2015 EDB INVESTORS

TOP PRIVATE
Bank of America
Columbia Bank
DaVita
CHI Franciscan Health
Heritage Bank
Ilahie Holdings
KeyBank
Milgard
MultiCare Health System
Puget Sound Energy
Regence
Simpson
The News Tribune
Umpqua Bank
U.S. Bank
Wells Fargo
Weyerhaeuser

PRIVATE
Absher Construction
AHBL
Architects Rasmussen
Triebelhorn
BCRA
Boeing
BPCI
Broadway Center for the Performing Arts
Brown & Brown of Washington
Bruce Titus Automotive Group
Burkhart Dental Supply
Burnham Construction
Business Examiner
Business Interiors Northwest
CalPortland
Concrete Technology
Eisenhower & Carlson
First Citizens Bank
GLY Construction
Gordon Thomas Honeywell
Green Mountain Coffee Roasters
Green Roots
Group Health
Harborstone Credit Union
JayRay Ads + PR
Jesse Engineering
Kidder Mathews
Korsmo Construction
Korum Automotive Group
Merit Company
Moss Adams
Murray Pacific
Neil Walter Company
Newland Communities
Oak Harbor Freight Lines
Pacific Lutheran University
Patriot Fire Protection
Pease Construction
Point Ruston
Propel Insurance
Rainier Connect
Ronald E. Thompson
Rusty George Creative
SAFE Boats
SeaTac Packaging Mfg.
Selden’s Home Furnishings
Shaub-Ellison Co.
Simon Johnson
Sitits & Hill Engineers
Smith Fire Systems
Sound Credit Union
Tacoma Screw
Targa Sound Terminal
Totem Ocean Trailer Express
TrueBlue
Tucci & Sons
University of Puget Sound
U.S. Oil & Refining
Wade Perrow Construction

PUBLIC
Bates Technical College
City of Auburn
City of DuPont
City of Fife
City of Gig Harbor
City of Lakewood
City of Puyallup
City of Sumner
City of Tacoma
City of University Place
Clover Park Technical College
Pierce College
Pierce County
Port of Tacoma
Sound Transit
Why We Do What We Do

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 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: 2011–2015

Because most deals take well over a year to conclude, the EDB measures its results in five-year increments. The EDB’s 95:1 return on its investors’ dollars from 2011–2015 is indicative of the strength of its recruitment and retention programs.

<table>
<thead>
<tr>
<th>JOBS RECRUITED AND RETAINED</th>
<th>3,338</th>
</tr>
</thead>
<tbody>
<tr>
<td>WAGES AND SALARIES GENERATED</td>
<td>$189,356,723</td>
</tr>
<tr>
<td>PRIVATE CAPITAL INVESTMENT</td>
<td>$252,155,000</td>
</tr>
<tr>
<td>INDUSTRIAL REVENUE BOND FINANCING</td>
<td>$8,120,000</td>
</tr>
<tr>
<td>EDB REVENUE</td>
<td>$4,729,819</td>
</tr>
<tr>
<td>RETURN PER $1 EDB INVESTMENT</td>
<td>$95</td>
</tr>
</tbody>
</table>
GLOBAL INTEREST
The EDB has seen a notable increase in international inquiries. Active cases include companies based in Europe, China, Japan, Korea and India. Foreign Direct Investment brings new jobs, private capital, innovations and technologies to Tacoma-Pierce County.

WORKFORCE
Companies remain focused on availability and cost of a qualified workforce—a balancing act that allows the company to be profitable and competitive and to provide fair wages and benefits to attract and retain the best workers.

TURN-KEY PREFERRED
Recruitment targets are showing a preference for existing buildings or shovel-ready sites with utilities and infrastructure in place.

CERTAINTY IN PERMITTING
Executives are requiring predictable permit timelines and costs.

PREDICTABILITY
Companies working with tight margins need to minimize upfront costs. Significant differences in initial development costs of competing sites can remove optimal sites from consideration. The EDB works closely with property owners, developers and permitting agencies to minimize these costs.

At the end of 2015, the EDB had 16 active recruitment cases in the pipeline representing over 2,000 potential new jobs in technology, specialty manufacturing, energy efficiency, services, precision components, storage and distribution. EDB continues to work directly with companies, their consultants, and our partners to provide the insight and information businesses need to make their expansion or location decisions. Companies sometimes evaluate expansion options for many months—or even years—before committing to a project.

Fifteen other recruitment cases were closed during the year. These projects did not get traction for a variety of reasons—they located elsewhere or delayed or cancelled their plans. Location decisions are based on a variety of factors: transportation, workforce, taxes, business climate, and incentives.

