



# 2021 ANNUAL REPORT

OUR ACTIVITIES & ACCOMPLISHMENTS



Business Development Corporation

A COMMUNITY DEVELOPMENT CORPORATION

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# CCD SUMMARY

**This report provides a summary of CCD's activities and accomplishments for July 2020 - June 2021.**

The Staff and Board of Directors of CCD Business Development Corporation are pleased to submit our Annual Report for the fiscal year ending June 30, 2021. This report marks CCD's 26th year of providing flexible and innovative financing opportunities to small businesses and assisting our small communities and special districts with our many community development programs and services.

CCD Business Development Corporation is governed by a Board of Directors made up of representatives from public and private sectors within the three counties served by CCD. The Board manages the corporation's business through a committee structure and through staff guided by an Executive Director/Financial Manager. CCD serves as the "Regional Economic Development Source" as defined by the US Economic Development Administration for Coos, Curry and Douglas counties.

CCD is also designated as a "Certified Development Company" by the US Small Business Administration (SBA). CCDs, used in conjunction with conventional financial institutions to provide lending to businesses that would otherwise not have access to high-quality financial resources.

CCD is a mission-based lender committed to the community not just physically but financially. As a non-profit lender we use our assets to fund our economic development activities for the communities we serve.

## OUR MISSION:

**"ENCOURAGE ECONOMIC DEVELOPMENT, DIVERSIFY  
LOCAL ECONOMIES, SUPPORT INDUSTRY, AND ENHANCE  
QUALITY OF LIFE FOR ALL IN THE REGION"**





# A MESSAGE FROM THE OUTGOING BOARD CHAIR

## Dear Colleagues, Friends & Partners:

I wanted to express my thanks for the opportunity to serve as the 11th Board Chair for the past year and a half. What a year! The past 18 months have let the community and our colleagues know just how a very generous and thoughtful staff has run the organization – all things will still be.

Working with the statewide union in our region has been a rather different stressor from my day-to-day management. I don't know what we could have done without it and how resilient our people will be in the future. At the same time, they have played in many different directions, not only things making economic life difficult for the (state) economy, but they also (personally) are important to the economic, top and bottom, leadership they provide and continue to provide in my little village.

The challenges in my professional career for having difficulty deciding what to have to do... after that, it's not hard. But one thing is true: it is that with people, it's not a bad decision, especially if you can continue to partner with them, so we are going to make it out of this strange world in one way or another.

In a lighter way, the pandemic has brought us to a point where we are growing up as well as a challenge. To be in the office, it's not a bad thing to be able to "sign" someone out of the office of my leadership, but it's a challenge to be able to do it.

Working after my hope, working with the things will be better for all of us economically, socially, and health-wise for the future. Thank you for the opportunity to serve and for the time and effort for the future. I'm looking forward to the future and the future.

