2016 EDB INVESTORS

TOP PRIVATE
CHI Franciscan Health
MultiCare Health System
Columbia Bank
Benaroya Companies
KeyBank
Milgard Manufacturing
Wells Fargo
U.S. Bank
Heritage Bank
The News Tribune
Puget Sound Energy
DaVita
Coordinated Care
General Plastics
State Farm
Targa Sound Terminal
The Boeing Company

PRIVATE
Absher Construction
AHBL
Architects Rasmussen
Triebelhorn
Bargreen Ellingson
BCRA
BNY Mellon
BPI Medical
Broadway Center for the Performing Arts
Brown & Brown Insurance
Burkhart Dental Supply
Business Examiner
CalPortland
Carlisle Construction Materials
Catalyst Workplace Activation
CBRE
Commencement Bank
Concrete Technology
First Citizens Bank
Gordon Thomas Honeywell
Group Health Cooperative
Harborstone Credit Union
Hollander Investments
Innova Architects
James Hardie
JayRay
Jesse Engineering
JPMorgan Chase
Kidder Mathews
Korsmo Construction
Korum Automotive Group
Ledger Square Law
Merit Construction Northwest
Moss Adams
Murray Pacific
Neil Walter Company

Northwest Door
Pacific Lutheran University
Parametrix
Patriot Fire Protection
Pease Construction
Point Ruston / MC Real Estate Consultants
Propel Insurance
Rush Companies
SAFE Boats International
SeaTac Packaging
Selden’s Home Furnishings
Simon Johnson
Sitts & Hill Engineers
Smith Fire Systems
Sound Credit Union
Tehaleh by Newland Communities
TrueBlue
Tucci & Sons
University of Puget Sound
U.S. Oil & Refining
Washington Federal
West Rock
Western Institutional Review Board

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
Pierce College
Pierce County
Port of Tacoma
Sound Transit
State of Washington
Tacoma Community College
Tacoma Public Utilities
University of Washington
Tacoma
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 and sold. 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: 2012–2016
Because most deals take well over a year to conclude, the EDB measures its results in five-year increments. The EDB’s $120:1 return on its investors’ dollars from 2012–2016 is indicative of the strength of its recruitment and retention programs.

JOBS RECRUITED AND RETAINED
3,722

WAGES AND SALARIES GENERATED
$221,703,994

PRIVATE CAPITAL INVESTMENT
$367,900,000

INDUSTRIAL REVENUE BOND FINANCING
$8,210,000

EDB REVENUE
$4,962,288

RETURN PER $1 EDB INVESTMENT
$120
Trends in 2016

GLOBAL INTEREST
The EDB continues to work with international inquiries. Companies based in China, Japan, Korea, and Western and Eastern Europe are considering expanding here.

WORKFORCE
A top consideration is workforce talent and qualifications. Companies want assurance they can attract and hire the types of skilled workers they need to be successful.

CERTAINTY
Predictability and reliability in the development process is critical to projects. Permitting costs and timelines need to be well-defined and understood upfront.

At the end of 2016, the EDB had 18 active recruitment cases in the pipeline representing nearly 1,000 potential new jobs in advanced manufacturing, high-tech storage and distribution, clean tech manufacturing, services, precision components, and distribution. EDB continues to work directly with companies, consultants, and 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 our successful recruitment program.
Key Recruitment Projects

**FEDEX GROUND—PROJECT EXPEDITOR**
In July, FedEx Ground opened a 311,000 square foot building in Fife where 300 full- and part-time package handlers load and unload trucks for local delivery. A consultant contacted the EDB in 2013 asking for help in identifying 30-40 acres for a distribution facility. We sent out a site search and sent the responses to the client. Ongoing additional research and information was provided. Late 2013, the consultant toured sites, met with EDB and began working directly with site owners. EDB assistance and support continued during 2014 and 2015 as the firm focused on costs and incentives. The City of Fife worked with consultants and the company in getting this new construction project ready to open its doors at this new packaging handling facility.

**MITSUI-SOKO (U.S.A.)—PROJECT FROSTY**
Mitsui-Soko (U.S.A.) broke ground mid-2016 on its new 200,000+ square foot warehouse and cold storage facility in Frederickson. The facility will meet the unique requirements of the aerospace industry. The EDB and many others have been active partners with Mitsui-Soko, headquartered in Japan, and Gray Construction, their contracted project team. The company’s site search began in 2013, when the EDB provided area information and identified potential sites to fit the project’s need. Once the company selected a Frederickson site, Pierce County’s Economic Development Department and permitting team at Planning and Land Services (PALS) worked to expedite permit review and get construction off to a smooth start. The company is expected to open in 2017 and employ 30 workers.

