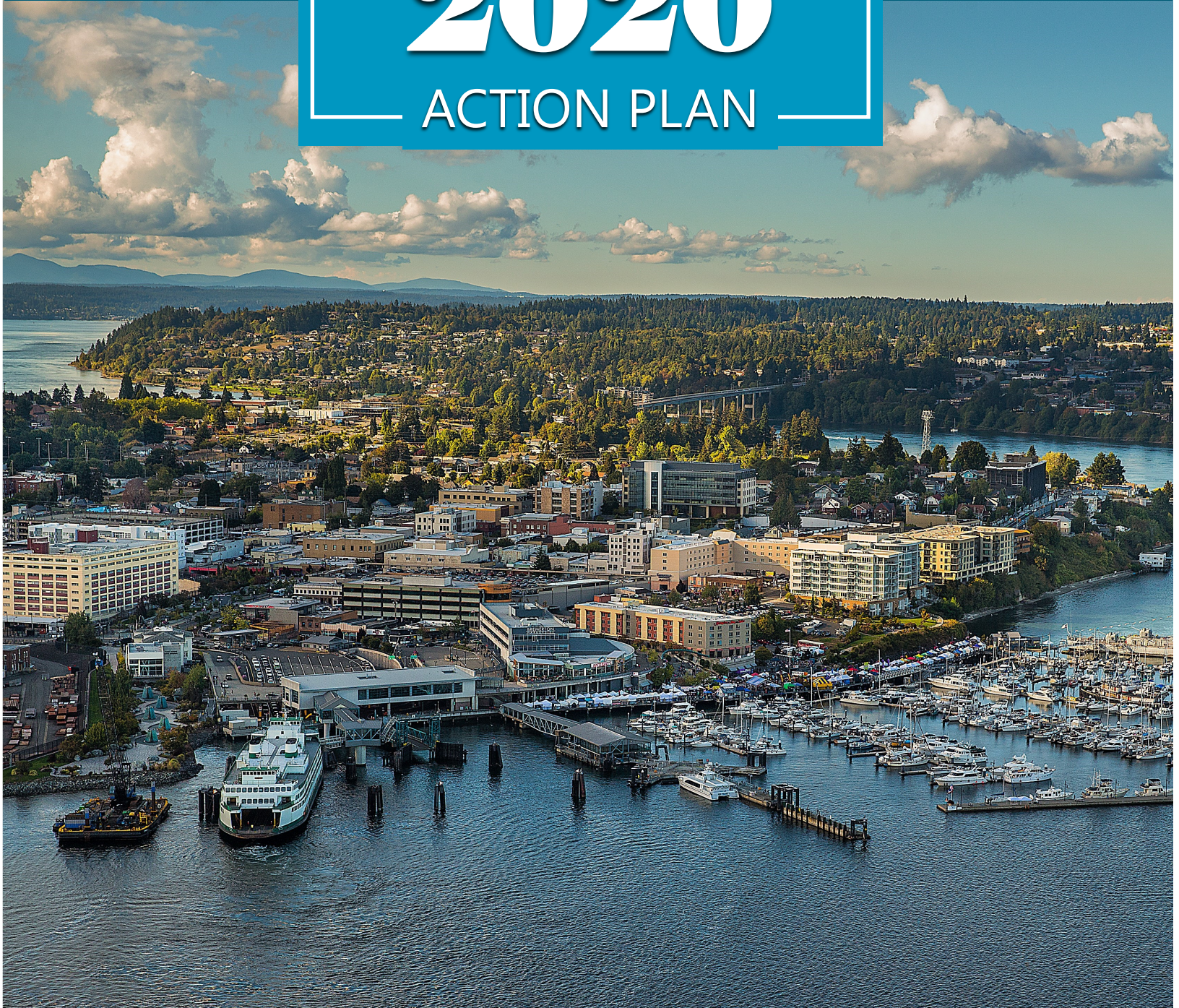


# KITSAP

# 2020

## ACTION PLAN





## OUR MISSION:

*Through a partnership of business and government, KEDA focuses on attracting investment and growing jobs through retention, expansion, and recruitment of primary business.*

