



2022 ANNUAL REPORT

OUR ACTIVITIES & ACCOMPLISHMENTS



PRESENTED BY
THEMIS KOGA

PRESENTED BY
CCD BOARD OF DIRECTORS

WWW.CCDBUSINESS.ORG

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CCD SUMMARY

This report provides a summary of CCD's activities and accomplishments for July 2021 - June 2022.

The Board of Directors of CCD Business Development Corporation are pleased to submit our annual report for the fiscal year ending June 30, 2022. This report makes CCD's first year of providing facilities and innovative financing opportunities to small businesses and assisting our small communities and special districts with our many community and economic 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 thought staff guided by an Executive Director. CCD serves as the "Federal Economic Development District" 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 work in conjunction with conventional financial institutions to provide lending for businesses that could otherwise not have access to high-quality financial resources.

CCD is a nonprofit organization that works to support local communities and small businesses to increase regional resiliency.

CCD is a mission-based lender, committed to the community not just financially but friendly. As our growth, we see our vision expand on economic development activities for the communities we serve.

We have been helping communities and businesses for over 50 years. Listening, understanding and getting you the resources you need.

CCD believes the success of one leads to the success of others. We do this work because our communities matter.

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:

It is a true honor and pleasure to thank you for the opportunity to serve as child board chair for this year and most recent years. I have continuously been impressed by the professionalism and dedication of the staff and most of all, the extraordinary members of the organization supporting the child mission. The amazing personal development, maturity, teamwork, support, and enthusiasm and embrace the quality of life for all in the region!

Our team continues to strive to ensure that a global perspective is necessary to create opportunities for children doing everything they can to help economically, strategically, and with solid leadership. Whether it is support for projects or technical assistance on projects, child is working hard for those that are struggling to survive.

As many of you know, "what is next?" We are continuing to build into another exciting year, and I am confident that you have a future that is bright and full of opportunities and opportunities. The perspective has taught us many lessons, including to be flexible and positive, and to be ready for anything. The children's child will be ready and continue to help businesses and others to be successful.

Thank you to the staff for being so positive to work with and thank you for the child mission for giving the most valuable gift of all your time.

Thank you to the next chapter!

Respectfully,



Jessica Anglin



JULY 2021-JUNE 2022

BOARD OF DIRECTORS

COOS COUNTY

John Rowe

State Treasurer Office
Redding, Oregon

Bridget Caplanick

City Manager
Redding, Oregon

Glenn Mueller

Mayor
Redding, Oregon

William Jellison

County Board
Redding, Oregon

Ray Hawley

Redding, Oregon
Public Works &
Engineering

Scott Williams

City Administrator
Redding, Oregon

Samuel Smith

City Administrator
Redding, Oregon

Justin Reynolds

Board of Directors
Redding, Oregon

Glenn Smith

Board of Directors
Redding, Oregon
Board of Directors

CURRY COUNTY

David Baker

City Council
Curry County

Jeff Miller

City Administrator
Curry County

Shirley Lee Clarke

Mayor

Norman Williams

Board of Directors
Curry County

Bob Smith

Mayor

David Williams

County Administrator
Curry County

David Smith

Board of Directors
Curry County

Glenn Smith

Board of Directors
Curry County

DOUGLAS COUNTY

David Baker

County Board
Douglas County

Tim Allen

County Board
Douglas County

Samuel Smith

City Administrator
Douglas County

Norman Williams

City Manager
Douglas County

Bob Smith

County Board
Douglas County

Sam Smith

County Board
Douglas County

David Williams

City Administrator
Douglas County

Glenn Smith

County Board
Douglas County

Jeff Williams (St. George)

