



**Department of Commerce**  
Innovation is in our nature.

# Strategic Plan

# 2011-15

- Introduction
- Vision
- Mission
- Metrics
- Goals
- Objectives and Strategies

[www.commerce.wa.gov](http://www.commerce.wa.gov)

## Introduction

In early 2009, Governor Gregoire announced her intention to create a Department of Commerce, with a clear focus on jobs and the economy. Taking aim at pulling the state out of recession, she gave the agency a **new mission – to grow and improve jobs**. Subsequently, the Legislature renamed the Department of Community, Trade and Economic Development the Department of Commerce.

Newly-named and tasked, the department conducted more than 100 face-to-face meetings across the state with businesses, local governments, community and housing organizations, legislators and others. In addition, Commerce did extensive research, including a survey of how departments of “commerce” are structured across the U.S. and an analysis of key economic indicators in states competing with Washington for business. The department also received nearly 4,000 responses to an on-line survey exploring individual perceptions of our state’s competitive advantages and priorities.

The following common themes emerged across the state:

- Get better at implementing regulation
- Re-commit to infrastructure funding
- Focus on competitiveness: reality and perceptions
- Help rural areas share in economic prosperity
- Improve connection of education and training to in-demand jobs
- Accelerate transfer of public research and development (R&D) to market
- Align the tax system with economic objectives
- Retain approach of working through community partners wherever possible

These themes form the basis for eight priorities we believe are critical to supporting a mission to grow and improve jobs. Commerce will play various roles in these priorities, from participant and thought-leader, to policy development and/or direct program responsibility. The Department has been working with other agencies, stakeholders, and entities to forge a clear path forward. Eight goal statements were developed from the priorities. Our objectives and strategies represent our intention over the next three years to achieve our goals.

## Vision

*Adopted directly from the Washington Economic Development Commission.*

Make Washington the most attractive, creative and fertile investment environment for innovation in the world as a means of achieving long-term global competitiveness, prosperity and economic opportunity for all the state’s citizens.

## Mission

Grow and improve jobs in Washington State

## High Level Metrics

Compared to key competitor states:

- Overall job growth and for high, medium and low wage jobs
- Income per job, hourly
- Growth in income per job

## Global Goals

Four top priorities which affect all employers:

- **Competitiveness:** Retain, grow and attract businesses by improving and communicating Washington’s competitive advantages.
- **Education and Workforce Training:** Improve performance of the education system to better match workforce skills to employer needs.
- **Efficient and Effective Regulation:** Reduce time and costs of meeting regulatory requirements, while maintaining their benefits.
- **Infrastructure:** Enable local governments to have adequate infrastructure to accommodate allocated growth and enable economic development and business opportunities, while maintaining the quality of life.

## Specific Goals

Four additional priorities that are more specifically focused:

- **Community Capacity:** Mobilize and enhance local assets that strengthen community ability to meet the economic and social needs of Washington’s families, workers and employers.
- **Rural Focus:** Improve economic performance of rural areas.
- **Sector Focus:** Increase Washington’s share of high growth, high employment, traded sectors.
- **Small Business:** Make Washington the best state in the country to start and grow a small business.

## Objectives and Strategies Supporting the Priorities/Goals

Commerce's ability to implement our strategies varies with current resources and/or authorization. The symbols in front of each strategy identify our ability. Below is the key for each symbol.

- ✓ Commerce has all authority to make progress here
- ◆ Commerce has some capability to make progress here
- Commerce needs funding and/or authority to make progress here

### **Competitiveness: Retain, grow and attract businesses by improving and communicating Washington's competitive advantages.**

*Objective 1:* Increase visibility of Washington's competitive position.

- 1.1 ✓ Publish a scorecard that annually reports key business indicators.
- 1.2 ◆ Develop and implement a reporting system that collects and reports business recruitment, retention and expansion wins and losses from across the state.

*Objective 2:* Market Washington State: Increase traffic and time on [www.choosewashington.com](http://www.choosewashington.com) and [www.experiencewa.com](http://www.experiencewa.com) websites.

- 2.1 ✓ Provide targeted information for economic development partners and for state marketing purposes by maintaining and promoting the websites.

*Objective 3:* Increase exports from Washington state.

