



Working Together to Enhance the Economic Vitality of North Central Washington

Chelan Douglas Regional Port Authority

**Confluence Technology Center
285 Technology Center Way, Wenatchee WA
Methow & Teanaway River Rooms
or
Zoom Virtual Conference Room Option**

**Meeting Agenda
January 23rd, 2024
9:00 a.m.**

I. CALL TO ORDER

**Note: When the Chelan Douglas Regional Port Authority meeting is called to order, the Port of Chelan County and Port of Douglas County meetings are simultaneously called to order.*

II. INTRODUCTIONS

III. CONFLICT OF INTEREST

IV. PUBLIC COMMENT

V. OATH OF OFFICE

- **Commissioner DeRock**

VI. CONSENT AGENDA

- **CDRPA:** Approval of the January 9th, 2024 Meeting Minutes and CDRPA Resolution 2024-04 Voiding Check #12412.

VII. PRESENTATION

- **RESTORE Coalition – Kevin Gluba**

**VIII. CHELAN DOUGLAS REGIONAL PORT AUTHORITY ACTION ITEMS
(Public Comment Opportunity)**

- (1) Tenant Selection – Former Badger Mountain Production and Restaurant Space
- (2) Partners in Economic Development – Lake Chelan Jazz and Wine Festival
- (3) CMI Orchards Lease Agreement – CTC Suite 201

IX. SUGGESTED BREAK: 10 MINUTES

X. INFORMATIONAL ITEMS (Board may act on any item listed)

- (4) CDRPA Investment Report
- (5) Douglas County TIF District – Consultant Selection
- (6) Volaire Contract
- (7) Choose Chelan Douglas Website/Choose Washington State Website Comparison

XI. MISCELLANEOUS STAFF REPORTS

- CEO
- Director of Finance & Administration
- Director of Airports
- Director of Economic Development & Capital Projects
- Property & Maintenance Manager
- CTC Manager

XII. PUBLIC COMMENT

XIII. REVIEW CALENDAR OF EVENTS

XIV. ITEMS FROM BOARD OF DIRECTORS

- XV. EXECUTIVE SESSION:** An Executive Session may be called during the meeting. The purpose must be announced and is limited by RCW 42.30.110. Examples include: (1) to discuss with legal counsel litigation, potential litigation and/or legal risks (RCW 42.30.110(1)(i)); (2) to consider the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price (RCW 42.30.110(1)(b)); and (3) to consider the minimum price at which real estate will be offered for sale or lease when public knowledge regarding such consideration would cause a likelihood of decreased price (final action selling or leasing public property shall be taken in a meeting open to the public)(RCW 42.30.110(1)(c)); and (4) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee(RCW 42.30.110(1)(g))

XVII. ADJOURN

PLEASE NOTE: The agenda is tentative only. The Board of Directors may add, delete, or postpone items and may take action on any item not on the agenda (This does not apply during a Special Meeting). The Directors may also move agenda items during the meeting. If you wish to address the Regional Port Authority on a non-agenda or an agenda item, please raise your hand to be recognized by the President. When you have been recognized, give your name and address before your comments. The Board of Directors are committed to maintaining a meeting atmosphere of mutual respect and speakers are encouraged to honor this principal.

The Port Authority office is ADA compliant. Please contact the Administrative Office at 509-884-4700 at least three (3) days in advance if you need any language, hearing or physical accommodation.



Board of Directors
Chelan Douglas Regional Port Authority
Meeting Minutes
January 9, 2024
9:00 a.m.

Present:

Directors:

Donn Etherington, Director
Jim Huffman, Director
JC Baldwin, Director

W. Alan Loeb sack, Director
Mark Spurgeon, Director
Richard DeRock, Director (Zoom)

Staff:

Jim Kuntz, Chief Executive Officer
Monica Lough, Dir. of Finance & Admin.
Trent Moyers, Director of Airports
Stacie de Mestre, Dir. of Econ. Dev.
Ron Russ, Maint. & Properties Manager
Tricia Degnan, CTC Manager
Joshua Malone, CTC Intern

Sarah Deenik, Comm. Coordinator
Brooke Lammert, Econ. Dev. Specialist
Jeremy Williams, A/V Technician
Colby Goodrich, FBO Manager (Zoom)
Julie Avis, Acct. Specialist (Zoom)
Nick Rohrbach, Project Manager (Zoom)

Legal Counsel:

Quentin Batjer, Davis Arneil Law Firm LLP

Guests:

David Martin, Elevate Government Affairs
Kyle Steinburg, Douglas County Commissioner
John Toben, CheckSix AeroSolutions
Steve Boyce, CheckSix AeroSolutions
Cass Monin, Ridgeline Aviation
Mike Mackey, Douglas County Citizen
Randy Rantz, Douglas County Citizen
Emily Thornton, Wenatchee World (Zoom)
Ken Johannessen, Chelan Valley Media Group (Zoom)

The Chelan Douglas Regional Port Authority Board Meeting was called to order at 9:00 a.m.

Introductions: Tricia Degnan, CTC Manager, introduced Joshua Malone as the new CTC Intern. Stacie de Mestre, Director of Economic Development and Capital Projects, introduced Nick Rohrbach as the new CDPRA Project Manager.

Conflicts of Interest: None.

Public Comment: Kyle Steinburg, Douglas County Commissioner, shared his desire to better understand the proposed Tax Increment Finance (TIF) District for Douglas County. The Chelan Douglas Regional Port Authority has issued a Request for Proposal (RFP) to hire a firm for a feasibility study on establishing a TIF District. Kuntz reassured that the Regional Port will provide

regular updates to the Douglas County Board of Commissioners regarding the research and data obtained from the study.

OATH OF OFFICE:

Quentin Batjer provided the Oath of Office for Port of Chelan County District #2 Commissioner, JC Baldwin.

Quentin Batjer provided the Oath of Office for Port of Chelan County District #3 Commissioner, Richard DeRock.

Quentin Batjer provided the Oath of Office for Port of Douglas County District #3 Commissioner, Mark Spurgeon.

ELECTION OF CHELAN DOUGLAS REGIONAL PORT AUTHORITY OFFICER POSITIONS:

Kuntz reviewed with the Board the previously approved rotation schedule for Board of Director Officers. The following action was taken:

Motion No.
Moved by:
Seconded by:

01-01-24 CDRPA

JC Baldwin
W. Alan Loepsack

To nominate the Board of Directors Officer Positions for 2024 as follows: Director Etherington President; Director Huffman Vice President; Director Baldwin Secretary; and Director Loepsack Treasurer.

Motion Passed 6-0

CHELAN DOUGLAS REGIONAL PORT AUTHORITY CONSENT AGENDA:

The Chelan Douglas Regional Port Authority Consent Agenda consisting of the December 12th, 2023 Tri-Commission Meeting Minutes, December 19th, 2023 Special Meeting Minutes, CDRPA Resolution 2024-01 Voiding Check #12321, CDRPA Resolution 2024-02 Voiding Check #12444, CDRPA Resolution 2024-03 Voiding Check #12450, Calendar of Events, Check Register Pages #2023-50 through #2023-52, including Electronic Transfers, and November 2023 Commission Calendar was presented.

Motion No.
Moved by:
Seconded by:

01-02-24 CDRPA

Mark Spurgeon
W. Alan Loepsack

To approve the Chelan Douglas Regional Port Authority Consent Agenda consisting of the December 12th, 2023 Tri-Commission Meeting Minutes, December 19th, 2023 Special Meeting Minutes, CDRPA Resolution 2024-01 Voiding Check #12321, CDRPA Resolution 2024-02 Voiding Check #12444, CDRPA Resolution 2024-03 Voiding Check #12450, Calendar of Events, Check Register Pages #2023-50 through #2023-52, including Electronic Transfers, and November 2023 Commission Calendar.

Motion Passed 6-0

Kuntz shared that the scheduled Restore Coalition presentation is being rescheduled due to illness. Kuntz requested permission to transition to Action Item No. 3 to facilitate the timing for those participating who wish to discuss that topic.

CHELAN DOUGLAS REGIONAL PORT AUTHORITY ACTION ITEMS:

CheckSix AeroSolutions – Temporary Request to Waive Airport Minimum Standards

Moyers discussed the Airport Minimum Standards established by the Board. In order for CheckSix AeroSolutions to successfully operate its FAA Part 145 Repair Station at Pangborn

Memorial Airport, two requirements in the Airport’s Minimum Standards need to be waived – Commercial Aviation Act and Airport’s Minimum Space requirement. Staff believes that there are sufficient conditions to justify a waiver. John Toben from CheckSix AeroSolutions also presented the company's long-term plan to construct a permanent facility at Pangborn Memorial Airport. Discussion ensued and the following action was taken:

Motion No.
Moved by:
Seconded by:

01-03-24 CDRPA
Mark Spurgeon
JC Baldwin

To authorize the CEO to temporarily waive for one year, commencing January 9, 2024, Airport Minimum Standards related to Commercial Aviation Activity and Minimum Space Requirements, subject to all necessary Douglas County permits/licensing being obtained.

Motion Passed 6-0

Central Washington Motorcycle Training – Pangborn Business Park Covenant Waiver

Lough reviewed Central Washington Motorcycle Training’s (CWMT) leasing history with the Regional Port, highlighting staff efforts to support the company in maintaining its business in the Douglas County. CWMT is currently in negotiations with Regional Port tenant Accor for training space. Staff is seeking a Covenant Waiver to permit the placement of a storage container on the north corner of the east side of building 3306. The following action was taken:

Motion No.
Moved by:
Seconded by:

01-04-24 CDRPA
JC Baldwin
W. Alan Loeb sack

To authorize the CEO to grant a waiver of Pangborn Business Park Covenants to Central Washington Motorcycle Training, that would allow the placement of a storage container on the north corner of the east side of the 3306 building.

Motion Passed 6-0

Chelan County PUD Lease Extension – Industrial Building #5

Lough informed the Board that the current lease for Chelan County PUD of Industrial Building #5 is set to expire on February 28, 2024, and there is a request to extend the lease until December 31, 2024. The following action was taken:

Motion No.
Moved by:
Seconded by:

01-05-24 CDRPA
JC Baldwin
Mark Spurgeon

To authorize the CEO to sign a lease extension ending December 31, 2024 with Chelan County PUD for Industrial Building #5 within the Olds Station Business Park.

Motion Passed 6-0

GA Terminal Apron Underground Storage Tank Removal Project – Authorization to Bid

Russ briefed the Board on the locations and contents of the underground tanks. He emphasized the necessity of removing the tanks before initiating the GA Terminal Building Renovation Project. Staff is requesting Board approval to seek bids for the GA Terminal Apron Underground Storage Tank Removal project.

Motion No.
Moved by:
Seconded by:

01-06-24 CDRPA
W. Alan Loeb sack
Jim Huffman

To authorize the CEO to seek bids for the GA Terminal Apron Underground Storage Tank Removal Project.

Motion Passed 6-0

Executive Flight Building – AFFF and Suppression Piping Replacement – Authorization to Bid

Kuntz reported a Return on Investment of 6.18% for the Executive Flight Building, despite ongoing building improvements. Staff is seeking Board approval to seek bids for the Executive Flight Building – AFFF and Suppression Piping Replacement project. Discussion ensued and the following action was taken:

Motion No.
Moved by:
Seconded by:

01-07-24 CDRPA

Mark Spurgeon
JC Baldwin

To authorize the CEO to seek bids for the Executive Flight Building – AFFF and Suppression Piping Replacement Project.

Motion Passed 6-0

IB#9 Canopy Roofing Installation – Authorization to Award

Russ discussed the history of roof leakage at Industrial Building #9 in Olds Station Business Park. Despite staff's best efforts to resolve the issue, it has persisted, necessitating the installation of a canopy roof. Staff is seeking Board approval to award a small public works contract for the project.

Motion No.
Moved by:
Seconded by:

01-08-24 CDRPA

Jim Huffman
Mark Spurgeon

To authorize the CEO to award the Industrial Building #9 Canopy Roofing Installation small public works contract to M. Vail Company, in an amount not to exceed \$93,467.87 including Washington State Sales Tax and to establish an overall project budget of \$110,000.

Motion Passed 6-0

Amend Federal Governmental Affairs Agreement – Elevate Governmental Affairs, LLC

Kuntz reviewed the initial contract extension that occurred in late 2023 with Elevate Governmental Affairs, LLC through December 31, 2024. Staff is requesting Board approval to amend the contract (Amendment #2) to add the Confluence Parkway Transportation Project to the list of Federal funding priorities with a partnership and funding collaboration with the City of Wenatchee. Discussion ensued and the following actions were taken:

Motion No.
Moved by:
Seconded by:

01-09-24 CDRPA

W. Alan Loeb sack
JC Baldwin

To authorize the CEO to amend the Governmental Affairs contract with Elevate Governmental Affairs, LLC, increasing the monthly fee from \$8,500 to \$12,000, subject to an executed interlocal agreement between the City of Wenatchee and the Chelan Douglas Regional Port Authority.

Motion Passed 6-0

Motion No.
Moved by:
Seconded by:

01-10-24 CDRPA

W. Alan Loeb sack
Mark Spurgeon

To authorize the CEO to enter an Interlocal Agreement with the City of Wenatchee for the reimbursement of \$5,000 per month for governmental affairs work associated with the Regional Port's contract with Elevate Governmental Affairs, LLC.

Motion Passed 6-0

Amend Professional Services Agreement – Bernardo Wills

Kuntz shared that Regional Port Administrative Office is set to relocate to the Confluence Technology Center during the first week of March 2024. They will operate from temporary

office space while the final office location is built out in the former Actapio space. Bernardo Wills was selected after a formal RFQ process in June of 2023 to conduct the space study to help identify the space requirements for the final office location. Board approval is being sought to amend the existing Professional Services Contract with Bernardo Wills to include design services through construction administration. The following action was taken:

Motion No.	01-11-24 CDRPA
Moved by:	JC Baldwin
Seconded by:	W. Alan Loeb sack
	To authorize the CEO to amend the existing Professional Services Contract with Bernardo Wills to add design services through construction administration for the CDRPA administrative office in the amount of \$95,999.

Motion Passed 6-0

Cost of Living Adjustment - CEO

Commissioner Etherington requested that this item be discussed later in Executive Session meeting with an anticipated action to be taken in public session.

At 10:09 a.m. Commissioner Etherington called for a 10-minute break.

PORT OF CHELAN COUNTY ACTION ITEMS:

Election of Officer Positions

Kuntz reviewed with the Board the previously approved rotation schedule for Board of Commission Officers. The following action was taken:

Motion No.	01-12-24 POCC
Moved by:	JC Baldwin
Seconded by:	Richard DeRock
	To nominate Port of Chelan County Commissioner Officer Positions for 2024 as follows: Commissioner DeRock President; Commissioner Baldwin Vice President; and Commissioner Etherington Secretary.

Motion Passed 3-0

POCC INDUSTRIAL DEVELOPMENT CORP:

The POCC Industrial Development Corporation meeting was called to order at 10:21 a.m., and the following actions were taken:

Election of Port of Chelan County Industrial Development Corporation Commission Officer Positions – The following action was taken:

Motion No.	01-13-24 POCC Industrial Development Corporation
Moved by:	JC Baldwin
Seconded by:	Richard DeRock
	To nominate Port of Chelan County Industrial Development Corporation Officer Positions for 2024 as follows: Commissioner DeRock President; Commissioner Baldwin Vice President; and Commissioner Etherington Treasurer; and Kuntz as Secretary.

Motion Passed 3-0

Approval of Minutes of January 9th, 2024

Motion No.	01-14-24 POCC Industrial Development Corporation
Moved by:	Donn Etherington

Seconded by:

JC Baldwin

To approve the Port of Chelan County Industrial Development Corporation minutes of January 9th, 2024, as read by Secretary Kuntz.