Respectfully,



Michelle, City Administrator  
@michellecityadmin





JULY 2020-JUNE 2021

# BOARD OF DIRECTORS

## COOS COUNTY

### **John Rowe**

Health Services Officer  
HHS/Community

### **Deidre Goodrich**

HR Manager  
HHS/Health Care

### **Steve Bunker**

Finance  
Human Resources

### **William Gifford**

Executive Deputy  
Community

### **Andy Guffy**

City Manager

### **David Williams**

HR Administrator  
HHS/Health Care

### **Samuel Smith**

HR Coordinator/Recruiter  
Human Resources

### **Andrea Reynolds**

Human Resources  
HHS/Health Care

### **Steve Smith**

HR Administrator  
HHS/Health  
Management/Recruiter

## CURRY COUNTY

### **Kevin Baker**

City Clerk  
Community

### **Jeff Hink**

City Administrator  
City of Eureka

### **Marlene Van Houten**

Recruiter

### **Summer Williams**

Human Resources  
City of Eureka

### **Scott Smith**

Recruiter

### **Scott Anderson**

Recruitment/Employee  
Recruiter

### **Andy Brown**

HR Coordinator/Manager  
Recruitment/Recruiter

### **Scott Johnson**

Human Resources  
City of Eureka

## DOUGLAS COUNTY

### **Christine**

Human Resources  
Recruitment

### **Tim Allen**

Recruitment/Recruiter

### **Jeff Hager**

Human Resources/Recruiter

### **Christine White**

HR Manager  
HR/Recruitment

### **Scott Brown**

Recruitment/Recruiter

### **Scott Smith**

Recruitment/Manager  
Recruiter

### **Andy Robinson**

HR & Human Resource  
Recruitment/Manager  
Recruitment

### **Scott Smith**

Recruitment/Recruiter  
City of Eureka

Executive Deputy  
**Andrew Williams**

City Administrator/ City of Eureka/Recruiter/Community

JULY 2020-JUNE 2021

# OFFICERS & COMMITTEES

## BOARD OFFICERS

**Joel Fritz**  
Chair, Longmont

**Janine Angello**  
Vice Chair, Thousand  
Hills, Ontario

**Tim Allen**  
Secretary,  
Longmont, Ontario

**Chris Baker**  
Assistant Treasurer,  
Longmont, Ontario

## EXECUTIVE COMMITTEE

**William Collins**  
Chairman

**Janine Angello**  
Chairman

**Joel Fritz**  
Chairman

**Randy Brown**  
Chairman

**Joel Hager**  
Chairman

**Randy Richardson**  
Treasurer  
Orange, Ontario

**Karen's Anis**  
Treasurer  
Orange, Ontario

**Donna**  
Treasurer

## LOAN COMMITTEE

**Roger Goodrich**  
Chairman

**William Collins**  
Chairman

**Karen's Anis**  
Chairman

**Joel Fritz**  
Chairman

**Randy Brown**  
Chairman

**Scott Johnson**  
Chairman

**Sharon White**  
Chairman

**Joel Hager**  
Chairman

**Randy Richardson**  
Chairman

## BUDGET COMMITTEE

**William Collins**  
Chairman

**Karen's Anis**  
Chairman

**Randy Brown**  
Chairman

**Scott Johnson**  
Chairman

**Tim Allen**  
Chairman

**Sharon White**  
Chairman

## NOMINATING COMMITTEE

**William Collins**  
Chairman

**Randy Brown**  
Chairman

**Joel Hager**  
Chairman

# MEET THE CCD TEAM



**Theresa Hays**  
Executive Director/President  
November 2008 - Present



**Bryan Rogers**  
Executive Vice President for  
Marketing - June 2018



**Tracy Lovato**  
Executive Vice President  
Staff Relations September 2007



**Wendell Judd**  
Executive  
November September 2011



**Wilma Westerman**  
Executive Director  
November July 2011



**Brenna Rogers**  
Executive Director  
Staff Relations January 2008



**Christa McInnes**  
Executive Vice President  
November September 2011



**Ladd McInnes**  
Executive Vice President  
Staff Relations May 2011



**Lucinda Phillips**  
Executive Vice President  
Staff Relations June 2011



**Jennifer Phelan**  
Executive Secretary, Greater  
New Haven Regional Development  
Authority (GRDA)



GRDA was a Initial Participant Representative from June to 2011. The GRDA was awarded a grant from the Economic Development Corporation (EDC) to an economic development initiative through the authority of Strategic Community Services Center. The mission of the Initial Program is to increase the capacity of local communities to improve their economic, social, and environmental conditions through the assistance of trained graduate team members who live and work in communities for 18 months.

GRDA was grateful for having the additional capacity and support this position provided to our Economic Development project.



**Sarah Jones**  
Executive Secretary, Greater  
New Haven Regional Development  
Authority (GRDA)



Last month working for GRDA as the Economic Development Initiative which was created to provide additional capacity to work on the Initial Initiative and Supplemental Planning team project. The team is currently involved with the grant proposals that were deployed throughout the fiscal year. We provided additional capacity with the selection marketing.

GRDA was grateful for having the additional capacity and support this position provided to our Economic Development project and the other economic development team.

