

November 12, 2020 Board Meeting / 7:30 – 9:30 AM  
Agenda for the Board Meeting of the S3R3 Solutions Board of Directors

*As per the Governor's Proclamation, this meeting will be held using an online meeting service.  
Instructions on how to join the call are as follows:*

*Join Zoom Meeting*

<https://zoom.us/j/94956666384?pwd=ZnNucGltSkpKcC9KTytMazNCcDR2Zz09>

**Meeting ID: 949 5666 6384**

**Passcode: 096416**

*For a complete packet of materials please go to [S3R3Solutions.com](http://S3R3Solutions.com)*

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## Welcome and Introductions

## Public Comment/Courtesy of the Floor

## Action Items

- **Action Item No. 01: Approval of Minutes for the October 8, 2020 Board Meeting and Financials for period October 1-31, 2020.**

## Project Updates, Presentations and Briefings

- **Project Updates**
  - **94 Acres NE of Medical Lake Interchange (Barry Baker)**
  - **Draft Strategic Plan**
  - **2021 Draft Budget**
  - **Project Financing**
  - **West Plains Transportation**
  - **West Plains Chamber of Commerce Office Lease**

## Other Business

- **Unfinished Business**
- **New Business**

## Board Member Items

## Executive Session

An Executive Session may be called during the meeting. The purpose must be announced and is limited by RCW 42.30.110. Examples include: (1) to discuss with legal counsel litigation, potential litigation and/or legal risks (RCW 42.30.110(1)(i)); (2) to consider the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price (RCW 42.30.110(1)(b)); and (3) to consider the minimum price at which real estate will be offered for sale or lease when public knowledge regarding such consideration would cause a likelihood of decreased price (final action selling or leasing public property shall be taken in a meeting open to the public)(RCW 42.30.110(1)(c)).

## Adjourn



**Action Item No: 111220-01**  
**Consent Agenda**

**Board Meeting Date: November 12, 2020**

**Subject: Approval of Minutes**  
**Approval of Financials**

**Background:**

October 8, 2020 Board Meeting Minutes and Financials for period October 1 -31, 2020.

**Recommendation:**

Recommendation is for the S3R3 Solutions board to approve the meeting minutes for the Regular Board Meeting which included Strategic Planning held on October 8, 2020 and Financials for period October 1-31, 2020

**Submitted By:**

Todd M Coleman, Executive Director

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**Date Action Taken:** \_\_\_\_\_

**Motion By:** \_\_\_\_\_

**Seconded By:** \_\_\_\_\_

**Action Taken:** (Approved) (Rejected) (Deferred to: \_\_\_\_\_)

**Approved as modified:** \_\_\_\_\_

October 8, 2020

7:30 AM – 11:30 AM, scheduled time

# Minutes - Regular Meeting to include Strategic Planning and Budget for 2021

## Attendance

**S3R3 Solutions Members present:** Breean Beggs, Greg Birchell, William Butler, Al French, Gerry Gemmill, Larry Krauter, Scott Simmons

**S3R3 Solutions Members absent:** None

**S3R3 Solutions Staff physically present:** Todd Coleman; Executive Director, Sueann Herkel; Executive Assistant, Taudd Hume; Legal Counsel

**S3R3 Solutions Staff present via teleconference:** None

**S3R3 Solutions Staff absent:** None

**Guests present:** Katherine Miller, City of Spokane

**Guests present via teleconference:** None

**Meeting called to order 7:40 AM**

## Welcome and Introductions:

Board Chair Al French conducted roll call of Board, quorum present.

## Public Comment/Courtesy of the Floor:

None

## Action Items Number 1-Consent Agenda

Board Chair Al French requested comment on Consent Agenda Action Items which included Minutes for the August 20, 2020 Regular Board Meeting and August 11 to September 30, 2020 Financials. Hearing none, he called for a motion for approval of all items as presented in the Consent Agenda. Board Treasurer Larry Krauter motioned for approval, Board Member Breean Beggs seconded, motion passed unanimously.

## Action Item Number 2 – Approval to Temporarily Change Meetings to Once Per Month

Executive Todd Coleman cited world conditions and state wide proclamations to limit, temporarily, Board Meetings to once a month. Said meetings will be scheduled for the second Thursday of each month. Board Member Breean Beggs motioned for approval, Board Treasurer Larry Krauter seconded, motion passed unanimously.