Motion Passed 3-0

The POCC Industrial Development Corporation meeting was adjourned at 10:23 a.m.

PORT OF DOUGLAS COUNTY ACTION ITEMS:

Election of Officer Positions

Kuntz reviewed with the Board the previously approved rotation schedule for Board of Commission Officers. The following action was taken:

Motion No.

01-15-24 PODC

Moved by:

Mark Spurgeon

Seconded by:

Jim Huffman

To nominate Port of Douglas County Commission Officer Positions for 2024 as follows: Commissioner Spurgeon President; Commissioner Huffman Vice President, and Commissioner Loeb sack Secretary.

Motion Passed 3-0

PODC INDUSTRIAL DEVELOPMENT CORP

The PODC Industrial Development Corporation meeting was called to order at 10:24 a.m., and the following actions were taken:

Election of Port of Douglas County Industrial Development Corporation Commission Officer Positions – The following action was taken:

Motion No.

01-16-24 PODC Industrial Development Corporation

Moved by:

Mark Spurgeon

Seconded by:

Jim Huffman

To nominate Port of Douglas County Industrial Development Corporation Officer Positions for 2024 as follows: Commissioner Spurgeon President; Commissioner Huffman Vice President, and Commissioner Loeb sack Treasurer; and Kuntz as Secretary.

Motion Passed 3-0

Approval of Minutes of January 9th, 2024

Motion No.

01-17-24 PODC Industrial Development Corporation

Moved by:

W. Alan Loeb sack

Seconded by:

Jim Huffman

To approve the Port of Douglas County Industrial Development Corporation minutes of January 9th, 2024, as read by Secretary Kuntz.

Motion Passed 3-0

The PODC Industrial Development Corporation meeting was adjourned at 10:25 a.m.

INFORMATIONAL ITEMS:

Douglas County Tax Increment Financing District – RFP – Kuntz reviewed the benefit of forming Tax Increment Financing District (TIF District) in Douglas County. Additionally, a

Request for Proposal is currently open to select a firm for further research on developing a TIF District for Douglas County.

Badger Mountain Brewing Replacement Tenant – RFP – de Mestre provided information about the Request for Proposal issued for the former Badger Mountain Brewing facility. Tours are currently underway, and interviews for received proposals are set for Thursday, January 18th.

Regional Sports Complex Phase I Report – de Mestre announced that the Phase I Report for the Regional Sports Complex Feasibility Study has been released and is now accessible to the public on the Regional Port website. Additionally, Phase II of the study began in January 2024.

Proposed 2024 Port Commission Liaison Assignments – The Proposed 2024 Port Commission Liaison Assignments were reviewed by the Board of Directors.

MISCELLANEOUS STAFF REPORTS:

Kuntz provided information and updates including:

- Discussed the continued use of physical meeting binders compared to electronic meeting packets for disseminating information in future CDRPA Board meetings.
- Shared the Mayor of Rock Island's request for the Regional Port to oppose installing traffic roundabouts on Highway 28. The Board deferred this decision to the Transportation Council.

Lough provided information and updates including:

- Reviewed the final Unified Tax Levy calculation covering the 2023 Assessed Value for 2024 Property Tax Collections.

Moyers provided information and updates including:

- Shared that the Federal Department of Transportation has granted an extension for the SCASD grant covering an additional flight to San Francisco.
- Announced that R Shack BBQ will host the grand opening of its new restaurant, The Landing, at the Pangborn Memorial Airport Café on January 22nd.

de Mestre provided information and updates including:

- Shared that the GA Terminal Building permit has been approved by Douglas County. Additionally, a grant application for state funding for the project has been submitted.
- A redesign for parking at The Trades District is currently being completed. The redesign will need EDA approval to amend for a new construction date.

Degnan provided information and updates including:

- Updated the Board on the recent water intrusion in the production room at the Confluence Technology Center.
- Presented the 2023 Revenue Report for the Confluence Technology Center.

PUBLIC COMMENT: An opportunity for public comment was provided. No public comments were received.

REVIEW CALENDAR OF EVENTS: Several dates and events were reviewed.

ITEMS FROM BOARD OF DIRECTORS: Board of Directors provided various updates.

EXECUTIVE SESSION:

Executive Session was announced at 11:32 a.m. for a period of thirty minutes with an action anticipated at the conclusion of the session. The purpose consisted of RCW 42.30.110(1)(b) to consider the acquisition of real estate by lease or purchase when public knowledge regarding such considerations would cause a likelihood of increased price and RCW 42.30.110(1)(g) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. Executive Session concluded at 12:02 p.m.

Meeting reconvened in Regular Session at 12:03 p.m. and the following action was taken:

Motion No.
Moved by:
Seconded by:

01-18-24 CDRPA
Mark Spurgeon
JC Baldwin

To authorize an \$11,500 Cost of Living Adjustment for the CEO effective January 1, 2024 and authorizing the Board Chair to modify the CEO's Employment Contract accordingly.

Motion Passed 6-0

Meeting adjourned at 12:06 p.m.

Signed and dated this 23rd day of January 2024.

CHELAN DOUGLAS REGIONAL PORT AUTHORITY

Richard DeRock, Director

Mark Spurgeon, Director

JC Baldwin, Director

Jim Huffman, Director

Donn Etherington, Director

Alan Loeb sack, Director

**CHELAN DOUGLAS REGIONAL PORT AUTHORITY
RESOLUTION NO. 2024-04
RESOLUTION TO VOID CHECK NO. 12412**

Whereas Check No. 12412 in the amount of \$61.80, payable to Colby Goodrich, on Register Page No. 2023-47 was created and signed on November 15, 2023.

Whereas check issued is lost, and replacement check No. 12745 will be issued for same amount.

Now, therefore be it resolved by the Board of Directors of the Chelan Douglas Regional Port Authority, a municipal corporation of the State of Washington, that Check No. 12412 be declared VOID.

Dated this 23rd day of January 2024.

Chelan Douglas Regional Port Authority

Richard DeRock, Director

Mark Spurgeon, Director

JC Baldwin, Director

Jim Huffman, Director

Donn Etherington, Director

W. Alan Loeb sack, Director

RESTORE COALITION EVOLUTION

A NEW STRATEGIC APPROACH – RESTORE
COALITION 501(C)(6) FORMATION:

January 2024

PROPOSED BY
RASKY PARTNERS, INC.



RASKY PARTNERS, INC.



INTRODUCTION

Following our efforts over the past year to advance the RESTORE coalition's agenda and as the FAA has been extended through a Continuing Resolution (CR) until March 8th, there becomes an even bigger opportunity for fundamental changes for rural and small community airports for the next several Congresses.

With that opportunity in mind, we would like to propose a new strategic approach to grow the RESTORE coalition and increase its influence and ability to effectively advocate for regional airports, the communities they serve and the businesses they support.

A NEW STRATEGIC APPROACH

As we know, rural and municipal airports, despite being neglected by federal funding opportunities, play an essential role in connecting our communities, facilitating economic development, and supporting emergency services. However, especially over the past several years, they have faced significant challenges in accessing federal funding and resources, which hinders their ability to modernize infrastructure and maintain daily air service.

This also has a negative economic impact on the communities they serve, and we believe there is an opportunity to take this fight out of the halls of Congress, with a few select decision makers and their staffs and committee rooms in Washington DC and put it, in at least some measure, back into the hands of the communities and constituents these airports serve.

Therefore, we recommend the next stage of the RESTORE coalition's evolution center around the establishment of a 501(c)(6) nonprofit organization dedicated to advocating for federal funding and opportunities for rural and small community airports in Congress. As the aviation industry continues to evolve, it is crucial that we ensure the viability and growth of these vital transportation hubs, and a 501(c)(6) organization we believe will help us to do that.

We believe that the creation of a 501(c)(6) organization will be useful as they are a tax-exempt nonprofit entity that primarily serves the interests of its members who are typically businesses, trade associations, professional organizations, or industry groups. Unlike 501(c)(3) organizations, which are focused on charitable, educational, or religious activities, 501(c)(6) organizations are designed to support and advance the collective interests of their member businesses or industries.

*****We have offered a more in-depth description of a 501(c)(6) in the appendix section of this memo.**

A NEW STRATEGIC APPROACH

As a member-based institution, we will be able to continue our traditional approach to lobbying efforts while simultaneously increasing our advocacy efforts to influence Congress, local and state-based governments, and educating our communities around the importance and economic impact of regional airports.

This 501(c)(6) organization would give us the ability to recruit and incorporate various other stakeholders who could help fund a larger, directed effort—giving a more powerful voice to small community and rural airports.

We propose we build this new organizational structure through outreach to similar regional airports from allied rural and small community airports, allied organizations, regional airlines and regional airline manufacturers who we feel could all use a stronger voice in Washington, DC and whose businesses and communities have suffered due to lack of support from Congress.

Current Sustaining Members

- Williamsport, PA
- Del Rio, TX

Supporting Members

- Elmira, NY
- Jamestown, NY
- Wenatchee, WA
- Yakima, WA
- Hagerstown, MD
- Lake Cumberland, KY
- Topeka, KS

A NEW STRATEGIC APPROACH

One of the goals, now that we have launched and have made some beneficial progress, is to secure financial commitments from supporter airports currently affiliated with RESTORE. We would then like to recruit a few more airports to join the coalition. The goal is not to grow as big as possible, but to be strategic and targeted in which airports we want as part of the coalition.

REGIONAL AIRPORTS

- Dubuque, IA
- Evansville, IN
- Twin Falls, ID
- Pocatello, ID
- Riverton, WY
- Rochester, MN

These are airports that have lost 60% or more air service and are not currently EAS airports, and some are strategically important because members on Senate Commerce (Moran; Lummis; Young; Peters)

OTHER ORGANIZATIONS

- Regional Airline Association (RAA) – RAA hosts the Rally for Air Service group that is fighting to increase the age of retirement from 65 to 67.
- Airports Council International – They represent airports large and small. EAS is tricky for them because they represent many airports large and small, but could be supportive of our other issue priorities.

A NEW STRATEGIC APPROACH

REGIONAL AIRLINES

The regional airlines directly benefit from EAS, SCASD, and MRC's from airports. RAA represents the major regional airlines, but some could be interested in joining RESTORE with our specific focus.

- SkyWest
- Southern Airlines
- GoJet Airlines
- Air Wisconsin Airlines

REGIONAL AIRCRAFT MANUFACTURERS

The manufacturers of airplanes that service mainly regional airports would likely benefit from more funding from these federal programs supportive of increasing rural and smaller regional airport daily air service. Some manufacturers have turbo-prop aircraft that are smaller than 75 seats that are better-tailored to rural routes. Some have technically advanced lower-emission/highly fuel-efficient soon-to-be-released aircraft. But regardless, more rural routes mean more ability to sell these aircraft to US-based airlines.

RURAL BUSINESS INTERESTS - AGRIBUSINESS INDUSTRIES (not aircraft-related)

Rural America still has thriving manufacturing and agribusiness interests throughout the United States, even while rural air routes are decreasing. "The Breadbasket of the World" includes global Fortune 500 businesses that, either through pure self-interest (such as nearby rural airports located next to busy manufacturing or management operations) or through corporate social responsibility, have a vested interest in expanding rural air service and could support financially RESTORE's efforts.

- John Deere
- Corning, Inc.
- Archer Daniels Midland

GROWTH IN TECHNOLOGY INDUSTRY IN RURAL AMERICA

Rural America has seen a boom in investment from technology giants and this investment is creating thousands of jobs, including data centers and semiconductor supply chain. But with lack of daily air service, sustaining and maintaining this growth will present a challenge and lack of air service becomes a negative quality of life issue.

RESTORE COALITION SUMMARY

In order to better understand where we would like to take the RESTORE Coalition, it's important that we understand what we've accomplished and the obstacles/opportunities we see for this coalition in the near future.

Mission Statement:

The RESTORE Coalition is committed to advocating for federal funding, regulatory support, and strategic opportunities that promote the sustainability, safety, and economic development of rural and municipal airports, and the communities they serve across the United States.

Since its creation in June 2023, RESTORE has built a reputation as a credible organization that has, in a short period of time, developed bipartisan support to make changes to an air service system that is biased toward larger communities at the behest of rural America.

RESTORE COALITION'S ACCOMPLISHMENTS

- **Kicked off in June 2023 with an issues website and Twitter account.**
- **Developed a working relationship with Senate Commerce, Science and Transportation Committee** (Majority & Minority), giving feedback on FAA Reauthorization, supportive of small and rural airports.
- **Roundtable with Senate Commerce in June on rural airport issues.** FAA Reauthorization is extended until March 8th.
- **Have met with multiple members of Congress on behalf of the small and rural airports** (Cantwell, Cruz, Casey, Fetterman, McConnell, Rogers, Meuser, Gonzalez, Langworthy, Gluesenkamp Perez, and more). Developing champions of most and potential cosponsors for RESTORE's priority legislation.
- **EAS:** Exploring ways to improve and expand EAS to include airports not currently eligible due to problematic past rule changes.
- **SCASD:** Working with Rep Dan Meuser and Senator Casey to develop an "Enhanced SCASD" grant for airports that aren't currently eligible for EAS (up to \$3 million for an MRG) but already hold a SCASD award.
- **EDA:** Looking at including language in Economic Development Administration authorization that would be focused on supporting small and rural airports who have lost all or most daily air service. A possible avenue is getting programmatic language that would include the ability to receive a grant for an MRG (up to \$3 million).
- **New Air Service Demonstration Program:** A program that would provide a 3-year, MRG, for airports not in EAS. Similar to SCASD, but a 3-year commitment. In development but a viable alternative to the EAS issue (EAS major opposition in current congress). Rep. Hal Rogers on Appropriations is the current champion.

RESTORE COALITION IN THE NEWS

Since June, the Restore Coalition has generated multiple national media stories, calling attention to the importance of funding regional airports and the communities they serve.

These include pieces in NPR's All Things Considered and Politico Influencer as well as local and regional news sources.



WAMU 88.5
AMERICAN UNIVERSITY RADIO

BUSINESS

More small airports are being cut off from the air travel network. This is why

September 4, 2023 · 5:25 AM ET
Heard on [Morning Edition](#)
By Adam Bearne



POLITICO Influencer

Delivered daily, Influence gives you a comprehensive rundown and analysis of all lobby hires and news on K Street.

Regional airports lobby for federal help amid service cuts

By CAITLIN OPRYSKO | 06/09/2023 05:42 PM EDT

With help from Daniel Lippman

REGIONAL AIRPORTS LOBBY FOR FEDERAL HELP: Regional airports and other community stakeholders are launching a new coalition pressing lawmakers to revamp federal programs aimed at keeping small airports afloat following [service cuts by large airlines in recent years](#).

WILLIAMSPORT SUN-GAZETTE

Airport coalition formed to RESTORE service

NEWS

JUN 12, 2023

FROM STAFF
REPORTS

A group of airports and concerned stakeholders have launched an advocacy coalition, RESTORE Air Service. RESTORE (Restoring Essential Service to Our Rural Economies) is comprised of airports and regional stakeholders that have lost significant — if not all — daily air service since the pandemic.

ON THE HORIZON FOR THE RESTORE COALITION

While these accomplishments and press coverage are a strong beginning to our efforts, we want to help things get to the next level for our coalition. We believe that through the creation of a 501(c)(6) we can further grow RESTORE's power and influence and make more permanent changes to the daily air service industry that, finally, would be favorable to rural and smaller communities in the long-term.

This coalition and the resources made available through our efforts will allow us to approach upcoming legislative issues with more force and organizational power.