City Board
Douglas County

David Williams

County Board
Douglas County

Jeff Smith

City Board
Douglas County

Jeff Smith

County Board
Douglas County

Sam Smith

County Board
Douglas County

Samuel Smith

City Board
Douglas County

JULY 2021-JUNE 2022

OFFICERS & COMMITTEES

BOARD OFFICERS

Janice Riegler
Chairwoman

Facilia
Non-Executive
Independent

Samuel Williams
Executive
Independent

Chris Baker
Executive
Independent

EXECUTIVE COMMITTEE

William Collins
Executive

Janice Riegler
Executive

Samuel Williams
Executive

Barry Brown
Executive

Jeff Hagan
Executive

Barry Williams
Executive
At-Large Member

Kenneth Davis
Executive
At-Large Member

Facilia
Independent

LOAN COMMITTEE

Bridget Goodrich
Executive

William Collins
Executive

Kenneth Davis
Executive

Jeff Williams (At-Large)
Executive

Barry Brown
Executive

Barry Williams
Executive

Sharonne White
Executive

Jeff Hagan
Executive

Barry Williams
Executive

Jeff White
Executive

BUDGET COMMITTEE

William Collins
Executive

Kenneth Davis
Executive

Barry Brown
Executive

Samuel Williams
Executive

Tim Allen
Executive

Sharonne White
Executive

NOMINATING COMMITTEE

William Collins
Executive

Barry Brown
Executive

Bill Allen
Executive

DEI COMMITTEE

Thomas Hays
Executive

Dyan Spivey
Executive
Manager

Janice Riegler
Executive

Will Messenger
Executive

Jeff Howell
Executive
Manager
Director

MEET THE CCD TEAM



Theresa Hays
Executive Director
Northside Northside



Ryan Hughes
Assistant Manager for
Northside Northside



Brianna Brannock
Assistant Manager
Northside Northside



Jean Brunditt
Assistant Manager
Northside Northside



Heidi Weidner
Assistant Manager
Northside Northside



Karen Feltus
Assistant Manager
Northside Northside



Scott Wilson
Executive Director
Northside Northside



Kimberly Hall
Assistant Manager
Northside Northside



Taylor Givens
Assistant Manager
Northside Northside



Michelle Kaine
Finance & Human Resources Manager
Northside Regional Office



Michelle McManus
Cost Accounting Manager
Northside Regional Office



Vanessa Rodriguez
Cost Accounting Staff
Northside Regional Office



Gerald Rodriguez
HR Manager, Office
Northside Regional Office



Juan Hernandez
HR Manager, Office
Northside Regional Office

OUR VISION:

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

OUTGOING TEAM MEMBERS



John Long
Executive Director of CDD
November 2007 – June 2018

John was a RISE Participant who provided additional capacity on several CDD projects from September 2016 – June 2018. The RISE program is a grant awarded by Rural Innovations (RI) is an AmeriCorps program administered through the University of Georgia Community Service Center. The mission of the RISE Program is to increase the capacity of rural communities to improve their economic, social, and environmental conditions through the recruitment of trained graduates (volunteer students and staff) to communities for 10 months.



Nancy Smith
Executive Director of CDD
November 2007 – October 2017

They started working for CDD as a Senior Community Development Coordinator. In this role, she worked with our existing community and economic development opportunities in Cass, Coffey, and Douglas counties. She worked with Federal and State agency representatives to promote a partnership approach to addressing regional community and economic development issues. She worked on many projects throughout our region involving our counties, cities and special districts.

In August 2016, Nancy was promoted to the Community Development Director. In this role, she provided direct oversight of CDD's Community and Economic Development Department. She provided supervision of the department staff, grant writing, project development, and grant administration of RISE, CDD's RISE, RISE, and CDD's grant to different municipalities.

They was well-known and liked throughout our region and with our regional partners. CDD wishes her all the best with her next chapter in life.

JULY 2021-JUNE 2022

STRATEGIC GOALS

- Continue Building Toward a Sustainable Operations/Budget
- Increase Awareness of CCO's & Regional Programs & Services (RESCUE/RE)
- Maintain 90% increase in FEMA Risk Loss Approvals and Funding
- Implement a Business Outreach Program to mitigate Risk associated with COVID-19
- Complete a Disaster Recovery & Resiliency Economic Plan... (Economic Development Planning Office)
- Maintain Outreach to the Region's Communities & Special Districts to identify Potential Resiliency Mitigation and Economic Recovery Projects
- Continue to work with the Local, State, and Federally and COVID Recovery Planning Office
- Establish a Marketing Program/Procedure to utilize updated Forms
- Increase Reliance on Local Senior Residents to increase Data Accuracy & Resiliency, Employee Accessibility and Efficiency
- Continue to assist our Communities to Rebuild with Current and/or New Project Planning & Development

"SUCCESS IS WHERE
PREPARATION
& OPPORTUNITY MEET"

- BOBBY LINER

ACCOUNTING DEPARTMENT OVERVIEW

Based out of the headquarters office in Houston, the HR Accounting Department within CCL is growing along with the organization. While the department started out during the lifetime of CCL under current leadership it has grown from a single person role to three staff members. The Accounting Manager/Assistant Manager oversees the department, but the true work is done by Brianne Hartman our Accounting Manager/Assistant Manager herself our recently added Accounting Technician. As CCL grows our services and staff the HR Accounting Department's responsibilities increase in that we are tracking more laboratory related programs than ever before, and greatly working with the support staff in CCL's today.

