



**Special Meeting of the Board of Directors**  
**Monday, September 23, 2024**  
**10:00 am—11:30 pm**

**Virtual Meeting Information**

Join Zoom Meeting: <https://us02web.zoom.us/j/81163693239>  
 Meeting ID: 811 6369 3239

One tap mobile  
 +16694449171,,81163693239# US

10:00—10:05a	<b>1. Welcome and Introductions</b>	Casey Garrett
10:05 - 10:30a	<b>2. Executive Director Transition</b>	Casey Garrett & Sarah Lu Heath <b>Action Item</b>
10:30 – 10:35a	<b>3. Banking &amp; SAM Resolution</b>	Casey Garrett <b>Action Item</b>
10:35 - 11:15a	<b>4. ColPac Business</b> <ul style="list-style-type: none"> <li>▪ August 8, 2024 Meeting Minutes</li> <li>▪ FY2024/2025 Budget</li> <li>▪ Review Internal Transition Plan</li> <li>▪ FY2024/2025 ColPac Work Plan</li> </ul>	Casey Garrett <b>Action Item</b> Sarah Lu Heath <b>Action Item</b> <b>Action Item</b>
11:25 - 11:30a	<b>5. Other Business/ Updates</b>	Members

Next Meeting:  
 October 10, 2024  
 Washington County - Banks Fire Station #13

**Attachments**

- 1) Executive Committee Memo re: Executive Director Transition
- 2) Banking Resolution
- 3) SAM Resolution
- 4) ColPac/NOEA August 8, 2024 Meeting Minutes
- 5) ColPac FY 2024/25 Budget
- 6) Loan Status Update
- 7) ColPac FY 2024/25 Work Plan

## **Executive Director Transition Recommendation Letter**

Dear ColPac Board Members,

Following the recent resignation of Executive Director Colin Cooper, effective September 13, 2024, the Executive Committee has convened and reached a consensus on the path forward. We recommend that the full ColPac Board appoint Sarah Lu Heath as the Interim Executive Director for a period of up to six months, subject to board approval at our special meeting on September 23, 2024.

The Executive Committee has identified the following key priorities for Sarah Lu during her interim tenure:

**1. Financial Management:**

- Engage a professional bookkeeping service to address ongoing financial management needs.
- Organize and reconcile existing financial records within QuickBooks to clarify the current financial status of the organization.
- Ensure the completion of the FY 2022 audit, which is nearing finalization.
- Procure auditing services to complete the FY 2023 audit and begin preparations for the FY 2024 audit.

**2. Operational Review:**

- Conduct an evaluation of the current Executive Director job description to identify any necessary revisions before recruiting a permanent replacement.
- Provide a clear report on the status of ongoing projects, grants, and other critical operations.

**3. Staffing and Leadership:**

- While in the interim role, Sarah Lu will be expected to manage day-to-day operations, including overseeing the staff and maintaining key stakeholder relationships.

The Executive Committee believes that these steps are essential to stabilizing ColPac's operations and positioning the organization for a successful recruitment of a permanent Executive Director. While we acknowledge the strengths Sarah Lu brings to the interim position, the recruitment process will remain open and competitive to ensure we identify the best possible candidate for the permanent role.

We appreciate the board's thoughtful consideration of this recommendation and look forward to discussing it in greater detail at our upcoming meeting.

Sincerely,

**ColPac Executive Committee**

Casey Garrett, Chair

Doug Olson, Secretary/Treasurer

Jerry Willey, Member at Large



# Northwest Oregon Economic Alliance

## Clatsop—Columbia—Tillamook Counties

### CORPORATE RESOLUTION OF SAM AUTHORIZED REPRESENTATIVES

The Board of NW Oregon Economic Alliance (NOEA), at its September 23, 2024 meeting, RESOLVED that Sarah Lu Heath, Interim Executive Director shall serve as the primary Point of Contact (POC) for SAM from September 23, 2024 until notified of any changes.