## Project Updates, Presentations and Briefings:

1. Board Chair Al French briefed that the third building for the Douglass Commerce Park has been slated to begin mid-March 2021..
2. Board Treasurer Larry Krauter stated the Airport is working to release land for the expansion of WearTek.
3. Executive Director Todd Coleman, while reviewing the Strategic Plan, provided an update to the Wetlands Mitigation Bank. Currently, S3R3 is working with a private property owner with a parcel south of Cheney to provide 30-35 credits possibly by Fall of 2021. These credits will likely be available only to developments in the PDA..

## Strategic Plan

The Board discussed the current Strategic Plan and provided updates to Mission, Vision and Goals. The Board will receive a revised draft in November with the intent to approve during the December Annual Board Meeting.

## Budget:

The Third Quarter Financials, 2021 Budget and Five-Year Cash Flow were reviewed as well as the job description for a Special Projects employee. The Board concurs with the description and staffing need. Discussion ensued regarding the

possibility of initiating the position as a contract employee and then grow it into a full time position. The Board will received a revised draft 2021 Budget at the November meeting with the intent to approve at the December Annual Board Meeting.

**Board Member Items:**

None

**Executive Session:**

None

At 11:25 PM the October 8, 2020 Meeting was adjourned.

# West Plains Airport Area PDA

## BALANCE SHEET DETAIL

As of October 31, 2020

DATE	TRANSACTION TYPE	NUM	NAME	MEMO/DESCRIPTION	SPLIT	DEBIT	CREDIT	AMOUNT	BALANCE
<b>ASSETS</b>									
1111000 BUSINESS CHECKING (6532)									
Beginning Balance									
									184,495.07
10/01/2020	Check	1290	T-O Engineers	October 2020 - 6/10/12 Planning and Design	Legal & Professional Services:Consultant, PW and Vendor Rosters	\$21,758.05	-21,758.05		162,737.02
10/01/2020	Check	1286	Todd Coleman	Mileage correction - used old mileage reimbursement instead of current year .575	Travel:Mileage	\$31.29	-31.29		162,705.73
10/01/2020	Deposit		West Plains Chamber of Commerce	October 2020 - Rent received for October 2020	3620000 Rents and Leases Income	\$650.00		650.00	163,355.73
10/01/2020	Expense		Northern Quest Casino/Marketplace	September 29, 2020 - Marketplace - meeting between ED and Brandon Haugen to discuss fiber/CERB Grant	5587049 Business Meals	\$10.16	-10.16		163,345.57
10/01/2020	Check	1285	Todd Coleman	Reimbursement for Portland/Vancouver/Collax	-Split-	\$945.78	-945.78		162,399.79
10/01/2020	Check	1287	Parsons Burnett Bjordal Hume LLP	October 2020 - August legal fees	Legal & Professional Services:Legal Expense	\$1,858.50	-1,858.50		160,541.29
10/01/2020	Check	1288	T-O Engineers	October 1, 2020 Wetland Mitigation Bank Inv 190509	Legal & Professional Services:Consultant, PW and Vendor Rosters	\$566.25	-566.25		159,975.04
10/01/2020	Check	1289	Collman Engineering	Professional Services rendered for period ending August 25, 2020	Legal & Professional Services:Consultant, PW and Vendor Rosters	\$9,756.00	-9,756.00		150,219.04
10/01/2020	Check	1284	Spokane International Airport	October Rent September Electric	-Split-	\$1,394.52	-1,394.52		148,824.52
10/02/2020	Expense		Ptera	October - Ptera - charges for Internet and Office Phone	-Split-	\$309.00	-309.00		148,515.52