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 and hiring, utilities, transportation, identifying and touring facilities, cost of living, housing, cultural and recreational amenities, and contact with local authorities. Factors influencing site decisions vary broadly—even within industries—and EDB’s assistance is customized and tailored to the specific client’s needs and interests.

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.
Recruitment Projects

GKN AEROSPACE
The British multinational corporation completed facility upgrades and opened its Sumner plant where workers assemble and paint winglets for the Boeing 737 MAX. This project brings a $10 million capital investment and will employ 60 workers.

PROJECT FROSTY
Substantial activity has supported this warehouse/cold storage facility, a critical service provider in the aerospace sector. Beginning in 2013, the EDB and others have been active partners with the key client and their contracted project team. Major progress occurred in 2015 with extensive research and thoughtful deliberation expected to result in an announcement in early 2016.

PROJECT HEARTLAND
Many partners have been instrumental in helping this project move forward. This energy-efficient automated cold storage facility will be the first U.S. project of a leading European cold chain company with plans for further expansion in the U.S. Benefits include significant capital investment, improved food chain safety, and well-paying jobs with benefits. A formal announcement is anticipated early 2016.

PROJECT BUCKWHEAT
A food processor is working on equipment design and pre-permitting activities for a production facility here. Extensive planning assistance, contact referrals, process insight and support has been provided by EDB and partners.

UNIVERSITY OF WASHINGTON TACOMA SCHOOL OF LAW
The EDB continued its partnership with the Tacoma Law Foundation and the University of Washington to launch a J.D. program at the University of Washington Tacoma. The big news in 2015 was the decision by the UW President to support the creation of a stand-alone law school on the UWT campus. This is a welcome switch from the original plan to have the law school be a branch of the UW Law School in Seattle with classes split between the two cities. New UWT Law students will be able to receive their entire education on the UWT campus. The doors should open in the fall of 2017.

TRADE SHOWS
Industry trade shows and conferences provide the opportunity to network with a targeted audience of companies and to discuss the benefits of doing business in this area. In 2015, EDB partnered with the Washington State Department of Commerce and other economic development agencies in the state to sponsor and exhibit at two aerospace events: the Pacific Northwest Aerospace Alliance annual conference and the Aircraft Interiors Expo. We provided attendees with key economic data as well as insight into cultural and recreational amenities and available land and sites for potential operations here.

THE 115TH U.S. OPEN GOLF CHAMPIONSHIP AT CHAMBERS BAY
The vision of former County Executive John Ladenburg and the leadership of current County Executive Pat McCarthy allowed Pierce County to welcome the world to Chambers Bay for the first U.S. Open Championship to be held in the Pacific Northwest. The warm reception paid off. The tournament, one of golf’s four majors, generated $134 million including $16.8 million in tax revenues. The EDB partnered with the City of University Place (Host City for the U.S. Open), the City of Tacoma, Milgard Manufacturing, U.S. Bank and The News Tribune to sponsor a Corporate Suite at the Open. The suite provided hospitality to more than 200 guests throughout the week, including businesses being recruited by the EDB and current primary employers in Pierce County.
RAINIER WOODWORKING
The EDB started working with the high-end residential cabinet manufacturer in 2014. Based in Tacoma, Rainier Woodworking had outgrown their facility. By mid-2015, the EDB had coordinated with the City of Tacoma and Tacoma Public Utilities on permits and energy efficiency incentives for Rainier Woodworking’s new facility. The EDB also connected Rainier Woodworking with Bates Technical College, resulting in an agreement to use the college’s spray booth space for temporary production during the move to a new facility. That allowed the company to keep up production levels during the transition. The new facility provides a better workflow, showroom space and access to transportation. 43 jobs were retained.

EVERGREEN FIRE AND SECURITY
This Tacoma-based, nationally renowned firm produces military and defense security systems and building efficiency technology. The EDB worked with EFS on a plan to purchase a new building to accommodate their considerable growth plan after securing significant new contracts. EFS chose a building in South Tacoma, and the EDB worked with the City of Tacoma and the Grow Tacoma Fund to finance the purchase of the building and tenant improvements, for an estimated capital investment of $1.7 million and retention of 76 jobs. The EDB also worked with Tacoma Public Utilities to provide energy efficiency resources as well as WorkForce Central to present a hiring and recruitment plan for EFS. The new building will be able to accommodate additional workforce growth and provide better access to Joint Base Lewis-McChord, where several employees are stationed.

Because approximately 80 percent of new jobs are generated by existing businesses, the BRE program is a significant priority in the EDB’s work plan. The BRE program is focused on primary industry firms that are responsible for selling Pierce County products and services to customers beyond our borders.