It was further RESOLVED that Lydia Ivanovic shall serve as an alternate Point of Contract for SAM.

Authorized Points of Contact are authorized to update SAM to reflect the following information for the organization (UEI: LP7SJXKE6TK3; CAGE: 6E2R7)

Physical Address:  
375 S 18<sup>th</sup> ST STE B1  
SAINT HELENS OREGON 97051

Mailing Address:  
PO BOX 1535  
ST HELENS OREGON 97051

All Other Account Addresses  
(Remittance/Taxpayer):  
PO Box 1535  
ST HELENS OREGON 97051

Financial Institution  
WAUNA FEDERAL CREDIT UNION (\*\*Account  
Number)

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Casey Garrett, Vice-Chair

### Certification

I hereby certify that this is a true and correct copy of the resolution presented and adopted by the NW Oregon Economic Alliance at a meeting duly called and held at the Tillamook Bay Community College at which a quorum was present and voted, that such resolution is duly recorded in the minutes, and the signatures are true and genuine.

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Doug Olson, Secretary Treasurer



## CORPORATE RESOLUTION OF AUTHORIZED BANKING SIGNATORIES

The Columbia Pacific Economic Development District (ColPac), at its September 23, 2024 meeting, RESOLVED that Sarah Lu Heath, Deputy Director shall serve as the authorized signers on bank accounts for ColPac from September 23, 2024 until notified of any changes.

It was also resolved that Sarah Lu Heath be issued a WAUNA Credit Card for business use from September 23, 2024 until notified of any changes.

It was further resolved that ColPac's Contracted Bookkeeper shall be authorized to have access to all information regarding ColPac financial accounts and to transfer funds between money market and checking accounts, but shall not be authorized as a check signer or to withdraw bank funds, until notified of any changes.

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Casey Garrett, Chair

### Certification

I hereby certify that this is a true and correct copy of the resolution presented and adopted by the Columbia Pacific Economic Development District at a meeting duly called at the Tillamook Bay Community College at which a quorum was present and voted, that such resolution is duly recorded in the minutes, and the signatures are true and genuine.

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Doug Olson, Secretary Treasurer

**Col-Pac EDD /NOEA Combined Board Meeting**

August 8, 2024

Hybrid (In Person & Virtual) Meeting

Astoria – Clatsop Community College

The following members and guests\* attended the meeting:

Casey Garret Liann Thompson Doug Olson Andy Davis Steve Wright John Walsh Liane Welch Marsha Kirk Frank Spence Scott Jorgenson Nate Stice Michele Bradley Natale Phelps* Paul Langer Betsy Johnson Brian Fawcett Sean Clark Kevin Leahy Amy Bynum Patrick McHugh Bill Jablonski	Tony Hyde Peter Brandom Heather DeStart Leon Telesmanich Patty Hawkins Jack Ficken John Nygaard Dave McCall Wes Cochran* Gustavo Guerro* Denise Lofman* Melanie Olson Mylesa Graper Jeff Wong Heather DeStart Terre Cooper Kathy Kleczek Wes Wooten Paul Vogel Rosemary Lohke
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**AGENDA ITEM-1 Welcome and Introductions**

- Commissioner Garrett brought the meeting to order and welcomed all those in attendance.

**AGENDA ITEM-2 NOEA Business**

- June 13, 2024, Meeting Minutes—Approved without comment
- June - July 2024—Financials were accepted with an objection from Betsy Johnson that she had asked for more information to fully understand the financials
- No additional NOEA Business.