## Kitsap Economic Development Alliance

2021 NW Myhre Road, Suite 100  
Silverdale, WA 98383

Phone: (360) 377-9499

Email: [info@kitsapeda.org](mailto:info@kitsapeda.org)

[Kitsapeda.org](http://Kitsapeda.org) | [Campaign4kitsap.com](http://Campaign4kitsap.com)

# THE KITSAP ECONOMIC DEVELOPMENT ALLIANCE

*Connecting businesses to valuable relationships and resources, shaping Kitsap's future.*

*Wally Hampton*

## What Does KEDA Do?

KEDA promotes economic opportunities throughout Kitsap County by telling the story of Kitsap's economic composition, character, competitiveness, and integral role in the Central Puget Sound regional economy... Our Alliance champions Kitsap County as a prime Puget Sound business location. KEDA provides free customized services to business clients in a confidential manner on opportunities and challenges, including:

### Acts as a Liaison (Business to Business, Business to Government)

- Utilizes network of contacts & resources to provide assistance to business, overcome obstacles and open doors
- Provides input to governing bodies to ensure attractive business environment

### Promotes Kitsap as a Desirable Place to do Business/Works to Open New Markets

- Strategic partners include: Aerospace Futures Alliance, Kitsap Aerospace & Defense Alliance; Kitsap Commercial Investment Brokers; Kitsap Chambers of Commerce; Puget Sound Regional Council; Washington State Department of Commerce; and Washington Maritime Federation
- Partners with local and regional media outlets to promote Kitsap as prime business location
- Uses social media channels and multiple digital tools to increase & optimize reach

### Business Consulting

- Review of needs for growth; follow up with options (E.g.: sites for expansion; workforce development options, B2B and B2G relationships)
- Review of any challenges; follow up with options
- Industry certifications - information and assistance
- Referrals to potential partners, resources

### Provides Market Research/Statistical Data

- Key market research & analysis for business, including: economic indicators, demographics, labor availability, wages, taxes, housing costs, business environment and available sites
- Easy to access on KEDA website
- Custom research of existing data
- Business environment

### Workforce Recruitment and Training

- Works closely with local employers and educational institutions on workforce development needs
- Assists companies with hiring/training employees by coordinating involvement with appropriate educational institutions and government entities

### Public/Private Partnership

- Works with city and county government re: land use, comp plan updates, policy as it relates to business development

### Referral Network

- KEDA is part of a local and state network of business assistance agencies and can provide referrals and introductions to partners with expertise in funding, exporting, business plan analysis and more

### Coordinates Business Events & Education

- Annual Economic Forecast Event and Fall Forum (focusing on current economic development topics)
- Host *West Sound Innovators* Meetups
- Host Small Business Coffee Hours
- Collaborate on and promote events during Global Entrepreneurship Week
- Government contracting workshops and outreach events

### Represents Kitsap economic development interests at national, state, regional & local levels

Including: The International Economic Development Council (IEDC); Site Selectors Guild; Washington State Department of Commerce; Central Puget Sound Economic Development District (EDD) Board; Puget Sound Regional Council (PSRC); Olympic Workforce Development Council (OWDC); Washington Economic Development Association (WEDA); Aerospace Futures Alliance (AFA); Pacific NW Aerospace Alliance, Kitsap Regional Coordinating Council (KRCC); Kitsap Aerospace & Defense Alliance (KADA); Washington Maritime Federation (WMF); Washington Technology Industry Alliance (WTIA); Washington Clean Technology Alliance (WCTA); Washington PTAC, Trade Development Alliance of Greater Seattle; local Chambers of Commerce; and Visit Kitsap Peninsula

### Communications & Marketing

- Website, blog, and newsletter offer a comprehensive source for economic news and information
- Social media channels provide useful & timely information and tips to business
- Monthly column in Kitsap Peninsula Business Journal
- Presentations to community groups on topical issues
- Multi-media communication strategy promote to Kitsap County

### Permitting

- Introductions and/or follow-up for new & expanded facility needs
- Troubleshooting when problems arise