## OUR VISION:

"PROVIDE OPPORTUNITY FOR PROACTIVE  
ECONOMIC GROWTH THROUGH  
DIVERSIFICATION AND EXPANSION"

## JULY 2020-JUNE 2021

## STRATEGIC GOALS

- Continue Building Resilient & Sustainable Operational Reserves.
- Increase Awareness of CCEB & Regional Programs & Services (M&M&C&B).
- Maintain & Enhance Resilient Risk Mitigation Approaches and Funding.
- Implement & Refine Outreach Programs to Engage Non-Associates with CCEB.
- Complete Disaster Recovery & Resiliency Assessment Plan - Final C&M&C&P Planning Phase.
- Maintain Outreach to the Regional Communities & Special Districts to Identify Potential Resiliency, Mitigation, and Economic Recovery Projects.
- Continue to Assist with the Local, State, and Federalty Cost/Share of Recovery Planning Efforts.
- Finalize & Marketing Program/Procedure to Enhance Regional Resilience.
- Increase Resilient on Local Level Resilient Workforce to Increase Data Security & Resilience, Employee Accountability and Efficiency.
- Continue to Assist our Communities & Districts with Communication and Project Planning & Implementation.

"SUCCESS IS WHERE  
PREPARATION  
& OPPORTUNITY MEET"

- **ROSE WISE**



# FINANCE DEPARTMENT

## 50 YEARS OF LENDING

CCB Business Development Corporation (CCB) began its journey in 1971 and since then we have been helping small businesses start and prosper throughout our region. CCB offers responsible access to capital for small businesses and support job creation initiatives.

LOAN PROGRAM	LOANS FUNDED	LOANS CREATED/ REFINANCED	ECONOMIC IMPACT
SBAL/SLB	329	1,354	\$28,754,779
CCB/SLP	398	2,760	\$20,000,000
TOTAL	727	4,114	\$48,754,779

## 2021 BY THE NUMBERS

As a mission-based non-profit lender, we partner with the U.S. Small Business Administration and community development lenders to assist in providing needed capital to small businesses in our region. CCB lending programs include the SBA 7(a) Loan Program, Oregon Business Development Fund and Resilient Loan Funds.

LOAN PROGRAM	LOANS APPROVED/FUNDED	LOANS CREATED/ REFINANCED	ECONOMIC IMPACT
SBAL/SLB	81	81	\$2,400,000
CCB/SLP	16	81	\$2,280,000
TOTAL	97	162	\$4,680,000

# SMALL BUSINESS ADMINISTRATION (SBA) 504 LOAN

The Small Business Administration (SBA) 504 loan program, available through SBA Business Development Corporations, provides affordable long-term capital for the purchase of major fixed assets, such as owner-occupied commercial real estate, energy efficiency projects, water saving, energy machinery and equipment, without the high down payment requirements that are associated with conventional financing programs. Borrowers can also get relatively high interest commercial mortgage substitutes via the SBA's new fixed financing program.

## Goals of the SBA 504 Loan Program:

- Create economic development opportunity in a community
- Provide affordable long-term financing for business expansion
- Maximize financial investment through Private Sector Participation
- Maximize financial investment through business credit investments
- Provide access to fixed-income markets for fixed business

## Maximum SBA 504 Loan Amounts:

- 504a term loans, including public policy loans, is under \$2 million limit
- 504b term loans to small manufacturers and energy loan property, even at a \$2.5 million limit

## SBA 504 Loan Terms and Loan Fees:

- Loan maturities of 10, 15, and 20 years are available
- Loan fees 504 approximately 1 percent of the advance and may be financed with the loan

## Who is Eligible:

- Businesses that operate as a for-profit company, have a tangible net worth of less than \$10 million and have an average net income of less than \$1 million after federal taxes for the two years preceding the loan application

## Typical SBA 504 Loan Structures:

- 10% fixed (fixed number) term loan structure
- 10% SBA 504 and 90% loan structure
- 10% business equity

**"SBA's mission is to help small businesses grow and prosper"**



# FUNDED SBA 504 LOAN PROJECTS



## **Imperial LLC**

Alan Rogers Real Estate

Cafes & Management

282 1st Street

Stony Brook, NY 11790

(516) 336-0995

[www.imperialcafe.com](http://www.imperialcafe.com)



## **Manchee Pina, LLC**

Bill Builders LLC

181 Pine Street NE

Lawrence, GA 30045

(404) 863-6292

[www.billbuilders.com](http://www.billbuilders.com)