10/05/2020	Expense		Washington DRS	October 2020 - Correction to DRS	5587022 Economic Development - Benefits:Payroll Expenses - PERS	\$1,886.96	-1,886.96		146,628.56
10/05/2020	Expense		Washington DRS	October - PERS for second pay period of September 2020	5587022 Economic Development - Benefits:Payroll Expenses - PERS	\$1,896.95	-1,896.95		144,731.61
10/05/2020	Expense		Washington DRS	October 2020 - Interest charged for DRS payment - will be refunded by DRS	5587022 Economic Development - Benefits:Payroll Expenses - PERS	\$14.27	-14.27		144,717.34
10/05/2020	Payroll Check	DD	Todd Coleman	Pay Period: 09/16/2020-09/30/2020	Direct Deposit Payable	\$1,500.00	-1,500.00		143,217.34
10/05/2020	Payroll Check	DD	Todd Coleman	Pay Period: 09/16/2020-09/30/2020	Direct Deposit Payable	\$3,834.26	-3,834.26		139,383.08
10/05/2020	Payroll Check	DD	Sueann K. Herkel	Pay Period: 09/16/2020-09/30/2020	Direct Deposit Payable	\$1,679.61	-1,679.61		137,703.47
10/05/2020	Expense		QuickBooks Team	October 2020 - QuickBooks - monthly fee for software support	5587030 Office Supplies & Software	\$43.56	-43.56		137,659.91
10/07/2020	Expense		ESRI	October 2020 - ESRI - license for ArcGIS	5587030 Office Supplies & Software	\$435.60	-435.60		137,224.31
10/07/2020	Expense		Kalico Kitchen	October 7, 2020 - Kalico Kitchen - meeting with board member Gerry Gemmill	5587049 Business Meals	\$34.14	-34.14		137,190.17
10/07/2020	Expense		UMI Sushi	October 6, 2020 - UMI Sushi - meeting with Board Vice Chair Bill Butler	5587049 Business Meals	\$55.82	-55.82		137,134.35
10/07/2020	Expense		West Plains Chamber of Commerce	October 2020 - yearly membership fee for Chamber of Commerce	Other Business Expenses:Dues & subscriptions	\$100.00	-100.00		137,034.35
10/09/2020	Tax Payment		IRS	Tax Payment for Period: 09/01/2020-09/30/2020	Employer Payroll Taxes Payable	\$4,673.76	-4,673.76		132,360.59
10/10/2020	Expense		Hilton Garden Inn	October 8, 2020 - Hilton Garden Inn - Food and conference room for October's board meeting	5587049 Business Meals	\$734.09	-734.09		131,626.50
10/13/2020	Expense		The Spokesman Review	October 2020 - Spokesman Review - yearly subscription	Other Business Expenses:Dues & subscriptions	\$155.48	-155.48		131,471.02
10/13/2020	Expense		International Economic Development Council	October 2020 - IEDC - Renewal Fee	Other Business Expenses:Dues & subscriptions	\$1,060.00	-1,060.00		130,411.02
10/14/2020	Check	1291	Wells Fargo	Lease payment for Canon copier/printer. Payment covers 9/20/2020 - 10/19/20	5944670 Capital Outlays	\$255.72	-255.72		130,155.30
10/14/2020	Deposit		City of Spokane*	October 14, 2020 - Payment from City of Spokane for invoices 6101203SP and 6101204SP	3370101 Connection City of Spokane Reimbursement	\$20,017.59		20,017.59	150,172.89
10/15/2020	Expense		Office Depot	October 2020 - Office Depot - order of name plates	5587030 Office Supplies & Software	\$39.18	-39.18		150,133.71
10/20/2020	Expense		Sunshine Disposal	October 2020 - Sunshine Disposal - services for September 2020	5587042 Utilities	\$73.70	-73.70		150,060.01
10/20/2020	Expense		Verizon	October 2020 - Verizon - cell phone for ED	Communications:Phone Expense	\$80.04	-80.04		149,979.97
10/20/2020	Payroll Check	DD	Todd Coleman	Pay Period: 10/01/2020-10/15/2020	Direct Deposit Payable	\$1,500.00	-1,500.00		148,479.97
10/20/2020	Payroll Check	DD	Sueann K. Herkel	Pay Period: 10/01/2020-10/15/2020	Direct Deposit Payable	\$1,692.40	-1,692.40		146,787.57