During the recent growth the need for stronger administrative support structure for our staff has become apparent. With the addition of a third full-time staff member we are expanding the department to be better able to respond to staff, client and vendor needs as well as gain and develop ways to streamline tasks and provide better cost tracking and financial reporting as staff is able to develop new and improve upon existing processes. HR Accounting is how to help facilitate CCL's ability to provide services to our various clients, and make CCL's staff life a little easier.

Thank you

Bryan Myers
CCL Business Development
Accounting Manager/Assistant Manager



FUNDING COST SOURCE BREAKDOWN

Services Revenue

Loan Revenue	\$	\$1,000.00
Residential Development Services Revenue	\$	\$1,000.00
Admin Services Revenue	\$	\$1,000.00

Grant Revenue

Operational Grant Funding	\$	\$10,000.00
Pass-through Grant Funding	\$	\$10,000.00
Grant Writing	\$	\$10,000.00

Other

Miscellaneous Income	\$	\$10,000.00
	\$	\$10,000.00

Services, Supplies and Consulting Costs	\$	\$10,000.00
Personnel Costs	\$	\$10,000.00
Capital Gains	\$	\$10,000.00
Grant Distribution	\$	\$10,000.00
	\$	\$10,000.00



Funding Sources

- Loan Revenue
- Residential Development Services Revenue
- Admin Services Revenue
- Operational Grant Funding
- Pass-through Grant Funding
- Grant Writing
- Miscellaneous Income



Funding Costs

- Services, Supplies and Consulting Costs
- Personnel Costs
- Capital Gains
- Grant Distribution
- Miscellaneous Income

FUNDING COST SOURCE BREAKDOWN WITHOUT PASSTHROUGH

Services Revenue

Loan Revenue	1	\$14,000.00
Residential Development Services Revenue	1	\$1,000.00
Admin Services Revenue	1	\$1,000.00

Grant Revenue

Operational Grant Funding	10	\$62,750.00
Grant Writing	10	\$1,000.00

Other

Miscellaneous Income	10	\$1,000.00
	10	\$1,000.00

Services, Supplemental Funding Costs	10	\$50,000.00
Personal Costs	10	\$1,000.00
Capital Funding	10	\$1,000.00



Funding Cost Sources

- Loan Revenue
- Residential Dev Services Revenue
- Admin Services
- Operational Grant Funding
- Grant Writing
- Miscellaneous



Funding Cost Breakdown

- Services, Supplemental Funding Costs
- Personal Costs
- Capital Funding

FINANCE DEPARTMENT OVERVIEW

FY 2021-2022

After a tumultuous year with COVID Business Development Department (BDD) I was flown through financial services in February and joined the team officially September 1, 2020. From day one my first job was to get the current financing techniques to Business Finance Manager.

The Finance Department continues to be a big part of the impact that makes our region, which includes the entire state of Oregon for our BDD Area Program. From lending programs from an economic development and education. These lending programs provide services unique for small businesses that otherwise they typically for business financing. Over the years business development team through our various lending programs lending over \$100 million in small business and over \$400 million in large fields. These BDD team have also collected over 100 jobs.

A few highlights from the Finance Department over the last year:

- Approached and secured two loan projects totaling over \$10 million in direct funds to Oregon small businesses.
- Approached and secured financing over \$100 projects totaling over \$10 million in direct funds to our region small business (from a variety of sources)
- We also negotiated and closed over a million dollars in direct grant funding to establish a new financing loan fund.
- Finance Department co-facilitated meetings nationwide, BDD, various etc.
- Finance Department participated in all meetings including with staff, partner and program meetings.
- BDD established a relationship with local business Finance Development Unit (BDDU) working with loan packaging and working with a staffing business.
- Fully working partners were located in Sacramento, Portland, Oregon however that located in Sacramento, Portland and also other new city located in Sacramento, Portland and then continue to build on our previous marketing and packaging relationship to build more working the BDDU loan portfolio.
- Finance Department about what the new financing techniques to our team.

As the Business Finance Manager I was brought into the field on loan and working various other my first experience with growth understanding, credit planning and was part of an interview panel for the national representative in their month lending program which opened my eyes to see with the business world and community finance offer which was a fantastic experience in their May for 10 years!

Working from day 1 has been working with BDDU and support all programs and services to meet the needs of small businesses throughout our region. I am always excited with the department moves with our small business team which is now a team effort and a BDDU team effort.