Some of the upcoming issues we anticipate over the next several weeks and months include:

- **FAA reauthorization was extended to March 8th**, so many opportunities to continue to push RESTORE priorities over the next few months. Goal is to get \$\$ to airports currently in the RESTORE Coalition for increased daily air service. We will need continued engagement with the Senate Commerce, Science and Transportation Committee and RESTORE champions in Congress.
- **Longer-term RESTORE 2.0**—We have developed a growing following of small and rural airports. We should discuss a small rebrand of RESTORE to become a more powerful lobbying body, influence appropriations, and secure more federal funding in the long-term for small and rural airports, not just focused on FAA reauthorization. This could range from expanding funding for programs like EAS, SCASD, and EDA but also developing a mechanism through appropriations to enable for Community Project Funding (Earmarks) to be used as MRG's and for marketing purposes to help attract daily air service.
- **Meeting with White House Infrastructure Czar & US Secretary of Transportation.** Request interagency working group on small and rural airport issues with daily air service. An “all of the above” approach needs to be adopted at the Agency level and this should be a White House-level priority.

ON THE HORIZON FOR THE RESTORE COALITION

- **GAO Report to Congress:** RESTORE members are informing the GAO report that was issued by the House of Representatives to identify issues with current funding programs that are supposed to support small and rural airports. This report is due back to Congress by the 1st quarter of 2024 and needs to have real policy fixes to inform legislators in Washington, DC.
- **Our coalition should engage the Bipartisan Policy Center to develop a white paper** on how to solve air service issues for rural and small regional airports. This white paper can provide the public policy roadmap for years to come and become the public charter of RESTORE's priorities.
- **Follow the publication of this white paper with Congressional roundtable events** in the Spring of 2024 for media coverage and legislative awareness.
- **Through a more robust RESTORE coalition, we will have the opportunity to become even more involved in the annual Congressional budget and appropriations process.** More funding is needed for small and rural regional airports and these airports need to have their voices heard. Our coalition will be able to aggressively advocate for opportunities for funding outside of just the FAA reauthorization process every 5 years.
- **Regulatory "Defense":** A broader coalition will allow us to provide comments on the near constant proposed rule changes at FAA that would, if adopted, drastically lessen the ability of smaller (30 seat) jets to service smaller community and rural airports (Oct. 2023). Actively looking out for other regulatory issues that would threaten daily air service to rural and small market regions.
- **Development of a 5-year plan,** to place RESTORE in a position to effectuate long-term policy solutions and appropriations for the next FAA Reauthorization. This would include critical champion development in the coming months and years of members of Congress and the Biden Administration and future Administrations after the 2024 Presidential Election.

RESTORE COALITION'S PRIMARY OBJECTIVES

Advocate for Federal Funding: To secure increased federal funding for rural and small community airports, ensuring that they have the resources needed to maintain and improve their facilities.

Influence Regulatory Policies: Actively engage with Federal agencies and Congressional committees to shape aviation policies that consider the unique needs of rural and small community airports.

Raise Public Awareness: A key component of the RESTORE Coalition's renewed effort will be to launch public awareness campaigns to educate the public, policymakers, and industry stakeholders about the critical role these airports play in their communities.

Facilitate Partnerships: Growing partnerships between airports, local governments, and private sector entities to promote sustainable development and economic growth.



RESTORE COALITION'S TARGETS & OUTREACH

WHITE HOUSE

- Office of the Vice President Kamala Harris
- Senior Advisor for Infrastructure (Czar), Mitch Landrieu
- National Economic Council, Lael Brainerd
- Creation of Inter-Agency Task Force on rural air service issues

DEPARTMENT OF TRANSPORTATION

- Secretary Pete Buttigieg
- FAA Administrator, Mike Whittaker

DEPARTMENT OF COMMERCE, ECONOMIC DEVELOPMENT ADMINISTRATION

- Deputy Secretary, Don Graves
- Assistant Secretary & EDA Administrator, Alejandra Castillo

ADMINISTRATION OUTREACH PRIORITIES

- Develop a White House-led interagency working group to address federal funding issues that need to be more supportive of small community and rural airports.
- Work with FAA and USDOT on prioritizing grant opportunities and regulations that are supportive of recurring daily air service to small and rural communities
- Development of US Department of Commerce “demonstration program” for EDA grant funding for small and rural community airports, a federal grant program that could include MRG development and seed funding.

RESTORE COALITION'S TARGETS & OUTREACH

CONGRESS

- Sen. Chuck Schumer (D-NY) Majority Leader
- Sen. Mitch McConnell (R-KY), Minority Leader
- Sen. Maria Cantwell (D-WA), Commerce-Transportation Committee Chair
- Sen. Patty Murray (D-WA), Appropriations Chair
- Sen. Ted Cruz (R-TX), Commerce-Transportation Committee Vice Chair
- Sen. Jerry Moran (R-KS), Commerce-Transportation Committee
- Sen. Bob Casey (D-PA)
- Sen. John Fetterman (D-PA)
- Rep. Hal Rogers (R-KY-05), Appropriations Committee
- Rep. Dan Meuser (R-PA-09), Long-time RESTORE Champion
- Rep. Tony Gonzales (R-TX-23)
- Rep. Nick Langworthy (R-NY-23)
- Rep. Marie Gluesenkamp Perez (D-WA-03)
- Rep. Dan Newhouse (R-WA-04)
- Rep. David Trone (D-MD-06), Candidate for US Senate
- Rep. Jake LaTurner (R-KS-02), Appropriations Committee



RESTORE COALITION'S TARGETS & OUTREACH

CONGRESSIONAL OUTREACH PRIORITIES

Our 2023-24 priorities for House and Senate outreach will include the following tactics:

- **Develop relationships with House and Senate leadership** on committees of jurisdiction as well as House and Senate leadership, in order to educate them about the RESTORE coalition and stay informed about potential legislative opportunities.
- **Continue to build relationships with members who are proactive in the regional airport/transportation space**, and moderate Democrats in the House and Senate as well as moderate Republicans in the Senate, to educate them about the RESTORE coalition and offer ourselves as a resource as they consider legislative action.
- **Build a “champions” list** that can be used for earned media opportunities and advocacy needs.
- **Develop in district programming** to build a connection between regional airports and their Members of Congress and to demonstrate the local economic footprint of the airport to the community.
- **Annual RESTORE Coalition Capitol Hill Day** - Meeting with members of Congress and staff to discuss our issue set with Congress and to promote favorable legislation and RESTORE initiatives.

RESTORE COALITION'S PROGRAM

These public awareness programs, supported by the RESTORE Coalition, will evolve according to the coalition's needs and our budget abilities, but our general thinking would be to run persuasive paid media campaigns targeted at legislators and their constituents that would emphasize:

1. The importance of funding for these airports;
2. Their impact on jobs and the local economy; and
3. Regional air services are important to the growth and development of their communities.

Given appropriate funding, our coalition could run a multi-faceted public facing campaign utilizing the most persuasive communications methodology for that region.

However, regardless of the budget, we would craft a meaningful and persuasive effort, targeting legislators and working to consolidate public opinion over regional airports and the industry as a whole.

STRUCTURE AND GOVERNANCE

RESTORE Coalition's newly created designation will be governed by a board of directors representing your industry's diverse stakeholders, including airport managers, aviation experts, business leaders, and community advocates. This effort will be managed on a day to day basis by seasoned professionals at Rasky Partners and a legal and compliance team that operates with transparency, fiscal responsibility, and a commitment to achieving our mission.

The establishment and launch of the RESTORE coalition's 501(c)(6) entity is expected to take approximately six to eight weeks. During this time, we will incorporate in a state with a favorable regulatory environment, Virginia, the District of Columbia or Delaware could be favorable options for development of bylaws, the selection of board members, and the creation of a strategic plan.

FUNDING + 2024 BUDGET

To support our advocacy 501(c)(6) efforts, RESTORE will seek funding from a variety of sources, including membership dues, grants, corporate and small business sponsorships, and donations. While our work can be scalable we have developed the initial budget below in order to guide our fundraising efforts and begin to outline the programmatic work we expect to do in 2024.

Line Item	Cost	Overview
White paper project	\$75,000	In q1 of 2024 we will work with Bipartisan Policy Center and Center Forward to develop a white paper that highlights the local economic impact of regional air service issues.
Sponsored panel discussion w/ stakeholders and Members of Congress	\$75,000	In q2 of 2024 we will host a panel discussion through Punchbowl News or Axios. This discussion will include RESTORE members as well as congressional champions and will highlight the white paper as well as legislative solutions.
Direct Lobbying	\$240,000	In order to keep the momentum from 2023 we will need to continue our direct lobbying efforts. This will include relationship building with leadership in the House and Senate as well as continuing to engage directly with members on committees of jurisdiction and from districts that are impacted by the issue.
August Recess Mobilization	\$120,000	In Q3 of 2024 we will work with stakeholders on the ground to organize public events that raise awareness around regional air service issues. These events will include members of congress where possible.
TOTAL PROGRAM BUDGET	\$510,000	

SUSTAINMENT LEVELS

Co-Pilot Circle - \$1,500/month

- No more than 15 Airport Members
- Monthly public policy briefing from DC Gov/Pub affairs team
- Weekly Public Policy Memos, including tracking relevant legislation and new stories important to RESTORE members
- 2 RESTORE Hill Day Fly-In's – Two Washington DC, Capitol Hill Fly In's to meet with individual members of Congress, staff and relevant Committee's as well as Biden Administration Officials

Chairman's Circle - \$2,500/month

- More limited (ideally less than 5 airports) than Co-Pilot airports
- Co-Pilot benefits plus...
- Public Policy Roundtable – Closely involved in the crafting of RESTORE public policy, white paper development, and (when possible) participation in public policy events such as discussion panels and interviews with national media outlets
- Weekly public policy briefings with the DC government/public affairs team
- Individual Airport/stakeholder Hill Day "Fly-In" – Meeting in person with members of Congress, congressional staff and members of the Biden Administration as an individual airport
- Direct lobbying for airport on matters related to airport funding, such as for discretionary grants (i.e. SCASD) including support letters, meetings with Biden Administration political appointees, members of Congress and Staff
- Regional programming – events with Members of Congress and media in region around airport to better localize the issue

Corporate Sustainment Levels

- Limited to no more than 5 or 6 companies
- Platinum - \$100,000
- Gold - \$75,000
- Silver - \$50,000
- Larger corporate sponsorships will enable RESTORE to defray ongoing airport funding
- Corporate sponsorships are extremely important, but the airport members drive the policy and should be the "face of" coalition

CONCLUSION

The creation of the RESTORE coalition's 501(c)(6) entity will address a critical need in our nation's aviation landscape. By advocating for federal funding and opportunities for rural and municipal airports, we can ensure that these airports continue to serve as lifelines for their communities and contribute to economic growth.

We seek your support and guidance in establishing RESTOREs 501(c)(6) and invite you to join us in this important endeavor. We are committed to working collaboratively with federal agencies, Congress, and the broader aviation community to achieve our mission.

APPENDIX

WHAT IS A 501(C)(6)?

A 501(c)(6) organization, as designated by the Internal Revenue Service (IRS) in the United States, is a nonprofit entity that falls under the category of business leagues, chambers of commerce, boards of trade, and similar organizations. Below is a brief description of a 501(c)(6) organization and its abilities.

DESCRIPTION

A 501(c)(6) organization is a tax-exempt nonprofit entity that primarily serves the interests of its members who are typically businesses, trade associations, professional organizations, or industry groups. Unlike 501(c)(3) organizations, which are focused on charitable, educational, or religious activities, 501(c)(6) organizations are designed to support and advance the collective interests of their member businesses or industries.

ABILITIES AND CHARACTERISTICS:

- 1. Tax-Exempt Status:** A 501(c)(6) organization is exempt from federal income taxes, allowing it to retain more resources to support its mission and activities.
- 2. Membership-Based:** These organizations primarily consist of members who share a common business or industry interest. Members typically pay dues or fees to join and participate in the organization's activities.
- 3. Advocacy and Lobbying:** One of the key abilities of a 501(c)(6) organization is advocacy and lobbying on behalf of its members. They can engage in legislative and political activities to influence policies and regulations that impact their industry or business community.
- 4. Networking and Collaboration:** 501(c)(6) organizations provide a platform for members to network, collaborate, and share knowledge and best practices within their industry or business sector.

APPENDIX

5. Education and Research: Many 501(c)(6) organizations conduct research, provide educational resources, and host conferences or seminars to promote the growth and development of their industry or business community.

6. Economic Development: These organizations often play a vital role in promoting economic development, job creation, and industry-specific initiatives.

7. Trade Promotion: 501(c)(6) organizations may engage in activities aimed at promoting the interests of their industry on a national or international scale. This can include trade shows, market research, and export promotion.

8. Self-Regulation: Some 501(c)(6) organizations establish standards and codes of conduct for their industries to ensure ethical and professional practices among members.

9. Limited Political Activities: While 501(c)(6) organizations can engage in lobbying and political advocacy, they must ensure that such activities do not constitute the primary purpose of the organization and comply with IRS regulations regarding political involvement.

10. Funding Sources: Revenue for 501(c)(6) organizations typically comes from membership dues, event fees, sponsorships, and grants. They are also allowed to engage in limited income-generating activities that are related to their tax-exempt purpose.

In summary, a 501(c)(6) organization is a tax-exempt nonprofit entity that serves the collective interests of its member businesses or industries through advocacy, networking, education, and other activities. Its primary focus is on advancing the economic and professional well-being of its members and the broader industry or business community it represents.

Memo

To: Board of Directors

From: Stacie de Mestre

Date: January 17, 2024

Re: Tenant Selection – Former Badger Mountain Production and Restaurant Space

Attached please find the three (3) proposals received in response to our RFP for the former Badger Mountain Brewing production and restaurant space. Staff and two commissioners will be interviewing the three (3) prospects on Thursday, January 18th. They will be evaluating each prospect on the following criteria:

1. Experience/track record
2. Lease rate/structure
3. Proposed use
4. Jobs/Economic Benefit
5. Schedule
6. References

A summary of the interviews and evaluations will be provided on Tuesday with the intent to make a recommendation for the next tenant.

Eric Peterson
eric@blewettbrewing.com
509-860-0070

Applicant Overview

I was born in Wenatchee, WA in 1984 and graduated from Wenatchee High School in 2003. I played baseball at Central Washington University and graduated with a Business Administration degree in 2007. After college I moved to Colorado and fell in love with the mountains. While living in Winter Park, I noticed a pizzeria named Hernando's was busy every single night. I decided that's what I want to do.

I moved to Seattle and worked my way into the food service industry and landed a few cooking jobs that helped develop where I am today. Serious Pie and Delancey, both James Beard award recipients. After four years of non-stop work, I saved up enough money and moved back to Leavenworth to marry my wife, Allison, and open our first business in 2013 called, Idlewild Pizza. Two years later the space next door became available where we opened, Blewett Brewing. In 2017 we merged the two businesses and dissolved the Idlewild name.

In 2019 we welcomed our first daughter, Brooklyn, into the world and then in 2022 we had a second daughter named, Zoe. We are lucky enough to reside on our family's property on Blewett Pass.

Now with two children under our belt we are eager for the next challenge in life which hopefully is to open a second brewpub in my hometown where most of our friends and family reside. My wife and I own 100% of Blewett Brewing Company.

Business Outline

Blewett Brewing is a pizzeria brewpub known for its simple offerings, solid customer experience, and consistent execution. We believe there are four reasons why we have shown success: remain genuine, constant product development, proven financial discipline, and shown ability to make nimble business decisions through times of adversity.