10/20/2020	Expense		QuickBooks Team	October 2020 - QuickBooks - payroll for 10/20 - 11/20	Legal & Professional Services:Accounting Services	\$57.72	-57.72		146,729.85
10/20/2020	Payroll Check	DD	Todd Coleman	Pay Period: 10/01/2020-10/15/2020	Direct Deposit Payable	\$4,275.21	-4,275.21		142,454.64
10/21/2020	Expense		Washington DRS	October 2020 - PERS for 1st pay period October 2020	5587022 Economic Development - Benefits:Payroll Expenses - PERS	\$1,896.95	-1,896.95		140,557.69
10/22/2020	Expense		Walmart	October 22, 2020 - Walmart - supplies to gift S3R3 Solutions advertising material	5587030 Office Supplies & Software	\$60.75	-60.75		140,496.94
10/23/2020	Tax Payment		WA Employment Security Department	Tax Payment for Period: 07/01/2020-09/30/2020	-Split-	\$714.03	-714.03		139,782.91
10/23/2020	Tax Payment		WA Employment Security Department	Tax Payment for Period: 07/01/2020-09/30/2020	Employer Payroll Taxes Payable	\$141.72	-141.72		139,641.19
10/26/2020	Check	1293	Spokane International Airport	September Electric	5587042 Utilities	\$205.45	-205.45		139,435.74
10/26/2020	Expense		Intrinum	October 2020 - IT Services for November 2020	Legal & Professional Services:IT Services	\$525.96	-525.96		138,909.78
10/26/2020	Check	1292	Journal of Business	October 2020 - subscription renewal for 3 years	Other Business Expenses:Dues & subscriptions	\$99.95	-99.95		138,809.83
10/27/2020	Check	1294	Houdini Interactive, LLC	Marketing fees for July, August and September	-Split-	\$1,907.65	-1,907.65		136,902.18
10/27/2020	Check	1297	Collman Engineering	Professional Services rendered for period ending September 25, 2020 Air Cargo	Legal & Professional Services:Consultant, PW and Vendor Rosters	\$23,404.00	-23,404.00		113,498.18
10/27/2020	Check	1296	T-O Engineers	October Wetland Mitigation Bank Inv 19050911	Legal & Professional Services:Consultant, PW and Vendor Rosters	\$2,358.25	-2,358.25		111,139.93
10/27/2020	Check	1298	Osborne Consulting Incorporated	Stormwater Invoices - Phases 2 and 3	-Split-	\$66,809.63	-66,809.63		44,330.30
10/27/2020	Check	1295	T-O Engineers	Oct 2020 - TO Engineers - 6/10/12 Project Inv 200216-5	Legal & Professional Services:Consultant, PW and Vendor Rosters	\$5,834.96	-5,834.96		38,495.34
10/28/2020	Expense		Avista	October 2020 - Avista - Natural Gas 9-4 to 10-7-2020	5587042 Utilities	\$9.52	-9.52		38,485.82
10/29/2020	Expense		International Economic Development Council	October 2020 - Credit Analysis course	Other Business Expenses:Dues & subscriptions	\$760.00	-760.00		37,725.82
10/29/2020	Check	1299	Wells Fargo	Lease payment for Canon copier/printer. Payment covers 10/20/2020 - 11/19/20	5944670 Capital Outlays	\$255.72	-255.72		37,470.10
10/30/2020	Deposit		STCU	Interest earned in checking for October 2020	3614000 Interest Earned	\$31.23		31.23	37,501.33
10/31/2020	Expense		Spokane Parking Services	October 30, 2020 - Parking for ED to meet with Chad Coles of the County	Travel:Travel Parking	\$1.80	-1.80		37,499.53
<b>Total for 1111000 BUSINESS CHECKING (6532)</b>								\$ -	
								<b>146,995.54</b>	
1111001 Business Savings (0374)									
Beginning Balance									
									86,347.54
10/30/2020	Deposit		STCU	November 2020 - Interest earned	3614000 Interest Earned	\$7.32		7.32	86,354.86
<b>Total for 1111001 Business Savings (0374)</b>								<b>\$7.32</b>	
1114000 Spokane County Investment Pool									