The EDB’s BRE program met with 130 Pierce County companies. Those companies represent approximately 22,737 jobs. Participating companies received, in total, 304 different referrals offering assistance in meeting challenges related to workforce, financing, permitting, federal bidding and contracting, energy assistance, tax credits, lean manufacturing, relocation assistance, exporting, and more. In addition, the EDB conducted dozens of additional meetings to provide follow-up service and to discuss specific business and community development proposals.

A wide array of products and services are produced by the businesses the EDB met with including (but not limited to): financial and professional services, advanced materials manufacturing including aerospace and maritime manufacturing, environmental consulting, metal fabrication, construction, information technology, logistics and trade, and health services.

In most cases, the companies the EDB contacted needed some sort of assistance that will affect their bottom line. Consistently, the BRE visits exposed firms to opportunities to save money and be more competitive. The visits establish or invigorate a long-term relationship that will provide an early warning if and when a company needs extra assistance.

The EDB continued to strategically partner with several municipalities, including the cities of Tacoma, Gig Harbor, Lakewood, Fife, Sumner, Puyallup, DuPont, University Place and Auburn.
as well as the Port of Tacoma, Pierce County, Tacoma Public Utilities and Puget Sound Energy on targeted outreach to business retention and expansion clients all over Pierce County, focusing on the largest primary employers.

The BRE program is successful in reaching primary firms for two reasons: access to the CEOs, presidents and general managers of client firms, and great partnerships with local jurisdictions and referring agencies.

EDB PARTNERS—ESSENTIAL TO BUSINESS RECRUITMENT AND RETENTION SUCCESS ACROSS THE SOUTH SOUND
City of Auburn, City of DuPont, City of Fife, City of Gig Harbor, City of Lakewood, City of Milton, City of Puyallup, City of Sumner, City of Tacoma, City of University Place, Town of Steilacoom, Pierce County, Port of Tacoma, Tacoma Public Utilities, Puget Sound Energy, WorkForce Central—Business Services, Pierce Transit, Sound Transit, community and technical colleges, public and private universities, state of Washington, Tacoma-Pierce County Chamber, other Chambers, World Trade Center Tacoma, Small Business Development Center, Small Business Administration, the offices of Congressmen Derek Kilmer, Denny Heck, Dave Reichert and Adam Smith, and the offices of Senators Patty Murray and Maria Cantwell.

CLUSTER ACCELERATION
In addition to its day-to-day recruitment and retention case work, the EDB focuses on the four key clusters of Aerospace, Health Services, Logistics & International Trade, and Cybersecurity. These are long-range plays. For each cluster the EDB has recruited a team of local leaders to develop and implement growth strategies. The teams have had varying levels of success. In 2016 the teams will be reconstituted, with additional C-Level leadership.

INDUSTRIAL DEVELOPMENT REVENUE BOND FINANCING
The EDB staffs the public corporation (Economic Development Corporation of Pierce County) that is authorized to issue tax-exempt industrial development revenue bonds in the county. This below-market rate financing is an incentive tool available to manufacturers and processors. The EDCPC has issued more than $307 million in financing for more than 40 Pierce County projects during the last 30 years, helping businesses create or retain nearly 7,300 jobs.

SHINING OCEAN, INC.
In 2015, the EDCPC issued a $8,210,000 bond on behalf of Shining Ocean, Inc., a Sumner company that manufactures and sells surimi products and is one of the largest suppliers of surimi seafood to sushi restaurants in the United States. This bond allowed Shining Ocean to refinance existing bonds issued in 2002, pay for improvements to production capacity, and to acquire new machinery and equipment. 160 jobs were retained.
THE CITIZENS OF PIERCE COUNTY HOSTED THE U.S. OPEN........

Photos courtesy of Pierce County
The Largest Sporting Event in the History of the Pacific Northwest
In the News

The EDB’s Teamwork newsletter was distributed electronically and by U.S. mail to 2,800 local, national and international leaders each month.

Thirteen “good news” stories about Tacoma-Pierce County’s economic development climate were placed in trade and mainstream publications, among them *Alaska Air Horizon Magazine* and *Seattle Business Magazine*. These media placements are a partnership between the EDB, Pierce County and the City of Tacoma.

One Investor Briefing was held during the year, at the Port of Tacoma.

