 150 metric tons of CO2 reduction per year
- **Job Creation:** 5 new jobs
- **Building Performance Improvement:** Enhanced working conditions and building efficiency

This example highlights how targeted investments in energy efficiency can lead to significant cost savings, environmental benefits, and job creation, demonstrating the far-reaching impacts of well-allocated grant funding.

Other Funding Sources	Kittitas County	FY24 Total
	Private	\$0
	Local	\$92,000.00
	State	\$0
	Federal	\$0

	Other	\$0
Total Other Funding Sources		\$92,000.00
Pass-through – Grant Writer Program		\$24,600.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Kittitas	\$75,000

Klickitat County: Klickitat County Public Economic Development Authority

Diversity, Equity and Inclusion

Our SBDC Advisor was bi-lingual and was able to reach a lot of Spanish-speaking clientele.

Our office manager is learning to speak Spanish as well, this will insure there are less language barriers when serving Klickitat County

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

Klickitat County Public Economic Development Authority (KCPEDA) partners with Skamania County to provide a SBDC Advisor to both counties. All of the trainings listed on our metrics have been in conjunction with our SBDC Advisor. Our SBDC Advisor is bi-lingual and has had great successes with multiple Spanish-speaking small business owners seeking marketing plan guidance, financial assistance, and building of business plans.

Exports

Project Vino came about after our office was informed of losses of grape contracts for our wine grape growers in Eastern Klickitat County. We were able to assist four large wine growers/wineries with export options and connects. Our efforts spurred a state-wide awareness of the challenges these growers were facing. The biggest challenge was navigating international export laws and regulations. Others could implement a similar project by connecting with Commerce, Department of Agriculture, and Washington State Wine Growers Association to create a strategy plan for their region.

One wine grower lost a contract for 10,000 acres of wine grapes that were already growing. The grower was able to store grapes until a supply chain could be established through international export.

Small Business Creation

Our office witnessed a large surge of interested startups this year, specifically in the Goldendale area, and made it a priority to reach out and give assistance to each of them. Our goal was to assist 3 startups in FY24 and we have assisted a total of 6, with 4 of those already open for business.

Our biggest challenges were site selection and available financing. In order to overcome a lack of available or suitable real estate we worked closely with our established businesses and local real estate agents to find space to accommodate each new startup.

We worked in tandem with our SBDC representative and our regional EDA partner, MCEDD, to find appropriate financing for each new business.

Crush Smoothie was one of the startups who has been a very popular restaurant since they opened. A total of 3 new jobs were created and since they are open 7 days a week, they have filled a big gap in local dine-out options.

Other Funding Sources:	Klickitat County Public Economic Development Authority	FY24 Total
	Private	\$0
Local Match from County Only	Local	\$13,854.91
KCPEDA is overseen by Klickitat County	State	\$0
	Federal	\$0
Total Other Funding Sources		\$13,854.91
Pass Through – Grant Writer Program		\$6,725.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Klickitat	\$75,000

Lewis County: Economic Alliance of Lewis County

Diversity, Equity and Inclusion

The Economic Alliance of Lewis County has opened a Business Equity Center (BEC) - think of it as business development assistance and business programs all happening under one roof. The BEC is set to open this summer and will be open to all community members to utilize all the programs. The funding for a portion of the BEC came about by receiving grants from the TransAlta Centralia Coal Transition Board and PAC Mountain Workforce Development Council totaling \$300,000. The cost for the building is \$900,000 which leaves us still needing assistance in the amount of \$600,000 for capital and programs.

The program will benefit low-income, underserved, veterans, minorities, and rural communities by providing low to no-cost programs and resources to businesses and entrepreneurs within the county. Programs offered through the BEC will include free bi-lingual educational workshops focused on common business concerns for start-ups or businesses ready to scale up, participation in panel discussions giving access to industry expert knowledge and feedback, sliding scale community workspaces, incubator program opportunities, accelerator program opportunities, financial literacy classes, support for displaced workers and/or workers reentering the workforce in need of skill training, bilingual staff support, and access to language translation kiosks to process government forms and documents.

The BEC will focus on all aspects of business assistance, finding employment, business start-ups, classes on resume writing, setting up an email account, using social media, learning QuickBooks, development contracts and making estimates for potential work, etc. Thinking of starting a business? The BEC can walk you through the proper business structure, from an LLC, partnership, sole proprietor or organizing as a corporation.

The BEC seeks to provide a support network for current and future business owners, removing deterrents for all community members to have equitable access to success. The Alliance believes that increasing access and opportunities will change the landscape of our community. It's what an economic development group should be doing helping people grow in business.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

The Lewis County EDC - Business Development Center (BDC) formed to aid small businesses throughout Lewis County. The BDC offers a wide range of support, including advising new startups, providing business growth guidance, and connecting our clients to resources. We are here to help businesses succeed. The support provided by the BDC helps small businesses through every stage from pre-launch to opening day. We understand a robust business community is a crucial component to helping our city grow and flourish.

Our in-house Business Development Center (BDC) has forwarded many new business start-ups and existing businesses to the SBDC and or the WSBDC for grant opportunities and other assistance. We appreciate the SBDC and WSBDC programs and knowledge that are available to our community members.

As the BDC has become a more integral part of our small business community, we have found our most impactful service is to provide assistance in forming their businesses entity and proper licensing. The BDC helps local startups through business planning stages, market analysis, financial aid, and seeking brick and mortar locations.

Each of our clients is guided through our roadmap to success approach. Our approach begins with the business planning phase. Our team helps develop a simple business model structure or an in-depth plan; we cater our services to our client's needs and goals. Next, the BDC helps conduct a comprehensive market analysis of our local area to ensure there isn't an overabundance of a particular product, service, or business model. Our goal is to support startup success, and we do so with our collection of business resources. The BDC understands the local market and can provide valuable feedback for prudent business decisions and guides our clients to develop budgets, understand startup costs, and create long-term financial practices. The BDC is dedicated to supporting long-term success and creating a community of connections for everyone to thrive. We utilize the skills within our community to create a vital hub of resources.

Napavine Infrastructure-Jefferson Station and Housing Development

Infrastructure needs have hampered growth potential in the City of Napavine. Through our Housing Alliance, a group comprised of community leaders that are focused on troubleshooting housing issues, we identified an issue that needed to be addressed before any development could move forward in Napavine. The Jefferson Station needed to be upgraded before any new development could move forward. A 181-unit housing project was in process, but had to be put on hold. This upgrade will allow for future housing, industrial and commercial development.

Design was completed and funding identified. The project is back on track and will lead to new housing and commercial development. The partners in this effort were the Economic Alliance, County Manager, City Managers, County Development, Banking and lending, Developers and Real Estate and Title.

This effort brings 181 housing units on line and allows for the development of up to 500 more. Also opens up the core of Napavine and Rush road to both industrial and commercial development. Metrics will be in the number of houses constructed along with increases in local tax base.

Development and Construction of the United Learning Center

This project has been in the works for a few years but was delayed due to COVID and funding issues. The project is back on track and under construction. Partners in this effort are the City of Centralia, United Way of Lewis County, Boys and Girls Club of Lewis County, Discover! Children’s Museum, Cascade Health and Bezos Academy. The Alliance partnered as way to identify funding sources and get the project back on track.

We worked closely with both our State and Federal elected officials to identify funding and will work as the project management. What makes this project so important to our region is that it provides free early learning to working families. Day care and early learning is difficult to find all around the state but is particularly hard here. We are known as a child care desert. By partnering with several local groups and the Bezos Academy, we are able to provide a wrap-around services to children and families of Lewis County at little to no cost. This will allow working families to save on the costs of day care or provide the option to re-enter the work force now that the child care issues have been addressed.

Metrics that will be impacted are increased work force opportunities and employment numbers, higher test score ad graduation rates, and improved kindergarten readiness.

Efforts like this attract business growth from outside the region. Corporations recognize that the community cares about their children and offer competitive options for new business in the area.

Other Funding Sources:	Lewis County	FY24 Total
	Private	\$582,436.14
	Local	\$251,523.26
- includes Grant Writer Program - \$9,761	State	\$24,761.00
EDA BBB Grant	Federal	\$141,782.31
	Other	\$0.00
Total Other Funding		\$1,000,502.71
Other Notes		
Tourism	County LTAC	\$233,187.23
First Mode Pass-through	State DOC	\$250,000.00
Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Lewis	\$75,000

Lincoln County: Lincoln County Economic Development Council

Diversity, Equity and Inclusion

The Lincoln County Economic Development Council dedicated the last 2 years to bringing Broadband to everyone in Lincoln County. The goal was to bring affordable and reliable broadband to every community and outlying area. Low population density, difficult construction terrain and costly power connect fees made it financially difficult to expand fixed wireless solutions to the citizens and businesses in Lincoln County. A total

of roughly 22 million in grant funding was awarded to this project. Broadband is no longer a socially desirable good, but an economic necessity. Without access to broadband, citizens in Lincoln County cannot participate in the digital economy or take advantage of the opportunity broadband brings for better education, healthcare, civic and social engagement.

As a result of these projects, the residents in Lincoln County will have access to the digital world, with urban speeds and pricing. This project will improve digital equity and inclusion within our rural county will lead to improved educational, healthcare and workforce opportunities. This project is still in the construction phase and when completed it will enable the marginalized, BIPOC and tribal communities to have equity in the digital world.

Small Business Creation

I was contacted by an individual that was looking to start a small manufacturing plant in the area. He has a small initial investment and was looking for grants for funding for research and development. He has another business and this will be a second business for him. I relayed information on the SBDC but could not find much information on funding for research and development. I contacted my program manager for additional sources of possible revenue. We sent him additional information on Access to Capital – Startup Washington, Washington State Microenterprise Association, and Industrial Symbiosis-Washington State, if he can reuse some of the elements from the first business.

His initial response was very welcoming, and he said he would not have known of the programs without reaching out to us. I have followed up with an email to see how the process is going and ask if there is any additional information that may be needed. He currently employs six people. His initial startup investment is \$1,200 and he anticipates employing up to ten people at the new site.

Capital Investment

Worked with a client who was talking with an area bank about financing a building for restoration and new business locations. I brought this to the roundtable call with Lynn Longan’s group. They advised getting him in touch with Tri County Economic Development District (TEDD). I contacted the Tri County EDC and forwarded his contact information. They returned an email with the website for the Tri County EDD Loan fund. I relayed this to the client along with links to the Small Business Development Center to get in touch with an advisor and additional links to Washington State Business services, Governor’s Office for Regulatory, Innovation and Assistance, L&I resources, Small Business Guidance and Small Business Requirements and Resources. Our client was referred to the TEDD program and we will be following up to see how things are progressing.

Other Funding Sources:	Lincoln County	FY24 Total
Memberships	Private	\$850.00
Membership towns	Local	\$10,243.00
	County	\$40,000.00
	State	\$0
	Federal	\$0
Total Other Funding Sources		\$51,093.00
Other Notes		
Pass Through - Visitors Funds Expenditures		\$38,136.44

Other Funding Sources:	Lincoln County	FY24 Total
Pass Through - Broadband Expenditures		\$ 2,730.51

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Lincoln	\$75,000

Mason County: Economic Development Council of Mason County

Diversity, Equity and Inclusion

Mason EDC has been committed to working with our Hispanic and Guatemalan communities for several years now. Through translated documents and a hired translator, we have assisted with COVID19 Small Business Grant relief as well as new business startups with licensing, permitting, even their hired contractors.

We do our best to recognize all diverse groups of people and provide equal access to our services, assistance and opportunities.

Site Selection

Through a Department of Commerce RFI – Site locations were provided for Project Alfred, a vertical leafy greens grower and processor for major grocery chains nationwide. Stakeholders are Mason County, Hunter Properties, and PUD #3. Land was purchased under owner contract at approx. \$235,000. The new energy codes were a very big concern for the developer and meeting those new requirements meant a much larger building expense. Through our contacts and networking, we were able to get the developer assistance on design elements and get permit applications submitted.

Project Alfred’s full-build out will be 150 jobs with an \$80,000,000 capital investment. With a referral from the City of Pasco Building Official, who had a similar build in their area, we were able to get the developer connected to the WSU Energy Program for glass requirements and design element assistance. Mason County Community Development Department worked very hard to help meet energy code guidelines of 2018 prior to the adoption of the 2021 codes. Design and code requirements were met and the largest investment for permitting was received by the county and is currently being processed on land the developer acquired last year.

Small Business Creation

Small business creation begins with the licensing and permitting processes. We have assisted numerous new business startups and added services to existing businesses. It can be a daunting task and having the knowledge to walk through the process with an entrepreneur is rewarding. Basic information about a LLC and that it’s not just being added to your business name, that you need to seek legal counsel is something so many are not aware of.

After five months of delays, the owner of Marmo Gallery requested assistance with the city’s permitting process. We were able to schedule an in-person meeting with the business owner, building inspector and staff in the city’s building department to discuss the owner’s plan and city code requirements.

After reviewing plans and previous communications, we suggested redirecting the water piping as well as a modification to the width of the counter for ADA access. The outcome led to permits being issued and

temporary occupancy granted. We then assisted with marketing and gave input on a creative arts district that included Blue Zones and the City of Shelton. Marmo, Blue Zones and the City of Shelton will be hosting the first Shelton Art Walk being held later this month. Marmo is thriving and has become a hub for meetings of all creative types and recently added tasty artisan delights to enjoy with your coffee.

Other Funding Sources:	Mason County	FY24 Total
	Private	\$67,800.00
	Local	\$267,485.00
Admin funds - Grant Writer Program	State	\$546.90
	Federal	\$0
	Other	\$0
Total Other Funding Sources		\$335,831.90
Pass-through - Grant Writer Program		\$23,354.32

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Mason	\$75,000

Okanogan County: The Economic Alliance

Diversity, Equity and Inclusion

Okanogan County is a very diverse county, the Colville Indian Reservation encompasses a large portion of our county and over the last 50+ years, Agriculture and Natural Resources have been our top industries, which has brought many migrant workers to our region. Our economy is evolving, relying upon retail, tourism, hospitality and government jobs to keep our county going.

The work that we do has always focused on bringing together all cultures, communities, businesses, and leaders to the table to make decisions that are going to impact our local economy from a community and economic development lens. The Economic Alliance’s (EA) mission is to facilitate partnerships with private, government, and tribal entities that will create an environment to nurture, support and recruit businesses and industry in Okanogan County. We partner with all the local chambers of commerce, the Northwest Native Development Fund, regional partners and other business and services groups to ensure that we reach all businesses and entrepreneurs in the area.

The Economic Alliance is not just the ADO, but we are also the WSBDC, the Small Business Resource and Technology Center (SBRTC), we provide the Administrative Support for the Okanogan County Tourism Council which is the Destination Marketing Organization (DMO) and we contract with the county to provide overarching Economic Development services to the county and communities.

We continue the work that we started last year with our outreach to our Latino Entrepreneurs, which we have a significant amount of in Okanogan County. We have assisted over 45 Latino Businesses over the last year with

Technical Assistance, including assistance with access to capital, applying for small business grants, access to other resources and services that they qualify for including workforce development services for their businesses. The Economic Alliance has partnered with the WSBDC to enlist their Spanish speaking advisors to work with our Latino small business clients. Working with the Spanish speaking advisors allows us to refer these individuals directly to them while our staff who is on the ground and who has the established relationship and trust built with that business can sit in and help the advisor get the information that they need to provide the best services to the customer in their traditional language.

We continue working with the Northwest Native Development Fund to allow them to host their small business workshops at no cost to them at our office, and this year we also co-sponsored several workshops to co-mingle our entrepreneurs. We are also helping them via social media to market their programs and services.

This year the Economic Alliance partnered with the Center for Inclusive Entrepreneurship to bring their Start Simple Small Business Course to Okanogan County. This course was designed by CIE to focus on those who are thinking about going into business and have an "Idea". We held our first course in May and had a very diverse group of attendees!

The Economic Alliance also facilitates the Okanogan County and Colville Confederated Tribes Broadband Action team and continues to promote digital equity throughout the region. We are currently working with NCW Tech Alliance on a regional digital equity plan to promote locations and organizations that have the tools available in order to help those who need 1 on 1 assistance.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

The Economic Alliance has been the sponsor organization for the WSBDC for over 20 years. We have a unique relationship with the WSBDC in Okanogan County as we not only sponsor the program, but we also dedicate staff time to conduct the administrative work including data entry, scheduling client meetings, and marketing the program and services throughout the county. This model has worked for us, as our WSBDC advisor is a part time position, and we know that these services are essential to our local economy and to the future success of our small businesses in Okanogan County and our local communities.

Our Business Outreach Specialist and Economic Development Specialist conduct face-to-face in person interactions with small businesses throughout the county and who help market the WSBDC program. It is important to us that the citizens of Okanogan County know that this is a free confidential resource available to anyone who has a startup idea to someone who is looking to set up a succession plan for their business as they look towards retirement.

We also continue working with the WSBDC's Spanish speaking Central Washington advisors to host events, workshops and to provide direct services to our Spanish speaking small businesses, who have historically been underserved.

Our SBDC numbers for July 1, 23-June 30, 2024, are:

- Total Clients Counseled: 92
- Total Counseling Hours: 474
- New Business Start Ups: 11
- In Business: 34
- New Jobs Created: 18
- Jobs Retained: 17
- Jobs Supported: 196

- Private Investment: \$1,580,747.00

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

The Economic Alliance continues to work with our Partner Greater Spokane Incorporated who is our WA APEX Accelerator center. We referred several customers to Aleesha Roedel, Government Contracting Assistance Specialist, to obtain additional 1 on 1 technical assistance in getting certified to do business with the Government. We also partner together to host workshops on Growing with Government Contracts which included the following topics:

- How to get started,
- Understand the value to your business,
- Learn to qualify for certifications (OMWBE, Economically Disadvantaged businesses).

We understand the value that WA APEX brings to the table in assisting our small businesses and contractors get certified to conduct business with the local, state and federal governments. Here are our WA APEX numbers for July 1, 2023-June 30, 2024:

- Counseled Clients: 10
- New Clients: 3
- Total Hours: 12
- Total Events: 5
- Clients in Business: 9
- Types of Businesses: Ag Forestry, Fish, Hunt 6, Arts & Entertainment 3
- Demographics: Women Owned 3, Not woman owned 6, SDVOSB owned 1, Minority Owned 3
- Government Contracts: 24

Total Contract Amounts: \$1,009,155.89

Small Business Creation

This year we partnered with the Center for Inclusive Entrepreneurship (CIE) to bring their Start Simple Curriculum to Okanogan County. After reviewing this curriculum and participating in the actual course held by a CIE instructor, we felt that it would be something that those in our county with an “Idea” about starting a business could benefit from. Four of the Economic Alliance staff went through an intensive weeklong train the trainer session learning the curriculum, tips and tricks on how to present it to our emerging entrepreneurs, and how to market it efficiently and effectively.

Start Simple is NOT a “How to Start a Business” course. How to start a business depends on the person, the opportunity, the market, and the type of business – it’s different for everyone. Start Simple has been designed to help participants determine if their business goals are realistic and achievable. Participants in this class learn about personal finance, understanding their market, basic business finance, including COGS and break-even/cash flow analysis. It helps them determine if they have their ducks in a row and are ready to start their business, or whether they need to continue working on their plan and working with their advisor until they are ready. This course helps emerging entrepreneurs plan in a way that will assist them think through the details needed for them to be successful when they start their business. The Economic Alliance is offering this course in English and Spanish.

For our first class we had 14 registered to attend the class which is a 4-week, 2 hour a week course, which we offered in a hybrid setting due to the size of our county and travel it would take for everyone to attend in

person. On the day of the class, we had 10 in attendance, which was a great turnout, out of which 8 woman and 2 men out of which 3 were Native American and 3 were Latino.

We ended up having 6 complete the course, all of whom are currently working with EA Staff who are providing them with additional technical assistance to help them move forward with starting their businesses, and we are still in contact with the other 3 and are working with them 1 on 1 so they can finish the course independently.

Offering this class in Okanogan County provides our emerging entrepreneurs the opportunity to learn some of the basic business concepts that they need to know before starting their business. We are excited to see how our next cohort goes which is our Spanish Start Simple class, and how many additional small businesses we can assist get started in Okanogan County.

This year EA Staff met with 43 individuals who were interested in Starting a Business, which exceeded our goal of 20. We hope that by offering the Start Simple course throughout the year, we will see more of those with an idea, transition into an actual start up business that creates jobs.

Public Infrastructure-County Prioritization Process

The Economic Alliance facilitates Okanogan Counties Public Infrastructure, Community and Economic Development Prioritization Process. This process is what drives the allocation of the .09 Funds that the county receives as a distressed county, but it also allows projects to be ranked and put on a Board of County Commissioners approved Countywide Prioritized List for state and federal funding opportunities.

The Economic Alliance established a committee that reviews, scores, ranks and then recommends funding of eligible projects to the Economic Alliance's Executive Committee then once approved to the Okanogan County Commissioners. The Board of County Commissioners then adopts the recommended list and recognizes these projects as the Counties Prioritized list of Public Infrastructure and Community and Economic Development Projects. Eligible entities to apply through this process include cities, county, tribes, special purpose districts including utilities and non-profit and community organizations.

This year we partnered with several of our State and Federal funding sources and invited all of those who applied to have their projects prioritized to attend a Meet the Funders Zoom event. As many of our local small rural jurisdictions are not able to attend the IACC conference due to lack of capacity and this format allowed them the opportunity to meet the funders to learn about their programs and to talk to them directly about their projects. Partner agencies in attendance included the following:

- CERB
- PWB
- CDBG
- RCO
- USDA
- EDA
- DOH DWSRF
- Department of Commerce
- Philanthropy

Prior to the event, with permission from the communities and organizations, I sent the funders the applications that I received so they could review them and determine whether they were eligible for their specific programs. Many of the Funders provided me with a spreadsheet breaking down what projects were eligible for their

funding and what specific funding they should apply for. This was extremely helpful for these very small rural communities, many of which were able to apply for and receive funding for their projects.

In 2023-2024 through this process, we have allocated 1.2 million dollars in .09 funds to 12 Public Infrastructure projects that are focused on economic development purposes. 8 of those projects were able to use these dollars to fill the gap needed to move their projects forward, many of which were funded additionally through state and federal programs and special appropriations.

Over the last year we have met with a Federal Interagency Funding Group made up of State and Federal Funders focused on identifying specific Public Infrastructure, Community and Economic Development projects within Okanogan County. Our prioritization process has assisted us in identifying countywide and tribal projects that we are now going to present in person to this group who will be coming to Okanogan County for this event. The Economic Alliance has been responsible for coordinating at the local level with our partners at Okanogan County Housing Authority, Okanogan County Community Action Council, Colville Tribal Housing Authority, Colville Tribe, City of Omak and Okanogan County to prepare for this event. We are excited to see the agencies work with our local partners to determine funding to move these projects forward.

In economic development, at times, I believe we forget the impact that Public Infrastructure has on our communities and the importance it plays as we look to site new business and industry in our counties and regions. At the Economic Alliance it continues to be a priority for us to work with the 13 municipalities, the Colville Confederated Tribe and the county to determine their infrastructure needs as we look to grow and prosper as a county and to offer the needed infrastructure that our small businesses need to grow and expand. By bringing the resources to the table at the local level we have seen communities who have never applied for funding before submitting their applications and receiving funding for their projects, which to us, is a huge success!

Other Funding Sources:	Okanogan	FY24 Total
Fee For Service	Private	\$115,720.52
County, PUD, OCTC, Workshops, CFNCW	Local	\$239,916.74
WSU Broadband, L&I, ADO Grant Writer Program	State	\$23,258.00
SBDC, USDA RBDG, County ARPA	Federal	\$135,122.80
Total Other Funding		\$514,018.06

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Okanogan	\$75,000

Pacific County: Pacific County Economic Development Council (PCEDC)

Diversity, Equity and Inclusion

PCEDC Diversity Statement: True economic success is achieved with mindful planning, sustainable development, and intentional engagement creating equitable opportunities for all. We embrace diversity as a

driver of economic success. As conveners and collaborative partners, we pledge to do the work and support inclusion and prosperity for all members of the Pacific County community.

Recent activities:

- PCEDC contracts with a minority business outreach consultant, and contracts with Pacific County Immigration Services (PCIS) for outreach to minority business owners.
- Multi-language social media posts are used whenever possible.
- PCEDC participated in planning community job fairs in Tokeland, South Bend and Long Beach in March, 2024 in collaboration with community partners including local tribes and Pacific County Immigration Services.
- A primarily Spanish speaking startup business was able to successfully complete an 8-week business development training offered through the newly launched Washington Coast Business Accelerator with some translation support. Through our advocacy, our business development partner, Enterprise for Equity has begun translating their curriculum for future Spanish speaking clients.
- Shoalwater Bay Indian Tribe - Willapa Bay Enterprises participated in a Tribal Nation Panel at the Regional Economic Forecast & Innovation Expo 2023: Building Economic Prosperity in Our Region at Great Wolf Lodge 12/7/2023.
- PCEDC Minority Business Outreach Coordinator, Cheryl Mahaffy Varese (Daasdiyaa), is active in a Salmon Derby effort for Chinook Justice Efforts for summer 2024 - in partnership with the Port of Chinook.
- PCEDC is an active Participant in the Governor's advisory group on the future disposition of the Naselle Youth Camp, and potential proposal from Chinook Tribe for future dedication as tribal headquarters.
- PCEDC regularly asks for voluntary disclosure of minority status, woman owned business status tribal owned, and veteran owned status for technical service requests and training registrations.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

PCEDC began collaborating with WSBDC in October 2023 to provide better access to technical support for Pacific County businesses. As a result, SBDC is now reporting quarterly aggregate data to PCEDC, and is in the process of hiring an advisor who will travel to remote service areas, including Pacific County. Historically, the closest service access has been in Aberdeen (up to 2 hours away). This new advisor will coordinate dedicated service days/times within Pacific County to provide face to face advisor services. The impact will be increased in-person access to WSBDC services for local businesses, and a more engaged WSBDC advisor with ties in Pacific County communities.

Small Business Creation

Concept: The Washington Coast Business Accelerator (WCBA)

The WCBA creates programs that develop, grow and scale local businesses for success. The Port of Willapa Harbor (POWH) partnered with Pacific County Economic Development Council and Enterprise for Equity to develop and deliver business technical assistance and support to establish new small business, strengthen existing business and promote a trained and qualified workforce to serve local industry in coastal Washington counties. In the 2023-24 biennium, POWH purchased a 7.5 acre site in South Bend to redevelop as a marine industry sector business accelerator site. The first cohort of business startups completed an 8 week training, had access to expert coaches, capital opportunities, and were awarded start-up small grants. Each successful program completer has a fully developed business plan.

Business Development Training Cohort 1. Outcomes:

- Information Sessions

- Target - 2-4 month - 40 Participants
- Actual 9 sessions 54 participants
- 2-Day Virtual Workshops
 - Target -3 - 2-Day Virtual Workshops (18 Participants)
 - Actual- 4 – 2 day workshops – total 23 participants
- Business Planning Programs includes coaching 8-weeks
 - Target - 1 -8 week Business Planning Program(18 Participants)
 - Actual – 8 – Week business development program 18 participants
- 1:1 Business Coaching
 - Target – 7 Businesses/3 hours each
 - Actual – 7 Businesses/ 3 hours each
- Capital access webinar
 - Target – 1 webinar (10 participants)
 - Actual- 1 Financing Your Small Business expert panel webinar 15 participants

Business Development Training Cohort 2. Actively recruiting 6/24

Business Development Training Cohort 3-4. Budgeted and scheduled for 2025

Businesses Served:

[Testimonial video for Latimer Contracting LLC](#)

Photos: Evergreen Flower Farm Store—



Photo 1: Photo of store owner with customers at the Evergreen Flower Farm store

Photo 2: Photo of store owner standing in front of Evergreen Flower Farm store with dog

Photos: Tokeland Candle Works –



Photo 1: Photo of store owner holding product in front of product shelves

Photo 2: Photo of three different products on a product shelf

The WCBA targets WA startups in all coastal counties. Cohort 1.

- 20 business registered/15 business completed
- Pacific County: 11
- Jefferson County: 1
- Grays Harbor County: 3

Business Technical Assistance: Provided 30 sessions averaging 2 hours each for approximately 80 hours total serving 40 total businesses, and staffing support to develop and deliver business technical assistance and support to establish new small businesses, strengthen existing business and promote a trained and qualified workforce to serve local industry. Staff administered programs to provide business technical support services county-wide.

Business interactions:

- Provided technical assistance to 15 minority, veteran and woman-owned businesses 2024
- Tracking of user data including business sector and minority status
- Individualized referral to resources through WA Commerce, SBDC, Evergreen BizLink, and partners.

WCBA is on track to offer 2 additional cohorts of Small Business Development Training in 2025 in collaboration with Enterprise for Equity

Employment and Workforce Development

PCEDC regularly does outreach to local business on business professional development opportunities offered through WA Dept. of Commerce, WA Labor & Industries, Timberland Regional Library and other economic development partners. Additionally, PCEDC offers programs designed specifically for local small business, typically using local instructors.

In response to business requests, PCEDC has ramped up professional development workshop opportunities with the support of grants from the Washington State Microbusiness Association (WSMA). PCEDC is building a library of on demand recordings of our continuing education offerings. Our top requested training areas are Customer Service Training, Small Business Finance, Marketing and Computer Technology Skills for small business.

Customer Service Training: In 2023-24, PCEDC credentialed local instructors in both English and Spanish to provide AHLEI's Guest Service Gold® training program. It is recommended for use in workforce programs, to develop the solid guest service skills that are critical in the hospitality industry

Small Business Financial Literacy: QuickBooks for Small Business, Choosing an accountant and other basic financial programs were offered and recorded for on demand access.

Small Business Marketing: Marketing and communications workshops were offered through local experts and recorded for on demand access.

Computer Skills Training: Our most recent series was in response to requests for raising technical skills for small businesses. All sessions recorded for on demand access.

Tech Business Workshops/Webinars

- Cyber Security- Staying safe online and avoiding scams

- Navigating and Optimizing Social Media
- Using Artificial Intelligence Tools
- Marketing a small business Online
- Basic Troubleshooting
- Social Media Savvy

Our target is to continue to work with partners on workforce training and credentialing, specifically in the marine services sector and healthcare sectors.

PCEDC intends to continue to grow workforce training and small business training resources to serve our very rural small business community. Evaluations of our program offerings have been positive, and it is our plan to establish a page on our website featuring training resources that link to a variety of programs available in our target industry sectors. This will include in-house and partner small business and workforce development opportunities, as well as links to credentialing resources.

Under construction: [New Pacific County EDC webpage](#) to link to schedule of PCEDC live trainings, on-demand recordings of past trainings, and links to commerce and other partner trainings and programs.

16 Videos on [YouTube](#) over 110 views without active promotion pending our webpage launch.

We aim for our outreach to be organic and relevant. We use local instructors, support local nonprofits by hosting our activities in their venues, and promote local new businesses. For example, PCEDC worked with a new start up tech business “The Modem Lisa”. Owner Lynn Westfall enrolled in the PCEDC new business development program and business workshops. We then recruited her as the workshop instructor for our small business tech series, which helped establish her as a new local business and local expert in her field. As a result, her name and new business gained rapid community recognition and resulted in new clients.

Other Funding Sources:	Pacific County	FY24 Total
	Private	\$5,674.29
	Local	\$136,955.00
Includes Admin. – Grant Writer Program \$600	State	\$13,100.00
	Federal	\$0.00
	Other	\$119.00
Total Other Funding		\$155,248.29
Other Notes		
Pass-through – WA State Microenterprise Assoc.	Local	\$12,000.00
Pass-through – WA Coast Business Accelerator	Local (sub-recipient federal)	\$59,874.33
Pass-through – .09 Housing	Local	\$50,000.00
Pass-through – Grant Writer Program		\$7,176.00
Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Pacific	\$75,000

Pend Oreille County: Port of Pend Oreille

From June 2023 to June 2024 there was no executive director for the Economic Development Council in Pend Oreille County. The ADO essentially became non-operational with the resignation of the sole employee of the EDC. It took several months for the county to select a new ADO. During that process, starting in March 2024, the Port of Pend Oreille invested in a full-time Economic Development Director and supported that position internally. In May 2024, the Port of Pend Oreille was brought under contract with ADO funds to complete the feasibility studies by June 30, 2024. However, due to these time-constraints there were no typical ADO metrics to be reasonably obtained from July 2023-June 2024, with the transition to the Port of Pend Oreille as the new ADO.

Diversity, Equity and Inclusion

The Port of Pend Oreille has consistently worked in collaboration with the Kalispel Tribe of Indians, specifically by serving as board members together through the now-defunct Economic Development Center. As an important player in the county economy their input and collaboration is key to the success of any future development.

Building Capacity

Prior to becoming selected as the Associate Development Organization for Pend Oreille County the Port of Pend Oreille (referred to as the "Port") invested in two separate properties to prepare for economic development as allowed by Washington State Laws. One property is located just outside of city limits in Newport WA (referred to as "Newport Property") on Hwy 2. The second property is located north of Newport WA on Hwy 20 near the community known as Wolfred (referred to as "Wolfred Small Business Park"). After being selected as the Associate Development Organization, the Port received permission from the Pend Oreille County Parks and Recreation Board to research funding opportunities for the county parks properties through a collaborative effort.

There have been considerable conversations among community members, Port employees, and various businesses and agencies within Pend Oreille County regarding development which has not only stalled, but is experiencing significant decline. The consensus has been that we are losing dollars to Idaho for their established and developed outdoor recreation areas such as Priest Lake, Schweitzer Resort, Dover Bay, War Memorial Park, etc. Overnight stays in the county are limited seasonally with RV Parks and cabins, and the lack of a quality hotel. Several large industrial sites now sit vacant (like the Lehigh Portland Cement Company in Metaline Falls) or are in the process of closing (the Teck Comino Zinc Mine).

Small to Mid-sized industrial businesses are limited in opportunities to expand by current land use restrictions and lack of available commercial lease properties and failing or non-existent infrastructure. Meanwhile, many retail and storefront commercial property's sit vacant or as storage. Several small and micro businesses have closed in the past two years, citing sky-rocketing costs of inputs, increasing overhead costs due to unreasonable mandates, and the political climate within the state in comparison to Idaho and Montana.

Through funding with the Department of Commerce, the Port submitted the Newport Property, the Wolfred Small Business Park, and the Wolfred County Park as the properties to be studied for economic development opportunities. Through internal discussions it was proposed that the Newport Property be studied for the development of a hotel that would include banquet space as well as a water park or slide feature. The Wolfred Small Business Park was proposed to be studied for development into a multi-use industrial area, with adequate parking for large semi-trailers and equipment and the infrastructure needed to support industrial needs. The Wolfred County Park was proposed to be developed for public waterfront access and sports complex with extensive trails and conservation of healthy woodlands. The funding time constraints did

increase difficulties in encouraging public participation creating an environment that was not conducive to positive discussion.

Newport Property

This feasibility study was an expedient and streamlined effort to assess the Newport Site for economic development and feasibility purposes. The following are key themes found through this process, and the Port shall use these elements to propel further progress as development and opportunities arise.

The City of Newport and Pend Oreille County at large has a lodging gap. This study helped determine steps to develop a site for lodging, a banquet space, public/private amusement and recreation, an open space, and connection to the greater Pend Oreille County. Newport has great potential to be a node of economic activity, located at the intersections of several major regional highways including US-2, WA State Route 20, and ID State Route 41. Including Spokane's population, 428,000 people live within an hour's drive of Newport, and the area provides multiple opportunities for visitation in all seasons. Lake Pend Oreille and other activities drive summer business, while Schweitzer Mountain Resort drives winter demand.

The study identified several hurdles to be overcome, not limited to but including, access and traffic studies through Highway 2, zoning and annexation challenges, and additional environmental studies needed. The Port has committed to the next steps of demolition of the current buildings on site, and pursuing funding to complete a traffic study.

Wolfred Small Business Park

This process was a fast and streamlined effort to best assess the Wolfred Business Park site. This study on Port-owned property aims to drive industry and business growth while equipping the workforce with essential skills. Located along the railroad and Highway 20, the property offers significant resources for economic development.

The study helped determine steps to develop a small business park near Wolfred, addressing infrastructure needs such as drilling a well, installing septic and drain fields, and providing power, including Three-Phase power.

The study identified issues with the current land maps through DNR and Federal Wetlands Layers being inaccurate. Zoning issues and parcel consolidation create delays to moving forward with any infrastructure installation. The Port has already started the process to correct the mapping layers, and pursuing the solutions to move forward.

Wolfred County Park

This study helped determine what steps can be taken to further the development of Wolfred County Park, so that ultimately entrepreneurs and small business owners will want to move to Pend Oreille County, bringing their business with them to support the economic ecosystem around this park area, raising the quality of life for all residents of the county through the improvement of local recreation opportunities, as well as increased state and local tax revenue.

The idea has been presented to the Pend Oreille County Parks and Recreation Board for consideration and determination of next steps. The Port is not currently pursuing any additional steps for this project. If Pend Oreille County decides to pursue this proposal, the Port intends on supporting it as much as possible.

The Wolfred County Park is a tremendously important property to Pend Oreille County and the region. The park is located about 6.5 miles from Newport, near where Highway 20 intersects Yergens Road. The park's size and

location provide an opportunity to support a wide range of park and recreation activities for residents and visitors. This 167-acre property has a mile of shoreline on the Pend Oreille River. The park is separated into two sites by the Pend Oreille Rail Line. The South Site is south of the rail line and north of Highway 20. The North Site is north of the rail line to the Pend Oreille River. The park property is located and is adjacent to the Pend Oreille River Water Trail and Pend Oreille Valley Scenic Byway. The strategic addition of facilities to this park is an outstanding opportunity to continue the legacy of the region’s visionaries to connect the community to the river.

Next Steps

Future Considerations: The projects require additional agency collaboration, public input, and studies before being deemed shovel- ready. There are significant hurdles in place for each that will take time to rectify.

Communication with the agencies, and public who will be involved with the planning process should be placed at a high priority to gauge support and ensure the projects represent the population and their desires as a whole.

Significant funding will be required for the projects, grants and other opportunities need to be fully explored and placed at a priority.

Each project has the ability to positively impact the economic situation of Pend Oreille County, how and when they are implemented will play a large part in that.

Recommendation for implementation: The Economic Development Director presented the studies and results to the many groups involved in the discussions, including the Pend Oreille County Parks and Recreation Board, The Pend Oreille Board of County Commissioners, The Economic Development Advisory Committee, and has made the studies publicly available. The Director continues to be available and present for meetings throughout the community.

- A) The Port Grant writer will begin to explore specific grant options for funding the next steps of the two Port owned properties.
- B) The Port will collaborate with Pend Oreille County Commissioners, and the Parks and Recreation Board to support any efforts with the Wolfred County Park in which they can reasonably assist with.
- C) Addressing next steps for each individual project as outlined in this report.

Other Funding Sources: Do not include Commerce ADO regular funding	Pend Oreille County	FY24 Total
	Private	\$0
Pend Oreille County - \$40,500.25	Local	\$142,551.79
Port of Pend Oreille - \$102,051.54		\$0
	Federal	\$0
	Other	\$0
Total Other Funding Sources		\$142,551.79

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Pend Oreille	\$75,000

Pierce County: Economic Development Board for Tacoma-Pierce County

Diversity, Equity and Inclusion

The Economic Development Board for Tacoma-Pierce County (EDB) has continued to develop DEI work built into its programming.

Internal: The EDB Board Nominations Committee works with EDB staff to ensure that companies, governments, and NGOs that bring forward nominees strongly consider individuals who will help the EDB more accurately reflect the diversity of our community in terms of race, ethnicity, gender, and age. The nominations committee considered other factors for board membership such as geographic location, size of the business, government, NGO, and professional skill set. In addition to the nominations committee, the EDB strives for diversity in its operational and event-related vendors.

External: The EDB applies an equity lens in its outreach and programming.

DEI in Business Retention and Expansion (BRE) Program:

The BRE program meets with nine (9) BIPOC client firms from the pool of 250 primary firms. The client firms are businesses with 10-150 employees and annual revenues up to \$28 million.

- The Hughes Group
- SeaTac Packaging
- ST Fab
- Bite Me Cookies
- Dualos
- Potential Unleashed
- Celebrity Cakes
- Coopasims
- Ames International

DEI in Business Recruitment Program:

Foreign Direct Investment

- Enrich our communities economically/culturally.
- Foreign companies prefer culturally diverse communities.
- Thirteen open FDI recruitment cases
- Canada, China, Germany, India, Japan, Korea, Sweden, Taiwan
- Korean battery manufacturer
- Japanese beverage bottle manufacturer

- Select USA Investment Summit: is a one-stop shop for companies expanding to the USA; in Washington D.C. June 2024
- International Trade Shows – Farnborough and Paris Air Shows

DEI in Cluster Development Program:

Tech Cluster: Increasing access to tech opportunities to address barriers to wealth and opportunity gaps through networking events at no cost, and strategic partnerships with academic institutions and nonprofits serving BIPOC communities. The South Sound Tech Conference focused on AI, and workforce development, and showcased businesses and research from a diverse lineup of speakers.

Entrepreneurship Cluster: Convenes 80+ business support organizations, government agencies, community navigators, nonprofits, business leaders, and academic institutions. Their goals are as follows:

- Create an entrepreneurial ecosystem mapping tool.
- Enact a “no wrong door” policy by ensuring all providers know one another’s scope of services and shepherd business owners through the said ecosystem.
- Increase capacity by reducing duplication in projects.
- Expand outreach by leveraging information and resources through established networks.
- Enable post-incubation support.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

The Economic Development Board for Tacoma-Pierce County (EDB) partners with the Washington State Small Business Development Center (SBDC) Business advisors to support and refer Pierce County businesses in need.

The WSBDC supported 233 clients through 309 client hours and attributed almost \$4.6 million in capital infusion for the year ended June 30, 2024.

Businesses received counseling in business accounting, budgeting, business plans, buying and selling businesses, cash flow management, financing/capital, human resources, employee management, managing a business, marketing and sales, and start-up assistance.

County: Pierce	
Company Status	
Pre-venture/Nascent	37
Startups	15
In Business	33
DEMOGRAPHICS (Business Ownership Gender)	
Male	27
Female	31
Male/Female	9
No Response	5
DEMOGRAPHICS (Ethnic Background - Race)	
American Indian or Alaskan Native	3

County: Pierce	
Asian	6
Black or African American	13
Native Hawaiian or Pacific Islander	0
Multiracial	5
White	38
No Response	7
DEMOGRAPHICS (Ethnicity)	
Hispanic	13
Non-Hispanic	53
No Response	6
DEMOGRAPHICS (Business Ownership Vet. Status)	
Veteran	3
Service-Disabled Veteran	2
Non-veteran	60
No Response	7

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

The EDB partners with the Washington APEX Accelerator, formerly Washington PTAC Counselors, to support and refer businesses interested in pursuing government contracting opportunities. APEX is here to assist businesses with marketing to the government, finding solicitations, connecting to primes, submitting proposals, and other areas relating to government selling. Their free services include:

- One-on-one counseling
- Profile and marketing reviews.
- System Award Management (SAM) registration and updates
- Dynamic Small Business Search (DSBS) profiles
- Other government registrations: State and local
- Certification assistance: HUBZone, 8(a), MBE, and DBE.
- Bid Match services (optional fee service)
- Subcontracting opportunities with large Primes
- Workshops and webinars
- Partnering and networking opportunities
- Articles and resources

In the past year, APEX Accelerator, formerly PTAC, supported 235 clients in Pierce County totaling 571 client hours. These firms won 666 contracts with achieved sales revenues of \$58,158,839 in government contracts and subcontracts.