- 3.1 ◆ Implement the state's export initiative.

### **Education and Workforce Training: Improve performance of the education system to better match workforce skills to employer needs.**

*Objective 1:* Increase Commerce engagement in this area.

- 1.1 ◆ Dedicate resource to understanding the employer perspective on our system and generate ideas and help implement change that addresses that perspective.

### **Efficient and Effective Regulation: Reduce time and costs of meeting regulatory requirements, while maintaining their benefits.**

*Objective 1:* Develop a set of state comparison metrics to track regulatory service delivery.

- 1.1 ◆ Develop a scope of work for building a state-by-state comparison of the time, costs, and number of steps to meet regulatory requirements.

*Objective 2:* Improve state and local regulatory service delivery.

- 2.1 ◆ Support expansion of an eCityGov.net-type cloud-based computing model for on-line municipal services.

- 2.2 ◆ Partner with state agencies to carry out specific efficiency efforts that result in measurable improvements.

### **Infrastructure: Enable local governments to have adequate infrastructure to accommodate allocated growth and enable economic development and business opportunities, while maintaining the quality of life.**

*Objective 1:* Improve the state-level assistance system so local governments have greater resources and better access to those resources.

- 1.1 ○ Restore or enhance the level of state resources committed to local infrastructure financing by reacquiring those resources or leveraging existing resources in new ways.
- 1.2 ◆ Increase opportunities for local investments in infrastructure projects by increasing the number of and access to local revenue-generating mechanisms.
- 1.3 ✓ Provide performance-based contracts, ensuring the completion of projects within their original budget, scope of work, and timeline.
- 1.4 ◆ Provide comprehensive, customer-focused technical assistance, ensuring fair and equitable access to state resources and enabling local governments to address state and local priorities, with a strong focus on small jurisdictions.

Long Term Strategies:

- 1.5 ◆ Improve the efficiency and predictability of state investments in local infrastructure by adopting statewide systems for project selection and contract management.
- 1.6 ◆ Increase the impact of state resources on local infrastructure projects by developing and implementing a statewide investment strategy.

*Objective 2:* Enable local governments to attract development to selected areas within their communities through targeted planning and infrastructure development.

- 2.1 ○ Establish a loan fund or other financing options for up-front State Environmental Policy Act analysis of local plans that help local governments reduce cost and appeals of project-level environmental analysis.
- 2.2 ○ Improve local governments' ability to update their capital facilities plans by providing an on-line data standard.
- 2.3 ◆ Help local governments navigate complex permitting requirements by expanding the use of multi-agency permit assistance teams, in partnership with the Office of Regulatory Assistance.

Long-Term Strategies:

- 2.4 ◆ Assist local governments in developing demand reduction strategies as part of their capital facilities fund and infrastructure planning.
- 2.5 ✓ Develop the concept of locally-designated priority investment areas for state infrastructure investment.

**Community Capacity: Mobilize and enhance local assets that strengthen community ability to meet the economic and social needs of Washington's families, workers and employers.**

*Objective 1:* Develop a shared vision for community capacity in Washington with our stakeholders and partners.

- 1.1 ✓ Create consensus regarding the key elements of a strong community.
- 1.2 ✓ Develop and implement a tool to assess the elements of a strong community.
- 1.3 ◆ Focus policy and resources based on needs identified through the use of an assessment.

*Objective 2:* Increase the efficiency and effectiveness of our operations in order to maximize our impact on the communities we serve.

- 2.1 ✓ Improve the quality of our operating practices.

**Rural Focus: Improve economic performance of rural areas.**

*Objective 1:* Provide technical and financial assistance for rural planning and implementation.

- 1.1 ✓ Provide rural communities with information about financial resources available to them.
- 1.2 ✓ Provide a comprehensive list of business support services on-line.

- 1.3 ✓ Coordinate rural symposiums for selected projects that will overcome barriers to job creation in those rural communities.
- 1.4 ◆ Provide comprehensive, customer-focused technical assistance, enabling local governments to address state and local priorities.

**Sector Focus: Increase Washington's share of high-growth, high-employment, traded sectors.**

*Objective 1:* Grow and improve jobs in the tourism, aerospace, and clean energy sectors.