West Plains Airport Area PDA

BALANCE SHEET DETAIL

As of October 31, 2020

DATE	TRANSACTION TYPE	NUM	NAME	MEMO/DESCRIPTION	SPLIT	DEBIT	CREDIT	AMOUNT	BALANCE
	Beginning								1,261,584.34
	Balance								
	<b>Total for 1114000 Spokane County Investment Pool</b>								
	1880130 Fixed Asset Printer								
	Beginning								2,713.10
	Balance								
	<b>Total for 1880130 Fixed Asset Printer</b>								
	1880140 Cable System								
	Beginning								3,658.22
	Balance								
	<b>Total for 1880140 Cable System</b>								
	<b>TOTAL ASSETS</b>								<b>\$ - \$1,381,810.05</b>
								<b>146,888.22</b>	

# West Plains Airport Area PDA

## BALANCE SHEET DETAIL

As of October 31, 2020

DATE	TRANSACTION TYPE	NUM	NAME	MEMO/DESCRIPTION	SPLIT	DEBIT	CREDIT	AMOUNT	BALANCE
<b>LIABILITIES AND EQUITY</b>									
<b>Liabilities</b>									
<b>Direct Deposit Payable</b>									
10/05/2020	Payroll Check	DD	Sueann K. Herkel	Pay Period: 09/16/2020-09/30/2020	-Split-		\$1,679.61	1,679.61	1,679.61
10/05/2020	Payroll Check	DD	Todd Coleman	Direct Deposit	1111000 BUSINESS CHECKING (6532)	\$1,500.00		-1,500.00	179.61
10/05/2020	Payroll Check	DD	Todd Coleman	Direct Deposit	1111000 BUSINESS CHECKING (6532)	\$3,834.26		-3,834.26	-3,654.65
10/05/2020	Payroll Check	DD	Todd Coleman	Direct Deposit 2	Direct Deposit Payable		\$1,500.00	1,500.00	-2,154.65
10/05/2020	Payroll Check	DD	Todd Coleman	Pay Period: 09/16/2020-09/30/2020	-Split-		\$3,834.26	3,834.26	1,679.61
10/05/2020	Payroll Check	DD	Sueann K. Herkel	Direct Deposit	1111000 BUSINESS CHECKING (6532)	\$1,679.61		-1,679.61	0.00
10/20/2020	Payroll Check	DD	Todd Coleman	Pay Period: 10/01/2020-10/15/2020	-Split-		\$4,275.21	4,275.21	4,275.21
10/20/2020	Payroll Check	DD	Todd Coleman	Direct Deposit 2	Direct Deposit Payable		\$1,500.00	1,500.00	5,775.21
10/20/2020	Payroll Check	DD	Sueann K. Herkel	Direct Deposit	1111000 BUSINESS CHECKING (6532)	\$1,692.40		-1,692.40	4,082.81
10/20/2020	Payroll Check	DD	Sueann K. Herkel	Pay Period: 10/01/2020-10/15/2020	-Split-		\$1,692.40	1,692.40	5,775.21
10/20/2020	Payroll Check	DD	Todd Coleman	Direct Deposit	1111000 BUSINESS CHECKING (6532)	\$1,500.00		-1,500.00	4,275.21
10/20/2020	Payroll Check	DD	Todd Coleman	Direct Deposit	1111000 BUSINESS CHECKING (6532)	\$4,275.21		-4,275.21	0.00
<b>Total for Direct Deposit Payable</b>								<b>\$0.00</b>	
<b>Employee Payroll Taxes Payable</b>									
<b>Beginning Balance</b>									
10/05/2020	Payroll Check	DD	Todd Coleman	PFML Employee	Direct Deposit Payable		\$9.12	9.12	276.86
10/05/2020	Payroll Check	DD	Sueann K. Herkel	PFML Employee	Direct Deposit Payable		\$2.44	2.44	279.30
10/20/2020	Payroll Check	DD	Sueann K. Herkel	PFML Employee	Direct Deposit Payable		\$2.44	2.44	281.74
10/20/2020	Payroll Check	DD	Todd Coleman	PFML Employee	Direct Deposit Payable		\$9.12	9.12	290.86
<b>Total for Employee Payroll Taxes Payable</b>								<b>\$23.12</b>	
<b>Employer Payroll Taxes Payable</b>									
<b>Beginning Balance</b>									
10/05/2020	Payroll Check	DD	Sueann K. Herkel	Federal Taxes (941/944)	Direct Deposit Payable		\$406.84	406.84	6,092.29
10/05/2020	Payroll Check	DD	Todd Coleman	WA Workers Compensation	Direct Deposit Payable	\$0.00		0.00	6,499.13
10/05/2020	Payroll Check	DD	Todd Coleman	Federal Taxes (941/944)	Direct Deposit Payable		\$1,911.39	1,911.39	8,410.52
10/05/2020	Payroll Check	DD	Todd Coleman	WA Paid Family and Medical Leave Tax	Direct Deposit Payable		\$17.99	17.99	8,428.51
10/05/2020	Payroll Check	DD	Sueann K. Herkel	WA SUI Employer	Direct Deposit Payable		\$119.00	119.00	8,547.51
10/05/2020	Payroll Check	DD	Sueann K. Herkel	WA Paid Family and Medical Leave Tax	Direct Deposit Payable		\$5.25	5.25	8,552.76