### **AGENDA ITEM-3 Col-Pac Business**

- June 13, 2024, Meeting Minutes—Approved with no objections.
- June – July 2024 Financial Statements – Accepted with objection from Betsy Johnson said that she was disappointed that full year ends financial statements were not provided as requested at the last meeting. Executive Director Colin Cooper apologized that they had not prepared and was looking into hiring a bookkeeping service to be timelier.
- Special Meeting – After member discussion it was decided that a special meeting would be required due to the new meeting schedule to adopt a FY 24-25 budget at the federal fiscal year in September. ColPac staff will work with the Executive Committee to schedule a virtual meeting in September to adopt FY 24-25 Work Plan and Budget.
- Claudia Yakos was welcomed to the ColPac Board in recognition of the action taken by the Washington County Board of Commissioners approval of her nomination for the Western Washington County – Business Representative. Claudia expressed her excitement to join the ColPac Board and connect the communities of Cornelius and Forest Grove with the work that ColPac is doing.
- **Audit Update** –ColPac Executive Director Colin Cooper noted that progress was being made with the Auditor but noted we are still a year plus behind.

### **AGENDA ITEM-4 FEMA – Biological Opinion (BiOp) – Sarah Absher**

Sarah Absher, Tillamook County Community Development Director, provided a quick background on what the FEMA BiOp is and how it was a federal response to legal action taken by several environmental groups. In 2010, FEMA settled with the litigants by agreeing to consult regarding the effects of the National Flood Insurance Program (NFIP) in Oregon. FEMA in consultation with the National Marine Fisheries Service (NMFS) issued a Biological opinion (BiOp) in April 2016. The BiOp concluded that FEMA's implementation of the NFIP in Oregon jeopardizes species that have been listed as endangered.

In 2018 Tillamook County filed a lawsuit against implementation of the FEMA BiOp, which was dismissed because FEMA had not taken action to implement the BiOp. With the help of Representative Peter DeFazio the implementation timeline was extended by three years.

Sarah continued with a list of the key concerns:

- No regulatory basis for proposed requirements and FEMA has declined to go through rulemaking.
- FEMA appears eager to shift the burden to local branches of government in disregard to existing Oregon policies and laws.
- EIS has not been completed so it is unclear whether NMFS will accept FEMA's implementation plan.
- Communities that decline to adopt the new standards will be removed from MFIP, which results in:
  - Flood insurance will no longer be available in Oregon causing property owners to default on their mortgages, and
  - Communities will not qualify for federal disaster assistance.

Sarah continued by describing that on July 15, 2024 Oregon Counties received a letter from FEMA abandoning its prior commitment to complete the EIS before implementing any changes. The letter stipulated that communities in Oregon must select a PICM option by December 1, 2024. Sarah outlined

the three options and that communities must report to FEMA which option they chose no later than January 31 2025. She noted that FEMA would be releasing a “model ordinance” in the coming weeks. Sarah noted that these regulations will impact the cost of housing, economic development, and infrastructure.

#### **AGENDA ITEM-5 Initiative Petition 17 (Ballot Measure 118)**

Betsy Johnson described Ballot Measure (BM) 118 the “Oregon Rebate” in detail as a “massive tax on sales” that would drive up consumer prices in Oregon and will make Oregon less competitive. The proposal is to tax corporations that have over 25 million in gross revenue and redistribute the funds to every Oregonian regardless of need. Betsy described that the details leave significant opportunity for the legislature to make changes in BM 118 to increase the rate of the tax and reduce the amount of funds passed through to Oregonians. Betsy also noted that the Oregon Budget office has calculated that BM 118 would reduce the state’s general fund because BM 118 requires that people are indemnified from any loss in benefits caused by an increase in their household income.

Paul Vogel suggested that the ColPac opposition to BM 118 should be noted in a resolution that is sent to all of its partners.

Councilor Kirk asked Tony Hyde what he suggested for a strategy. Tony Hyde, Columbia County Member at Large, stated that said the BM needs to not just defeated but defeated soundly so the BM petitioners don’t simply come back in the next election cycle.

Betsy Johnson asked a few questions about the legal team that was supporting the Save our Flood Plains Collation. Mayor Wright said that we were caught off guard by this recent letter which will impact over 600 properties.