Pierce County Demographic Data:

County: Pierce	
DEMOGRAPHICS	

County: Pierce	
Woman-owned	86
Not Woman-owned	113
Ownership not entered	66
Veteran owned	22
SDVOSB owned	37
Not Veteran-Owned	133
Veteran Ownership not entered	73
Minority-owned	114
Not Minority-owned	151
Government Contracting	
# contracts	666
\$ contracts	\$58,158,839.29

Capital Investment

Small Business Innovation Fund \$1.8 Million Grant Award

The goal was to support partner organizations whose individual funding requests were below the threshold, yet their respective contributions impact underserved communities in Pierce County. The EDB served as lead applicant and passed through funds to multiple subrecipients to support various initiatives. The funds will support the following objectives under the proviso:

- Program creation to expand the EDB’s outreach to underserved communities.
- Conduct research and produce a paper on failure rates of Black-Owned businesses with recommendations for solutions.
- Support our existing partner-based startup ecosystem through business education and incubator programs, focusing on addressing DEI barriers in the science, technology, engineering, art, and manufacturing (STEAM) sectors.

These opportunities increase access to capital by offering connections to investors, reducing overhead to underserved businesses, and creating opportunities for high-wage jobs in STEAM industry sectors. Incubator/accelerator services proposed within are independent, and outside of the scope of, the Pierce County Business Accelerator and Community Navigator programs. The aim is to complement their initiatives and expand support by addressing DEI in STEAM.

Black Collective

- Empirical Research report
 - Ethall Designs
 - It's All Bigger Than Me
 - Love By the Slice
 - Finess4uBoutique

Tacoma Arts Live

○ Accelerating Creative Enterprise Incubator (ACE)

- The first cohort of ACE Partners, 30 BIPOC-led/women-led small businesses and emerging nonprofits.
- ACE Partners activated their endeavors with access to rent-free office space and conference rooms.
- Interior Gains Strategy Consulting Firm provided 1-on-1 needs assessments, customized workshops, and practical coaching.
- Three events sponsored through the ACE Program:
 - The 2nd Annual Bumblebee Memorial Box-Off on March 18 with partners Nomad Boxing Club and All Nations Foundation
 - The Black Night Market at Tacoma Armory on April 1 with partner Mari Griffin
 - The Southeast Asian New Year Comedy Celebration on April 28 with partner SEA Comedy Collective.

Traction Space

Center for Innovation w/ UWT SET Entrepreneurs Club

- Establish the Center of Innovation for the UWT Dept. of Engineering Entrepreneurs Club (EC). This will provide a space where club members can ideate new business ideas or develop existing ideas into Minimal Viable Products or Services (MVP). They will receive mentorship from TractionSpace executives and their networks.
 - Provide five continuing co-working scholarships to BIPOC Entrepreneur Club members to allow them to continue to develop their business plans after graduation.
- Revitalization and activation of community event space at 710 Pacific Avenue
 - Over sixty-eight events were held during the grant period.
 - Over 725 attendees participated in the events.
 - Over fifteen separate host organizations used the space to achieve the collaboration goals of the Grant.
 - The William Factory Small Business Incubator team resided on-site and hosted events in support of SBIF grant goals.

Maritime Blue

- Five new companies accepted within the Tacoma Maritime Innovation Incubator.
 - Hosted twenty-eight various networking and training events within the Tacoma Startup Ecosystem. Events averaged in attendance from ten to sixty or more people, with at least fifty percent or more being from BIPOC or other underrepresented communities.

Hughes Group

- Six lunch and learn business events serving over sixty underserved businesses.

StartUp 253

○ Created the Creation Station, a maker space, serving the following:

- Total Entrepreneurs Served: 340+
- Total Veterans Served: 24+
- Total LGBTQ+ Served: 13+
- Total BIPOC Served: 65+
- Total Woman Businesses Served: 86+

Next Consulting

○ EDB Board Asset and Skills Matrix

- Created a tool to assess and survey the current makeup, skills, background, demographics, and interests of EDB Board Members
- Synthesized data to create the EDB Board of Directors Asset and Skills Matrix
- Employed Matrix to launch EDB Taskforce
- Employed Matrix for EDB Board nominations committee.
- Employed Matrix to launch the EDB Mentorship Program

○ Board Taskforce & Relationship Management

- Created an EDB Taskforce to create the Value-Add Proposition for new Board recruits.
- Facilitated a subgroup of BIPOC Board members to discuss value adds for BIPOC Business professionals.
- Initiated Board Buddy Program to on-board new board members

○ Board Mentorship Program

- Created EDB Board of Directors Mentorship Program
- Recruited 8 Board Members for the EDB Board Mentorship Program
- Recruited 8 BIPOC Business Professionals as first round of Mentees for EDB Mentorship Program
- Launch Mentorship Program

○ Training/Workshops

- Created and facilitated workshops focused on DEI and Leadership for EDB Board of Directors
- Facilitated focus groups to evaluate EDB Workplan

○ EDB Relationship Manager Position

- Co-developed the job scope/description for the Relationship Manager
- Created foundational programs.

Employment, Workforce Development, Expansions, and FDI

Sekisui growth marks the largest expansion for the EDB's BRE program.

Japan-based [Sekisui Aerospace](#) is growing, and the economic impact for Pierce County and beyond is significant.

The aerospace supplier's most recent expansion added hundreds of positions at their Sumner and Renton facilities, and more full-time employees will join the ranks over the next few months.

The EDB and its partners helped make it happen.

Teamwork in action

For more than three decades, Sekisui Aerospace has designed, tested, and manufactured products for the aerospace industry. The EDB's relationship with the industry leader began when its parent company, Sekisui Chemical Co., acquired Sumner-based AIM Aerospace in 2018-2019. The \$510 million acquisition marked one of the largest foreign direct investments in Pierce County within the past decade. Since the acquisition, an additional \$13 million invested in new capital equipment.

After meeting with the Washington State delegation at the 2023 Paris Air Show, Sekisui executives reached out to the EDB for help with a major workforce expansion of 200-500 jobs in their Sumner and Renton facilities.

Relationships matter

In October 2023 and April 2024, the EDB participated in two separate trade missions to Japan and had the opportunity to visit Sekisui's aerospace headquarters.

The EDB recruited a project team that included the Washington State Department of Commerce, WorkForce Central, World Trade Center Tacoma, Impact Washington, and Clover Park Technical College Corporate Education. The project team delivered a proposal on available grants, tax incentives, and workforce development programs that would support their expansion.

Here are few examples of the assistance provided by the EDB and its partners:

- With help from Clover Park Technical College Corporate Education, Sekisui won a second round of [Job Skills Program \(JSP\)](#) funding to support new composite training and high-potential leadership development. Corporate Education is also developing new curriculum development and training.
- Workforce connections and support were the company's largest need. Sekisui participated in several Pierce County career events, including the [Pierce County Manufacturing Day Expo](#) and [Collaboration for a Cause](#), as well as hiring events at Sekisui's Sumner and Renton facilities.
- The project team recently participated in a special tour for Sekisui HR executives at [Joint Base Lewis-McChord](#) to help build workforce talent connections. Around 6,000 service members transition annually out of active duty. Washington Secretary of State Steve Hobbs led the event.

Since connecting with the EDB in June 2023, Sekisui has hired 200 full-time employees between its Sumner and Renton locations. After recently landing a competitive bid for a new project with Boeing, Sekisui is on track to hire an additional 150 employees over the next few months. At full staff capacity, 950 FTEs will be employed in Washington State.

The latest Sekisui project marks the single largest expansion for the EDB's Business Retention and Expansion program in terms of overall investment and total number of jobs. We are grateful for the opportunity to help them grow.

Sekisui Aerospace positions and salaries/benefits

Sekisui hourly positions start at \$20/hour with the potential to reach \$48/hour for skilled roles. Exempt positions are competitive and priced at market rate. There is a pay differential between shift and weekend schedules. Sekisui offers an excellent benefits package that includes paid training, low-cost medical/dental/vision, and a 401K plan with employer match, tuition reimbursement, Employee Assistance Program, life & disability insurance, eight paid holidays, closed one week (paid) for during winter holidays and 15 days of paid time off (PTO).

Sekisui Aerospace Positions	Starting	Ending	Hourly/Salaried
Assembler 1-3	\$ 20.00	\$ 28.00	Hourly
CNC Machinist	\$ 24.00	\$ 48.00	Hourly
Composite Technician	\$ 28.00	\$ 36.00	Hourly
Document Control	\$ 21.00	\$ 36.00	Hourly
Driver	\$ 20.00	\$ 28.00	Hourly
HR Generalist	\$ 66,000.00	\$ 88,000.00	Exempt from OTR
Lab Technicians	\$ 24.00	\$ 38.00	Hourly
Laminator	\$ 20.00	\$ 24.00	Hourly
Machine Operator	\$ 24.00	\$ 28.00	Hourly
Production Supervisor	\$ 69,000.00	\$ 95,000.00	Exempt from OTR
QA Inspector	\$ 22.00	\$ 27.00	Hourly
Senior Engineer	\$ 100,000.00	\$ 120,000.00	Exempt from OTR
Store Clerk (Inventory)	\$ 20.00	\$ 26.00	Hourly
Trimmer	\$ 20.00	\$ 24.00	Hourly

Other Funding Sources:	Pierce County	FY24 Total
	Private	\$395,250.00
	Local	\$112,375.00
	State	\$0
	Federal	\$0
	Other	\$0
Total Other Funding		\$507,625.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Pierce	\$300,000

San Juan County: San Juan County Economic Development Council

Diversity, Equity and Inclusion

The EDC of San Juan County has offered small business training, startup support, workforce training, and technical assistance for over a decade, including creating bridges between those entrepreneurs with fewer resources and lenders. In San Juan County, nearly 100% of our businesses are microbusinesses with fewer

than 5 employees. Only our schools, our governmental agencies, and a few employers like groceries and contractors, have more than 10. The work that we do is at the heart of equity work – our mission is to support and strengthen the microbusinesses that are the backbone of our economy.

To that end, we offer a wide variety of trainings, courses, and technical assistance to all businesses in San Juan County, including financial and credit counseling. Primarily we serve microbusinesses (approximately 200 per year), but also assist larger concerns (over 100 employees, approximately 6 per year). We focus on our microbusinesses because these businesses can change lives on an individual level, especially given that San Juan has the second highest cost of living in the state, with some of the lowest wages. We keenly look forward to expanding our reach to underserved populations.

We are now translating our press releases and flyers into Spanish and working with local Family Resource Centers to better accommodate and communicate with our Latinx neighbors regarding upcoming training opportunities and workshops.

This year, we partnered with the Washington State Microenterprise Association (WSMA) in an exciting Spanish language survey and workshop series. The WSMA provided us with the funding and deep technical assistance that we needed to implement this important program.

Working with the WSMA, we also partnered with our Washington Small Business Development Centers, who were the training leads for the program. This workshop series was a phenomenal success, and we are excited to continue to work with our Spanish-speaking entrepreneur population.

We actively encourage minorities to be a part of our programs and staff and over 70% of participants in our trades, tech, and business programs are women, nonbinary, and LGBTQIA+ people. We intentionally include women and BIPOC in business, leadership, and trades in our promotional materials such as newsletters and printed flyers and publicly recognize the significant contributions of LGBTQIA+ people to our community.

We work with many partners to deliver our programs and services, including the Washington State Department of Commerce, San Juan County government, the Town of Friday Harbor, the Ports of Lopez and Friday Harbor, Skagit Valley College, the SBA, WEDA, local family resource centers, training agencies, and others.

Equally critical, we work hard to participate in discussions around equity, to ensure that the services that we offer are dovetailed to the need in our community. We particularly work with our governmental and NGO partners such as family resource centers, to tailor new programs for the benefit of their most needful populations. We also survey our community regularly, to ensure that our focus is in the direction most likely to have strong impacts in equitability.

This upcoming year, we will continue strengthening existing relationships with entities that support equity work. We will also continue to forge new connections with mainland partners to ensure that San Juan County's underrepresented populations have a seat at the table. Additionally, we will continue our work to expand the critical programming that our Spanish-speaking population needs.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

We work with our SBDC advisor regularly and have collaborated on technical assistance with them for multiple businesses each year and co-promoted events to connect local businesses with their services. This partnership work served 11 clients (8 new), with 153 client hours, and 18 jobs supported. 8 (72%) of the clients were female, and 3 (27%) were Hispanic.

This year we also partnered with the WSBDC and WSMA to facilitate a series of business management classes in Spanish, to an all-Hispanic cohort, with a majority of participants being female. After surveying island residents, we offered four business courses that covered topics such as business licensing, basic accounting, marketing and pricing, and human resources.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

We continue to refer our clients to Washington Apex for their governmental contracting needs. This year, we supported and referred 4 clients to Apex as a result of last year's Small Works Roster course that we offered in partnership with MRSC Rosters, and an additional 3 over the course of our counseling services.

This year, we have also co-marketed Washington Apex events on our newsletter to over 1,000 readers each issue, and on flyers that we posted around the islands, as well as by word of mouth and direct reach-out.

Employment and Workforce Development: EDC Trades Training Programs

Thanks to community support, the EDC has organized dozens of trades and tech training courses on the three most populous islands over the past four years, serving nearly 500 students, many of whom obtained jobs in the trades.

We have been proud to partner with local high schools, Skagit Valley College, and local businesses and contractors to offer these courses. Our surveys, community comments, and reports from instructors indicated that many county residents obtained jobs in trades out of these courses.

Courses in 2023-24 have included: Home Care Aide Training (20+ students), Merchant Mariner Certification Support, Masonry, Woodworking (2 courses on San Juan Island) and a Build-A-Shed course (on Orcas Island), Accounting and Bookkeeping (on San Juan Island and Orcas Island), Welding, a youth Woodworking series, Youth Blacksmithing, Introductions to Web Development and Website Design, and Spatial Data Analysis using Geographic Information Systems (GIS).

Over 100 people enrolled in our trades' courses in 2024, and instructors and students reported that many students obtained jobs in the trades after they attended one of our courses, and student survey results have shown that that 44% secured a job in a trade after courses, and 80% were pursuing additional training.



Photos: Trades Training Program Participants working on foundation and stone facing in the San Juan County EDC's Build-A-Shed program, part of their in-house Workforce Development and Trades Training Programs.

The EDC joins forces with community members to introduce students to the trades through the Inter-Island 4-H club and local Resource Centers. This past year, we also continued to develop programs for youth by partnering with area high schools to help develop their CTE programs. Pilot projects include field trips, guest speakers, and trades' boot camps. Internships and mentor relationships are currently in development. Nearly 100 San Juan County high school students will have an opportunity to participate in trades talks, demonstrations, field trips, and workshops in the coming year.

We continue to facilitate the Home Care Aide training program to address our shortage of long-term care workers (in partnership with a local company, Cornerstone Healthcare Training). To date, the HCA program has seen 5 islanders gain certification and currently 20 students are enrolled, as of May 20, 2024.

Supporting Home Care Aide training will help fill critical needs for long term care workers. We see three groups who could benefit economically from this training, despite low wages in this entry level job. Most importantly, working as a Home Care Aide can be a first step towards more lucrative jobs in the healthcare industry. Our program will help students create a plan to use Home Care Aide certification as the start of a path towards economic independence.

Upcoming programs

We will continue to offer critical online and in-person job skills training for adults and youth through 2025. We work to make our programs inclusive. We partner with the Family Resource Centers, United Way, and others to ensure that we are offering equitable access to programs and that the programs we offer fit the population in need. We make courses free or at a very low cost so that all residents can participate. We have also made efforts to create trades courses in high-demand areas (e.g., Accounting and Project Management) that would open opportunities for people who may not be able to take on physically demanding jobs due to age or injury.



Photo 1 - Photo of participants welding items with protective gear on.

Classes under development for 2025 include project management, blacksmithing, welding, arboriculture basics, carpentry, solar installation, geographic information systems (GIS), and bookkeeping, among others. Our course plans are designed to provide opportunities to learn job skills to people on all islands, either through offering courses on each of the three main islands or through online programs.

One local business, a husband-wife team of artisans specializing in jewelry and ceramics, has benefitted from the EDC's training programs firsthand. He completed the Introduction to Welding course and has been able to expand his skills and widen his array of creative products.

She completed the Introduction to Bookkeeping course and has been able to streamline their accounting processes and successfully complete the company's business management needs in-house, saving valuable time and money. Both have boosted confidence and now know that the EDC is a resource for their growth in the future.

Small Business Creation: Spanish Language Business Workshop Series

We have long planned to offer programs and workshops to our Spanish-speaking population in San Juan County, but have been able only to launch a workshop here and there. As a portion of our county's population, the cohort that self-identifies as Hispanic/Latinx has grown over 300% in the past 5 years. Our office and stakeholders realized that our current programming did not fully address their needs.

Thanks to the financial and technical support of Commerce, the Washington State Microenterprise Association, and the Washington Small Business Development Centers, and in partnership with them, we were able to ideate and launch a series of small business workshops in Spanish.

Before we launched the workshop series, and in order to better understand the needs of the Spanish-speaking business community in our region, we worked with 4 contractor outreach associates to connect with and survey as many people in that cohort as possible.

The efforts of our outreach netted over 50 survey responses, which gave us a good understanding regarding the business needs of our Spanish-speaking community. As a result of the survey, we partnered with the Washington Small Business Development Centers to launch 4 workshops – held simultaneously on Lopez, Orcas and San Juan Islands – in person and online.

The series included workshops on: Iniciando un Negocio (Starting a Business), Plan de Negocios, Mercadotecnia, y Fijacion de Precios (Business Plan, Marketing, and Pricing Strategies); La importancia de conceptos básicos de contabilidad para su negocio (Accounting Basics for your Small Business); Gestión y Recursos Humanos (Human Resources and Operations).

The workshops were also recorded, to enable participants to re-watch, and for those who could not attend.

We are currently working on writing grants for additional workshops – thanks in part to the Washington State Department of Commerce Grant Writer Grant.

While the course was very recently completed (May, 2024), our outreach and training efforts have netted us strong connections with a population cohort that we'd had only a few training interactions with. We are continuing to connect participants with the resources that they need to find success in their small businesses, and we're excited to continue to work with these micro-entrepreneurs to help them achieve their business goals.

A Final Note:

Over the last few years, our work in small business support and workforce training have been a remarkable catalyst for increasing equitability in our community. We work to strengthen our businesses and our workforce, which helps strengthen our community as a whole.

With our programs, we have filled scores of existing, high-wage jobs, trained over 750 entrepreneurs and workers, and introduced 63 youth to high-wage careers in tech and trades.

These efforts have changed lives in ways that we didn't expect. Businesses that started as tiny mom & pop shops have grown into enterprises with 20 or more employees. And oftentimes, the entrepreneurship and career pathways that we introduce allow people greater pride in their work, and a clear career direction.

People starting businesses - including many of the Spanish-speaking residents that we've helped with business startups - have built their businesses into solid enterprises, with employees of their own. And dislocated or retrained workers attending our workforce courses have often been hired by these small businesses with our support and through our job fairs. The transformation of people's lives resulting from EDC programs has been extraordinary and inspiring.

Our training programs have helped business owners and career changers into a stronger future. We've helped moms into starting great tech careers that they can do while their babies are sleeping and playing next to them. We helped our downtown Friday Harbor fire-affected businesses collaborate and organize to be eligible for an SBA disaster relief declaration, thanks also to the partnering hard work of Commerce, the Washington State and San Juan County Emergency Management Divisions, Congressman Rick Larsen's office, and Governor Inslee's office.

With our gratitude for the funding that we receive from the Department of Commerce and others, we can offer these programs, increasing individual financial resources and strengthening our community as a whole. We are incredibly grateful to our hardworking State Legislators and the Commerce Team for their support of our work in San Juan County.

Other Funding Sources:	San Juan County	FY24 Total
	Private	\$68,857.00
	Local	\$202,810
Admin. - Grant Writer Program	State	\$898.90
	Federal	\$0
	Other (event & workshop fees)	\$5,294
Total Other Funding		\$277,859.90
Pass-through Grant Writer Program		\$36,551.10

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	San Juan	\$75,000

Skagit County: Economic Development Alliance of Skagit County (EDASC)

Diversity, Equity and Inclusion

All EDASC activities are viewed through a lens of diversity, equity, and inclusion, including our programming such as webinars, events, initiatives, staffing, and collaboration. From an economic development perspective, DEI work is essential to addressing systemic barriers to achieving financial independence and prosperity and fostering new generational wealth. Our DEI-driven mission builds our capacity to market Skagit County to diverse talent pools and enhances our reputation as a home, destination, and place to do business.

One standout example from our DEI work was EDASC’s Startup School Program for current or aspiring entrepreneurs from underserved communities. Startup School is a 12-week program offered in both Spanish and English in collaboration with MOBI (My Own Business Institute) Santa Clara University. MOBI provides the curriculum through their online platform. Live and in-person classes are hosted at Skagit Valley College. SBDC provides additional support by answering questions during sessions and offering one-on-one advisory services, so participants have continued support for as long as needed. EDASC organizes and facilitates all the sessions and holds additional study sessions. The main goal of Startup School is to provide business education and assistance in participants’ own language and to help them navigate systems while leveraging the support of multiple organizations.

The first cohort was conducted in Spanish and had 47 rural Latin entrepreneur participants registered, with 70% being first-generation Americans or immigrants, many with limited proficiency in English. Forty percent of

participants had no prior computer experience, and 80% had prior business experience. Twenty-four participants completed the 12-week program, and half had an operating business at the end. All participants surveyed said they were either satisfied or very satisfied with the program. Support for the participants extends beyond the 12-week program, increasing entrepreneurial opportunities and success for small business owners with a focus on equity and inclusion.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

EDASC works closely with its local SBDC advisor Kristina Hines to provide referrals and stay updated on trending small business needs. For its part, EDASC referred 44 clients to the SBDC for the reporting period.

The SBDC numbers for Skagit County during the reporting period are: 115 clients counseled. As a result, 60 jobs were created and 176 were supported, and a capital infusion of \$278,400 was reported. Twenty businesses were created.

EDASC Bilingual Business Advisor Jorge Estefan also partnered with SBDC for EDASC's Skagit Startup School program, providing startup business education to entrepreneurs and aspiring business owners in Spanish and English languages. SBDC advisors provide support and technical assistance to the students of the class.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

Washington APEX Accelerators supports Economic Development Alliance Skagit County's BRE efforts by helping Skagit County businesses diversify and increase revenue through government contracting at all levels – federal, state and local. Washington APEX Accelerators and EDASC share an MOU for which EDASC provided APEX Accelerator access to its facility for meetings as well as supported APEX events through the EDASC newsletter. EDASC also partnered with APEX to plan a 'Meet the Buyers' networking and outreach event. APEX was available for in-person office hours and planned and held workshops and events for area businesses. Below are some key takeaways for the reporting period.

Contract Awards: Skagit County businesses, who were APEX Accelerator clients won \$5.4M in government contracts.

Events/Training: APEX, in partnership with EDASC, offered 18 training/workshop opportunities with 665 people attending. Four of the sessions were hosted in-person in Skagit with 64 attendees including the following

Advising Services: 35 Skagit County businesses received 1:1 advising services, totaling 30 hours.

The following is a breakdown of Skagit County APEX Accelerator client business status:

- 85% Small
- 22% Women Owned
- 20% Minority Owned
- 14% Veteran Owned
- 15% Hold certifications (DBE, MBE, WBE, WOSB, King County SCS)

Family Friendly Workplaces

Early in the fiscal year, EDASC as part of its workforce development programming began exploring ways to support businesses with Family Friendly Workplaces support. So far, its work has led to the creation and dissemination of a Child Care Impacts on Employers survey intended to gather data to understand current policies and practices, barriers, future opportunities, impacts and more. The survey was developed in collaboration with Commerce's Family Friendly Workplaces program, the Center for Retention & Expansion of

Child Care, the Northwest Educational Service District 189, and Economic Alliance Snohomish County. With support from the Northwest Educational Service District 189, EDASC was able to share the survey with its counterparts in the five-county region to support a greater data gathering effort. For its part, EDASC is focusing on Skagit County. As of the due date of this report, EDASC was still gathering responses from its business community.

Further on its family friendly workplaces efforts, EDASC is currently working on bringing a pilot business cohort program to Skagit County through a partnership with the Center for Retention & Recruitment of Child care and Commerce's Family Friendly Workplaces program. The program educates businesses on family friendly workplace policies, helps business assess feasibility of programs for themselves, then helps them develop action plans to enact policies. A date for the program has not yet been finalized.

Finally, EDASC works with the Center for Recruitment & Retention of Child care to discuss child care solutions with businesses to help improve retention and recruitment of employees. It is in conversations with businesses and governments to develop new co-op child care solutions in areas with a high workforce population.

EDASC supports the local business community on child care solutions through its partnership with the Center for Retention and Expansion of Child care (CRECC). EDASC regularly makes business referrals to CRECC to help those businesses with child care and family friendly workplace solutions. Through these efforts, a local agriculture business in 2024 partnered with a new child care facility to reserve 10 child care slots for its workforce. The example is one low-cost way to help businesses improve child care access to employees. EDASC plans to help CRECC publicize this partnership and use it as a template for other businesses to follow.

Expansions

In 2021, Silfab Solar chose to expand their operations from Bellingham and lease a large secondary facility in Burlington, Washington. Their Burlington location is a perfect fit, and EDASC worked with Silfab Solar to connect with Puget Sound Energy to support their ability to access heavy power for additional equipment expansion. Once the facility was fully upgraded with electricity from Puget Sound Energy, it has outgrown its predecessor and continues to exceed expectations from the company.

Today, Silfab Solar continues to make investments in facilities and equipment and has generated ~\$25,000,000 in capital expenditure in fiscal year 2024. EDASC has continued to work closely with Silfab Solar on efforts to hire additional staff through connections to WorkSource Skagit, Northwest Workforce Council, and work-based learning programs such as the Northwest Career and Technical Academy, Cascades Job Corps, AJAC, Skagit Valley College, and others, as they need to employ 400 full-time employees by late 2024. Once fully staffed, Silfab Solar will operate three module assembly lines with space and utility capacity to add a total of four lines. Silfab Solar continues to grow within Skagit County and provides opportunities for exciting careers within the clean-energy space not to mention American made products.

Silfab Solar has invested an additional \$25,000,000 in their Burlington facility which includes improvements to their facility and the purchase of new state of the art equipment which assembles solar panels.

Initial hiring of 200+ FTE with a continued push to hire an additional 200 FTE by late 2024. Although Silfab closed its Bellingham facility, it offered those working there jobs at the Burlington plant. Silfab continues to grow in Skagit.

Other Funding Sources:	Skagit County	FY24 Total
	Private	\$441,632.31
	Local	\$531,232.50
Includes Admin. – Grant Writer Program-\$700	State	\$12,200.0
	Federal	\$0
	Other	\$0
Total Other Funding		\$985,064.81
Other Notes		
Pass-through to subcontractor		\$146,463.00
Pass-through – Grant Writer Program		\$21,000.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Skagit County	\$75,000.00

Skamania County: Skamania County Economic Development Council (SCEDC)

Diversity, Equity and Inclusion

We have worked with our Tribal Members and our BIPOC Communities to ensure that we are helping drive their needs. We now have a BIPOC member on our board and are working with a number of women owned businesses with our lending arm of our EDC.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

The Skamania EDC has worked with our Klickitat County Partners to have a shared SBDC representative. This has greatly improved our ability to handle businesses who are needing more expertise than we are able to provide. The rep here has provided financing assistance and business consulting services and has been an exceptional partner within our community.

Site Selection

We have been working with a number of developers and interested parties in developing the Cascades Business Park in North Bonneville. We have worked with the Port and City to ensure that we continue to develop and entertain ideas and offers for the project. This site is the only recognized commercial piece of property that can be developed within our County.

Capital Investment

The EDC has lent over \$500,000 with several businesses who have expanded. One being a business owner who has opened 4 cabins in the heart of Downtown Stevenson and will be expanding his business to 4 more cabins. This was a major investment and needed several entities on the same page, with help and coordination, we were not only able to help lend to the business owner but also help him with some of the bureaucratic complexities of his new project.

The business up above will be adding 4 jobs to our downtown, which is a major boost.

Other Funding Sources:	Skamania County	FY24 Total
	Private	\$120,716.24
	Local	\$161,987.46
	State	\$0
	Federal	\$0
	Other	\$150,209.00
Total Other Funding		\$432,912.70

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Skamania	\$75,000

Snohomish County: Economic Alliance Snohomish County

Diversity, Equity and Inclusion

In 2023, Economic Alliance Snohomish County (EASC) partnered with APEX Accelerators, Small Business Development Center (SBDC), and Northwest Native APEX to deliver a series of business planning workshops tailored to empower members of our indigenous communities. These sessions aimed to enhance their business expertise and entrepreneurial skills, providing both immediate support and fostering long-term growth and success.

Impact: EASC completed a comprehensive 5-part workshop series for native-owned businesses in September and October 2023. The sessions, hosted by the Tulalip TERO Office, covered Business Financing & Marketing, Government Contracting Basics, How to Work with WA APEX Accelerators, and Understanding RFPs. Facilitated by WA APEX Accelerator, WA Small Business Development Center, Northwest Native APEX Accelerator, and the American Indian Chamber Education Fund APEX Accelerator, the series supported Indian owned businesses, including early-stage entrepreneurs and seasoned contractors looking to expand into government contracting.

The workshops provided valuable knowledge and resources, equipping participants with the skills needed to develop effective business plans, navigate government contracting processes, utilize APEX Accelerator resources, and understand financial literacy and loan applications. This initiative not only supported immediate business needs but also laid the groundwork for sustainable growth and success within the tribal community.

The success of this series demonstrates EASC's commitment to fostering diversity, equity, and inclusion by empowering underrepresented communities with the tools and knowledge necessary for economic prosperity.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

Overview: The Small Business Development Center (SBDC) for Snohomish County is strategically located within the Economic Alliance Snohomish County (EASC) offices in Everett, with an additional office at Edmonds Community College in Lynnwood. The SBDC provides tailored 1:1 advising and technical assistance, market research, business plan development, training, and outreach and networking events. The goal is to support Snohomish County businesses in starting, growing, and succeeding by offering comprehensive support and resources.

Staff Update: The EASC office in Everett now has a new Business Advisor who began their tenure in March 2024. This advisor is currently undergoing training and is expected to be fully certified by September 2024, ensuring they are equipped with the latest knowledge and skills to assist local businesses effectively.

Collaboration: The SBDC actively participates in First Friday Zoom calls in collaboration with APEX. These sessions are designed to help business owners understand government contracting and the services offered by the SBDC, enhancing their ability to navigate complex regulatory environments and access new opportunities.

Events: In October 2023, the SBDC participated in the North Puget Sound Contracting Conference, held at the Angel of the Winds Arena in Everett. This event is the largest business-to-government networking and outreach event in the North Puget Sound region, attracting 330 attendees, including government agencies, prime and subcontractors, suppliers, and resource organizations.

- Panel Discussions: Nine panel discussions provided valuable learning opportunities for attendees, covering topics such as public works contracting, subcontractor and supplier best practices, upcoming regional and WSDOT transportation project highlights, and certification program tips.
- Matchmaking Sessions: Ten prime contractors conducted one-to-one matchmaking sessions with subcontractors and suppliers, facilitating direct business connections and opportunities.
- Exhibitor Hall: Over 70 exhibitors filled the exhibitor hall, offering ample networking opportunities for all participants.

Other Events

- 5th Annual Black Owned Business Excellence Symposium: On January 3, 2024, the SBDC participated in this symposium, which saw 147 attendees. This event continues to be an essential platform for supporting and celebrating black-owned businesses in the region.
- ESL Entrepreneurship 2.0: On February 12, 2024, the SBDC hosted the ESL Entrepreneurship 2.0 event, attended by 23 participants. This event focused on empowering English as a Second Language (ESL) entrepreneurs with advanced business skills and resources.
- Basics of Starting a Business: On April 10, 2024, the SBDC held a workshop attended by 14 participants, providing fundamental guidance for new entrepreneurs.
- SBA Business Workshop: On April 29, 2024, the SBDC conducted an SBA Business Workshop with 35 attendees, focusing on resources and strategies for small business success.
- Basics of Starting a Business: On June 12, 2024, another session of this workshop was held, attracting 17 attendees.
- Lenders Workshop: On June 26, 2024, the SBDC hosted a Lenders Workshop attended by 24 participants, offering insights into securing business financing.
- Everett State of the City Event: The SBDC collaborated with EASC for the Everett State of the City event in March 2024, contributing to the community's economic development discussions.

The SBDC in Snohomish County has helped 207 businesses between July 1, 2023, and June 30, 2024. The SBDC provides and receives referrals to and from EASC as part of our alliance, ensuring a comprehensive support network for local businesses.

Advising Services

- Number of Clients Counseled: 207
- Number of New Clients: 152
- Company Status:
 - Pre-venture/Nascent: 113
 - Startups: 27
 - In Business: 108
- Total Hours:
 - All Prep + Contact Client Hours: 1,048
 - New Client Hours: 633

Economic Impact

- Capital Infusion: \$3,944,235
- Number of Businesses Created: 11
- Jobs Created: 45
- Jobs Saved/Retained: 21
- Jobs Supported (In Business): 520

Addendum

"All impacts are attributed and validated by clients and verified by SBDC management. The Washington SBDC network, hosted by Washington State University, is an accredited member of America's SBDC. Funded in part through a cooperative agreement with the U.S. Small Business Administration, institutions of higher education, economic development organizations, and other public and private funding partners."

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

Washington APEX Accelerators supports Economic Alliance Snohomish County's BRE efforts by helping Snohomish County businesses diversify and increase revenue through government contracting at all levels – federal, state and local. This is accomplished through tailored 1:1 advising and technical assistance, market research, bid reviews, training, and outreach and networking events as well as assistance with small and diverse business certifications and agency and prime supplier portal registrations. Ultimately, the goal is for Snohomish County businesses to win contracts which support economic vitality and growth in the region.

Key takeaways from EASC's partnership with Washington APEX Accelerator, July 1, 2023 – June 3, 2024:

Events/Training - APEX, in partnership with EASC, offered 35 training/workshop opportunities with 665 people attending.

Co-produced the North Puget Sound Contracting Conference in October 2023, the largest business to government networking and outreach event in the North Puget Sound. Held at the Angel of the Winds Arena, Everett, the event attracted 330 attendees including government agencies, prime and sub-contractors, suppliers and resource organizations.

- Nine panel discussions provided learning opportunities for attendees on everything from public works contracting and sub and supplier best practices to upcoming regional and WSDOT transportation project highlights and certification program tips.
- 10 prime contractors held one-to-one matchmaking sessions for subs and suppliers
- Over 70 exhibitors filled the exhibitor hall for networking

Other training and workshops included

- Business Basics and Government Contracting for Native Owned Businesses (5-part series)
- 10-Seconds to Impact – Creating Extraordinary Elevator Pitches
- Capabilities Statement – Writing for Impact
- Networking Know How
- Market Research for State and Local Government (6-part series)
- CMMC Cybersecurity Level 1 for Defense Contractors
- Government Contracts and Cybersecurity: Ensuring Compliance and Protection
- PTAC and SBDC First Friday Follow Up (Monthly)

Advising Services - 166 Snohomish County businesses received 1:1 advising services, totaling 262 hours.

Contract Awards - Snohomish County businesses won \$27.5M in government contracts. 86% of awards came through local and state government, 5.7% were issued by the Department of Defense and 8.2% came from other federal agencies.

Business Retention and Expansion

In 2023, our team at Economic Alliance Snohomish County (EASC) achieved a significant milestone by attracting IonQ, the Pacific Northwest's first quantum computing company, to Bothell, WA. This was a game-changer for our region's tech landscape. From the outset, we recognized the immense potential of having a quantum computing pioneer in our backyard. We connected IonQ with local leaders, businesses, and educators. Our efforts paid off when we secured a \$200,000 Evergreen Manufacturing Growth Grant, enabling IonQ to lease a 65,000-square-foot space and begin customizing it for their cutting-edge operations.

Impact: Our advocacy extended beyond securing funding. We tirelessly promoted policies and infrastructure improvements to make Snohomish County an irresistible choice for IonQ and other high-tech companies. We understood that IonQ needed a thriving ecosystem and a talented workforce to succeed. Therefore, we fostered partnerships between IonQ and regional businesses, creating a support network. We also collaborated with local educational institutions to develop training programs preparing residents for future jobs.

Throughout the process, we monitored IonQ's needs, ensuring they had access to essential infrastructure and utilities. We showcased Snohomish County's connectivity, affordability, and talent to attract IonQ. The culmination of our efforts was a high-profile ribbon-cutting event, bringing together stakeholders, government officials, and industry leaders to celebrate IonQ's official opening. This milestone will create up to 150 new jobs, positioning Snohomish County as a leader in quantum computing and technological innovation.

Stakeholders: Key stakeholders included local leaders at the City of Bothell, the University of Washington, and government officials who collaborated to support IonQ's integration into the community. This broad coalition was essential in providing a comprehensive support network for the project.

Barriers/Challenges and Solutions: One of the primary challenges we encountered was ensuring that the necessary infrastructure and utilities were in place to support IonQ's advanced operations. To overcome this, we worked closely with the Snohomish County PUD. Additionally, fostering a skilled workforce was critical. We addressed this by partnering with the University of Washington to develop tailored training programs, ensuring a pipeline of qualified professionals.

Implementation for Others: For other regions looking to implement a similar project, it is crucial to establish a strong coalition of stakeholders, including local businesses, educational institutions, and government officials. Securing funding through grants or other sources can provide the necessary financial support to attract high-tech companies. Advocacy for infrastructure improvements and workforce development is essential to create a conducive environment for new businesses.

This success story sets a precedent for future high-tech investments and stimulates long-term economic growth across related sectors. IonQ's presence will attract more cutting-edge industries, creating a virtuous cycle of innovation and growth. We are ready to meet these opportunities head-on, continuing our mission to make Snohomish County a hub for technological advancement and economic success. After IonQ's grand opening – they announced that the facility will be expanded to 105,000 square feet, to house additional R&D and manufacturing teams focused on next-generation systems like IonQ Forte Enterprise and IonQ Tempo. This will increase jobs to 200 workers.

Workforce Development

Launched in Q1 2023, the Automation Industry Cluster Initiative aims to position Snohomish County as a hub for automation by linking key industry players with educational institutions. This initiative aligns with EASC's mission to boost regional economic competitiveness and has attracted companies from various sectors, including aerospace, defense, manufacturing, cannabis, and education. Progress includes securing initial commitments and identifying funding sources, with ongoing efforts to refine the strategic plan and work towards an official state designation.

Impact: The Automation Industry Cluster Initiative has made significant strides in establishing Snohomish County as a center for automation. By attracting and integrating companies from diverse sectors, the initiative fosters a collaborative environment that supports innovation and economic growth.

Stakeholders: Key participants include an engineering firm in Mukilteo providing automation solutions for aerospace, defense, and manufacturing industries; a robotics and engineering company in Everett specializing in automation solutions for the cannabis industry; and an aerospace automation company in Mukilteo recently acquired by Airbus. Other notable companies involved include a manufacturing company in Mountlake Terrace specializing in hydraulic hose services, smokers, and food processing equipment, and a precision machining company in Monroe serving the aerospace, medical, satellite, technology, and defense industries.

To date, 16 companies represent a broad spectrum of automation applications and contribute to the region's economic diversity and resilience. The initiative not only enhances Snohomish County's visibility as a leader in automation but also drives workforce development through partnerships with educational institutions like Edmonds College, WSU, WorkSource Snohomish, and AJAC. The cluster initiative has facilitated the linkage between businesses and workforce training programs, ensuring that educational institutions can develop curricula that meet up-to-date industry needs, guiding the preparation of a skilled workforce ready to tackle the demands of the automation sector.

Barriers/Challenges and Solutions: Challenges included securing initial commitments from diverse sectors and aligning educational curricula with industry needs. These issues are being addressed by fostering strong

partnerships between businesses and educational institutions, ensuring continuous dialogue and collaboration. Securing funding sources was also crucial, and ongoing efforts are focused on identifying and obtaining these funds.

Implementation for Others: Other regions can replicate this success by establishing strong stakeholder coalitions, securing funding, advocating for infrastructure improvements, and developing workforce programs tailored to industry needs.

As efforts progress towards an official state designation, the initiative is poised to attract further investments and reinforce Snohomish County’s reputation as a premier destination for automation and technology-driven industries.

Other Funding Sources:	Snohomish County	FY24 Total
	Private	\$783,595.62
	Local	\$622,807.64
	State	\$150,808.84
	Federal	\$579,763.48
	Other	\$108,406.88
Total Other Funding		\$2,245,382.46

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Snohomish	\$300,000.00

Spokane County: Greater Spokane Incorporated (GSI)

Diversity, Equity and Inclusion

In Q1 of FY24, GSI launched the Spokane Inclusive Business Catalyst (SIBC), a business accelerator program for underserved businesses. This is designed to be a flexible accelerator program, which meets the needs of the communities they serve. For each cohort, GSI partners with a trusted community organization that has existing relationships with the business community. In July 2023, GSI partnered with AHANA to put 8 entrepreneurs of color through the program, which included workshops on business planning, finance, HR, and more. The program culminated with a graduation dinner and each graduate received a \$5,000 matching grant from GSI.

We completed our second cohort, in partnership with Aim & Build Development & Consulting, in April 2024, which included a cohort of rural, veteran, and women-owned businesses. In FY24, we graduated 13 entrepreneurs from the program, awarding a total of \$65,000 in grant dollars to these businesses. We aim to expand the program in FY25 and beyond.

In addition, GSI houses the Project Director and the Inclusive Business Strategist for the Inclusive Development Council (IDC). In collaboration with the Washington Employers for Racial Equity, the IDC honors the commitment to implement a vision for equitable economic growth and wealth creation opportunities. The three primary IDC focus areas include:

- Supporting and guiding a focus on Supplier Diversity, Access to Capital, and Talent Development
- A collaborative fellowship with community members, diverse businesses, and corporate partners
- Investing in and building long-term sustainability

The top project for 2023 was the Inclusive Development Council (IDC) Supplier Diversity Platform Pilot. The Partners for Inclusive Growth & Prosperity and the Inclusive Development Council (IDC) pilot project aimed to foster equitable and inclusive regional economic growth by enhancing supplier diversity and facilitating connections between large corporations, community partners, and underrepresented, diverse, women-owned, veteran-owned, and economically disadvantaged businesses.