Respectfully submitted,



Business Finance Manager



FINANCE DEPARTMENT

51 YEARS OF LENDING

CCC Business Development Corporation (CCC) began its journey in 1971, and since then we have been helping small businesses start and expand throughout our region. CCC continues to provide access to capital for small businesses and support information/resources.

LOAN PROGRAM	LOANS FUNDED	JOBS CREATED/ RETAINED	ECONOMIC IMPACT
SBF ADV	276	1,307	\$20,624,779
CCDFP	273	1,700	\$20,943,966
TOTAL	549	3,007	\$41,568,745

2022 BY THE NUMBERS

As a mission-based, non-profit lender, we partner with the U.S. Small Business Administration and community banks/credit unions to assist in providing needed capital to small businesses in our region. CCC lending options include the SBA 7(a) loan Program, Oregon Business Development Fund and Revolving Loan Funds.

LOAN PROGRAM	LOANS APPROVED/FUNDED	JOBS CREATED/ RETAINED	ECONOMIC IMPACT
SBF ADV	21	126	\$274,000
CCDFP	9	23	\$1,661,000
TOTAL	30	149	\$1,935,000

FUNDED SBA 504 LOAN PROJECTS



All Pro Machine, LLC

100 20th Street

Springfield, MA 01102-1200

(413) 735-1000

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



Exponent Holdings, LLC

100 North First Performance

1000 W. Stephens St. Ste 100

Reading, MA 01069-1000

(603) 675-6100

exponent.com



BP LLC

One Hope Community of Albany LLC

100 North Albany Wellness Center

1000A Avenue 28

Albany, MA 01702

(508) 488-2000

onehopecommunityofalbanyma.com

FUNDED SBA 504 LOAN PROJECTS



Jacaranda Real Estate Investments, LLC

aka: Jacaranda Real Estate, LLC
128 West 7th Avenue
Eugene, OR 97401
(503) 246-8742
jacarandarealestate.com



Navidi Investments, LLC La Spa Medical Spa, LLC

aka: La Spa Medical Spa, LLC
2001 SW 50th Ave.
Beverly, FL 33428
(888) 724-6884
navidimedicalspa.com



Point Break Properties, LLC Dog Heart Coast, LLC

aka: Dog Heart
1014 US 6, Panama City
Panama, FL 32401
(904) 888-1787
rubyspointbreak.com

FUND REVISING

LOAN FUND PROJECTS



**Azimutl Directional
Drilling, Inc.**
18758 Burton Avenue
Houston, TX 77058
(281) 441-0000



Express Coffee Inc.
12614 Green, Ste. 2
Houston, TX 77040



Magdalen's on Jackson, Inc.
29 62 Jackson Street
Houston, TX 77002
(281) 944-2287



Custom Plus Inc.
18416 Knight Body Shop
18416 Knight Street
Houston, TX 77058
(281) 441-1662

FUNDING REVOLVING

LOAN FUND PROJECTS



Umquam Community
Development Corporation
260 Northmain Street
Ugashik, AK 99581
(907) 422-1800
www.umcdev.org



Peltopops Construction, LLC
200 S. 20th Street
Bellingham, WA 98225
(360) 361-1920
Peltopopsconstruction.com



Canary Group
Enterprises, LLC
2600 26th Street
100 W. Christian Street
Blythe Creek, CA 95827



Rosaell's Fishing Company, Inc.
18000 Skunk Creek Lane
Bellingham, WA 98226
(360) 661-1000
Rosaellsfishingcompany.com

ECONOMIC DEVELOPMENT DEPARTMENT

OVERVIEW

The Economic Development Department was established in February 2018 to provide oversight and coordination of economic development in the region. The department supports entrepreneurs, small business, minority-owned businesses (MBEs), and 8(a) s, veterans, disabled women and the economically disadvantaged municipalities, and nonprofits in Cook, DuPage and Sangamon counties. This includes providing expertise in financing applied research, workforce relations, and technical assistance through strategic investment in the community to enhance the local economy. The Economic Development Department works with CCOs, Community Development Corporation and Finance Department, as well as local and regional partners to support collaborative strategies.

Primary Services

- Economic Recovery Initiative (ERI)
- Comprehensive Economic Development Strategy (CEDS)
- Technical Assistance
- Project Development
- Grant Administration/Testing

Current department staff members include (left to right):

Economic Development Director, Matt Teale; Technical Assistance Coordinator, and Taylor Lindsey, Economic Development Technician.



ECONOMIC RECOVERY INITIATIVE (ERI) PROJECT

Economic Recovery Initiative (ERI) GCSO's Economic Recovery Initiative was a six-month project that focused on the regional economic recovery in response to the COVID-19 pandemic. Project goals are to bring resources to the region during these challenging times and create a long-term recovery plan to strengthen the region when facing future disasters.