We have severely outgrown our current 2,500 square foot brewpub showing a 625% increase in sales from our first year of business over ten years ago. This venture will allow us to improve our economy of scale across the board (labor, food prep, bulk purchasing, vendor discounts, and raw material contracts). We will be duplicating our business model from the Leavenworth location to the Orondo space. If you are not familiar with our Leavenworth location I invite you up for a tour and a meal.

We, as a staff at Blewett feel the timing and location is the exact opportunity we've been waiting for and Wenatchee needs someone to step up to the plate.

Our mission statement is simple: bring people together.

Customer service is dying and I refuse to lower the bar. Brewpubs offer a place for people to gather, chat, and relax. It seems like society these days has a way of drifting into negativity. That's not us. We focus on the positives and treat people the way we want to be treated. When a family from out of town that's been waiting all day to visit Leavenworth enters our brewpub we make sure they leave happy.

1 Orondo Avenue

We plan to keep most of Badger Mountain Brewing's equipment and dining room as-is. We will need to rearrange the commercial kitchen to improve efficiencies that can handle future growth. On top of an acquisition with Badger Mountain Brewing we plan to invest \$350,000 into the space for initial improvements. This will give us a great baseline to start with.

A second location will allow us to float employees back and forth. We currently employ twenty-five people: one bookkeeper, two brewers, six floor managers, servers, and cooks. We use a local CPA firm for tax planning, quarterly and annual reporting. With the addition of the Orondo brewpub we envision our employee count to double.

This venture will provide a greater chance of promotion from within our current management team as well as the possibility of supplying health insurance to all our staff members.

Our biggest timeline hurdle will be permitting at the federal, state and local levels. We will also be financing through the SBA and working with a local bank. With minimal infrastructure adjustments needed I see no reason we shouldn't be open before quarter three of 2024.

Our lease proposal is a five year initial term with an option to renew for another five years at \$6,000 per month. We would also welcome the opportunity to purchase the building if that would ever be an option down the road.

This building is the perfect location to bridge the gap from Pybus Market to downtown Wenatchee. We intend our brewpub to be a long-term anchor tenant for the greater Columbia Street Lineage Complex.

References

Ted Fukuzawa – North Cascades Bank (509) 888-6000

Travis Hornby – Pybus Market (509) 888-3900

Scott & Nalini Paton – Arlberg Sports (509) 663-7401

Nathan Cooper – Wandering Hop Brewery (509) 901-8011

Joe Crone – US Foods (509) 885-5124

Amy McCoy – City of Leavenworth (509) 548-5275

Matt Lyons – TREAD (509) 888-0336



Proposal for the Columbia St & Orondo Ave Restaurant and Production Space

Submitted by:

Kulshan Brewing Company
1538 Kentucky St.
Bellingham WA, 98229

www.kulshanbrewing.com/about(a)

1. Business ownership model including biographies / qualifications of ownership members

Dave Vitt - CEO // Founder // President // Owner-Operator

- Dave has been building and operating craft breweries in the PNW since 2005. In 2012 he opened the doors to Kulshan Brewing Company's first location in Bellingham, our [Sunnyland \(b\)](#) location, and has been building the business ever since. The second Kulshan location, [Roosevelt \(aka "K2"\) \(c\)](#), production brewery and corporate HQ, started operations in 2015 and became the hub of the business housing a 30 bbl brewhouse, cellar capacity to produce over 12,000 barrels, canning and packaging operations, taproom, and distribution operations. In 2021 Dave and co. built a large outdoor beer garden and music venue located in a post industrial redevelopment area on Port of Bellingham property. The [Trackside Beer Garden \(d\)](#) location includes a large grass area, picnic tables, music stage, small brewery and food trucks. This has become the hub for family entertainment in downtown Bellingham from spring to fall.
- In his spare time, Dave enjoys traveling, camping, boating and aviation. He spent his younger years climbing the higher peaks in the state, riding his dirt bike and fixing up old cars. His passions today include boating and flying around the San Juan Islands and road tripping with his wife and dog in the antique camper they restored together.

Bill Morrison - General Manager // Owner-Operator

- Bill came to Kulshan Brewing in 2020 with extensive experience in people and project management. Originating from a small town in northern New Hampshire, he moved to Washington in 2000 for college and skiing, met a girl, and never left. He's been a barista in New Zealand, construction worker, ski instructor, commercial fisherman and project manager for everything from home



renovations to multi-million, multi-year commercial projects. Bill has played a critical role in helping to organize the administration of the company, building a foundation for Kulshan's ability to sustainably grow and assembling a group of amazing people that share a passion for making great beer, having fun and giving back to the community.

- Outside of brewery life, he enjoys his time with family and friends - skiing at Mount Baker, boating around the San Juan's, and benefiting from everything the PNW has to offer.

Wes Finger - Head Brewer // Owner-Operator

- Growing up on an organic farm outside of Bellingham, Wes came to Kulshan in 2013 with a passion for hard work and beer. Since then, Wes has helped Kulshan to win numerous [awards](#) (e) for their beers including GABF gold/silver/bronze, Australian International Beer Awards, Brussels Beer Challenge, and more. His leadership has continued to guide our production and distribution team towards quality and efficiency.
- Wes enjoys international travel, biking, food and of course beer.

Rachel Greenwood - Investment Owner // Treasurer

- Primarily involved in real estate investment, Rachel has been a part of Kulshan's success from day one.

Ralph Perona - Investment Owner // Secretary

- Ralph's background is primarily in science as an Environmental Toxicologist. Having been a home brewer and mountain climber, he and Dave became friends many years ago and has been supporting Kulshan as a board member and investor from the very beginning.

2. Detailed description of proposed use / business model including initial capital investment

Kulshan plans to spend approximately \$200,000 to renovate the taproom space and install a large walk-in cooler within the building. The intention of the taproom is to create a place for the community to gather, enjoy family, friends, entertainment and beer. Events and live music are things that Kulshan feels are important for any community gathering place and we plan to incorporate those into the space. We plan to use the



“production” space to operate Kulshan’s growing Eastern Washington distribution business, providing packaged and draft beer to communities on the east side. This will require a sales force as well as delivery personnel.

With the previous tenant having been a craft brewery, this space should not require any major transformation. This will help with the timeline for tenant improvements to freshen up the leased area for its next chapter with Kulshan.

3. Proposed lease rate / schedule

Year 1

Months 1-10: \$0/mo for the Tenant Improvement / buildout period, “Phase 1”

Months 10-12: \$4,000/mo for the initial open / business establishment period, “Phase 2”

Year 2

Month 1-6: \$4,000/mo, continuing “Phase 2”

Month 7-12: \$6,000/mo, “Phase 3”

Year 3- 5:

\$8,418.15/mo, “Phase 4”

Three, 5-year renewal options after the initial 5-year lease with 3% increases annually

4. Economic benefit and number of jobs created

Number of employee estimates below are a starting point. More employees will be needed to scale with growth

- 12 taproom employees
- 5 distribution employees
- Continuing operations of a craft brewery in the Wenatchee community
- Expanding a proven brand, with established business in the Central Washington region, into a developing market
- Establishing and continual development of community connections, partnerships, support, and engagement

5. Timeline

- 4 months - planning, permitting and mobilization, beginning February 1, 2024
- 3-6 months - Tenant Improvement / buildout, beginning June 1, 2024



- Open to the public August - December 2024

6. Relevant experience

Since 2012 Kulshan has proven itself as a craft brewery leader in Northwest Washington. With 50+ employees, 3 retail locations, 2 breweries, a warehouse and a distribution department, Kulshan has what it takes to continue to grow those operations into Eastern Washington. Kulshan has established a distribution route over the last four years through Leavenworth, Wenatchee, Chelan and up the Methow Valley. A large part of the strategy of settling into Wenatchee is to strengthen ties with the community and build distribution with the momentum we already have.

7. Professional references

- Rob Fix - Executive Director - Port of Bellingham - 360-220-0395
robfix@portofbellingham.com
- Mike Hogan - Communications - Port of Bellingham - 360-920-5027
mikeh@portofbellingham.com
- Kevin Tepker - Commercial Lender - People's Bank - 360-224-1456
Kevin.Tepker@peoplesbank-wa.com
- Matt Mullett - CEO [All American Marine](#) - 360-920-3233

Thank you for your time in reviewing this proposal, and for your consideration in having Kulshan Brewing Company as a positive contributing member of the Wenatchee community.

Cheers!

Dave Vitt, Dave@Kulshanbrewing.com, 360-739-3608

Bill Morrison, Billm@Kulshanbrewing.com, 360-393-6914

List of website hyperlinks ("a" through "e") referenced above:

- (a) <https://kulshanbrewing.com/about>
- (b) <https://kulshanbrewing.com/sunnyland-brewery>
- (c) <https://kulshanbrewing.com/roosevelt-brewery>
- (d) <https://kulshanbrewing.com/trackside>
- (e) <https://kulshanbrewing.com/awards>



KULSHAN'S MISSION STATEMENT

Our mission is to sustainably produce exceptional beer, bring people together, maintain a fun and fulfilling workplace and give back to our community.

KULSHAN'S CORE VALUES

Sustainability. Sustainability at Kulshan means profitability, caring for our employees and being good stewards of our environment.

Passion and Fun. We are passionate, hardworking, and dedicated to our shared purpose of brewing exceptional beer, providing exceptional service, and having fun while we do it.

Community Engagement. We are actively involved in our local community as philanthropists, as a gathering place, and as educators of craft beer culture.

Teamwork and Cooperation. We listen to and learn from one another. We show our appreciation for one another and collaborate within our organization and with others in the brewing community.

Quality and Innovation. We take pride in the continuous improvement of our products, services, and relationships, and in introducing new products and processes into the craft beer culture.

Respect and Inclusivity. We embrace the uniqueness of every customer and employee, trusting one another to do our jobs and live out the Kulshan values.

Transparency and Accountability. We share information, keep our word, and create an atmosphere of openness, accountability, and integrity.

Business Proposal for 1 Orondo Ave

1) Business Ownership Model/Biography/Qualifications

I, David Zavala, would be the sole owner of the proposed brewery, Riverhound Brewing. I would have minimal other investors, in the amount of around \$20000. A history of myself and my qualifications include a degree in economics from the University of Washington, as well as a few years of working in restaurants, at every level, as well as spending considerable time in the current location when it was Badger Mountain Brewing. I also took several electrical engineering and management courses from Arizona State University. Some of my personal passions include traveling, especially by car, as my dogs and I have visited most National Parks west of Colorado and myself going to several internationally. It was traveling to these parks and the gateway communities that each one has, where I began my dream of owning a brewery. Each community outside of a park has a brewery of varying size, however one thing that they all have in common is being a part of the fabric of the community, which would be our goal as well. Helping others and giving back has always been of great interest to me. It's my belief that businesses should give back what they're able to, to the communities that support them.

Farming, and hops in particular, have also been an interest of mine. My father was born on the Yakima Chief Ranch, as well as several of his siblings, he has 15. My grandfather, who is no longer with us, picked hops for over 50 years on the ranch. My father also picked extensively from an early age, he estimates around 11 years old, until he graduated high school. To my knowledge, I would be the first descendant of a picker from the ranch to open their own brewery. My family also has deep ties to the community, as my mother, Mary Wyles Zavala, was raised here by her parents Dale and Evelyn Wyles. I absolutely love animals, as attested by having five dogs and two cats, all rescues, save for one. I try to bring them with me, when and where able, and working from home has been a blessing with being able to spend so much time with them. I do understand this would mean more time apart from them, however a part of the distribution plan would include a van that would allow for my pups to travel with me. For the past nine years, I have worked for Apple, all as a remote employee, with the last 3 years as a fraud specialist where I am part of a very small group that review transactions for fraud and scour data for trends. I have often volunteered at the humane society and was briefly a member of the local guide dog raising group.

I do have a brewer lined up, Chris Barinka, who, while not immediately being a part of ownership, would work towards the goal of a stake. Chris has over 5 years of experience brewing in a commercial capacity and several more as a home brewer. Chris was most recently brewing at Badger Mountain Brewing and before that he brewed at Ancient Lakes Brewing in Quincy. Prior to commercial brewing, Chris had over 10 years of experience in the brewing industry, mostly as a bartender/server. He received a degree in biology with a minor in chemistry, from Northern Arizona

University. We also have a kitchen/bar manager lined up to join us that, who will not be named in this proposal due to being currently employed by another local establishment. This person has several years of experience managing bars and kitchens in Seattle as well as recent local experience doing the same.

2) Proposed use/Business Model

The proposed use of the property would be a brewery/restaurant, with an outside dog area, if parking requirements are met. The first two rows of parking would have turf laid down, several high top tables and chairs, as well as coverings and heating for winter/cooling in summer, and fencing/gates installed. This is an addition to the main proposal and not counted on to be approved. The main aspect of the business would be the brewery with a restaurant as well. Our goal is to become a community focused brewery that gives back and has a large impact in the community at large. We would do this by working with local charities to host events as well as brew specialty beers for causes/charities. We would host several weekly events including live music and a trivia night, University of Washington football gatherings, Thursday/Sunday/Monday night football, etc. I have spent nearly every Wednesday since moving to Wenatchee about 3 years ago, playing trivia at the current location.

We would plan to purchase new equipment to brew, including 5 smaller, 8-10 barrel systems, as well as a canning machine. This would be in the event that we are unable to come to an agreement on fair market value for the brewing equipment currently occupying the property. If the current equipment is retained, we would instead purchase a 3.5 barrel system to add to the current equipment. Both outcomes also include a smaller, standalone, brewing system, either a 1 or 1.5 barrel system, to brew smaller and more experimental beers and allow for more collaboration with the home brewing community. With the canning system, we would be able to can our own products as well as sell crowlers, which are 32 oz cans. This equipment would also be available for use to the local home brewing community. The aim for the brewery would be to distribute mostly around the area to begin, as well as restaurants along the highway 2 corridor. We would purchase a refrigerated van to do this. We would also encourage and welcome collaboration with other breweries and home brewers. We have already discussed potential collaborations with breweries in the state and even outside of it. The ideal split of sales in the restaurant space would aim for about 55% sales from beverages with the remaining 45% coming from food.

Food sales would come from a completely revised menu. I have already been in touch with suppliers for bison and other products, which would be unique offerings in the town. We would offer traditional fare as well, but these would be options. For beverage sales, the main portion of sales would come from our own beer production. We would also offer local wines and ciders, as well as beer from collaboration with other breweries and guest taps. There would also be a limited cocktail menu as well. I would also plan on remodeling and converting the upper section to a dining area that could be closed off for, and marketed as a private event space with seating for upwards of 120 patrons, based on current square footage, with potential alterations decreasing

capacity. The windows looking down on the current serving area would be opened up to allow guests to view below, if desired, with the option to also close blinds/shades. In the upper section, we would have a few televisions as well as multiple photos, in black and white, with histories attached, of my grandfather and others that picked, grew, and processed, the hops that the entire world now relies on. The downstairs area would see some alterations as well, especially to the ceiling area, since it would become much more visible. The goal would be to remove barriers in the center of the current dining area and adding at least 20 televisions, a new speaker system, and a large projector, to be able to show multiple sports at a time. Currently there are no other establishments in town that would be able to offer this many televisions, with clear views of that many screens, or a projector of the size planned. The goal would be to be able to watch at least 5 different games/events at a time with the focus of the main event on the projector. We would still host live music in the parking lot and in the restaurant.