To achieve this objective, the pilot project focused on testing and refining a minimum viable product (MVP) consisting of a Supplier Diversity Playbook and a web-based technology platform designed to support increased transparency, buyer-seller relationships, and performance tracking of supplier diversity initiatives.

- During the pilot testing of the Supplier Diversity Web Platform, over \$5,200,000 of spending was tracked.

In 2024, the focus of the IDC is increasing the utilization of, and developing a sustainable model for, the Supplier Diversity Web Platform. A primary objective is to double the number of corporate Buyers and triple the number of Suppliers in the Supplier Diversity Web Platform. As of May 2024, the number of Buyers and Suppliers in the system has been doubled. Sourcing diverse suppliers supports business and community resilience and strength and positively impacts businesses at all levels. Increasing the numbers of Buyers and Suppliers in the system increases business connections and contracting opportunities.

A key next step is a partnership with Whitworth University MBA program faculty and students to use [a design thinking process](#) to empathetically understand and prioritize the needs of the Buyers, Sellers, and Community Partners that use the Supplier Diversity Web Platform. This will guide investments and needed enhancements to the Supplier Diversity Web Platform, with key objectives being increased connections, visibility of opportunities, and equitable business growth.

In addition, the IDC is developing a multi-year strategic plan that is in alignment with the vision of enhancing equitable economic growth and wealth creation opportunities that celebrate diversity and inclusion across the entire region. (Web-based technology platform-Combined Impact dashboard)

Please contact Ben Krauss, the IDC Project Director, at bkrauss@greaterspokane.org or Karen Cash, the IDC Business Strategist at kcash@greaterspokane.org to discuss any of the IDC's work.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)
Greater Spokane Inc. met and collaborated with our regional SBDC advisors several times throughout FY24. We have shared resources, knowledge, and have continued collaboration from the prior year. APEX and SBDC have also worked together on a number of events serving the small business community. Our continued work with the SBDC advisors will have a profound impact on businesses in Spokane County moving forward.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)
Greater Spokane Inc. houses Washington APEX Accelerator (WAA) through a subrecipient agreement. WAA provided one-on-one counseling, training events, matchmaking, registration assistance, certification

assistance, contract compliance assistance and more, to the many small businesses in Spokane County and outlying counties. The impact has resulted in several contract awards and growth in our local economy.

Employment and Workforce Development

GSI Education & Talent (E&T) has an overall goal to provide 300 internships for post-secondary students; upskill training support for 100 underserved businesses and offer 5,000 students career pathway experiences prior to high school graduation in Spokane County by 2025, because we know that our regional employers need a talented and educated workforce. We approach this from multiple angles and work alongside numerous community partners to drive towards this goal.

E&T is establishing an internship network to connect industry, education, and job seekers to create opportunities for internships and careers in the Spokane region. This will give businesses an opportunity to produce a successful internship program while growing community amongst interns and the local economy.

E&T is partnering with a diverse statewide team through a National Governors Association grant to establish a local model for the use of a Learning & Employment Record (LER) with Merit to create skills-based hiring and training practices for unemployed and underemployed workers. The E&T team has established a 2023 Summer Bridge LER Partnership with Eastern Washington University and Providence to support students entering college and earning a job shadow opportunity.

E&T is partnering with GSI Economic Development to serve entrepreneurs and business owners throughout Spokane County with a focus on BIPOC, veteran, rural, LGBTQ+, and women-owned businesses through a Spokane County Business Accelerator.

E&T is establishing additional Spokane regional business and education partnerships to develop 30% more career pathways and the progression of students through the pathways to post-secondary education and/or employment (i.e. Child care/Early Education, Aerospace, Health Care, Education, and Information Technology pathways).

E&T sponsored a 12-month KHQ STEM Education & Employment news series to highlight regional STEM students each month, STEM business and employment, and STEM events in our region.

E&T is a part of a regional partnership that has been awarded a Regional Challenge Grant from the Washington Student Achievement Council. The overall goal of this grant is to provide mentoring and career exploration experiences to students at six regional high schools. GSI E&T is one of 15 partners and our role in this grant is to provide 150 career exploration experiences at two Spokane high schools.

GSI's Education & Talent Alliance (ETA) brings together ~30 Spokane area leaders from early learning, K-12, higher education, and local business to strengthen the entire education attainment pipeline and build, champion and retain a talented workforce by addressing complexities, advocating for initiatives, and prioritizing efforts that build overall regional economic success. This group meets monthly to identify gaps and highlight best practices across the system of talent development to deepen and broaden the relationship of business and education and to build a space of common, integrated language with shared goals. The three task forces within the ETA are 1.) Early Learning/Child care, 2.) K-12 Career Connected Learning, and 3.) Education Attainment and Completion.

The E&T Business AfterSchool program is a series of career connected learning workshops hosted by local businesses for students in grades 6-12 in the greater Spokane region. Students are invited to attend a workshop to gain real life skills, experience learning in a workplace setting, and explore local career pathways

through local innovations highlighted by business professionals. During the 2022-23 school year, these GSI led events were hosted in-person by Wagstaff, WSU Spokane, Coffman Engineers, and UW Spokane School of Medicine. This allowed over 160 middle and high school students plus parents and teachers representing 12 regional school districts to participate at four separate workshops. These workshops help to support and retain these major employers in the region (Wagstaff – 350 employees; WSU Spokane – 428 employees; Coffman – 139 employees).

Spokane STEM is now known as Career Connect Northeast (CCNE) and is housed within GSI. CCNE continues to serve as NEWESD 101's Career Connect Washington (CCW) Regional Network to lead the strategy and development of building a career connected learning system for our region's students and young adults. As one of nine CCW Regional Networks across the state that works in collaboration with education, industry, and community organization leaders to ensure all Washingtonians have an equitable chance of reaching economic self-sufficiency. CCNE partnered with NEWESD 101 to establish a Career Connected Learning Director to support the 59 school districts in eastern Washington as well as a Career Connect Specialist brought on to help 18–30-year-olds secure a family sustaining wage career. Through this partnership, over 25 career exploration events have been established for more than 3,000 student participants in both urban and rural areas in collaboration with area businesses, K-12 schools, and post-secondary institutions. Through additional CCW funding, seven new Program Builder Intermediary grants were awarded to CCNE partners in our NEWESD 101 region in the 2022-23 school year.

Expansion

In August of 2023, a consortium composed of nearly 50 members from the Spokane/Coeur d'Alene region submitted an application to establish a technology hub as part of the Regional Technology and Innovation Hubs Program through the U.S. Economic Development Administration (EDA). The consortium behind the application includes leading aerospace companies and research universities, area workforce training, venture capital, economic development, labor, tribal and government groups in the Inland Northwest.

The Northwest is the center of the I-90 aerospace supply chain, with hundreds of aerospace suppliers already located in the region. In addition, many of the key composites suppliers are already located in the greater Spokane area, making it an ideal place to build a consortium focused on advanced materials manufacturing. GSI played an instrumental role in the Tech Hub designation process, utilizing our region's CEDS to write letters of support, and leading the work to develop economic development component projects for the application.

The center's application would repurpose a 386,000 square foot former manufacturing facility on 50 acres adjacent to the Spokane International Airport. This testbed will reflect an inclusive framework designed to expedite the evolution and commercialization of the domestic aerospace supply chain, foster education, attract robust entrepreneurial interest, and drive private sector investments into new companies.

Collins Aerospace, an airplane parts manufacturer, announced plans in May 2024 to spend \$200 million to expand its carbon brake factory on the West Plains. The spending will add about 70,000 square feet of manufacturing space, more than doubling its facility footprint with up to three new buildings. Collins currently employs about 200 people and the expansion would add at least 50 new jobs. Collins is key to the domestic production of airplanes and to the local economy of eastern Washington. The increased focus on aerospace manufacturing on the West Plains via the Tech Hub designation is already leading to increased investment and job growth in the industry.

Other Funding Sources:	Spokane County	FY24 Total
	Private	\$3,157,825.00
	Local	\$1,082,232.00
Admin. – Grant Writer Program	State	\$6,359.99
	Federal	\$0
	Other	\$509,736.00
Total Other Funding		\$4,756,152.99
Pass-through – Grant Writer Program		\$29,198.95

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Spokane	\$253,489.00

Thurston County: Thurston Economic Development Council

Diversity, Equity and Inclusion

We recognize that a thriving economy is built on diversity, equity, and inclusion. We're committed to strengthening these principles by fostering deeper connections between our existing programs and initiatives.

We amplify diverse voices through several initiatives. Our BIPOC Business Task Force, which convenes monthly, brings together Black, Indigenous, and People of Color (BIPOC) business leaders and stakeholders to identify opportunities and service gaps faced by BIPOC entrepreneurs. We host seasonal Community Roundtables to engage diverse business owners and facilitate a vibrant exchange of ideas.

Additionally, we actively seek the experiences of marginalized communities through surveys, such as the BIPOC Entrepreneur Survey, to better understand their needs. We also collaborate with municipalities and the South Sound BIPOC Roundtable to support events celebrating diverse cultures, including Cinco de Mayo and Juneteenth.

To cultivate inclusive leaders, we invest in ongoing workshops and professional development opportunities for our BIPOC Business Community Liaison through BIPOC Liaison Training. We also participate in DEI (Diversity, Equity, and Inclusion) coalitions and professional networks to stay informed and connected.

Our commitment to DEI is embedded in our programs, such as the Washington Center for Women in Business, Intro to Business offered in five languages, Business Startup, Business Enterprise Startup Training (BEST), Business TuneUp, Spanish ScaleUp, and OMWBE Spanish Academy.

We reach underserved communities through targeted outreach, maintaining mailing lists like the BIPOC Entrepreneur list and the WCWB list to connect with specific demographics. We continuously build relationships with organizations that serve diverse populations to expand our reach and ensure that our programs and services are accessible, and that we create an inclusive economic environment for all.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

Our organization collaborates closely with the Lacey/Olympia Small Business Development Center, located within our office space, as an integral part of our entrepreneurial ecosystem. The EDC offers a variety of programs designed to support and foster business growth, including Intro to Business, Business Enterprise Startup Training, Business TuneUp, Lacey MakerSpace, Washington Center for Women in Business, and the Washington APEX Accelerator.

These programs serve as a referral pipeline for one-on-one business advising to the SBDC. Through this collaboration, entrepreneurs and business owners in our community receive comprehensive support, ranging from initial business planning and startup assistance to ongoing business development and growth strategies. By leveraging the strengths and expertise of both the Thurston EDC and the SBDC, we ensure that our clients have access to the resources and guidance they need to succeed in their entrepreneurial endeavors.

In 2023, the SBDC assisted 117 clients, of which created a capital infusion of \$311,000, created 18 jobs, saved/retained 47 jobs and supported 581 jobs.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

Thurston Economic Development Council and Center for Business & Innovation is the lead host for the Washington APEX Accelerator, which is headquartered at the EDC office in Lacey, WA. As the main center for the state-wide program, we employ seven advisors/trainers on EDC payroll who provide no-cost procurement technical assistance to Washington firms. We subcontract to ADO's and other organizations around the state so they can best provide services in their community.

Last year (July 1, 2023 – June 30, 2024), our programs served 2,029 businesses with 4,970 hours of advising services. Our PTAC team presented at 170 events throughout the state as well as three large conferences in Spokane, Tacoma, and Lynnwood. More than a third of clients served were identified as woman owned small businesses, another third was minority owned small businesses, and 20% indicated they were veteran owned small businesses.

- Our clients won \$541 million in contracts and subcontracts in the previous 12 months.

The Washington APEX team also works closely with the North Olympic Peninsula APEX Accelerator to share best practices and resources.

Small Business Creation

The Thurston EDC is focused on providing small business services through the administration of programming inside of the Center for Business and Innovation. This programming is robust and targets the needs of business at any stage of growth from inception and onward. These programs include but are not necessarily limited to:

- Growth Training
- Lacey MakerSpace
- ScaleUp
- Startup Training
- Quick StartUp
- The Washington Center for Women in Business

Across these programs the Thurston EDC and Center for Business and Innovation interacted with 183 businesses and successfully launched 37 new businesses for Thurston County.

Wages

Every year the Thurston EDC conducts a full economic impact analysis of our activities and programming beyond the requirements of our reporting requirements. This economic impact analysis is inclusive of all of our programming, recruitment and expansion efforts. To conduct this analysis, we use the IMPLAN model and is inclusive of supply-chain and consumer demand impacts in addition to the “direct” impacts listed in our “key metrics” section of the CAI platform.

Our total economic impact to Thurston County was valued at \$475.8m in total economic output, 1,441 jobs created and sustained and \$109.2m in total labor income. Compared against our annual budget this impact represents a 48.08 economic multiplier for our organization. For every \$1 our organization administrated we returned \$48.08 back to Thurston County in economic activity.

This economic impact generated significant tax revenues for Washington State. Our impact analysis reveals our total contribution to Washington State revenues are valued at \$11,372,370.34 in total tax contribution.

When considering Washington State’s funding for FY24 of \$138,553 to the Thurston EDC, this tax revenue increase represents an 82.08 return on investment for the state.

Other Funding Sources:	Thurston County	FY24 Total
	Private	\$164,224.17
	Local	\$377,304.79
	State	\$472,247.89
	Federal	\$3,824,207.10
Total Other Funding		\$4,837,983.95
Other Notes		
Pass-through:	Event Income	\$399,129.34
	Interest & Banking	\$686.02
	Grant Writer Program	\$45,000.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Thurston	\$138,553.00

Wahkiakum County: Wahkiakum Chamber of Commerce

Diversity, Equity and Inclusion

The Wahkiakum Chamber continues its support for the federal recognition of the Chinook Nation. We acknowledge the diversity of unique needs in our community. We believe the preservation of indigenous culture is of vital importance to the well-being of Wahkiakum County.

We continually seek ways to include the Chinook Nation in decisions that have broad reaching effects on the region's tourism and business development. We hope to give residents and visitors alike an appreciation of our region's unique heritage from every point of view.

Expansion

A Cathlamet café changed ownership in October 2023. The shop was a Main Street staple known for offering coffee, pastries, and sandwiches while being open for breakfast and lunch service. The two new owners had a vision to grow an already beloved business by diversifying the menu offerings.

Social media marketing continues to be one of the few effective advertising options for Wahkiakum businesses. The Wahkiakum Chamber worked with the café to create digital content, including a video product promotion, which could then be used for free and paid advertising on social media.

Due to the lack of diverse advertising options, Wahkiakum business owners do not have regular opportunities locally to develop and understand marketing goals and metrics. If we were to give businesses new tools we had to also teach them to use them. To combat this challenge, the Chamber facilitated an in-person digital marketing workshop in January 2024 to help the café, and others, begin the process of developing actionable data from marketing insights.

In less than one year, the husband-and-wife duo have created reliable methods of gathering customer feedback through social media and in-house surveys. Customers wanted more, and the café responded. They've become one of the few eateries in Wahkiakum County that are open seven days per week, offering a dependable choice for downtown employees during meal breaks. They have also started offering Thai dishes as a weekend special, and due to popularity, hosted a two-night, soft launch dinner service with a Thai menu.

Main Street Development

The Chamber funded the design of a gateway arch which will span Main Street in Cathlamet. With input from representatives from the Chinook Nation, the arch will feature traditional artwork and insignia which celebrates Wahkiakum's indigenous history.

Main Street in Cathlamet is also WA State Route 409, so efforts have been closely coordinated with WSDOT. Once completed, this will be the only gateway road arch over a state highway in the state of Washington. The result is an eye-catching invitation to travelers on SR4, welcoming them to visit Cathlamet stores and restaurants as well as Puget Island's charming farms and getaways.

Iterations of the design were shared with the public during two separate Cathlamet Town Hall meetings. There has been great cooperation and support from the Wahkiakum community, local government, WSDOT, and the Chinook Nation.

Other Funding Sources:	Wahkiakum County	FY24 Total
	Private	\$2,345.00
	Local	\$78,869.83
	State	\$0
	Federal	\$0
Total Other Funding		\$81,214.83

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Wahkiakum	\$75,000

Walla Walla County: Port of Walla Walla

Diversity, Equity and Inclusion

The Port conducts bi-monthly Economic Development Information Meetings that are open to the public. At the Economic Development Information Meetings, the Port reviews the implementation of its economic development plan and welcomes input from the public. The Economic Development Information Meetings are attended by a diverse group of people interested in economic development for Walla Walla County are open to anyone interested in economic development.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

The Port works closely with our local Walla Walla Small Business Development Center (WWSBDC). The WWSBDC manager is Paul Bowen. The Port refers small businesses and business start-ups to the WWSBDC for services. In addition to referrals to the WWSBDC, Paul Bowen gives bi-monthly updates at the Port's Economic Development Information Meetings and updates the meeting participants on small business development activities in the Walla Walla area. The Port also financially contributes \$15,000 annually to the WWSBDC for their business service operations.

Lastly, the Port funds the Small Business Tools website that provides online information to small businesses.

Business Recruitment - Capital Investment

The Port of Walla Walla was successful in recruiting ROCKWOOL North America to Walla Walla County. ROCKWOOL North America has signed an agreement to acquire 250 acres at the Port's Wallula Gap Business Park, Walla Walla County, Washington with the intent to build a state-of-the-art manufacturing facility featuring proprietary electric melting technology for its stone wool insulation products.

The ROCKWOOL facility in Walla Walla County represents a \$175 million private capital investment, creating more than 670 jobs over the course of construction. Once operational, the facility would create 125 direct new jobs earning \$8.6 million and generate \$2.4 million in state and local taxes.

Wages

The Port of Walla Walla as the lead economic development agency works hard to create higher paying jobs for the residents of Walla Walla County. The 2023 wage statistics for Walla Walla County have been released and revealed a steady increase in wage earnings.

Walla Walla County annual average wage in 2023 increased by 5.1% from 2022 to 2023. The 2023 annual average wage is now \$52,878 compared to 2022 annual average wage of \$50,336. From 2021 to 2023, Walla Walla County annual average wage has increased by 14.4%.

Other Funding Sources:	Walla Walla County	FY24 Total
	Private	\$0
	Local (Port)	\$100,000.00
	State	\$0
	Federal	\$0
	Other	\$0
Total Other Funding		\$100,000.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Walla Walla	\$75,000

Whatcom County: Port of Bellingham

Diversity, Equity and Inclusion

Port staff is working with Black, Indigenous, and People of Color (BIPOC) owned businesses in Whatcom County on reducing barriers and increasing access to opportunities to do business with Western and similar anchor institutions' procurement teams.

BIPOC Event: On February 25, 2024, Gina Stark, Economic Development Project Manager with the Port of Bellingham, partnered with a local BIPOC organization to develop and hold a BIPOC business to business and local market event. The goal was to connect local and regional BIPOC businesses with each other to expand their networks, to learn from each other, and learn about the services of the ADO. In addition, the event expanded into a local market place open to the public which enabled the businesses to sell their good to the public creating a value add to the event. To advertise, Gina used a local BIPOC graphic designer to develop the flyer and to be used for social media. They utilized many of social BIPOC networks and social media group which proven to reach far and wide (as far as Pierce County).

There were 13 BIPOC businesses that attended the event and were able to sell their goods or share about their services. There were at least 40 or so members of the public who attended. They tried to capture all who attended but at certain points it became challenging to capture all traffic.

Gina followed up with those who attended and all agreed it was with their time and the interaction with other BIPOC businesses was of great value and they each made connections they will follow up on. They created a mailing list that will be used as continued follow up for future grants and training opportunities for these businesses going forward. Currently working on a potential financial training workshop for later in the year. Many of the BIPOC businesses who attended expressed interest in attending another event such as this again so will work with partners in planning another B2B event later in the year with hope of increasing the number of businesses that participate.

United Professionals of Color – BIPOC Business Network/Support

In partnership with local community leaders and businesses of color, Gina Stark with the Port is working to create a group for businesses of color, currently called the United Professionals of Color. The goal is to create a network of BIPOC business who have a space to share opportunities, challenges, and solutions to issues that BIPOC businesses encounter. This group met a couple of times starting in 2023 and in 2024. This group is still in its infancy stage and are working on becoming a formalized group. They have created a website and an even calendar. This was also instrumental in the Black History Month February 25th business to businesses event and will partner with the Port to coordinate another event later this year.

Broadband

As part of the Infrastructure Investment and Jobs Act (IIJA) federal funding package the National Telecommunication Information Administration (NTIA) was allocated \$42 billion Broadband Equity Accessibility and Deployment (BEAD) funding for broadband. Washington State will be receiving \$1.2 billion in funding for BEAD and the Port of Bellingham anticipated applying for this funding. The Port of Bellingham completed our Digital Equity and Infrastructure plan at the end of 2023 and submitted it to the Washington State Broadband Office. WSBO created the Broadband Initial Proposal Volume II that was submitted to the National Telecommunication Information Administration as part of their requirement to receive Washington's allocation of \$1.23 billion for broadband funding.

The Port along with other public stakeholders provided a series on comments and letters on important broadband policies contained in the Initial Proposal to the WSBO prior to its submittal to NTIA and after. Critical policies such as open access, letter of credits, and affordability. We also worked with the state legislature to allocate matching and technical assistance funds for sub-grantees for BEAD funding. The Port of Bellingham has been working with various stakeholder groups to get prepared to apply for BEAD funding, these groups include PUDs, ports, publish libraries, Counties, Cities, Petrichor, and NoaNet.

In addition to preparing for applying for additional broadband funding the Port of Bellingham have three previously funding projects located in rural Whatcom County. All three projects are open access and lite XGS Pon systems. We are doing these projects in partnership with a local internet service provider PogoZone. One project located in East Nooksack is nearly 90% completed and is currently connecting customers. We anticipate this project to be completed later this year. The other two projects are in various stages of design and permitting stages and we anticipate that both of these projects will be completed by the end of next year. The Port continues to pursue broadband understanding it is a vital infrastructure for our businesses and economy.

Title VI and ADA Regulations

In June 2024, the Port of Bellingham launched an internal cross-departmental committee charged with devising a work plan to ensure practices, policies and publications are in adherence to Title VI of the Civil Rights Act of 1964 and the Americans with Disabilities Act (ADA) guidelines. Kori Olsen, Communications and Economic Development Associate, volunteers on this committee to ensure policies and best practices related to Title VI and ADA are adhered to in all communications, including digital, web-based, and print

communications for public consumption across all departments within the Port of Bellingham.

The Title VI and ADA workgroup meet monthly and will continue in this capacity indefinitely, creating a long-term work plan to ensure diversity, equity and inclusion is at the forefront of all communications.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

The Port of Bellingham Regional Economic Partnership (POB REP) and the Western Washington University Small Business Development Center (WWU SBDC) collaborate to foster economic development and support local businesses throughout Whatcom County.

Western Washington University Small Business Development Center (WWU SBDC) is a key partner in Team Whatcom, a coalition of economic and community service providers who meet monthly to discuss progress on deliverables related to the Comprehensive Economic Development Strategy (CEDS): 2022-2026. The meetings are facilitated by the Port of Bellingham and are centered on each of the six sub-goals within the CEDS: building and strengthening Whatcom County's economic base, developing and enhancing critical infrastructure, developing a skilled workforce and enhancing educational attainment, creating dynamic cross-border and regional relationships, cultivating diversity, equity, and inclusion, and supporting countywide economic resiliency and recovery efforts.

The WWU SBDC provides personalized business counseling services to entrepreneurs and small business owners in Whatcom County, including: business planning, financial analysis, marketing strategies, and operational improvement. The Port's Regional Economic Partnership (REP) team refers businesses located within its jurisdiction to the SBDC for these expert services, ensuring businesses have access to professional guidance.

Workshops and Training Programs: The Port of Bellingham and WWU SBDC jointly organize workshops, seminars, and training programs tailored to the needs of local businesses. These events cover a wide range of topics such as starting a business, accessing capital, business growth strategies, and navigating regulatory requirements. The Port often provides venues and promotional support for these events.

Economic Development Initiatives: Both organizations collaborate on broader economic development initiatives aimed at attracting and retaining businesses in the region. This can include coordinated efforts to improve infrastructure, attract investment, and support sector-specific growth (e.g., marine trades, technology, and tourism).

Access to Resources and Facilities: The Port of Bellingham provides physical resources such as commercial real estate, industrial facilities, and waterfront properties that can be utilized by businesses. The Small Business Development Center (SBDC) helps businesses understand how to effectively utilize these resources and navigate the leasing or purchasing process. This collaboration ensures businesses have the physical space they need to operate and grow.

Grant and Funding Assistance: The SBDC assists businesses in identifying and applying for grants, loans, and other funding opportunities. The Port may offer or facilitate specific funding programs aimed at economic development, and businesses within the Port's properties are often eligible to apply for these funds. The SBDC helps businesses prepare strong applications to increase their chances of securing financial support.

Research and Data Sharing: Western Washington University Small Business Development Center (WWU SBDC) conducts research on local economic conditions, industry trends, and market opportunities, providing valuable insights that can help the Port of Bellingham in strategic planning and decision-making. In turn, the Port shares

its own data and insights with the SBDC to ensure that business advice is grounded in the latest local developments.

CJ Seitz, WWU SBDC, and Kori Olsen, Port of Bellingham Economic Development Division, have been appointed as co-chairs of the Workforce sub-committee for the Whatcom County Business and Commerce Committee, a local board of business and industry leaders, serving as an advisory to Whatcom County Council on local initiatives impacting local business. The intention of the Workforce sub-committee is to apprise the Whatcom County Business and Commerce Committee of changes and impacts within the local labor market, including unemployment rates, new business openings and significant closures, partner and community initiatives, and business/workforce services available to local employers.

Together, the Port of Bellingham and the WWU SBDC advocate for policies and initiatives that support small business growth and economic development at the local, state, and federal levels. This unified voice helps to influence public policy in ways that benefit the business community throughout Whatcom County.

By working together, the Port of Bellingham and WWU SBDC create a synergistic effect that amplifies individual efforts and maximizes the impact on the local economy. Our partnership is a model of how public and business development organizations can collaborate to support small business development and economic growth.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

In previous years, the Port of Bellingham has referred businesses to APEX (PTAC) to get Unique Entity ID (UEI) numbers for various grant recovery programs. These referrals resulted in more businesses eligible for grant funds as UEI numbers were required for funding. The WWU SBDC regularly works with APEX and refers clients to them on an as-needed basis, and the Port of Bellingham has referred businesses to APEX to pursue federal contracts.

In June 2024, the Port of Bellingham Economic Development Division signed a letter of support for the Life Science Washington Institute (LSWI), supporting an application for the funding opportunity to the Federal and State Technology Program (SB-OIIFT-24-001). LSWI will be working in partnership with Washington APEX Accelerator to implement Accelerating Research Commercialization in Washington (ARC WA), an industry agnostic Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) education and outreach program, which will continue to serve all of Washington State's entrepreneurs.

The SBIR/STTR program will feature an online portal where innovators will find access to education, financial support, technical assistance, and mentoring to support next generation R&D-focused small businesses, increase SBIR/STTR proposals and awards in Washington state, and provide SBIR/STTR "train the trainer" workshops to ensure continuity and sustainability of programs implemented throughout the state. Additionally, the program will conduct (6) two-day intensive in-person workshops co-hosted by the Port of Bellingham, to include covering all aspects of writing a phase I application, sources of funding, agency specific information, reviewer criteria, and step-by-step instruction on how to write each section of a proposal.

Recruitment and Capital Investment

In the heart of the Pacific Northwest, Marcon MetalFab stands as a beacon of innovation and excellence in the metal fabrication industry. As a company dedicated to advancing technology and people, Marcon engineers complex structural solutions with uncompromising integrity and fabricates high-performance metal products with speed and precision. Specializing in dynamic bridge components, Marcon contributes to the construction and rehabilitation of major North American transportation projects annually. Impressively, over 95% of the bridges built in British Columbia over the past 20 years feature parts manufactured by Marcon.

In 2013, John Michener, Economic Development Project Manager with the Port of Bellingham, first crossed paths with the owners of Marcon when they were exploring opportunities to acquire a metal fabrication company in Whatcom County. Although no viable options were available at that time, John remained convinced that Marcon's presence would significantly benefit the local economy. He maintained contact, checking in periodically as he visited other companies in British Columbia.

Fast forward to 2019, and Marcon was ready to expand into the US once again, this time aiming to establish their own facility. Having built a solid relationship over the years, John worked tirelessly with Marcon's decision-makers. He visited their Delta, British Columbia location multiple times and scouted prospective sites across Whatcom County. However, the global pandemic struck, introducing unprecedented business and border restrictions.

Undeterred, John persisted. He facilitated meetings with the County Executive, arranged for cross-border letters of entry, navigated visa applications, and managed numerous new steps that kept the project on track. In September 2020, Marcon successfully closed on an existing 50,000 square foot building, including land for future expansion, and began the process of outfitting it. John remained involved, assisting with permitting issues, including redesigning the onsite water retention pond.

By March 2021, Marcon's new facility was operational. The company initially invested \$11.5 million in land, building, equipment, and working capital. By the end of 2021, they employed 24 people, with plans to add eight more positions within the next two to three months. The average wage of their workforce was \$28 per hour, resulting in an annual payroll of \$1.85 million. John then aided them with a Puget Sound Energy application to increase the facility's power supply, enabling the installation of more production equipment and the hiring of additional staff.

As a community, we take immense pride in John's efforts to bring this dynamic company and its well-paying jobs to Whatcom County. By nurturing his relationship with Marcon over the years and assisting them in overcoming the challenges of setting up in the United States, John played a crucial role in providing the certainty Marcon needed to proceed with their investment. Thanks to John's unwavering commitment and dedication, Marcon Metalfab is now a thriving part of our local economy, paving the way for a prosperous future.

Marcon Metals:

- Expanded business from Canada with the assistance of John Michener, Port of Bellingham Economic Development Project Manager. Acquired a 50,000 square foot building in Ferndale (2020).
- Received assistance from John Michener with the coordination of additional power required at the Ferndale facility, resulting in a necessary expansion of production lines and an increase to their workforce (2021).
- Created 30 new local positions (2022).
- Received information from John Michener about the requirements of setting up a Foreign Trade Zone (2023).
- Created 47 family-wage jobs to-date and has contributed to a \$13.5M Direct Foreign Investment into Whatcom County's economy.
- [Marcon Metal Website](#)

Expansion

In the far north of the Pacific Northwest, Tidal Vision has emerged as a trailblazer, redefining the boundaries of sustainable innovation. As the sole company commercially producing chitosan in the United States via a

proprietary zero-waste extraction process, Tidal Vision stands at the forefront of solving chemistry and pollution challenges across water treatment, agriculture, and material science industries. By transforming crab shells sourced from fisheries in Oregon, Washington, and the Alaska Bering Sea into environmentally safe and biodegradable materials, Tidal Vision is leading the charge in a \$3.5 billion market expected to nearly triple by 2033.

A Journey of Growth and Innovation: Tidal Vision's journey began in 2018 in Ferndale, WA, as a ten-person operation focused on research and development. By 2020, the company had doubled its workforce and continued to scale its operations. In 2021, Tidal Vision opened a textile coating plant in South Carolina in partnership with Leigh Fibers, marking a significant milestone in their expansion. The following year, they acquired ViaeX Technologies, Inc., a San Francisco startup known for its technologies that removes non-biodegradable and toxic materials, bringing over 30 new employees into the fold.

In 2023, Tidal Vision shepherded another pivotal move: the acquisition of Clear Water Services, an Everett, WA-based business specializing in advanced water treatment systems. This merger not only added 100 employees to Tidal Vision's ranks but also enhanced their capabilities in addressing emerging water quality issues.

Breakthrough Products and Environmental Impact

Tidal Vision's flagship product, Tidal Clear, is revolutionizing water treatment. Capable of treating billions of gallons of stormwater, it is being used from British Columbia to Southern California. Tidal Clear utilizes chitosan to bind and filter out pollutants, replacing harmful metal-based chemicals. With the ability to produce 240 pounds of chitosan from every 1,000 pounds of shells, the product has demonstrated a 200% improvement in efficacy at half the cost of traditional methods. Tidal Clear's impact is so profound that Tidal Vision received NSF-60 certification, allowing them to expand into drinking water treatment.

In the textile industry, Tidal Vision is replacing silver and copper treated yarns with chitosan, which offers natural fire retardant and antimicrobial properties. In agriculture, their biopesticides, biofungicide, and bioinsecticides provide chemical-free solutions for plant health, further underscoring their commitment to sustainability.

Recognized Excellence

Tidal Vision's innovative approach has not gone unnoticed. They have garnered numerous awards, including:

- "Sustainable Innovation of the Year" finalist (2024), GeekWire Awards
- "Tier 2 EnviroStars" green business designation (2023)
- "Breakthrough Solution of the Year" award (2022), AgTec Breakthrough Awards
- "Amazon Catalyst Competition" winner (2020), awarded by the City of Bellingham
- "Beyond the Plate" first-place award (2016), Symphony of Seafood's innovation contest
- "Safer Chemistry Champion" award (2015), issued by the US EPA and WA Department of Ecology

The Role of John Michener and the Port of Bellingham

Tidal Vision's success story is intertwined with the support of John Michener, Economic Development Project Manager at the Port of Bellingham. From the company's early days, John provided essential funding and assistance, helping Tidal Vision expand their operations tenfold. When the need for a larger facility arose, John located a 50,000-square-foot property, ensuring Tidal Vision remained in Whatcom County rather than moving south.

John's ongoing support has been instrumental in aligning Tidal Vision with community resources, including workforce training and market development opportunities. His efforts have helped Tidal Vision grow to well

over 100 employees, with projections to reach 200 by the end of 2024. The company's competitive wages and environmentally safe solutions are a boon to both the local economy and the environment.

John's ongoing commitment to Tidal Vision's expansion is evidenced by the accolades the organization's CEO shares. In the Mar/Apr 2020 issue of Business Pulse Magazine, Tidal Vision CEO Craig Kasberg commended the Port of Bellingham's contribution to their expansion, stating, "The Port of Bellingham, (and) especially John Michener there, have been huge advocates for us during our period of relocating to Whatcom County in 2018," (Business Pulse Magazine, Mar/Apr 2020 issue"

A Bright Future

As Tidal Vision continues to develop new markets, their consistent growth is evident. With an \$8 million investment in their expanded facility in Whatcom County and the development of a new chitosan processing facility in South Carolina, Tidal Vision is poised for global impact. Their products now reach international markets, showcasing the scalability and sustainability of their innovations.

Tidal Vision's journey exemplifies best practices in economic development, demonstrating the power of sustained support and strategic alignment with community resources. Through Economic Development Administration (EDA) funding, expansion assistance, and continuous engagement with local stakeholders, Tidal Vision has transformed from a startup into a global leader in sustainable solutions, paving the way for a healthier planet and a thriving economy.

Impacts:

- EDA Revolving Loan funding to support environmentally safe chitosan-based product development. Chitosan products are used as safe solutions in the treatment of water, textiles, and agriculture.
- The Port's assistance with locating a new facility in Whatcom County to support expansion efforts resulted in a seamless transition locally for the business. It also kept the business in Whatcom County rather than an expensive move to Skagit County (which the owners initially considered).
- Tidal Vision receives ongoing support from the Port, including engagement with multiple stakeholders and community service agencies to support continued expansion based on the needs of the business.
- Tidal Vision has grown from a 10-person operation to a more than 100-person operation and is on-track to employ 200 individuals by end of 2024.
- Tidal Vision has expanded to include a chitosan processing facility in South Carolina, thereby increasing production and revenue. They have expanded beyond domestic markets and now export product worldwide.

Other Funding Sources:	Whatcom County	FY24 Total
	Private	\$ 0.00
	Local	\$816,917.44
	State	\$0.00
	Federal	\$0.00
Total Other Funding		\$816,917.44
Other Notes		
Rural Broadband CERB Grant State Pass-through	S20-75106-003	\$258,233.27
Whatcom County EDI Grant State Pass-through	201908011	\$258,191.33

Other Funding Sources:	Whatcom County	FY24 Total
Whatcom County EDI Grant State Pass-through	202207029	\$263,355.90
Revolving Loan Fund Federal Pass-through	CFDA 11.307	\$116,838.51
Total Pass-through		\$896,619.01

Commerce Associate Development Organization (ADO) Grant Funding	County	Commerce Associate Development Organization (ADO) Grant Funding
Total ADO Grant Funds Only	Whatcom	\$106,618.00

Whitman County: Port of Whitman County

Diversity, Equity and Inclusion

The Port maintains a procurement practice of posting requests for proposals on the Office of Minority and Women’s Business Enterprises (OMWBE) website. In February 2024, the Port Commission voted to formalize this into a written policy to give maximum opportunities to women, minority, and veteran-owned firms. We additionally committed to place qualified small, minority, and women’s businesses on rosters, establish delivery schedules that encourage underserved business participation where permitted, and require prime contractors to take affirmative steps that encourage subcontractor participation by small, minority, and women’s business enterprises.

The Port of Whitman County also completed a website audit for accessibility and identified changes to be made for ease of use and readability. We found that portions of the Port website were not accessible and are taking steps to address these issues through site restructuring.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

Upon the Port of Whitman County’s appointment as Whitman County’s Associate Development Organization in June 2023, we looked to other successful Port District ADOs for best practices, such as the Port of Walla Walla, and soon began offering economic development informational meetings ourselves which helped establish the Port in our new role. Our local Washington Small Business Development Center (SBDC) advisor has been an integral part of these meetings. He not only holds a perfect attendance record but shares quarterly SBDC data for these events and has presented multiple times.

The Port of Whitman County additionally supports the SBDC financially, and we work with one another to refer businesses to relevant Port and Washington SBDC services as relevant.

Recruitment – Business Expansion

In the fall of 2023, representatives from the Idaho-based Hunga Dunga Brewery approached the Port of Whitman County about the possibility of leasing land for a production facility expansion at the Port’s Pullman Industrial Park, roughly 10 miles from the brewery’s Idaho location. They were outgrowing their current facility and heard from a mutual contact that the Port had land available to lease.

Through a friend, brewery owner Graham Lilly learned about the Port’s industrial park and creative funding strategies for projects. Lilly subsequently presented expansion plans to the Port’s Commission. The Commission voted to pursue a low-interest loan from the State of Washington’s Community Economic Revitalization Board for the project and subsequently received a \$2,000,000 loan. The Port provided a \$400,000

match and will construct the 12,000 square-foot building, with the brewery leasing out the site and financing necessary tenant improvements.

The Port of Whitman County is currently facilitating conversations between the City of Pullman, project engineers and architects, and the Hunga Dunga team to ensure that the building meets all the necessary requirements. Current stakeholders include Graham Lilly and Donald Knowles of Hunga Dunga Brewery, Port of Whitman County staff, and the project's engineering and architecture consultants.

Hunga Dunga Brewery is not yet supporting any jobs in Washington State but is projected to support 20 jobs by its second year, with an estimated median wage of \$26/hour.

Capital Investment and Manufacturing Start-Up

In 2023, the Port of Whitman County conducted a feasibility study for a technology transfer and commercialization scaling facility, which would assist entrepreneurs in bringing projects from a laboratory scale to a commercial scale. As a part of this study, faculty from Washington State University were interviewed, including Dr. Dustin McLarty. McLarty later approached the Port of Whitman County about a facility for his hydrogen technology start-up, Alternative Energy Materials (AEM). Though the Port lacked the specifications, we stayed in touch with McLarty as he worked to retrofit a separate building.

Prior to the Port's Associate Development Organization appointment, AEM applied for Washington State Department of Commerce's Evergreen Manufacturing Growth Grant but did not receive funding. In the winter of 2023, AEM approached the Port about re-applying for the program.

The Port reviewed the application and made necessary introductions to help AEM gather community support across the county. The Port then submitted these letters of support – 8 in total, including from elected officials—alongside AEM's application to the Washington State Department of Commerce. In March 2024, AEM was awarded \$200,000 towards their pilot-scale facility development.

Since then, the Port continues to work with AEM to build community support through setting up tours. To date, Port of Whitman County Commissioners, the City of Pullman Economic Development Manager, and Washington State Department of Commerce Director Mike Fong are among those who have toured the facility.

AEM currently employs 7 people. In the next several years, AEM anticipates adding 60 family wage jobs to Whitman County.

In October 2023, the U.S. Department of Energy selected the Pacific Northwest as a regional hydrogen hub. Though Whitman County is not a site location for this hub, AEM's work supports the Pacific Northwest's regional efforts in clean hydrogen towards a sustainable energy future.

Expansions, Capital Investment, and Infrastructure

Pullman-based company AGROW Solutions approached the Port of Whitman County in late 2022 to discuss expanding their facilities to the Port's Central Ferry property. AGROW Solutions determined that to expand to this site, additional rail and water infrastructure was required, as well as private development of a fertilizer manufacturing and distribution facility.

In September 2023, the Washington State Community Economic Revitalization Board awarded the Port a \$1.6 million loan to expand rail and water infrastructure to a 10-acre lot.

In December 2023, the Port signed a twenty-year lease with AGROW Solutions towards the lot. The Port is currently inquiring with contractors as to the next steps for infrastructure expansion.

AGROW Solutions is providing a \$2.5 million private investment in the facility as well as a \$400,000 match. Upon the completion of construction, the facility is expected to create 7 jobs.

Other Funding Sources:	Whitman County	FY24 Total
	Private	\$0
	Local	\$20,000.00
	State	\$0
	Federal	\$0
Total Other Funding		\$20,000.00

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Whitman	\$75,000

Yakima County: Yakima County Development Association (YCDA)

Diversity, Equity and Inclusion

Yakima County is a majority minority county (59% People of Color) and our services in the past four years have reflected this. The largest portion of the minority population is Hispanic (51%) and two YCDA staff are bilingual English/Spanish. The Hispanic population is not distributed evenly across the County. The city of Yakima itself is 46.5% Hispanic, where the cities of Grandview, Granger, Mabton, and Sunnyside, are 87.8% Hispanic. The City of Toppenish is home to the Yakama Nation tribal offices and has an indigenous population of 4.1%. With this in mind, YCDA focused its outreach efforts and on-site business assistance in the cities of Grandview, Toppenish, Sunnyside, and Yakima.

YCDA provided business digital and financial literacy classes in Spanish in Grandview and Yakima. A child care business development conference in Spanish was held in Grandview. An additional Spanish business resources event was held in Yakima in partnership with the Governor’s Office for Regulatory Innovation & Assistance. This event featured:

- Department of Revenue (DOR): How to be successful with licensing and tax requirements
- Department of Labor and Industries (L&I): Support for Small Businesses - Learn about the support and resources available to help small businesses thrive in the state.
- Employment Security Department (ESD): Free programs and services for small businesses.
- Department of Enterprise Services (DES): How to do Business with the State and tips for visibility
- Department of Commerce: Available Resources, Programs, and Services - Explore the wealth of free resources, programs, and services offered by the Department of Commerce that can aid you in completing applications and growing your business.
- Governor’s Office for Regulatory Innovation & Assistance (ORIA): Connecting with Multiple Agencies - Discover a single website that simplifies connecting with multiple state agencies, streamlining your interactions with the government.

