

COMPETE EVERY DAY FOREVER OUR MISSION

The EDB is in the job and wealth creation business. The more high-wage jobs and wealth-creating companies in Tacoma-Pierce County, the better the quality of life and the greater the job and career opportunities for our citizens.

Retaining and recruiting primary businesses is how we compete every day.

Primary businesses export a product or service out of Tacoma-Pierce County and import new dollars into the local economy, thereby "growing the wealth pie." That wealth energizes the local community through employee wages paid and purchases from suppliers who employ additional people.

Primary businesses typically pay higher wages than other businesses because higher value goods and services are produced. In short, primary businesses are the fundamental building blocks of high-wage job creation.

The competition is fierce. Tacoma-Pierce County faces regional, national and global competition to keep its existing firms, as well as recruit new firms to the Tacoma-Pierce County market.

THE LAST FIVE YEARS 2015-2019

Because most deals take well over a year to conclude, the EDB measures its results in five-year increments. The EDB's \$140:1 return on its investors' dollars from 2015-2019 is indicative of the strength of its recruitment and retention programs.



4,344
JOBS RECRUITED AND RETAINED
(DIRECT, INDIRECT, INDUCED)



\$18,210,000
INDUSTRIAL REVENUE BOND FINANCING



\$327,578,215
WAGES AND SALARIES GENERATED



\$5,851,463
EDB REVENUE



\$472,491,270
PRIVATE CAPITAL INVESTMENT



\$140
RETURN PER \$1 EDB INVESTMENT

BUSINESS RECRUITMENT

TRENDS IN 2019

- **National and Global Interest:** In 2019 the EDB generated and attracted leads from across the USA and around the world, including companies based in Belgium, Canada, China, Croatia, France, Great Britain, Germany, Norway, South Korea, Taiwan and Turkey.
- **Certainty:** Predictability and reliability in the development process is critical to projects. Permitting costs and timelines need to be well-defined and understood upfront.
- **Workforce Pipeline:** Companies continue to focus on the availability and retention of a skilled workforce. Access to an educated and trained workforce pipeline provides confidence in a location decision. A strong ecosystem of training programs, internships, apprenticeships, certificate programs and degrees provide assurance that the South Sound can sustain future growth.

44 ACTIVE RECRUITMENT CASES

At the end of 2019, the EDB had 44 active recruitment cases in the pipeline, representing over 2,800 potential new jobs in technology, aerospace, advanced manufacturing, office, clean tech manufacturing, and distribution.

Eleven other recruitment cases were closed during 2019. These projects did not get traction for a variety of reasons; they located elsewhere or cancelled their plans.

The EDB works directly with businesses, consultants, site selectors and other decision makers to provide insight and information on demographics, tax structure and incentives, education and training, connections with the labor market more. Factors influencing site decisions vary—even within industries—and the EDB's assistance is customized to each client's needs.

The EDB teams with property developers and real estate brokers, the Port of Tacoma, Tacoma Public Utilities, Puget Sound Energy, education and training resources, elected officials and staff from cities and unincorporated Pierce County, Washington State Department of Commerce and others on recruitment efforts. Our professional partners' responsiveness and proven ability to deliver are critical components of successful recruitment.

KEY RECRUITMENT PROJECTS

Innovative Panel Technologies—

Project Hammer, 75 Jobs, \$1.5 Million Investment

IPT is a leader in developing unique and varied solutions to a range of building panel needs, including wood panels, polypropylene bonded to plywood, wood laminates, painted wood panels, coated panels, aluminum bonded to wood or custom applications. IPT chose Tacoma to be closer to their customers and have access to the appealing talent pipeline at JBLM. The EDB worked closely with the Department of Commerce, City of Tacoma, and WorkForce Central to land this company.

Currie and Brown—Project Scott, 10 jobs, \$30,000 Investment

Currie and Brown is a leading international construction consultancy firm that relocated to Tacoma in April of 2019. The Tacoma office focuses on construction business data analytics and application. Currie and Brown is excited to network with other Pierce County business and grow their portfolio in downtown Tacoma. The EDB worked closely with City of Tacoma to assist the client with their relocation.