- 1.1 ✓ Analyze Washington's competitive strengths and weaknesses and develop strategies to drive exports in these sectors.

*Objective 2:* Use the experience gained in the tourism, aerospace and clean energy sectors to perfect and extend the sector engagement model.

- 2.1 ◆ Assign sector managers in new sectors (e.g., life sciences, information technology, electronic gaming) that will work with industry councils to drive state strategies and work plans.

**Small Business: Make Washington the best state in the country to start and grow a small business.**

*Objective 1:* Provide Washington business with customer-friendly on-line information and tools.

- 1.1 ◆ Enhance [www.Business.wa.gov](http://www.Business.wa.gov) to meet the needs of Washington's businesses.
- 1.2 ✓ Further segment small businesses to better understand specific needs.

## **Governor's Priorities**

Each strategy advances one or more of the following Governor's Priorities:

- Improve the economic vitality of businesses and individuals.
- Improve the quality of Washington's natural resources.
- Improve the security of Washington's vulnerable children and adults.
- Improve statewide mobility of people, goods, and services.
- Strengthen government's ability to achieve results efficiently and effectively.

## Commerce Organization

(As of July 1st, 2010)

**Directors Office**

Director: Rogers Weed  
 Primary Customer: All Commerce Customers

**Local Government & Infrastructure**

Assistant Director: Karen Larkin  
 Primary Customer: Local Governments

Primary Programs: Growth Management Services  
 Local Infrastructure Financing Funds  
 Business Loans, Economic Development  
 Community Development Block Grant  
 Bond Cap Allocation  
 Public Works Board  
 Community Economic Revitalization Board

**Community Services & Housing**

Assistant Director: Dan McConnon  
 Primary Customer: Community-based Non-profits

Primary Programs: Public Safety  
 Affordable Housing  
 Housing Preservation  
 Self-Sufficiency  
 Homelessness Services  
 Community Facilities  
 Crime Victims Services

**Administrative Services**

Deputy Director: Jan Marie Ferrell  
 Primary Customer: Commerce Divisions

Primary Programs: Accounting  
 Budget  
 Contracting  
 Human Resources  
 Information Services  
 Office Services

**Innovation & Policy Priorities**

Deputy Director: Daniel Malarkey  
 Primary Customer: All Commerce Customers

Primary Programs: Accountability and Metrics  
 Communications  
 Energy Policy  
 Legislative Affairs  
 Local Government Fiscal Notes  
 Policy Priorities  
 • Education and Workforce Training  
 • Efficient and Effective Regulation  
 • Rural Economic Development  
 • Sector Focus  
 • Small Business  
 Research Services  
 Strategic Planning

**Business Services**

Assistant Director: Patti Brooke  
 Primary Customer: Business

Primary Programs: Economic Development  
 • Associate Dev. Org. Grant Mgmt.  
 • IPZ Grant Management  
 • Business Recruitment Projects  
 • ChooseWA Website  
 • Competitiveness Reporting  
 • Aerospace Council Staffing  
 Tourism Development  
 • Tourism Commission Staffing  
 • ExperienceWA Website  
 International Trade  
 • Export Initiative  
 • Trade Assistance  
 • Trade Mission Support