10/05/2020	Payroll Check	DD	Sueann K. Herkel	Federal Unemployment (940)	Direct Deposit Payable	\$0.00		0.00	8,552.76
10/05/2020	Payroll Check	DD	Sueann K. Herkel	WA Workers Compensation	Direct Deposit Payable		\$33.60	33.60	8,586.36
10/05/2020	Payroll Check	DD	Todd Coleman	Federal Unemployment (940)	Direct Deposit Payable	\$0.00		0.00	8,586.36
10/08/2020	Tax Payment		IRS	Federal Taxes (941/944)	1111000 BUSINESS CHECKING (6532)	\$4,673.76		-4,673.76	3,912.60
10/20/2020	Payroll Check	DD	Todd Coleman	Federal Unemployment (940)	Direct Deposit Payable	\$0.00		0.00	3,912.60
10/20/2020	Payroll Check	DD	Sueann K. Herkel	Federal Taxes (941/944)	Direct Deposit Payable		\$406.86	406.86	4,319.46
10/20/2020	Payroll Check	DD	Sueann K. Herkel	WA SUI Employer	Direct Deposit Payable		\$119.00	119.00	4,438.46
10/20/2020	Payroll Check	DD	Sueann K. Herkel	WA Workers Compensation	Direct Deposit Payable	\$0.00		0.00	4,438.46
10/20/2020	Payroll Check	DD	Sueann K. Herkel	Federal Unemployment (940)	Direct Deposit Payable	\$0.00		0.00	4,438.46
10/20/2020	Payroll Check	DD	Sueann K. Herkel	WA Paid Family and Medical Leave Tax	Direct Deposit Payable		\$5.25	5.25	4,443.71
10/20/2020	Payroll Check	DD	Todd Coleman	Federal Taxes (941/944)	Direct Deposit Payable		\$1,029.49	1,029.49	5,473.20
10/20/2020	Payroll Check	DD	Todd Coleman	WA Workers Compensation	Direct Deposit Payable	\$0.00		0.00	5,473.20
10/20/2020	Payroll Check	DD	Todd Coleman	WA Paid Family and Medical Leave Tax	Direct Deposit Payable	\$0.00		0.00	5,473.20
10/23/2020	Tax Payment		WA Employment Security Department	WA Employment Security Department	1111000 BUSINESS CHECKING (6532)	\$141.72		-141.72	5,331.48
10/23/2020	Tax Payment		WA Employment Security Department	WA SUI Employer	1111000 BUSINESS CHECKING (6532)	\$714.03		-714.03	4,617.45
10/23/2020	Tax Payment		WA Employment Security Department	WA SUI Employer	1111000 BUSINESS CHECKING (6532)		\$0.02	0.02	4,617.47
<b>Total for Employer Payroll Taxes Payable</b>								<b>\$ -1,474.82</b>	
<b>PERS Payable</b>									
<b>Beginning Balance</b>									
10/05/2020	Payroll Check	DD	Sueann K. Herkel	PERS	Direct Deposit Payable		\$164.07	164.07	22,853.51
10/05/2020	Payroll Check	DD	Todd Coleman	PERS - Company Contribution	Direct Deposit Payable		\$909.52	909.52	23,727.10
10/05/2020	Payroll Check	DD	Sueann K. Herkel	PERS - Company Contribution	Direct Deposit Payable		\$269.37	269.37	23,996.47
10/05/2020	Payroll Check	DD	Todd Coleman	PERS	Direct Deposit Payable		\$553.99	553.99	24,550.46
10/20/2020	Payroll Check	DD	Todd Coleman	PERS	Direct Deposit Payable		\$553.99	553.99	25,104.45
10/20/2020	Payroll Check	DD	Sueann K. Herkel	PERS - Company Contribution	Direct Deposit Payable		\$269.37	269.37	25,373.82
10/20/2020	Payroll Check	DD	Sueann K. Herkel	PERS	Direct Deposit Payable		\$164.07	164.07	25,537.89
10/20/2020	Payroll Check	DD	Todd Coleman	PERS - Company Contribution	Direct Deposit Payable		\$909.52	909.52	26,447.41
<b>Total for PERS Payable</b>								<b>\$3,793.90</b>	
<b>OPEB</b>									
<b>Beginning Balance</b>									
<b>Total for OPEB</b>									20,337.00
<b>Pension Payable</b>									
<b>Beginning Balance</b>									
<b>Total for Pension Payable</b>									49,712.00
<b>Total Liabilities</b>								<b>\$2,342.20</b>	<b>\$101,404.74</b>
<b>Equity</b>									
<b>Retained Earnings</b>								<b>\$1,471,956.40</b>	<b>\$1,471,956.40</b>
<b>Net Income</b>								<b>\$ -181,551.09</b>	<b>\$ -181,551.09</b>
<b>Total Equity</b>								<b>\$1,290,405.31</b>	<b>\$1,290,405.31</b>
<b>Total Liabilities and Equity</b>								<b>\$1,292,747.51</b>	<b>\$1,391,810.05</b>