The current kitchen area would remain largely intact, if a purchase agreement for the current equipment, based on age and condition could be reached. Otherwise, we are prepared to purchase new kitchen equipment such as ranges and ovens. Our goal would be to offer consistent food and beer, and are willing to pay more to kitchen staff to make sure there is little turnover and consistent quality of food. We would focus on selling more product with lower margins, essentially the McDonalds model, sell and produce more, and you can offer more competitive pricing. Initial capital investment is proposed to be approximately \$450,000 for the initial project. This would include approximately \$400,000 towards the purchase of new equipment and renovations/improvements to the building structure. The remaining \$50,000 would be kept aside for startup expenses such as employee wages, rent, and any remaining unforeseen expenses. A private investor, who wishes to remain anonymous at this point, would provide the deposit on the property, as well as the first months rent.

3) Proposed Lease Schedule

Please note that since a tax rate was not provided, a calculated rate of 12.84% was used based off of the amounts given in the documents provided.

Year 1 - Starting rent on agreed upon date, with the intention of being able to begin renovations and improvements beginning no later than March 1, 2024.

The first year lease rate would be proposed to be a rate of \$14.40 per square foot totaling \$3,645.60 for the restaurant portion. The production space rate is proposed at \$7.2 per square foot for a total of \$3,381.00. The total, excluding tax, would be \$7,026.60. Including estimated tax, the total would be \$7,928.82.

Year 2 - The second year proposed rate would be as follows: \$14.75 per square foot for the restaurant portion, totaling \$3,734.21 and a rate of \$7.50 for the production space totaling \$3,521.88. The total excluding tax per month for this period would be \$7,256.10. Including estimated tax, the total would be \$8,187.78.

Years 3-5

For years 3-5, I would have a proposed rate of \$16.00 per square foot for the restaurant space for a total \$4,050.67. The production space would have a proposed rate of \$8.35 per square foot for a total of \$3,921.02. The total excluding tax for this period would be \$7,971.69. The total with estimated tax included would be \$8995.26.

After the initial 5 year period, there would be one option of renewal for an additional 5 years.

4) Economic Benefit and Number of Jobs Created

It is proposed that Riverhound Brewing would create 4 to 6 temporary jobs for a period of approximately 4 weeks during renovation. These jobs are estimated to range from \$20/hr - \$30/hr DOE.

Riverhound Brewing proposes that it would create 16-25 permanent full and part-time jobs depending on final capacity after renovations. We would hope to offer higher pay for kitchen and floor staff than most, if not each bar/restaurant in town. It would break down as such:

1 owner/brewer/sales/distribution (myself) \$NA This would only be determined after sales/expenses

1 Master Brewer at \$60,000 annual salary.

1 Kitchen/Bar Manager at a proposed rate of \$26/hr.

5-8 (Dependent on final capacity) Kitchen staff at a rate of \$17.28/hr - \$24/hr DOE

6-10 (Dependent on final capacity) Bar/Serving staff at a rate of \$17.28/hr - \$21/hr DOE

2-4 kitchen/bar support staff \$16.28/hr

We project that Bar/Serving/Kitchen staff would also receive tips at an average projected rate of 17% of their tickets.

1 General Maintenance Employee at a rate of \$24/hr

Event talent at a rate \$250-500 per event DOE

It is forecasted to cost approximately \$100,000 for renovations and improvements. The improvements and renovations would be proposed to be permanent installations. There would be approximately \$300,000 in equipment/electronics purchased, with as much purchased locally as possible, potentially including the sale of the current equipment in the building owned by the previous tenant.

For sales, we are using a baseline of what the previous business produced, which was an average of \$739,387.39/year or \$61,615.62. These sales figures were calculated using provided profit and loss documents from the years of 2021 and 2022. We believe that these are low estimates, as we would plan on having increased capacity and distribution, as well as a private event space. We estimate that an average of 2 events a month would provide an additional \$3,000/month. This would increase the monthly projections to \$64,615.62 and annual sales of \$775,387.44. We would hope to exceed these projections with increased patronage and distribution as well as utilizing the upper section for events and restaurant sales.

We also hope to give back extensively to the community through charitable donations, special brews, artist spotlights, and by providing higher wages than are currently being offered for similar local positions. We would also anticipate that higher sales numbers and wages would lead to more local tax revenue, as well as offering a higher than rental rate than the port has proposed, over the full term of the lease.

5) Timeline

It would be our wish to begin alterations to the property as soon as possible. We would be open to negotiation on the start date of the lease. We would wish to be able to open by Rails and Ales, on March 9th, as we know what a special event that is that the community looks forward to every year. With the current tenant having beer brewed, we could conceivably purchase his remaining inventory to sell for a short period. Our brewer estimates that with new equipment we would be able to have our first batches ready for sales approximately 5 to 6 weeks after installation of the new equipment. Successful purchase of the current equipment would decrease the time to have our own beer out by about a week. We would use the time provided by renovations and brewing to hire and train staff as well as finalize the menu.

6) Relevant Experience

When living in California, I worked at a couple restaurants, including one of the most successful and busy restaurants in the South Bay Area near Los Angeles, Fishbar. I worked almost every position in the restaurant including bussing tables, serving, and a little bar tending. The restaurant would have a minimum of a one hour wait every evening and there were no down times. We would have an average of 500 checks in an evening. I did not cook, but did spend extensive time in the kitchen and cooking is a passion of mine and has been since I began living on my own, around age 18. While at

the University of Washington, I would have to serve and clean up after around 95 other members of my fraternity, Tau Kappa Epsilon. I also grew up with very close family friends that owned a Mexican restaurant, Ixtapa, in Lake Stevens. Anytime I would stay over at their house, or was bored in an evening after going to dinner there, which was often, myself and the owner's children would help out in several ways. We would count money, make deposits, calculate tips, clean, etc., until it was time to go home. This began around age 9 and continued until age 18 when I went to college. Both of his children now own successful restaurants in the same community. While I have not previously owned or operated a brewery or restaurant, I have spent extensive time touring breweries and their operations, all over the country and even a couple outside of the United States. All breweries I have toured, including those outside of the United States, use hops from the Yakima Chief Ranch. While not my experience, I do have an extensive network of friends and family that currently own or have owned restaurants, all being very successful. These include everything from 5 star restaurants in Anchorage, Alaska, to small wineries in Yakima, and food trucks that sell out by 11AM.

7) Professional References

Please see attached

Potential equipment cost breakdown files will also be provided on request.

In addition, I truly appreciate the opportunity to present my ideas and vision for the space at 1 Orondo Ave. I thank any and all who read this for taking the time to read and consider my proposal, and if chosen, I would relish the opportunity to work as hard as I can to run a successful business so that I can give back as much to this community as it's given to myself and my family.

Memo

To: Board of Directors

From: Sarah Deenik

Cc: Jim Kuntz
Stacie de Mestre

Date: January 18, 2024

Re: Partners in Economic Development Request – Lake Chelan Wine & Jazz Festival

We have received our first 2024 Partners in Economic Development Application from the Lake Chelan Wine & Jazz Festival, an Arts Program under the Lake Chelan Chamber of Commerce for \$20,000. Currently, there's \$45,000 remaining in the 2024 budget for nonprofit requests.

Attached is a final recap of the 2023 non-profit budget and list of programs funded, a 2024 summary showing available funding & prior year commitments, and application materials for Lake Chelan Wine & Jazz Festival.



2023 Partners in Economic Development - Final
Non-Profits

<u>Budget:</u>	\$ 73,222
<u>Projects Approved:</u>	
Cashmere Chamber of Commerce	\$ 12,000
Greater Leavenworth Museum (2022/2023)	\$ 6,800
Greater Leavenworth Museum (2023) **	\$ 6,500
Lake Chelan Wine Alliance (estimated 75% in 2023 - \$14,830 approved in total)	\$ 11,123
TREAD * Released remaining \$13,803	\$ 6,197
Wenatchee Downtown Association	\$ 4,000
WV Sports Foundation - Winter Special Olympics (Prior Year Approval)	\$ 7,000
Actual 2023 Expenditures	\$ 53,620
<u>2023 Unused Funding</u>	<u>\$ 19,602</u>

** Anticipated to be Expensed



**2024 Partners in Economic Development
Non-Profits**

<u>Budget:</u>	\$	50,000
<u>Projects Approved:</u>		
WV Sports Foundation - Winter Special Olympics (Prior Year Approval)	\$	5,000
	\$	5,000
<u>Available Funding:</u>	\$	45,000
<u>Pending Requests:</u>		
Lake Chelan Wine & Jazz Festival	\$	20,000

Selection Criteria

Measurably contribute to the economic development of Chelan and Douglas Counties.

Examples include projects that will:

- 1) Retain and/or create living-wage jobs.**
- 2) Stimulate private sector capital investments.**
- 3) Infrastructure investments that directly support economic development.**
- 4) Strategic planning efforts which have a strong probability of achieving measurable economic development results.**



PARTNERS IN ECONOMIC DEVELOPMENT NON PROFITS

PROGRAM PURPOSE

The Chelan Douglas Regional Port Authority (CDRPA) is a regional leader in efforts to achieve long-term economic vitality for Chelan and Douglas Counties.

Effective economic development requires a dynamic synergy of people and organizations working together. The CDRPA acknowledges that nonprofits play a unique role, extending deeply into communities in a way no other entity can. The CDRPA has created the Partners in Economic Development Program to make strategic financial investments in nonprofits contributing to economic development.

The Partners in Economic Development Program is an annual grant program created to:

- Help start, scale, and/or improve programs that measurably contribute to the economic vitality of Chelan and Douglas Counties; and
- Fund capacity building to enhance long-term sustainability of organizations that have missions contributing to economic development in Chelan and Douglas Counties.

ELIGIBLE ORGANIZATIONS

To qualify for potential funding through this program, an organization must be a nonprofit and provide proof of a current/active Washington State Secretary of State corporate registration. For organizations with an IRS tax-exempt status, they must be in good standing and provide proof of submission of their most recent Form 990.

ELIGIBLE PROGRAMS

Programs that qualify must:

- Measurably contribute to the economic development of Chelan and Douglas Counties. Examples include projects that will:
 - Retain and/or create living-wage jobs.
 - Stimulate private sector capital investments.
 - Infrastructure investments that directly support economic development.
 - Strategic planning efforts which have a strong probability of achieving measurable economic development results.

PRIORITIES

The CDRPA will prioritize proposals that fulfill one or more of the following:

- Address a proven need or gap;
- Illustrate a strong proof-of-concept for achieving measurable economic development impact;
- Demonstrate sustainability without continued financial support from the CDRPA;
- Demonstrate collaboration/partnership with other public and private entities;
- Clearly contributes to the long-term sustainability of an organization whose mission furthers economic development;
- Has membership dues as part of their funding structure;
- Nonprofit organizations that serve rural communities in Chelan and Douglas Counties.

REQUEST GUIDELINES

- Proposals are typically funded between \$5,000 and \$20,000.
- Partial funding for a larger program may be requested; however the proposal must clearly demonstrate how the remainder of the project will be funded.
- Multi-year programs may be submitted, but a new proposal must be submitted each year with subsequent requests contingent upon availability of funds and satisfactory progress toward meeting program objectives.

FUNDING & DISBURSEMENT

- For fiscal year 2023, the CDRPA has set aside \$50,000. Applications can be submitted for funding at any time until the fund is fully allocated.
- The CDRPA will reimburse funds quarterly by invoice. If an up-front investment is required, organizations should indicate the distribution plan necessary (and why) on the Application Form.

PROPOSAL REQUIREMENTS

An organization must submit the **Application Form**.

Proposals may be delivered in one of three methods:

- Electronically (PDF only)
- Mailed (3 printed copies)
- Delivered in-person (3 printed copies)

Chelan Douglas Regional Port Authority
Attn: Sarah Deenik
One Campbell Parkway, Suite A
East Wenatchee, WA 98802-9290.

EVALUATION CRITERIA

- Adherence to proposal and submission requirements.
- Retain and/or create living wage jobs.
- Stimulate private sector capital investments.
- Infrastructure investments that directly support economic development.
- Strategic planning efforts which have a strong probability of achieving measurable economic development results.

FUNDED PARTNER EXPECTATIONS

- Organization will enter into Partner Agreement defining expectations and Scope of Work
- Verbal presentation may be requested at a CDRPA Board of Directors Meeting

PROPOSAL TIMELINE

Grant Applications will be evaluated by Regional Port staff and provided to the Board of Directors during an open public meeting for approval.

QUESTIONS

Questions related to this program should be directed to Sarah Deenik, Communications Coordinator & Finance Specialist, 509-884-4700 or via email at sarah@cdrpa.org.



**Partners in Economic Development Program
Nonprofits Application Form**

Organization Name:

Organization Address:

Organization Phone Number:

Program Title:

Program Contact:

Contact Phone:

Contact E-mail:

Contact Title/Position:

Is the Organization a dues paying entity? (Do members pay dues as part of membership requirement) Yes No

Investment request is to fund:

Starting, scaling, and/or improving program/project

Capacity Building (Investment in future sustainability)

Other (Please Specify Below)

Provide a program description, including: Justification (how this program/project will improve economic development in Chelan and Douglas Counties); Methodology, including if/how program/project will be sustainably maintained; Work to date (if any); Partners committed, if any (commitment letters required for partners); and Deliverables defined.

Program Start Date (if applicable):

Program End Date (if applicable):

Program timeline/milestones (by quarter):

Total Program Cost:

Requested Port Funding:

Budget total, broken out by category. (Note: Indirect costs are not allowed)

Is this request for partial funding of a larger project? If so, identify other funding **requested** for this project (entity, amount requested and anticipated award date), and other funding **secured** for this project (source, amount secured).

Is this a multi-year project? If yes, what are the anticipated funding needs for future years?

If this program is not funded at the full requested amount, how will the organization adjust for less funding?

Expenses are reimbursed quarterly by invoice/report; explain if another option is needed:

Definition of success of the project/program, including metrics used to evaluate success (may be quantitative and/or qualitative) and method for gathering metrics:

Has this organization received previous funding from the Port of Chelan County and/or Port of Douglas County? If so, list other funding received and when:

In addition to a completed Application Form, please provide the following:

1. Strategic Plan including mission and goals;
2. Current year budget (including all income and expenses by category);
3. Upcoming (proposal) year budget (including all income and expenses by category);
4. List sources of support (especially if public sector);
5. List of Board members;
6. Active WA Secretary of State corporate registration;
7. IRS Tax Determination Letter (if none, explain); and
8. Most recent federal tax filing (IRS 990 cover page or 990-N post card), if applicable.

Add additional pages, as needed, to complete questions, but please do not exceed a five page application (excluding the attachments requested above).