### Site Location Assistance

- Multiple digital tools for market research, data and analytics, and GIS property search (via state portal)
- Information on commercial & industrial parks and property including customized maps, available buildings, land and build-to-suit facility availabilities
- Meets & coordinates with Kitsap Commercial Investment Brokers (KCIB)
- Manage RFPs from Washington State Department of Commerce

### Site Visit Assistance

- Facilitate tours and ground transportation; schedule interviews/meetings with local government, utility and workforce providers

### Government Contracting/PTAC (Procurement Technical Assistance Center)

- Business counseling for companies seeking or wishing to expand government contracts (marketing & selling to federal, state and local government agencies & prime contractors)
- Workshops & Training including: Contracting Coffee Hour, Proposals, Marketing to the Government, and Succeeding as a Subcontractor.
- Review line cards and capability statements
- Proposal review
- Resources and Information (Prime Contractor Lists, Government Small Business Program Manager Contacts, Forecasts, Biz Opps)
- Assist agencies, departments and primes re: compliance with federal and state procurement socio-economic goals
- Assist with federal and state socio-economic certifications

# LEAD INITIATIVES

## Focus on Business

KEDA's work falls in 3 key performance areas:

- Business Retention, Expansion, Recruitment (BRER)** Programs and activities targeted at regional economic clusters: Military/Defense; Maritime; Advanced Manufacturing; Aerospace; Emerging Technologies; ICT; Healthcare; Tourism\*; and Business Services. New initiatives include: COVID-19 Recovery, Innovation & Emerging Technologies, and Small Business & Entrepreneurship.
- Organizational & Resource Development (ORD)** Leverage board and investor relationships and resources to support and expand KEDA's depth and reach. Coordinate with partners to optimize delivery of services.
- Communications, Outreach & Marketing (COM)** Utilizing public events, multiple social media channels, media partners, digital platforms and campaigns such as "KITSAP: More Community—Less Commute" to promote Kitsap as a prime business location.

\*See *Visit Kitsap Peninsula for tourism sector information* <https://www.visitkitsap.com/>

## COVID-19 Recovery

- Collaborate and support agency partners in providing assistance to small businesses throughout recovery period
- Working with public and private partners, KEDA will provide assistance, referrals and information to guide companies in times of crisis, such as the COVID-19 outbreak

## Climate Change Strategy

- Form a working group to strategize on mission, partnerships, education, actionable steps, events & other outreach
- Collaborate and partner with organizations/agencies on climate change business briefings and events

## Small Business, Innovation & Entrepreneurship

- Support entrepreneurship and provide small business assistance by supporting and participating in programs such as; BE\$T, 6-Month Startup, West Sound Innovators Working Group, WWU Small Business Development Center-Kitsap (SBDC) and PTAC.

## Washington PTAC (BRER)

- Kitsap's strong Navy presence supports nearly 30,000 military and civilian jobs in Kitsap County generating \$6B annually in economic impact
- KEDA's Procurement Technical Assistance Center provides assistance to local businesses on (all levels of) governmental contracting and subcontracting opportunities [kitsapeda.org/ptac](http://kitsapeda.org/ptac)
- Assist agencies, departments, and primes regarding compliance with federal and state procurement socio-economic goals

## KADA (BRER)

- Kitsap Aerospace and Defense Alliance is an alliance of business and community leaders formed in 2011 to advance efforts to attract investment and employment in the region's rapidly expanding aerospace sector
- KADA collaborates with the Washington State Department of Commerce and Aerospace Futures Alliance on statewide initiatives to support and grow the aerospace cluster in Washington State

## Regional Opportunities & Relationships

- KEDA will participate in key regional economic development initiatives: Washington Military Alliance; Washington Maritime Federation; Aerospace Futures Alliance; and the Central Puget Sound Economic Development District's Regional Economic Strategy, Washington Procurement Technical Assistance Centers, (WA-PTAC) Association of Procurement Technical Assistance Centers (APTAC) Region 10.

# FINANCIAL RESOURCES

## Development and Deployment

KEDA seeks to attain a competitive level of funding for its economic development programs. Funding at \$2+ per capita per year for a sustained period of time is consistent with best practices of the economic development community. In Kitsap County, with a current population of approximately 270,000, this amounts to an estimated \$600,000 per year. We must be mindful that Kitsap’s population is projected to grow by 10% over the next ten years according to Puget Sound Regional Council’s Vision 2050 Forecast. Our Alliance will need to increase its funding accordingly.