## Appendix - Commerce Programs

"Star" indicates primary priority alignment, checks indicate other pri

Note: Indirect is taken out of applicable divisional programs

Division	Program	Program Index	Source of Funds (Federal, Recovery Act, GFS, Capital, Dedicated)	09-11 Budget	FY 11 Staffing (FTEs)	Commerce Priorities										Beneficiary of service	
						Competitiveness	Education/WF Training	Efficient and Effective Regulation	Infrastructure	Community Capacity	Rural Focus	Sector Focus	Small Business				
LGID	Public Works Trust Fund	95110	Dedicated - Capital	340,658,240	0.0			✓	★	✓							Local governments for the construction of eligible public works improvements requiring more flexible financing options
CSHD	Weatherization and Affordable Housing - Includes Recovery Act	94102, 94103, 94109, 43101, 43104, 43103, 43300, 42201	Dedicated, Capital, Recovery Act, Federal	180,557,755	31.8	✓		✓	★	✓	✓						Low-income households, contractors and local agencies
CSHD	Housing Trust Fund (includes specific budget provisos, operating and maintenance and oversight activities)	42103, 42200, 42101, 84400, 42102	Dedicated, Dedicated Non-non	142,985,181	24.8	✓		✓	★								Vulnerable special needs low-income populations
CSHD	Capital Programs - Provisos	96100-96120, 97101	Dedicated - Capital	131,507,507	1.5				✓	★	✓				✓		Community organizations, local governments who provide community capacity
LGID	Drinking Water Assistance Program	95210	Dedicated - Capital	101,741,670	0.0			✓	★	✓							Public and private water systems
CSHD	Low-income Housing Energy Assistance Program	32106	Federal	80,951,653	5.3					★							Low-income individuals
CSHD	Capital Programs - Competitive	96101-96121	Dedicated - Capital	63,623,903	7.6	✓		✓	★	✓							Social services providers, youth orientated non-profits
CSHD	Jobs Act for K-12 Public Schools/Higher Education	96101-96121	Dedicated - Capital	50,000,000	0.0	✓		✓	★	✓							Public education facilities
LGID	Temporary Public Works Grant Program	95110	Dedicated - Capital	44,597,000	0.0				★	✓							Local governments in distressed counties needing immediate restoration of critical public works services and facilities due to a natural disaster
IPP	Recovery Act Energy Freedom Program	92101	Recovery Act - Capital	38,500,000	0.0	✓					✓	★	✓				Private sector renewable, energy efficiency and clean energy companies
LGID	Job Development Fund Grants	97101	Dedicated - Capital	37,643,143	0.5				★								Legislatively-awarded cities, ports and local governments
LGID	Community Economic Revitalization Board	97100	Dedicated - Capital	33,394,438	0.0	✓			★	✓	✓	✓	✓				improvements to encourage new business development and
LGID	Community Development Block Grant	64100	GFS, Federal	32,869,356	5.1				★	✓	✓						services projects benefiting LMI households.
CSHD	Long Term Care Ombudsman	32103, 32109	GFS	31,413,548	0.5			✓	★								Low-income individuals
CSHD	HOME	47101, 47102, 47104, 47105, 84200	Federal, Dedicated - NonNon	26,453,646	3.0					★							Very low-income residents and low-income first-time homebuyers
CSHD	Byrne Justice Assistance Grant- Recovery Act	34721	Recovery Act	22,308,067	0.0					★							Washington communities
IPP	Recovery Act SEP State Energy Program	52112	Recovery Act	21,916,882	4.3						✓	★	✓				and lean energy companies
LGID	Neighborhood Stabilization Program	64105	Federal	19,044,012	0.0					★							Non-profits through local governments for removal of blight to help home buyers and tenants
CSHD	Homeless Housing and Data Management	46108, 46101	Dedicated, Private local	18,935,408	7.9					★							Homeless individuals and families