## **Mission**

The West Plains Airport Area Public Development Authority was created for the purpose of adding new, above the median wage, jobs to the Spokane Region through the recruitment of new business and expansion of existing business.

## **Vision**

The West Plains Airport Area is a globally recognized innovation zone with a cluster of advanced manufacturing and aerospace companies. These companies employ thousands of people with a median income 20% greater than those in the surrounding region. There is adequate infrastructure to support growth of commerce due to the collaborative and proactive planning for the area. Companies choose the West Plains Airport Area because of its robust multimodal transportation system that provides efficient logistics via runway, roadway and rail.

## **Goal 1**

Provide business with certainty of schedule, budget and outcome.

### *Key Initiatives:*

- Support business in the due diligence process for go/no go decisions and permitting.
  - Measurement:
    - Number of businesses assisted in process: Goal - 8 businesses
    - Number of successful assists to operation: Goal - 3 businesses (1 in manufacturing/aerospace)
- Prioritize marketing and development of SIA properties released or soon to be released by FAA.
  - Measurement:
    - In cooperation with SIA develop an inventory of properties available for development with FAA surplus actions complete by mid-year 2021.
    - In cooperation with SIA develop an inventory of properties to be made available for development with FAA surplus action in process to in near future (0-5 years) by mid-year 2021.
    - In cooperation with SIA create property flyer(s) for available properties by year end 2021.
- Adjust land use within the PDA in coordination with the City and County Planning Commissions to align with highest and best use.
  - Measurement:
    - Develop an overview of proposed uses and supporting infrastructure by end of 1<sup>st</sup> quarter 2021.
    - Present to the respective Planning Commissions proposed changes to land use by end of 2<sup>nd</sup> quarter 2022.
    - Incorporate changes into future Comprehensive Plan updates dependent on City/County schedules.



- Coordinate infrastructure development to include water, sewer, stormwater, fiber and wetlands mitigation.
  - Measurement:
    - Work with City to include fire flow and sewer capacity into their Capital Improvement Program.
    - Promote new water and sewer infrastructure in the ground.
    - Install new fiber conduit in the West Plains.
    - Complete the stormwater study with implementable regional facilities by end of 2<sup>nd</sup> quarter 2021.
    - Develop a funding and operation strategy for the regional stormwater facilities by end of 2<sup>nd</sup> quarter 2021.
    - Complete draft prospectus for wetlands mitigation by 3<sup>rd</sup> quarter 2021.
    - Have marketable wetland mitigation bank credits available by summer 2022.

## **Goal 2**

Market the West Plains and Spokane region with a targeted focus on the advanced manufacturing and aerospace industries.

### *Key Initiatives:*

- Recruit new and expanding businesses into the West Plains Airport Area.
  - Measurement:
    - Participate in target industry events.
    - Present at forums to brokers, site selectors and target industry.
    - Conduct one-on-one meetings with potential customers.
  
- Develop strategic advertising campaign to target markets.
  - Measurement:
    - Run advertisements in target sector media by mid-year 2021.
  
- Promote the area as an innovation zone for development.
  - Measurement:
    - Create a framework for development of a circular economy
      - Supportive legislation during 2021 legislative session
      - Concept plan by year end 2021
    - Develop a synergy with the Waste to Energy plant.
      - Reuse of recycled materials
      - Develop concept for a recycle, reuse and innovation park by year end 2021.

### **Goal 3**

Foster strategic partnerships to further economic development and the creation of jobs in the West Plains and Spokane region.