**NEW COLD—PROJECT HEARTLAND**
NewCold, based in the Netherlands, operates a European network of large scale automated cold stores and refrigerated transport services for the food industry. They selected a site in Tacoma for their first U.S. operations and broke ground Fall of 2016. NewCold uses state-of-the-art technology including automated systems to move and store products in their high-bay, energy-efficient warehouse. The use of advanced software systems makes it a good fit for workers with high-tech skills. Key clients, including Trident Seafoods will optimize their operations with this new project.

Many partners including Tacoma Power, Mayor Strickland, the Community and Economic Development Department and Planning and Development Services have been instrumental in moving this project forward. The state of the art freezer is a joint design effort and construction by NewCold and Fisher Construction Group of Burlington (WA). The facility will be one of the largest in the USA with a storage capacity of over 25 million cubic feet, employing 50-100 workers.
EDB began working with the company and their consultant in 2015 by identifying sites, providing area and workforce information, arranging meetings with the State Department of Commerce and the Department of Revenue and responding to the project team’s needs and requests.

CLASS A OFFICE DEVELOPMENT
In 2016 the EDB increased our recruitment capacity with an additional focus on the office market, particularly Class A office availability, in Tacoma and Pierce County. This new effort, working in conjunction with our public and private partners, seeks to expand the office market through new office developments and business recruitment. With local and regional demand for office space increasing and occupancy rates improving, the opportunity to work with our partners to expand the Class A market is here.

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 feasibility study required by the America Bar Association was completed in December 2016 and the UWT Law team is working with the legislature on next steps.

PROTECTING GOOD JOBS
The EDB takes our natural environment, quality of life and good jobs very seriously, as do the companies with which we work. Tacoma-Pierce County’s intrinsic protection of these values is one of the reasons the EDB participated in a lawsuit over two illegal ballot initiatives that would have required a public vote on some industrial projects. The EDB joined the Port of Tacoma and Tacoma-Pierce County Chamber of Commerce in the lawsuit. Courts across the country have deemed initiatives like this illegal and the EDB was thankful when a judge in Pierce County Superior Court invalidated them. The case is currently under appeal.

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 2016, EDB attended the Farnborough International Airshow with the Washington State Department of Commerce, Pierce County Economic Development Department, and other economic development agencies and companies in the state. We met with industry leaders and connected with existing and new contacts to highlight the assets and advantages of Pierce County. We attended the Pacific Northwest Aerospace Alliance annual conference and provided attendees with key economic data and insight into cultural and recreational amenities and available land and sites for potential operations here.
Key BRE Projects

BRADKEN
In 2016, the EDB began working with Bradken Altas, a major foundry with international reach, on planning for its next expansion. The Tacoma site needs to expand in order to support a new shipbuilding component opportunity. The competition is located in the Midwest and United Kingdom. Total capital investment is anticipated to be $12.5M which is necessary to expand the existing facility and train new workers. The EDB worked with Bradken on a successful grant application to access funds from the Governor’s Strategic Reserve Fund (SRF). The project is ongoing with several partners actively involved including the Washington State Department of Commerce, City of Tacoma and WorkForce Central.

STATE FARM
State Farm, one of our largest private employers, grew its Tacoma and DuPont facilities by several hundred employees in 2016. This hiring trend continues upward as we move into 2017. The EDB, City of Tacoma, City of Puyallup and Puyallup-Sumner Chamber of Commerce hosted several meetings to connect State Farm to local workforce development partners to ensure the company finds the workers it needs, and vice versa. Participants included American Lake Veteran Administration, Career Path Services, Clover Park Technical College, Hilltop Center for Strong Families, Jobs for Life Program, Pierce College, ResCare Workforce Services, Tacoma Community College, Tacoma-Pierce County Chamber Veteran and Business Service, Thurston Chamber of Commerce, Vadis, Washington State Department of Vocational Rehabilitation and Employment Security Department, and WorkSource Pierce, Lewis, and Thurston Counties.

PUGET SOUND ENERGY
Power, water, and transportation infrastructure are essential to job creation. Puget Sound Energy’s $310 million Liquified Natural Gas (LNG) plant on the Tideflats is a cutting edge facility that will provide clean energy for residents and businesses for many years. The EDB supported the complex environmental review of the project and is pleased to see it moving forward and be part of our energy future. The facility will create an estimated 150 direct construction jobs and 18 permanent positions.
The EDB’s Business Retention and Expansion (BRE) program, directly engages local companies 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 Compete Every Day Forever work plan. The BRE program is focused on primary industry firms, which are firms responsible for selling Pierce County products and services to customers beyond our borders. The selection of companies on this basis—sales outside Pierce County—is important because transactions with the outside world bring new revenues into our local economy and generate wealth.