Washington Small Business Development Center (WSBDC) and Small Business Development Center (SBDC)

The SBDC Small Business Advisor for Yakima County is housed at the YCDA Office. In January of 2023, a new bilingual advisor was hired but left for another job in January of 2024. A new advisor started in April of 2024. Even with the turnover in the position, the SBDC network continued to provide services for Yakima County small businesses. During the turnover, the advisor for the Wenatchee area came to Yakima once a week for in-person appointments. The Wenatchee advisor also provided virtual advising sessions for Yakima based businesses.

42 entrepreneurs were assisted, and 2 new businesses were launched. 86 jobs were retained or created and \$2,976,120 in financing was received by assisted businesses.

Washington APEX Accelerator, formerly Washington Procurement Technical Assistance Center (PTAC)

YCDA partnered with state agencies (APEX, DES Public Works Sector, and OMWBE) to host an in-person workshop for local businesses. This workshop introduced business owners to the services, programs, training, and assistance available to help them get started in government contracting opportunities. Topics covered include:

- How to access one-on-one assistance from APEX to get started in government projects
- What are Job Order Contracts, and how are contractors selected for a project
- How to get registered on the Small Works Roster list
- How to navigate Washington's Electronic Business Solution to find projects
- Introduction to the OMWBE certification process and benefits

Sixteen entrepreneurs attended and YCDA provided ongoing technical assistance to two of them as they worked to start government contracting or receive their OMWBE certification. Other attendees did not need technical assistance from YCDA and were able to get started on their own or receive additional assistance from the State Agencies.

Business Relocations and Foreign Direct Investment

Manzana Products Co. also known as Project Kane: In February of 2024, Manzana Products Co., Inc. Announced plans to relocate its headquarters and apple processing facility to Sunnyside Washington. Manzana's current apple processing facility is in Sebastopol, California where Manzana has processed apples into apple sauce, cider and vinegar for over 100 years. The company was purchased by AGRIAL Group, a French, farmer-owned, cooperative in 2012.

Part of the Manzana move to Sunnyside includes an expansion for an additional pouch line for apple sauce and new equipment for more versatility, creating the ability to produce items like variety packs of sauce in various formats. The Sunnyside facility will allow Manzana to run additional shifts to accommodate growth and expansion as needed.

YCDA and Commerce began working with Manzana in July of 2021 when they were known only as "Project Kane" and were represented by Kuperman Location Solutions, the Site Selector for the project. The first site visit was held in October of 2021 and the following entities participated: Washington State Dept. of Commerce, Port of Sunnyside, City of Sunnyside, Yakima County, South Central Workforce, BBSI Employment Services, PacificCorp, HLA Engineering and Land Surveying, and YCDA. The site visit included a deep dive into the technical site planning concerns (power, water, sewer & roads, access, utility rates & schedules, regulations, fees, permits, etc.), an overview of the workforce availability, and site and community tour.

Manzana was initially interested in a greenfield site owned by the Port of Sunnyside but when YCDA let them know that a 275,000 square foot former pear canning facility had become available in September of 2022, the focus shifted to see if the existing facility could be equipped for Manzana's processes. By May of 2023, Manzana had entered into an agreement with Megalodon, LLC, the owner of the existing facility, and was doing due diligence engineering work and putting financing together to complete the project. In fall of 2023, the project was selected for the Governor's Strategic Reserve Funding but Manzana's timing for the project fell outside of that cycle of funding. Once due diligence was completed in January of 2024, Manzana worked with YCDA, Commerce, and other stakeholders to make an official announcement.

Best Practices for Other ADOs with Industrial Business Recruitment:

Sites, buildings, and infrastructure for business development: The greenfield site owned by the port of Sunnyside and the Port's capacity to process industrial wastewater were enough to earn Yakima County a site visit from the company. However, there were other sites in the region under consideration. When YCDA learned that the Megalodon facility was available the company began to focus on Yakima County and the existing facility more earnestly. Yakima County, the City and Port of Sunnyside, CERB, and local .09 dollars have all contributed to the readiness of greenfield sites and utilities within the Port and City of Sunnyside. But for these millions in investments made years earlier, there would not have been a compelling site to get Manzana's interest in Sunnyside. YCDA works closely with the County, Cities, and State and federal Governments to acquire funding to prepare sites for business development.

Partnerships, Partnerships, Partnerships: YCDA spends many hours each month strengthening relationships with key economic development partners including County, City, State, and Federal governments, K-12, higher education, workforce development, private utilities, private developers, business associations, CDFIs, lenders & financial professionals, WSBDC, and others. These relationships took years to develop but when Manzana asked for a site visit, YCDA was able to coordinate 80% of the participants just from its board of directors. Relationships with Yakima County, the Port of Sunnyside, PacificCorp, and South Central Workforce are all strong enough that each has a seat on the YCDA board of directors. Established relationships with the employment service BBSI, and the developer Megalodon, allowed YCDA to make one phone call and both partners were at the table working with Manzana. The time spent on these relationships is not a reportable metric, but without this significant time and effort YCDA would have no metrics to report.

Adaptability to an Ever-changing Business Environment: Manzana was originally on track to make its location decision by Q4 of 2021. That was pushed into Q1 of 2022 and then Russia invaded Ukraine in February of that year. Being based in Europe, AGRIAL Group put the project on hold as it was uncertain how the invasion would impact the region. The uncertainty in Europe led to the withdrawal of investment in a separate company that had leased the 275,000 sq. ft. Megalodon facility. When that building became available, Megalodon let YCDA know, and within a day, YCDA had notified Manzana that there was now an available building that they could consider for the project.

YCDA and the project partners continue to adapt as new needs emerge. Most recently the project partners expanded to include the Sunnyside Valley Irrigation District (SVID) which owns a lateral that runs near the building. The port of Sunnyside, YCDA, and SVID are exploring the opportunity for CERB funding to help cover the costs of undergrounding the lateral so that it can be paved over to allow for a larger truck turning radius at the facility. Every economic development project will have one or more unforeseen hiccups and the adaptability of the ADO, and partners can make the difference.

Manzana is clearing the Sunnyside building and equipping it to accommodate operations and house the new company headquarters. Limited production will begin in the fall of 2024 to take advantage of the apple season. In 2025, Manzana will continue developing the site and will phase in production lines. Construction on the

building interior has started and will be completed fully within 18 – 24 months (about 2 years). After moving all operations to Sunnyside, the facility will be in full production by the end of 2025 with 150 employees onsite. Average annual pay for hourly positions is \$52,000 a year and the average annual pay for salaried positions is \$110,000. See the project initiative for more details on this impact.

Expansions

Child care Accelerator Program: Child care is a critical component in our workforce system that unlocks economic potential for both families and businesses. Having safe, consistent child care is directly correlated to upward economic mobility, workplace satisfaction, and family stability. Yakima County Development Association (YCDA) partnered with South Central and Spokane Workforce Councils, Yakima Valley Community Foundation, Educational Service District 105, and other early learning experts, to develop and grow the child care workforce in Yakima County.

The accelerator program included education in the form of twice weekly classes in English and Spanish. Classes were held in Yakima and Grandview. Businesses that could not make it to the classes were met with one-on-one at a time that worked for them, or we went to their place of business to provide the assistance. Instruction covered digital literacy, marketing, financial literacy, and startup and expansion support. These topics were selected because improvement in these areas provides the greatest opportunity for business growth. Specific topics covered in the classes include:

- Digital Literacy: Participants learned best practices for email including how to spot scams and avoid falling for false emails claiming to be state agencies. This is especially important for those whose English is their second language because it is harder to spot the tell-tale signs of a scam email in a language that is not your native tongue.
- Marketing: Not all child care providers have a digital presence and can be found on the internet. Providers were taught how to create a Google presence to have their business appear when someone searches for child care providers.
- Financial Literacy: Many of the child care providers in Yakima County are “sole proprietors.” Digital literacy taught how to separate personal and business financials, read a profit and loss and balance sheet, and an introduction to accounting software (QuickBooks).

Startup and Expansion: One-on-one customized support to meet the entrepreneur or business owner’s unique needs.

In addition to the weekly classes the accelerator included two conferences (one in English and one in Spanish). The conferences featured:

- Representatives from state agencies that support the industry including the Secretary of State, Department of Revenue, Labor and Industries, and other non-profit support organizations. Each entity had a booth, and some entities gave presentations.
- A panel of child care business owners shared best practices and insights into lessons learned as they have grown their businesses. Two of the panel participants were recipients of the Department of Commerce’s Early Learning Facilities grant funding.
- A panel of building, planning, and permitting professionals from the County and Cities in Yakima County. This panel shared best practices including how to set up a pre-application meeting and how to plan for the permit process associated with child care facility expansions.

How other ADO’s can implement an Accelerator Program: YCDA has already had discussions with the ADO for Grant County about how they can adapt the accelerator program to their community. As with Grant County

ADO, all the materials YCDA has developed are available for other ADOs to utilize. YCDA and the other partners have also developed a presentation that describes how the program was developed, implemented, and lessons learned. This presentation was given to the directors of the State Workforce Council in June and a proposal has been submitted to present at the Washington Workforce Association’s Fall Conference.

Grant Funded: The accelerator program was funded through an appropriation from Senator Murray’s Office. YCDA received a grant of \$140,000 from South Central Workforce that came from the Administration for Children and Families (ACF) of the United State Department of Health and Human Services (HHS).

Results and Impact: Thirty-five businesses participated in the classes with some businesses taking more than one class. Twenty-eight providers attended the English accelerator conference, and fifty-six providers attended the Spanish accelerator conference. Five providers received startup and expansion assistance with one provider, Maria of Busy Bees Child Development Center receiving permitting assistance to complete an expansion of her facility that will allow her to provide care for up to 50 additional children and hire four new employees. See the project initiative for more details on this impact.

Other Funding Sources:	Yakima County	FY24 Total
(Campaign income on cash basis)	Private	\$608,991.73
(Dept. of Commerce – other)	Local	\$6,000.00
Event income	Local	\$16,485.68
	State	\$0.00
	Federal	\$105,070.05
SBIF Ahana	Other	\$31,232.90
Total Other Funding		\$767,780.36
Other Notes		
Yakima County – all is reimbursement		\$61,393.49
Yakima Valley – 1/3 Trends		\$6,916.68

Commerce Associate Development Organization (ADO) Grant Funding	County	FY24 Total
Total ADO Grant Funds Only	Yakima	\$120,662.00

Appendix C: ADO Grant Writer Program reports

Fiscal Year 2024 Final Report

The federal government has announced historic investments in clean technology, semiconductors and other industries that will transform not only the nation but also regional and local economies statewide.

The vast majority of these funds are made available to organizations and communities through competitive grants. Federal and even some state grant applications are complex and, at times, exhaustive. Few organizations at the county or city level have the resources or expertise to research, vet and reply to grants that can require dozens of pages of documentation and narrative.

To help counties and cities statewide apply for these grants and other funding opportunities through nonprofits, the state and the private sector, the legislature allocated \$1.4 million in the 23-25 biennium to support the ADO Grant Writer Program.

The ADO Grant Writer Program supports the agency's goal of creating additional equity and economic opportunity in communities statewide. Historically, only larger ADOs had the bandwidth to perform this work. The funds gained from a successful application can support underserved and underrepresented communities that would ordinarily not apply for these types of grants due to lack of resources, funds or expertise. Distressed counties are prioritized in the grant program.

- Associate Development Organization Grant Program for Grant Writers is codified in RCW 43.330.088
- County-designated ADOs are defined in RCW 43.330.080
- Distressed areas are defined in RCW 43.168.020

The ADO Grant Writer Program began accepting grant applications on February 7, 2024, on a rolling basis following a program design process to mitigate risk, ensure equitable distribution and achieve tangible, measurable results. Solicitation of grant applications was ongoing until all funds were allocated. All grants for the fiscal year were closed on June 30, 2024.

Executive Summary

Seventeen ADOs were awarded ADO Grant Writer Program grants, totaling \$528,306 of the \$580,000 available. Due to the short time frame (four months) for funds to be expended (as program development had to be conducted for this new program), the primary body of work by grant recipients was soliciting applications for grant writers, meeting with community partners to identify projects or services for which to seek grant funding and research appropriate grant sources to fund those projects or services. ADOs contracted a total of 31 freelance grant writers, and four grant writers were either hired on staff or funds were used to increase the hours of grant writers on staff.

Grants submitted

Eighty-six grant applications were submitted through this program to state and federal solicitations, totaling \$83,539,396 in requested funds. Eleven grants were awarded by the end of the fiscal year totaling \$2,600,084.

Grant funds were awarded to ADOs by amending their existing grant contracts with Department of Commerce to increase the contract amount of their previous grant award. Grant awardees were asked to submit grant writer contracts, monthly progress reports and submit a final report as deliverables in order to receive grant payments.

Attached are the final reports of each ADO Grant Writer grant awardee, in alphabetical order.

Clallam County: Clallam County Economic Development Council

CSI Grant Writer Final Report for Forks Area Grants

- Description of recruitment and hiring or contracting efforts.
 - NRIC was able to bring planning and convening capacity to explore and develop possible project ideas for the Forks area.
 - Contracting: NRIC is involved in issuing, directing and overseeing a contract to complete a market analysis for modular housing made from Makah-sourced & carbon-reinforced Advanced Cross-Laminated Timber.
 - Recruitment: NRIC has maintained communication with manufacturers of Oriented Strand Board whom we are trying to recruit to Forks.
 - Recruitment: NRIC met with a Canadian Company considering siting a mill in western Jefferson County, with follow-up now occurring on specific questions they posed on permitting, workforce and other issues. :
 - We held multiple meetings in May and June with Enterprise for Equity, Center for Inclusive Entrepreneurship, WA State Microenterprise Assn., EDC Team Jefferson and Jefferson County to explore the best approach to using CDBG funds to provide TA and financing for underserved microbusinesses in Clallam County's West End.
 - We determined that CDBG capacity for Clallam and Jefferson Counties is already being used, with part of the Clallam funding committed to increased microenterprise support across the Peninsula, though it was acknowledged there will remain a service gap for the remote Forks area. The concept of a hybrid approach between the Center for Inclusive Entrepreneurship and Enterprise for Equity received support and should be considered for future funding requests.
 - Met with the housing lead at the Dept. of Natural Resources to explore possible projects and funding.
 - Met with DNR Forest Resilience Manager to explore circular forest health/resilience initiative project.
 - Met with regional lead from The Nature Conservancy to strategize on Forks opportunities and met with stakeholders and attended Emerald Edge meeting in Forks 6/13 to explore possible projects.
- Describe grant research results. With further research and stakeholder discussions on candidate programs, we have refined our focus to the following projects and grant programs and made recommendations for consideration by the City of Forks. The Planner for Forks is out of the country for the second half of June and will need to take these recommendations to the mayor and City Council in July/August for further action. NRIC will continue to support Forks in applying for these grants:
 - a. Respond Strategically to Changing Economic Conditions. Develop new strategies for the Forks area as appropriate responses to two big potential changes: new ownership (and potential usage) of surrounding Rayonier timberlands and the prospect of barging out of Neah Bay and/or LaPush. Close coordination with the Port of Port Angeles, who is pursuing barge funding, is in order.
 - i. Recommendation: Engage the Makah, Quileute and Hoh Tribes in shaping this request.
 - ii. Request funding from the USEDA Public Works and Economic Adjustment Assistance Program as an appropriate, flexible fund source for this grant.

- b. Infrastructure pre-planning for a Calawah River Reservoir. Possible implications and benefits for the Quileute Nation have been identified and need to be explored with the Tribe before making a final determination.
 - i. Recommendation: discuss reservoir project with Quileute General Manager Bryan Cramer before proceeding to a decision.
 - ii. EDA Planning and Local Technical Assistance Program is an appropriate source for this project.
- c. Hydrologic study for micro-hydro in stormwater pipes. Advancing this project should be done in cooperation with the North Olympic Development Council, as they have been involved in earlier stages of the project. Recommendation: involve NODC in final decision-making on this grant opportunity. Given the location at the airport, micro-hydro may or may not be a priority for the City. Candidate programs include:
 - i. EDA Planning and Local Technical Assistance Program, USEDA
 - ii. Public Works and Economic Adjustment Assistance Programs, USEDA

For future consideration:

- d. Funding for regional service provision of financing and technical assistance for microenterprises
 - i. Recommendation: let the Clallam County CDBG-funded expansion of services play out before determining whether additional services (such as direct micro-financing) are needed and should be pursued.
 - ii. Community Development Block Grants, WA COMMERCE
- e. Reconfiguring the Forks Industrial Park (FIP). Recommendation:
 - i. determine if RECOMPETE funding (\$365,000) is granted for a Reconfiguration Study at FIP
 - ii. If not, then pursue an identical grant request to fund pursue the study, including internal capacity for Forks to oversee the grant.
 - iii. Top candidates for such a request are: USEDA Planning and Local Technical Assistance Program; USEDA Public Works and Economic Adjustment Assistance Programs; Community Development Block Grants
- f. Expand recreation opportunities (Klahanie campground, Snider Work Center, Slip Point Lighthouse). Recommendation: Engagement with the USFS and other stakeholders is in order before determining whether funding should be pursued, particularly for USFS-owned facilities (Klahanie, Snider). The WK Kellogg Foundation, Working Families Program is a good candidate for this work, given the underserved nature of the area.

 List grants applications submitted (if any):

Entity applying for grant	Type of grant and funding source	Amount of funding requested	Proposed use of funds
Clallam County	USEDA RECOMPETE Program	\$365,000 was requested in RECOMPETE for reconfiguring the Forks Industrial Park, as part of a larger \$50M request.	Hire contractors to perform the following: -Site Assessment/Barrier Identification (\$200k) -Lot Reconfiguration Analysis (\$70k) -Tenant Recruitment (\$20k) -Building Design (\$75k)

- List grants awarded (if any): NA
- Estimated number of jobs created and/or retained upon project completion: TBD
- Analysis of the potential benefits securing the grants will have on regions served by ADO:
 - With new ownership of Rayonier lands, how, where when and how much timber is harvested, transported and processed locally could change significantly, with potentially profound economic consequences. With barging comes new transport patterns on the Peninsula’s West End, and also a host of questions about on-land logistics, transportation system considerations, and potential two-way (export and import) cargoes to make barging more cost effective. A study examining these major changes, and recommending appropriate economic development strategies, would be well timed.
 - We are supporting efforts by our partner the Port of Port Angeles to create new infrastructure that enables barging from the West Olympic Peninsula at Neah Bay and/or LaPush. Improving transportation logistics on the remote West End would be a game changer for attracting new business.
 - The Calawah Reservoir project would have positive benefits for water supply and pressure for the community, including at the FIP, which would support development of and in the Industrial Park.
 - We are supporting reconfiguration of the Forks Industrial Park to host new businesses, and development of a reservoir on the Calawah River would improve water supplies at the park.
- Complementary Efforts:
 - The above projects would facilitate recruitment of new business development, including a new Oriented Strand Board (OSB) to the area, development of Sustainable Green Team’s Humus production, and/or local value-added startups, all of which would supply good new jobs in the area.
 - We are conducting an inventory of the supply of timber and forest residuals on the North Peninsula, to provide businesses with up-to-date information on feedstock availability.
 - We are supporting efforts to conduct forest health treatments on public lands, which would improve the area’s wildfire resilience and ecosystem health while providing new supplies of timber and residuals for value added processing opportunities in the area, particularly the Forks Industrial Park.

Geoff Wood Grant Writer Final Report

- Description of recruitment and hiring or contracting efforts.
 - Clallam County EDC has Geoffrey Wood under contract to support grant development activities for the Composite Recycling Technology Center in Port Angeles (and by extension their partner in wood/technology efforts the Makah Tribe of Neah Bay.)

○ Describe grant research results.

- Several grants were identified in the initial period of performance. These included: grant opportunities with the Department of Defense – US Army Corps of Engineers under their Broad Agency Announcement (BAA) released in early 2024, W912HZ-24-BAA-01. The DoD grant opportunities also included US Air Force BAA for airbase timber structures, but this will be released for funding later in the year and thus not able to fit in the existing period of performance. Two grant opportunities were noted in the aquaculture area: first from USDA – National Institute for Food and Agriculture and the second from the Alaska Fisheries Development Foundation (AFDF) funded via federal Build Back Better funds. The USDA-NIFA Aquaculture call was not timely for developing the necessary partnerships and support and so the focus was on the AFDF opportunity (# 2024-01 Joint Innovation Projects). Support grant writing was provided to the US EDA Recompete grant application submitted by the Clallam EDC Natural Resources Innovation Center (NRIC) for the construction and installation requirements of the CRTC to scale up their Building Innovation Center. Support grant writing was also provided to the CRTC’s Phase 2 application for WA State Clean Energy Fund 5 that assists in scaling the production capacity of the Makah sawmill. The grant research results enabled us to find opportunities to support the advanced cross-laminated timber that CRTC is developing for dual-use application with DoD soldier housing and local affordable housing detached accessory dwelling units (ADUs). The CRTC will leverage these into supporting the establishment of Washington’s Mass Timber Collective, and thus participate in the upcoming proposals for a new National Science Foundation Regional Innovation Engine.
- Grants were investigated to support the development of technologies for use of recycled aerospace and wind-turbine carbon fiber into advanced farm systems for kelp and oyster farming in Washington and developing and exporting novel bull-kelp growing systems for habitat restoration to Alaska. We connected with the Alaska NOAA affiliate for Bull-Kelp Research Squad, and identified three bull-kelp farmers with distinct requirements that indicated they will be the key partners on these grant applications. The grant application proceeded in partnership with Sea Quester Farms in Juneau, AK, who had a phase 1 Alaska Fisheries Development Foundation Joint innovation Project grant to optimize growth of bull kelp for food and habitat restoration. Overall goal is to introduce Washington technologies to the rapidly expanding Alaska market, and to assist with full-scale commercial farm development. Ideally in future this will be able to be leveraged with NOAA and USDA-NIFA funds towards local Puget Sound habitat restoration projects. Grant investigation led to meetings at CRTC with the Aquaculture Team leads from Builders Initiative Foundation (part of the Lucas Walton, Walton Family Foundation) who have requested a follow-up meeting and proposal around CRTC’s innovative use of recycled carbon fiber for kelp and oyster growth, as well as possible expansion of highly novel approaches to oyster cages that eliminate plastic completely in the production system. This follow-up is scheduled for July 11th when a draft proposal will be presented in coordination with Blue Dot Sea Farms of Bainbridge Island.
- A US Army Corps of Engineers Broad Agency Announcement (BAA) was released in early 2024, W912HZ-24-BAA-01. Discussions with the Engineering Research and Development Center (ERDC) responsible program manager indicated that proposals for their Manufacturing Engineering – Broad Other Transaction Authority Announcement would be received in early July. A programmatic ask was developed for \$3.5 million to CRTC with an additional \$2.0 million for USACE-ERDC facilities access and engineering support for field trials, ballistics and blast testing, earthquake testing, and field deployment demonstration. This proposal development was an extension of CRTC’s current research effort into three different areas. The first area, identified in conjunction with USACE, would see the hybrid flat-packed structures trialed in remote field sites in the Army’s three most severe locations (high Arctic – Greenland Base; deep tropics – Guam or Kwajalein Atoll; and desert environment – Nevada). The second area is development of automated manufacturing of the advanced cross-

laminated timber panels to be implemented in CRTC’s existing manufacturing facility with the goals of reduction in procurement costs and improvements in quality control and waste management. The third area is to scale the Makah lumber supply chain to meet the combined demands of soldier housing and civilian ADUs. These combined efforts would lead ideally to a major procurement contract in the 2026 timeframe. The ERDC program manager has scheduled an on-site review for July 23rd in Port Angeles which will aid in coordination of the CRTC/ERDC project and define critical paths for the required access to test facilities.

○ List grants applications submitted (if any):

Entity applying for grant	Type of grant and funding source	Amount of funding requested	Proposed use of funds
Clallam EDC and CRTC	EDA – ReCompete	~\$1.2M for CRTC	Expand manufacturing of affordable/durable housing for underserved Washingtonians.
CRTC	WA-COMMERCE – Clean Energy Fund 5	\$437,000 (request) plus \$109,250 cost share.	Achieve zero-landfill from modular mass-timber affordable housing manufacturing facility and increase capacity and productivity of the new Makah sawmill facilities.
Sea Quester Farm/CRTC	Aquaculture Innovation – Joint Innovation Project – Alaska Fisheries Development Foundation	\$100,000	Develop and demonstrate use of recycled carbon fiber cable and connectors in growing of bull kelp in Alaska waters for purposes of habitat restoration and food security.
CRTC	US Army Corps of Engineers – Engineering Research and Development Center – Manufacturing Engineering – Broad Other Transaction Authority Announcement (ME-BOTAA) To be submitted July 23rd at ERDC on-site review.	\$3,500,000 for CRTC and \$2,000,000 for USACE-ERDC	Automate the factory production of panelized modular barracks for military soldier protective housing. Scale production to meet near-term demand, including lumber output from Makah Tribe. Demonstrate rapid assembly and dis-assembly of modular barracks in the three primary military theatres – high-arctic, desert climate, and deep tropical locations.

○ List grants awarded (if any):

- CRTC was awarded the WA-COMMERCE Clean Energy Fund 5 in the amount of \$437,000. This is critical in that it enables the achievement of the DoD requirements for our grant application to the US Army Corps of Engineers in the amount of \$3,500,000, which will also support UW and WSU as noted.
- Grant match amount and source of match: \$109,250; Toray Composites America

○ Estimated number of jobs created and/or retained upon project completion:

- The estimate for new jobs (direct) created as a result of successful grant applications is between 65 and 100 jobs over the next 5 years.

○ Analysis of the potential benefits securing the grants will have on regions served by ADO:

- The potential benefits of securing these grants will be (in addition to the direct jobs above):
 - Supporting an increase in revenue to the Makah tribe for their timber by a factor of almost 2.5, raising their revenue from roughly \$500/1,000 board-feet to over \$1,200/1000 b.f.
 - Providing capacity to factory manufacture 250 small ADUs/year at highly affordable costs.
 - Providing continuation of the current support to UW and WSU for 3 professors and several grad students for an additional 4 years – thus providing the required highly-qualified engineers.
 - Supporting Job Multipliers for indirect and induced jobs on the Olympic Peninsula commensurate with 1) advanced manufacturing and 2) forestry.
 - Developing advanced materials for the aquaculture industry, driving towards elimination of plastic rope from farm operations and enabling automation and lower cost of production for kelp and shellfish. Also providing benefits in avoided marine mammal entanglement and shedding of microplastics into local waters.
 - Creating worldwide export markets for the marine cable opportunities.
 - Advancing the technological capabilities and recognition of the region as innovators.
 - Attracting external investment from foundations and VCs to grow the eco-systems for the above high-value marketplaces, ideally including the Walton Builders Initiative Foundation.
 - Placing CRTC in a technological leadership position and WA as key players in the Mass Timber field, hopefully to include a significant position and funding from the NSF Regional Innovation Engine.

June Claypool Grant Writer Final Report

- Description of recruitment and hiring or contracting efforts.

- Clallam EDC continues to contract with grant writer, June Claypool.

- Describe grant research results.

New Grants identified in June 2024:

- Dept of Ecology EV Charging Level 2: Charge Where You Are grants
- EPA Clean Heavy Duty Vehicle Grants
- Dept of Energy Solar Technologies' Rapid Integration and Validation for Energy Systems (STRIVES)

All other grants identified to date:

- Bureau of Reclamation, Department of the Interior WaterSmart Small Scale Water Efficiency Grant
- Department of Energy, Grid Resilience and Innovation Partnership (GRIP) Program
- Department of Energy, Clean Energy Innovator Fellowship (CEIF) Program
- Department of Energy, Energy Efficiency & Conservation Block Grant (EECBG)
- WA Department of Commerce, Washington Home Electrification and Appliance Rebates (HEAR) Program
- Department of Ecology, Water Banking Pilot Grants
- Bureau of Reclamation, WaterSmart Environmental Water Resources Projects
- WA Department of Commerce, General Clean Energy Grants 2024
- WA Department of Commerce, Washington Families Clean Energy Credits
- Federal Highway Administration Round 2 Charging and Fueling Infrastructure (CFI) Grant Program
- EPA Community Change Grants Program
- Department of Energy, Communities Sparking Investment in Transformative Energy (C-SITE)

- List grants applications submitted (if any):

Submitted in June 2024			
Entity applying for grant	Type of grant and funding source	Amount of funding requested	Proposed use of funds
Clallam PUD	WA Dept of Commerce General Clean Energy Grants 2024	\$520,274	Sequim Substation Microgrid Construction Project
Clallam PUD	Bureau of Reclamation – Department of the Interior – WaterSMART Small-Scale Water Efficiency Projects	\$100,000	Phase I Advanced Metering Infrastructure (AMI) upgrades projects
Clallam PUD	EPA – Clean Heavy Duty Vehicle Grants (majority of grant proposal prepared in June for submission early July)	\$1,000,000	Assists vehicle fleet transition to 100% clean energy vehicles purchasing 6 vehicles for Phase I transition
Submitted to Date			
Entity applying for grant	Type of grant and funding source	Amount of funding requested	Proposed use of funds
Clallam PUD	Dept of Energy, Clean Energy Innovator Fellowship (CEIF) Program	N/A – one full-time intern placed with the agency	Provides full time year-long intern to assist with developing and managing low-income energy assistance program.
Clallam PUD	Dept of Energy, Grid Resilience and Innovation Partnership (GRIP) Program (GRIP)	\$30,609,543	Construct a redundant transmission loop on the West End to reduce frequent, prolonged outages, strengthening grid resiliency and workforce/economic development.
Clallam PUD	Dept of Energy, Communities Sparking Investment in Transformative Energy (C-SITE)	\$3,057,761	Grid infrastructure upgrades on West End of Clallam County that advance workforce and economic development
Clallam PUD	WA Dept of Commerce Washington Families Clean Energy Credits	\$1,318,938.46	Non-competitive allocation of funding providing energy bill assistance to low-income households; application process involved questionnaire and contract negotiation only
Clallam PUD	WA Dept of Commerce Home Energy Appliance Rebate (HEAR)	\$426,146	Provides energy efficient appliance replacement rebates prioritizing assistance to low-income households

○ List grants awarded (if any): **Awarded to date:**

- WA Dept of Commerce Clean Energy Fund 5 Grid Modernization Grant - \$128,000
 - \$32,000 match, Clallam PUD
 - Estimated number of jobs created/retained upon completion: 1
- WA Dept of Commerce Washington Families Clean Energy Credits - \$1,318,938.46
 - Match not applicable
 - Jobs created not applicable

- WA Dept of Commerce Home Energy Appliance Rebate Program - \$426,146
 - Match not applicable
 - Jobs created not applicable
- Department of Energy Clean Innovation Fellowship – full time fellow placement @ Clallam PUD
 - Match not applicable
 - Estimated number of jobs created/retained upon completion: 1

○ Analysis of the potential benefits securing the grants will have on regions served by ADO:

- By encouraging the adoption of energy-efficient technologies, the identified grant-funded projects will increase cost savings for residents and businesses spurring reinvestment in other areas of the local economy. The proposed projects will assist the region in complying with Clean Energy Transformation Act mandates to move the county toward the 2045 goal of 100% clean energy. The projects will also address firmly entrenched infrastructure barriers to workforce and economic growth and are expected to advance new business development, expand workforce opportunities, and increase tourism. The adoption of electrification may create new jobs for skilled workers in areas such as installation, maintenance, and energy consulting. Moreover, addressing the longstanding grid reliability issues in the West End will create 20-25 short-term contract jobs. In the long-term, a stronger electric grid is expected to transform job creation and economic growth by attracting new employers that will create several family-wage permanent jobs, particularly in the industries of natural resources, renewable energy, and other STEM fields. Water conservation and efficiency grants will strengthen regional climate resiliency, mitigate the effects of drought and other climate hazards, and strengthen regional water supply. Clean energy credits and appliance rebate grant funding will decrease the energy burden on Clallam County’s low-income households, and replacing appliances with more energy efficient units will assist the region in achieving clean energy goals. Funding will assist Clallam PUD in transitioning its fleet to clean energy heavy duty vehicles.

Matsuda & Associates Grant Writer Final Report

PORT OF PORT ANGELES

GRANT PLANNING PROJECT- FUNDED THROUGH CLALLAM COUNTY EDC FINAL REPORT

MATSUDA & ASSOCIATES LLC

JUNE 28, 2024

Executive Summary

The Port of Port Angeles faces exciting future opportunities and challenges as it works to align its programs, resources and facilities to best support its evolving regional economy. Matsuda & Associates LLC established a team to help support the Port’s need to identify potential funding sources appropriate to pursue for accomplishing relevant priority projects. The Matsuda Team began by better acquainting itself with the Port’s needs and strategic goals, followed by a site visit and series of interviews with key internal and external port stakeholders. Finally, the Matsuda Team identified potential funding sources. Where sufficient information about the project is known, the Team provided advice for considering and structuring competitive proposals.

Background

Matsuda & Associates LLC has been contracted to provide strategic advice to the Port of Port Angeles (“the Port”) concerning its long-term vision and resources to help achieve it (“the Project”). Achieving any future vision is likely to involve the use of outside (grant) capital funding sources to help achieve the port’s goals. As a first step of the Project, the Matsuda Team– including principal Dave Matsuda and subcontractor Erika Young of ELY Public Affairs LLC– received background information from Executive Director Paul Jarkiewicz and Grants & Contracts Manager Katharine Frazier. Complete project methodology is described below.

Methodology

The Team proposed two tasks for the project, as follows:

- Project Task 1: Defining issues and processes for developing a long-term plan/vision/20-year outlook
- Project Task 2: Review and analyze priority projects for potential funding opportunities

The Matsuda Team performed these tasks by:

- Reviewing relevant port literature
- Conducting interviews with key port personnel and stakeholders
- Conducting independent research on funding opportunities and factors likely to influence those funding opportunities.

The results of this work are summarized below.

Project Task 1: Defining issues and processes for developing a long-term plan/vision/20- year outlook

The Port of Port Angeles faces a crossroads regarding the changing trade economics of the timber industry, which has served as its primary cargo commodity for many decades. Other new and related cargo markets are beginning to show potential. At the same time, the port has critical decisions to make regarding the future of key infrastructure, which will require significant capital investment.

In order to guide major infrastructure investment decisions, the port seeks to better define its long-term vision, over a horizon of up to 20 years and ensure that long-term capital investments are realized according to its goals. To define this vision, the port must confront decisions regarding various markets that compete for its limited waterfront facilities.

Based on in-person interviews and data analysis, potential markets competing for this limited space include:

- Forest products, including raw timber, wood chips, and biomass
- Containerized municipal solid waste (MSW)
- Other freight
- Marine support activities, including vessel repair, vessel new construction and launch activities
- Layberthing activities

Other, less significant opportunities exist, including infrequent passenger cruise vessel calls and broadband infrastructure development. These activities should be included in Port planning activities to ensure they are not made incompatible with future Port plans. They should be reevaluated frequently to determine whether they should be prioritized as significant opportunities.

The Port must evaluate the opportunities and costs associated with significant activities, over a long term. At first glance, these activities may present the following potential benefits and costs:

Activity	Outlook of potential benefits	Potential costs
Forest products trade, including raw timber, wood chips and biomass	According to State Commodity Trade Flow data, forestry product volumes are projected to stagnate, as marine export markets for the raw timber face market challenges and remain a fraction of previous high export levels (25 acres vs. 500 acres previously); major timber companies such as Rayonier exiting the market; market for wood chips (export) and biomass (import) have some limited growth potential	Timber trade would require a berth capable of accommodating an oceangoing ship, as well as new cargo handling equipment; wood chips and biomass may also be transported by barge
Containerized municipal solid waste (MSW)	Potential to move up to 2 shipments per week	Requires a (potentially existing) barge terminal with up to 10 acres of dedicated upland staging area
Other freight	Marine highway service could provide limited container shipments, likely dependent on niche shippers and possibly one large e-commerce shipper (Amazon); other bulk and breakbulk opportunities are less well defined; availability of backhaul cargoes are often limiting factor	Dedicated barge terminal for occasional usage, convenient laydown and warehousing space
Marine trades activities, including vessel repair, vessel new construction, and launch activities	Growth in potential commercial and government vessel repair activities, given the expansion of operations in the region	Valuable deepwater berth space for topside repair work; potential for dry dock operations?
Layberthing/homeporting activities	Potential for both commercial and government layberthing customers, including longer-term arrangements for securing space	Long-term usage of piers limits other usages, including more lucrative cargo movements

Other opportunities may present themselves within the planning window, as markets evolve. **Forestry natural resources trade, including raw timber, wood chips and biomass:** the key issue for the port to decide is how competitive the Olympic Peninsula lumber maritime supply chain can be, with additional investment in port infrastructure. In addition, having a firmer estimate of potential demand for wood chips and biomass may give the port an opportunity to make targeted investments to maximize competitiveness of these industries. The recent FY2024 USDOT RAISE grant award to Makah Tribe for planning of a new barge facility may improve the port-shippable volumes of forestry products.

Recommendation: work with industry stakeholders to develop market studies and strategies of forestry natural resources products to better understand and bolster support for funding of infrastructure projects.

Containerized municipal solid waste (MSW): the Port is aware of potential MSW cargo opportunities via barge, for MSW exiting the Puget Sound region. This export opportunity may lead to potential movements of 2 barges per week, and require up to 10 acres of dedicated lay down space.

Recommendation: Viability of the service is unclear, but it appears that some level of investment would be needed to accommodate. Issues such as siting location and potential environmental impacts would need to be better defined before pursuing.

Other freight: the Port is actively pursuing potential cargo opportunities for moving the region's containerized freight, on an ad hoc basis. Data sources for current freight movements are scant, but Port personnel leverage relationships with major shippers and trucking firms in the region to seek opportunities. In addition, the Port is serving in its first year as sponsor of the M5 Marine Highway Corridor Route, which puts it in a central position for planning of potential projects.

The federally-designated M5 route serves the entire U.S. west coast. While there is some opportunity to grow cargo markets via the marine highway, there appears a low chance of cargo being diverted from existing trade routes; the best opportunity for capturing such trade may involve attracting a new shipper to the region. Additional freight opportunities for bulk and breakbulk markets are less well-defined, but can be a consistent source of cargo.

Recommendation: develop data sources for existing and potential new freight transportation in the region through coordination with freight planning bodies (i.e., Washington State DOT, etc.) and potentially through direct data collection/surveys/etc. In addition to potentially developing new market interest, results of such work may lead to validation of the port's market assumptions. Strengthened coordination with other economic development agencies may help define a profile for potential shippers that could be targets for attracting to the region.

Marine trades activities, including vessel repair, vessel new construction, and launch activities: current marine trades activities represent a solid portion of the Port's current long-term tenants and future potential tenants. It appears the port has been a desirable location for such activities, based on price and available space, though an improved understanding of the industry's challenges may help define the Port's competitive advantage in this market. Some current marine services tenants have aspirations for long-term growth at the Port, but decisions must be made as to siting, common infrastructure/equipment needs and usage, and its long-term commitment to this activity. Siting is key, as current layouts present challenges with attaining more efficient cargo operations.

Recommendation: through a formalized engagement process, develop a more in-depth and broader understanding of the current marine trades challenges and opportunities.

Develop a stronger market competitiveness understanding to position the port to make strategic decisions regarding long-term support for this sector, including investments or space allocation decisions.

Layberthing/homeporting activities: the layberthing/homeporting of commercial and government oceangoing vessels presents an opportunity for longer-term commitments by Port tenants. Some may lead to other economic opportunities, including on-dock and near-dock facility utilization, and potential vessel repair operations. A key trade-off of layberthing opportunities, is that it may come at an opportunity cost of using the same space for more lucrative cargo operations. Government layberthing tenants may be willing to invest in infrastructure improvements, depending on their needs, or otherwise account for such investments in their lease rate.

Recommendation: better define the market potential for layberthing/homeporting, including commitment term, tenant requirements, and the willingness by tenants to invest in infrastructure improvements.

Evaluating economic opportunities

The Port has developed a team of professionals to market its services and deliver on projects and services needed to support its mission. As the Port evaluates the opportunities across the different types of markets listed above, it should consider use of a formal rubric to evaluate such opportunities with respect to its goals and carrying out its mission. Most importantly, the Port should utilize a methodology for evaluating the viability of risk and the long-term potential for success of a given tenant or market (see figure below for sample structure of methodology).

Should such a metric be met, the economic impacts of the project/tenant/market may be evaluated in more detail in order to compare potential opportunities or opportunity types. For example, a layberth tenant may provide long-term revenue via a port facility lease, however a cargo operations tenant utilizing that same berth may result in substantial additional economic benefits through use of port cargo handling services. Further, the quality of jobs – including rates of pay – must be considered, at the very least, as a risk for workforce availability, given affordability and housing challenges of the region. Last, the Port should consider at what stages in the process to brief the Commission, to ensure alignment within the organization.

Infrastructure needs: current condition of waterfront facilities

The Port of PA waterfront was largely designed and built to accommodate the forestry trade of the 20th Century. The Port must consider whether this infrastructure is appropriate to serve today's industry needs, as well as current and future needs of port users. Development of a long-term vision may present an opportunity for the Port to consider the benefits and costs of current and future opportunities, while attempting to harmonize potential competing uses for its limited infrastructure.

To an extent, deferred maintenance of aging infrastructure has led to a backlog of substantial investments needed in order to maintain a state of good repair. The Port's deferral of projects that address life cycle maintenance needs of long-term assets has resulted in a large 'bill' that is coming due in the near future. In order to address this bill, the Port must make decisions concerning allocation of limited resources. A comprehensive long-term vision for the future will help it inform these near-term investment decisions.

To the extent that it can be informative in developing a future long-term vision, fostering a complete understanding of how the Port got to this point will be helpful in charting a path forward.

Project viability strengths and challenges

As described above, attracting new marine shippers to the region is one key to cargo growth and port facility utilization. Siting decisions for such shippers are often complex, and depend upon complex factors both supporting and cutting against siting in the region.

As a region, the Olympic Peninsula offers significant economic advantages, including extensive natural resources, geographic proximity to the Pacific Ocean, and a quality of life that may be attractive to workers. Shippers, including those shipping forestry products, have access to deepwater port facilities in Port Angeles and the shortest distance to the Pacific Ocean compared to other Puget Sound ports. This geographic advantage is also an advantage to ship repair companies, by minimizing transit times to trading areas in the Pacific Ocean.

