

January 20, 2023

Ken Huffer  
Yamhill County Administrator  
535 NE 5th St.  
McMinnville, OR 97128

Dear Ken:

Per your request, I have attached a list of projects in which SEDCOR is playing an active role in facilitating, managing and/or convening. In some cases, Abisha Stone and I have already recommended a potential role for County staff to maintain participation. I also recognize that once the contract is formally canceled with SEDCOR, we have thirty days to discuss more specific details about ongoing retention and expansion projects with Yamhill County staff. If time allows, we will gladly arrange meetings and introductions to facilitate the transition of these projects.

If it is helpful to you as Yamhill County considers alternative approaches to economic development services, I have also attached the 2017 Yamhill County Economic Development Strategy document that served as the basis for the work SEDCOR has been contracted to do over the past five years. We can also provide you with the costs SEDCOR incurs beyond our dedicated Yamhill County Economic Development Manager position, such as travel, marketing and communications support, office space, and professional education.

SEDCOR is committed to a three-county region, and we are actively working to identify how we best serve the Yamhill County businesses and communities that we are fortunate to include in our membership. I am proud to say that nine Yamhill County cities have renewed their SEDCOR memberships, and while these membership revenues alone won't cover the costs of a dedicated professional economic development manager position, we are pleased to see the demonstration of community support and are actively developing a strategy to serve those members. Moreover, our regional agriculture innovation work will ensure that companies in the ag supply chain will be given opportunities to participate in SEDCOR's work.

Yamhill County Commission Chair Berschauer provided a column for the Winter 2023 issue of SEDCOR's *Enterprise* publication (also attached) in which she highlighted some recent economic development projects including the Project Oasis childcare facilities and the innovative Supply Chain Localization Grant Program. I was very pleased to see her support and enthusiasm for these projects that have been developed and launched under SEDCOR's contract with Yamhill County. These are among the many projects and initiatives that help demonstrate the value SEDCOR has brought to Yamhill County while under contract.

I look forward to working with you to help ensure a coordinated and efficient closing of our contact with Yamhill County. Thank you for your continued support.

Sincerely,



Erik Andersson

Accepted by Yamhill County  
Board of Commissioners on

1.26.23 by Board Order  
# B.O. 23-35

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Erik Andersson

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The Grand Hotel in Salem

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City of Salem

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## Yamhill County Project List (January 20, 2023)

### Active Business Retention and Expansion Projects:

- **Business A**, with four Yamhill County locations, is looking to expand total operations while consolidating the activities of two current locations. This will be a significant project expansion spanning several years. SEDCOR has engaged them for site location support. They are considering possible use of the State's Privately Owned Brownfields program. They are also interested in the CPACE program
- **Business B**, located in Newberg has significant expansion and growth plans that will span over several years, the first of which will likely kick off at the end of 2023. SEDCOR is assisting them in seeking State funding for infrastructure support. They also hope to utilize CPACE financing if the County adopts the program
- **Business C** is an emerging business in Sheridan. They are investing in equipment and construction, nearing \$400,000 total investment. Will be adding approx. 5 jobs. Possibility of accessing the Enterprise Zone program for construction and/or e-commerce. \*\*SEDCOR currently manages the West Valley Enterprise Zone.
- **Business D** currently employs approx. 95 people in McMinnville and is about to enter phase 2 of a three-phase expansion project. SEDCOR has helped them access some state funding and workforce programming to assist with their growth, which will require 80 additional employees when completed. We have also aided them with the sale of excess equipment and in securing short-term outside storage.
- **Business E** has operations in Polk County, Amity & McMinnville. They are investing in equipment to expand capacity and throughput. With this expansion, they will need to hire five additional people. The expansion project should be complete by the end of 2023. They're currently in the pipeline for some State Small Business Sustainability Funds. SEDCOR connected them to another local business who was selling equipment they were looking to purchase on the open market. We also just connected them to an affordable association-based health plan program that will allow them to offer employee healthcare benefits for the first time
- **Business F**, in unincorporated Yamhill County, is looking to add onsite value-add processing (not wine related). One iteration of this project could be a \$1mm investment that would initially add three jobs. They are hopeful to utilize the Rural Industrial Tax program if the County adopts it. They are also interested in understanding how the CPACE program might increase opportunities to pursue an onsite water storage plan
- **Business G** in McMinnville is purchasing new equipment to expand capabilities which will allow them to serve new industries. They are well positioned to respond to the federal Build American, Buy American (BABA) program. SEDCOR is currently working with them to find State and Federal funding for continued investment in innovation
- **Business H**, with operations in unincorporated Yamhill County and offices in McMinnville, is looking to revitalize an industry. They have secured some local grant funding and are currently