Funding at the \$600,000 level will enable KEDA to achieve its development potential and optimize market opportunities in Kitsap County. As KEDA leans into 2021– it is within reach of its sustainable funding goals and expects to be able to achieve its full funding goals by 2021.

KEDA’s 2021 Strategic Plan is built on an annual operating budget of \$611,000.

KEDA’s current funding is supported by two “foundational funders”: Washington State Department of Commerce and, Kitsap County, which together account for nearly \$200,000 of KEDA’s current funding. The balance of the current budgeted funding of \$411,000 is projected to be derived from private sector investors and other local public sector partners in near equal amounts. General operating revenue includes event income, contributions in-kind, and grants, and funding dedicated to special projects such as Kitsap Aerospace & Defense Alliance (KADA).

## 2020 Action Plan supported by the 2020 budget

● Business Retention, Expansion & Recruitment (BRER)	65%	\$397,150
● Communications & Marketing (COM)	25%	\$152,750
● Organizational & Resource Development (ORD)	10%	\$61,100
<b>TOTAL</b>	<b>100%</b>	<b>\$611,000</b>

Staffing: 3.5 FTE

## 2020 Performance Targets

### QUANTITATIVE OUTCOMES

- ✓ \$100 Million new private capital investment
- ✓ 200 Kitsap companies assisted
- ✓ \$200 Million new business generated for clients
- ✓ 1500 jobs created/supported

### QUALITATIVE OUTCOMES

- ✓ Grow KEDA private sector annual investment to \$170,000
- ✓ Maximize and leverage outcomes from KEDA programs, partner agencies and organizations
- ✓ Increase awareness of Kitsap County as a prime Puget Sound business location and competitive market opportunity
- ✓ Advance Kitsap’s role in the region via implementation of Central Puget Sound Economic Development District Comprehensive Economic Development Strategy (CEDS)

# BUSINESS RETENTION, EXPANSION & RECRUITMENT

## GOAL 1

Retain, expand, and assist primary businesses in Kitsap County



Provide confidential and direct assistance to new and existing primary businesses in Kitsap County

### TACTICS

### METRICS

1. Increase contacts with primary businesses <sup>1</sup> throughout Kitsap County to identify and provide responses to challenges impeding their ability to expand & create jobs	<ul style="list-style-type: none"> <li>✓ 150 company visits/presentations</li> <li>✓ 1500 jobs created/supported</li> <li>✓ 200 companies assisted</li> </ul>
2. Improve coordination and service quality with other business assistance agencies & organizations, as well as, local jurisdictions; assist companies identified through research, direct referrals or inquiries	<ul style="list-style-type: none"> <li>✓ 225 information referrals/research for clients</li> <li>✓ Brief local jurisdictions &amp; partners quarterly or semi-annually as specified</li> <li>✓ Review feasibility of purchasing/utilizing CRM (Customer Relationship Management) program for professional reports and tracking</li> </ul>
3. Increase visibility of services and assistance to start-ups and entrepreneurs	<ul style="list-style-type: none"> <li>✓ 35 start-ups provided assistance via referrals, direct assistance, introductions and other means of assistance information referrals/research for clients</li> <li>✓ Collaborate on and promote Global Entrepreneurship Week</li> <li>✓ Support &amp; promote 6-Month Startup program</li> <li>✓ Identify and contact five (5) early stage and expanding technology firms</li> </ul>
4. Provide support and education for startups and tech firms through the KEDA Innovation Working Group	<ul style="list-style-type: none"> <li>✓ Convene monthly working group meetings</li> <li>✓ Support startup programs</li> <li>✓ Host or collaborate on periodic tech biz briefings</li> <li>✓ Host monthly West Sound Innovators Meetups</li> <li>✓ Provide referrals and speakers as relevant for other KEDA events, such as Economic Forecast Breakfast and Fall Forum</li> </ul>
5. Identify small business trends in Kitsap; coordinate small business roundtable	<ul style="list-style-type: none"> <li>✓ Identify trends and potential (needed) actions</li> <li>✓ Host monthly Small Business Coffee Hour; follow up with attendees as needed</li> </ul>