The ERI just completed Stage 1 at the initial feasibility, which is the first stage of the two-year project. Stage 1 utilized the results from a Stage 1 stakeholder survey and implements the top-ranking action items from said survey theme. To accomplish this, GCSO Business Development Corporation partnered with our community stakeholders to determine appropriate tools, champions to lead the charge, and create measurable work plans/dates for completion. The team is currently drafting a final progress report with the expectation that it will be public facing in September 2020.

One exciting result from the ERI was the launch of a Community Welcome Partnership specific to Douglas County. Designed with thought of stakeholder meetings, was comprehensive from the Steering Committee for the new website. The Steering Committee is comprised of 11 members representing localities (Gainesville, Elbert, Windsor, State, Oakland, Peachtree, Peachtree Corners, Marietta), officials of the municipality, business, nonprofit sectors. An online collaborative brainstorming session was held to make ideas and ideas tangible. The official group name is Connect Douglas County Georgia and the website domain is located at www.connectdouglastexas.org.

"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."

CCDC applied the seed received a 6-month pilot of CCDC for Recovery Leadership Planning (RLP) to support economic recovery and wellbeing in our region in response to the COVID-19 pandemic.



Stage 1: all stakeholders and local businesses were surveyed to develop a list of strategic and financial documents September 2020 - May 2021

Stage 2: all stakeholders were interviewed to learn to understand the results of Stage 1 findings. Progress report submitted to the EDC May July 2021

Stage 3: Stakeholders will use strategic priorities within each key theme, champions identified, and work plans created December 2021

Stage 4: Champions and leadership teams assess the top priorities within each key theme. Final report submitted to the EDC January May 2022

WHAT'S OUR MISSION?

1. Supporting businesses for strategic vision and innovation
2. Monitoring and developing a healthy workforce
3. Funding for small businesses and large scale projects
4. Promoting government strategy, financial and collaboration
5. Creating networks managing throughout the region



ECONOMIC DEVELOPMENT DEPARTMENT PROJECT HIGHLIGHTS

LIBERTY THRUST



The Liberty Thrust... is a community-driven economic development organization that is focused on helping small businesses grow and thrive in the Liberty Thrust area. The organization provides a variety of services, including business development, marketing, and financial services, to help small businesses succeed.

CONNECT DEVELOPMENT DESIGN



For more information on any of our projects, please contact us at info@connectdevelopmentdesign.org.

WILLOW



Willow is a community-driven economic development organization that is focused on helping small businesses grow and thrive in the Willow area. The organization provides a variety of services, including business development, marketing, and financial services, to help small businesses succeed.

CEDS PROJECT UPDATE

Comprehensive Economic Development Strategy (CEDS): CDE is required by statute to maintain a CEDS in order to qualify as an Economic Development Director (EDD) for Oregon. CDE works with public and private entities including this community which includes an inventory of possible projects, needs, and ideas in a formal and agreed-upon way.

CEDS is currently in Stage 3 of a four-stage project. Stage 3, which was just completed, used the findings from the December assessment survey to create a first draft of a CEDS analysis. Four CEDS teams developed and then encompassing the overall region and these separate efforts, representing the counties served. On Executive Committee meeting was held in March, and three county-specific meetings were held in April. County-specific meetings were held to deepen our understanding of the assets and opportunities in each area. Industry-driven meetings were held in May. We are now in the process of refining the CEDS with stakeholder feedback from these sessions. In July, all stakeholders have had the opportunity to provide direct feedback on the CEDS process. Stage 4 includes studying the final CEDS report with stakeholder meetings occurring as needed. Once completed, the CEDS report will be published. The CEDS website will be launched for public comment.

CEDS PROJECT TIMELINE

Nov-Dec 2020

Survey in entire region

- CEDS assessment survey conducted to gauge and understand a CEDS survey
- CEDS survey asks a different and unique set of responses from stakeholders
- Initial survey report was created highlighting the strengths, weaknesses, opportunities and threats of the area

Jan-April 2021

CEDS assessment and County Breakouts

- Findings from the initial survey will be presented to Representative committees along with a framework and other CEDS examples
- County specific meetings with stakeholder conducted for needs and vision of each area
- CEDS will be created based on the feedback of the meetings

May 2021 - April 2022

Refining the CEDS Report

- CEDS reports created with stakeholder meetings occurring as needed
- Stakeholders legal reported to the CEDS website with all completed public comments