However, the region faces challenges when it comes to attracting port shippers, solutions for which go beyond infrastructure and are often beyond the Port's capability to solve alone. In such cases, the Port requires strong partnerships with other public and private entities to help address them. From initial interviews, the Matsuda Team identified the following challenges to attracting shippers to the region:

- **Workforce/labor concerns:** the lack of a plentiful labor pool of skilled workers and concern about ability to attract new workers to the region; tied to this workforce issue are further concerns which are considered challenges to attracting new workers
 - **Housing:** the lack of affordable housing options for potential new workers, given competing tourism uses for properties
 - **Training:** the potential for training workers to meet operational needs
 - **Underemployed spouse concerns:** limitations on attracting to the area workers with spouses, due to limited job opportunities for such spouses
 - **Education/childcare:** while no specific concerns were illuminated during the interview process, the availability and cost of childcare, as well as the quality of schools/education, are often challenges for rural areas
- **Cargo/logistics challenges:** lack of rail connectivity to the port as well as high transportation costs for certain items that cannot be shipped through the Port, compared to locations closer to major logistics hubs
- **Port equipment availability:** some shippers are limited by the lack of efficient cargo handling equipment at the Port itself (i.e., conveyors, loaders/cranes/etc.)
- **Passenger mobility:** the accessibility of Port Angeles via scheduled air service plays a role in attracting businesses to the region, as would the availability of high-speed ferry services

Many of these challenges underlie potential projects that could address them. Identification of, and funding opportunities for, such projects were not part of the scope of this Project. These could be analyzed by the Team during a future phase.

Aligning port goals and direction

Many port authorities are tasked with multiple missions that can at times conflict. These might include serving roles as economic development agencies, workforce development agencies, industrial property managers, service providers and transportation coordination agencies, among others.

Through brief interviews with Port of Port Angeles personnel and stakeholders, the Team identified opportunities to clarify the Port's mission and how it is implemented. Particularly for development of a long-term vision, the Port might consider:

- how it implements its role as an economic development agency;
- how investment opportunities might be evaluated through a consistent set of criteria;
- defining risk tolerance levels for investments;
- developing a deeper understanding of how certain infrastructure development projects might create logistics efficiencies for existing and potential shippers;
- how it might serve in a workforce development role, or partner with other entities to further workforce development-related objectives;
- how it leverages its role as a manager of industrial properties and landlord to fulfill goals;
- how it can play a transportation coordination role to further economic development and solve transportation challenges throughout the region; and
- the minimum budgetary resources to support pursuit of these goals and ensuring sustainable sources exist.

The Port should also consider the extent to which stakeholder engagement and involvement will play a role in developing its long-term vision.

Project Task 2: Review and analyze priority projects for potential funding opportunities

Importance of Aligning Port Goals and Projects

Many grant making agencies and grant programs are designed to accomplish specific outcomes or purposes. While grant applications are often created around a specific project, many grant programs prefer- or even require- awarding applications for projects that have been well thought- out and demonstrate public support. Evidence the project has been considered through a public planning process (i.e., State Transportation Improvement Plan, Port Infrastructure Plan, etc.), often is seen as a risk reduction measure, further enhancing the success of the project in a timely fashion. These projects are less likely to be considered controversial, or subject to delays or litigation that may impact the project. They also are more likely to have stakeholder support from the outset of the project.

Recommendation: In order to help maximize success of the Port’s projects in the discretionary grant process, we recommend the Port develop appropriate planning documents to demonstrate that priority projects are aligned with a long-term vision, long-term facility planning, public planning processes, strategic plans and budgetary resources.

Assumed Project Goal Categories

As mentioned above, we recommend the Port identify its priority goals and align projects to support them. The Team reviewed but did not include goals identified in the most recent Port strategic plan, at the urging of Port personnel. In absence of identified goals or a developed capital plan/facilities plan, the Matsuda Team analyzed a suite of projects identified by Port staff as current, ongoing or potential future projects. The Team has categorized them into the following broad categories:

Cargo improvement: The project will improve the safety, efficiency or reliability of cargo flows through the port or region, leading to improved shipping economics, reduced impacts to the community and other potential public benefits. These projects are most likely considered to be traditional port infrastructure projects.

State of good repair: The project primarily serves to restore existing infrastructure to a state of good repair, but offers little new capabilities.

Sustainability: The project offers ability to reduce negative impacts to the environment for existing services

Non-transportation service development (other economic development) support: these projects support the development of the region’s services and private sector businesses by enhancing infrastructure or other means not involving transportation improvements

Other: these projects include security enhancements, projects of cultural significance, or others that do not fit neatly within existing categories

Many projects may fit into multiple categories; for purposes of this analysis, the Matsuda Team created these categories as a placeholder in which to make assumptions for which a potential capital plan might address. They do not necessarily reflect existing Port goals nor are they placed in any order of presumed priority.

Current and Potential Priority Projects

Cargo improvement
1. Tumwater Truck Route/Marine Drive upgrades (City project)
2. PA Barge terminal development, including Cofferdam Dock: rehab dock, regrade/pave 10 acres upland to support cargo handling/sorting (PIDP award)
3. Barge service development: acquiring barges (RECOMPETE application), marketing, etc. Minimum revenue guarantee (EPA CPRG application)
4. Western Peninsula development projects (Neah Bay, etc.)
5. Equipment acquisitions/upgrades: log stackers, conveyor system, material handlers (PIPD application)
State of good repair
6. Terminals 1 and 3: state of good repair improvements for the port’s primary deepwater pier system
Sustainability
7. Port EV charging infrastructure (state award Dept of Commerce WA EV Charging program)
8. Equipment electrification upgrades: Zero emission forklifts (State grant)
9. Shore Power/cable management systems (EPA Clean Ports)
10. Tumwater Creek Restoration Planning (state grant)
Non-transportation service development (other economic development) support
11. Marine Trades Center development: new pier, haul out, facilities, stormwater, internal roads, utilities, strengthened hard, former brownfield, (EDA award)

Cargo improvement

12. Natural Resources Innovation Center- (WA Dept of Commerce)

13. Airport industrial development - x-wind runway? (state planning grant)

Other

14. Security Cameras, lighting management system, Cybersecurity improvements (PSGP awards)

15. Marine boat launch float replacement (State grant award)

16. Tse-whit-zen Protection Area Restoration (approps request)

Funding opportunities for priority projects

The Matsuda Team has used limited project details to develop potential opportunities for funding sources for the identified projects or classes of such projects. Focus is placed on opportunities for which previous similar projects have received funding. Additional project details are required to determine eligibility and competitiveness for the opportunity's funding.

- **Tumwater Truck Route/Marine Drive upgrades (partnering with the City of Port Angeles):** this project involves planning and construction for upgrades to the main truck route into and out of the port facility. Through this project, opportunities exist to better align this route and minimize negative impacts to the local community.
 - **Potential opportunities:** this is a fairly general surface transportation project that may be eligible for funding through many federal and state grant or formula funds, including:
 - MARAD Port Infrastructure Development Program grants
 - USDOT RAISE grants
 - USDOT/FHWA Safe Streets and Roads for All Grant Program
 - USDOT Rural Surface Transportation Grant Program
 - USDOT/FHWA Reduction of Truck Emissions at Port Facilities Program
 - Further, the project scope should be explored to determine whether it can be considered a complete streets project, making it eligible for up to 29 federal grant programs
- **Port Angeles Barge Terminal Development, including Cofferdam Dock:** the Cofferdam Dock rehab project was funded in 2022 through a MARAD PIDP grant. Port cargo terminal upgrades are often eligible as port infrastructure development projects, as well as more general economic development grants.
 - **Potential opportunities:** depending on the ultimate trade/cargo which the project supports, additional opportunities could exist to fund barge terminal upgrade. Traditional funding sources to upgrade barge terminals in PA include the following sources:
 - USDA Rural Development Cooperative Grant Programs
 - MARAD Port Infrastructure Development Program grants
 - USDOT RAISE grants

- US Department of Commerce Economic Development Administration Public Works Grants
- **Barge service development:** this project includes support for developing new barge services to/from Port Angeles. Activities include acquiring barges (included in RECOMPETE grant application), providing a minimum revenue guarantee (EPA CPRG application), service planning/marketing, and potential infrastructure and equipment upgrades.
 - **Potential opportunities:** opportunities for barge terminal infrastructure projects are discussed in Project #2, however, this is a broader approach to helping develop and ensure the success of a marine transportation service. For domestic service, or service within North America, this is a traditional marine highway project. In November 2023, MARAD published a report on marine highway service development opportunities in Puget Sound/Salish Sea.
 - Designated marine highway routes can receive free technical assistance from MARAD
 - Elements of the project may be funded through the United States Marine Highway Grant Program
 - USDA Rural Business Development Grants
 - Elements of Marine Highway projects are also specifically eligible for a number of federally funded programs administered by state Departments of Transportation, including:
 - Congestion Mitigation and Air Quality (CMAQ) Program grants
 - Carbon Reduction Program Grants
 - National Highway Freight Program Grants
 - Service planning related to waste disposal might be eligible for funding through USDA's Water and Waste Disposal Pre-development Planning Grants
 - USDA's Value-Added Producer Grants
- **Western Peninsula development projects:** these projects include barge infrastructure and barge service development projects, including the development of a barge terminal at Neah Bay. This project was recently awarded a planning grant through the FY2024 USDOT RAISE program. While there is much overlap between items covered in projects #2 and #3, the Neah Bay project and others in the region are in or near Tribally-owned lands, creating additional opportunities for funding.
 - **Potential opportunities include:**
 - USDOT FHWA Tribal Transportation Program
 - US Department of Interior BIA Road Maintenance Program
 - USDOT FHWA PROTECT Grants
 - USDHS/FEMA Building Resilient Infrastructure and Communities (BRIC) grants
- **Equipment acquisitions/upgrades: The Port** applied for funding in FY2024 MARAD PIDP Program to acquire log stackers, conveyor system equipment, and material handlers. These cargo handling items will enhance the Port's ability to provide import services as well as export of forestry products.
 - **Potential opportunities:** these are stereotypical port equipment projects that often qualify for port infrastructure development projects, including:
 - MARAD Port Infrastructure Development Program grants
 - United States Marine Highway Grant Program (if such equipment will support marine highway services)
 - US Department of Commerce Economic Development Administration Public Works Grants

- Any state funding sources dedicated to enhancing the competitiveness of the forestry products industry
- **Terminals 1 and 3 State of Good Repair:** these projects consist of a suite of upgrades to bring the Port’s primary deepwater pier system up to a state of good repair. While the project may be considered in independent components that create additional outcomes other than state of good repair, we included this as a separate project because of the potentially high cost and need to consider it as part of the port’s long-term vision.
 - **Potential opportunities:** as an expected high-cost, state of good repair project, it may be best funded through a phased approach, utilizing multiple funding sources, which could include
 - MARAD Port Infrastructure Development Program grants
 - USDOT RAISE grants
 - US Department of Commerce Economic Development Administration Public Works Grants
 - USDOT Rural Surface Transportation Grant Program
 - Any state funding sources dedicated to enhancing the competitiveness of the forestry products industry
 - **Port EV charging infrastructure:** the Port has been awarded funding from the State Department of Commerce (Washington EV Charging Program) to install Level II charging stations for port administrative offices and tenant offices.
 - **Potential opportunities:** Funding for EV Charging infrastructure and EVs themselves often follow development of EV deployment plans or Climate Action Plans. If the Port’s projects are part of a broader EV deployment plan by the City or State to deploy EVs in the region, they will more likely receive public funding. Municipal fleets and other government vehicles have been converted using funding from various programs.
 - Washington State Department of Transportation’s Port Electrification Program
 - MARAD Port Infrastructure Development Program grants
 - US EPA Clean Heavy-Duty Vehicle Grant Program
 - US EPA Diesel Emission Reduction Act (DERA) National Grants
 - **Equipment electrification upgrades:** these types of projects result in the upgrade of industrial equipment to reduce emissions. For example, the Port is applying for a grant from the Washington State Department of Transportation’s Port Electrification Program to acquire two zero-emission forklifts.
 - **Potential opportunities include:**
 - Washington State Department of Transportation’s Port Electrification Program
 - MARAD Port Infrastructure Development Program grants
 - US EPA Clean Heavy-Duty Vehicle Grant Program
 - US EPA Diesel Emission Reduction Act (DERA) National Grants
 - US Department of Commerce Economic Development Administration Public Works Grants
 - **Shore Power/cable management systems:** this project would upgrade electrical infrastructure and equipment at Terminal 1 to allow vessels to operate on shore power while at berth. The Port has sought funding via the one-time 2024 EPA Clean Ports Program. No future funding has been contemplated by Congress for this program.
 - **Potential opportunities include:**

- Washington State Department of Transportation’s Port Electrification Program
 - MARAD Port Infrastructure Development Program grants
 - US Department of Commerce Economic Development Administration Public Works Grants
- **Tumwater Creek Restoration Planning:** The Port is collaborating with the Lower Elwha Klallam Tribe to plan/design restoration scenarios for Tumwater Creek, which flows through Port property into Port Angeles Harbor. Tumwater Creek is used by several species of salmon and other threatened fish. Currently, the banks are channelized by concrete panels that are failing, threatening both fish populations and the Port’s surrounding infrastructure. The Port is applying for a grant from the Washington State Department of Fish and Wildlife: Estuary & Salmon Recovery Program (ESRP) to allow the Port to work with a natural design engineering firm and the Tribe to work up alternatives and select the preferred scenario for later implementation.
- Potential opportunities include:
 - USDOT/FHWA Culvert Aquatic Organism Passage Grants
 - US Department of Commerce National Oceanographic and Atmospheric Administration (NOAA) Pacific Coastal Salmon Recovery Fund (consider having the Tribal partner apply directly)
 - USDOT FHWA Tribal Transportation Program
 - US Department of Interior BIA Road Maintenance Program
 - USDOT FHWA PROTECT Grants
 - USDHS/FEMA Building Resilient Infrastructure and Communities (BRIC) grants
- **Marine Trades Center (MTC) development:** this project includes the second phase of the build-out of the 18-acre MTC site, including activities such as: grading; construction of new water and sewer mains; construction of a stormwater collection, conveyance, and treatment facility; and installation of a new asphalt access road. Depending on ultimate use of the site, other potential project needs could include ground surface strengthening improvements, construction of a new pier, and construction of a new haulout facility (i.e., larger travelift pier or synchrolift). The Port is seeking funding to complete this project in phases, as evidenced by the recent application to US DOT for a RAISE grant that would address inefficiencies in accessing the site by truck.
- **Potential opportunities:** as a high-cost construction project, the Port’s decision to approach the funding of this project in phases appears appropriate for being able to construct the needed site while also marketing it to potential new clients. Traditional sources of funding for Port Infrastructure projects may be limited, given the limited cargo handling activity anticipated for the site. Federal tenants might offer some specific funding, through congressionally directed spending. Funding sources can include:
 - MARAD Port Infrastructure Development Program grants (see caveat above)
 - USDOT RAISE grants (see caveat above)
 - Small Shipyard Grants (working collaboratively with an eligible shipyard)
 - WSDOT Freight System planning funding (for US101 specifically)
 - USDA Economic Impact Initiative Grants
 - Congressionally-Directed Spending Projects (program generally needs to be identified)
- **Natural Resources Innovation Center:** a capacity-building grant from the Washington State Department of Commerce supports a year-long strategic guidance and technical assistance program to develop an early-stage innovation cluster strategy for their targeted industries. The Port leveraged this work to support their successful RECOMPETE Phase 1 Application to the US EDA and is continuing to seek ways to capitalize its programmatic work.

- **Potential opportunities:** WA DOC initially funded this effort at \$50,000 for capacity building efforts, however on-going work is needed to continue to develop the NRIC. More information about the goals of this project is needed to determine potential funding sources. As a guess, our team suggested the following sources might be relevant:
 - USDA's Checkoff Program
 - EDA Regional Technology and Innovation Hubs Grant Program
 - USDA's Agricultural Innovation Center Program
- **Airport industrial development:** The Port applied for planning/design funds from the Washington State Department of Commerce: Industrial Site Readiness Program to prepare a 100-acre parcel at the airport for future industrial development.
 - **Potential opportunities:** this appears to be a stereotypical economic development grant, perhaps leading to establishment of an industrial park or other related development. Funding sources may include:
 - US Department of Commerce Economic Development Administration Public Works Grants
 - Brownfields Grants (should planning/remediation be necessary)
 - Any state funding sources dedicated to enhancing the competitiveness of the forestry products industry
- **Security Cameras, lighting management system, cybersecurity improvements:** port security projects are generally eligible for the US DHS FEMA Port Security Grant Program (PSGP), and the Port has successfully secured funding in recent years from this program.
 - **Potential opportunities:**
 - PSGP program
 - Security upgrades needed to support a specific federal government tenant might be funded through federal non-competitive funds (i.e., federal appropriated funds provided directly to the relevant agency)
 - USDA Rural Development (where broadband upgrades are necessary to support security requirements)
- **Marine boat launch float replacement:** recreational boating facilities are often limited for grant eligibility. Recently the Port secured grant funding through the Washington State Recreation & Conservation Office (RCO): Boating Facilities Program for its John Wayne Marina Boat Launch Float Replacement Project.
 - **Potential opportunities:**
 - U.S. Department of Interior's National Fish and Wildlife Service Boating Infrastructure Grant (BIG) program
 - US Department of Commerce Economic Development Administration Public Works Grants
- **Tse-whit-zen Protection Area Restoration:** The Port is collaborating with the Lower Elwha Klallam Tribe to restore a 6-acre parcel of land around the Tribe's Tse-whit-zen village site on the waterfront. These six acres have been part of the Port's Intermodal Handling & Transfer Facility, but the Port seeks to restore the land and transfer it to the Tribe for future cultural/historical preservation activities. Federal funding has been requested as Congressionally Directed Spending (appropriations "earmark") for this project.

- **Potential opportunities:** given the cultural significance of this project, it may not be eligible on its own for a specific funding opportunity. However, it may be considered as an environmental justice component of a larger port infrastructure project, which could be funded through:
 - MARAD Port Infrastructure Development Program grants
 - USDOT RAISE grants
 - USDOT Rural Surface Transportation Grant Program

Cowlitz County: Cowlitz Economic Development Council

ADO GRANT WRITER GRANT RECIPIENT REPORTING FINAL
 COWLITZ EDC FOR THE CITY OF KELSO AND PORT OF WOODLAND WA
 CONTRACT NO. 24-75370-007

○ Description of recruitment and hiring or contracting efforts.

- One developed a description of the position of Grant Writer with the CEDC.
- Created marketing materials for social media to advertise the position.
- Reviewed partner ADO's contracts for comparison.
- Posted on our website, social media, LinkedIn, and through our partner agencies.
- Collected resumes, requested more information regarding previous awards and contracts, conducted some phone interviews, and sent resumes to partners for review.
- Extended offer to Dian Cooper and executed contract.
- Ongoing correspondence with Dian and city staff.
- Held in-person one hour meeting with Dian and Kelso City Manager Hamilton regarding project.
- CEDC Sent in second work plan to hire grant writer for Port of Woodland on May 8, 2024.
- Since we had multiple qualified individuals for the Kelso position, we reached back out about the Woodland one. Took the 3 that were interested in the Woodland Project and send them to the Port of Woodland Executive Director for review. She scored their resumes, and I reached out to offer position to her number one pick who accepted. Contract executed on May 15 with contractor.

○ CEDC Administration Time

- CEDC Research and Development of Contract Language with Grant Writers
- CEDC Meeting with Commerce Grant Admin
- CEDC Correspondence with CEDC CPA for docs
- CEDC Phone calls with Kelso Grant Writer x7 regarding needed documents and contact information.
- CEDC Emails with Kelso Grant Writer x16
- CEDC Meeting with Kelso Grant Writer in person x1
- CEDC Meeting with Kelso Grant Writer and Kelso City Manager x2
- CEDC Emails Correspondence with Woodland Grant Writer x9
- CEDC Phone calls with Woodland Grant Writer x3
- CEDC Correspondence with PUD re: Solar Program.
- CEDC Correspondence with City of Kelso Finance Department re: Senior Center Deed and Lease
- CEDC Mtg with Port of Woodland Executive Director for check in
- CEDC Letter of Support for Jerry Kline Grant
- CEDC preparation of monthly and final reports x3

Contractors are researching grant opportunities. Below, I have used this worksheet to show those identified and are reviewing so far. Here is the final list of all researched and possibly available for future application.

Entity applying for grant	Type of grant and funding source	Amount of funding requested *Estimated – subject to change.	Proposed use of funds	Application Period
City of Kelso	Jerry Kline Community Impact Prize	\$250,000	Library	Due July 31, 2024. Draft in Progress.
City of Kelso	CDBG	\$2 Million	Building	
KBCA or Kelso Senior Center	Building Communities Fund	Unknown	Capital Costs related to housing project	Open – After several meetings – Kelso is not eligible because the City can sell bonds like the state. And the Senior Center representatives are not prepared to apply.
City of Kelso	Library Capital Improvement Fund	\$1 Million	Capital Costs related to Library	
City of Kelso or KBCA	Ben B. Cheney Grant	\$40,000	Project and Equipment Grant to Library or Community Center.	After construction begins. 2025?
City of Kelso	USDA Community Facilities	15% of project cost	Community Center/Library/Housing	Ideal time would be fall of 2024.
City of Kelso or KBCA	Healthcare Foundation	Unknown	Community Center/Library/Housing	Fall of '24 or Winter '25
City of Kelso or KBCA	Stanley Rose Foundation	Unknown	Community Center/Library/Housing	Fall of '24 or Winter '25
City of Kelso or KBCA	Kirschner Foundation	Unknown	Community Center/Library/Housing	Fall of '24 or Winter '25
City of Kelso or KBCA	Price Foundation	Unknown	Community Center/Library/Housing	Fall of '24 or Winter '25
City of Kelso or KBCA	Weyerhaeuser Foundation	Unknown	Community Center/Library/Housing	Fall of '24 or Winter '25
City of Kelso or KBCA	Waste Management	Unknown	Community Center/Library/Housing	Fall of '24 or Winter '25
City of Kelso or KBCA	Tyson	Unknown	Community Center/Library/Housing	Fall of '24 or Winter '25
City of Kelso or KBCA	JH Kelly	Unknown	Community Center/Library/Housing	Fall of '24 or Winter '25
City of Kelso or KBCA	Red Canoe Credit Union	Unknown	Community Center/Library/Housing	Fall of '24 or Winter '25
City of Kelso or KBCA	Fibre Federal Credit Union	Unknown	Community Center/Library/Housing	Fall of '24 or Winter '25
City of Kelso	Jerry Kline Community Impact Prize	\$250,000	Library	Due July 31, 2024. Draft in Progress.
City of Kelso or KBCA	T Mobile Hometown Grant Award	\$50,000 for shovel ready projects	Library/Community Center/Housing	Dec. 2025 or Sept. 2026

Entity applying for grant	Type of grant and funding source	Amount of funding requested *Estimated – subject to change.	Proposed use of funds	Application Period
City of Kelso	Commerce Community Building Fund	Reimbursement of up to 25% of the renovation costs.	Kelso Senior Center	August 2024. Draft in Progress.
City of Kelso	WSU Solar Grant	Unknown	Senior Center	Unknown.
Port of Woodland or Woodland Nonprofit Partner	Youth Recreational Facilities – Dept. of Commerce	Up to 25% of capital costs up to \$1.2 Mil.	Playground/Recreation	Unknown.
Port of Woodland	WA State Parks – State Rec and Conservation – No Child Left Inside Grant	Grant Limit of \$150,000; 25% match required.	Playground/Recreation	Opens August 8, 2024
Woodland non-profit partner	Community Foundation of SW WA	\$50,000 max.	Playground/Recreation	Opens each Feb. and July
Woodland non-profit partner	United Way of Cowlitz & Wahkiakum Co.	Unknown	Playground/Recreation	Unknown
Woodland non-profit partner	Weyerhaeuser Giving Fund	\$1,000 minimum	Playground/Recreation	Open
Woodland non-profit partner	US Bank Community Foundation	Unknown	Playground/Recreation	Unknown
Woodland non-profit partner	Murdock Trust	\$50,000 to \$100,000	Playground/Recreation	Unknown
Port of Woodland	AARP	Up to \$50,000	Playground/Recreation	January 2025
Woodland non-profit partner	Umpqua Bank Charitable Foundation	Up to \$10,000	Playground/Recreation	Opens June 17.
Woodland non-profit partner	PetSmart Contest	Up to \$50,000	Dog Park	Anytime
Port of Woodland or Woodland Nonprofit Partner	My Darling Theo	Unknown	Dog Park	Anytime
Port of Woodland or Woodland Nonprofit Partner	Mars Petcare	Unknown	Dog Park	Unknown
Entity applying for grant	Type of grant and funding source	Amount of funding requested *Estimated – subject to change.	Proposed use of funds	Application Period
Port of Woodland Nonprofit Partner – Rotary, etc.?	Weyerhaeuser Family Foundation	Up to \$30,000	Park/Playground	New Guidelines out in Dec. 2024
Port of Woodland	CDBG – Dept. of Commerce	Up to \$2 Million	Community facilities, public services. Activities must principally benefit low- and moderate-income persons. Low- and moderate-income is	Ongoing

Entity applying for grant	Type of grant and funding source	Amount of funding requested *Estimated – subject to change.	Proposed use of funds	Application Period
			defined as 80 percent of county median income.	
Port of Woodland	National Park Service Outdoor Recreation Legacy Partnership	\$300,000-\$15 Million	Outdoor Recreation, Unstructured Play	2025
Port of Woodland	Ben B. Cheney Foundation	\$100,000 - \$300,000	Quality of Life, Health and wellness, previously funded playgrounds	Ongoing
Port of Woodland	Marie Lamfrom Charitable Foundation	From Sunflower \$3,500 to Zinnia \$300-000 to \$1 million	Health and Wellbeing	Waitlist open – other than small grants at “Sunflower” 3,500.
Port of Woodland	NW Health Foundation Health Equity or President’s Fund	\$120,000 average	Improve Health	Invite only.
Port of Woodland	Community Endowment Fund – OR Jewish Foundation	\$5,000-\$20,000	Specifically mentions Southwest Washington. Organizations applying for a grant should demonstrate how their proposal creates compelling ways to engage in Jewish life in Oregon and SW Washington, serving the community and the pressing needs of the community while demonstrating how the initiative builds for the future and moves community forward over time.	RFP Process closed for 2024, but new info should be coming out soon.
Port of Woodland	Georgia Pacific	Unknown	Education, Environmental	Closed Oct. 30.
Port of Woodland	Kaiser	Sponsorship – you come with request	Health and Wellbeing	Several cycles: Next 2024 application deadlines: Aug. 30, Nov. 29. In 2025: Feb. 28, May 30, Aug. 29, Nov. 28. Online
Port of Woodland	Bank of America	\$2,500 - \$25,000	Creation of Parks	Closed should reopen in spring
Port of Woodland	Key Bank	You make request	Healthy Community	July 31 Deadline
Port of Woodland or Non Profit	Fibre Federal Credit Union Community First	You make request	Health and Wellbeing	60 Days Notice Required
Port of Woodland	Re/Max Equity Group Foundation	\$500 - \$2500	Playground	Online – Ongoing
Port of Woodland	Washington Recreation and Parks Association	You make request	Park/Playground	Not all grants are through WRPA.

Entity applying for grant	Type of grant and funding source	Amount of funding requested *Estimated – subject to change.	Proposed use of funds	Application Period
				Example: Life Floor is offering grant opportunity to build spray park for . Deadline Aug. 30 Community must have median income below state median (Woodland qualifies).
Port or Woodland Non Profit	NFL – Play 60	NFL Personnel can make request	Playground/Park	Ongoing?
Woodland Non Profit	NFL	\$5,000 plus -	Park – Youth football	?
Port of Woodland non Profit	Cowlitz Black Bears	You make request	Park/Playground/Fields	Ongoing
Woodland Non Profit	Seattle Mariners Care Foundation	\$10,000 - \$25,000	Increase positive health outcomes for youth – playground – safe spaces	Closed but should reopen
Port or Woodland Non Profit	Seattle Sounders RAVE Foundation - RAVE Fields – 26 by 2026	Unknown	Soccer Field	Open!
Woodland Non Profit	Legacy Health Community Health Grants	Unknown	Community Health	Invite only – how to get one?
Port of Woodland	Agnew Family Foundation	Gave \$95,000 in 2024	Enhance Children’s lives – playground – fields	You inquire
Port of Woodland	Cowlitz Tribal Foundation	Up to \$75,000	Park/Playground	Aug. 30, 2024 deadline
Port of Woodland	The Watershed Alliance Neighborhood Grant	\$2,000	Community	Ongoing
Woodland Non Profit	BNSF Railway Foundation	\$1,000-\$10,000	Parks and Recreation	Monthly
Woodland Non Profit	Union Pacific Community Ties Giving Program	\$5,000-\$30,000	Community Vitality	Yearly – closed for 2024.
Port of Woodland or Woodland Non Profit	Westrock Program Grant	N/A	Play area	Letters of interest can be sent to community@westrock.com to be kept on file
Woodland Non Profit	Amazon	N/A	N/A	N/A

Entity applying for grant	Type of grant and funding source	Amount of funding requested *Estimated – subject to change.	Proposed use of funds	Application Period
Woodland Non Profit	The Health Care Foundation	2024 grants ranged in size from \$5,000-\$95,000.	Health and Well-Being	Closed for 2024. Online application and detailed application process
Port of Woodland or Woodland Non Profit	iLani Casino and Resort	Unknown	Playground/dog park	Anytime. Submit request online
Port of Woodland or Woodland Non Profit	USDA Rural Development – US Department of Agriculture – Community Facilities	N/A	Park	Year round. Starts with call to local office to discuss project.
Woodland Non Profit	Columbia County Credit Union	N/A	Health and Wellness	1-page letter with a specific outline on website
Port of Woodland or Woodland Non Profit	TPG Foundation	NA	Creating Thriving Communities	Contact is made by reaching out: https://www.thepartnersgroup.com/contact-the-tpg-foundation/
Port of Woodland or Woodland Non Profit	Tod and Maxine McClaskey Family Foundation	N/A	N/A	Unknown
Port of Woodland or Woodland Non-Profit	Molina Healthcare Foundation	N/A	Health and Well-Being	Must reach out

Entity applying for grant	Type of grant and funding source	Amount of funding requested *Estimated – subject to change.	Proposed use of funds	Application Period
Port of Woodland or Woodland Non-Profit	Washington Native Plant Society - WNPS Conservation Grant and/or WNPS Educational Grant or grant through local Suksdorfia Club	Between \$500-\$2,000 Application process which includes project description and budget	Vegetation, possible signage	Conservation grant applications for 2024 is closed. The next grant cycle opens Dec. 1, 2024, with a March 1, 2025 submission deadline for funding. EDUCATIONAL: The next cycle opens Dec. 1, with a due date of March 1, 2025 for 2025 funding.
Port of Woodland	DOGPAW Off-Leash Dog Parks	Unknown	Dog Park	Unknown
Port of Woodland or Woodland Non-Profit	Doris Day Animal Foundation	Unknown	Dog Park	Unknown
Port of Woodland or Woodland Non-Profit	Banfield Foundation	Unknown	Supports shelters, animal welfare and pets in need	Unknown
Port of Woodland or Woodland Non-Profit	Purina	Unknown	Animal Welfare	Unknown
Woodland Non Profit	Grant	Up to \$10,000	Dog Park	Unknown
Woodland Non-Profit	Nathan Archibald Charitable Foundation	\$2,000-\$7,500	Quality of Life Initiatives	Unknown
Port of Woodland or Woodland Non-Profit	Windermere Real Estate Foundation	\$3,500	Assisting low-income or youth	Open

Entity applying for grant	Type of grant and funding source	Amount of funding requested *Estimated – subject to change.	Proposed use of funds	Application Period
Port of Woodland or Woodland Non-Profit	Laird Northon Family Foundation	Unknown	Youth and Natural Habitat	No application process. Does not accept letters of inquiry. To make a contact email: Inffstaff@laidnorton.org with description of work
Port of Woodland or Woodland Non-Profit	Schultz Family Foundation	Unknown	Unknown	Very generous. But very vague on the process. Set up to support/create job readiness in low income areas and veterans. This would be best looked at for a large project.
Port of Woodland or Woodland Non-Profit	Red Canoe Credit Union	Unknown	Unknown	Online – ongoing - May donate to a cause, but looks to focus on educational support of student scholarship, supplies etc. Has done a pet supply drive.
Woodland Non-Profit	ALCOA Foundation	Unknown	Community	Invite only; does not accept unsolicited grant requests
Woodland Public Schools	Washington Dairy Farmers	Smaller Amounts	Get Active Program	Online
Woodland Non-Profit	Fuel Up to Play 60-NFL Foundation - Grassroots	\$25,000-\$250,000	Football Field	Late 2024
Port of Woodland or Woodland Non-Profit	Heritage Helps – Heritage Bank	Unknown	Youth – Community – Low Income	Supports low to moderate income and youth. Very generous supporting housing and local endeavors with volunteer hours or volunteer fundraising. Suggest starting at local branch for more information.
Woodland Non-Profit	Seattle Kraken One Roof Foundation	Up to \$225,000	Access to play – multi sport courts	Online

 Grants awarded: None, yet. See #2.

- Grant match amount and source of match:
- Estimated number of jobs created and/or retained upon project completion:
 - Related to Kelso Projects:
 - Jobs Created for Project: 100 construction
 - Retained Positions – 12 – Administration and maintenance. Librarians, Housing Administration, and Janitorial.
 - Related to Woodland Projects: Unknown at this time.
- Analysis of the potential benefits securing the grants will have on regions serve by ADO:
 - Addressing the needs of a low tax base city with a medium family income significantly below the state median.
 - Benefitting 68% of low-income students in the Kelso School District.
 - Enhancing affordable housing,
 - Enhancing senior services,
 - Enhancing library facilities to positively impact the community, literacy, and public access to technology.
 - Developing commercial kitchen and community center to assist with business incubation and entrepreneurial economy.
 - Develop recreational and quality of place opportunities to the public.
 - Development of activities and recreation specific to youth.
 - Educational signage for patrons related to flora, fauna, wetlands, economic and geologic history of the rivers and the Cowlitz Tribe.

Ferry and Stevens Counties: Tri County Economic Development District (TEDD)

OFFICE OF ECONOMIC DEVELOPMENT & COMPETITIVENESS
ADO GRANT WRITER PROGRAM FINAL REPORT
 GRANTEE: TRI COUNTY ECONOMIC DEVELOPMENT DISTRICT (TEDD)
 TIME COVERED BY THIS REPORT: 4/23/2024 - 6/30/2024

- Description of recruitment and hiring or contracting efforts.
 - TEDD entered into a one-year Service Agreement with a local grant writing and fund consulting firm, Upwords, LLC doing business as “InteGrant” beginning March 1, 2024. Prior to entering into this agreement, TEDD held preliminary interviews and meetings with the InteGrant team, then contracted InteGrant to assess TEDD’s organizational pre- and post-award grant management systems. From this SWOT assessment, InteGrant prepared a Grant Assessment Report that included a summary of InteGrant’s findings, recommendations, and best practices pertaining to the organization’s grant strategy, application preparation, readiness, and award management plans, policies, and procedures. InteGrant presented the Grant Systems Assessment Report to the TEDD team in late February, which was then reviewed in a debrief meeting held between TEDD and InteGrant. From this meeting and report, TEDD opted to utilize the Report as a foundational element in prioritizing its streamlined, strategic grant writing and award management work with InteGrant. TEDD and InteGrant entered into a one-year service agreement spanning March 1, 2024 – February 28, 2025.

- InteGrant is a majority woman-owned, small grant writing firm headquartered in Spokane, WA. InteGrant’s principal consultant, Lisette Walser, has over 15 years of experience in grant writing, grant prospecting, and award administration/management. Supporting Lisette is a team of five grant writers and award administrators. Each member of the InteGrant team has 10+ years’ experience in securing private and public grant funding, coordinating strategic fund development plans, project management, and award management experience consistent with 2 CFR Part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.
- TEDD worked with InteGrant to prepare an application for the Washington Department of Commerce ADO Grant Writer program, building upon the recommended approach and resources secured during the preliminary assessment stage. TEDD submitted its application to ADO in early March, upon which an award was finalized, supporting TEDD’s work in grant readiness, the buildout of grant management and reporting systems, researching and identifying federal funding opportunities suited for TEDD, and conducting preliminary work in preparing competitive grant applications for federal funding.

○ Describe grant research results.

- InteGrant and TEDD held weekly meetings during the ADO Grant Writing performance period of April 23 – June 30, 2024. During these meetings, the groups worked together to assess TEDD’s readiness and pursuit of federal funding suitable for the organization and its partnerships, programs, and capacity building initiatives as an ADO.
- From these meetings, the InteGrant team conducted a comprehensive funding study for TEDD. Federal grant opportunities were vetted, reviewed for alignment and eligibility, then added to TEDD’s newly developed tool of a 2024-2025 Grant Deadline Calendar and Award Management matrix. Federal grant opportunities appearing to have alignment but not having confirmed deadlines or opportunities otherwise requiring an invitation to apply were added to TEDD’s “Grant Leads” list, so that the team could continue to research these opportunities and better assess fit/alignment.
- Search tools utilized by InteGrant included Grants.gov, WEBS, Grant Station, and Foundation Directory Online (FDO). Search parameters were saved, allowing the team to easily “refresh” search results on a quarterly basis, and update the grant calendar accordingly. Similarly, alerts were set for search parameters, allowing the team to receive updates as new opportunities are announced that fit TEDD’s eligibility and areas of programing.
- **Grant research results found:**
 - Federal grant opportunities from the US Economic Development Administration (EDA), Small Business Administration (SBA), US Department of Agriculture (USDA), US Department of Transportation (DOT), Environmental Protection Agency (EPA) to support TEDD’s projects in economic development, small business and job creation/retention, planning and construction of future business incubator/accelerator facility, along with expansion of TEDD’s technical assistance and support services for new and established entrepreneurs.
 - State grant opportunities from Washington Department of Commerce for clean/green energy, internet infrastructure, economic/community development, and capital facilities.
 - Private foundation grants from private foundations, family trusts, local community foundations, charitable giving programs of corporations in alignment with TEDD’s geographic and programmatic areas of service. Opportunities include Avista Foundation Economic Vitality Grants, Nasdaq Foundation’s “Diversifying Entrepreneurship and Empowering Investors” grant, Hagan Foundation, Innovia Foundation, Bank of America Foundation, JP Morgan Chase Foundation, and Smith Barbieri Progressive Fund, to name a few. A more compressive list can be made available upon request.

Private grants hold the opportunity to provide cost share/matching funding for the ADO's future state and federal applications. Building long-lasting relationships with such foundations may afford an added leg to TEDD's strategic and diversified fundraising plan.

- List grants applications submitted (if any):
 - Although no grant applications were submitted during the performance period, TEDD has begun application planning for the EDA Public Works and Economic Adjustment Assistance Programs. A grant assessment summary was prepared by InteGrant, which provided our team with an overview of the funding opportunity, its allowable and unallowable uses of funds, and a distinct list of next steps and attachments. InteGrant also prepared a proposal narrative outline and budget worksheet for this application, based upon the prompts and guidelines provided for the funding opportunity. Our team is developing an application supporting a Phase 1 feasibility and construction design/planning project for our Small Business Incubator facility. Research gathering and pre-application supported afforded by the ADO Grant Writer award has allowed us to carry forward this federal grant writing work, which we hope to continue throughout July.
 - List grants awarded (if any): N/A
- Estimated number of jobs created and/or retained upon project completion:
 - Our team is still in the assessment and planning stages of developing a proposal for the EDA federal grant opportunity. If awarded a grant from the EDA PWEAA program, we anticipate significant growth in the number of jobs and small businesses created and retained for our Northeastern Washington Tri-County region through the design, buildout, and operation of a Small Business Incubator and Accelerator facility. The grant will afford significant expansion of economic, job, and small business developed in the Tri-County area, helping support more households with competitive pay, workforce development, and wrap-around small business support services. More individuals from disadvantaged backgrounds, including those living within TEDD's rural and outlying communities, will have increased access to economic development opportunities through the development of a Small Business Incubator/Economic Accelerator facility in Colville, WA.
- Analysis of the potential benefits securing the grants will have on regions served by ADO:
 - Securing an EDA PWEAA Construction Planning and Feasibility Grant will provide Northeastern Washington's Tri County area of Stevens, Ferry, and Pend Oreille Counties increased access to comprehensive small business planning and support services. Capacity will grow for our organization, propelling us into a new era of service delivery for NE WA's rural and outlying communities. Partnerships with Tribal Nations and Community-Based Organizations will support concentrated participant recruitment and outreach efforts by engaging a diverse population of participants to participate as small business owners and entrepreneurs supported by the envisioned Small Business Incubator facility. The facility will support overall economic development, business startup and success, and job creation for our region and Washington State: an area affected by high concentrations of poverty, rurality, and unemployment.
 - Beyond this EDA opportunity, securing the additional grants identified by InteGrant and added to TEDD's deadline calendar will bring added benefit to the communities served by our ADO, including expanded childcare, housing, transportation, and affordable broadband internet for current and future small businesses, entrepreneurs, students, and rural employers. Increased access to these vital resources and services will increase opportunities for more individuals and families to live, work, and

learn in Northeastern Washington – expanding economic development for our region, and more broadly, Washington State.

- Thank you for empowering our organization with an ADO Grant Writer award and affording us the opportunity to plan and apply for more federal funding. We look forward to participating in the next round of ADO grant writer funding!

Grays Harbor County: Greater Grays Harbor, Inc.

GREATER GRAYS HARBOR INCORPORATED (GGHI)
ADO GRANT WRITER PROGRAM REPORT

Greater Grays Harbor, Inc. (GGHI) Background:

Mission Statement: Greater Grays Harbor, Inc. works to build and strengthen business and industry for a prosperous community. In collaboration with other organizations, GGHI implements initiatives to maintain, expand, and create economic opportunities.

We work to cultivate the necessary conditions for business success and community prosperity in Grays Harbor. To do this, we fulfill all the core functions of both a regional Chamber of Commerce and Economic Development Council, while also mixing in some programs unique to Grays Harbor.

Community Needs Assessment:

Greater Grays Harbor Incorporated (GGHI), Chief Executive Officer, Jon Martin attends meetings monthly with community stakeholders, small business owners and other foundations to discuss projects, funding, and finding resources.

The ADO Grant Writer Program allowed the GGHI to prepare a reasonable and realistic funding strategy to submit for funding in the short award period. The Community Needs Assessment was developed from previous stakeholder meetings and data collected for the Economic Vitality Index (EVI) prepared by partners within the GGHI. This specially commissioned research collects demographic and revenue data from across different sources and presents them to the community during the State of Grays Harbor.

Grays Harbor, like the rest of the nation, continues to be an aging community with the largest number of residents (and growing) over age 45. This statistic has significant implications for our healthcare system and employment numbers. With the lowest unemployment rate in over 4 years, finding talent continues to be a challenge for local employers, yet the total number of jobs in Grays Harbor has increased by over 6% in the last year. More jobs are a good sign and while the region's household income continues to grow (\$53,615) it still lags Washington State's at \$82,400.