#### **AGENDA ITEM-6 Members Roundtable**

- Mayor Wright described some of the recent successes that Seaside is having with housing including the ribbon cutting of the new affordable housing project, development of workforce housing, and redevelopment of the high school site for housing.
- Frank Spence, Port of Astoria, described the potential impact of a recent decision by Home Land Security to not allow pre-screening for cruise passengers that which to disembark in Astoria. This change in policy is resulting in the cancellation of at least 3 Princess Cruise line stops. Currently the value of Cruise lines stopping in Astoria is approximately \$8 million dollars.
- Paul Vogel, Columbia County Economic Team described that they were very busy with business recruitment. Paul also described that OMIC had just taken ownership of an “atomizer” which can turn any metal into a powder.
- Claudia Yakos, Cornelius / Forest Grove Chamber Executive Director said they would like to have a SBDC in Western Washington County, and that they were unsuccessful in an effort to access HB 3410 funding. We are also joining in the opposition to BM 118.
- Amy Bynum, Columbia County Port, said they had finished there Strategic Plan and this summers work was focused on the Scapposse Marina Upland Project.
- Liane Welch, Mayor Bay City, described the recent Infrastructure Finance Board meeting.
- Tony Hyde, Columbia County At Large, emphasized that there is a short timeline to respond effectively to the FEMA BiOp. Tony also noted that SB 100 is over 50 years old and needs to be reevaluated.

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Casey Garrett, ColPac Board President

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Casey Garrett, NOEA Board Chair

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Drafted: Colin Cooper, Executive Director  
Recorded: Sarah Lu Heath, Interim Executive Director

DRAFT



**Columbia Pacific EDD Draft Proposed 2024-25 Budget**

ColPac EDD General Fund Budget	FY 2021-22 Approved Budget	FY 2022-23 Approved Budget	FY 2022-23 Actual		
			Received	Disbursed	Balance
Opening Balance	137,829	242,087			242,087
<b>Programs</b>					
Grant Mgmt/Admin	105,865	91,000	68,764	3,939	64,825
NWOTA	25,000	25,000	22,078	602	21,476
NOEA/NWACT	26,550	26,500	25,528	855	24,673
Special Projects & Loan Mgmt	50,000	7,000	20,276	331	19,946
<b>Programs Revenue Total</b>	<b>227,415</b>	<b>438,041</b>	<b>603,052</b>	<b>245,959</b>	<b>340,610</b>
<b>General Fund Revenues</b>					
EDA Partnership Planning	75,000	75,000	75,000	0	75,000
Membership Dues	18,750	18,750	18,750	0	18,750
Interest Income	100	100	600	0	600
Columbia Economic Team Payroll & Shared Expenses	4,080	5,000	369,988	364,645	5,343
<b>General Fund Total Revenue</b>	<b>97,930</b>	<b>536,891</b>	<b>1,067,390</b>	<b>610,604</b>	<b>456,785</b>
<b>General Fund Expenses</b>					
Payroll & Employee Expenses	(271,150)	(431,968)	0	420,466	(420,466)
Contract & Professional Services	(10,000)	(15,000)	0	30,626	(30,626)
Operational Expenses	(35,000)	(35,000)	0	34,673	(34,673)
<b>Total General Fund Expenses</b>	<b>(316,150)</b>	<b>(481,968)</b>	<b>0</b>	<b>485,765</b>	<b>(485,765)</b>
<b>Annual Totals</b>	<b>147,024</b>	<b>297,010</b>	<b>1,067,390</b>	<b>1,096,369</b>	<b>213,107</b>