## **Myers Family, LLC**

Richard T. Myers, DDS, PC

Alan Myers Family Dentistry

200 N. Main Street

Winthrop, MA 01890

(508) 876-8376

[www.mysersfamilydentist.com](http://www.mysersfamilydentist.com)

# FUNDED SBA 504 LOAN PROJECTS



**Brandon M.  
Deborah L. Thomas**  
Diamond Hoofing Company  
850 Northern Road  
Pawling, NY 12571  
(845) 246-7802



**Old Depot  
Property LLC**  
Dawn Hinesworth  
aka Aptina Waters - Sherrin  
18 Brown Street  
Sherrin, CA 95761  
(925) 875-1928  
[aptina@waterpropertyllc.com](mailto:aptina@waterpropertyllc.com)



**Walter Hill, LLC**  
Gloria Ay Sports LLC  
aka Calypso Brewing Co.  
170 1st Street SE  
Albany, GA 31706  
(903) 624-1981  
[www.calypsobrewing.com](http://www.calypsobrewing.com)

## FINANCE DEPARTMENT RESOLVING LOAN FUND PROJECTS



**Larry G. & Laura K. Williams**  
Post Office Bldg.  
1800 Dayton Road  
Kent, OH 44202



**Red Automation**  
Services LLC  
47010 Dayton Road  
Mentor, OH 44060  
(440) 294-1000  
[redautomation.com](http://redautomation.com)



**J&S LLC**  
J&S, Inc. aka Post Road Creamery  
12410 Dayton Drive  
Kent, OH 44202  
(440) 924-3201  
[www.jandscow.com](http://www.jandscow.com)



**Reginald Jacks**  
aka Jack's Barber Shoppe  
281 N. First Street  
Cuyahoga, OH 44130  
(440) 924-3000

## FINANCE DEPARTMENT REVISING LOAN FUND PROJECTS



**Magnolia Theatre, LLC**  
The Magnolia Theatre, LLC  
400 W Main Street  
Roxbury, CT 06069



**Twisted Steel RC, LLC**  
1000 Carter Road, Ste. 1  
Roxbury, CT 06069  
(860) 438-1800  
[www.twistedsteel.com/TwistedSteelRC](http://www.twistedsteel.com/TwistedSteelRC)



**Red Jacket Farm & Event Center, LLC**  
1000 Green Street  
Roxbury, CT 06069  
(860) 475-2000



**Andrew W. & Amy B. Kelle**  
1000 Green Harbor Road, Ste. 200  
Roxbury, CT 06069  
(860) 438-1700  
[www.andrewandamysignificance.com](http://www.andrewandamysignificance.com)

## FINANCE DEPARTMENT REVIEWING LOAN FUND PROJECTS



**Mr. Bill Sigmund, John & Underground Poly LLC**  
1810 Oregon Street  
Portland, OR 97201  
(503) 281-1812  
[www.johnand.com/2018/04/01/](http://www.johnand.com/2018/04/01/)



**Mid West Coast  
FLOORING**



**Stagman Flooring LLC**  
1810 Northwest Coast Highway  
1810 Northwest Highway, Box C  
Coos Bay, OR 97631  
(503) 281-1812  
[www.midwestcoastflooring.com](http://www.midwestcoastflooring.com)



**Oregon Coast HD LLC**  
1810 Road South of Home Street E  
HD Building  
1810 Highway Drive  
Coos Bay, OR 97631  
(503) 281-1812  
[www.hdusa.com/headbuilding](http://www.hdusa.com/headbuilding)



**Alternative Waste Solutions, Inc.**  
1810 Oregon Coast Road  
Coos Bay, OR 97631  
(503) 281-1812  
[www.waste.org](http://www.waste.org)



FINANCE DEPARTMENT REVOLVING  
**LOAN FUND PROJECTS**



**Bella AI LLC**  
Bella AI Innovations & Automation  
200 N. Diamond Lake Blvd.  
Hendburg, GA 30142  
(770) 475-0000  
[www.bellaai.com](http://www.bellaai.com)



**Big Pond Stamp Grinding LLC**  
10140 Green Light Road  
Bardonia, NY 10914  
(845) 366-8000  
[www.stampingpondstampgrinding.com](http://www.stampingpondstampgrinding.com)