- **Lafayette** – SEDCOR has been providing ongoing support for site readiness. The state’s new privately owned brownfield program would be a great tool to use in this community
- **McMinnville Airport and 3-mile lane properties** – We have been working with city economic development partners on specific recruitment projects as needed to coordinate responses for site selectors.

**Program Implementation:**

- CPACE – Documents submitted to YC
  - This is a program that the County would need to adopt via ordinance. County Staff and the BOC have access to the full set of program documents needed to implement this program, if they decide to do so.
- Rural Industrial Tax Program – Documents submitted to YC
  - This is a program that the County would need to adopt via ordinance. County Staff and the BOC have access to the full set of program documents needed to implement this program, if they decide to do so.
- Privately Owned Brownfields Program – Business Oregon (launched 1/19/23)
  - This is a new State program with a short shelf life. It has the ability to provide funds for remediation and shovel readiness on privately owned industrial and commercial lands. There is quite a bit of opportunity to utilize this funding in Yamhill County. The county will need to assist in facilitating these efforts going forward.
- Strategic Investment Program/Projects (SIP)
  - This is a State program that businesses can apply to use at any time. It does not require the county to adopt an ordinance but does require the county to negotiate and execute an agreement for the project. A few businesses in Yamhill County are currently looking to utilize this program.

**Ongoing Committee Work:**

- Economic Development Advisory Council (EDAC) management
  - The County should engage this group for future strategic planning and consider a formal adoption of a BOC direct advisory council
- Barbara Roberts Career Technical Education Center (CTEC)
  - Management of the Industry Advisory Committee
    - This role will need to be transitioned to an appropriate partner, which might be the County, depending on how the economic development position is designed
  - Member of the fundraising committee
    - SEDCOR will continue to be a regional resource and participate with this committee on an ad-hoc basis
- Newberg Economic Development Strategy team (NEDS) participating member and stakeholder
  - SEDCOR will work with our city partners to determine best next-steps. It is recommended that a county representative engage this group in the long term
- Lafayette Downtown Association (currently forming), advisory/steering committee
  - This type of community development project is generally outside our focus on traded sector industries. If the County sees a role here, then SEDCOR will assist with a warm hand-off
- Newberg Workforce Housing Consortium (NWHC) management
  - SEDCOR will continue managing this project team until we have satisfied our role as fiscal agent for the \$3mm in state funding and/or until project completion



**YAMHILL COUNTY**  
**ECONOMIC DEVELOPMENT**  
**VISION, MISSION, VALUES AND**  
**STRATEGIES**  
**JUNE 2017**

## Yamhill County Economic Development Vision, Mission, Values, and Strategies - June 2017

On June 13, 2017, the Board of Commissioners and lay members of the Yamhill County Budget Committee met to discuss recommendations made in the original 2013 GROW report, and to discuss the possible adoption of the proposed mission, vision, and strategic plan for Yamhill County economic development. The initial report recommended four strategies for implementation, which the Board has decided to condense and adopt as two principal strategies. The two strategies being adopted are:

### **Strategy 1:**

Retain, Expand and Recruit Business

### **Strategy 2:**

Identify and Commit Resources that Will Invest in Yamhill County Economic Development

From here, goals are identified for the strategies. Goals are defined as subsets of strategies that should be specific, measureable, achievable, realistic, and time-based. Goals support the strategies, and state *what* is to be accomplished.