Division	Program	Program Index	Source of Funds (Federal, Recovery Act, GFS, Capital, Dedicated)	09-11 Budget	FY 11 Staffing (FTEs)											Beneficiary of service	
						Competitiveness	Education/WF Training	Efficient and Effective	Infrastructure	Community Regulation	Rural Focus	Sector Focus	Small Business				
CSHD	Victims of Crime Act	31119	GFS, Federal	18,574,845	0.4									*			Victims of crime
CSHD	Sexual Assault	31110	GFS, Federal	15,283,110	4.6									*			Victims of crime
CSHD	Community Service Block Grant	32100	GFS, Federal	14,006,328	4.9		✓							*			Low-income individuals
BSD	Tourism Development	73100, 73103	GFS, Private Local, Dedicated	12,916,564	6.0	*							✓		✓		Business, destination marketing organizations, ports and economic development organizations
CSHD	Recovery Act Community Services Block Grant	32177	Recovery Act	11,904,000	0.0		✓							*			Low-income individuals
CSHD	Homeless Prevention and Rapid Rehousing	46111	Recovery Act, Federal	10,591,772	1.0									*			Homeless individuals and families
IPP	Recovery Act Energy Efficiency	52110	Recovery Act	10,508,648	2.2								✓	*	✓		Local governments
CSHD	Emergency Shelter	46105, 46106	Dedicated, Federal	8,946,380	1.4									*			Homeless individuals and families
CSHD	Trans Housing Operating/Rental	46104	Dedicated	8,411,958	1.5									*			Homeless individuals and families
CSHD	Justice Assistance Grants	34021	Federal	7,328,324	8.0									*			Washington communities
LGID	Float Loan Proceeds - CDBG Pgm Income	86100	Dedicated - NonNon	6,737,080	0.0				*				✓				Businesses through a local jurisdiction
CSHD	Community Mobilization	34003, 34002, 34001	Private Local, GFS, Federal	6,625,486	1.7		✓							*			Washington communities
BSD	ADO Grants	75106	GFS	6,463,044	0.0	*								✓		✓	Businesses new to or expanding in the state
IPP	Recovery Act Energy Appliance Rebate Program	52114	Recovery Act	6,224,234	1.0										*		Washington State citizens
LGID	Rural Washington Loan Fund	97200-97202	Dedicated - Capital	6,201,398	0.1	*									✓	✓	Businesses, through non-entitlement local jurisdictions, typically use this funding for private business finance and almost never used for infrastructure financing
LGID	Energy Regional Innovation Cluster Match	97102	Dedicated - Capital	5,500,000	0.0	✓									*		Pacific NW National Labs if they receive a federal DOE award
CSHD	Homeless Family Shelters	46103	Dedicated	4,910,166	1.6				✓	*							Homeless families
BSD	Washington Technology Center	75101	GFS	4,757,000	0.0	*											Early state technology companies
BSD	Innovation Partnership Zones	97205	Dedicated - Capital	4,489,235	0.0	*										✓	Local incubation clusters
CSHD	Farmworker Housing	42104	Dedicated	4,345,000	0.0				✓	*							Migrant farmworkers
CSHD	Stop Grant (Violence Against Women Act)	31103	Federal	4,226,266	3.0									*			Victims of crime
LGID	Recovery Act Community Development Block Grant	96119	Recovery Act - Capital	4,172,925	0.5				*	✓	✓						Local governments
CSHD	Lead Programs, Environmental Protection Agency and Housing and Urban Development	43206, 43207	Dedicated, Federal	3,823,649	5.5		✓	✓	✓	*							Contractors, homeowners and landlords
IPP	Innovation Research Teams (STARS)	78101	GFS	3,817,800	0.0	✓	✓								*		Business
BSD	Other Passthrough	75105	GFS	3,079,802	0.0	*											Associate Development Organizations, NW Ag, Incubators, Small Business Development Centers
LGID	Community Economic Revitalization Board -Export Finance	97103	Dedicated - Capital	3,000,000	0.0	✓			*	✓		✓	✓				Local governments and public institutions of higher education
CSHD	Violence Against Women Act- Recovery Act	31701	Recovery Act	2,859,239	1.5									*			Victims of crime
CSHD	Victim Witness	31102	GFS	2,826,984	0.4									*			Victims of crime