**BBRB LLC**  
Blue Bird Box Cardboard Company  
250 Cedar Point Lane  
Woodward Bay, GA 31763  
(706) 924-1888  
[www.bluebirdbox.com](http://www.bluebirdbox.com)

**COMMUNITY & ECONOMIC  
DEVELOPMENT DEPARTMENT**

©2010 across the regions of Rome, Italy, and through countries in Europe, in this specific Economic Development Cluster (EDC), with members as stated (planning and in field). The firm, which studies the Department to provide technical assistance, project development, participatory approach setting, and a demonstrated service to operators in the field again. During 2010, from June 2011 – 2012, the following projects were awarded for participatory implementation, under the article 40, for the contribution to Economic Development Investment.

[illegible]

<a href="#">CUMM COUNTY PROJECTS</a>			
<a href="#">City of Cumming</a>	<a href="#">Cumming Fire Station Rehabilitation</a>	<a href="#">Hickory Hill</a>	<a href="#">Design &amp; Construction Services for the City of Cumming</a>
<a href="#">County of Cumming</a>			

[illegible]

SOURCES OF REVENUE		PROJECT COST		NOTE
For New Inquiries	For Short-term Inquiries	Expense	Costs are limited	
Short-term Inquiries	Mid-term & Long Inquiries	Expense	Costs are the legal	
Taxes and other sources of revenue		Expense		

## EOS® Is the Enterprise Data Manager for All Oregon Enterprise Owners, in Coos, Curry and Douglas Counties.

**What is a data specialist?** A professional handling and using an enterprise data business's critical computer data (and property, financial data, plans and equipment for almost three years that up to five years in the standard program). The business program's critical data that business (Oregon has) that can affect business identity, reputation, and new businesses.

For the current Oregon Data users, below is the total measurement new business employees for the year in the past year:

	Amount of Investment	New Employees	Related Employees
<b>COOS COUNTY</b>			
Big Bend II	\$1,000,000	10	10
Coos County II	\$1,000,000	10	10
Coos County III			
Enterprise Data System Data	10	10	10
<b>CURRY COUNTY</b>			
Curry County II	10	10	10
Curry County III	10	10	10
<b>DOUGLAS COUNTY</b>			
Enterprise II	\$1,000,000	10	10
Enterprise III	\$1,000,000	10	10
Enterprise IV	\$1,000,000	10	10
Enterprise V	\$1,000,000	10	10
Enterprise VI	\$1,000,000	10	10
Enterprise VII	\$1,000,000	10	10
Enterprise VIII	\$1,000,000	10	10
Enterprise IX	\$1,000,000	10	10
Enterprise X	\$1,000,000	10	10

**TOTAL PROJECT  
EMPLOYMENT  
\$10,982,250**

**TOTAL NEW  
EMPLOYMENT  
427**

**TOTAL ADDED  
EMPLOYMENT  
1045**

## DEVELOPMENT DEPARTMENT INFRASTRUCTURE PROJECTS

100



100

100



100

## CITY OF DUNDAS - SEWAGE TREATMENT CONSTRUCTION, PHASE 2



This project, nearing completion, construction of the new wastewater treatment plant is complete. Remaining project funds are being utilized for additional construction items, including screenings, maintenance buildings, a two-particulate water pump/station, electrical control house, access, and signage.

## CITY OF SUTHERLIN - SCHOOL MOUNTAIN WATER STORAGE TANK/PUMP STATION



This project made use of two 100,000 gallon steel tanks with a finished fabrication with a steel rebar jacket, green finish on exterior with an aluminum frame roof, increasing the storage capacity with a new structure that is less prone to failure. It also allows pump/pump station has been built with two pumps, control, and transfer valve/station, replacing the existing pump station.

## CITY OF SUTHERLIN - NONPANEL WATER TREATMENT PLANT



Non-panel water treatment facility, 100,000 gallon steel tanks. Because this plant capacity, constructed in 1980, could no longer accommodate growth, SUTHERLIN, Ohio, plans to build a big additional structure with water treatment engineering and the construction that is stronger than expected. Additional piping was installed and added through stainless steel pipe. Additionally, steel housing was built. The additional equipment was from stainless steel. The new water treatment plant is located in the new building. The water pump station, chemical dosing station, and the water treatment plant treatment unit are all new. The new water treatment unit and control water (pumping) equipment. They are located under the station with new steel structure. The system is automated. The new water treatment unit and control water (pumping) equipment. They are located under the station with new steel structure. The system is automated. The new water treatment unit and control water (pumping) equipment. They are located under the station with new steel structure. The system is automated.