<sup>1</sup> Primary businesses are defined as those where the majority of their product/service is exported out of the local jurisdiction

## Enhance efforts around existing and emerging primary clusters

### TACTICS

### METRICS

1. Promote business opportunities and partnerships for local businesses in existing and emerging Kitsap clusters: Military and Defense, Maritime, Advanced Manufacturing, Emerging Technologies, Aerospace, Space, Information & Technology, Healthcare and Business Services

- ✓ Catalyze business relationship actions in identified clusters (meetings, introductions and brainstorming)
- ✓ Attend meetings of strategic partners in targeted industries
- ✓ Evaluate scope and feasibility of conducting research analysis for targeted clusters (such as healthcare)

#### A. GOVERNMENT CONTRACTING

- i. Expand [PTAC \(Procurement Technical Assistance Center\) Program](#) with increased workshops and forums; one-on-one assistance and business opportunities newsletters
- ii. Expand prime contractor relationships to increase PTAC clients as subcontractors

- ✓ 50 active (returning) clients in PTAC program
- ✓ 25 new clients in PTAC program
- ✓ \$200M in government contracts for Kitsap PTAC clients
- ✓ Six (6) business opportunities (Biz Opps) emails sent
- ✓ Host/sponsor 20 government contracting workshops/forums
- ✓ Collaborate with Navy Small Business directors to host client meetings at KEDA office
- ✓ Three (3) open house/outreach events/
- ✓ Encourage primes to attend Contracting Coffee Hour sessions
- ✓ Assist five (5) prime contractors in identifying small businesses as potential sub contractors

#### B. AEROSPACE

As part of the Kitsap Aerospace and Defense Alliance (KADA) strategic plan, contact and educate local advanced manufacturing businesses regarding aerospace and defense opportunities in the expanding regional aerospace industry

- ✓ Provide insights & education via the KEDA blog and KADA Facebook pages regarding the industry
- ✓ Identify and contact ten(10) Kitsap companies in the aerospace/defense businesses

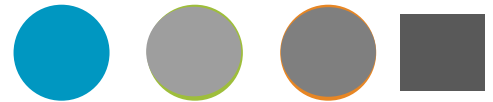
#### C. CLIMATE CHANGE

Identify economic, business and community impacts of Climate Change

- ✓ Form a working group to strategize on mission, partnerships, education, actionable steps, events & other outreach
- ✓ Publish via KEDA blog and social media pertinent articles and data related to climate and economy minimum of once quarterly
- ✓ Highlight firms and agencies via blog, newsletters and social media who by practices and management are actively engaged in environmental and social responsibility; minimum once quarterly
- ✓ Consider collaboration/partnering with organizations/agencies on climate change business briefing or workshop

<sup>2</sup> Total visits included in Tactic 1 reporting





## GOAL 2

Enhance services to new and existing business clients in Kitsap County

Utilize technology and digital tools to provide more timely and relevant client services

### TACTICS

1. Utilize skills, programs and tools to provide relevant property, demographic and business data
2. Continuously scan for current and trending tools
3. Promote internship matching programs operated by partners such as Central Kitsap Career & Technical Education (CK-CTE) and Olympic College
4. Enhance and expand small business resources

### METRICS

- ✓ Implement CRM (Client Relationship Management) program for reporting and tracking
- ✓ Use GIS Planning tools on choosewashington.com linked in KEDA website) for market research, data and analytics, and GIS tools
- ✓ Refine and execute social media marketing plan to showcase and promote Kitsap & Kitsap businesses
- ✓ Provide internship programs information on KEDA website
- ✓ Partner when appropriate with internship programs
- ✓ Support Western Washington University's Kitsap Small Business Development Center
- ✓ Collaborate with and support startup and small business programs

## GOAL 3

Maintain and enhance Kitsap business climate

Work with Kitsap jurisdictions regarding land use, comp plans, policies and procedures impacting business

### TACTICS

1. Provide direct assistance in drafting economic development provisions in land use policies
3. Provide input regarding permitting codes, etc. to jurisdictions as warranted/requested