Puget Sound Energy's LNG facility—

18 new jobs, 425 indirect jobs, \$310 million investment

In 2019 PSE received a key air permit for its Liquefied Natural Gas facility at the Port of Tacoma. Maritime vessels that switch from diesel to LNG reduce their greenhouse gases more than 30% and dramatically reduce particulate emissions. In addition to helping make our air cleaner and help local employers like TOTE remain competitive and maintain hundreds of family-wage jobs, the Tacoma LNG facility will safeguard fuel supply for households and other businesses during peak demand periods. The EDB worked with the Chamber, labor organizations and others to support PSE's LNG facility, advocating for regulations that protect jobs and the environment alike.

Paris Air Show Leads

The EDB team joined the State of Washington delegation at the Paris Air Show (the largest aerospace trade show in the world) and over the course of four days met with 60 companies to pitch the benefits of investment in WA and Tacoma-Pierce County. The team generated 11 hot leads and 35 warm leads.

InvestPierceCounty.com—A Competitive Advantage

InvestPierceCounty.com was launched in April 2019 under the leadership of County Executive Bruce Dammeier, Pierce County's Economic Department and the EDB. The new website gives business owners, brokers, site selectors, and communities access to a comprehensive search tool to assist with their site selection research. The online tool is a free, searchable database of hundreds of available buildings and sites, combined with maps of demographics and customized reports. InvestPierceCounty.com will open doors for Pierce County and provide the South Sound with a competitive advantage.

University of Washington Tacoma Law School

The Legal Pathways Program was established at UWT in 2019. Under the guidance of a full time executive director, this innovative curriculum provides students with the tools they need to pursue a legal education. The program also is an important foundational element in the community's goal of bringing an accredited law school to UWT in the future. Leaders from the EDB, Gordon Thomas Honeywell and many others are spearheading this effort. will open doors for Pierce County and provide our region with a competitive advantage.



BUSINESS RETENTION & EXPANSION

The EDB's Business Retention and Expansion (BRE) program, directly engages local primary businesses that are most involved in growing, strengthening and diversifying the Pierce County economy. Because approximately 80% of new jobs are generated by existing businesses, the BRE program is a significant priority in the EDB's work plan.

In 2019, the BRE program met with 143 businesses, facilitated 466 referrals, help secured \$160,770 in grant funding for local businesses, responded to 21 projects, closed \$10,000,000 in industrial development revenue bonds, and delivered six new proposals. Several new partners emerged from the community deepening Pierce County's economic development ecosystem.

KEY BRE PROJECTS

TOOL GAUGE—Commerce awards \$125,000 Work Start Grant

Tacoma-based aerospace supplier Tool Gauge is building a \$22 million expansion. The company's 170 workers create high-quality metal and plastic parts and assemblies for the aerospace industry. It is one of only a handful of Boeing-certified class I and II plastics shops in the world capable of machining certain parts. The WA State Department of Commerce, in partnership with the EDB, City of Tacoma, and Impact Washington awarded \$125,000 from the state's Strategic Reserve Fund to the firm. The funding helped train 100 new workers and advance the skills of another 50 incumbent employees.

Tool Gauge is very thankful for the EDB and their ongoing support.”

DEBBIE LEE, CEO, Tool Gauge

CUTTING EDGE MEATS—40 retained jobs

Minority-owned business, Cutting Edge Meats, is a USDA certified processing plant that cuts meat, poultry and seafood into portioned sizes for distribution in Washington and Oregon. The company serves 90% of Washington's taco trucks and small restaurants. The City of Tacoma, City of Lakewood, Minority Business Development Agency (MBDA), Impact Washington, and the EDB worked together to ensure the company stayed in Pierce County, ultimately opting for a facility in Lakewood. The partners collaborated to ensure the client received site and permitting information, technical assistance, and other resources. MBDA supplied a \$10,500 grant for plant design and layout meeting USDA standards.

Impact Washington set the stage for a Hazard Analysis Critical Control Points (HACCP) system and a food safety system.