Questions related to this program should be directed to Ron Cridlebaugh, Director of Economic & Business Development, 509-884-4700 or via email at ron@cdrpa.org

2023 Financial Performance

May 30, 2023

Income (Cash)		Committed	Budget	Comments	
Sponsorships					
Venues		25,820	27,000	All sponsorships paid	
Corp/Bus/Comm		64,369	42,000	All sponsorships paid	
Friends of Festival		3,656	0	\$500 from Gary Whitsle	
Grants					
City/County		33,000	33,000		
Generated Income					
Ticket Sales		133,877	183,900	Final 793 - 775 BoldType (incl 7 Earshot) plus 18 Square	
Merchandise Sales		1,012	300	45 shirts, 14 hats	
Misc. Income		50	0	\$50 Square	
Total Cash Income		261,784	286,200		
Expenses		Actuals To-Date	Budget	Comments	
Marketing & Promotion					
Radio		2,035	4,310	KOZI, KNXX	
Social Media/Website		506	500		
Print Promotion & Materials		611	900	Earshot ad, mail chimp service, WW print	
Digital/eMail		844	300		
Banners & Signage		5,506	4,100		
Festival Program		975	3,952	Wenatchee World	
Design Services		13,950	13,950	Shai Creates pkg (part 1 only)	
Printed Materials		1,243	2,500	Rack cards, etc.	
Video/Photo Content		1,500	1,500	2022 video	
Branded Items		4,298	4,000	Lanyards, bags, shirts	
Subtotal		31,468	36,012		
Production					
Tenting		9,114	12,725		
Musical Production/Staging		37,098	37,098		
Venue Support			500		
Misc. Purchases			100		
Subtotal		46,212	50,423		
Patron Transportation					
Provider		16,610	16,610	Wenatchee Valley Shuttle	
Subtotal		16,610	16,610		
Artists					
Performance Fees		83,050	83,050		
Lodging & Food Allowance		47,000	46,200	incr. for Darren Motamedy \$800	
Subtotal		130,050	129,250		
Other					
Admin		1,403	2,000	Bookkeeping, patent renewal, PO Box, Zoom	
Registration & Volunteers		86	300		
Storage Fee		500	500		
Community Giving			15,000		
Contingency 3%		0	7,800		
Subtotal		1,989	25,600		
Total Expenses		226,329	257,895		
Total Cash Surplus/(Shortfall)		35,455	28,305		
Balances					
Cash	Previous Acct. - May 10	\$147,450	In-Kind	Venues	\$1,000
	Deposits	\$31,312		Corp/Bus/Media	\$43,989
	Payments	\$130,726		Total	\$44,989
	Current Acct. - May 24	\$52,610			

LAKE CHELAN FESTIVAL TOTAL TIX ==> 500
 BUDGET

INCOME			#			
TICKET SALES FULL	\$	169	500	\$	84,500	100%
SAT ONLY	\$	-	0	\$	-	0%
				sub-total ==>	\$ 84,500	

SPONSORSHIP

DIAMOND	\$ 10,000	1	\$ 10,000	MORGAN STANLEY
PLATINUM	\$ 5,000	5	\$ 25,000	SUCCESSION, LARC, CHELAN VALLEY
GOLD	\$ 2,500	4	\$ 10,000	SS, VIN DU LAC, SIGILLO, LOOKOUT
SILVER	\$ 1,000	8	\$ 8,000	CVCH, TRYSK, APPLE INN, WAFD, HDC
BRONZE	\$ 500	6	\$ 3,000	
RETAIL	\$ 250	0	\$ -	
GRANTS			\$ 20,000	COLDWELL BANKER \$20K
			sub-total ==>	\$ 76,000

TOTAL INCOME \$ 160,500

EXPENSES

MARKETING	\$ 35,000	21%
OPERATIONS	\$ 27,600	16%
PERFORMERS	\$ 58,100	34%
HOTELS	\$ 32,900	20%
TRANSPORTATION	\$ 15,000	9%
TOTAL EXPENSES	\$ 168,600	
NET	\$ (8,100)	

LAKE CHELAN WINE AND JAZZ FESTIVAL
COMMITTEE MEMBERS

KEVIN BROWN, EXECUTIVE DIRECTOR

HOLLY BROWN, MARKETING DIRECTOR

SUSAN CAVERLY, OPERATIONS DIRECTOR

MAGGIE BLOMQUIST, VOLUNTEER COORDINATOR

BILL NANCE

JEFF GROTHE

STEPHANIE HAWK

MIKE STEELE, EXECUTIVE DIRECTOR, LAKE CHELAN CHAMBER OF COMMERCE

JILL BABCOCK, SALES/MARKETING, LAKE CHELAN CHAMBER OF COMMERCE



LAKE CHELAN

WINE AND JAZZ

FESTIVAL

May 16-19, 2024

FEEL THE EXCITEMENT

2024 SPONSORSHIP BENEFITS

LAKE CHELAN
WINE AND JAZZ
FESTIVAL

MISSION

The **Lake Chelan Wine and Jazz Festival Foundation** is dedicated to supporting and promoting tourism, wine appreciation, music education, and the arts in the Lake Chelan Valley for our visitors and residents.



LAKE CHELAN
WINE AND JAZZ
FESTIVAL

WHAT WE DO

The Lake Chelan Wine and Jazz Foundation is an all volunteer **Destination Marketing and Event Production** team that produces a musical tour around the Lake Chelan valley. Our goals is to **introduce visitors** to the area, its AVA, wineries, tasting rooms, restaurants, and local businesses.

First 5 year's **investment**

- \$900K in operations
- \$200K in marketing

The festival is a **world-class experience** that targets **high-value demographics**.



LAKE CHELAN
WINE AND JAZZ
FESTIVAL

GIVING BACK

- Net proceeds are **donated to our local community** focusing on Chelan and Manson schools' music and viticulture programs.
- Previous donations include:
 - Boy's and Girl's Club of North Central WA
 - Chelan Valley Housing Trust
 - Thrive Lake Chelan
 - The Seven Acres Foundation (Lake Chelan Community Center Project)
 - Chelan Food Bank
- **\$98,000** raised to date



CHELAN VALLEY
HOUSING TRUST



LAKE CHELAN
WINE AND JAZZ
FESTIVAL

RESULTS

Key measurable results include:

- **Over 1,000** Attendees in 2023
- **1,242** overnight stays
 - LENGTH OF STAY: 78% 3-4 DAYS
- **42%** visited wineries other than performance venues
- **87%** dined at Lake Chelan restaurants
- **55%** shopped at retail stores
- **84%** rated venues as “Very Good” or “Excellent”
- **86%** said “YES” or “Maybe” on returning

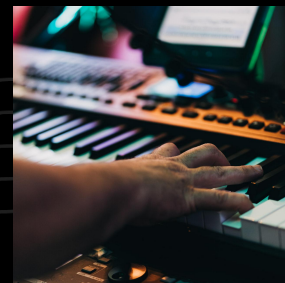


LAKE CHELAN
WINE AND JAZZ
FESTIVAL

MARKETING REACH

The festival's marketing channels are powered by:

- Targeted **high-income tourist** demographic
- **29K+** Website visitors / **50K+** Pageviews
- **1,400+** Facebook followers
- **970+** Instagram followers
- **2,700+** Email subscribers
 - 60% Average open rate
 - 11% Average click rate



LAKE CHELAN

WINE AND JAZZ

FESTIVAL

DEMOGRAPHICS

- **71% Greater Seattle / Western WA**
- **7% Out of state**
- **4% Wenatchee Valley**
- **10% Chelan / Manson**
- **8% Other / Eastern WA**
- **74% AGE 45-65**



LAKE CHELAN

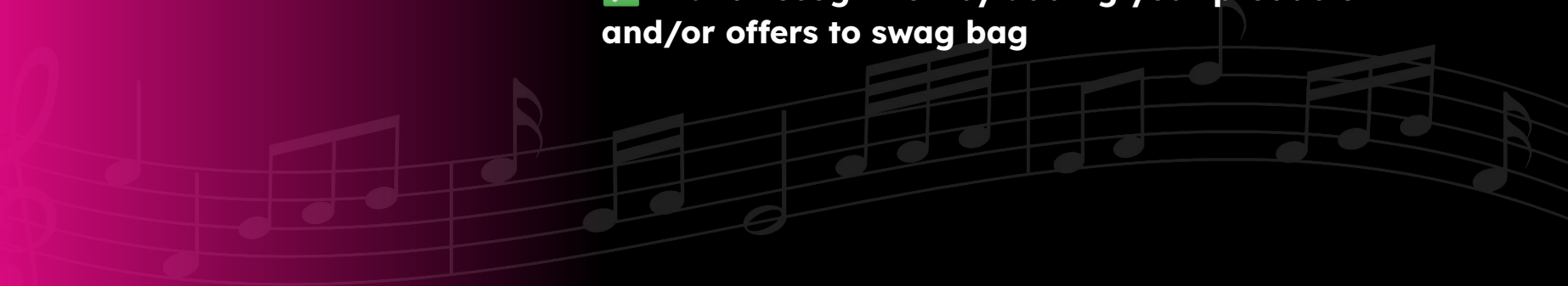
WINE AND JAZZ

FESTIVAL

SPONSOR BENEFITS

BUSINESS SPONSORS Receive:

- ✓ Marketing promotion via festival website, print, signage and digital platforms
- ✓ Foot traffic to your business
- ✓ Invitations to sponsor party
- ✓ Festival Tickets
- ✓ Festival T-Shirts
- ✓ Brand recognition by adding your products and/or offers to swag bag



LAKE CHELAN

WINE AND JAZZ

FESTIVAL

SPONSOR BENEFITS

PERFORMANCE VENUE SPONSORS Receive:

- ✓ Everything included with business sponsorship
- ✓ Multiple artists playing at your venue (managed by the festival)
- ✓ Production, staging, and tenting provided by festival
- ✓ Onsite sound management during performances provided by festival
- ✓ Volunteers during performances provided by festival



LAKE CHELAN

WINE AND JAZZ

FESTIVAL

2024 Benefits Comparison

ADD'L BENEFITS
FOR AMENITIESADD'L BENEFITS
FOR VENUES

	BRAND VISIBILITY	DEDICATED MARKETING EMAIL OFFER	LOGO IN FESTIVAL GUIDE	FESTIVAL PROGRAM AD	LOGO ON STAGE SIGNAGE @ EACH VENUE	ABILITY TO INCLUDE OFFERS IN SWAG BAG, QR CODE, & PROGRAM	FESTIVAL TEE SHIRTS	FESTIVAL PASSES	SOCIAL MEDIA MENTIONS	SPONSOR PARTY TICKETS	LOGO & LINK ON WEBSITE + PRINTED PROGRAM	BUSINESS DESCRIPTION ON AMENITIES WEBPAGE + PRINTED PROGRAM	VENUE MARKETING, PRODUCTION, & SUPPORT
PRESENTING SPONSOR \$20,000	PRESENTING LABEL ON MARKETING MATERIALS	BEFORE & AFTER FESTIVAL		FULL PAGE			6	6		6			
PREMIER PARTNER \$10,000	PREMIER LABEL ON MARKETING MATERIALS	BEFORE FESTIVAL		HALF PAGE			4	6		4			
KEY PARTNER \$5,000				QUARTER PAGE			4	4		2			
MAJOR SPONSOR \$2,500							2	2		2			
SUPPORTING SPONSOR \$1,000								1		2			
HELPING SPONSOR \$500										1		N/A	N/A

LAKE CHELAN

WINE AND JAZZ

FESTIVAL

CONTACT

Sponsorship commitments are due January 31, 2024

✉ Contact us at info@chelanwinejazz.com or holly@chelanwinejazz.com

💻 VISIT THE WEBSITE: chelanwinejazz.com

👁 [WATCH THE VIDEO](#) (2023 Highlights)

📌 Follow us on [Instagram](#) & [Facebook](#)

Memo

To: Board of Directors

From: Monica Lough

Date: January 23, 2024

Re: CMI Orchards Lease – Suite 201

CMI Orchards, LLC has a Sublease Agreement with the Chelan County PUD for 5,251 square feet of space in Suite 201 of the CTC. The lease commenced on December 1, 2023, and will expire on February 28, 2024, at the expiration of the PUD lease for that space.

As of March 1, 2024, CMI will become a tenant of the Port. We are recommending a month-to-month lease at \$10,500 per month, which is \$24.00 per square foot on an annual basis. This rate is consistent with what they are paying the PUD for their sublease.

Since this exceeds the Delegation of Authority of the CEO, staff is requesting Board approval to sign a lease with CMI to stay in this space through construction of their third-floor office suite.

**Chelan Douglas Regional Port Authority
Investment Report
As of December 31, 2023**

	<u>Purchase Date</u>	<u>Face Value</u>	<u>Market Value</u>	<u>Rate</u>	<u>Yield</u>	<u>Maturity</u>	<u>4th Qtr Interest</u>	<u>YTD Interest</u>
<u>Treasury Obligations</u>								
US Treasury Note	Aug-21	\$ 500,000	\$ 466,406.25	0.250	0.652	08.31.2025	\$ -	\$ 1,250.00
US Treasury Note	Oct-22	\$ 570,000	\$ 526,225.78	0.500	4.430	02.28.2026	\$ -	\$ 2,850.00
<u>US Government Agency Securities</u>								
Federal Natl Mortgage Assn	Feb-20	\$ 500,000	\$ 498,471.68	2.500	1.396	02.05.2024	\$ -	\$ 12,500.00
Federal Home Loan Bank	Feb-20	\$ 500,000	\$ 492,518.53	2.875	1.392	09.13.2024	\$ -	\$ 14,375.00
Federal Natl Mortgage Assn	Feb-20	\$ 500,000	\$ 484,052.65	1.625	1.423	01.07.2025	\$ -	\$ 8,125.00
Federal Farm Credit Bank	Dec-22	\$ 585,000	\$ 533,895.18	0.600	3.916	08.18.2026	\$ -	\$ 3,510.00
<u>Matured</u>								
Federal Home Loan Mtg Corp		\$ 500,000	\$ 500,000.00				\$ -	\$ 6,875.00
US Treasury Note		\$ 500,000	\$ 500,000.00				\$ 937.50	\$ 1,875.00
		\$ 3,655,000	\$ 4,001,570.07					

Chelan Douglas Regional Port Authority Tax Increment Financing Consultant

Proposal, RFP 2023-67



TIBERIUS
SOLUTIONS



ELAINE HOWARD
CONSULTING, LLC



JOHNSON
ECONOMICS

Prepared by Tiberius Solutions LLC
Due January 10, 2024 | 3:00 p.m.

1 Profile and Expertise of Firm and Assigned Staff

Summary Statement of Capability

Tax increment financing (TIF) is a complex tool, and the Chelan Douglas Regional Port Authority (CDRPA) will be one of the first jurisdictions in Washington to adopt a tax increment area (TIA) under the recently-passed enabling legislation. TIAs have the potential to fund critical public projects to attract new private investment, transforming underperforming areas, strengthening the local economy, and growing the tax base. However, these investments result in impacts to overlapping taxing districts due to foregone property tax revenues for up to 25 years.

CDRPA's analysis will face significant scrutiny from the public, affected taxing districts, the Office of the State Treasurer, and (eventually) potential lenders. Thus, it is paramount for the analysis to be conducted accurately and communicated clearly.

Given this background, CDRPA needs an experienced and dedicated consultant team who has conducted this type of analysis before and can hit the ground running. No other team will be able to offer the depth of experience on tax increment finance analysis that we bring to the table. We have completed over 100 projects related to TIF, working with lenders to support the sale of hundreds of millions of dollars of debt secured by TIF revenues. Our expertise in public finance has led us to complete successful projects across the US, including Oregon, Washington, Idaho, Montana, and Nevada.

We are familiar with Washington's statutes governing TIF and with Washington's property tax system. We recently worked with the Port of Vancouver, Port of Walla Walla, and City of Ridgefield to establish TIAs, and are currently assisting five other Washington jurisdictions to do the same. We believe we are uniquely qualified to lead this analysis for CDRPA, building off of our recent experience to ensure the work satisfies the rigorous review of the State Treasurer's Office and standards that lenders expect.

The small size of our team means that CDRPA knows exactly who will be working on this project. All members of our team have specialized expertise in tax increment financing and years of experience collaborating on similar projects. This expertise and continuity of team members will be critical, given the tight project timeline and lack of time to bring inexperienced consultants up to speed.

Firm Description

Founded in 2016, Tiberius Solutions LLC is a single-partner limited liability corporation based in Portland, Oregon. At Tiberius Solutions, we understand the challenges of providing public services while balancing budgetary and political constraints. We partner with government agencies and their key stakeholders to help guide their decisions on how to raise and spend public funds. With more than a decade of high-profile experience, our principal – Nick Popenuk – has earned results for more than 200 projects in seven states, for both public and private-sector clients. Our depth of expertise on all aspects of public finance allows us to help clients, large and small, make critical decisions on the full range of services that governments provide.