The EDB made presentations to a variety of organizations including Port of Tacoma, Pierce County Council, Tacoma Public Utilities, Northwest Innovation Works, City of Sumner, City of Tacoma, City of Lakewood, City of Fife, visiting cybersecurity delegation from Spain, Washington Economic Development Association, Joint Municipal Action Committee, the Northwest Seaport Alliance, University of Washington Tacoma’s Urban Studies Forum, South County Chamber, Puget Sound Energy, Pacific Lutheran University, Tacoma-Pierce County Chamber, Network for Business Innovation and Sustainability, and U.S. Bank.

The EDB is a principal funder of RAMP (Regional Access Mobility Partnership), a county-wide coalition including business, labor, public and private organizations and citizens dedicated to improved freight and passenger mobility in the South Sound and Washington State. The passage of a major state transportation package in 2015 that included the completion of SR-167 and other South Sound projects was a key victory for RAMP and its allies. The Port of Tacoma and the Tacoma-Pierce County Chamber deserve high praise for their leadership in delivering this package. And, most importantly, the Pierce County legislators who supported the transportation bill showed tremendous leadership and foresight.

What’s Next

As the EDB continued its regular work in 2015, it began to look ahead: How will Pierce County become the most attractive location in the Pacific Northwest for business investment and job creation in the next 25 years? To answer that question, dozens of board members, investors and community leaders helped the EDB craft its work plan for 2016-2020: *Compete Every Day Forever*.

By the end of 2020, the EDB plans to have worked with its partners to:

- Enable the creation of 3,220 direct jobs at or above the average county wage
- Attract $400 million in private capital investment
- Recruit, retain or help to expand 35 companies

The EDB has raised 96.5 percent of its $6.3 million goal to fund the organization for the next five years. Most of the EDB’s investors renewed their commitments, several increased their contributions, and 14 new investors joined the team.
### STATEMENT OF FINANCIAL POSITION

#### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,325,896</td>
<td>$ –</td>
<td>$1,325,896</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>599,371</td>
<td>–</td>
<td>599,371</td>
</tr>
<tr>
<td>Accounts receivable – government contracts</td>
<td>150,190</td>
<td>–</td>
<td>150,190</td>
</tr>
<tr>
<td>Accounts receivable – related party</td>
<td>6,032</td>
<td>–</td>
<td>6,032</td>
</tr>
<tr>
<td>Contributions receivable, net</td>
<td>–</td>
<td>47,792</td>
<td>47,792</td>
</tr>
<tr>
<td>Accounts receivable – other</td>
<td>1,000</td>
<td>–</td>
<td>1,000</td>
</tr>
<tr>
<td>Prepaid expense</td>
<td>4,034</td>
<td>–</td>
<td>4,034</td>
</tr>
<tr>
<td>Office furniture and equipment, at cost, net of accumulated depreciation</td>
<td>16,337</td>
<td>–</td>
<td>16,337</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$2,102,860</strong></td>
<td><strong>$47,792</strong></td>
<td><strong>$2,150,652</strong></td>
</tr>
</tbody>
</table>

#### LIABILITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$14,929</td>
<td>$ –</td>
<td>$14,929</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>61,794</td>
<td>–</td>
<td>61,794</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>76,723</strong></td>
<td>–</td>
<td><strong>76,723</strong></td>
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</table>

#### NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>2,026,137</td>
<td>–</td>
<td>2,026,137</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>–</td>
<td>47,792</td>
<td>47,792</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>2,026,137</strong></td>
<td><strong>47,792</strong></td>
<td><strong>2,073,929</strong></td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES AND NET ASSETS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$2,102,860</strong></td>
<td><strong>$47,792</strong></td>
<td><strong>$2,150,652</strong></td>
</tr>
</tbody>
</table>

Prepared internally
### STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

#### Year Ended December 31, 2015

**Prepared internally**

#### SUPPORT AND REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service revenue</td>
<td>$629,171</td>
<td>$ –</td>
<td>$629,171</td>
</tr>
<tr>
<td>Contributions</td>
<td>–</td>
<td>14,366</td>
<td>14,366</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>19,210</td>
<td>–</td>
<td>19,210</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>360,336</td>
<td>(360,336)</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total revenue and other support</strong></td>
<td>1,008,717</td>
<td>(345,970)</td>
<td>662,747</td>
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</table>

#### EXPENSES

<table>
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<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
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<tr>
<td>Personnel</td>
<td>662,829</td>
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<tr>
<td>Campaign</td>
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<td>317,449</td>
</tr>
<tr>
<td>Marketing costs</td>
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<td>–</td>
<td>214,363</td>
</tr>
<tr>
<td>General and administrative</td>
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<td>–</td>
<td>112,276</td>
</tr>
<tr>
<td>Rent</td>
<td>46,607</td>
<td>–</td>
<td>46,607</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>1,353,524</td>
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</tr>
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</table>