### METRICS

- ✓ KEDA recognized when appropriate as partner in planning or policy process
- ✓ Provide input as appropriate
- ✓ Forward client concerns as appropriate (while maintaining client confidentiality)
- ✓ White papers or input on specific projects as needed

# GOAL 4

Recruit new primary business to Kitsap County

Focus on near-term growth opportunities such as defense contractors, energy efficiency & innovation, emerging technologies, sustainable technologies, aerospace supply chain, maritime, & targeted business expansions/relocations

**TACTICS**

1. Pursue firms identified via research and referrals in the following clusters: defense, maritime, ICT, aerospace, technology, and advanced manufacturing
2. Respond in timely and professional manner to all inquiries related to doing business in Kitsap
3. Create & maintain strategic market presence in region

**METRICS**

- ✓ 25 target firms
  - ✓ Three (3) site visits from interested firms
  - ✓ Outreach to three (3) site consultants in key markets
- 
- ✓ Inquiries receive response within one business day
- 
- ✓ Attend five (5) regional & international trade shows/events in targeted clusters
  - ✓ 20% increased reach (documented) of KEDA online marketing presence
  - ✓ Use GIS Planning tools on choosewashington.com linked in KEDA website) for market research, data and analytics, and GIS tools

**KITSAP COUNTY REGIONAL LEADER IN DEFENSE**

**KADA**  
KITSAP AEROSPACE DEFENSE ALLIANCE

## New Horizons in Aerospace

- 3400 acre manufacturing industrial center - largest greenfield site in Seattle region
- Bremerton National Airport (PWT) 6200 foot all-weather runway, 15 air miles to Boeing Field and SeaTac
- Pad ready sites at Bremerton National Airport and throughout the county
- Highly skilled workforce: CNC, Composites, Electrical and mechanical engineering
- Highest concentration of engineering talent in the Seattle region
- 30 uncongested highway miles to I-5
- Direct access to rail, deep water ports, international airports & interstate highways
- Proven defense supply chain in place

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

# ORGANIZATIONAL & RESOURCE DEVELOPMENT

## GOAL 1

Board members engaged in meaningful manner



Enlist and engage KEDA Board of Directors in development of new opportunities

### TACTICS

1. Keep KEDA board of directors well informed regarding Kitsap business intelligence, developments, climate and opportunities

### METRICS

- ✓ Provide case updates within confidentiality parameters at quarterly board meetings
- ✓ Present timely topics as business briefings at quarterly board meetings
- ✓ Provide opportunities for board members to participate in site visits and presentations to jurisdictions
- ✓ Continued board development for strategic planning, organizational development and board relationships

Continue KEDA investor outreach

### TACTICS

1. Continue outreach via KEDA board business relationships with goal of increasing private-sector funding

### METRICS

- ✓ Engage board members in investor outreach
- ✓ Conduct regular site visits with KEDA investor/partners. Invite board members to participate
- ✓ Provide board members with tools and support for successful potential new investor outreach
- ✓ Private sector board members identify and contact potential new investors
- ✓ Increase annual private investment to \$170K
- ✓ Continue inviting KEDA investor/partners to business briefing portion of quarterly full board meetings

## GOAL 2

Improve client services & enhance effectiveness via technology tools and staff development

Continuously improve KEDA team knowledge, skill sets and tools

### TACTICS

1. Participate in industry training to improve skills, knowledge and abilities
2. Increase efficiency in case management and reporting
3. Increase efficiency in responding to data requests and other research

### METRICS

- ✓ Increase economic development tools and tactics via webinars and suitable off-site training opportunities
- ✓ Research and implement CRM (Client Relationship Management) program for reporting and tracking by Q3
- ✓ Utilize GIS Planning tools on choosewashington.com in KEDA website) for market research data and analytics, and GIS tools

## GOAL 3

Increase staff productivity and accessibility via technology; and greater utilization of interns and volunteers

Improve staff accessibility and responsiveness

### TACTICS

1. Increase efficiency in case management and reporting
2. Increase efficiency in responding to data requests and other research