When it comes to revenue, the region's Gross Regional Product (GRP) has grown roughly 6% from \$2.19 billion to \$2.32 billion. This number represents the market value of all goods and services produced in the region. Growth could be attributed to inflation rates and the fact that greater levels of production have occurred as industries have both returned to pre-pandemic production and/or experienced growth in demand. Retail sales similarly grew by 8.2% and this is a jump from the 2.5% growth in the previous year. Aberdeen, unincorporated Grays Harbor County and Ocean Shores respectively make up the largest pieces of the tax revenue pie.

Additionally, it is no surprise that tourism revenue in the county continues to grow. There was a slight dip last year, but the \$3.29 million dollar revenue performance in 2022 continues to outperform pre-pandemic era years by well over a million dollars. Residents of Grays Harbor can weigh in on what they consider important for the state's future economy by completing the Washington in the Making survey at this link.

Community Engagement Feedback:

Monthly strategic meetings are held within the Grays Harbor County tourism network the GGHI stakeholders and community members, who engage on projects that support economic development. During March, GGHI applied for the Washington State Rural Tourism Research & Data Collection grant. This will help fund a consultant to work on data collection within Grays Harbor. The first step to addressing a tourism feasibility study. GGHI was awarded \$25,000.

In April, GGHI attempted the Washington State Department of Commerce, Rural Tourism Support grant, to gain knowledge from the tourism board. The project provides \$30,000 after six months working with the RTS team. Unfortunately, it was not awarded.

During May, GGHI submitted a request for \$50,000 to the United States Department of Agriculture (USDA), Farmers Market Promotion Program (FMPP). To provide local farmers and craftsman visual support, online ecommerce linked to our webpage, and marketing for our seasonal Farmers Markets. Planning included meetings with local resources connected to local farmers, seasonal Farmer Market organizers, food distribution centers and stakeholders with personal stake in health & wellness. The FMPP submission is still pending review.

Analysis of the potential benefits securing the grants will have on regions served by ADO:

The grants secured for the region of Grays Harbor provide much needed promotional media and marketing for local growers and weekend Farmers Markets. Securing funding will have an enormous effect on planning for tourism and economic growth. GGHI will evaluate industry growth, job creation and tourism trends. Each of the grants reviewed and submitted during the grant period will provide funding needed by our partnering stakeholders and community small business members.

Grant Reviews for Community/Stakeholder Projects 3-Months:

- Food Resilience/Food bank
- Food sales
- Grays Harbor Farmers Market
- Unforgettable Grays Harbor
- Grays Harbor Foundation
- Mapping assets
 - Tourism
 - Locator software
- WA State Tourism
- WA State Office of Recreation
- WA State of Commerce
- WA Department of Tourism
- Economic Development for Small Business
- WA State Department of Rural Development
- Youth facilities
 - WA State of Commerce – Youth Facilities
 - NO Child Left Inside – WA State Office of Recreation
 - YMCA Swimming Pool
 - Low income/disadvantaged capital for youth programs

- Transportation
 - WA State Department of Transportation
- Clean water
- EPA
- USDA
 - SMARTwater
- Animal Shelter/Facilities
 - Philanthropy list

Community Needs Assessment:

The Greater Grays Harbor Incorporated, (GGHI) Chief Executive Officer, Jon Martin attends meetings monthly with stakeholders to discuss projects, funding, and find resources. Part of the data catchment for the ADO Grant Writer funding is the grantor data list or compiled Funding Strategy. Consisting of grant information by agency, projects, deliverables, timelines, durations, requirements, and funding streams.

Grant awards:

Washington State Tourism - Rural Tourism Research & Data Collection Awarded \$30,000

Grant Submissions March - May:

- Washington State Tourism – Rural Tourism Support - Not funded
- YMCA Swimming pool repair and equipment. - Not Submitted
- USDA Farmer’s Market Promotion Program (FMPP) Federal funding - Pending
- Amount Requested \$50,000 and 25% match of \$12,500, source \$5,000 (Cash) and \$7,500 (In-kind). Purpose: Marketing and Media for local farms and distribution.
- Estimated number of jobs created and/or retained upon project completion, unknown at this time how many jobs will be created from the FMPP grant, data will be collected at the time of the grant.
- WA Economic Rural Development assists with planning for small business incubators in downtown Aberdeen. Due 6/30, dropped on 6/11 not enough support or match. - Not Submitted
- Washington State Department of Commerce – Youth Facilities - Not Submitted
- No direction from the YMCA stakeholder.
- Washington State Department of Recreation and Conservation Office. - Not Submitted
- No direction from the YMCA stakeholder.
- Animal Shelter – Ocean Shores Paws, water system repairs and connects to main city of Hoquiam water and sewer line. - Not Submitted
- Reviewed two sites: WA State Commerce Facilities and USDA Community Block Grant.
- Decision was to have the organization apply, GGHI would be a collaborative partner for Economic Development assistance for small businesses.
- No communication or direction from Paws facility. Called and sent an email to their website.

Grant Writer Support Functions

- Effectively accessed Grants.gov for AOR, still having trouble with shared access.
- Lesson in technical access for Adobe. Purchased a newer version to format, communicate, and view the Grants.gov system.
- Purchased Survey Monkey to set-up tourism questions for next grant.

Software Reviewed for Purchase:

Additional Adobe for each end user, tourism tracker, weblink and farmers eCommerce.

Grant Writer Templates Created:

- Letter of intent
- Letters of support x4
- Stakeholder Attachment
- Timeline
- Grant Summary – Outlines the Grant RFQ or NOFA
- Deliverables
- SWOT analysis
- Budget Amendments
- Budget Tracking
- Job description - data consultant
- Job description - grant manager
- Job description - marketing & media
- Boiler Plates for EVI background

Letters of Support Received:

Over the last three months 17 letters of support were contributed.

Part of the data catchment for the ADO Grant Writer funding is the grantor data list or compiled Funding Strategy. Consisting of grant information by agency, projects, deliverables, timelines, durations, requirements, and funding streams.

List grant applications pending submission (if any):

- Grays Harbor Farmers Market (Project Stakeholders)
- Unforgettable Grays Harbor Grant (Negotiated)
- Grays Harbor Foundation Grant – Raise donations for a meter placed at GGHI and Paws.
 - Community Projects \$50,000 - \$10,000
 - Volunteers \$5,000
- Food Resilience/Food Banks: Resources for local farms in Grays Harbor (\$100,000 - \$3,000,000) not enough for the match for eligibility currently.
- Washington Rural Tourism – Research & Data Collection (Awarded \$25,000)
 - Mapping assets
 - Tourism trends
 - Locator software
 - Tourism/Customer Service surveys (Stakeholders)
- Economic development for small business (Pending) Grant and Loan programs for area businesses (Negotiated).
- Youth facilities
 - Recreational Conservation Office Funding (Pending) \$150,000 with 25% match of request.
 - YMCA Swimming Pool/Equipment Renovation \$1.5 Million needed 50% match of request.
 - Researching additional Youth Programs, low income/disadvantaged capital for youth programs.

- Animal Shelter/Facilities/Water Install
 - Provided a philanthropy list for animal funding.
 - Community Foundation grant to purchase a donation meter.

Grantor Potential Funding:

- Grays Harbor Farmers Market (Project Stakeholders)
- Farmer Marketing and Promotion Program (Submitted \$50,000)
- Unforgettable Grays Harbor Grant (Negotiated)
- Grays Harbor Foundation Grant
 - Community Projects \$50,000 - \$10,000
 - Volunteers \$5,000

Analysis of the potential benefits securing the grants will have on regions served by ADO:

The grants secured in the region of Grays Harbor provide promotional media and marketing for local growers and Farmers Markets will have an enormous effect on economic indicators for growth and evaluating job creation. Each of the grants reviewed will provide funding needed by our partnering stakeholders and community.

King County: Greater Seattle Chamber of Commerce

ADO Grant Writer Program Closeout Report

The project has provided grant writing and grant editing services for the Associate Development Organization (ADO)-Seattle Metropolitan Chamber of Commerce and community-based organizations in King County. The Washington State Department of Commerce ADO Grant Writer Program provides eligible ADOs with grants to recruit, hire, and retain professional grant writers to identify, apply for, and secure grant funds for economic development purposes.

The objective was to submit one federal or non-federal proposal per organization or designated geographic area, with a target of \$500K in proposals per region by June 30, 2024. If possible, the goal was to support the specific geographies of Skyway, White Center, Vashon, and Snoqualmie Valley. Inclusive Data far surpassed the number of organizations supported and funding requested.

Executive Summary

The ADO Grant Writer Program, led by the Seattle Metropolitan Chamber in partnership with Inclusive Data and Shamra Clark Consulting Group, aims to secure funding for economic development initiatives in Snoqualmie Valley and other underserved areas of King County, including but not limited to Skyway, White Center, and Vashon Island (also called Vashon). This project focuses on developing and submitting strategic grant applications to enhance business support, public health, food security, and overall community resilience.

Key Objectives:

- Secure Funding. To support economic development projects, obtain grants from federal, state, local, and philanthropic sources.
- Support Underserved Communities. Focus on Snoqualmie Valley, Skyway, White Center, and other underfunded areas in King County to address disparities and promote equitable growth.
- Enhance Capacity. Build the capacity of local businesses and community organizations through grant writing support and training.
- Develop Strategic Plans. Create comprehensive fundraising plans and compile relevant grant opportunities to guide future efforts.

- Foster Collaboration. Strengthen partnerships between local stakeholders, businesses, and community members to ensure a coordinated approach to economic development.

Project Timeline

The period of performance for this opportunity was April 22, 2024, through June 30, 2024.

Inclusive Data contacted 319 organizations in underfunded and unincorporated King County about this project, inviting them to participate in weekly Working Meetings, during which Inclusive Data provides targeted grant application assistance and writing support for open funding opportunities. Inclusive Data supplied a list of over 150 federal and non-federal funding opportunities to King County organizations eligible for the ADO Grant Writer Program. Inclusive Data provided all-inclusive support to sixteen organizations that successfully submitted grants to pursue their economic development goals.

Project Summary

Project Quick Statistics

- Funding opportunities identified: 167
- Organizations supported with Skeleton Keys: 7
- Organizations supported with proposals: 16
- Grants written or supported: 23
- Total funding requested: \$29,773,500

The project team made significant strides in advancing community outreach and knowledge of open funding opportunities, demonstrating a collective effort led by economic alliances involving King County Local Services, unincorporated areas, and non-profits actively contributing to economic development and small business support. Inclusive Data coordinated with Shamra Clark Consulting Group to support completing SnoValley Innovation Center's federal funding application. Independently, Inclusive Data supported community-based organizations in King County with fund development in the following ways:

- Created an Airtable database with 167 funding opportunities
- Developed Skeleton Keys for seven (7) organizations
- Supported 16 organizations to submit proposals for funding
- Supported and wrote 23 proposals
- Initiated a Fund Development Plan for the Chamber
- Created assets such as Grant Recipes, an explainer video, and templates to support applicants for two (2) major Department of Commerce opportunities
- Produced and facilitated nine (9) 90-minute weekly Working Meetings for community-based organization leaders to strategize and complete applications with support from a team of eight (8) expert grant writers, business strategists, researchers, and administrators
- Created templates, checklists, and an informational slide deck for the Unincorporated King County Economic Alliance to pursue a Creative District Designation through ArtsWA
- Supported and wrote funding requests totaling \$29,773,500

Inclusive Data has created assets to support multiple businesses and organizations serving King County, including but not limited to the following:

- **Skeleton Keys.** A Skeleton Key is an accessible and thorough document containing pre-prepared information and vocabulary that is applicable across most funding opportunities based on Inclusive Data's exhaustive experience with grant applications at all levels. The project team is creating Skeleton Keys for

multiple ADO Grant Writer Program participants. Skeleton Keys are an essential tool for streamlining the proposal writing process while providing capacity building to organizations. With this tool, organizations can incorporate more team members to support applications when they have easy access to pre-vetted information and jargon. Inclusive Data coined the term "Skeleton Key" as a single document that can be used on numerous proposals.

- **Grant Recipes.** The project team created a Grant Recipe for an open Request for Qualifications and Quotations (RFQQ) by the Washington State Department of Commerce for Blended Capital Enhancements and a Grant Recipe for an open Request for Proposal by the Washington Department of Commerce Community Healer Grant. A Grant Recipe isolates the components of a complete, compliant, and compelling submission while offering suggestions and tips for enhancing responses. It compiles the information into one document, making the submission process more manageable for under-resourced organizations and small businesses. Inclusive Data coined the term "Grant Recipe," as it provides the ingredients and instructions to prepare the grant. Inclusive Data provided multiple tools for the Unincorporated King County Economic Alliance to apply for a Creative District Designation, including checklists and an "Application Recipe."
- **Explainer Video.** Inclusive Data created an explainer video for the Working Meetings to instruct participants on the purpose and workflow of the sessions while maximizing their time spent on direct application support. Explainer videos lend to accessibility and inclusivity by providing information about open opportunities in audio and visual terms other than what funders provide.
- **Budget Templates.** Inclusive Data supplied organizations with multiple versions of budget templates for current and future proposals. The team has included complex and exhaustive templates and simplified templates based on real attachments in government opportunities.

Grant Writer Selection

Inclusive Data selected four (4) grant writers and four (4) support staff for this project. Grant writers include Dr. Shaun Glaze, Kathleen Perez, Suleiman Bulus, and Loren Jones. Support staff include Hannah Abao Jirah, John Sim, Devin Noel-Harrison, and Mandee Figueroa. Before joining this project, this team had won millions of dollars in grants for underfunded communities.

Communication and Strategy

After identifying the initial partner organizations, Inclusive Data hosted kick-off meetings with each organization individually to discuss open opportunities and approaches. Within a week of project initiation, Inclusive Data completed the initial funder research and grant selection, setting the stage for targeted outreach and application support. Additionally, Inclusive Data prepared an Economic Alliance Grant Preparation Survey to gather the necessary information to ensure a smooth submission support process.

Throughout the performance period, Inclusive Data coordinated meetings with representatives from the collective community effort (including King County Local Services and Economic Alliance staff) to discuss strategy and possible pivots and explore whether organizations' capacities constrained grant writing efforts. The careful monitoring throughout the project allowed the project to be flexible and responsive to partners' needs.

In early May, Inclusive Data reached out to partner organizations to share information about the opportunity for a team of grant writers to support their fund development efforts. In some cases, organizations responded immediately that they were interested but could not meet at the time due to pre-scheduled training or other capacity-related concerns (e.g., in the middle of an audit). Inclusive Data routinely followed up with organizations to determine their level of commitment to the offering. In some cases, partner organizations

sent staff to Working Meetings. Those who attended Working Meetings expressed that these sessions were extremely helpful in preparing them for grant funding.

Within three (3) weeks of the project initiation, Inclusive Data guided the SnoValley Innovation Center in submitting a federal Local Agriculture Market Program (LAMP) grant proposal with support from Shamra Clark Consulting. The Inclusive Data team navigated the client through technical issues with grants.gov, demonstrating persistence and care to ensure the application's successful submission. Shamra Clark Consulting has also assisted SnoValley Innovation Center in developing plans to submit Letters of Intent (LOIs) and proposals to private foundations by June 30th, focusing on agriculture-sector economic development.

Comunidad Latina de Vashon responded to Inclusive Data's emails in late May, noting that their team had been unavailable due to COVID-19. Skyway Coalition responded to Inclusive Data's emails by meeting in a video call and then connecting Inclusive Data with Skyway Coalition's grant writers, who are supporting Skyway Coalition's fiscal sponsor, RVC. In early June, the Director confirmed that instead of grant writing support, Skyway Coalition would prefer Inclusive Data's help to create templates she can use for grant writing in the future. Inclusive Data had agreed to this arrangement and started creating tools for Skyway Coalition's economic development grant efforts. Skyway Coalition does not currently have the capacity to pursue grants but will use Inclusive Data's tailored templates for future efforts after Skyway Coalition's status is confirmed as an independent entity.

After confirming interest in mid-May, the White Center Community Development Association indicated they would attempt to schedule a meeting in late May or early June. In early June, King County Local Services confirmed that the White Center Community Development Association was at capacity for direct support but that another funding strategy for the White Center may better fit its needs while accommodating its reduced capacity.

Pivot for Program Execution

Due to the limited capacity of the initially identified organizations, the Inclusive Data team proactively pivoted communications, outreach, and support techniques. To ensure an adequate number of proposals were written during the performance period while meeting ADO Grant Writer Program objectives, Inclusive Data supported Denkyem Co-op, located in and serving South King County, to submit multiple significant proposals. Denkyem Co-op is a Social Purpose Organization and the only Black-owned certified Community Development Financial Institution (CDFI) based in Washington State. It is dedicated to providing affordable lending and personalized business support services to Black-owned businesses, with a mission to create safe pathways for Black entrepreneurship and innovation. Denkyem Co-op aims to foster a thriving Black business community, serving as an anchor for economic mobility and growth.

To ensure the successful execution of this program's goals and objectives, Inclusive Data pivoted to support numerous other community-based organizations serving King County with substantial outreach to the four (4) targeted regions within the county. The Inclusive Data team supported and wrote proposals requesting a total of \$29,773,500 in grant applications through the program (see details in Table A).

Table A: List of Grant Applications Supported by the ADO Grant Writer Program

Primary Applicant	Grant Program and Funding Source	Amount of Funding Requested	Proposed Use of Funds
Black Dollar Days Task Force	Community Healer Grant	\$150,000	To empower the Black community in construction through education, diversity, training, and policy advocacy, collaborating with unions for inclusive

Primary Applicant	Grant Program and Funding Source	Amount of Funding Requested	Proposed Use of Funds
			programs and ensuring job stability amidst Washington state's worker shortage.
Cultivate South Park	Community Healer Grant	\$250,000	To offer diverse healing arts, including music, dance, and therapeutic sessions, led by experienced female and BIPOC staff, to support community wellness and empowerment in the South Park neighborhood of Seattle and beyond.
Denkyem Co-op	Washington State Department of Commerce: Community Reinvestment Plan Homeownership Capital Accelerator	\$5,986,000	To increase Black homeownership and wealth creation.
Denkyem Co-op	Washington State Department of Commerce: Community Reinvestment Plan Black, Latine, and Tribal-Led Agency Support Program	\$7,150,000	To increase capital for Black-owned businesses and reduce predatory lending options for Black community members so they can invest in their businesses
Denkyem Co-op (prime)	Washington State Department of Commerce: Blended Capital CRP RFQQ	\$13,500,000	To wipe out as much Black debt, back taxes, and fees as possible to increase community capacity and homeownership via grants. Provide startup capital for new businesses via loans.
Harmonious Legacy (sub)	Washington State Department of Commerce: Blended Capital CRP RFQQ	\$292,500	To support a comprehensive program that empowers Black women entrepreneurs by addressing mindset barriers such as money trauma. Funds will be allocated to cover health investment stipends, compensating participants for their engagement in transformative training sessions. Additionally, financial support will assist entrepreneurs in exploring and addressing the root causes of their restrictive mindsets. Event grants will also be included to cover the costs associated with hosting and organizing these training sessions, including fees for venues and outdoor activities that enhance the overall receptiveness and effectiveness of the training.
Harmonious Legacy	Community Healer Grant	\$50,000	To provide culturally relevant and trauma-informed coaching for BIPOC community members.
Henderson Professional Mentorship Group (sub)	Washington State Department of Commerce: Blended Capital CRP RFQQ	\$200,000	To develop and implement a train-the-trainer series, facilitated both virtually to reach all counties in Washington State and in person within King County. Leveraging the expertise of a former community college dean and adult educator, the program will design curriculum in collaboration with Washington State community partners, ensuring relevance to Black, Latine, and Native communities. The initiative will provide grants and stipends to support a network of mentors and healers addressing trauma across racial lines, fostering Black liberation and sustainable community impact. Additionally, funds will cover the costs of hosting three training conferences in partnership with HPM Group, enhancing the delivery and reach of the training efforts.

Primary Applicant	Grant Program and Funding Source	Amount of Funding Requested	Proposed Use of Funds
Henderson Professional Mentorship Group (prime)	Community Healer Grant	\$170,000	To provide professional mentorship and strategic planning to community-based organizations to promote economic development and workforce development
Henderson Professional Mentorship Group	TriMet RFA RH2401971B for Professional Learning and Development Services	\$75,000	To grow their team so that they can provide more capacity-building services and foster economic development and business development.
Henderson Professional Mentorship Group	Accion Opportunity Fund	\$10,000	To purchase essential equipment and cover marketing expenses to enhance operational capabilities and increase outreach efforts
Center for Linguistic and Cultural Democracy (sub)	Community Healer Grant	\$80,000	To promote economic development and workforce development. They will use this funding to launch a train-the-trainer program in WA state to create more jobs, helping community collaborate.
Lil Puddle	Community Healer Grant	\$150,000	To utilize their space as a Youth Center, they will use this grant to purchase musical instruments, hire a music director, and run a 6-8 week "healing through music" program. They will also hire attorneys who could offer legal services and expungement within the space.
NEXT Consulting Firm (sub)	Washington State Department of Commerce: Blended Capital CRP RFQQ	\$202,500	To focus on Pierce County Businesses. We will provide support with matching grants from the City of Tacoma for eligible businesses that come through the Pierce County accelerator.
NovelPath WA	Community Healer Grant	\$150,000	To address the unique psychological burdens faced by those who are suffering from the effects of systemic racism, anti-Blackness, and colonialism, and thus, at a heightened risk of drug and alcohol addiction, PTSD, and depression.
Queer Black Doula	Community Healer Grant	\$50,000	To create and develop Sanctuary, a Black-led land-based cultural center and ethnobotanical garden located in the Pacific Northwest, the project envisions a restorative haven where Black individuals can learn, create, and connect with nature. It focuses on providing accessible studio space, farm-to-garment textile production, and a retreat space. The aim is to nurture the souls of Black, queer, and creative individuals by integrating art, nature, and community.
Sno-Valley Innovation Inc.	United States Department of Agriculture: Farmers Market Promotion Program Grant	\$100,000(submitted with an additional \$25,000 in match)	To expand marketing and economic opportunities for farmers in SnoValley.
Sno-Valley Innovation Inc.	Community-Based Organization Planning and Predisign Capital Equity Program	\$200,000	To enhance community spaces, support economic development, and foster cultural enrichment across the cities of Carnation, Snoqualmie, North Bend, and Duvall.
Sno-Valley Innovation Inc. (sub)	Washington State Department of Commerce: Blended Capital CRP RFQQ	\$112,500	To allow SVIC to loan up to \$750,000 from the revolving fund account. This is due to funding from the SBA. SBA required additional funding for the loss reserve and the staff support in order to create a \$750,000 revolving loan fund.

Primary Applicant	Grant Program and Funding Source	Amount of Funding Requested	Proposed Use of Funds
The Silent Task Force (TSTF)	Community Healer Grant	\$500,000	To address the complex and interwoven issues faced by Black communities. Our services will be delivered through a culturally responsive and community-centered framework that emphasizes the importance of representation, cultural relevance, and community engagement.
The Elite Collective (sub)	Washington State Department of Commerce: Blended Capital CRP RFQQ	\$105,000	To provide multilingual communications and marketing support to reach diverse businesses who want to receive loans and grants from CRP funding.
White Center-area Latinx-owned small businesses affiliated with WCCDA (two separate businesses)	Venmo: Small Business Grant	\$40,000	To increase funding for small businesses, including marketing and outreach funding, to spur business growth. WCCDA's staff completed these applications during a Working Meeting on behalf of these businesses.
Yoga Behind	Community Healer Grant	\$250, 000	To train community healers, develop trauma-informed yoga teachers, expand programming in Spokane County, enhance wellness in organizations affected by the War on Drugs, and provide trauma-informed training for Department of Children, Youth, and Families staff.

Table B: List of Skeleton Keys Prepared

Organization Name	Organization Office Location
SnoValley Innovation Center	North Bend, WA
Skyway Coalition	Bryn Mawr-Skyway, WA
Kiwi Kutz	Auburn, WA
Lil Puddle	Lynnwood, WA
Henderson Professional Mentorship Group	Renton, WA
Cultivate South Park	South Park, Seattle, WA
The Elite Collective	Seattle, WA

Grant Research Results

As of June 30, 2024, Inclusive Data identified over 150 grants (award ceiling = \$387M+) for organizations that serve King County which are focused on economic development, including grants for underfunded families, childcare providers, technology businesses, home-based businesses, employer businesses, food producers, and financial institutions providing loans and grants to BIPOC businesses in urban unincorporated areas of King County. Here are additional details about the grants:

- Twenty-nine (29) federal grants
- Twenty (20) local government grants
- One hundred and eighteen (118) non-governmental grants, including private foundation funding

Inclusive Data shared grant search results with every organization that enrolled in Working Meetings so that organizations could apply independently, even without the support of expert grant writers. Because Working Meeting attendees could continue their applications after the sessions, it is possible that more organizations have applied for grants and will later update Inclusive Data about their application status.

Grants Awarded

Applicants have yet to receive award or declination letters at the time of this report. If awards for any submissions made during this program's performance period are received, the ADO Grant Writer Program team will submit them to the Washington State Department of Commerce. The Chamber is interested in joint press releases and press conferences to amplify this program's success. Denkyem Co-op has proceeded to the interview phase for two Washington State Department of Commerce opportunities totaling \$13.136M.

- Community Reinvestment Plan Homeownership Capital Accelerator (\$5.986M)
- Community Reinvestment Plan Black, Latine, and Tribal-Led Agency Support Program (\$7.15M)

Grant Match Amount and Source of Match

- SnoValley Innovation Center's federal LAMP grant included a \$25K match from the Port of Seattle.
- Match funding was not a requirement for the other grants submitted.

Job Creation and Retention from Grants

If successful, the submitted grant applications will create 26 new jobs and retain 39 jobs in underfunded and unincorporated areas of King County. These job rates have changed since the June progress report due to pivots or cancellations made by organizations prior to final submission.

Activities Performed

Table C: Key Achievements for May 2024

Week Number	Key Achievements
Week 1	Collaboration between Inclusive Data and Shamra Clark Consulting to complete federal grant requirements
	Prepared project management plan and organized kick-off meetings with organizations
Week 2	Identification of 100+ grant opportunities
	319+ organizations emailed and invited to participate in our working meetings
Week 3	Funding opportunities selected for partner organizations
Week 4	Creation and distribution of several fund development tools to organizations, including grant templates, budget templates, opportunity lists, and accessible information
	Delivery of weekly Working Meetings for live training and support with grant experts

Week Number	Key Achievements
	Developing and submitting applications for identified grants

Table D: Key Achievements for the Month of June 2024

Week Number	Key Achievements
Week 1	Initiated efforts for multiple upcoming grants to work with new partner organizations; completed and submitted grant applications
Week 2	Identification of 30+ new grant opportunities
Week 2	Reached out to several more organizations to offer assistance with their applications for a Washington State Department of Commerce
Week 2	RFP and RFQQ
Week 3	Followed up with organizations about their materials to prepare their
Week 3	Skeleton Keys and shared other grant opportunities with organizations
Week 4	Fulfilled all our goals for partner organizations, including follow-ups on materials, sharing grant opportunities, and assisting with their grant writing projects
Week 4	Preparation of the Closeout Report
Week 4	Development of a strategic fundraising plan
Week 4	Delivery of weekly Working Meetings for live training and support with grant experts
Week 4	Developing and submitting applications for identified grants

Table E: Funding Types Consideration Timeline

Type of Funding	Timeline
Sponsorships	Make funding asks nine months prior. Most funders need at least 90 days.
Grants	Many government grant proposals are only open for about six weeks, and foundations are often invite-only. Therefore, it is essential to be ready to act quickly.

Type of Funding	Timeline
Government Contracts	There are several portals and logins to track for these. It is helpful to have templates for prime and subcontracts and deliverables on hand. Plan to apply as early as possible. If possible, join email lists at least 120 days in advance.

Deliverables

The table below is an overview that outlines Inclusive Data's deliverables for the ADO Grant Writer Program. The table includes reporting on all grants' progress and ensuring the program team meets all client and government agency requirements. It details the progress made so far and outlines the critical dates for completing the remaining tasks.

Table F: Current Status and Deadlines of Deliverables

Deliverable	Status	Updates	Deadline
Snoqualmie Valley Communities			
Narrative Development	Complete	Inclusive Data and Shamra Clark Consulting have completed the narrative development for a federal opportunity, and Inclusive Data has supported the development of additional grants with these communities.	6/30
Oversight of Grant Application Activities	Complete	Shamra Clark Consulting has shared information about grant and LOI progress with Inclusive Data, which has been monitoring all submission progress to date.	6/30
Skyway and White Center Communities			
Grant Application	Complete	Skyway Coalition received a grant and "Skeleton Key" to support its future grant Development submissions. Three (3) Skyway area White Center Community Development Association supported two businesses with grant applications drafted during a working session with Inclusive Data.	6/30
Compilation of Foundations and Government Grants	Complete	Over 150 grants have been identified and shared with organizations.	6/30
Weekly Working Meetings	Complete	These 90-minute working meetings began in April and concluded on June 30.	6/30
Fund Development Templates	Complete	The Inclusive Data team has drafted budget templates, grant readiness templates, grant writing tools such as "Skeleton Key" guides.	6/30
Document Management System Access	In Process	Inclusive Data will grant access to an online repository of meeting recordings and templates for ongoing support.	7/8
King County Communities			
Grant Application Content Development	Complete	Inclusive Data wrote proposals, created templates, and offered comprehensive support for organizations to apply for funding.	6/30

Deliverable	Status	Updates	Deadline
Strategic Fundraising Plan	In Process	Inclusive Data will send Working Meeting participants a Strategic Fundraising Plan template for their organizations.	7/8
Compilation of Foundations and Government Grants	Complete	Over 150 grants have been identified and shared with organizations as of the time of this report.	6/30
Project Closeout			
Comprehensive Reporting	In Process	This is the comprehensive final report detailing the status of all project deliverables and milestones.	7/2

Community Engagement and Feedback

Engagement Approach

Inclusive Data began its community engagement by building relationships with important partner organizations. These organizations played a crucial role in the project's success, offering valuable insights and feedback throughout the entire process. Inclusive Data's approach involved holding individual kick-off meetings with each partner. These meetings provided a forum to explore potential opportunities, discuss different techniques, and customize strategies to address specific needs. This personalized method ensured that each organization felt appreciated and well-understood, creating a solid basis for collaboration.

Kick-Off Meetings and Initial Outreach

In the project's first week, Inclusive Data finished initial research on potential funders and selected suitable grants. This laid the foundation for reaching out to potential funders effectively and supporting grant applications. Kick-off meetings with each partner organization played a crucial role during this phase. These meetings allowed us to outline the project's objectives, identify potential funding opportunities, and discuss the best strategies for each organization. The outcome was a well-coordinated effort to successfully handle the grant application process.

Survey and Templates for Efficiency

Inclusive Data understood the significance of having comprehensive information to back grant applications. They developed and distributed an Economic Alliance Grant Preparation Survey to partner organizations to simplify this. The survey collected essential information to ensure a smooth grant submission process. In addition, Inclusive Data designed customized templates for each organization, saving time and improving the quality and consistency of the applications.

Community Working Meetings

An essential part of the engagement strategy involved hosting Working Meetings. These sessions were specifically tailored to offer practical assistance to organizations, particularly those in unincorporated areas, which often encounter more difficulties accessing grant funding. The Working Meetings proved to be very effective; organizations that participated found the sessions extremely helpful in preparing strong grant applications focused on economic development. Additionally, these meetings facilitated shared learning and community building among the organizations.

Ongoing Communication and Flexibility

Throughout the project, Inclusive Data maintained open lines of communication with all partner organizations. Regular meetings with representatives from the collective community effort, including King County Local Services and Economic Alliance staff, were held to discuss strategies for potential changes in direction and address any capacity-related constraints. This careful monitoring and ongoing dialogue allowed Inclusive Data to remain flexible and responsive to the evolving needs of its partners.

Feedback and Continuous Improvement

Partner organizations actively contributed feedback, which was incorporated into the project's processes. Inclusive Data informed partners about grant writing support teams and encouraged them to use these resources. In cases where organizations had scheduling conflicts or capacity issues, Inclusive Data was flexible, checking back and adjusting timelines as needed.

Feedback from Working Meeting participants was overwhelmingly positive. They valued the tailored support and practical advice, which boosted their confidence and readiness for grant applications. This feedback was essential for refining the project's approach and ensuring that the support provided was meeting the community's needs. Inclusive Data sent post-event emails with a survey link to attendees to ask for feedback on the Working Meetings.

Below are testimonials from partner organizations and media about the Working Meetings:

Reviews and Testimonials

"I want to start off by saying THANK YOU... It was very informative and provides me with more hope in my grant writing structures, and learning how to use AI more efficiently moving forward. This, I don't think you understand, was something I have been seeking; better understanding. So graci mile (Italian for thanks a million)!" -Jimmecia Douglas

"I am so grateful for your whole team...and I didn't even realize that this this program that you shared with us is out there and it's like, wow, this is exciting." -Robert Wotton

Bridget Phifer, 2 weeks ago

"I absolutely loved this grant walk through. The templates are SO HELPFUL and SAVE SO MUCH TIME!!! Love, Love, Love Inclusive Data!"

Jeneva Burton, 2 weeks ago

"What you all are doing is incredible. The space you all hold, the knowledge you all give, the support you provide is LIFE CHANGING! I felt so cared for and so seen. I no longer feel like I have to go through the grant process alone, thank you Inclusive Data for including me, teaching me, and caring for me during this journey. Y'all are amazing! I look forward to winning GRANTS!"

Samuel Rodriguez, a month ago

"Our company recently received services from Inclusive Data and we were given above and beyond of what was expected. I think companies like this bring so so much added value when pursuing projects and technical assistance support. I know they had us in mind and professionalism was awesome as well customer service. They took the time to explain and addressed our questions and were in tune to our efforts. If you are looking for a business that will maximize your time and work alongside with your team towards attaining positive results then connect with this company. I do recommend it"

James Carter, 2 weeks ago

"This space is helpful in that it helps to provide calmness for the preparation of grant writing. I would recommend this to anyone who needs an understanding of the grant writing process."

Katherine Barr, a month ago

"Had a great AI workshop with Inclusive Data today. So informative and helpful for nonprofits like ours. Thank you!"

Funding Opportunities Appendix

Opportunity Name	Funder	Funder Type	Deadline
Apple Health &Homes Initiative	Washington State Department of Commerce	State	Awaiting NOFO
Building Communities Fund	Washington State Department of Commerce	State	Awaiting NOFO
Business Outreach and Education Fund(BOEF)	City of Seattle	State	Awaiting NOFO
The Dupar Foundation Grant	The Dupar Foundation	Private Foundation	Awaiting NOFO
Hearst Foundation Social Service Grant	Hearst Foundation	Private Foundation	Rolling-basis deadline
Wells Fargo Community Giving	Wells Fargo Foundation	Private Foundation	Rolling-basis deadline
Rural Business Investment Program	USDA-RD	Federal	Rolling-basis deadline
Fresh Start Business Grant	Bizee	Private Foundation	Rolling-basis deadline
The Freed Fellowship Grant	The Freed Fellowship	Private Foundation	Rolling-basis deadline
America's Seed Fund	NSF	Federal	Rolling-basis deadline
Hivers and Strivers Investment Program	Hivers and Strivers Capital	Private Foundation	Rolling-basis deadline

Opportunity Name	Funder	Funder Type	Deadline
NASE Growth Grants	National Association for the Self-Employed (NASE)	Private Foundation	Rolling-basis deadline
CCWC Women of Color Entrepreneur Grant	Corporate Counsel Women of Color (CCWC)	Private Foundation	Rolling-basis deadline
Scotiabank Corporate Giving Program: ScotiaRISE	Scotiabank	Private Foundation	Rolling-basis deadline
Good Neighbor	State Farm Companies	Private Foundation	Rolling-basis
Good Neighbor Citizenship Company Grants	State Farm Companies Foundation	Private Foundation	Rolling-basis deadline
Chipotle Cultivate Foundation	Chipotle	Private Foundation	Rolling-basis deadline
Starfire Sports Non- Profit Partnerships	Starfire Sports	Private Foundation	Rolling-basis deadline
A Little HOPE Grants	A Little HOPE	Private Foundation	Rolling-basis deadline
Youth Sports Grants	All Kids Play	Private Foundation	Rolling-basis deadline
Tony Robbins Foundation Grant	Anthony Robbins Foundation (The Tony Robbins Foundation)	Private Foundation	Rolling-basis deadline
Beneficial State Foundation Sponsorships	Beneficial State Foundation	Private Foundation	Rolling-basis deadline
Brees Dream Foundation Grant	Brees Dream Foundation	Private Foundation	Rolling-basis deadline
Bruce J. Heim Foundation Grant	Bruce J Heim Foundation	Private Foundation	Rolling-basis deadline
Brutten Family Foundation Grant	Brutten Family Foundation	Private Foundation	Rolling-basis deadline
Charles Lafitte Foundation Grant	Charles Lafitte Foundation	Private Foundation	Rolling-basis deadline
Chatlos Foundation Grant	Chatlos Foundation	Private Foundation	Rolling-basis deadline
Give Me Culture Grant	City of Kent Arts Commission	State	Rolling-basis deadline
Youth Mini Grant Program	City of Kirkland	State	Rolling-basis deadline
Food Equity Starter Fund	City of Seattle	State	Rolling-basis deadline
Safe Routes to School Mini Grant	Seattle Department of Transportation	State	Rolling-basis deadline
Costco Wholesale Charitable Contributions	Costco Wholesale	Private Foundation	Rolling-basis deadline
Cruise Industry Charitable Foundation Grant	Cruise Industry Charitable Foundation	Private Foundation	Rolling-basis deadline
Shaheen Foundation Grant	David and Linda Shaheen Foundation	Private Foundation	Rolling-basis deadline
Dennis & Phyllis Washington Foundation Grants	Dennis & Phyllis Washington Foundation	Private Foundation	Rolling-basis deadline

Opportunity Name	Funder	Funder Type	Deadline
First Interstate BancSystem Foundation Grants	First Interstate BancSystem Foundation	Private Foundation	Rolling-basis deadline
Galesi Family Foundation Grant	Galesi Family Foundation	Private Foundation	Rolling-basis deadline
Baby Grants	Glassbaby Foundation	Private Foundation	Rolling-basis deadline
Global Fund for Children Grant	Global Fund for Children	Private Foundation	Rolling-basis deadline
Harnish Foundation Grant	Harnish Foundation	Private Foundation	Rolling-basis deadline
Horizons Foundation of Washington Grant	Horizons Foundation of Washington	Private Foundation	Rolling-basis deadline
Community-Built Playspace Grants	KaBOOM!	Private Foundation	Rolling-basis deadline
Kars4Kids Small Grant Program	Kars4Kids	Private Foundation	Rolling-basis deadline
Elizabeth Thomas Memorial Grant	King County Nurses Association (KCNA)	Private Foundation	Rolling-basis deadline
Korum for Kids Foundation Grant	Korum for Kids Foundation	Private Foundation	Rolling-basis deadline
Program for Children and Youth with Special Health Care Needs (CYSHCN)	Lucile Packard Foundation For Children's Health	Private Foundation	Rolling-basis deadline
Mannix Canby Foundation Grant	Mannix Canby Foundation	Private Foundation	Rolling-basis deadline
Mark Torrance Foundation Grant	Mark Torrance Foundation	Private Foundation	Rolling-basis deadline
May and Stanley Smith Charitable Trust Grant	May and Stanley Smith Charitable Trust	Private Foundation	Rolling-basis deadline
Medina Foundation Grants	Medina Foundation	Private Foundation	Rolling-basis deadline
Michael & Susan Dell Foundation Grants	Michael & Susan Dell Foundation	Private Foundation	Rolling-basis deadline
Milbank Foundation Grant	Milbank Foundation	Private Foundation	Rolling-basis deadline
National Basketball Association (NBA) Foundation Grants	National Basketball Association (NBA) Foundation Inc	Private Foundation	Rolling-basis deadline
Norman Archibald Charitable Foundation Grant	Norman Archibald Charitable Foundation	Private Foundation	Rolling-basis deadline
Oriental Trading Co. Corporate Giving Program	Oriental Trading Company	Private Foundation	Rolling-basis deadline
Provident National Corporation (PNC) Grow Up Great	Provident National Corporation (PNC) Foundation	Private Foundation	Rolling-basis deadline
Robert Vasen Foundation Grant	Robert Vasen Foundation	Private Foundation	Rolling-basis deadline
Silver Family Foundation Grant	Silver Family Foundation	Private Foundation	Rolling-basis deadline
The Standard's Corporate Giving Program	Standard Insurance Company (The Standard)	Private Foundation	Rolling-basis deadline
DanPaul Foundation Grants	The Dan Paul Foundation	Private Foundation	Rolling-basis deadline
The FAR Fund Grant	The FAR Fund	Private Foundation	Rolling-basis deadline
Tukwila Children's Foundation Grant	Tukwila Children's		
Foundation	Private Foundation	Rolling-basis deadline	

Opportunity Name	Funder	Funder Type	Deadline
U.S. Bancorp Foundation: Community Possible Grant Program	U.S. Bancorp Foundation	Private Foundation	Rolling-basis deadline
Mission Based Initiatives	Virginia Mason Franciscan Health	Private Foundation	Rolling-basis deadline
Will Keith (W.K.) Kellogg Foundation Grant	W.K. Kellogg Foundation	Private Foundation	Rolling-basis deadline
The Ellison Foundation Grant	The Ellison Foundation	Private Foundation	Rolling-basis deadline
Safeco Insurance Fund	Liberty Mutual Foundation	Private Foundation	Rolling-basis deadline
2024 Community Development Block Grant (CDBG) General Purpose Grant	Washington State Department of Commerce	State	Rolling-basis deadline
Awesome Foundation Grant	Awesome Foundation	Private Foundation	Rolling-basis deadline
Farmers Market Promotion Program	United States Department of Agriculture (USDA) - Agriculture Marketing Services (AMS)	Federal	May i4, 2024
Local Food Promotion Program Fiscal Year 2024	United States Department of Agriculture (USDA) - Agriculture Marketing Services (AMS)	Federal	May i4, 2024
Regional Food System Partnerships	United States Department of Agriculture (USDA) - Agriculture Marketing Services (AMS)	Federal	May i4, 2024
The Gus Schumacher Nutrition Incentive Program Competitive Grants Program	United States Department of Agriculture (USDA) - National Institute of Food and Agriculture (NIFA)	Federal	May i4, 2024
Environmental Regulatory Enhancement	Department of Health and Human Services (DHHS) Administration for Children and Families (ANA)	Federal	May 22, 2024
Micro-Grants for Food Security Program	United States Department of Agriculture (USDA) - Agriculture Marketing Services (AMS)	Federal	May 28, 2024
Community-based organization public participation grants	Washington State Department of Commerce	State	May 30, 2024
Request for Proposals - Federal Clean Energy Tax Credit Assistance	Washington State Department of Commerce	State	May 30, 2024
Venmo Small Business Grant	Venmo	Private Foundation	May 31, 2024
Rural Cooperative Development Grant	United States Department of Agriculture (USDA) - Rural Development (RD)	Federal	June 3, 2024
State Small Business Credit Initiative (SSBCI) Investing in America Small Business Opportunity Program (SSBCI Investing in America SBOP)	United States Department of Treasury	Federal	June 3, 2024
Socially Disadvantaged Groups Grant	United States Department of Agriculture (USDA) Rural Business-Cooperative Service	Federal	June 3, 2024
Request for Proposals - Community Compensation	Washington State Department of Commerce	State	June 4, 2024