Division	Program	Program Index	Source of Funds (Federal, Recovery Act, GFS, Capital, Dedicated)	09-11 Budget	FY 11 Staffing (FTEs)											Beneficiary of service		
						Competitiveness	Education/WF Training	Efficient and Effective	Infrastructure	Community Regulation	Rural Focus	Sector Focus	Small Business					
CSHD	Domestic Violence Legal Advocacy	31108	GFS	2,761,373	0.9													Victims of crime
CSHD	State Drug Task Force	34012	GFS	2,718,302	1.0													Washington communities
IPP	Municipal Research Services	16204	Dedicated	2,706,952	0.0				★									Local governments and state policy decision-makers
LGID	Growth Management Admin	63100	GFS, Private Local	2,654,560	12.3				✓	★			✓					Agency administration
LGID	Recovery Act Brownfields Program	77202	Federal	2,598,766	1.1				✓	★								Local governments and nonprofits
BSD	International Trade Development	72100	GFS, Private Local	2,490,839	9.8	★											✓	Business looking to expand to foreign markets
CSHD	Housing Opportunities for Persons w/Aids	46201	Federal	2,289,286	0.3												★	Low income households with HIV or AIDS
IPP	State Energy Program	52105	Federal	2,264,550	2.6									✓	★	✓		Policy decision-makers
LGID	Growth Management Grants	63200	GFS	2,222,825	0.0				✓	★			✓					Cities and counties receive funding and technical assistance they plan, regulate, and permit systems that enable them to grow in balance with the GMA.
CSHD	Independent Youth Housing Program	46110	Dedicated	1,981,358	0.8												★	Homeless youth aging out of foster care
LGID	Public Works Board Administration	65110	Dedicated	1,883,988	8.4												★	Agency administration
IPP	Energy Policy - GF State	52100-52106	GFS, Private Local, Dedicated	1,802,835	2.0												★	Policy decision-makers, energy industry and Washington State citizens
LGID	Job/Economic Development Grants	97101	Dedicated - Capital	1,733,000	0.0	✓										★	✓	Direct appropriations by legislature; one-time award
LGID	Brownfields Rev Loan Fund - Round 2	77201	Federal	1,634,847	0.4				✓	★								Private facilities to clean up Brownfield properties already assessed for contamination
LGID	Water System Acquisition and Rehabilitation	95310	Dedicated - Capital	1,612,401	0.0									★	✓			Counties, cities and towns, special purpose districts, tribes, and privately owned water systems required to meet the new and changing standards established by the federal Safe Drinking Water Act
BSD	Business Development: Statewide Services	74100	GFS	1,603,390	5.0	★											✓	Businesses that require a point of coordination
BSD	Business Development: Regional Services	76100	GFS	1,545,013	4.0	★											✓	Businesses that require a point of coordination
CSHD	Grants to Encourage Arrests	31105	Federal	1,531,296	0.5												★	Victims of crime
CSHD	Individual Development Account	32108, 32110	Dedicated, GFS	1,274,000	0.0												★	Low-income individuals
LGID	Contracts Administration Unit	67100	GFS, Federal, Dedicated	1,209,036	7.3												★	Grantees receive improved efficiency and customer service on multi-program funded construction projects.
CSHD	Financial Fraud & ID Theft	34011	Dedicated	1,160,738	0.1				✓								★	Financial institutions and identity theft victims
BSD	Foreign Contracts	72200	GFS	1,034,000	0.0	★											✓	Businesses looking for localized export assistance
CSHD	Washington Families Fund	46130	Dedicated	1,000,000	0.0												★	Homeless families
IPP	Quillayute Valley Wood-Fire Boiler	92100	Dedicated - Capital	1,000,000	0.0									✓			★	Business
CSHD	Dispute Resolution Centers	34016	GFS	993,194	0.1				✓								★	Washington court systems
BSD	Grant Service Admin	75100	GFS	990,631	5.0	★												Associate Development Organizations, NW Ag, Incubators, Small Business Development Centers
CSHD	Crime Victims Assist- Recovery Act	31702	Recovery Act	987,907	0.3		✓			✓							★	Victims of crime
BSD	Web, Marketing, and Communications	74103	GFS, Federal	941,184	3.0	★									✓	✓	✓	Washington business community and potential business that evaluate the state as a place to do business