Underneath each goal are statements of how the work of each goal could be accomplished at a high level. These components of the action plan are titled Objectives.

Last are outcomes for each strategy. The end results identified for each strategy—what specifically will be accomplished. The outcomes will identify strategic success.

All of these elements are reflected in the strategies below.

Yamhill County Economic Development Vision, Mission, Values, and Strategies - June 2017

**Strategy 2: Identify and Commit Resources that Will Invest in Yamhill County Economic Development**

Outcomes:

1. There is a detailed, up-to-date inventory of resources readily accessible.
2. Yamhill County's community assets and resources are packaged and marketed in a way that is business friendly.
3. There is collaborative problem solving and leveraging of economic development resources.
4. One hundred percent of communities invest in economic development.
5. Communities are supported, mentored and know how to access resource information.
6. Strong partner relationships are developed and sustained.

Goals (The "What")	Objectives (The "How")
2.1 Identify and build a Toolbox of available business and community resources.	2.1.1 Coordinate with resource partners (local, regional, state partners; workforce development, economic development, community action groups) 2.1.2 Identify potential financial assistance (grants, foundations, loans, community growth programs, government assistance, partner agencies, private funding) 2.1.3 Identify potential resources for human development (low-cost/no-cost training, development opportunities, education and skills development, high performance) 2.1.4 Discuss options for investing Video Lottery Funds
2.2 Assist and support businesses and communities in seeking resources.	2.2.1 Create easy access to the toolkit. 2.2.2 Push toolkit to users including training on how to use it. 2.2.3 Connect businesses to the resources.
2.3 Inform communities about solutions and resources to overcome infrastructure and other economic development obstacles.	2.3.1 Identify resources to address economic development obstacles. 2.3.2 Support communities in making improvements that will better attract business.
2.4 Support the development of trusted relationships among partners.	2.4.1 Identify new opportunities to create collaborative, diverse groups in support of economic development efforts. 2.4.2 Support development of partnership projects among business, education, and communities (internships, work study). 2.4.3 Identify resources that can be provided by peers and facilitate the development of relationships to share those resources.



# SHERIDAN

SCHOOL DISTRICT

435 South Bridge Street  
Sheridan, Oregon 97378

Phone: (971) 261-6959  
Fax: (503) 843-3505  
www.sheridan.k12.or.us

*Dorie Vickery, Superintendent*

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January 2023

Dear Yamhill County Board of Commissioners,

Sheridan School District has undertaken a critical project with the Barbara Roberts Career Technical Education Center (Roberts CTEC). The Roberts CTEC represents a county effort to supply local industries with a workforce that will meet employment needs and revitalize the local economy.

Your support, through the approval of \$1.4 million in ARPA funds, has allowed us to move forward with the design phase, leading to the building and site construction plans. Thank you!

The Roberts CTEC project is a complex project, in order to open in the fall of 2024, we have relied on a diverse team. We have relied heavily on Emerald Flash LLC, to spearhead the capital campaign. Bric Architecture and OTAK CPM are the experts designing the actual construction plans and providing project management. SEDCOR's involvement has been critical as they have provided the knowledge and expertise necessary for us to connect with local industries, access employment data for grants, and to bridge the gap between public education and industry. All of our organizations face a constant pressure to reduce and justify costs. It is often these service providers who get squeezed out with us only realizing too late how critical their contribution is to our success.

The Yamhill County contract with SEDCOR is a tremendous asset to Roberts CTEC. To date, SEDCOR has connected the development team with possible material donations from companies such as Cascade Steel, created numerous opportunities for myself and others on the development team to build relationships with industry leaders, and facilitated countless meetings to discuss county workforce development.

My fear is that without SEDCOR, specifically Abisha Stone, the Roberts CTEC project will slow to a crawl. Without industry involvement and donations we will lack the ability to properly train our students to enter the workforce with the knowledge and skills to meet industry standards. The Roberts CTEC needs the expertise of SEDCOR to see that instruction is aligned and informed by our industry leaders.