FY 2023-24 Budget			FY 2024-25 Budget DRAFT		
Receive	Disburse	Balance	Receive	Disburse	Balance
		213,107			440,395
59,000	1,000	58,000	<b>867,645</b>	<b>753,000</b>	<b>117,145</b>
25,000	1,000	24,000	<b>25,000</b>	<b>1,000</b>	<b>24,000</b>
30,000	1,000	29,000	<b>30,000</b>	<b>1,000</b>	<b>29,000</b>
15,000	500	14,500	<b>57,532</b>	<b>68,275</b>	<b>310,257</b>
<b>389,490</b>	<b>30,990</b>	<b>358,500</b>	<b>980,177</b>	<b>823,275</b>	<b>480,402</b>
75,000	0	75,000	75,000	0	75,000
18,750	0	18,750	18,750	0	18,750
850	0	850	850	0	850
375,000	369,500	5,500	421,123	415,623	5,500
<b>469,600</b>	<b>369,500</b>	<b>100,100</b>	<b>515,723</b>	<b>415,623</b>	<b>100,100</b>
0	378,688	(378,688)	0	351,650	(351,650)
0	32,300	(32,300)	0	32,300	(32,300)
0	39,685	(39,685)	0	39,685	(39,685)
0	<b>450,673</b>	<b>(450,673)</b>	<b>0</b>	<b>423,635</b>	<b>(423,635)</b>
			Annual Revenue	Annual Expense	Annual Net
<b>859,090</b>	<b>851,163</b>	<b>221,035</b>	<b>1,495,900</b>	<b>1,662,533</b>	<b>(166,633)</b>
				<b>GF Ending Balance</b>	<b>273,762</b>

Borrower Name	Original Loan Amount	Current Principal Balance as of 9/15/2024	Total Interest Paid	Original Amount of Project	Loan Term (Months)	Loan Amortization (Months)	Loan Purpose	Source of other Capital in Project	Amount of Capital Contributed	City	County	# of employees (FTE equivalent) at time of construction	Est # of FTE created or retained from funding
Do Cool Things LLC (Obelix Beer Co)	\$223,000.00	\$208,774.70	\$14,892.25	\$1,273,224.04	12	120	Purchase of brewery manufacturing equipment, barning equipment and other brewery equipment; plumbing, electrical and HVAC improvements and operating expenses and brewery ingredients	Personal Financing & Private Investors	\$1,050,224.04	Astoria	Clatsop	2.5	9
Hug a Bubba Doggie Daycare (02)	\$24,000.00	\$5,231.49	\$1,079.59	\$213,000.00	12	120	Build a dog kennel facility - 8x12 pooltable building with plumbing, water, electricity, A/C/HVAC, etc.	Personal Credit Line	\$30,000.00	Scappoose	Columbia	6	6
Hug a Bubba Doggie Daycare (03)	\$159,000.00	\$101,502.75	\$26,507.65		12	139							
Bull Run Cider	\$144,500.00	\$22,792.41	\$6,658.86	\$194,500.00	90	fully amortized	Primary: Provide funds to purchase: cider and nursery equipment, cider ingredients, nursery inventory; to increase sales and marketing efforts. Secondary: Refinance leased equipment to improve cash flow.	Private Investor	\$50,000.00	Forest Grove	Washington	3	5

**COLUMBIA PACIFIC EDD**  
**PROPOSED WORK PLAN 2024-2025**  
September 2024

**OBJECTIVES**

- ❶ Maintain high level of cooperation, coordination and communication among NW Oregon organizations and leaders.
- ❷ Incorporate “future ready” and data driven economic and other trends into planning and activities that will enable region to be prepared for future changes in business structures, jobs, skills and demographics (how and where people will live/work/play).

Scope of Work	Performance Measures	Year Started	Progress to Date
<b>A</b> Provide leadership and active involvement and partnership for infrastructure	❶ Continue to support regional partners in preparing for broadband funding and planning activities.	2020-21	Ongoing through 2025
	❷ Continue to expand opportunities for regional partners through the brownfield assessment, redevelopment, loan, and grant program.	2021-22	35%
	❸ Continue to advocate for regional transportation priorities in support of NWACTION & NWOTA.		Ongoing
	❹ Continue to update regional infrastructure priority list.	2022-23	Ongoing
	❺ Coordinate with Regional Solutions Team and other economic development partners to support projects, actively track and pursue infrastructure funding as well as offer technical and strategic planning assistance.		Ongoing
	<b>B</b> Housing	❶ Continue regional collaboration to develop funding tools and strategies in accordance with HB3395 to support Housing production.	
❷ Promote Mass-Timber in Housing Production to promote affordable work-force housing and wood products industry.		2024	5%
❸ Support Construction Workforce Training to remove barriers to housing production.			