#### OTHER INCOME

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<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Annual meeting and events</td>
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<td>–</td>
<td>100,490</td>
</tr>
<tr>
<td>Interest income</td>
<td>2,699</td>
<td>–</td>
<td>2,699</td>
</tr>
<tr>
<td>Other income</td>
<td>1,500</td>
<td>–</td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Total other income</strong></td>
<td>104,689</td>
<td>–</td>
<td>104,689</td>
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</table>

#### CHANGE IN NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Change)</td>
<td>(240,118)</td>
<td>(345,970)</td>
<td>(586,088)</td>
</tr>
</tbody>
</table>

| NET ASSETS, beginning of year | 2,266,255 | 393,762 | 2,660,017 |
| NET ASSETS, end of year      | $2,026,137 | $47,792 | $2,073,929 |
STATEMENT OF CASH FLOWS
Year Ended December 31, 2015

CASH FLOWS FROM OPERATING ACTIVITIES

Change in net assets $ (586,088)

Adjustments to reconcile change in net assets to net cash from operating activities:

Provision for allowance and discounts of contributions receivable (36,966)
Depreciation 7,083

Change in assets and liabilities

Accounts receivable – government contracts (45,815)
Contributions receivable 382,935
Prepaid expenses 675
Accounts payable 12,197
Accrued expenses 24,466

Net cash from operating activities (241,513)

CASH FLOWS FROM INVESTING ACTIVITIES

Purchase of fixed assets (2,342)
Certificates of deposit redeemed (684)

Net cash from investing activities (3,026)

DECREASE IN CASH AND CASH EQUIVALENTS (244,539)

CASH AND CASH EQUIVALENTS, January 1, 2015 1,570,435

CASH AND CASH EQUIVALENTS, December 31, 2015 $ 1,325,896
**2015 EXECUTIVE COMMITTEE**

**CHAIR**
Troy Goodman
Targa Sound Terminal

**VICE CHAIR**
Bev Losey
Brown & Brown of Washington, Inc.

**IMMEDIATE PAST CHAIR**
Jeff Lyon
Kidder Mathews

**Nigel English**
Heritage Bank

**William Holt**
Gordon Thomas Honeywell

**Pat McCarthy**
Pierce County

**Kari Scott**
Wells Fargo

**Marilyn Strickland**
City of Tacoma

**John Wolfe**
Port of Tacoma

**EDB Staff**

Bruce Kendall
President & CEO

Susan Suess
Senior Vice President

Chris Green
Vice President

Kathleen Cooper
Communications Manager

Deborah Kelly
Office Manager

Rebecca Ray
Accountant

Dan Grisham
WorkForce Central Business Services
2015 BOARD OF DIRECTORS

Thomas Absher  
Absher Construction  
John Arbini  
Emeritus  
Greg Biersack  
Burkhart Dental Supply  
T.C. Broadnax  
City of Tacoma  
John Caulfield  
City of Lakewood  
Nigel English  
Heritage Bank  
William Gaines  
Tacoma Public Utilities  
Rusty George  
Rusty George Creative  
Troy Goodman  
Targa Sound Terminal  
Jill Guernsey  
City of Gig Harbor  
Tim Hansen  
AHBL, Inc.  
William Holt  
Gordon Thomas Honeywell  
Terry Jones  
U.S. Bank  
Glenn Kasman  
MultiCare Health System  
Ron Langrell  
Bates Technical College  
Bev Losey  
Brown & Brown of Washington, Inc.  
Jeff Lyon  
Kidder Mathews  
Brian Marlow  
KeyBank  
Pat McCarthy  
Pierce County  
Andy McDonald  
Columbia Bank  
Joyce McDonald  
Pierce County Council  
Don Meyer  
Port of Tacoma Commission  
Linda Nguyen  
WorkForce Central  
Andrew Over  
Regence  
Tom Pierson  
Tacoma-Pierce County Chamber  
Peter Rasmussen  
Emeritus  
Patty Rose  
Pierce County Central Labor Council  
Kari Scott  
Wells Fargo  
Stanley Selden  
Emeritus  
Herb Simon  
Simon Johnson, LLC  
Marilyn Strickland  
City of Tacoma  
Steve Sugg  
City of University Place  
Sharmila Swenson  
Puget Sound Energy  
Ronald Thompson  
Emeritus  
Gregory Unruh  
Franciscan Health Foundation  
Jason Whalen  
Ledger Square Law  
Rich White  
The Boeing Company  
John Wolfe  
Port of Tacoma
ECONOMIC DEVELOPMENT BOARD
FOR TACOMA–PIERCE COUNTY