## CITY OF WYTHE - SNOW STREET PUMP STATION



The City of Wythe has awarded a Snow Street Water Pumping station Pump contract to upgrade the Snow Street pump station and associated sewer treatment structure approximately 1000 feet of 18" sanitary concrete pipe along Thompson Avenue. Furthermore the work will also replace the existing pipeline with precise additional capacity for growth and water flow required in the area. The project was tested in February, additional construction has been completed.

## CITY OF WYTHE, ORISKANY - LAURENCE STREET WASTE WATER



The project includes installing additional capacity Street Sanitary Sewer Station, including also approximately 1000 feet of 18" sanitary concrete pipe required within the project boundaries. The project was awarded in March, construction and complete.

## CITY OF WYTHE, ORISKANY - WILSON STREET WASTE WATER LINE REPLACEMENT



The project approved for water line on Wilson Street from 100' Wilson Avenue to 100' Wilson Avenue. The project was awarded in March, construction and complete.

## LARSON ACRES – WATER ASSOCIATION WATER LINE IMPROVEMENTS



Larson Acres Water Association (LAWA) is a rural water association consisting of approximately 40 subdivisions in a northwest of Seattle (King County). Their old system had a history of issues with slowing water quality and customer complaints. This project included exploring and installation of new 24-inch transmission line as well as connection to the City of Seattle water system and water meter/gate storage tank. The project has been completed.

## CITY OF REEDSPORT – COMPLETING ENVIRONMENTAL REVIEW RECORD



The City of Reedsport is in the design phase of an upcoming project – River Hills. River Hills City has contracted with their engineering's sister firm (Reedsport River Hills) for the upcoming project. The Reedsport River Hills Board and the engineer's firm project design are both taking place at the same time.

## THE RIVERS HOME OWNERS' COOPERATIVE – CIVIL FOR A LIVING APPROVALS (GLACIOUS, OR)



This project provided needed upgrades to the water system and wastewater flow. Water pipe was placed throughout the community, as well as new sewer lines to each residence. These upgrades to the water community were completed with two flow measurement inspections for water standards per the funding agency requirements.

## MOUNTAIN VIEW COOPERATIVE – WILL & WHITE LANE IMPROVEMENTS (GUTHRIE, OR)



This structure eventually is under construction for water storage improvements. It will operate, upgrade to plan and for use this summer with contracted with Mountain View Cooperative for water treatment, per the funding agency requirements.

## WINSTON-DILLARD WATER DISTRICT – NEW HIGH WATER DITCH



The District's existing water intake was used to supply raw water to their original water treatment plant and a flow being used to supply water to their new water treatment plant. Construction for their new water treatment plant was completed in 2016, which included the replacement of the raw water pumps and installation of a full flow-rate intake system. However, this work did not include modifications to the structure itself. The District has found that the existing intake structure is not a frequently occurs that water treatment plant raw water flow demands and requires replacement.

This project consists of constructing a new water intake structure in the future company that is a comprehensive raw water intake pumps and flow control with automatic shut-off system. The work also includes repairing the existing gate opening/making and the installation of a new water intake flow system for gate adjustment. This project is currently under bid and construction will begin soon.



# COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

**Write and then submit the following items with your official document to request and register the official ordinance.**

The document official planning process will begin in two steps. This includes both official ordinance, community partners, businesses, etc. for input. First will online meetings/virtual meetings and surveys for community involvement and work with the official ordinance to complete the upcoming effort.

to request official ordinance is required by other professionals that represent community and in their words:

an official is a strategy-driven plan for regional economic development. an official is the result of a regionally-based planning process designed to build capacity and guide the economic prosperity and sustainability of a region. It's a long, ongoing process of identifying and maintaining a robust economic environment by helping to build regional capacity (through hard work and infrastructure) that contributes to individual firms and community success. The official provides a vehicle for individuals, organizations, local governments, institutions of learning, and private industry to engage in a meaningful conversation and debate about what capacity building efforts would best serve economic development in the region. The official should take into account what other agencies, programs or groups offer regional planning efforts, including the use of other available federal funds, private sector resources, and state support which not enhance a region's official goals and objectives. Regions must update their official within every three years to qualify for official assistance under the state and federal department assistance programs. An official is official is a partnership designation by official as an economic development official (CEO).