<b>C</b>	Establish funding streams that meet demand for regional funding for business development at all levels including expanded loan programs and investment funds.	<ul style="list-style-type: none"> <li>➊ Recapitalize and market loan programs.</li> <li>➋ Establish interim and other funding to support expansion and development projects.</li> <li>➌ Investigate establishing regional investment fund to expand startup and expansion equity options.</li> <li>➍ Continue to Expand Brownfield Program to stimulation economic development.</li> </ul>	2024-25	90%
<b>D</b>	Support economic development partners, workforce development and community colleges.	<ul style="list-style-type: none"> <li>➊ Partner with organizations to pursue projects and funding opportunities that advance regional programs.</li> <li>➋ Partner with Northwest Oregon Works to include Construction Trades as a sector to support in their Local Plan.</li> </ul>		Ongoing
<b>E</b>	Continue to expand Fee for Service Offerings	<ul style="list-style-type: none"> <li>➊ NW Oregon Transit Alliance &amp; NW Area Commission on Transportation</li> <li>➋ CDBG</li> <li>➌ Project Management</li> <li>➍ Strategic Planning</li> <li>➎ Grant Writing &amp; Coordination</li> <li>➏ Provide research and data analysis for planning and policy to support small business development.</li> </ul>		Ongoing
<b>F</b>	Ensure operational standards are met	<ul style="list-style-type: none"> <li>➐ Complete FY21/22 990</li> <li>➑ Complete FY22/23 Audit</li> <li>➒ Engage Bookkeeper</li> <li>➓ Review all QBO transactions, expenses, AR/AP, for FY2023/24</li> <li>➔ Create FY2023/24 End of Year Financials</li> </ul>		95% 2% 75% 2%

Completed in FY 2023-2024

- Prepared regional infrastructure study for publication on-line.
- Regional advocacy regarding the Habitat Conservation Plan. Developed Regional Habitat Conservation Plan EIA Work scope and Funding Plan.
- Participated in the finalization of the Business Oregon Ports Impact and Needs Assessment Advisory Committee
- Three CDBG Grant Administration projects (closed out the City of Tillamook and began two new projects in the City of Vernonia and St. Helens.)
- Actively advocated for federal delegation support for special projects:
  - EDA RLF – expectation of Autumn 2024 award
  - Clatsop County College MERTS Campus – Community Initiative Project application moved into appropriations request
  - Wastewater Treatment
  - FEMA BIOP
- Revised EDA Revolving Loan Fund (RLF) application materials in support of million-dollar EDA RLF recapitalization.
- Conducted Regional Broadband Action Team meetings to evaluate feasibility of a regional BEAD funding application.
- Conducted Brownfield Workshops across ColPac District
- Three Brownfield grants are underway in the region; ColPac managing our RLF, and project managing Clatsop County's Assessment Grant, and collaborating as a Technical Advisor for Tillamook County's Assessment Grant.
- Acquired a Business Oregon Integrated Planning Grant to write two additional EPA funding grant applications.
- Continued to support the GRO Initiative through active participation in strategy and network education and will serve as the Fund Administrator for St Helens GRO Technical Assistance Program.
- Acquired funding to develop Blue Economy Data Model and NW Oregon Strategy, which included input from multiple stakeholder workshops, individual interviews to support retention and growth across the industries that comprise the Blue Economy.
- Developed HB 3395 Regional Housing Production Work Plan combined with Mass Timber Sub-Grant Work Plan.
- Participated in and testified to the 2025 Oregon Legislature Joint Transportation Committee.
- Actively supported a dozen grant applications through letters of support.
- Supported the NWACTION Connect Oregon 9 Grant selection process.
- Secured a Clean Bus Program award for NWOTA valued at \$100-\$150k to perform alternative fuels feasibility study and transition planning.