### METRICS

- ✓ Review feasibility of purchasing/utilizing CRM (Customer Relationship Management) program for professional reports and tracking
- ✓ Use GIS Planning tools on choosewashington.com linked in KEDA website) for market research, data and analytics, and GIS tools

# COMMUNICATIONS, OUTREACH & MARKETING

## GOAL 1

Promote Kitsap County as a prime Puget Sound business location



**KITSAP** ▶ more community, less commute

### TACTICS

1. Manage and enhance KEDA's online presence via website, blog, social media channels and digital marketing [kitsapeda.org](http://kitsapeda.org)
2. Partner with Sound Publishing, and Kitsap Peninsula Business Journal (KPBJ) to promote Kitsap as prime business location
3. Partner with West Sound Home & Garden (WSHG)/Wet Apple Media to promote Kitsap as prime business location
4. Increase KEDA and Kitsap presence online

### METRICS

- ✓ Research & begin process of creating new website to bring up to current IEDC standards
- ✓ Regular blog posts and timely posts on KEDA social media channels
- ✓ Continue partnering with Sound Publishing to implement digital marketing strategy
- ✓ Monthly ads and column in KPBJ
- ✓ Identify Kitsap businesses for display ads that promote benefits of doing business in Kitsap (6 per year)
- ✓ Explore opportunities to create short videos at classes, events & site visits
- ✓ Videos promoted in multiple locations; results tracked & reported
- ✓ Utilizing event photos, create social media videos for more impact
- ✓ Kitsap as business location tracked via digital media sources

## GOAL 2

Promote business opportunities, foster regional relationships, and provide timely market intelligence

Distribute timely business information; and provide representation & leadership on regional boards.

### TACTICS

1. Continue to promote Kitsap's business opportunities and competitive role in region
2. Partner with Western Washington University Center for Economic and Business Research and others to provide market intelligence
3. Participate as active member of local, regional, state and national organizations impacting economic development and growth in the region

### METRICS

- ✓ Distribute monthly news blasts
- ✓ Promote and highlight Kitsap via publications such as Puget Sound Business Journal, when appropriate
- ✓ Annual Kitsap Top Employers Survey
- ✓ Annual Economic Indicators Report
- ✓ Economic modeling reports on an as needed basis
- ✓ KEDA staff & board members serve on boards & committees for local, regional and national partner organizations

## GOAL 3

Create a platform for more diverse perspectives and voices of leaders at all levels of Kitsap organizations

Bring together action-oriented thought leaders & diversity advocates to discuss & form a plan to challenge the status quo and bring new voices to the table.

### TACTICS

1. Identify partners & resources for outreach such as meetups
2. Research and share relevant data & resources
3. Partner to create larger discussion by making theme of 2020 Fall Forum

### METRICS

- ✓ Create, share and participate in meetups focused on creating & establishing goals
- ✓ Quarterly blog posts
- ✓ Promote meetups
- ✓ Collaborate with partners to develop robust list of speakers and Subject Matter Experts (SMEs) to be shared as a resource for other organizations
- ✓ Identify and coordinate planning committee
- ✓ Develop topics
- ✓ Suggest actionable items
- ✓ Research speakers



## GOAL 4

Highlight Kitsap assets; increase and optimize business outreach

Facilitate business outreach, networking & education events; and distribute timely business information.

### TACTICS

1. Highlight Kitsap assets and businesses via annual events

1. Work via KEDA Innovators Working Group (formerly KEDA Tech Committee) to assist early stage and expanding Kitsap technology firms

3. Identify small business trends in Kitsap; coordinate small business roundtable

4. Expand PTAC (Procurement Technical Assistance Center) Program with increased workshops and forums; one-on-one assistance and business opportunities newsletters

### METRICS

- ✓ Host Economic Forecast, Fall Forum and Annual Meeting
- ✓ Collaborate on and promote events during Global Entrepreneurship Week
- ✓ Support and promote 6-Month Startup program
- ✓ Participate in other opportunities when appropriate

- ✓ Provide direct assistance to ten (10) early stage or expanding technology firms
- ✓ Host and/or collaborate on quarterly tech biz briefings
- ✓ Host West Sound Innovators Meetups