The EDB’s BRE program met with 94 Pierce County companies. Those companies represent approximately 22,426 jobs. Participating companies received, in total, 134 different referrals offering assistance in meeting challenges related to workforce, financing, permitting, tax credits, lean manufacturing, energy 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, health services and many more.

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, and University Place 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, Adam Smith and Dave Reichert, and the offices of Senators Patty Murray and Maria Cantwell.

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.
In the News

The EDB published its 2016 Major Employers List including companies that have 100 or more full-time-equivalent employees in Pierce County. The 215 employers on the list represent 161,000 jobs.

The EDB’s Teamwork newsletter was distributed electronically and by US Mail to 2,850 local, national, and international leaders each month.

Eleven (11) “good news” stories about Tacoma-Pierce County economic development activities were placed in trade and mainstream publications and broadcasts, among them CyberTrend magazine, KNKX, and Executive Insight.

Two Investor Briefings were hosted by EDB Investors during the year, including Benaroya Company at the Centeris Data Center in the company’s Business and Technology Park in Puyallup and by the Port of Tacoma at the Fabulich Center.

With changes in state law and marijuana use on the rise, employers have pressing questions and concerns about how to attract and retain workers. The Pierce County Economic Development Department, City of Lakewood and EDB hosted a forum featuring experts who offered guidance around safety, testing, legal issues and best practices in the workplace.

The EDB made presentations to a variety of organizations among them the Port of Tacoma, South Sound Together, Rotary 8, Association of General Contractors, Tacoma City Council, Fife Milton Edgewood Chamber, Puyallup City Council, and the Tacoma Downtown Showcase.

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.
### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,512,931</td>
<td>$</td>
<td>$1,512,931</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>600,114</td>
<td></td>
<td>600,114</td>
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<tr>
<td>Accounts receivable – government contracts</td>
<td>153,815</td>
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<tr>
<td>Accounts receivable – related party</td>
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<tr>
<td>Contributions receivable, net</td>
<td>999</td>
<td>2,117,758</td>
<td>2,118,757</td>
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<tr>
<td>Accounts receivable – other</td>
<td>–</td>
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<tr>
<td>Prepaid expense</td>
<td>3,904</td>
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<td>3,904</td>
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<tr>
<td>Office furniture and equipment, at cost, net of accumulated depreciation</td>
<td>10,529</td>
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<tr>
<td><strong>Total assets</strong></td>
<td>$2,288,323</td>
<td>$2,117,758</td>
<td>$4,406,081</td>
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### LIABILITIES

<p>| | | | |</p>
<table>
<thead>
<tr>
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<tr>
<td>Accounts payable</td>
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<td>$</td>
<td>$14,443</td>
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<tr>
<td>Accrued liabilities</td>
<td>24,229</td>
<td></td>
<td>24,229</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td>38,673</td>
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<td>38,673</td>
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### NET ASSETS

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>2,249,650</td>
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<td>2,249,650</td>
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<tr>
<td>Temporarily restricted</td>
<td>–</td>
<td>2,117,758</td>
<td>2,117,758</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td>2,249,650</td>
<td>2,117,758</td>
<td>4,367,408</td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES AND NET ASSETS**  

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>$2,288,323</td>
<td>$2,117,758</td>
<td>$4,406,081</td>
<td></td>
</tr>
</tbody>
</table>

*Moss Adams performs a review of the Economic Development Board for Tacoma-Pierce County’s financial statements*
## Statement of Activities and Changes in Net Assets

### Year Ended December 31, 2016

**Moss Adams** performs a review of the Economic Development Board for Tacoma-Pierce County’s financial statements.

### Support and Revenue

<table>
<thead>
<tr>
<th>Support and Revenue</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
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<tbody>
<tr>
<td>Service revenue</td>
<td>$620,259</td>
<td>$</td>
<td>$620,259</td>
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<tr>
<td>Contributions</td>
<td>–</td>
<td>2,878,072</td>
<td>2,878,072</td>
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<tr>
<td>In-kind contributions</td>
<td>22,000</td>
<td>–</td>
<td>22,000</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>808,108</td>
<td>(808,108)</td>
<td>–</td>
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<tr>
<td><strong>Total revenue and other support</strong></td>
<td>1,450,367</td>
<td>2,069,964</td>
<td>3,520,331</td>
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### Expenses

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<tr>
<th>Expenses</th>
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<tbody>
<tr>
<td>Personnel</td>
<td>732,812</td>
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<tr>
<td>Campaign</td>
<td>33,242</td>
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<td>33,242</td>
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<tr>
<td>Marketing costs</td>
<td>215,732</td>
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<td>215,732</td>
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<tr>
<td>General and administrative</td>
<td>290,349</td>
<td>–</td>
<td>290,349</td>
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<tr>
<td>Rent</td>
<td>51,900</td>
<td>–</td>
<td>51,900</td>
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<tr>
<td><strong>Total expenses</strong></td>
<td>1,324,035</td>
<td>–</td>
<td>1,324,035</td>
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</table>