## **Official documents include:**

- 1. **Official Analysis**
- 2. **Priority Needs**
- 3. **Strategic Vision**
- 4. **Action Plans**
- 5. **Resiliency**
- 6. **Red Map Issues**

# ECONOMIC RECOVERY INITIATIVE (ERI) PROJECT

**ERDC Business Development Corporation receives the supplemental grant** from the this month's differently. Assistance Program to create an economic recovery and recovery plan for the region. The plan, related to the the Economic Recovery Initiative is developing, developing a regional response to the economic impacts of the COVID-19 pandemic, and providing technical assistance to stakeholders.

By putting both a concerted effort across our entire region, ERDC and our partners have been identifying and implementing the pandemic crisis, providing the focus needs to increase regional recovery, and to provide a second stabilization during these uncertain times.

ERDC has a number of staff and contractors with health sector development experience providing support to complete the project.

The ERDC launched a Business Pulse Survey to begin the process of gathering data to analyze the pandemic impacts on our small businesses, as well as, hold meetings with other counties, other regional leaders, and other organizations.

In addition, the team presented their objectives across four regional goals, and strategies to support such as one-on-one meetings with all regional stakeholders including local governments, non-profit organizations, educational institutions, business support organizations, and chambers of commerce.

The project will measure the business impact and determine how you will measure the ERDC's implementing the recommendations discussed during the meetings and meeting with organizations both for the assessment to finish the regional action plan to be incorporated into future recovery and recovery documents.

**ERDC would like to thank our regional stakeholders for participating in this project.**

“RECOVERY IS THE RETURN TO A NORMAL STATE OF HEALTH,  
MIND OR STRENGTH. RESILIENCY IS THE ABILITY TO  
ANTICIPATE, ADAPT, AND FLOURISH IN THE FACE OF CHANGE.”

# COVID-19 EMERGENCY SMALL BUSINESS GRANTS

For the first time in KIDR's history, we deployed grants to small business.

KIDR administered a number of rounds of grants to emergency Small Business Grant recipients for the State of Oregon as well as deployed small business grants for the City of Medford. Major donor areas: Mutual company, community, family, locally and thought locally.

Over the course of grants was also used to see small businesses throughout our service region.

KIDR was fortunate through opportunity to support our business community and our regional partners during these ongoing times. Through the desperate need for financial support, we at KIDR's goal was to get the money out in the pocket, then supporting and equipping way forward, helping businesses with successful at emergency grant. Please know that grants and our Small Business Grant for help to help, without resources, their report.

We would also like to thank all our regional and community partners who supported us with us about these grant programs.

## COVID-19 EMERGENCY EMERGENCY BUSINESS GRANT PROGRAM

### GRANT IMPACT

Small businesses received \$1,000,000 in grants from the State of Oregon

State Grants Round 1  
(Emergency Grants)  
\$2,350,000

City of Medford  
(Emergency Grants)  
\$200,000

Port of Medford  
(Emergency Grants)  
\$20,000

Regional Institute  
(Emergency Grants)  
\$5,000

State Grants Round 2  
(Emergency Grants)  
\$800,000

Community  
\$1,400,700

Community  
\$200,000

Regional Institute  
\$1,400,000

Port of Medford  
(Emergency Grants)  
\$200,000

Small businesses received \$1,000,000 in grants from the State of Oregon

For more information  
[www.kidrorange.org](http://www.kidrorange.org)

# FUNDING-COST SOURCE BREAKDOWN

## Services Revenue

Local Revenue	\$	\$22,000.00
Economic Development Services Revenue	\$	\$5,000.00
Admin. Services Revenue	\$	\$2,000.00

## Grant Revenue

Operations Grant Funding	\$	\$50,000.00
Pass-through Grant Funding	\$	\$3,000,000.00
Grant Admin.	\$	\$5,000.00
TOTAL	\$	\$3,070,000.00

## Services, Supplies and Consulting Costs

Personnel Costs	\$	\$2,000,000.00
Capital Costs	\$	\$1,000.00
Grant Distributions	\$	\$2,000,000.00
TOTAL	\$	\$4,002,000.00



- Local Services Revenue
- Economic Dev. Services Revenue
- Admin. Services Revenue
- Operations Grant Funding
- Pass-through Grant Funding
- Grant Admin.