Division	Program	Program Index	Source of Funds (Federal, Recovery Act, GFS, Capital, Dedicated)	09-11 Budget	FY 11 Staffing (FTEs)											Beneficiary of service	
						Competitiveness	Education/WF Training	Efficient and Effective Infrastructure	Community Capacity	Rural Focus	Sector Focus	Small Business					
BSD	Education and Training	74102	GFS, Private Local	814,199	0.0	★	✓										Economic development professionals
IPP	EDC Administration	17500	GFS	753,503	2.0	★	✓		✓				✓	✓			Policy decision-makers
LGID	Community Economic Revitalization Board Support	77103	GFS, Dedicated	728,986	3.1	✓				★	✓	✓	✓	✓			CERB Board Administration
BSD	International Trade Admin	71100	GFS	657,655	2.0	★								✓			International trade group
CSHD	Retired Senior Volunteer Program	32105	GFS	605,406	0.1					★							Washington communities
BSD	Domestic Contracts	72300	GFS	596,000	0.0	★											Associate Development Organizations
LGID	Puget Sound Regional Council - Transfer of Dev Rights	63303, 63500	Federal, Private Local	576,770	0.9					★							Compact urban growth will help reduce the impacts of storm water runoff to Puget Sound by conserving rural, agricultural, and forest lands
CSHD	Crime Victims Advocacy & Policy	31100	GFS	548,072	2.9						★						Victims of crime
CSHD	Manufactured Housing and Relocation	44110	Dedicated	540,763	1.4			✓			★						Manufactured housing resident homeowners
CSHD	New Americans	32115	GFS	533,546	0.5						★						Washington State citizens
IPP	Recovery Act Energy Assurance	52113	Recovery Act	533,350	1.0									★			State and local emergency and energy organizations
CSHD	MacArthur Foundation Grant/Housing	42300	Private Local	520,000	0.0						★						Non-profit organizations
LGID	Community & Financial Services Admin	77102	GFS	512,694	1.8					★							Agency administration
IPP	Local Government Fiscal Notes	16201	GFS	493,096	3.3				★								Local governments and state policy decision-makers
BSD	Microenterprise Development	77107	GFS	441,019	0.2	★								✓	✓		Microenterprise Development Organizations to strengthen their infrastructure and bolster their sustainability
LGID	Hanford Economic Investment Fund	77300	Dedicated	404,000	0.0										★		Benton and Franklin county
LGID	Local Government Administration	61100	GFS	398,054	1.3					★							Agency administration
CSHD	Child Care Facility Fund	87100	Dedicated - NonNon	360,000	0.5		✓				★				✓		Child care providers
LGID	Drinking Water Administration	65120	Dedicated	340,095	1.1			✓		★	✓						Agency administration
LGID	Small Communities Initiative	64103	Dedicated, Federal	267,423	1.3			✓		★							Small, rural towns and unincorporated areas lacking administrative, technical, or financial capacity to upgrade their drinking water or wastewater systems
LGID	Bond Cap	64101	Private Local	241,431	1.3					★	✓						State and local jurisdictions providing tax-exempt bond financing for projects with public benefits
LGID	Manufacturing Innovation & Modernization	77105	Dedicated	221,317	0.2	★		✓									Business
BSD	IPZ Economic Develop Grant Program	74106	GFS	220,672	1.0	★									✓		Business community
CSHD	Supportive Housing Program	46102	Federal	216,428	1.2						★						Homeless individuals and families
CSHD	Department of Energy Weatherization Training and Technical Assistance Grant	43102	Federal	211,043	0.0		★										State weatherization staff and community action programs in seven western states
LGID	Marine Container Ports	63314	GFS	200,000	0.0				★								Seattle & Tacoma for Growth Management Act planning
CSHD	Housing Assist for Mental Illness	46200	Dedicated	165,306	0.0						★						Chronically mentally ill
LGID	Ecology Shoreline Assistance	63101	GFS	164,124	0.0				★								Dept of Ecology
IPP	Snohomish County Biodiesel	92100	Dedicated - Capital	161,521	0.0									★	✓		Local governments
CSHD	Prostitution Prevention/Intervention	31114	Dedicated	125,000	0.0						★						Victims of crime

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						Competitiveness	Education/WF Training	Efficient and Effective	Infrastructure	Community Regulation	Rural Focus	Sector Focus	Small Business			
LGID	Portfolio Management	77108	GFS, Federal	106,653	0.6				★		✓		✓	Agency administration		
IPP	Evergreen Jobs Initiative	36102	GFS	101,616	0.5	✓	★						✓	Employers in the energy sector and their employees		
LGID	Brownfields	87200	Dedicated - NonNon	100,000	0.0			✓	★					Public-sector facilities receive grants to facilitate environmental remediation and economic redevelopment of commercial or industrial Brownfields properties		
IPP	Energy Policy Building Code Council	52101	Dedicated	80,462	0.1								★	State Building Code Council, the building industry and policy decision-makers		
IPP	USDOE Master Agreement	52108	Federal	60,000	0.0								★	Policy decision-makers		
LGID	Forest Service Loans	87300	Dedicated - NonNon	58,949	0.3	★							✓	✓	Small and medium sized forest products manufacturing businesses	
IPP	Renewable Farming	92100	Dedicated - Capital	45,000	0.0								★	✓	Agriculture industry	
LGID	Loan Fee Income & Expenses	77109	Private Local	31,358	0.0				★					Agency administration		