May-July 2022

CEDS Finalization

- CEDS report reviewed, approved and published
- CEDS report is available on CEDS website
- The CEDS will be launched on the website

Operational Vision Information:

Let's Grow It! (letsgrowitbusiness.org) - **Grow the Future!** (growthebusinessofthefuture.org)

COMMUNITY DEVELOPMENT DEPARTMENT OVERVIEW

100% 200% 300% 400% 500% 600% 700% 800% 900% 1000%

With only 1,000, the Bostwick/Bostwick Group LLC has successfully closed on two projects and completed one construction contract. Within the next several years, instead of the projects awaiting to be built, Bostwick says:

Throughout this article we will be using the control within the structure of the model. Roughly speaking, the property that these points in fact is non-increasing, which means that there is a generalised but only the increase of interest when costs, but not supply, then means that non-increasing damage. Values of these damage are generally non-increasing compared to the cost that is paid, and the required additional compensation below additional up to increasing the costs for the property and the cost.

[illegible]

The last result is the need to discuss the *Phrynosoma macleayi* (J.B. Phipps) distribution. Although the *Phrynosoma macleayi* was found in several of the study sites, the species was relatively uncommon. However, it is a hardy species for the Sonoran Desert, and it is not uncommon to find it in the Sonoran Desert. The species was found in the Sonoran Desert, and it is not uncommon to find it in the Sonoran Desert. The species was found in the Sonoran Desert, and it is not uncommon to find it in the Sonoran Desert.

In February 1999, they visited 100000 to 120000 visitors annually, and, although they were not permitted to see the breeding development, they did produce 100000 visitors. They provided the following information about the park and the conservation of the park and the park's future plans:

Send this eForm, and send a big THANK YOU to the FTS Board
if possible for your suggestion within 100 days. (Thank you, anyway!)
(mailto:fts@fhs.org)

Wang, Y. and Wang, Y. 2010. *Journal of Environmental Management*, 91, 1031-1037.

100% 100%



COMMUNITY DEVELOPMENT DEPARTMENT PROJECTS

UNEP administers the regional offices in Europe, North Africa and Middle East, and the regional headquarters in South Africa. UNEP provides an annual planning cycle to help the third sector studies the department to provide technical assistance, project development, project implementation, setting and implementation services to agencies in the third sector. During 2003, UNEP has been a part of the following projects: water conservation for small projects, water conservation, and for the control of the hazardous substances.

<p>Author(s) Journal DOI</p>	<p>doi:10.1016/j.sbspro.2011.05.001 doi:10.1016/j.sbspro.2011.05.001</p>	<p>Volume Issue</p>	<p>Project description Completed November 2011</p>
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100%

<p>100% OFFSHORE 100% FINANCING</p> <p>100% OFFSHORE 100% FINANCING</p>	<p>100% OFFSHORE 100% FINANCING</p> <p>100% OFFSHORE 100% FINANCING</p>	<p>100% OFFSHORE 100% FINANCING</p> <p>100% OFFSHORE 100% FINANCING</p>	<p>100% OFFSHORE 100% FINANCING</p> <p>100% OFFSHORE 100% FINANCING</p>
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100

Stephen Young	First Vice-President through term completion	2010/2011	Project Underway
Christopher	Executive System Development Project	2011/2012	Completed Groundwork 2011
Barbara	Senior Vice Mayor by Term Completion	2010/2011	Completed Groundwork 2010
Michael	Regional Water Institute	2011/2012	Project Underway
City of Houston (Former Douglas)	2010 for Houston Museum of Natural Science	2010/2011	Project Underway
City of Houston (Former Douglas)	2010 for Houston Museum of Natural Science	2010/2011	Completed Groundwork 2010
Walter Cook	2011 Houston Community - Learning to	2011/2012	Completed Groundwork 2011
Michael	Houston Public Health Commission Project	2010/2011	Completed 2010
Michael Michaelson	New Houston Area	2010/2011	Project Underway

Measurement category	Real-time data requirements	Inputs	Computation/forecasting step
Real-time data requirements Real-time data requirements			

COOS' is the Enterprise Zone Manager for all Oregon Enterprise Zones, in Coos, Curry and Douglas Counties.

What is a zone incentive? It is a tax credit for building and hiring in an enterprise zone. Businesses receive a maximum 10% local property tax credit over 10 years and equipment tax credits that year that add up to five years in the standard program. The incentive program is one of several that Business Oregon has that can attract business investment, expansion, and new businesses.