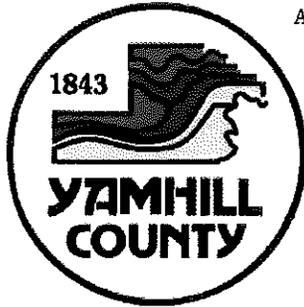
Please reconsider a continuation of the SEDCOR contract.

Respectfully,

Dorie Vickery, Ed. D  
Superintendent

# Yamhill County's Ag Base Poised for Changing Markets

by Commissioner Lindsay Berschauer



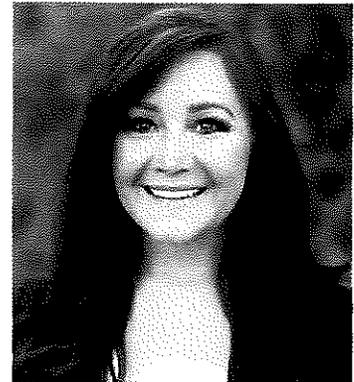
As we near the end of 2022 and look forward to a new year, we are hopeful about Oregon's economy and Yamhill County's ability to weather a predicted recession. State tax revenue is at a record high level with an anticipated 2023 kicker of \$3.7 Billion. While this is a sign of strong economic output, state economists have repeatedly warned of a recession in Q2 or Q3 of the coming year with inflation, increasing interest rates and a housing squeeze threatening a slowdown.

Yamhill County's predominantly agricultural base is well poised for changing markets and has adapted quite well over the past three years of COVID shutdowns, supply chain challenges and labor shortages. Our employers are agile, creative and resilient and we remain ready to assist with changing needs.

Yamhill County recently awarded \$453,000 in grants for supply chain innovation to three companies: Revino Inc., Northwest Linen Association, and Chapul LLC. Revino has committed to reducing strain on local supply chain issues by collecting, cleaning and reusing wine bottles for local wineries. Providing this service will lower costs, ensure ongoing supply and reduce the overall carbon footprint for one of our largest industries. Northwest Linen Association seeks to bring flax fiber back to Yamhill County in an effort to produce, once again, products like high-end linen clothing. Yamhill County historically produced flax fiber from the 1930's-1950's to supply the US Military with clothing and equip them for war. This grant will help farmers with seed planting and training to bring this commodity crop back to the county. Chapul LLC will increase local supply of animal feed and soil fertilizer products, which are predominantly imported from China and Canada. We look forward to seeing how these companies innovate and improve supply chain localization.

We are also partnering with innovative childcare initiatives like Project Oasis to connect industry to non-profits and childcare providers to solve workforce needs. Yamhill County is currently undergoing a needs-analysis and we predict the results will show a

significant lack of access to childcare with a subsequent negative impact on our workforce. Investments in efforts like Project Oasis seek to facilitate and speed up creation of new childcare facilities, reduce local red tape requirements and identify how the State can better assist with these needs. Project Oasis' model has been so effective in Yamhill County that other counties and municipalities are looking to this model as the future of childcare expansion.



Many counties have already adopted rural industrial and business development tax incentive programs as authorized by the State, and Yamhill County is beginning to assess how those programs could help facilitate industry expansion and investment. We look forward to more robust conversations with our core industries as to how the county can help with growth in an ever-changing regulatory, tax and inflationary environment.

As we look ahead to this coming year, we will add Commissioner-Elect Kit Johnston to our Board in January. Kit's robust experience in the private sector and cross-industry business ownership make him a tremendous asset to our focus on economic expansion. Not only is Kit well-versed in real estate and land use practices, his background as a farmer will ensure that our agricultural community has a strong voice. I look forward to hearing his fresh perspective and ideas of how we can strengthen Yamhill County's communities.

Yamhill County has been able to weather economic downturns before due to limited government policies and fiscal restraint. Having commissioners rooted in the private sector is a benefit when tackling future challenges that may come with a recession. The accompanying labor market shift has forced us all to rethink how we best prepare for the future. With open minds, we remain ready to partner with industry leaders in the coming year.

## Let's get down to business.

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Chris McLaren  
chris@haganhamilton.com



T.J. Sullivan  
TJ@haganhamilton.com

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