INDUSTRIAL DEVELOPMENT REVENUE BOND FINANCING

The EDB staffs the public Economic Development Corporation of Pierce County (EDCPC) which issues tax-exempt industrial development revenue bonds in the county. The EDCPC has issued more than \$317 million in financing for more than 41 Pierce County projects during the last 30 years, helping businesses create or retain nearly 7,400 jobs.



“ When we moved to Tacoma the EDB welcomed us, helped guide us through getting established, and assisted with critical business connections.”

LYNDA MEADOWS, Director, Currie & Brown

SEATAC PACKAGING—\$10M Bond

Since 1994, SeaTac Packaging has provided its customers with bags for transporting food, animal feed, seeds, cement mix, and more. Thanks to a \$10 million IDR issued in July 2019, the Puyallup-based company will expand its operations, implement state-of-the-art processes, and bring more jobs to Pierce County. SeaTac Packaging's multimillion-dollar investment to fund the expansion retained 100 existing jobs, created 100 construction-related jobs, and will mean 50 new permanent jobs. The project team included the EDB, bond attorneys from K&L

Gates, relationship managers from Banner Bank, EDCPC board members, local elected officials, economic developers from Pierce County Economic Development Department, legislative analysts, developers, and real estate brokers.



“The relentless work that the Economic Development Board of Tacoma-Pierce County does for our business community is an integral part of the growth and development we are experiencing here in the South Sound.”

AJ GORDON, SiteCrafting

IN THE MEDIA

Media coverage of the EDB's work in the South Sound economy continued to grow. The EDB was mentioned, interviewed, and quoted by The News Tribune, The Olympian, Puget Sound Business Journal, South Sound Business, Tacoma Weekly, WA Manufacturing Alert, KOMO, KIRO, KING 5, KBTC, and Pierce County TV. The EDB's monthly *Teamwork* newsletter was sent to leaders locally and around the world, averaging more than 2,500 by US Mail and 2,700 electronically. News outlets regularly picked up *Teamwork* stories and pushed them out more broadly.



MAJOR EMPLOYERS LIST

The EDB's annual Pierce County Major Employers List was a big hit, representing firms with 100 or more workers. The list comprised 272 employers and for a total of 172,415 jobs for Pierce County. The top ten private employers: MultiCare Health System, CHI Franciscan Health, Boeing, State Farm Insurance Company, Milgard Manufacturing, Kaiser Permanente, Sekisui Aerospace, Columbia Bank, DaVita, and Toray Composite Materials. Top public employers: Joint Base Lewis-McChord, State of WA, City of Tacoma, Tacoma Public Schools, Puyallup Tribe, Pierce County Government, Puyallup School District, Bethel School District, Clover Park School District, and U.S. Postal Service.



Major Employers who submitted their employment data received a Major Employers Badge window cling for their business and access to a digital marketing kit.

MANUFACTURING INDUSTRIAL COUNCIL FOR THE SOUTH SOUND (MIC)

The EDB joined the Chamber and others to continue the work of the MIC to promote and enhance a positive business climate for South Sound manufacturers and related industries. The MIC helped business bring a concerted voice to ongoing debates over the Tideflats Subarea Plan, LNG, workforce, and transportation. Business members of the MIC are leading their industries in adopting sustainable business practices and a strong environmental ethic.



The **Technology Cluster Acceleration Team** launched in March and included 15 of the tech community's movers and shakers to develop a growth strategy for the cluster. Over four energy-filled meetings the team discussed areas of strength, opportunity, and improvement. The draft strategy is in the refinement stage and will soon provide a pathway to attract tech talent, engage startups, and grab the attention of big brand names.

“Pierce County is future focused with an exceptionally strong and supportive business environment that is committed to growth and innovation.”