Opportunity Name	Funder	Funder Type	Deadline
WA Conservation Stewardship Program - Inflation Reduction Act (CSP- IRA)	United States Department of Agriculture (USDA) - National Resources Conservation Services (NRCS)	Federal	June 6, 2024
Confronting Hazards, Impacts, and Risks for a Resilient Planet (CHIRRP)	National Science Foundation (NSF)	Federal	June 6, 2024
State Trade Expansion Program (STEP)	United States Small Business Administration	Federal	June 06, 2024
Agriculture and Food Research Initiative - Sustainable Agricultural Systems	United States Department of Agriculture (USDA) - National Institute of Food and Agriculture (NIFA)	Federal	June 6, 2024
Conservation Reserve Program (CRP) FY24 Monitoring, Assessment, and Evaluation (MAE) Opportunity	United States Department of Agriculture (USDA) - Farm Service Agency	Federal	June 7, 2024
Jobber Grants	Jobber	Private Foundation	June 12, 2024
Round 3: General solicitation for clean energy projects	Washington State Department of Commerce	State	June 14, 2024
2025 Foreign Market Development Cooperator Program	United States Department of Agriculture (USDA) - Foreign Agricultural Service (FAS)	Federal	June 14, 2024
2025 Market Access Program	United States Department of Agriculture (USDA) - Foreign Agricultural Service (FAS)	Federal	June 14, 2024
IEDC Excellence in Economic Development Awards	International Economic Development Council (IEDC)	Private Foundation	June 14, 2024
Progressive® Driving Small Business Forward: \$50K Grants	Progressive Commercial Insurance	Private Foundation	June 14, 2024
2025 Emerging Markets Program	United States Department of Agriculture (USDA) - Foreign Agricultural Service(FAS)	Federal	June 14, 2024
James M. Cox Foundation Grant	James M. Cox Foundation	Private Foundation	June 15, 2024
Sundt Foundation Grant	Sundt Foundation	Private Foundation	June 15, 2024
The Robert D and Marcia H Randall Charitable Trust Grant	The Robert D and Marcia H Randall Charitable Trust	Private Foundation	June 15, 2024
Medical Funds 2024 Grant	Seattle Foundation	Private Foundation	June 17, 2024
Economic Mobility Focused on the Needs of the Community	Bank Of America Charitable Foundation Inc	Private Foundation	June 21, 2024
The Creative Business Boost Initiative: \$5K Grants	Global Entrepreneurship Network (GEN)	Private Foundation	June 21, 2024
Seattle Preschool Program (SPP) Provider Facilities Fund - 2024	The Department of Education and Early Learning (DEEL)	State	June 24, 2024
National LGBT Chamber of Commerce (NGLCC) Community Impact Grant Program	National LGBT Chamber of Commerce (NGLCC)	Private Foundation	June 25, 2024
Pearl Pledge	Pearl Milling Company	Private Foundation	June 26, 2024

Opportunity Name	Funder	Funder Type	Deadline
Building for the Arts Grant	Washington State Department of Commerce	State	June 27, 2024
Addressing Childhood Obesity and Health Inequities	Robert Wood Johnson Foundation	Private Foundation	June 27, 2024
Rural Decentralized Water Systems Grant Program	United States Department of Agriculture (USDA) - Rural Development (RD)	Federal	June 28, 2024
Catherine Holmes Wilkins Charitable Foundation Grant	Catherine Holmes Wilkins Charitable Foundation	Private Foundation	June 28, 2024
Rural Economic Development Loan & Grant Program	United States Department of Agriculture (USDA) - Rural Development (RD)	Federal	June 30, 2024
Rural Microentrepreneur Assistance Program	United States Department of Agriculture (USDA) - Rural Development (RD)	Federal	June 30, 2024
Galaxy Grants	Hidden Star	Private Foundation	June 30, 2024
Monthly Amber Grant	WomensNet	Private Foundation	June 30, 2024
HerRise Microgrant	Yva Jourdan Foundation, HerSuiteSpot	Private Foundation	June 30, 2024
Carrs Foundation - Seattle Grant	Safeway and Albertsons Companies Foundations	Private Foundation	June 30, 2024
MultiCare Community Partnership Fund	MultiCare	Private Foundation	June 30, 2024
New Earth Foundation Grant	New Earth Foundation Inc.	Private Foundation	July 1, 2024
Literacy Opportunity Fund	ProLiteracy	Private Foundation	July 1, 2024
RFQQ Blended Capital Enhancement Grants	Washington State Department of Commerce	State	July 1, 2024
Regional Conservation Partnership Program (RCPP) Classic for Federal fiscal year (FY) 2024	United States Department of Agriculture (USDA) - National Resources Conservation Services (NRCS)	Federal	July 02, 2024
Outreach and Assistance for Socially Disadvantaged and Veteran Farmers and Ranchers (2501 Program)	United States Department of Agriculture (USDA) - Office of Partnerships and Public Engagement (OPPE)	Federal	July 05, 2024
2024 COO -100	United States Chamber of Commerce	Private Foundation	July 8, 2024
Children's Mental Health Innovation Awards	Morgan Stanley Foundation Incorporated	Private Foundation	July 8, 2024
She's Connected	American Telephone and Telegraph (AT&T)	Private Foundation	July i0, 2024
Land and Water Conservation Fund State Assistance + Readiness and Recreation Initiative-FY24	United States Department of Interior (USDI) - National Park Service (NPS)	Federal	July i2, 2024
Small Business Investment Grant	Washington State Department of Commerce	State	July i4, 2024

Opportunity Name	Funder	Funder Type	Deadline
Spark Good Local Grants	Walmart	Private Foundation	July i5, 2024
Allen Foundation Grant	Allen Foundation Incorporated	Private Foundation	July i5, 2024
ALCWF Grant	American Legion Child Welfare Foundation	Private Foundation	July i5, 2024
RBC Foundation Grants - National Program (Outside the Minneapolis/St. Paul Metropolitan Area)	Royal Bank of Canada (RBC) Foundation - USA	Private Foundation	July i5, 2024
2024 Rivers and Trails Grant Program	National Park Foundation	Private Foundation	July i5, 2024
Electric Vehicle Supply Equipment	Washington State Department of Enterprise Services	State	July 22, 2024
Neighbor to Neighbor Funding	Seattle Foundation	Private Foundation	July 30, 2024
O'Reilly Automotive Foundation Grant	O'Reilly Automotive Foundation Incorporated	Private Foundation	July 3i, 2024
KeyBank Foundation Grants	Keybank Foundation	Private Foundation	July 3i, 2024
Global Food System Challenge	Institute of Food Technologists (IFT)	Private Foundation	August i, 2024 (Forecasted)
2025 Arts & Culture Grant	City of Burien	State	August 2, 2024
First Financial Northwest Foundation Grants	Renton Regional Community Foundation	Private Foundation	August 11, 2024 (Forecasted)
EmpowHER Grants Foundation	Boundless Futures	Private Foundation	August 31, 2024
Tom and Meg Names Family Foundation Grant	Tom and Meg Names Family Foundation	Private Foundation	August 31, 2024
Tulalip Cares: Charitable Fund Grant 2024	Tulalip Tribes	Private Foundation	September 1,
First Tech Fundamental Needs Grants	First Technology Federal Credit Union	Private Foundation	September 10, 2024
Fast Break for Small Business Grant Program	LegalZoom, Accion Opportunity Fund	Private Foundation	September 13, 2024
International Paper Foundation Grants	International Paper, Incorporated	Private Foundation	September 15, 2024
Learning Disabilities Foundation of America Grant	Learning Disabilities Foundation of America	Private Foundation	September 15, 2024
Teen Pregnancy Prevention	The Burning Foundation	Private Foundation	September 27, 2024
Transform Business Grant	TRANSFORM	Private Foundation	September 30, 2024
Her Village Grants	Boundless Futures Foundation	Private Foundation	September 30, 2024
Caplan Foundation for Early Childhood Grant	Caplan Foundation for Early Childhood	Private Foundation	September 30, 2024
Pacific Youth Foundation Grant	Pacific Youth Foundation	Private Foundation	September 30, 2024
Powershift Entrepreneurs Grant	National Association for the Advancement of Colored People (NAACP), Medium Rare, The Shark Group	Private Foundation	October 11, 2024 (Forecasted)
Sam J. Frankino Foundation Grant	Sam J Frankino Foundation	Private Foundation	October 15, 2024

Opportunity Name	Funder	Funder Type	Deadline
Robinson Foundation Grant	Robinson Foundation	Private Foundation	October 15, 2024
Youth Empowerment Grants Program	Believe in Me	Private Foundation	October 20, 2024
WSDA Specialty Crop Block Grant Program	Washington State Department of Agriculture (WSDA)		2024 (Forecasted)
Lawrence Foundation Grant	Lawrence Foundation	Private Foundation	October 31, 2024
Nordstrom Grant	Nordstrom	Private Foundation	October 31, 2024
Arts in Parks Program	City of Seattle	State	November 5, 2024
Max and Victoria Dreyfus Foundation	Max and Victoria Dreyfus Foundation Grant	Private Foundation	November 10, 2024
Environmental and Climate Justice Community Change Grants Program	United States (US) - Environmental Protection Agency (EPA)	Federal	November 21, 2024
Lithia 4-Kids Request	Lithia Motors	Private Foundation	November 30, 2024
Agriculture and Food Research Initiative Competitive Grants Program Education and Workforce Development	United States Department of Agriculture (USDA) - National Institute of Food and Agriculture (NIFA)	Federal	December 05, 2024
Collective Grants	Washington Women's Foundation	Private Foundation	December 08, 2024 (Forecasted)
Agriculture and Food Research Initiative Competitive Grants Program Foundational and Applied Science Program	United States Department of Agriculture (USDA) - National Institute of Food and Agriculture (NIFA)	Federal	December 31, 2024
Innovating Worthy Projects Foundation Grant	Innovating Worthy Projects Foundation	Private Foundation	December 31, 2024 (Forecasted)
The Million Dollar Challenge	Alliant Credit Union Foundation	Private Foundation	December 31, 2024
Employee Retention Credit	Internal Revenue Services (IRS)	Federal	April 15, 2025

SnoValley Close Out Report:

Fundraising Plan Recommendations from Shamra Clark Consulting Group

Objectives

To enhance economic development in Snoqualmie Valley, Shamra Clark Consulting Group supported SnoValley Innovation Center and SnoValley Chamber of Commerce in the following scope of work to be completed from April 30 through June 30, 2024:

- Write content for submission for 3 - 4 major grant applications.
- Submit an extensive compilation of foundations and government grants pertinent to the projects.
- Based on research, develop a strategic fundraising plan and offer guidance on potential grant opportunities.
- Submit summaries and supporting documents to complete a closeout report.

Deliverables

- Grants Plan
- Message Platform

- M.J. Murdock Charitable Trust Letter of Inquiry
- Norcliffe Foundation application
- USDA Local Agriculture Market Program application

Methodology

To identify prospective grant funders for SnoValley Innovation Center, as well as a future 501(c)(3) organization the SnoValley Chamber of Commerce plans to create, Shamra Clark Consulting Group conducted a scan of foundation and corporate prospects using our firm's library of past grants research as well as a paid grants research database. A group of peer organizations was identified and consultants conducted an environmental scan to identify funders to those peer organizations.

Consultants created a Grants Plan tracking sheet capturing a set of 29 top grants prospects with a total estimated funding potential of \$3.145 million, which could be invested in either 2024 or 2025, depending on each prospective funder's application process and timeline.

The following information was captured for each prospect: suggested request amount and program area the prospect could fund, outreach strategy recommendations (including elements of work that should be highlighted), summary of the application process including deadlines, the prospect's stated priorities, a list of similar past grants the prospect has made, trustees and other decision makers and notes about the size and scope of the prospect's grant making. The key deliverable for this work is the [Grants Plan](#).

This list of prospective grant funders was shared with SnoValley Innovation Center's Board of Directors and also the Executive Director of the SnoValley Chamber of Commerce. The Chamber's new 501(c)(3) organization can apply to many of these same funding prospects, once a determination letter has been received from the Internal Revenue Service.

In addition to these prescribed deliverables, at the request of SnoValley Innovation Center board members, consultants also created a Message Platform that can serve as the basis for web content and future grant proposals. Information for the Platform was gathered through several interviews and meetings with SVIC board members and the Chamber of Commerce's Executive Director. The key deliverable for this work is the [Message Platform](#).

Consultants drafted proposal narrative for the following three grant applications:

- M.J. Murdock Charitable Trust Letter of Inquiry
- Norcliffe Foundation application
- USDA Local Agriculture Market Program application

SnoValley Innovation Center board members Rob Wotton and Sally Mayo are in the process of connecting with program officers at the two private foundations listed above, seeking input before they submit the two applications.

Overall Recommendations

- **Confirm the SVIC mission statement and develop a three-year strategic plan and correlating budget.**
Consider hosting a visioning session at an upcoming board meeting. Consider the questions: What inspires us? Who is SnoValley Innovation Center? Who do we serve? What quantifiable need for our services can we point to? How are our offerings unique; what differentiates us from other organizations already working in this space? What is our long-term impact? What do we hope to achieve in the next three years? What is the threat; what would happen if we didn't do this work? What resources do we need to achieve our goals?

- Clarify youth educational program plans. Identify the 2024-25 school year goals, objectives & activities for engaging and inspiring youth through hands-on learning opportunities with local businesses that support their career readiness. Many identified grant prospects are interested in these types of programs.
- **Update SVIC web content to better reflect the updated messaging.** Ensure web content explains what SVIC does and why it matters, the need SVIC is addressing, who is served and with what services, the impact of those services to date, what the goals and future plans are, and why donor support is necessary to reach those goals.
- **Capture tangible examples of SVIC organizational impact.** Collect testimonials from past participants. Highlight both the qualitative and quantitative impact of current and past programs.
- **Complete Chamber's application for a 501(c)(3) affiliate and develop a strategic plan.** Reach out to [501 Commons](#) to ask what support they can offer in filing the tax status application. Seek consulting support for developing an organizational strategic plan. Focus on the role this new organizational affiliate will play that augments what the Chamber's current program and how it differentiates between SVIC's mission and the mission of other organizations supporting Valley entrepreneurs and small businesses. Clearly articulate the case for philanthropic support.
- **Develop opportunities for SVIC and the Chamber's new 501(c)(3) affiliate to submit joint grant/funding requests with partners.** These joint requests could be with: Snoqualmie Indian Tribe, SnoValley Tilth, Oxbow Farm and Conservation Center, Business Impact NW, 21 Acres, Mountains to Sound Greenway, or any other partners that are nonprofit organizations. Near-time partnership opportunities include:
 - Consider submitting a Sponsorship request to Inatai Foundation to host a strategic visioning / leadership retreat with the Snoqualmie Indian Tribe and other key partners. Further details in the Grants Plan.
- Consider developing co-applications with Oxbow Farm and Conservation Center to The Russell Family Foundation and Hugh and Jane Ferguson Foundation. **Submit at least 3 grant/funding requests quarterly.** Customized, actionable strategies are identified in the Grants Plan, which includes specific prospects, information about their funding priorities and application processes, and consultant's recommendations for how to initiate outreach. Prioritize general operations requests that can build organizational capacity.
- **Continue building support from local city, county, and state elected officials for capital investments.** Late summer and early fall is a good time of the year to begin conversations with state elected officials about the capital and operating needs of SVIC and Chamber and how the organizations' work will benefit their rural constituents. 2025 is a capital budget year and many nonprofit organizations will receive support through Local Community Projects (LCP) funding. Requests for funding will be due from legislators to their peers in January or February 2025. King County Commissioners can make budget appropriations in August and December each year.
- **Seek funding from the M.J. Murdock Charitable Trust to hire a full-time, permanent SVIC staff member.** This position should lead not only programming and partnership development but also support the Board of Directors in fundraising. Dedicate 25% of this staff person's time to fundraising support and implementation.
 - Continue outreach to Trust program officers to introduce SVIC and the need for and future impact of increasing organizational capacity by hiring a permanent staff member. Specific instructions and talking points are outlined in the Grants Plan. Submit the M.J. Murdock Charitable Trust Letter of Inquiry.
- **Further develop SVIC's Board of Directors.** Recruit new members representing the local farming, outdoor recreation, and technology entrepreneurs SVIC champions. Consider the organization's Diversity, Equity,

Inclusion and Justice Define fundraising roles and responsibilities of board members. Invite all board members to make a donation that is personally meaningful to them.

- **Ask board members to each identify 10 local business leaders who might consider a personal philanthropic gift in support of SVIC.** Host a small "friendraising" event—designed to reflect the mission of SVIC, for example, with a strong connection to local farms and food products—and ask each board member to invite their 10 donor prospects. Share SVIC's vision for the Snoqualmie Valley small business and entrepreneur community. Offer ways business leaders can engage with SVIC, such as being a mentor, speaking at a Business Workshop, or donating financial support. Events like this can also be done in partnership with the Chamber.
- **Consider creating a membership dues structure for SVIC's governmental partners.** Identify specific benefits these governments will receive from their membership in SVIC and how these benefits augment and are differentiated from benefits received from their Sno Valley Chamber of Commerce benefits.
- **Once a donor base is established by SVIC and the Chamber's future 501(c)(3) affiliate, create a plan for demonstrating gratitude and impact.** Ensure timely and personalized gift acknowledgement and carefully follow all reporting requirements for grants. In future years, consider creating an annual Impact Report to distribute to all partners and supporters or other ways of demonstrating gratitude and impact.

Spokane County: Greater Spokane Incorporated (GSI)

OFFICE OF ECONOMIC DEVELOPMENT & COMPETITIVENESS

ADO GRANT WRITER PROGRAM FINAL REPORT

GRANTEE: GREATER SPOKANE INC.

TIME COVERED BY THIS REPORT: APRIL 1 – JUNE 30, 2024

- Description of recruitment and hiring or contracting efforts.
 - Contract start delayed to April 23.
 - Request for Qualifications and Quotes (RFQQ) developed. RFQQ published and advertised. Listed on OMWBE website, APEX website, GSI website and Legal Ad in Spokesman Review.
 - After no response reached out to four separate grant writers. All women, though none certified.
 - After May 1 – continued to work with grant writers on project specifics. Assisting in further understanding of the scope, deliverables and timeline.
 - May 13 - Contracted with Positive Impact Grant Writing, LLC. Julie Morin prime grant writer with subcontracted grant writers.
 - May 14 – Contracted with Partners for Rural Washington, a non-profit corporation. Grant writers are Staci Nelson and Jody Opheim.
 - Partners for Rural Washington had previous experience in working in the Adams, Whitman, Lincoln, and Pend Oreille counties on broadband. They are assigned working with rural counties on grant identification. Introductions and discussions with ADO counterparts in the Counties listed above.
 - Positive Impact Grant Writing, LLC assigned working with GSI and local partners including City of Spokane Valley, City of Liberty Lake, City of Airway Heights and Spokane County. Made introductions, answered questions and assisted in arranging meetings.
- Describe grant research results.
 - Grant writers met with various entities. ADO's provided connections to their partner organizations, often local governments in the ADO's jurisdictions.
 - With projects in hand the grant firms identified potential grant opportunities for each project for each entity. They researched the grant opportunity, likely lift to pursue the application and dates due.

- The Spokane County Grant Writer worked with 6 different entities and identified 34 federal funding opportunities, 10 state funding opportunities, 12 local funding opportunities and 71 foundation funding opportunities (one funding source may be an opportunity for multiple projects).
- The Rural Counties Grant Writer worked with 4 ADO's, 16 different organizations, with 37 projects and 49 unique funding opportunities.

○ List grants applications submitted (if any): This work focused on grant identification, but four grants were applied for during the term of the agreement.

Entity for which application was written (fund recipient)	Grant Program and funding source	Amount of funding requested	Proposed use of funds
GSI	Standard's Corporate Giving	\$2,500	Funding to support travel for Childcare Best Practices trip.
GSI	Community Ties	\$30,000	Career awareness and readiness for disadvantaged and immigrant adults.
GSI	Umpqua Bank Foundation	\$10,000	Spokane Inclusive Business Catalyst – Small Business Accelerator for Underrepresented communities.
GSI	Hearst Foundation Cultural Grant	\$66,650	Business After School Expansion to 4th Graders.

○ List grants awarded (if any): No grants awarded during the window.

- Grant match amount and source of match: NA

○ Estimated number of jobs created and/or retained upon project completion:

- The majority of grants are for workforce development, not capital economic development projects. The Spokane Inclusive Business Catalyst is run in cohorts (10 businesses), the grant applied for pays for a small portion of the program (~15%). Upon program completion businesses report growth metrics, such as employment and revenue growth. We expect a single cohort to add 20 jobs over the three-year reporting term. The other grants were for workforce development and not expected to create jobs.

○ Analysis of the potential benefits securing the grants will have on regions served by ADO:

- On the ones applied for the benefits are workforce and business growth for businesses from underrepresented communities and over time, business ownership, could close the wealth-gap in identified underrepresented communities.
- In rural communities the projects are primarily capital projects around quality of life to attract and retain workforce.

Further information is provided in the reports provided by the grant writers.

Instrumental Opportunities Report - July 3, 2024

Clients: Greater Spokane Incorporated, City of Spokane Valley, City of Liberty Lake, City of Airway Heights, and Spokane County

Projects: Evergreen Bioscience Innovation Cluster 1. Women in STEM 2. Innovation Building 3. Talent, City of Airway Heights 1. City Service Campus 2. Rec Center 3. Industrial Infrastructure/Water 4. Childcare Center, City of Liberty Lake 1. Library 2. Capital projects 3. Inclusivity, DEI 4. Law Enforcement, Spokane County Projects 1. Disaster Relief response 2. Clean energy compliance 3. Affordable housing, City of Spokane Valley- 1. Cross Country Field, 2. Economic Development 3. Sports Tourism, and Greater Spokane Incorporated 1. Business after school 2. Upskill workers and job creation 3. Inclusive and diverse business opportunities.

Jefferson County: Economic Development Council of Jefferson County

GRANTEE: EDC TEAM JEFFERSON

CONTRACT NUMBER: 24-75370-015 - ATTACHMENT A - SCOPE OF WORK AMENDMENT

TIME COVERED BY THIS REPORT: 5/1/24 – 6/30/24

- Description of recruitment and hiring or contracting efforts.
 - By the time the contract was signed, two months remained to execute. EDC Team Jefferson had an existing general service agreement in place for grant writing support to be performed in the calendar year 2024 with an excellent grant writer Julie Knott. Ms. Knott was initially hired per our board approved Procurement & Subcontractor Policy processes. As defined by RCW 39.26.010 and our procedures pertaining to direct buy exemptions, we originally posted a grant writer position in 2022. We received applications, interviewed candidates, checked top candidate references, and made an offer to Julie Knott. We signed a general service agreement with Ms. Knott for grant writing support January 4, 2023. The position was posted in three places:
 - Office of Minority and Women’s Business Enterprises website
 - Kinship HR website – Local Listing
 - Our own website – local Listing
 - We extended our general service agreement with Ms. Knott as of January 1, 2024. We have continued to extend Ms. Knott’s contract based on her exemplary resume, exemplary work done for EDC Team Jefferson to date, and her robust stakeholder relationships in Jefferson County. She is a respected stakeholder in our community maintaining high value relationships with local tribes.
- Describe grant research results.
 - Meetings, strategy sessions and engagements to date, with meeting notes;
 - Research accomplished to date with links;
 - Identify and interview stakeholders;
 - Progress on collateral material development, including:
 - Stakeholders list;
 - Grant research;
 - Community interviews and needs;
 - Work plan for a 60 day schedule (original work plan was for 90 days, but the contract is 60 days);
 - An updated resume for Julie Knott has been delivered under separate cover.

June 30, 2024

Introduction

Jefferson County local wood economy leaders are organizing to form the Jefferson Timber Collective, a business cooperative supporting the development of a resource sharing framework and shared facility supporting the growth of a circular wood economy in Jefferson County, Washington.

Research

Funding Opportunities

The grant consultant conducted comprehensive research on available grants from federal, state, local governments and private institutions. The consultant identified various types of funding and suitability in terms of timing, appropriate fiscal agent, and funding needs.

Stakeholder Assessment

The grant consultant worked with Jefferson Timber Collective and local participants to identify core stakeholders that can provide critical support and partnership in cooperative and circular wood economy development, including potential members, service providers, and strategic partners. (See attached Deliverable Stakeholder Assessment).

Supply Chain Research

In preparation for supply chain development grant opportunities, on advice of NextCycle America, consultant researched diverse supply chain models worldwide to identify effective practices applicable to local cooperative development.

Cooperative Member Engagement

Consultant facilitated introduction of cooperative members and associated businesses to the Small Business Development Center (SBDC), state and local funding providers, and stakeholders in preparation for future work together.

Conclusion

Grant funding for the development of the Jefferson Timber Collective and local wood economy will be available in the near future. Stakeholders can use this time and information to prepare for upcoming opportunities.

- List grants applications submitted (if any):
 - As noted by our grant consultant we did not find any appropriate grants funds available during the contract period, May 1, 2024 - June 30, 2024. We prepared an action plan listing grants that we are poised to apply for, see attached Deliverable Grant Identification document.
- List grants awarded (if any):
 - We did not receive any funds during the contract period. We were able to establish a relationship with the businesses that make up the Jefferson Timber Collective and define the surrounding stakeholder network. The collective is now in the process of formally organizing as a cooperative business to be eligible for grant funding programs. This project is aligned with USDA funding, and will lead to economic opportunities in Jefferson County based on the shared vision of a circular wood economy.
- Estimated number of jobs created and/or retained upon project completion:

- Currently the Jefferson Timber Collective is made up of 5 businesses that employ 22 people. We have identified another 13 businesses in the growing circular wood economy network that would benefit from the funding the Jefferson Timber Collective is preparing to apply for. All will receive ongoing technical business support services from EDC and EDC partners.

○ Analysis of the potential benefits securing the grants will have on regions served by ADO:

- Developing a grassroots, local, circular economy seed project in the forest products sector that we can build upon
- Connecting the forest products and creative sectors, sourcing a pathway to living wage jobs
- Creating potential for future industrial symbiosis project with PT Paper mill.
- Workforce development potential with Peninsula College (natural resource dept, construction technology), NW School of Wooden Boat Building, Port Townsend School of Woodworking, and CTE programs in local high schools
- One year forecast data for Jefferson County WA., indicates 57 construction jobs, up to 17 forestry jobs and 31 arts jobs are in demand. With support of JTC we will be growing businesses and workforce pathways in these sectors. (data sourced from JobsEQ)
- The potential benefits of resources being utilized to help the Timber Collective support our region's interest in developing a circular wood economy. The following is the case statement we received from the Jefferson Timber Collective:
 - The Jefferson Timber Collective (JTC) began in 2023 when five small sawmill-owners and commercial forestland owner-managers banded together to brand and market local wood. But as JTC members drafted a charter, operating agreement, and product line, their goals expanded to encompass a retail outlet and equipment-sharing that could increase production capacity, diversify the range of products offered, and recycle wood waste. In 2024 the founding members committed to registering and operating JTC as a Cooperative Association.

A New Story

The Olympic Peninsula is home to some of the world's greatest softwood forests. But for decades, logs from these woods have been shipped to China, Japan, Vietnam, Taiwan, Korea, and processing plants around the U.S. What was left behind? The Peninsula's people.

JTC is part of a broad-based effort to revitalize long-neglected rural communities on the Olympic Peninsula. A budding local wood movement promises to create prosperity-wage, highly skilled jobs that can stop the export of young people and wealth by stopping the export of raw logs.

Specifically, JTC is positioning itself as a critical link in a growing chain of value-added businesses on the Peninsula that start with growing native trees in sustainably managed, permanently protected forests and end with lumber, architectural wood, and furniture in the homes and offices of end users.

By building processing and manufacturing capacity for local wood, JTC aims to create the types of high-value products, identity, and young, dedicated workforce that has made the local food movement—itsself only 20 years old—such a driving force for positive ecological, social, and economic change.

The People of JTC

JTC members are dynamic microentrepreneurs who are committed to building their families, careers, and businesses here. As a group, they have a well-earned reputation for integrity, reliability, creative problem-

solving, and quality. Their experience ranges from production work for building packages to one-of-a-kind signature pieces for boat builders, native carvers, custom homes, and commercial buildings.

JTC's founding members choose their Collective name purposefully. They are committed to cooperating in ways that have a positive impact on their bottom lines, their communities, and the natural beauty that draws or keeps them here.

Work to Date

The Collective's founding and early growth can be summarized in five major steps.

○ Pre-planning Sessions

- For a year, the founding members met monthly to discuss the group's overall goals and operating principles. For example, they established the organization's geographic scope as the region encompassing the Hamma Hamma watershed to the south and the Dungeness watershed to the north and west. This area comprises north-central Mason County, all of east Jefferson County, and eastern Clallam County.

○ A Convening

- In February of 2024 JTC sponsored a convening of over 30 leaders in the local wood community. Attendees included tribal, DNR, and private forestland managers, managers from Port Townsend Paper Company, small-mill owners, builders, and staff from rural and economic development agencies. The meeting focused on identifying which of the elements required for a comprehensive local wood ecosystem already existed and which needed to be developed or expanded. Participants considered assets and needs that included timber growers, highly skilled small-scale loggers and truckers, small and nimble wood processors, and creative sales outlets and marketing programs.

○ A Local Wood Processing Facility

- Early in 2024 JTC began discussions with local elected officials and with staff at the Port of Port Townsend about the possibility of establishing a local wood processing facility on industrial land owned by the Port. This facility would offer long-term leases for member businesses to run their own operations close to equipment and facilities owned and operated by the Cooperative.

○ Local Wood and Local Furniture?

- In tandem with leadership at the Port Townsend School of Woodworking, JTC is laying the groundwork for a marketing research effort conducted by Washington State University's Small Business Development Center. The purpose of this study is to evaluate the level of demand from designers and builders in the I-5 corridor for architectural wood and furniture from the Peninsula.

○ Incorporating as a Cooperative Association

- JTC is currently working with experts at the Northwest Cooperative Development Center to draft the articles of incorporation, bylaws, and operating agreements needed to establish and run JTC as a cooperative association.

The Road Ahead

Once the marketing plan is complete and incorporation as a Cooperative is finalized, JTC has arranged to work with experts at Team EDC Jefferson to develop a comprehensive business plan. Work has already begun on

securing a long-term lease with the Port of Port Townsend and master-planning the retail store and shared production facility.

Although JTC's founding members currently employ just 22 people, the Cooperative plans to add new member businesses and grow existing operations enough to double or triple that number in 10 years. Here again JTC takes its inspiration from the local food movement, which grew from virtually nothing on the eastern Peninsula in the early 2000s to dozens of farms and hundreds of employees today.

Funding Needs

JTC has already benefited enormously from financial support that is making business planning, market research, and incorporation possible. Now the Cooperative needs to attract grant funding and patient capital to support the following needs:

- Marketing materials and staff;
- Start-up costs for the retail store;
- Start-up costs for the shared production facility including infrastructure development, a large dry-storage building for lumber, machines for high-volume planing and drying, and equipment for large-volume waste handling (sawdust, bark, and offcuts/chips).

Recognition

JTC will recognize funding agencies and individuals in an array of ways, including:

- An "Our Story" page on the Cooperative's website;
- An "Our Story" panel at the retail store;
- A large Welcome board at the entrance to the local wood processing facility; and
- "Our Story" text and graphics in marketing materials and in the JTC product catalog.

It takes a village to change a history of boom-and-bust extraction and multigenerational poverty to a future of ecologically sound, sustainable business practices that attract young people to thriving rural communities.

Kitsap County: Kitsap Economic Development Alliance (KEDA)

OFFICE OF ECONOMIC DEVELOPMENT & COMPETITIVENESS

ADO GRANT WRITER PROGRAM FINAL REPORT

GRANTEE: KITSAP ECONOMIC DEVELOPMENT ALLIANCE

TIME COVERED BY THIS REPORT: 5-7-2024 -- 6-30-2024

- Description of recruitment and hiring or contracting efforts.
 - To ensure a fair selection process, we began by posting advertisements on the Puget Sound Grant Writers Association website and considering recommendations from business associates. We finalized our choice of two writers based on their responses and service quotes.
- Describe grant research results.
 - The writers we selected, JMA Group and Planet Grants, have been diligent, professional, and consultative throughout the preparation and writing process. We have held several meetings and evaluations of various funding notices to align our strategy and identify ways to create winning proposals.
 - Through this process we identified funding opportunities and have formulated strategies to pursue several meaningful opportunities that will advance KEDA's WAV-C and Innovation initiatives.

○ List grants applications submitted (if any):

Entity for which application was written (fund recipient)	Grant Program and funding source	Amount of funding requested	Proposed use of funds
NOAA	NOAA Ocean Exploration	\$331,000	Demonstrate usability of marine submersible in cleaning up marine debris in the Puget Sound
NSF	NSF Regional Innovation Engines	\$TBD -LOI Submitted	Stand an Industrial based ecosystem to support marine autonomy in the PNW

○ List grants awarded (if any): None, as of yet.

- Grant match amount and source of match: N/A

○ Estimated number of jobs created and/or retained upon project completion:

- Retained: 1
- Created: 10

○ Analysis of the potential benefits securing the grants will have on regions served by ADO:

- Ameliorate workforce development
- Facilitate STEM coursework development and delivery
- Further grow marine autonomy as an industry
- Build a larger ecosystem of marine autonomy entities to support naval technologies

Kittitas County: Kittitas County Chamber of Commerce

WASHINGTON COMMERCE ADO GRANT WRITER PROGRAM FINAL REPORT

Grant applications selected for award:

- Grantor: Washington Tourism Rural Tourism Marketing & Production
 - Applicant/Chamber Partner: self
 - Description: To produce assets that result in increased tourism, with emphasis on the film industry, agritourism, and the creative economy - three areas where Kittitas County has rich visitor assets but where we have not fully reached our tourism potential.
 - **Grant award: \$25,000**
- Grantor: Washington Tourism Data and Research
 - Applicant/Chamber Partner: self
 - Description: Improve overall impact of tourism utilizing asset mapping and geolocation data

- **Grant award: \$20,000**
- Grantor: Washington Commerce Energy Efficiency Community Block Grant
 - Applicant/Chamber Partner: Kittitas County Facilities Maintenance
 - Description: Perform investment grade building audit to illuminate opportunities for improved energy efficiency
 - **Grant award: \$110,000**
- Grantor: Washington Tourism Arts and Culture
 - Applicant/Chamber Partner: self
 - Description: Using technology and storytelling, promote the largest barn quilt display
 - **Grant award: \$18,000**
- Grantor: Senator Murray
 - Applicant/Chamber Partner: Town of South Cle Elum
 - Description: Congressionally directed funding request to replace drinking water system
 - Grant request: \$5,840,000 | anticipate decision Fall 2024
 - **Listed as a priority project for phase 1 \$1,340,000**

Grant applications declined:

- Grantor: Washington Tourism Technical Assistance
 - Applicant/Chamber Partner: Self
 - Description: Proposal to assist with agritourism
 - Grant request: \$15,000 | anticipate decision June 2024
- Grantor: Washington State Department of Ag
 - Applicant/Chamber Partner: Ril Foods
 - Description: Acquire food processing equipment to expand and strengthen collaboration across linkages with local and regional farms
 - Grant request: \$60,000 | anticipate decision July 2024

Grant applications submitted and awaiting award decision:

- Grantor: USDA Rural Business Development Grant
 - Applicant/Chamber Partner: Ellensburg Business Development Authority dba CenterFuse
 - Description: Develop a business plan for a value-added wood products innovation center
 - Grant request: \$28,000 | anticipate decision July 2024
- Grantor: Senator Cantwell
 - Applicant/Chamber Partner: Town of South Cle Elum
 - Description: Congressionally directed funding request to replace drinking water system
 - Grant request: \$5,840,000 | anticipate decision Fall 2024
- Grantor: Washington State Department of Commerce Energy Programs in Communities (EPIC)
 - Applicant/Chamber Partner: self
 - Description: Rooftop solar on three Chamber owned buildings
 - Grant request: \$122,584 | anticipate decision July 24, 2024

Grant applications under development:

- Grantor: US Economic Development Administration Economic Assistance
 - (NOTE preliminary development pending EDA district office responses to questions)
 - Applicant/Chamber Partner: Yakima and Kittitas County partners
 - Description: Update to US EDA Comprehensive Economic Development Strategy
 - Grant request: TBD, but likely \$80,000
 - Application deadline: rolling deadline

Grant opportunities (research) with Chamber partners:

- US EDA Comprehensive Economic Development Strategy
- Community Economic Revitalization Board
- Public Works Board
- Interagency Assistance Coordinating Committee
- Tax Increment Financing (TIF)
- WA Commerce Industrial Site Readiness Program
- Brownfields (EPA and Ecology)
- Commerce Clean Energy Decarbonization
- US DOT Multimodal Project Discretionary Grant
- WA Department of Commerce Community Development Block Grant (CDBG) Program
- Washington State Department of Commerce Building for the Arts
- Industrial Assessment Centers (IAC) Implementation Grants Program
- And more! See list:

Grantor	Interest area
AgWest Farm Credit Rural Community Grants	Improve economic & social well-being
Bagley and Virginia Wright Foundation	Giving primarily for arts and culture
Bank of America Charitable Foundation	Economic mobility focused on needs of individuals and families (Health, Jobs), Economic mobility focused on needs of community (Affordable housing, Neighborhood revitalization, Small business resiliency)
Battelle Pacific Northwest National Laboratory Charitable Giving Program	STEM education, Arts & culture, Health & human services
Beneficial State Bank Sponsorship Program	Affordable housing, Arts & culture, Education & youth development, Beneficial financial services, Economic, business & job development, Social justice, Environmental sustainability, Health & wellbeing
BILL & MELINDA GATES FOUNDATION	K-12 & postsecondary education, Education pathways, Economic mobility & opportunity related to arts and culture, the environment, and human services
Bobo Foundation	
CenturyLink-Clarke M. Williams Foundation	K-12 education, Youth, Technology focused initiatives, Strengthen communities
Charles and Barbara Wright Foundation	grantmaking related to arts and culture
Community Foundation of Kittitas County	Enrich the quality of life for all residents of Kittitas County

Grantor	Interest area
Cowles Charitable Trust	supports the arts, education, the advancement of ethical journalism, medical and climate research
East West Bank Donations and Sponsorships Program	Quality of life, Small business growth, Financial literacy, D&I
Gary E Milgard Family Foundation	Improve their communities
Hein Legacy Foundation	Foster the values of honesty, integrity, fairness, a strong work ethic
Humanities WA	public humanities projects
Jagran Foundation	grantmaking related to Indian causes, health, human services, and education
JPMorgan Chase: Annual Challenge	Drive inclusive, equitable growth & create greater economic opportunity
KeyBank Foundation	Neighbors (Affordable housing & homeownership, Economically self-sufficient families, Safe, healthy & stable communities, Small business growth), Education, Workforce (graduation, employment, financial education)
Lindberg Foundation Trust	Arts, culture, and humanities; education; health; human services; public/society benefit; religion
McKinstry Charitable Foundation	Environment, Nurture children, Advance equity & social justice
Norberg Family Foundation	grantmaking related to education, arts and culture, and the environment.
Nordstromseifert Family Foundation	Education, Health Care, Human services
Paccar Foundation	capital campaigns involving acquisition or improvement of facilities used for social and health services, education and cultural affairs
Pacific Power Foundation	Education/STEM, Community enhancement, Environmental respect, Arts & culture, Safety & wellness
PNC Foundation	Education, Economic development (affordable housing, community development, community services, arts & culture, revitalization & stabilization of low and moderate income areas)
Puget Sound Energy Corporate Giving Program/Foundation	Public safety, Energy preparedness, Community & economic development, Disaster recovery services, Environmental, Housing,
Rural Community Assistance Corporation	Lending, Native communities
Ruth Anderson Wheeler and Henry O. Wheeler Charitable Trust	Arts, culture, and humanities; education; health; human services; public/society benefit; religion
Seattle Foundation	Make greater Seattle a stronger, more vibrant community Arts & culture, Health & human services, Industry advancement & pre-apprenticeship support
Sellen Community Foundation	Environmental stewardship
Spokane Teachers Credit Union (STCU): Here for Good Foundation	Education, Arts & culture, Economic development participate in a broad range of activities intended to improve the social, cultural, economic, and
Suncadia	environmental conditions
Tegna Foundation Inc	Local community needs
The Allstate Foundation	End domestic violence, Empower youth, Advance racial equity, develop nonprofit leaders
The Herbert Jones Foundation	New business programs managed by post secondary educational entities
Tulalip Tribe	Arts, Music, Community and Cultural needs; culture-based activities
U.S. Bank Foundation	Economic & workforce advancement, Safe & affordable housing, Arts & culture

Grantor	Interest area
Umpqua Bank Charitable Foundation: Community Grants	Improving economic prosperity for under-resourced individuals, families and small businesses, Building healthier, more resilient, better connected, and inclusive communities
Union Pacific Foundation: Community Ties Giving Program	Build safe, prosperous, vibrant and inclusive communities
Vadon Foundation	seeks to strengthen Native communities, Emergency & sustainable housing, Food & nutrition, Economic stability & job development,
Washington Federal Foundation	Financial literacy
Wells Fargo Foundation	Economic advancement, Championing quality, affordable homes, Empowering small businesses to thrive, Drive an equity-focused transition to a low-carbon economy
Weyerhaeuser Family Foundation: Sustainable Forests and Communities Initiative	Promote resilience, stability & psycho-social health for youth ages 14-21, Advance opportunity, equity, & wellbeing for women & girls in developing countries, Promote the creation of environmentally & economically sustainable forest communities throughout the USI
Wyman Youth Trust	supports youth, civic projects, cultural development, community needs, education and health in Washington
Yakima Valley Community Foundation	Quality education, Health & wellness, Civic engagement

Recent grant research:

- USDA Composting and Food Waste Reduction Cooperative Agreements
- USDA Solid Waste Management Grants
- Natural Resources Conservation Service
- Farm Service Agency
- WA Commerce Behavioral Health Facilities
- WA Commerce Youth Recreational Facilities
- EPA Brownfield Grant
- WA Commerce Brownfield Revolving Loan
- USDOT Bridge Investment Program
- USDOT Charging and Fueling Infrastructure Grant Program
- USDOT Safe Streets and Roads for All
- WA Commerce Library Capital Program
- USDOT SMART program
- Cle Elum Rotary
- Cle Elum Downtown Association
- .09 Distressed County Funds
- PSE Corporate (not Foundation)
- Main Street CLG grant
- WSDOT Pedestrian/Bike grant program
- YVCF Community Impact Grant
- WA Ecology Water Resources Drought Response Grants
- USDHS FEMA Public Assistance Program

KITTITAS COUNTY CHAMBER OF COMMERCE – ADO GRANT WRITER PROGRAM SUMMARY

ADO Grant Writer Program: Kittitas County Chamber of Commerce proposed to research, qualify, identify, connect with, apply to and secure grant funding to benefit economic development in Kittitas County. Meet with

Chamber partners to inform grant application development for applications to be submitted on/before June 30, 2024 and to assist with establishing a qualified grantor data set to address any future grant needs for grants submitted after June 30, 2024.