- ✓ Identify trends and potential (needed) actions
- ✓ Host monthly Small Business Coffee Hour; follow up with attendees as needed

- ✓ Host/sponsor 20 business assistance workshops/ Contracting Coffee Hour forums
- ✓ Three (3) open house/outreach events
- ✓ Assist five (5) prime contractors in identifying small businesses as potential subcontractors

## 2020 Economic Forecast Breakfast



# KITSAP ECONOMIC DEVELOPMENT ALLIANCE

## EXECUTIVE LEADERSHIP



**Nathan Evans**  
Chair

Principal Software Engineer,  
Microsoft



**Erin Leedham**  
Vice Chair

General Manager  
Kitsap Mall



**John Powers**  
Secretary

Executive Director, KEDA



**Greg George**  
Treasurer

Board President,  
Port Madison Enterprises



**Monica Blackwood**  
Imm. Past Chair

CEO & President,  
West Sound Workforce

## 2020 KEDA BOARD OF DIRECTORS

### EXECUTIVE COMMITTEE:

**Nathan Evans, Chair**  
Principal Software Engineer, Microsoft

**Erin Leedham, Vice Chair**  
General Manager, Kitsap Mall

**John Powers, Secretary**  
Executive Director, KEDA

**Greg George, Treasurer**  
President, Port Madison Enterprises  
Board of Directors

**Monica Blackwood, Imm. Past Chair**  
CEO, West Sound Workforce

**Becky Erickson**  
Mayor, City of Poulsbo

**Rob Putaansuu**  
Mayor, City of Port Orchard

**Greg Wheeler**  
Mayor, City of Bremerton

**Ed Wolfe**  
Commissioner, Kitsap County

\* Non-voting Members  
\*\* Pending confirmation  
\*\*\* Term ends March 31, 2020

### DIRECTORS:

**Cary Bozeman**  
Commissioner, Port of Bremerton

**Jay Burghart**  
CEO, The Doctors Clinic

**Dr. Marty Cavaluzzi**  
President, Olympic College

**Jim Civilla**  
Commissioner, Kitsap PUD

**Joe Deets**  
Council Member, City of Bainbridge Island

**Leonard Forsman**  
Chair, Suquamish Tribal Council

**Shawn Gilfedder\*\***  
CEO, Kitsap Credit Union

**Mark Gulbranson\***  
Deputy Executive Director, Puget Sound  
Regional Council

**Marcus Hoffman**  
Commissioner, Silverdale Water Dist.

**Kelsey Hulse**  
Sr. Local Government Affairs Rep, PSE

**Larry Hurley**  
Partner, Hearthstone CPA Group

**Alanna Imbach\*\***  
Founder & CEO, Vibe Coworks

**Lynette Ladenburg**  
CEO, Martha & Mary

**Wes Larson**  
Principal, Sound West Group

### Art Lovestedt

CEO, Evoke

**Cindy Lucarelli**  
Council Member, City of Port Orchard

**Chad Lyons**  
Owner, Lyons Painting & Design, LLC

**Mary McClure**  
Commissioner, Port of Kingston

**Kol Medina**  
Council Member, City of Bainbridge Island

**Steve Politakis**  
CEO, Kitsap Bank

**Chris Rieland\*\*\***  
CEO, Pacific NW Title

**David Schultz**  
Market President, Peninsula Region  
Harrison Medical Center

**Ed Stern**  
Council Member, City of Poulsbo

**Angie Tomisser**  
Interior Designer, Rice Fergus Miller

**Mark Walsh**  
VP, Real Estate Investments, Olympic  
Property Group

**Terry Ward**  
Publisher, Sound Publishing

**Eric Younger**  
Council Member, City of Bremerton

**Jim Carmichael, Emeritus**

## KEDA STAFF

**John Powers**  
Executive Director

**Kathy Cocus**  
Business Development Director

**Theresa Mangrum**  
Events, Marketing & Administration

**Susan Veach**  
Accountant (Contract)

**Mary Jo Juarez**  
PTAC Business Counselor PTAC (.5 FTE)

**Mona Carlson**  
Contracting Specialist (Volunteer)

**Terry Homburg**  
Contracting Specialist (Volunteer)