LISA GOODMAN, Director of Marketing,
The Benaroya Company



Year ended December 31, 2019

STATEMENT OF FINANCIAL POSITION

TOTAL ASSETS: \$2,744,951



TOTAL LIABILITY: \$38,736



NET ASSETS: \$2,706,214

TOTAL LIABILITIES & NET ASSETS: \$2,744,951

CASH FLOWS FROM OPERATING ACTIVITIES

Change in net assets	\$ (568,224)
Adjustments to reconcile change in net assets to net cash from operating activities:	
Provision for allowance and discounts of contributions receivable	(46,210)
Depreciation	6,901
Loss on disposal of equipment	1,003
Change in assets and liabilities	
Accounts receivable – government contracts	(4,528)
Contributions receivable	600,000
Prepaid expenses	(4,915)
Accounts payable	4,987
Accrued expenses	(7,921)
Net cash from operating activities	<u>(18,907)</u>

CASH FLOWS FROM INVESTING ACTIVITIES

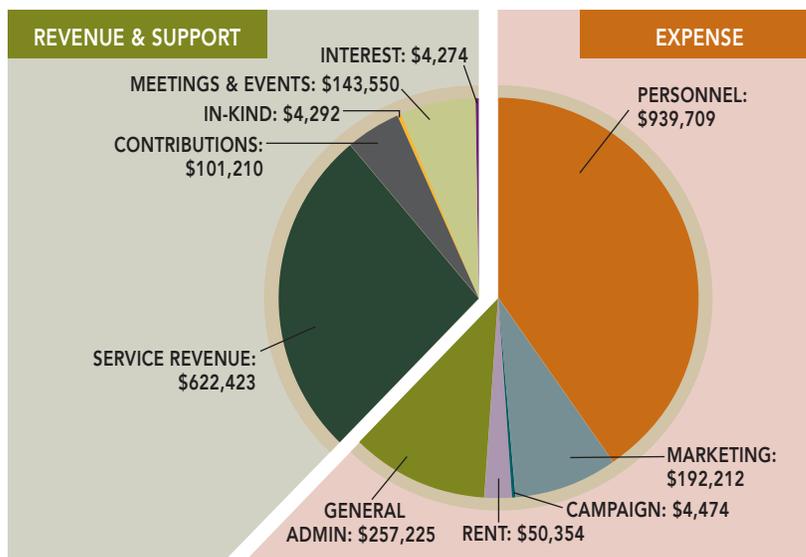
Purchase of fixed assets	(49,193)
Certificates of deposit redeemed	(1,314)
Net cash from investing activities	<u>(47,507)</u>

INCREASE IN CASH AND CASH EQUIVALENTS (66,414)

CASH AND CASH EQUIVALENTS, January 1, 2019 1,477,567

CASH AND CASH EQUIVALENTS, December 31, 2019 \$ 1,411,152

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS



CHANGE IN NET ASSETS	
Without donor restrictions	\$(14,434)
With donor restrictions	\$(553,790)
Total	<u>\$(568,224)</u>

NET ASSETS/BEGINNING OF YEAR \$3,274,439

NET ASSETS/END OF YEAR \$2,706,214

2019 EDB INVESTORS & BOARD OF DIRECTORS

Thank you, Compete Every Day Forever Investors

TOP PRIVATE

CHI Franciscan
MultiCare
Columbia Bank
Benaroya Companies
KeyBank
Milgard Manufacturing
Wells Fargo
U.S. Bank
Heritage Bank
The News Tribune
Puget Sound Energy
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PUBLIC

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PRIVATE

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Architects Rasmussen Triebelhorn
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Burkhart Dental Supply

CalPortland
Carlisle Construction Materials
Catalyst Workplace Activation
CBRE
Commencement Bank
Concrete Technology
First Citizens Bank
Gordon Thomas Honeywell
Harborstone Credit Union
Hollander Hospitality
Innova Architects
James Hardie
JayRay
Jesse Engineering
JPMorgan Chase
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Korsmo Construction
Korum Automotive Group
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Moss Adams
Murray Pacific
Neil Walter Company
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Par Pacific
Patriot Fire Protection
Pease Construction
Point Ruston / MC Real Estate Consultants
Propel Insurance
Rush Companies
SAFE Boats International
Schnitzer Steel
SeaTac Packaging Mfg.
Selden's Home Furnishings
Simon Johnson, LLC
Sitts & Hill Engineers
Smith Fire Systems
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Tacoma Arts Live
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JACQUELINE MOFFO
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