For the current Enterprise Zone years, below is the total investment and new resident employees for the zones in the past year:

	Amount of Investment	New Employees	Related Employees
COOS COUNTY			
Highland II	\$1,000,000	10	0
Highland Valley II	\$1,000,000	10	0
Coos County East			
Northwest Enterprise Zone	0	0	0
CURRY COUNTY			
Curry County II	0	0	0
Curry County II	0	0	0
DOUGLAS COUNTY			
North Douglas II	\$1,000,000	0	0
North Douglas II	\$1,000,000	0	0
North Douglas II	\$1,000,000	0	0
North Douglas II	\$1,000,000	0	0
Curry County East			
Northwest Enterprise Zone	0	0	0

**TOTAL PROJECT
INVESTMENTS**
\$10,444,000

**TOTAL NEW
EMPLOYMENT**
390

**TOTAL RELATED
EMPLOYMENT**
867

COMMUNITY DEVELOPMENT DEPARTMENT
INFRASTRUCTURE PROJECTS

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This report contains confidential and proprietary information of the National Health Service. It is not to be distributed outside the project team. The project will remain confidential and the results will not be published. The project will be completed by 2020.

DIFFERENTIAL EQUATIONS - THEORETICAL AND APPLIED
 COURSEWORK AND RESEARCH IN DIFFERENTIAL EQUATIONS

[illegible]

CITY OF CHANDLER - SEWAGE TREATMENT CONSTRUCTION, PHASE 2



The City of Chandler will now see their treatment plant construction completed and operation. Addition of construction better infrastructure, treatment facilities, and projects will provide better water treatment to the community. The city has been successful in completing this construction project and for being the best design, build, operate, and maintain project. The project was a success in many ways.

CITY OF SUE WALKER - SUE WALKER WATER TREATMENT PLANT



The city of Sue Walker will now see their treatment plant construction completed and operation. Addition of construction better infrastructure, treatment facilities, and projects will provide better water treatment to the community. The city has been successful in completing this construction project and for being the best design, build, operate, and maintain project. The project was a success in many ways. The city has been successful in completing this construction project and for being the best design, build, operate, and maintain project. The project was a success in many ways. The city has been successful in completing this construction project and for being the best design, build, operate, and maintain project. The project was a success in many ways.

WINDYBUSH-DALLARD WATER DISTRICT – HOW THEIR WATER STAYS



Windystash's existing raw water lines will continue supply raw water to their regional water treatment plant and a new long-term water supply will be built that raw water treatment plant. Windystash is their raw water treatment plant water company. It will collect, collect the applications of the raw water supply, and treatment of the raw water supply. Windystash will also collect, collect the raw water supply. Windystash will also collect, collect the raw water supply. Windystash will also collect, collect the raw water supply.

The project consists of collecting a raw water supply. Windystash will collect, collect the raw water supply. Windystash will also collect, collect the raw water supply. Windystash will also collect, collect the raw water supply. Windystash will also collect, collect the raw water supply. Windystash will also collect, collect the raw water supply.

SOURCE ONE DIRT WITH DOUGLASS COUNTY

– FOOD WASTE REDUCTION THROUGH WINDYBUSH



Source One is a food waste processing plant. It will collect, collect the raw water supply. Windystash will also collect, collect the raw water supply. Windystash will also collect, collect the raw water supply. Windystash will also collect, collect the raw water supply. Windystash will also collect, collect the raw water supply.

The project is a food waste processing plant. It will collect, collect the raw water supply. Windystash will also collect, collect the raw water supply. Windystash will also collect, collect the raw water supply. Windystash will also collect, collect the raw water supply.

COOS COUNTY DEMOGRAPHICS SUMMARY

POPULATION

With a large portion of its community in the unincorporated portions throughout the state of Oregon and other counties, Coos County's population has been relatively steady with about 16,000 people. Coos County's population is 16,000 people and 16,000 people.

MEDIAN INCOME

Coos County's median household income is \$34,000. Coos County's median income is slightly more than Coos County's median income (\$34,000) and Coos County's median income (\$34,000) is slightly more than Coos County's median income (\$34,000).

RACE & ETHNICITY

The largest race/ethnicity group in Coos County is White (60.0%) followed by Hispanic (10.0%) and Black (10.0%).

MEDIAN AGE

Coos County's median age is 34.0 years old.

CURRY COUNTY DEMOGRAPHICS SUMMARY

POPULATION

With a large portion of its community in the unincorporated portions of the state of Oregon and other counties, Curry County's population has been relatively steady with about 16,000 people. Curry County's population is 16,000 people and 16,000 people.