Plan and Actual Outcomes:

Proposed Grantor/Program	Planned Actions	Actual Outcomes
Washington Tourism Rural Tourism Marketing & Production	Prepare and submit grant application by Feb 29, 2024	Grant application submitted and selected for funding \$25,000
Washington Tourism Sports Incentivization	Prepare and submit grant application by March 14, 2024	After further consideration, no application was submitted.
Washington Tourism Rural Tourism Research & Data	Prepare and submit grant application by March 30, 2024	2nd WA Tourism grant application submitted and selected for funding \$20,000
Washington Tourism Arts & Culture	Prepare and submit grant application by April 14, 2024	3rd WA Tourism grant application submitted and selected for funding \$18,000
Partner meeting: Cities of S. Cle Elum, Cle Elum and Kittitas; Easton and Snoqualmie Pass	Meet with city leaders to discuss CERB planning grant presentation, other cities about grant priorities	Numerous emails and in person conversations with local government decision makers; however, no CERB, PWB, WA Ecology Integrated Planning, etc. applications submitted to date
Partner meeting: CEDS partners	Meet with CEDS partners to gather data/information	Progress meeting held and materials submitted charting a path forward to prepare and submit grant application to update CEDS
		WA Commerce Energy Efficiency Block Grant application submitted and selected for funding \$110,000
		WA State Department of Ag Infrastructure grant application submitted and not selected
		4th WA Tourism Technical Assistance grant application submitted and not selected
		Direct Spending Request Sen. Murray submitted for S. Cle Elum water system and priority listed for funding \$1,340,000
		Direct Spending Request Sen. Cantwell submitted for S. Cle Elum water system
		WA Commerce EPIC grant submitted for rooftop solar

NOTE: Kittitas County received notification from Washington Commerce Energy Efficiency Community Block Grant in relationship to the: “.... able to confirm the availability of additional funding. We can add up to 35% to the amount of your award if you have additional directly related work your jurisdiction would like to accomplish”.

ACTIVITY FOUR MONTHS ENDING 6/30/2024	Planned	Actual
Grants submitted	7	10
Grants applications decided/awarded		6 / 4
Partners engaged	7	19
Grantor's identified		79
ADO funding (\$20,000 professional fees/\$4,500 expenses)	\$24,500	\$20,255.27
Grant funding awarded		\$1,513,000

Klickitat County: Klickitat County Public Economic Development Authority

- Description of recruitment and hiring or contracting efforts.
 - KCPEDA and Mid-Columbia Economic Development District (MCEDD) have entered a Memorandum of Understanding to execute the ADO grant writing contract on behalf of Klickitat County.
- Describe grant research results.
 - MCEDD has identified four entities to work with whose projects are listed on Klickitat County's Comprehensive Economic Development Strategy list (CEDS). Grant research activities completed in June under this contract for the four entities are summarized below. Focus during this period was to contact USDA Rural Development and WA Commerce Community Development Block Grant to discuss funding eligibility for the below projects.
 - Klickitat Valley Health. Identified the only portion of the hospital expansion project that could be eligible for Community Development Block Grant funds would be the component specific to establishing long term care beds/rooms. The entire hospital expansion project would be eligible for USDA Rural Development loan funds.
 - White Salmon Valley Pool Metropolitan Park District. The district has several pending applications with RCO. The applications were submitted prior to MCEDD's involvement, however MCEDD staff assisted with next steps in these RCO applications providing development and input in the required PowerPoint Presentations.
 - City of White Salmon. The City of White Salmon is not currently an eligible entity for Community Development Block Grant funds. The community center would be an eligible project for USDA Rural Development loan funds.
 - Port of Klickitat. Port projects are not a typical function of either Community Development Block Grant or USDA Rural Development funding.
 - Attached is full summary write up on each project for the duration of the two-month ADO grant writer project.
- List grants applications submitted (if any):
 - While MCEDD has supported White Salmon Valley Pool Metropolitan Park District in preparing for their presentation to the granting entity, they submitted the grants on their own as they were due May 1 before the MOU with MCEDD was in place.

- - List grants awarded (if any): N/A
 - Grant match amount and source of match:
- Estimated number of jobs created and/or retained upon project completion: N/A
- Analysis of the potential benefits securing the grants will have on regions served by ADO: N/A

**KLICKITAT COUNTY GRANT WRITING SUPPORT
FINAL PROJECT SUMMARY
MAY AND JUNE 2024**

Entity: Klickitat Valley Health

Project: Klickitat Valley Health Hospital Expansion. This project would construct a hospital addition of 12,000 square feet for a new acute care unit, surgery department and long-term care unit, and 12,000 square feet of shell space for future growth. This development is essential to modernizing healthcare in Goldendale and would add 17 jobs.

Resources Investigated:

Community Development Block Grant (CDBG): The specific component of the hospital expansion project focused on long-term care is an eligible project in itself; the remainder of the hospital expansion would most likely not qualify for CDBG funding. The City of Goldendale is currently eligible, Goldendale meets income eligibility to able to apply for CDBG. The CDBG program has an open application period, entities may apply when their project is ready. Typically, CDBG funds tend to fill gaps in projects budget.

USDA Rural Development (RD): USDA representatives are aware of the Klickitat Valley Health Hospital expansion plans. The project is eligible for USDA RD loan funds. USDA RD expressed there are several supplemental documents needed when applying for funding, including but not limited to, preliminary engineering report, environmental, cultural assessment, tribal coordination and feasibility reports. The USDA RD process involves a pre-application in which the supplemental documents are not required. Tribal involvement / sign-off is necessary for the project if not already obtained due to the territory in which the hospital is located. USDA RD representatives noted there are limited to no grant funds available at this time; however, there are loan funds available.

USDA Rural Development | Community Facilities Direct Loans & Grants program. This program is open year-round. Funds can be used to purchase, construct, and/or improve essential community facilities, purchase equipment and pay related project expenses. Examples of essential community facilities include: (...) Health care facilities such as hospitals, medical clinics, dental clinics, nursing homes or assisted living facilities. <https://www.rd.usda.gov/programs-services/community-facilities/community-facilities-direct-loan-grant-program-8>

Next Steps:

With additional funding to continue similar efforts, time and resources would be spent on continued grant prospecting and aiding with application processes for the hospital. More in-depth research would take place into private funders as some public funds have already been identified.

**KLICKITAT COUNTY GRANT WRITING SUPPORT
FINAL PROJECT SUMMARY
MAY AND JUNE 2024**

Entity: White Salmon Valley Pool Metropolitan Park District (District)

Project: Build New Community Pool. The District was established in 2018 with the mission of developing and operating a new community swimming pool. The previous community pool served the community over 80 years and was permanently closed in 2019 due to time and cost required to correct deficiencies. The community has been without a community pool for several years. The community strongly supports the construction of a new pool. Support is pledged in direct funds and in-kind from numerous private citizens and public supporters including but not limited to White Salmon School District, Klickitat County, City of White Salmon, City of Bingen and area parks and recreation programs.

Resources Investigated:

Washington State Recreation and Conservation Office (RCO): To meet the May 1 deadlines, the District submitted applications to three programs with RCO. This was prior to Klickitat County and MCEDD executing the contract for this project. Staff instead assisted with next steps in the RCO grant application process, including development of required slideshow presentations.

USDA Rural Development or Community Development Block Grant program funding. A recreational pool is not an eligible project to be funded by either CDBG or USDA RD.

Next Steps:

With additional funding to continue similar efforts, time and resources would be spent on continued grant prospecting into public funding programs and private foundations and aiding with application processes for the district. Need to check on eligibility and application requirements to determine if the funding program below aligns with the WSVMPD.

M.J. Murdock Charitable Trust <https://murdocktrust.org/>

**KLICKITAT COUNTY GRANT WRITING SUPPORT
FINAL PROJECT SUMMARY
MAY AND JUNE 2024**

Entity: City of White Salmon

Project: Community Center. The city would like the project to include space for a youth center, early learning center, afterschool program, summer youth program, community meeting room, arts and crafts area and a community kitchen. The city has conducted a feasibility study to assess rehabilitation of existing building(s) in lieu of constructing a new facility. This project consists of many components and the project could be parceled out in phases depending on funding streams. The city would like to encompass all the activities inclusively under one roof. Depending on funding availability, this project could be accomplished in phases and utilize separate locations. Currently vested partners include White Salmon Valley School District and Washington Gorge Action Programs (WAGAP). WAGAP currently operates the afterschool program and wants to collaborate to be able to move the program to a different location.

Resources Investigated:

Community Development Block Grant (CDBG): The City of White Salmon is not currently an eligible entity to be an applicant. One of the primary eligibility requirements is based on income limitations which the City currently exceeds. CDBG will be receiving updated income guidelines by the end of calendar year 2024. It is recommended the City check the income guidelines once released to determine possible eligibility.

USDA Rural Development (RD): USDA representatives stated a community center is an eligible project to apply for loan funding. The City of White Salmon is an eligible entity to be the applicant. USDA RD expressed there are several supplemental documents needed when applying for funding, including but not limited to,

preliminary engineering report, environmental, cultural assessment, tribal coordination, and feasibility reports. The USDA RD process involves a pre-application in which the supplemental documents are not required. The funding would be all loan and USDA would be looking at general obligation bonds for security.

USDA Rural Development | Community Facilities Direct Loans & Grants program. This program is open year-round. Funds can be used to purchase, construct, and / or improve essential community facilities, purchase equipment and pay related project expenses. Examples of essential community facilities include: (...) Community support services such as childcare centers, community centers, fairgrounds or transitional housing. <https://www.rd.usda.gov/programs-services/community-facilities/community-facilities-direct-loan-grant-program-8>

Next Steps:

With additional funding to continue similar efforts, time and resources would be spent on continued grant prospecting and aiding with application processes for the city. More in-depth research would take place into public and private funders as some public funds have already been identified. Other possible funding programs listed below could be explored for eligibility and application requirements to determine if they align with the project:

Washington State Department of Commerce | Washington Early Learning Loan Fund (WELL). DEADLINE: July 31, 2024. Funding is available to support the construction of new childcare facilities or the renovation of existing childcare facilities that support health and safety measures. https://www.enterprisecommunity.org/sites/default/files/2024-06/2024_Health_and_Safety_RFP_Final.pdf

Washington State Department of Commerce | Early Learning Facilities (ELF). Guidelines are not yet released for the next biennium. The grant cycle is closed for the 2023-2025 biennium with awards announced in Spring 2024. <https://www.commerce.wa.gov/building-infrastructure/capital-facilities/early-learning-program/>

Washington State Department of Commerce | Building Communities Fund grants. Applicant webinars and in-person workshops scheduled through the month of July 2024.

2025-2027 funding opportunity closes August 22, 2024. This is a reimbursement-style grant for capital construction projects only. Operating costs are ineligible. It is funded through the sale of state bonds (no federal funds). Awardees are selected through a competitive grant application process conducted every two years by the Department of Commerce. <https://www.commerce.wa.gov/building-infrastructure/capital-facilities/building-communities-fund/>

Washington State Recreation and Conservation Office | No Child Left Inside. Applicant webinar August 8, 2024 (register online). DEADLINE: October 31, 2024 (Grants are awarded every other year.) Eligible Programs include, but are not limited to, the following (...) Outdoor based after school programs and camps; Environmental outdoor education (...). Ineligible program costs include (...) facility construction projects (...) <https://rco.wa.gov/grant/no-child-left-inside/>

**KLICKITAT COUNTY GRANT WRITING SUPPORT
FINAL PROJECT SUMMARY
MAY AND JUNE 2024**

Entity: Port of Klickitat

Project: Barge dock improvements at the Dallesport barge dock facilities and infrastructure at the Port's industrial park at Dallesport. In discussions with the Port Executive Director, the Port Board has a varied list of wishes for development of its industrial land and development of the barge dock. The Port conveyed being on several Federal and State email lists where occasional funding programs are announced. The Port Executive Director expressed the need for having assistance in vetting potential funding sources and obtaining some preliminary design, engineering and cost estimate reports to better position the Port to apply for funding in the future. The Port property needs infrastructure upgrades including paving, electrical and extension of water and wastewater facilities to be able to attract businesses. The Port could benefit from access to regional staff capacity to assist in outlining preliminary documents, such as supplemental materials that most funders require. The Port would like access to staff capacity to assist with the application process to apply for State and Federal funds.

Resources Investigated:

USDA Rural Development or Community Development Block Grant program funding. Port projects are not a typical function of either CDBG or USDA RD.

Washington State Department of Commerce Public Works Board – Traditional Financing programs: Port districts are ineligible for this program.

Washington State Department of Commerce Community Economic Revitalization Board (CERB) The Port is an eligible entity. The Port of Klickitat was successful in securing loan funds via CERB for the construction of building space at the industrial park for a secured tenant.

Washington State Department of Transportation. Port Electrification Grant. Application guidelines were reviewed and it was determined the Port lacks some of the required documents to be eligible e.g. estimated project cost reviewed and signed by an engineer licensed in the State of Washington. This process stressed the need to get the list of Port projects in a position of more project readiness.

Next Steps:

With additional funding to continue similar efforts, time and resources would be spent on continued grant prospecting and aiding with application processes for the Port of Klickitat. More in-depth research would take place into Federal and State funding programs for maritime activities and infrastructure development. A focus for additional grant research would be to apply technical assistance funds to develop needed preliminary cost and engineering estimates and other supplement documents most funders request e.g. cultural, tribal and environmental assessment reports. The Port could contact State and Federal Legislators to request congressionally directed spending specific for barge infrastructure development. Other possible funding programs listed below could be explored for eligibility and application requirements to determine if they align with the project:

- Washington State Department of Transportation | Rail, Freight and Ports Division. State rail grant and loan programs are now accepting applications for the 2025-2027 biennium for Freight Rail Assistance Program (FRAP) grants. DEADLINE: September 25, 2024.
<https://wsdot.wa.gov/business-wsdot/grants/state-rail-grant-and-loan-programs>
- Washington State Department of Commerce Business Programs.
<https://wsdot.wa.gov/business-wsdot/support-local-programs/funding-programs>
- Klickitat PUD, need to contact the PUD to inquire if they are aware of any programs to upgrade and or extend electrical services at the industrial park and barge facilities.
<http://www.klickitatpud.com/services/NewConstruction/IndustrialService.aspx>

Lewis County: Economic Alliance of Lewis County

OFFICE OF ECONOMIC DEVELOPMENT & COMPETITIVENESS

ADO GRANT WRITER PROGRAM FINAL REPORT

GRANTEE: ECONOMIC ALLIANCE OF LEWIS COUNTY

TIME COVERED BY THIS REPORT: MAY 20, 2024-JUNE 28, 2024

- Description of recruitment and hiring or contracting efforts.
 - Alfa: Outreach Coordinator
 - Training for her new position and learning what the EALC does for the Community
 - Meeting Community Members
 - Beginning the outreach to our Hispanic community and inviting them to join a business roundtable
 - Alfa has begun compiling a list of needs and areas of focus for me to use when researching grants for the Business Equity Center.
 - Alfa has successfully recruited three Hispanic business owners to join the Roundtable.
 - Amy: Grant Manager
 - Researched Grants for the Economic Alliance Business Equity Center specific to needs.
 - I applied for five grants in total during this time period.
 - I completed reporting for previously awarded grants to the Economic Development Administration and to TransAlta Coal Plant, Economic Growth Grant (a grant received for the EALC to move into our new building on June 1, 2024)
 - I received a \$100,000 Grant from the Economic Development Administration to write Lewis County's new Comprehensive Economic Development Strategy (CEDs). I am also in the process of developing the staffing plan and hiring a contractor
- Describe grant research results.
 - Alfa: Outreach Coordinator: Alfa researched the needs of our Hispanic community and the areas in which we should focus our grant efforts to support the Hispanic Community.
 - Amy: Grant Manager: I have attended four staff meetings during this time period. I have begun to compile a vision and goal document for the EALC to focus my grant research on its specific needs and its Business Equity Center. In this process, I have been able to compile a set of metrics and deliverables to track for the Business Equity Center that will be used in future grants. This information has created a clear method of gathering and measuring data.
- List grant applications submitted (if any):

Entity for which application was written (fund recipient)	Grant Program and funding source	Amount of funding requested	Proposed use of funds
EALC	Nasdaq Foundation	\$7,500. 00	BEC Financial Literacy Course
EALC	AARP	\$50,000	BEC classes for over 50/displaced workers

Entity for which application was written (fund recipient)	Grant Program and funding source	Amount of funding requested	Proposed use of funds
EALC EALC EALC	Kruger/Fred Meyer Women In Business Farber Baggenstos foundation	\$50,000 \$100,000 \$50,000	BEC Community project/Apprenticeship program BEC BEC program Underserved Community programs

○ List grants awarded (if any):

- Prior submitted Grants
 - Economic Development Administration \$100,000 to write the CEDS document for Lewis County
 - TransAlta grant on behalf of Cascade Community Health (an EALC member) \$209,422.00

○ Grant match amount and source of match:

○ Estimated number of jobs created and/or retained upon project completion:

- The EALC Business Equity Center has a goal to create 100 jobs this next year. With classes starting September 1, 2024, The BEC has the potential to create jobs and support the beginning of several businesses through our programs to serve the underserved. This includes Women, Bilinguals, Veterans, and Community members needing training to reenter the workforce, such as those losing their jobs at the Coal plant. The EALC supports our members by providing seminars and grant assistance to grow their businesses.

○ Analysis of the potential benefits securing the grants will have on regions served by ADO:

- The benefits of securing Grants for the EALC and its Business Equity Center ensure that the Economic Alliance can continue serving Lewis County and its community members most in need. Strengthening the core of our community through free classes, bilingual assistance in forms, and training will enhance our community for generations to come. One of our partners is United Way, and their goal is to lift Lewis County out of poverty. Here at the Economic Alliance of Lewis County, we believe our Business Equity Center is a giant leap in that direction.

Mason County: Economic Development Council of Mason County

○ Description of recruitment and hiring or contracting efforts.

- We have successfully retained a grant writer and have an executed contract for services.

○ Describe grant research results.

- We continue to research available grant opportunities through Commerce and grants.gov and received a list of available grants from our consultant Ridge Policy group. Additionally, we have met with Congressional and federal agency staff to discuss grant opportunities. For this reporting period, EDC staff and our contracted grant writer met with regional leadership from the Economic Development Administration to discuss applying for funding through their programs.

Grants Researched	Results
WA Department of Commerce Community-based Organization Public Participation grant	This grant was submitted by the United Way of Mason County in partnership with Mason EDC
HUD PRICE grant	Three-week timeline for public comment under CDBG guidelines was too tight to submit under HUD deadlines
WA Department of Commerce Site Readiness Grant	Submitted May 15, 2024
EDA Disaster Relief Grant	Submitted June 14, 2024

○ List grants applications submitted (if any):

Entity applying for grant	Type of grant and funding source	Amount of funding requested	Proposed use of funds
Port of Shelton	WA Department of Commerce	\$350,000	Johns Prairie Industrial Site sewer engineering study
Port of Shelton	EDA – Disaster 2023, Economic Development Administration. U.S. Department of Commerce	\$3,000,000	Sanderson Substation design and equipment

○ List grants awarded (if any): None to date.

○ Grant match amount and source of match: n/a

○ Estimated number of jobs created and/or retained upon project completion: n/a

○ Analysis of the potential benefits securing the grants will have on regions served by ADO:

- The clear benefit of this program for the ADO and regional partners is expanded capacity to pursue funding that we likely would not otherwise. By having a dedicated grant writer, Mason EDC has been able to focus not just on researching available opportunities, but also convene partners to apply for funding. Rural communities in particular struggle with the capacity – both staffing and funding – to pursue program and project funding. Having access to this resource helps level the playing field, allowing Mason County organizations to compete for critical funding to develop infrastructure to support job and housing growth. We are excited to continue making progress with the current funding and look forward to reapplying in the next fiscal year.

Okanogan County: The Economic Alliance

OFFICE OF ECONOMIC DEVELOPMENT & COMPETITIVENESS

ADO GRANT WRITER PROGRAM FINAL REPORT

GRANTEE: ALLIANCE 2005 DBA ECONOMIC ALLIANCE

TIME COVERED BY THIS REPORT: MARCH-JUNE 2024

○ Description of recruitment and hiring or contracting efforts.

- N/A

○ Describe grant research results.

Entity for which application was researched for	Grant Program and funding source	Identified amount of funding needed by entity	Proposed use of funds
Okanogan Grange	USDA Capital Facilities	28,000.00	HVAC Upgrades and adding Attic Insulation
NCW Rink	USDA Capital Facilities	7,800,000	5 Year projection on new Facility and Infrastructure Improvements
Winthrop Activity Park	RCO Funding	240,000.00	Phase 2 of park improvements
Okanogan County Rodeo Trail All Weather Road Feasibility Study	CERB Feasibility Study PWB Planning/Pre-Construction CDBG-General Purpose	75,000.00	Conduct a study to determine cost to upgrade Rodeo Trail to an all-weather road
Okanogan County Mazama Comprehensive Plan	PWB Planning USDA RBDG	40,000.00	Create a Comprehensive Plan for the Mazama area.
Ok Sheriff's Office Radio Improvements	USDA Capital Facilities	388,622.00	Complete the funding needed to implement a new radio system throughout the county for emergency services.
Loomis Fire District	CDBG USDA Capital Facilities	2,500,00.00	Infrastructure needed for new Firehall Funding to build new Fire Hall
Aeneas Lake Irrigation District	PWB CDBG	100,000.00	Planning Grant to determine efficiency of system and purchase of frequency drive retrofit
Omak Public Safety Building Feasibility Study	PWB Planning/Pre-Construction	190,000.00	The city is looking at replacing its current public safety building which includes the fire hall and police dept.
City of Okanogan HAP Feasibility Study	USDA RBDG	50,000.00	Creation of a Housing Action Plan
Tonasket Comancheros Feasibility Study	USDA Capital Facilities	60,000.00	Feasibility Study to determine cost of new grandstands and upgrades to the rodeo grounds

Entity for which application was researched for	Grant Program and funding source	Identified amount of funding needed by entity	Proposed use of funds
City of Pateros HAP Feasibility Study	USDA RBDG	50,000.00	Creation of a Housing Action Plan
Economic Alliance	USDA TA Community Facilities	50,000.00-150,000.00	Researched whether we could apply for the TA for USDA Community Facilities. This would allow us to provide the technical assistance to those organizations and communities who need the assistance with the applications.
Economic Alliance	USDA Rural Community Development Initiative Grants	75,000.00	Researched if we had a project that could fit what this funding was looking for.
Jamie's Place Senior Living	USDA Community Facilities Philanthropy	2,000,000	Researched different funding opportunities for Jamie's Place. They are expanding their facility due to the increase in aging population in the Methow Valley.
Economic Alliance	USDA RBDG	60,000.00	Apply for funding for Economic Development Project for 2025

- List grants awarded (if any): N/A
- Grant match amount and source of match:
- Estimated number of jobs created and/or retained upon project completion: N/A
- Analysis of the potential benefits securing the grants will have on regions served by ADO:
 - This program allowed me the opportunity to research what communities and organizations are interested in grant writing services in our county. I found that several of our local jurisdictions do not have the capacity to apply for funding on their own and would need our support writing grants. I also found on the other hand that several of them utilize their contracted engineers to apply for federal and state funding as they do it as part of their contract as they already know the projects and have the data needed to apply. Several of our local community organizations and special purpose districts, especially the ones who operate with volunteer boards or limited staffing are the ones who are most likely to utilize our grant writing services. If I can apply for funding in the next round that commerce offers, this will most likely be who I will focus on. The other item that continued to arise is that many of our state and federal funding sources operate on a quarterly or annual funding cycle, which this contract round several of our identified project just missed, or did not fall within the time frame.

Pacific County: Pacific County Economic Development Council

OFFICE OF ECONOMIC DEVELOPMENT & COMPETITIVENESS
ADO GRANT WRITER PROGRAM FINAL REPORT
GRANTEE: PACIFIC COUNTY ECONOMIC DEVELOPMENT COUNCIL (PCEDC)

○ Description of recruitment and hiring or contracting efforts.

- PCEDC has been recruiting local experienced grant writers to create a pool list for matching with appropriate projects. In the case that no qualified local grant writer is available, the search is expanded to outside the area. The executive director is the designated staff member to manage the grant writer search and relationship. The operations manager is designated to manage the contract and billing.
- Specific grant writer review criteria:
 - Do they have direct experience in the project sector—and in Pacific County?
 - What’s their process? Is it clearly outlined—research, monthly meetings, calendar of proposals, etc.?
 - What can PCEDC expect in terms of communication, updates, etc.?
 - How long have they been writing grants?
 - How many clients are they currently working with?
 - Can they provide a sample of a grant application they have submitted and references?
- In accordance with the submitted 90 day work plan and the Commerce contract:
 - As of April 30, 2024, five local grant writers have been identified and added to the pool.
 - Three projects and project lead contacts have been identified.
 - A grant writer has been selected based on availability, project area expertise and a history of successful grant awards.
 - The grant writer contract has been drafted and includes language excluding commerce liability.
 - The signed contract is in effect as of 4/26/24.
 - The grant writer has been connected with the 3 project leads to initiate project grants.
 - The contract calls for bi-weekly meetings and updates.

○ Grant Writing Progress:

- In May, grant writer Claire Bruncke met with all entities to get an overview of what they are working on and do a preliminary consultation and project plan.
- **Project One: The Port of Ilwaco/Port of Chinook**

Port of Ilwaco indicated they wanted to apply for a grant to renovate the c-dock at Port of Chinook. The deadline for this grant is July 31. The pre-application was completed and submitted by the deadline of June 30th. Grant writer is also building a list of future funding opportunities for the Port of Ilwaco to fund this and related projects.

In June: grant writer Claire Bruncke met with the Port of Ilwaco and the Port of Chinook to learn more about the project for the WA RCO (Recreation and Conservation Office) BIG (Boating Infrastructure Grant.) The Final technical deadline is July 15, so she prepared multiple documents and application materials for their final grant submission in July. She helped to create attachments and curate answers to technical questions as well as compiled a list of the necessary forms needed to upload to the application so they know what to submit.

Grant writer Claire Bruncke completed research for the Port of Ilwaco for future projects and consulted on questions regarding another grant.

A preliminary list of grant opportunities was identified for each project, along with a submission timeline and recommendations and technical assistance for development of grant supporting documents.

- **Project Two: City of Ilwaco**

City of Ilwaco Parks and Recreation department provided a list of projects they are hoping to accomplish and in May, Grant writer researched possible grants for these projects. She provided a list of possible funding sources, their timelines, and other information. They are working on gathering information for a grant narrative and budget for the RCO (Recreation and Conservation Office) Trail Grant application due in October.

For the City of Ilwaco, grant writer Claire Bruncke gathered information related to the trail grant and curated documents and information for that grant. The RFP submission process does not open until August, but she was able to access past year's information in order to gather info for use. She discussed research and a list of possible funding with the City as well.

- **Project Three: City of Raymond**

The City of Raymond needed immediate support on putting together and practicing a presentation for a WA Recreation and Conservation Office (RCO) grant. Grant writer supported City staff in developing and executing this presentation in May. She additionally researched other possible funding sources for their public pool projects. The City is making plans for other projects related which she can support, through writing narratives and creating attachments that can be used in future grant applications.

In June, grant writer Claire met with the Mayor and discussed other options that she researched. She completed the SRF Application and passed the application documents to the Mayor to work with the EDC on submission and further steps. She curated narrative pieces for them to use as cut and paste into future applications as well.

Entity for which application was written (fund recipient)	Grant Program and Funding Source	Amount of Funding Requested	Proposed Use of Funds
Port of Ilwaco	RCO- BIG Tier Grant	\$945,000	Non-motorized boat launch This was changed to be an application by the Port of Chinook to renovate the C-Dock (as directed by Port of Ilwaco) The Port of Ilwaco oversees both Ports.
City of Ilwaco	RCO - Trail Program	TBD	City Park Phase II Project- RCO community Improvement grant *due in October, grant application in progress
City of Raymond	RCO - WWRD	\$500,000	Public Pool Infrastructure grant submitted to RCO. Supported presentation.
	SRF- Commerce	\$350,000	Needed repairs for facility

- List grants awarded (if any):

- Grant match amount and source of match:
 - City of Raymond received a matching fund recommendation in the amount of \$75,000 from the Pacific County .09 fund for 2025.

- City of Raymond secured \$45,000 in match through donations and sponsorships with the POOL Board
- Port of Ilwaco rec \$25,000 matching fund recommendation from the Pacific County .09 fund for 2025.
- Port of Chinook 3 year matching fund recommendation for related infrastructure project spending of \$100,000 over 3 years from the Pacific County .09 fund for 2025-27.

○ Estimated number of jobs created and/or retained upon project completion:

- Public Pool- 3.0 FTE jobs retained
- Non-motorized boat launch- 1 new FTE created
- Ilwaco City Park- 2.0 FTE retained

○ Analysis of the potential benefits securing the grants will have on regions served by ADO:

- Ilwaco Park Improvements: Park improvements will provide pivotal growth in our distressed community. Access to a grant writer to continue seeking funds for our projects will ultimately increase visitor spending in our tourism destination and build community quality of life for workforce families, bringing value to the city organically.
- Raymond Pool: The Dr. O.R. Nevitt Memorial POOL serves Pacific County working families with a much needed facility for safe aquatic activities, including swimming lessons, swim team, water aerobics, and recreational swim. This is the only public pool in Pacific County and serves three school districts for water sports and safety training, as well as serving visitors and residents. Without repairs, the pool will close, along with access to swimming lessons and safety training for this maritime job focused community.
- Non-motorized boat launch: The Port of Ilwaco is now in recovery mode after a massive fire at the Ilwaco Landing seafood facility in January 2024. The incident was described as the most intense industrial fire in a generation for Pacific County. Port of Ilwaco businesses, especially the crabbing industry and facilities were heavily impacted. The Port has incurred considerable impacts and will use grant funding to create new visitor activity by building a recreational and launch area for non-motorized boats (canoes, kayaks, paddle boards, etc.) along the east side of the marina in Baker Bay. Funds are additionally being sought for Port Dock renovation.

○ **Total Outcomes:**

- Pacific County Economic development Council is grateful for the opportunity to begin the process of empowering local entities to pursue capital financing through foundation, state and federal grant funding. Each identified project is better positioned for future funding. Specific outcomes included:
 - Pacific County Grant Writer Pool List Created by Pacific County EDC
 - Additional Grant Projects Identified in collaboration with the Port of Ilwaco
 - Grant Opportunities Identified for 4 potential projects
 - Grants Opportunities applied for as outlined above
 - Presentation prepared and coached for the City of Raymond
 - Supplemental grant support documents prepared for all target entities

San Juan County: San Juan County Economic Development Council

ADO GRANT WRITER PROGRAM FINAL REPORT

- Description of recruitment and hiring or contracting efforts.

- We have completed our work to recruit and hire/contract with grant writers, and have selected four main grant writers, one grants researcher, one Spanish language researcher, and a grants strategies consultant.
- Describe grant research results.
- This past month, we have continued and completed our work to research and determine community needs. Our research included one-on-one discussions, meeting intel, and an in-depth survey of our community’s Spanish speaking population (51 respondents), identifying areas that we could launch beneficial business programs for that population.
 - The work on the potential grants database is completed, our grants budget template is completed, we’ve nearly completed work on an assets database (e.g., boilerplate letter of interest (LOI), and we’re nearly done with a project plan with status, and a grants calendar. Using these tools, we continue to apply for grants. We also established a ChatGPT account to better create grant narratives.
- List grants applications submitted (if any):

Entity applying for grant	Type of grant and funding source	Amount of funding requested	Proposed use of funds
San Juan County EDC	In progress: Ash Grove Charitable Foundation	\$5,000	Adult trades training programs
San Juan County EDC	In progress: Stanley Black & Decker	\$2,500	Tools for trades training
San Juan County EDC	In progress: US Bancorp Foundation	\$10,000	Tech training for adults
San Juan County EDC	In progress: Alaska Airlines Foundation	\$20,500	Trades training for youth
San Juan County EDC	In progress: Keybank Foundation	\$50,000	Trades training for Spanish speaking adults
San Juan County EDC	Orcas Island Community Foundation	\$5,000	Spanish Language Business Classes, Financial Literacy Classes for Business Owners, Family Friendly Workplace Initiative
San Juan County EDC	In progress: San Juan Island Community Foundation	\$5,000	Spanish Language Business Classes, Financial Literacy Classes for Business Owners, Family Friendly Workplace Initiative
San Juan County EDC	In progress: Silver Family Foundation	\$5,000	Tiny Home Building Project (Trades Training Facility)
San Juan County EDC	In progress: Harvest Foundation	\$2,500	Financial Literacy Classes for Business Owners

Entity applying for grant	Type of grant and funding source	Amount of funding requested	Proposed use of funds
San Juan County EDC	In progress: Max & Victoria Dreyfus Foundation	\$5,000	Tiny Home Building Project
San Juan County EDC	Raynier Foundation	\$50,000	Spanish Language Business Counseling & Workshops

○ List grants awarded (if any):

- Orcas Island Community Foundation (tech training program)
- United Way (youth trades training)

○ Estimated number of jobs created and/or retained upon project completion:

- Workers retained in skilled building trades jobs: 48
- Youth trained in building and tech trades: 120
- Workers retained and trained into skilled tech jobs: 18
- Workers retained by assisting businesses to implement Family Friendly Workplace initiatives: 23
- Businesses retained through Spanish Language Business Classes: 15

○ Analysis of the potential benefits securing the grants will have on regions served by ADO:

- We will be able to offer specific tech and trades training courses for our region, enabling businesses to upskill their workers and enabling underemployed workers to scale up their skills. We will be able to implement trades training and business training initiatives for the benefit of our Spanish-speaking population, as well as increase the number of business and workforce training programs that we offer. We will be able to implement Commerce’s Family Friendly Workplace Initiative among our businesses.

Skagit County: Economic Development Alliance of Skagit County

OFFICE OF ECONOMIC DEVELOPMENT & COMPETITIVENESS
ADO GRANT WRITER PROGRAM FINAL REPORT

GRANTEE: ECONOMIC DEVELOPMENT ALLIANCE OF SKAGIT COUNTY
 TIME COVERED BY THIS REPORT: MARCH 1, 2024, TO JUNE 30, 2024

○ Description of recruitment and hiring or contracting efforts.

- EDASC connected with three grant writers. After reviewing resumes, rates, and having conversations with candidates, EDASC selected Emma Smith as its contract. EDASC met with the grant writer and negotiated the terms of the WA Commerce ADO Grant project. The grant writer’s contract began 3/20/24 and ended 6/30/24.

○ Describe grant research results.

- Research efforts included researching stakeholders, compiling data sheets, obtaining budgets, and confirming timelines and capabilities for EDASC and the Skagit Tourism Bureau. She researched state

and national banks, private foundations, and government agencies for funding opportunities. The contractor researched and found 16 grants EDASC could potentially apply for. Throughout the contract, she created and updated a grant calendar with deadlines and other information. By the end of the contract, there remained potential 12 grants to apply for through 2025.

○ List grants applications submitted (if any):

Entity applying for grant	Type of grant and funding source	Amount of funding requested	Proposed use of funds
EDASC	Foundation grant through WECU Education First grant.	\$22,000	To enhance the Skagit Startup School program, which teaches entrepreneurs the basics of starting and operating a business.
Skagit Tourism Bureau	State Government grant. State of 40 cr.	\$10-30,000	To create a steering committee of 10-20 community members and government officials, who will collaborate to design projects that will support the tourism growth of Skagit County.
EDASC	WA Commerce – CBO Public Participation Grant	\$65,000	Skagit County Comprehensive Planning efforts, including promotion of public participation and internal training on county planning processes.
EDASC	Washington Federal Foundation - Economic Stability and Job Development Grant	\$5,000	To support the Skagit Startup School program, serving demographics that earn at or below the region’s median household income.
EDASC	Wells Fargo Foundation - Community Giving Grant	\$10,000	Funding will be used for general operation support, responding to EDASC’s efforts of supporting all Skagit residents, including low- and middle-income populations.

○ List grants awarded (if any):

- On 7/1/24, EDASC was awarded \$22,000 for its successful application for WECU’s Education First Grant. The grant supports EDASC’s Skagit Startup School project.
- On 6/20/24, EDASC was awarded WA Commerce’s Comprehensive Planning Grant in the amount of \$65,000.

○ Grant match amount and source of match: No grants received required matching funds

○ Estimated number of jobs created and/or retained upon project completion:

- EDASC’s grant applications have a potential to add about 40 jobs and retain about 100 through the creation of new businesses and the retention of existing ones through the funding it has received for EDASC’s Skagit Startup School. The program provides startup business training for entrepreneurs and aspiring business owners in English and Spanish languages.

○ Analysis of the potential benefits securing the grants will have on regions served by ADO:

- Securing the proposed grants will ensure stability and growth for EDASC’s suite of programming. Two of its grant applications were to fund EDASC’s Startup School, a program providing startup business education to Skagit County residents in English and Spanish. The program has so far drawn interest from as many as 40 participants per 3-month cohort (there are two cohorts per year), so the impact of

ensuring the program’s longevity and growth is huge for our rural county. As stated above, EDASC has already received a \$22,000 2-year grant for this program.

- EDASC was also awarded a grant in June to facilitate the involvement of underrepresented groups -- such as poor and minority populations -- in Skagit County’s comprehensive plan update. The grant award enables EDASC to provide input on policies that inhibit economic growth for these populations and to suggest ways to create opportunities for disenfranchised populations to better access economic opportunities. EDASC also submitted a grant for general programing for business attraction, business expansion, business retention, and capacity building.
- Should the Skagit Tourism Bureau be successful in its grant application, the fledgling organization will receive support from WA State Tourism to create a steering committee to help it design projects and programming that will support and grow the county’s tourism industry. It will also receive money to execute those programs.

Thurston County: Thurston Economic Development Council

OFFICE OF ECONOMIC DEVELOPMENT & COMPETITIVENESS
 FINAL REPORT ADO GRANT WRITER PROGRAM
 GRANTEE: THURSTON ECONOMIC DEVELOPMENT COUNCIL
 TIME COVERED BY THIS REPORT: 4.1.24-6.30.24

- Description contracting efforts.
 - Thurston EDC contracted with a total of five grant writers for this contract. Each grant writer worked on various grants for five organizations including the Thurston EDC, Thurston EDC Center for Business & Innovation, the Washington Center for Women in Business, the Lacey MakerSpace, and Enterprise for Equity.
- Describe grant research results and submissions.
 - Fifteen grants were submitted in total under this contract. A total of \$760,000 in funding was sought from the grants. Due to the grant timelines the majority of the results of the submissions are still pending. Two additional grants were researched which included the National Science Foundation grant Experiential Learning for Emerging and Novel Technologies (ExLENT) and the DOL Building Pathways to Infrastructure Jobs Grant Program Department of Labor. It was determined that submitting applications for these grants would be in competition with other local organizations that already had strong applications.
- List grants applications submitted (if any):

Entity for which application was written (fund recipient)	Grant Program and funding source	Amount of funding requested	Proposed use of funds	Grant Outcome
Thurston EDC Center for Business & Innovation	Harnish Foundation	\$200,000	Launch a pre-apprenticeship advanced manufacturing program at the Lacey MakerSpace.	Pending

Entity for which application was written (fund recipient)	Grant Program and funding source	Amount of funding requested	Proposed use of funds	Grant Outcome
Washington Center for Women in Business	First Citizen's Bank Foundation, Community Development Grant	\$48,000	To provide scholarships for the women's business centers e-commerce incubator.	Pending
Enterprise for Equity	Bank of America Foundation	\$25,000	To provide funding for Enterprise for Equity training initiatives and scholarships.	Pending
Enterprise for Equity	Byron and Alice Lockwood Foundation	\$10,000	To provide funding for Enterprise for Equity training initiatives and scholarships.	Pending
Enterprise for Equity	Ellison Foundation	\$15,000	To provide funding for Enterprise for Equity training initiatives and scholarships.	Pending
Enterprise for Equity	KeyBank Foundation	\$25,000	To provide funding for Enterprise for Equity training initiatives and scholarships.	Pending
Enterprise for Equity	Liberty Mutual Foundation	\$25,000	To provide funding for Enterprise for Equity training initiatives and scholarships.	Pending
Enterprise for Equity	Max & Victoria Dreyfus Foundation	\$20,000	To provide funding for Enterprise for Equity training initiatives and scholarships.	Pending
Enterprise for Equity	Medina Foundation	\$35,000	To provide funding for Enterprise for Equity training initiatives and scholarships.	Pending
Enterprise for Equity	Olympia Federal Savings	\$25,000	To provide funding for Enterprise for Equity training initiatives and scholarships.	Pending
Enterprise for Equity	US Bank Foundation	\$20,000	To provide funding for Enterprise for Equity training initiatives and scholarships.	Pending
Enterprise for Equity	Wells Fargo Foundation	\$10,000	To provide funding for Enterprise for Equity training initiatives and scholarships	Pending
State of Washington Tourism Board	State of Washington Tourism Arts and Culture Grant	\$30,000	To support the promotion of rural events in the South County region.	Did not receive grant

Entity for which application was written (fund recipient)	Grant Program and funding source	Amount of funding requested	Proposed use of funds	Grant Outcome
Center for Business & Innovation	The Herbert B Jones Foundation	\$200,000	To create an online academy for high school student's interested in entrepreneurship as a career pathway	Did not receive grant
Washington Center for Women in Business	NASDAQ Foundation	\$72,000	To provide scholarships for the women's business centers e-commerce incubator	Pending

- List grants awarded (if any):
 - N/A Thurston EDC will update the outcomes of all of the grants applied for when notifications are received.
- Grant match amount and source of match: N/A
- Estimated number of jobs created and/or retained upon project completion:
 - Unknown until all grant results are communicated to Thurston EDC.
- Analysis of the potential benefits securing the grants will have on regions served by ADO:
 - Unknown until all grant results are communicated to Thurston EDC.