- Services, Supplies & Consulting Costs
- Personnel Costs
- Capital Costs
- Grant Distributions

## FUNDING/COST SOURCE BREAKDOWN

# WITHOUT PASSTHROUGH

### Services Revenue

Local Revenue	\$	10,000,000
Business Development Services Revenue	\$	15,000,000
Utility Services Revenue	\$	10,000,000

### Grant Revenue

Operations/Grant Funding	\$	10,000,000
Grant Admin	\$	10,000,000

### Blended Revenue

TOTAL	\$	50,000,000
	\$	50,000,000

### Services, Supplies and Landing Costs

Personal Costs	\$	10,000,000
Capital Expenditure	\$	10,000,000
TOTAL	\$	20,000,000



- Local Revenue
- Business Development Services Revenue
- Utility Services Revenue
- Operations/Grant Funding
- Grant Admin
- Blended Revenue



- Services, Supplies and Landing Costs
- Personal Costs
- Capital Expenditure

## OUR PARTNERS

[illegible]

**Department of Environmental Quality**  
www.deq.state.nj.us

Source: Business Development Department  
www.bvsa.com.br

United States Department of Agriculture  
Washington, D.C.

1. **Project Name:** [Project Name]  
 2. **Project ID:** [Project ID]

National Institute of Development  
Economics (NIDE)  
www.nide.gov.in

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**Abstract:** The purpose of this study was to determine the effect of a 12-week training program on the physical fitness of 10-year-old children. The study was conducted in a primary school in Ankara, Turkey. The children were divided into two groups: a control group and an experimental group. The experimental group participated in a 12-week training program that included aerobic, strength, and flexibility exercises. The control group did not participate in any training program. Physical fitness was measured at the beginning and end of the 12-week period using a series of tests including a 1000m run, a 10m sprint, a 10m shuttle run, a 10m sit and reach, and a 10m standing balance test. The results showed that the experimental group had significantly higher scores than the control group in all five tests at the end of the 12-week period. The findings suggest that a 12-week training program can improve the physical fitness of 10-year-old children.

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Language Acquisition Developmental Research  
www.wileyonlinelibrary.com

**South Coast Development Company, Inc.**  
**www.southcoastdev.com**

Small Business Development Center (SBDC):  
www.sba.gov/sbdc for more information.

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[illegible]

\_\_\_\_\_

**Abstract**

#### Discussion: Needs, Values, and Research Methods

\_\_\_\_\_

## TESTIMONIALS

**Drift Business Development Corporation** made it possible for me to build the business of my dreams. My business is not about profit, but to make that man say, "for the first time in his life that business being unemphasized." It's the people that make happen the way and the way of doing, and that makes the business.

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**Keywords:**  
**Stressors/Strains:**  
**DOI: 10.1002/ajm.10000**

[illegible]

1. **Introduction**  
 2. **Methodology**  
 3. **Results and Discussion**  
 4. **Conclusion**  
 5. **References**

**Other major transportation facilities and programs** trying to find some financial solutions to get out from federal construction project of the program for more interest in design-build. There are the state (2006).

The process was partly painful, and we could understand the little group's response in need of dialogue as a consequence of its failure in building a new one. They were also to thank us for our specific financial and technical assistance in our efforts to change ourselves.

The Trusts would not have been able to prosper and their income would be excessive had the Business Development Group, the one in charge of the corporation with respect to the Trusts, been able to obtain a license to develop all the building of two hotel new hotels, in addition to the Trusts. The Trusts group would not have been needed there nor for the completion of the necessary work on the entire first portion of our property. Thus, the Trusts group will be under the control of the Trusts. This gives us the ability to be in complete control of the project to ensure that it is fully funded and that business is continuing to be made.

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[illegible]

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