### Other Income

<table>
<thead>
<tr>
<th>Other Income</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
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<tbody>
<tr>
<td>Annual meeting and events</td>
<td>95,560</td>
<td>–</td>
<td>95,560</td>
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<tr>
<td>Interest income</td>
<td>2,509</td>
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<td>2,509</td>
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<tr>
<td>Other income</td>
<td>30</td>
<td>–</td>
<td>30</td>
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<tr>
<td><strong>Total other income</strong></td>
<td>98,099</td>
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### Change in Net Assets

<table>
<thead>
<tr>
<th>Change in Net Assets</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>224,431</strong></td>
<td></td>
<td></td>
<td>2,294,395</td>
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</table>

<table>
<thead>
<tr>
<th>Net Assets, beginning of year</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,025,219</td>
<td></td>
<td></td>
<td>2,073,013</td>
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<table>
<thead>
<tr>
<th>Net Assets, end of year</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$2,249,650</strong></td>
<td>$2,117,758</td>
<td>$4,367,408</td>
<td></td>
</tr>
</tbody>
</table>
# Statement of Cash Flows

*Year Ended December 31, 2016*

## Cash Flows from Operating Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$2,294,395</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash from operating activities:</td>
<td></td>
</tr>
<tr>
<td>Provision for allowance and discounts of contributions receivable</td>
<td>$342,785</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$6,151</td>
</tr>
<tr>
<td>Change in assets and liabilities</td>
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<tr>
<td>Accounts receivable – government contracts</td>
<td>($3,625)</td>
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<tr>
<td>Contributions receivable</td>
<td>($2,413,750)</td>
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<tr>
<td>Accounts receivable – other</td>
<td>$1,000</td>
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<tr>
<td>Prepaid expenses</td>
<td>$131</td>
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<tr>
<td>Accounts payable</td>
<td>($486)</td>
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<tr>
<td>Accrued expenses</td>
<td>($37,563)</td>
</tr>
<tr>
<td>Net cash from operating activities</td>
<td>$189,038</td>
</tr>
</tbody>
</table>

## Cash Flows from Investing Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of fixed assets</td>
<td>($1,261)</td>
</tr>
<tr>
<td>Certificates of deposit redeemed</td>
<td>($742)</td>
</tr>
<tr>
<td>Net cash from investing activities</td>
<td>($2,003)</td>
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</table>

## Increase in Cash and Cash Equivalents

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in cash and cash equivalents</td>
<td>$187,035</td>
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</tbody>
</table>

## Cash and Cash Equivalents

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents, January 1</td>
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</tr>
<tr>
<td>Cash and cash equivalents, December 31</td>
<td>$1,512,931</td>
</tr>
</tbody>
</table>

*Moss Adams performs a review of the Economic Development Board for Tacoma-Pierce County’s financial statements*
2016 EXECUTIVE COMMITTEE

CHAIR
Bev Losey
Brown & Brown of Washington, Inc.

VICE CHAIR
Kari Scott
Wells Fargo Bank

IMMEDIATE PAST CHAIR
Troy Goodman
Targa Sound Terminal

Nigel English
Heritage Bank

Pat McCarthy
Pierce County

Marilyn Strickland
City of Tacoma

Gregory Unruh
Franciscan Foundation

John Wolfe
Port of Tacoma and The Northwest Seaport Alliance

David Zeeck
The News Tribune

EDB Staff

Bruce Kendall
President & CEO

Susan Suess
Senior Vice President

Dan Trimble
Vice President Recruitment & Real Estate Development

Maddie Merton
Vice President Business Retention & Expansion

Deborah Kelly
Office Manager

Rebecca Ray
Accountant
2016 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

Andrew Fry
Institute of Technology, UWT

Bill Gaines
Tacoma Public Utilities

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Troy Goodman
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Jill Guernsey
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Terry Jones
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Glenn Kasman
MultiCare Health System

Ron Langrell
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Bev Losey
Brown & Brown of Washington, Inc.

Brian Marlow
KeyBank

Pat McCarthy
Pierce County

Andy McDonald
Columbia Bank

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Don Meyer
Port of Tacoma Commission

Linda Nguyen
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Peter Rasmussen
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Bob Redd
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Kari Scott
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Marilyn Strickland
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Mark Sturgis
Milgard Manufacturing

Steve Sugg
City of University Place

Sharmila Swenson
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Ronald Thompson
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Jason Whalen
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