- What is the appropriate boundary for the TIA?
- What are the goals and objectives of the TIA?
- What projects should the TIA fund?

We will produce a Project Analysis Report that documents all of the technical analysis described above. We can do this work efficiently, having already completed six other reports that have been submitted for review by the Office of the State Treasurer (Treasurer) that can serve as templates, providing all the necessary technical information that the Treasurer requires for its review. Beyond the project analysis report itself, we are familiar with all materials required by the Treasurer, and will submit a clean package of materials for review. We will be the point of contact for the Treasurer to answer any questions that arise during their review process, and edit our Project Analysis Report as directed by staff and the Board of Directors based on the Treasurer's feedback.

Given the Treasurer's role in reviewing the Project Analysis Report and the Treasurer's emphasis on financial feasibility, we recommend that CDRPA involve their municipal finance advisor and bond counsel during this phase of the project. We frequently collaborate with municipalities' financial advisors and bond counsel on similar projects, and would be happy to collaborate with them on this project to ensure that the financial assumptions included in the Project Analysis Report meet the expectations of the Treasurer.

The Douglas County Assessor is another important stakeholder in this process. Although not required by RCW 39.114, we prefer to maintain an open dialogue with the County Assessor throughout the process of adopting the TIA to ensure accurate analysis and that the implementation of the TIA occurs smoothly. The Consultant Team will offer to participate in up to three virtual meetings with staff of the County Assessor to provide an overview of the project, review the key assumptions and the draft Project Analysis Report, and discuss any questions related to implementation of the TIA and imposing/collecting/distributing the tax allocation revenues.

When it comes to writing the report itself, we take pride in the quality of our technical writing, providing detailed information in a thorough yet succinct manner that can be understood by the general public, while still complying with all relevant regulatory requirements and providing clarity for potential lenders. In addition to the financial analysis, the Project Analysis Report must also include an evaluation of impacts on specific public policy issues:

- Job creation
- Affordable housing
- Local business community
- Local fire service
- Local school districts

We have experience addressing each of these issues for tax increment areas, and can customize the analysis to meet the specific needs of CDRPA. If the analysis determines that the TIA will have a significant negative impact on any of the above, then a mitigation plan is required. However, with the exception of local fire service, RCW 39.114 does not provide clear instructions on what level of impact requires mitigation. Furthermore, 39.114 does not provide any mechanism for CDRPA to mitigate these impacts. We have successfully adopted two tax increment areas that included mitigation with the impacted fire district, one mandatory and one voluntary. If this analysis does determine that mitigation

RCW 39.114 establishes specific requirements for publishing notice of the adoption of the resolution/ordinance in the newspaper and on social media. We will prepare drafts of all notices, and provide guidance to CDRPA on when and how the notices must be published.

Task 4. Create and Manage Project Timeline

Managing the timeline is paramount to the success of the project. RCW 39.114 identifies June 1 of each as the key date for determining the first year in which tax allocation revenues will be received. CDRPA would like the TIA adopted by June 1, 2024. The proposed project schedule plans for the bulk of the technical analysis to be completed in February 2024, and the project analysis report to be submitted to the Office of the State Treasurer in late February. This results in the Treasurer's review being completed in late May, with final adoption of the TIA in ~~January 2023~~ **June 2024**.

This proposed schedule is only possible if CDRPA staff has already conducted the bulk of the technical analysis including a firm understanding of the boundary, project list, and anticipated development. To achieve this schedule, we recommend scheduling weekly check-in phone or video meetings with CDRPA staff (up to 14 total meetings) to ensure all aspects of the project are proceeding as scheduled. Additionally, we will create and maintain a detailed project schedule, showing key milestones for all members of the consultant team and CDRPA staff.

History of Performing Similar Services

We recently worked with the Port of Vancouver, Port of Walla Walla, and City of Ridgefield to establish TIAs, and we are currently assisting five other communities in Washington to do the same (Port of Everett, Port of Ridgefield, Port of Moses Lake, City of Walla Walla, and City of Federal Way). Our experience provides us with in-depth knowledge of the legislative requirements and restrictions on TIF, as well as nuanced understanding of key issues of concern for the Treasurer, local county assessors, and other key stakeholders. While working with these Washington municipalities, we have developed report templates, Excel models, and public outreach materials that will all prove valuable for CDRPA's tax increment analysis. These tools will allow us to conduct the analysis accurately and efficiently for the CDRPA.

Our substantial experience with tax increment financing in other states, especially Oregon is also relevant to this project. Since its founding in 2016, Tiberius Solutions, in partnership with Elaine Howard Consulting, has completed over 100 TIF-related financial projects for over 70 jurisdictions, shown in Attachment B: Oregon Project List. Prior to founding Tiberius Solutions, Nick Popenuk completed dozens of additional tax increment projects while at ECONorthwest.

Organization and Management Chart

Tiberius Solutions is a small team of talented and dedicated staff. All staff will be involved in the project from start to finish, minimizing turnover, and avoiding the disjointed efforts that can stem from a large team where each individual is only involved in a small piece of the larger project.¹ Team member names and responsibilities are shown in the following chart.

¹ Tiberius Solutions partners with SERA Architects for spatial analysis.

Monitoring, Tracking, and Communicating Project Progress and Budget

Communication is a core element of Tiberius Solutions' project management and leadership approach, and will be key for keeping the project moving, keeping the project on budget, managing expectations, providing satisfactory deliverables, and maintaining positive relationships. Elements of this policy that will be helpful to ensure this project stays on schedule and on budget are as follows:

- Setting clear expectations upfront on the purpose of each task and the level of effort/amount of time required. This will help eliminate any "busy work" tasks that do not relate directly to the main goals and objectives of the project.
- Having frequent, recurring check-in virtual for the duration of the project. Having these routine meetings will allow us to quickly resolve any issues we may encounter over the course of the project.
- Monthly progress reports and budget reports that compare the actual costs incurred against what was initially planned in the budget, to ensure the budget is being used appropriately.

Managing and Addressing Impacts to Scope

We are always straight-forward about the implications of requested changes before we begin, which ensures that our clients understand whether or not we can accommodate the changes within our existing budget. By tracking budgets, providing progress reports, and prioritizing open and honest communication, we ensure projects stay on schedule. We often work on projects where timely changes must be made to our analysis, based on staff, Council or Commissioner, or other stakeholder feedback.

The small scale of our firm allows us to be nimble and quickly respond to any issues that arise over the course of a project. With tax increment financing, we have completed over 150 projects for a diverse set of clients, so when issues do arise, most are situations that we have seen before and know how to resolve based on past experience. Our experience means that we identify issues early, before they become problems, and we provide clear recommendations for how to resolve these issues in a timely and cost-effective manner.

Project Schedule

The proposed project schedule anticipates final adoption of the resolution in May 2024 to take effect prior to June 1, 2024. Exhibit 1 illustrates some of these key milestones. However, one of the very first tasks on this project will be to create a detailed project schedule that identifies weekly milestones, to ensure that all regulatory requirements occur in time for desired effective date. Based on our experience establishing TIAs in other Washington communities, this is a very ambitious timeline, and will require a concerted effort on the part of CDRPA and the consultant team to achieve.

Port of Vancouver USA – Terminal 1 TIA (2021-2022)²

For the Port of Vancouver, Tiberius Solutions assisted with the creation of a TIA to support redevelopment of Terminal 1. The Port intends to use the TIA to fund vital infrastructure necessary to attract private investment and transform Terminal 1 into a thriving, mixed-use development. Tiberius Solutions led the effort to establish the TIA, including conducting all financial and spatial technical analysis, writing the Project Analysis Report, and coordinating review of the analysis with the County Assessor and State Treasurer. Elaine Howard Consulting led all public outreach on the project and managed the adoption process. The TIA is was adopted by resolution in Spring 2022.

Subcontractors involved: Elaine Howard Consulting

Client Contact: Scott Goodrich

Director of Finance & Accounting | Port of Vancouver USA

SGoodrich@portvanusa.com | 360-823-5301 | 3103 NW Lower River Rd, Vancouver WA 98660

4 Cost Schedule

We would complete all tasks for a total budget not-to-exceed \$81,220. This includes a cost of \$75,220 for the “base” tasks, and an additional cost of up to \$5,400 for labor and travel expenses for in-person public briefings. Exhibit 2 provides a summary of our proposed budget by task, including the billing rates for key personnel, and the number of hours estimated for all personnel for each task.

Exhibit 2. Proposed Budget by Task

Key Personnel Title	Tiberius Solutions		Elaine Howard	Johnson Economics		GIS Contractor	Total Hours	Total Cost
	Nick Popenuk Principal	Ali Danko PM	Elaine Howard Principal	Jerry Johnson Principal	Brendan Buckley Senior PM			
Billing Rate	\$185	\$135	\$210	\$225	\$135	\$160		
1. Project Analysis Scope	70	122	6	50	50	32	330	\$48,680
2. Public Briefings	4	4	56	0	0	0	64	\$13,040
3. Ordinance/Resolution	16	4	8	0	0	0	28	\$5,180
4. Project Timeline	10	10	0	0	0	0	20	\$3,200
Optional: In-Person Briefings	0	0	20	0	0	0	20	\$4,200
Base Tasks								
Total Hours	100	140	70	50	50	32	442	
Labor Cost	\$18,500	\$18,900	\$14,700	\$11,250	\$6,750	\$5,120		\$75,220
Travel Cost	\$600	\$0	\$0	\$0	\$0	\$0		\$600
Optional Tasks								
Hours	0	0	20	0	0	0	20	
Labor Cost	\$0	\$0	\$4,200	\$0	\$0	\$0		\$4,200
Travel Cost	\$0	\$0	\$1,200	\$0	\$0	\$0		\$1,200
Total Cost	\$19,100	\$18,900	\$20,100	\$11,250	\$6,750	\$5,120		\$81,220

² The RFP states Port of Vancouver references cannot be used. We assume this was unintentional, as the same language appeared in the Port of Vancouver’s RFP for their TIA. We can provide an additional reference upon request.

Elaine Howard Consulting, LLC

Elaine Howard, Principal

MASTER OF PUBLIC ADMINISTRATION, PORTLAND STATE UNIVERSITY
B.A., WHITTIER COLLEGE

Elaine Howard is the principal of Elaine Howard Consulting, LLC. For the past 17 years, Elaine has concentrated on the area of tax increment financing. She has assisted communities in the drafting and adoption of new urban renewal plans as well as completing urban renewal feasibility studies and amending existing urban renewal plans.



In the past, Elaine was a project manager at the Portland Development Commission (now Prosper Portland), the City of Portland's urban renewal agency, and was an owner of a private development company.

Elaine's team has partnered with Tiberius Solutions LLC on over 100 urban renewal projects. We have established excellent lines of communication between our firms. We have the ability to solve complex problems due to our levels of expertise.

Elaine is a co-author of the Association of Oregon Redevelopment Agencies (AORA) Best Practices Manual and a co-author of the AORA 2012 History Update. She has presented information on urban renewal at the League of Oregon Cities (2012, 2015), AORA (2012), Oregon Economic Development Association 2012 May meeting, Oregon Main Street (2011), and the National Council of Development Agencies Meeting in Portland (2010), Oregon City and County Mangers Association (2015), Oregon Government Finance Officers Association (2018) and at the 2018 Oregon League of Cities meeting.

Johnson Economics

Jerald W. Johnson, NABE, Principal

MASTER OF SCIENCE IN URBAN PLANNING, PORTLAND STATE UNIVERSITY
BACHELOR OF SCIENCE IN ARCHITECTURAL DESIGN/ECONOMICS, PORTLAND STATE UNIVERSITY

Jerald Johnson is a real estate market and regional economic development consultant. He has consulted on a broad range of real estate development and land use economic topics, for both public- and private-sector clients. As a Principal with Johnson Economics, Jerald is involved in research, design, economic and financial modeling, and market analysis. Jerald's consulting experience includes a wide variety of real estate development and economic topics.



Jerald is also an adjunct professor at Portland State University's Master of Real Estate Development (MRED) program and serves as the editor for the Center for Real Estate's Quarterly Journal. He currently sits on the Governor's Council of Economic Advisors in the State of Oregon and has served in that capacity since July 2012.

Jurisdiction	Plan	Major or Minor Amendment	Financial Update	Feasibility Study	Other Analysis/ Tasks
City of La Grande					Multiple
City of La Pine	2015				Multiple
City of Lafayette	2021			2020	
City of Lake Oswego	EHC 2012, 2015	2015	2015		
City of Lakeview				2021	
City of Lebanon	EHC 2008	2021, 2023			Multiple
City of Lincoln City	2020, 2023			2019	2021, 2023
City of McMinnville	EHC 2013				
City of Medford		2018		2023	
City of Milwaukie	2016		2021	2016	
City of Myrtle Creek	2018			2018	
City of Newport	2015		2019	2015	
City of North Plains			2016, 2017		
City of Pendleton					2015, 2019
City of Phoenix					2019
City of Redmond					2021
City of Roseburg	2018			2017	
City of Salem	2007, 19, 23				2023
City of Sandy		2015	2015, 2021		
City of Seaside	2017			2017	
City of Springfield			2018, 2022		
City of Scappoose	2019		2021	2018	2021 - 2023
City of Sherwood	2021			2020	2016
City of St. Helens	2017	2021	2023		
City of Talent	2023			2021	2019
City of The Dalles			2021		2021
City of Tigard	2016	2016, 2020	2019	2023	2016, 2023
City of Toledo	2021			2021	
City of Troutdale					Multiple
City of Tualatin	2021, 2023			2020	2019
City of Turner	2017				
City of Veneta		2018, 2019	2018		
City of Warrenton		2018, 2019	2018		2021
City of West Linn	2023			2019	
City of Wilsonville	2016, 2021	2016	2016	2023	Multiple
City of Winston					Multiple

Attachment C: Additional References

We have included two additional references to comply with the Statement of Qualifications requirements on the Professional Services Roster Questionnaire.

Port of Everett

Client Contact: Eric Russell

Chief Finance Officer | Port of Everett
eric@portofeverett.com | 425-388-0624
205 Craftsman Way, Suite 200, Everett, WA 98201

Port of Moses Lake

Client Contact: Kim DeTrolio

Director of Finance and Administration | Port of. Moses Lake
krdetrolio@portofmoseslake.com | 509-762-5363
7810 Andrews N.E. Suite 200, Moses Lake, WA 98837

Memo

To: Board of Directors

From:  Jim Kuntz

Date: January 18, 2024

Re: Volaire Aviation Consulting Services

The Volaire Aviation Consulting contract expires on January 31, 2024. We have had Volaire under contract since 2017 and have invested some \$322,551 in consultant fees.

Despite Volaire's best efforts, they have not been successful in attracting additional air service to Wenatchee. In fact, due to market forces outside of their control, air service has declined during their contract.

The policy question is: should the contract be renewed at \$4,000 per month, plus expenses? Alternatively, should we move away from the retainer contract and simply pay for services on an as-needed basis only?