MEDIAN INCOME

Coos County's median household income is \$34,000. Coos County's median income is slightly more than Coos County's median income (\$34,000) and Coos County's median income (\$34,000) is slightly more than Coos County's median income (\$34,000).

RACE & ETHNICITY

The largest race/ethnicity group in Curry County is White (60.0%) followed by Hispanic (10.0%) and Black (10.0%).

MEDIAN AGE

Coos County's median age is 34.0 years old.

DOUGLAS COUNTY DEMOGRAPHICS SUMMARY

POPULATION

With its six cities, Douglas County is the 28th most populous jurisdiction in the State of Virginia and sixth smallest. Northbrook is Douglas County's largest. Northbrook County with 140 employees and Bristol County with 104,000 people are right behind you.

RACE & ETHNICITY

The largest Douglas County racial/ethnic groups are White, growing followed by Hispanic (Latinx) and Asian or Asian/Pacific.

MEDIAN INCOME

County Median Household Income for Douglas County households was \$38,000. Douglas County households made slightly more than those in Northbrook County and much less than those in Northbrook County. Only 20% of Douglas County households is poverty.

MEDIAN AGE

Median age for Douglas County households is 37.6 years of age.



ECONOMIC DEVELOPMENT PARTNERS

ORCA's longstanding partnerships with other economic development organizations, as well as, the many other regional organizations and institutions are integral to our region's success. Our collaborations and unified commitment to the region continues to create and build upon a stronger foundation for the region. These are the partners that help us maximize impact.

Economic Development Administration
www.eida.gov

Department of Environmental Quality
www.deq.wa.gov deq.wa.gov/index.aspx

Oregon Business Development Department
www.opdd.state.or.us

United States Department of Agriculture
www.usda.gov

U.S. Small Business Administration
www.sba.gov

**National Association of Development
Companies (NADC)**
www.nadc.org

**SCORE
Business Mentoring and Education**
www.score.org

State Council of Governments
www.socg.org

**Oregon Council West Council of
Governments**
www.wcog.org

West Hillsboro Valley Council of Governments
www.wvcog.org

**SCORE
Snohomish**

Oregon Economic Development Partnership
www.oedp.net/partnership

South Coast Development Council (SCDC)
www.scdc.org

Small Business Development Center (SBDC)
www.sbdcwashington.com/en/sbdc/western-oregon/

Port of Astoria Economic Development Fund

Oregon Regional Initiatives Team

Oregon Economic Development Districts

Clatsop County and Clatsop Counties

Clatsop, Clatsop, Tillamook and Special Districts

Clatsop County Chamber of Commerce

TESTIMONIALS

the typical early on investor or change investment, etc.

We've received several thousand thank you's and thank yous from the Boarding, HR and working with HR has been very rewarding for us.

We have been completely satisfied, both with our unique combination of service and with efficient boarding and also our pleasant integrity of business and community development.

We went through many difficult months trying to secure the resources needed for our plans. It was very frustrating and we were almost ready to give up.

HR was able to take a highly skilled and motivated student and create a realistic potential with an open mind, allowing us a capital solution to fund our business model where we also could not afford.

The confidence that we all have in HR and knowledge, and we are glad to have them in our community and in our company. (J)

One thing that I think you should know is that if you don't think they can help you, they will say so. But if you do think they can help you, they will say so. But if you do think they can help you, they will say so. But if you do think they can help you, they will say so.

Without their help, the change investment would have been very difficult. The investment was very difficult, but we were very grateful to have them able to work with the experience.

Open Staff

Boarding - the change investment and

HR - the change investment and

HR - the change investment and

When the new owner of our business decided to sell, we were very happy, our options were open. We were very happy to see the business in the hands of a new owner, and we were very happy to see the business in the hands of a new owner. We were very happy to see the business in the hands of a new owner. We were very happy to see the business in the hands of a new owner.

We were very happy to see the business in the hands of a new owner. We were very happy to see the business in the hands of a new owner. We were very happy to see the business in the hands of a new owner. We were very happy to see the business in the hands of a new owner.

Open Staff

Boarding - the change investment and

HR - the change investment and



Our DEI Commitment:

CCC is committed to building and enhancing a positive impact on our communities, region, and state. This requires our team to reflect an equity and inclusivity as we can learn from the broadest perspectives. We recognize that race and gender are historical markers of diversity, especially in traditionally conservative communities; however, we further believe that diversity includes categories such as age, disability, nationality, intellectual perspective, socioeconomic background, religion, sexual orientation, and gender identity. Inclusion encompasses empowering the voice of all members of a community.



Business Development Corporation

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