**Voltaire Aviation
Agreement & Payment History**

Personal Services Agreement April 1, 2017 - December 31, 2017
Maximum not to exceed price of \$25,000

Personal Services Agreement March 1, 2018 - January 31, 2023
Monthly Retainer of \$4,000 **1 Year Extension (February 1, 2023 - January 31, 2024)**

Year	Monthly Retainer Fees	Travel Reimbursements	Total
2017 **	\$ 24,180.14	\$ -	\$ 24,180.14 (PMA)
2018	\$ 40,000.00	\$ 2,913.40	\$ 42,913.40 (PMA)
2019	\$ 48,000.00	\$ 3,312.21	\$ 51,312.21 (PMA)
2020	\$ 48,000.00	\$ 792.45	\$ 48,792.45 (CDRPA)
2021	\$ 48,000.00	\$ 1,820.21	\$ 49,820.21 (CDRPA)
2022	\$ 48,000.00	\$ 3,839.74	\$ 51,839.74 (CDRPA)
2023	\$ 48,000.00	\$ 1,693.23	\$ 49,693.23 (CDRPA)
Jan-24	\$ 4,000.00	\$ -	\$ 4,000.00 (CDRPA)
Total Investment	\$ 308,180.14	\$ 14,371.24	\$ 322,551.38

**

The Year 2017 did not have a monthly retainer in place; rather a maximum not to exceed price of \$25,000.

Air Service Development Plan for 2024
Pangborn Memorial Airport, Wenatchee, Washington (Fly Wenatchee)
As of December 19, 2023

Fly Wenatchee's air service development plan for 2024 will be centered around the minimum revenue guarantee (MRG) for the second daily Seattle flight, the ensured continuation of that flight in the fall and the protection of Alaska Airlines' service, the continued recruitment of low cost service with a focus on San Francisco, the renewal of the Airport's SCASD Grant and subsequent reporting, and the continued development of other sources of funding for air service development initiatives.

This plan is laid out by month, with projected costs. Calendar Year 2024 is likely to be a more active air service development year than 2023, due to the number of MRG statements to audit and the continued development of low cost service.

January

- Meeting with new network planning team at Avelo Airlines. Volaire will prepare the business case for targeted service to Burbank, Las Vegas, and the Bay Area. Presentations will include specific demographic analysis of the airport catchment area, economic analysis of the market region, overview of current airline market conditions, and a specific business case and analysis of proposed new service.
Estimated Cost: \$4,500
- Review of November MRG statement from Alaska Airlines. Summary detail for Port Commission information, including explanation of financials.
Estimated Cost: \$750
- Audit of September Alaska Airlines data against US Department of Transportation data and consultant's subscription resources. Will review cost data against Airline's Form 41 filings, and traffic data against Airline's US DOT T100 and DB1B sources, via subscription to Airline Data, Inc.
Estimated Cost: \$1,250

February

- Review of December MRG statement from Alaska Airlines. Summary detail for Port Commission information, including explanation of financials.
Estimated Cost: \$750
- Audit of October Alaska Airlines data against US Department of Transportation data and consultant's subscription resources. Will review cost data against Airline's Form 41 filings, and traffic data against Airline's US DOT T100 and DB1B sources, via subscription to Airline Data, Inc.
Estimated Cost: \$1,250

March

- Follow-up meeting with new network planning team at Breeze Airways. Volaire will update the business case for targeted service to Burbank, Las Vegas, and the Bay Area.
Estimated Cost: \$2,500
- Review of January MRG statement from Alaska Airlines. Summary detail for Port Commission information, including explanation of financials.
Estimated Cost: \$750
- Audit of November Alaska Airlines data against US Department of Transportation data and consultant's subscription resources. Will review cost data against Airline's Form 41 filings, and traffic data against Airline's US DOT T100 and DB1B sources, via subscription to Airline Data, Inc.
Estimated Cost: \$1,250

April

- Headquarters meeting with Alaska Airlines to review performance of SEA MRG and to prepare for fall schedule. Volaire will prepare business case for the end of the MRG agreement at its scheduled end date, and the continuation of the second daily flight.
Estimated Cost: \$8,500
- Prepare quarterly report for Department of Transportation on SCASD progress.
Estimated Cost: \$750
- Review of February MRG statement from Alaska Airlines. Summary detail for Port Commission information, including explanation of financials.
Estimated Cost: \$750
- Audit of December Alaska Airlines data against US Department of Transportation data and consultant's subscription resources. Will review cost data against Airline's Form 41 filings, and traffic data against Airline's US DOT T100 and DB1B sources, via subscription to Airline Data, Inc.
Estimated Cost: \$1,250

May

- Attend JumpStart Air Service Development Conference in Washington, DC. Meet with Alaska Airlines, Breeze Airways, Avelo Airlines, United Airlines, American Airlines, Frontier Airlines, SkyWest Airlines, and other airlines as necessary. Volaire will prepare the business case for targeted service. Presentations will include specific demographic analysis of the airport catchment area, economic analysis of the market region, overview of current airline market conditions, and a specific business case and analysis of proposed new service.
Estimated Cost: \$4,500
(first meeting)

Estimated Cost: \$10,000
(four subsequent meetings)

- Update Airport's passenger retention and leakage study to CY2023 data (last completed for CY2018, before the pandemic). Airport's previous data is obsolete and must be updated for all airline conversations and presentations. The study will include zip code level detail including passengers, average fares, revenue, top markets, and carrier usage. The analysis will include both filed passenger data and booking data by zip code. The study will use Consultant's proprietary methodology to determine the drive diversion of passengers to and from other airports and to develop an actual market size for the catchment area.

Estimated Cost: \$17,500

- Review of March MRG statement from Alaska Airlines. Summary detail for Port Commission information, including explanation of financials.

Estimated Cost: \$750

- Audit of January Alaska Airlines data against US Department of Transportation data and consultant's subscription resources. Will review cost data against Airline's Form 41 filings, and traffic data against Airline's US DOT T100 and DB1B sources, via subscription to Airline Data, Inc.

Estimated Cost: \$1,250

June

- Present fall Alaska Airlines schedule plan and air service update to Port Commission. Volaire will prepare state of the industry information, market detail, and other pertinent information.

Estimated Cost: \$4,500

- Review of April MRG statement from Alaska Airlines. Summary detail for Port Commission information, including explanation of financials.

Estimated Cost: \$750

- Audit of February Alaska Airlines data against US Department of Transportation data and consultant's subscription resources. Will review cost data against Airline's Form 41 filings, and traffic data against Airline's US DOT T100 and DB1B sources, via subscription to Airline Data, Inc.

Estimated Cost: \$1,250

July

- Finalize fall schedule plan for Alaska service.

Estimated Cost: \$4,500

- Update meetings with both Avelo and Breeze, assuming service has not started.

Estimated Cost: \$5,000

- Review of May MRG statement from Alaska Airlines. Summary detail for Port Commission information, including explanation of financials.

Estimated Cost: \$750

- Audit of March Alaska Airlines data against US Department of Transportation data and consultant's subscription resources. Will review cost data against Airline's Form 41 filings, and traffic data against Airline's US DOT T100 and DB1B sources, via subscription to Airline Data, Inc.

Estimated Cost: \$1,250

August

- Review of June MRG statement from Alaska Airlines. Summary detail for Port Commission information, including explanation of financials.

Estimated Cost: \$750

- Audit of April Alaska Airlines data against US Department of Transportation data and consultant's subscription resources. Will review cost data against Airline's Form 41 filings, and traffic data against Airline's US DOT T100 and DB1B sources, via subscription to Airline Data, Inc.

Estimated Cost: \$1,250

September

- Review of July MRG statement from Alaska Airlines. Summary detail for Port Commission information, including explanation of financials.

Estimated Cost: \$750

- Audit of May Alaska Airlines data against US Department of Transportation data and consultant's subscription resources. Will review cost data against Airline's Form 41 filings, and traffic data against Airline's US DOT T100 and DB1B sources, via subscription to Airline Data, Inc.

Estimated Cost: \$1,250

October

- Attend TakeOff Air Service Development Conference in Green Bay, Wisconsin. Meet with Alaska Airlines, Breeze Airways, Avelo Airlines, United Airlines, American Airlines, Frontier Airlines, SkyWest Airlines, and other airlines as necessary. Volaire will prepare the business case for targeted service. Presentations will include specific demographic analysis of the airport catchment area, economic analysis of the market region, overview of current airline market conditions, and a specific business case and analysis of proposed new service.

Estimated Cost: \$4,500
(first meeting)

Estimated Cost: \$10,000
(four subsequent meetings)

- Prepare quarterly report for Department of Transportation on SCASD progress.

Estimated Cost: \$750

- Review of August/Final MRG statement from Alaska Airlines. Summary detail for Port Commission information, including explanation of financials.

Estimated Cost: \$750

- Audit of June Alaska Airlines data against US Department of Transportation data and consultant's subscription resources. Will review cost data against Airline's Form 41 filings, and traffic data against Airline's US DOT T100 and DB1B sources, via subscription to Airline Data, Inc.

Estimated Cost: \$1,250

November

- Audit of July/Final Alaska Airlines data against US Department of Transportation data and consultant's subscription resources. Will review cost data against Airline's Form 41 filings, and traffic data against Airline's US DOT T100 and DB1B sources, via subscription to Airline Data, Inc.

Estimated Cost: \$1,250

December

- Present final Alaska MRG statement and air service update to Port Commission. Volaire will prepare state of the industry information, market detail, and other pertinent information.

Estimated Cost: \$4,500

Total Estimated Costs:	\$101,250
Estimated Cost without Passenger Retention/Leakage Study:	\$83,750
Estimated Cost with Only One Conference:	\$69,250
Retainer Extension:	\$4,000 per month
Total Cost under Retainer Extension:	\$48,000

Wenatchee World

January 13, 2024 Edition

has purchased the Hayden Lumber Co. and the retail lumber yards, which have been owned and operated by the Hayden Lumber Co. for the last six years, will be operated by the Lamb-Davis Co. with headquarters in Wenatchee. This transfer includes yards at Davenport, Creston, Wilbur, Govan, Almira, Hartline, Edwall, Harrington, Downs, Krupp, Ephrata, Winchester, Quincy and Wenatchee.

65 years ago—1959

◆ Henry Loeb sack of Waterville is the first president of the Douglas Board of Commissioners of the Douglas County Port District.

◆ Bud Lindgren is the new president of the Alcoa Club. Other officers are Erv Johnson, vice president; Ed McNamara,

secretary; and Russ Port, treasurer.

◆ The new air traffic communication station to be established this year in Pang-born Field's new administration building will provide a \$36,000 a year payroll. The staff will include five airways operations specialists who will maintain the radio and teletypewriter equipment and one maintenance technician to service the electronic gear.

◆ Service at three small railroad depots — Monitor, Malaga and Rock Island — is slated to be closed. The Great Northern, however, will continue to use them as shipping points.

◆ Kyle Younker is the newly elected president of the Wenatchee Sportsmen's Association. Younker succeeds



2024 CDRPA Calendar of Events

JANUARY 2024

Date:	Time:	Event:	Location:	Attending:
23-Jan	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

FEBRUARY 2024

Date:	Time:	Event:	Location:	Attending:
1-Feb	TBD	WPPA 2024 Port Day Reception	Olympia, WA	Commissioners Baldwin, DeRock and Loeb sack
2-Feb	All Day	WPPA 2024 Port Day	Olympia, WA	Commissioners Baldwin, DeRock and Loeb sack
6-Feb	12:00 PM	Presentation: Wenatchee Downtown Kiwanis Club	Pybus	Kuntz
8-Feb	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
13-Feb	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
19-Feb	All Day	President's Day - Office Closed	All Offices	CDRPA Staff
20-Feb	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
21-Feb	TBD	Wenatchee Downtown Association Annual Appreciation Dinner	Wenatchee Convention Center	
24-25 Feb	All Day	Northwest Aviation Conference & Trade Show	Puyallup, WA	Moyers & Goodrich
27-Feb	9:00am-3:00pm	ADO Best Practices Meeting	Olympia, WA	Lammert
27-28 Feb	All Day	WEDA 2024 Winter Conference	Olympia/Lacey, WA	de Mestre & Lammert
27-Feb	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

MARCH 2024

Date:	Time:	Event:	Location:	Attending:
7-Mar	8:00am-2:30pm	2024 Municipal Finance Conference	Seattle, WA	
11-15 Mar	All Day	*Tentative* Washington D.C. Delegation Visit	Washington, D.C.	Kuntz & Lough
12-Mar	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
14-Mar	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
14-Mar		WVCC 2024 Annual Banquet	Wenatchee Valley Convention Center	Board of Directors
19-Mar	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
26-Mar	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

APRIL 2024

Date:	Time:	Event:	Location:	Attending:
2-4 April	All Day	FAA Airports Conference	Seattle, WA	Moyers
9-Apr	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
15-18 Apr	All Day	Data Center World Conference	Walter E. Washington Convention Center - Washington D.C.	Kuntz
16-Apr	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
17-19 April	All Day	2024 Flywheel Investment Conference	Wenatchee Convention Center	
23-Apr	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
28 Apr - May 1	All Day	AAAE Annual Conference	Nashville, TN	Moyers

MAY 2024

Date:	Time:	Event:	Location:	Attending:
6-8 May	All Day	WAMA Annual Conference	Auburn, WA	Moyers
9-May	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
14-May	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
15-17 May	All Day	WPPA 2024 Spring Meeting	Skamania Lodge - Stevenson, WA	
1/19/2024 May 17 AM	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington

27-May	9:00am	Memorial Day - Office Closed	All Offices	CDRPA Staff
28-May	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

JUNE 2024

Date:	Time:	Event:	Location:	Attending:
11-Jun	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
13-Jun	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
18-Jun	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
21-22 June		Pangborn Festival of Flight	Pangborn Airport	
22-Jun	All Day	Community Dedication Celebration - Army National Guard	Executive Flight	Board of Directors; Staff
25-Jun	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
26-28 Jun	All Day	WPPA 2024 Finance & Administration Seminar	AC Hotel by Marriot - Vancouver, WA	Lough & Deenik

JULY 2024

Date:	Time:	Event:	Location:	Attending:
4-Jul	All Day	Independence Day - Office Closed	All Offices	CDRPA Staff
9-Jul	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
11-Jul	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
11-12 Jul	All Day	WPPA 2024 Directors Seminar	McMenamins Kalama Harbor Lodge	
16-Jul	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
23-Jul	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

AUGUST 2024

Date:	Time:	Event:	Location:	Attending:
8-Aug	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
13-Aug	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
20-Aug	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
27-Aug	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

SEPTEMBER 2024

Date:	Time:	Event:	Location:	Attending:
2-Sep	All Day	Labor Day - Office Closed	All Offices	CDRPA Staff
10-Sep	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
12-Sep	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
17-Sep	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
17-20 Sep	All Day	Washington Finance Officers Association	Yakima	Lough
19-20 Sep	All Day	WPPA 2024 Environmental Seminar	Marcus Whitman Hotel & Conference Center, Walla Walla	
24-Sep	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

OCTOBER 2024

Date:	Time:	Event:	Location:	Attending:
8-Oct	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
8-11 Oct	All Day	NWAAAE Annual Conference	Boise, ID	Moyers
10-Oct	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
15-Oct	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
22-Oct	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
24-25	All Day	WPPA 2024 Small Ports Seminar	Campbell's Resort - Lake Chelan	

NOVEMBER 2024

Date:	Time:	Event:	Location:	Attending:
12-Nov	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
14-Nov	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
19-Nov	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
26-Nov	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
28-Nov	All Day	Thanksgiving Holiday - Office Closed	All Offices	CDRPA Staff
29-Nov	All Day	Thanksgiving Holiday - Office Closed	All Offices	CDRPA Staff

DECEMBER 2024

Date:	Time:	Event:	Location:	Attending:
10-Dec	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
11-13 Dec	All Day	WPPA 2024 Annual Meeting	Hyatt Regency - Bellevue	
12-Dec	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioner DeRock
17-Dec	12:00pm	Wenatchee Valley Chamber of Commerce Board Meeting	WVCC	Commissioners Spurgeon & Etherington
24-Dec	All Day	Christmas - Office Closed	All Offices	CDRPA Staff
25-Dec	All Day	Christmas - Office Closed	All Offices	CDRPA Staff