#### *Key Initiatives:*

- Work with legislators to create support state and federal legislation and grant programs to support innovation zones, advanced manufacturing and aerospace sectors
  - Measurement:
    - Meet with legislators in Olympia and Washington DC: Goal is two trips each
    - Pass a bill supporting the creation of innovation zones by 2<sup>nd</sup> quarter 2021
    - Obtain a grant for infrastructure, planning or marketing opportunities in the PDA
    - Develop a working relationship with County lobbyist to support initiatives.
- Participate in key industry associations to further the PDA's mission and vision (e.g. WEDA, AWB, WPPA, INWAC, etc.)
  - Measurement:
    - Actively participate in key industry associations: Goal is four with measurable outcomes (leads on funding or business recruitment)
- Leverage the cooperative partnership between the City, County, Airport and PDA
  - Measurement:
    - Maintain coordination with City, County and Airport on Stormwater Study and regional facility design
    - Add PDA infrastructure to the City 6-year Capital Improvement Plan

### **Goal 4**

Develop an inventory to support new business development and the expansion of existing business.

#### *Key Initiatives:*

- Proactively develop multimodal transportation facilities to support efficient movement of goods and employees via road, runway and rail
  - Measurement:
    - Completion of the transload facility
    - Implementation of multiuse trails into the regional stormwater conveyance systems
    - Develop a priority list of transportation projects for approval by the PDA Board
- Prepare vacant land of various sizes and locations in both private and public ownership for shovel ready development
  - Measurement:
    - Coordinate shovel ready status property with private property owners: Goals 5 acre and under site, 5 to 20-acre sites, 20 to 100-acre sites, greater than 100-acre site and list on PDA website
- Develop and support an inventory of buildings of various sizes in both public and private ownership for immediate occupation by new and expanded business.
  - Measurement:
    - Promote building square footage of vacant space available for immediate lease
    - S3R3 complete first building by year end 2021.

## **Goal 5**

Create financial sustainability in the PDA's business plan to ensure short- and long-term growth.

### *Key Initiatives:*

- Maintain a consistent history of clean audits with the Washington State Auditors Office.
- Develop adequate funding tools to achieve the mission and goals of the PDA (e.g. grants, tax revenue sharing, bonding capacity, etc.)
- Model for and deliver a target return on investment (ROI) on projects within the PDA by end of 1<sup>st</sup> quarter 2021.
- Maintain a positive cash flow year over year.
- Develop a comprehensive project evaluation matrix considering Goals 1 through 5 for consistent and informed decision making by mid-year 2021.

# S3R3 Solutions 5 Year Projected Cash Flow - DRAFT

	2021	2022	2023	2024	2025	2026
<b>Non-Op Revenue</b>						
<b>Beginning Cash</b>	\$ 1,580,000	\$ 334,985	\$ 424,151	\$ 767,242	\$ 1,175,671	\$ 1,649,496
Property Tax - Base Contribution	\$ 65,650.00	\$ 66,306.50	\$ 66,969.57	\$ 67,639.26	\$ 68,315.65	\$ 68,998.81
Property Tax - Contribution from Increased Assessed Value	\$ 132,837.91	\$ 182,464.28	\$ 308,852.81	\$ 392,741.34	\$ 477,468.75	\$ 563,043.44
Property Tax - Contribution from New Construction	\$ 47,819.79	\$ 123,330.58	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00
Sales Tax - Contribution from New Construction	\$ 443,422.39	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00
Sales Tax - Contribution from Sales from New Business	\$ 35,898.39	\$ 196,775.36	\$ 274,250.41	\$ 280,550.08	\$ 287,017.24	\$ 293,656.65
Road Tax - Contribution from New Business (held @ County)	\$ 220,917.75	\$ 223,126.93	\$ 242,880.36	\$ 245,309.16	\$ 247,762.25	\$ 250,239.88
Utility Tax - Contribution from New Business	\$ 2,550.00	\$ 2,601.00	\$ 2,653.02	\$ 2,706.08	\$ 2,760.20	\$ 2,815.41
Interest	\$ 31,600.00	\$ 6,699.71	\$ 8,483.01	\$ 15,344.84	\$ 23,513.41	\$ 32,989.92
Non-Op Revenue	\$ 728,178.48	\$ 871,477.72	\$ 1,032,725.81	\$ 1,123,636.76	\$ 1,215,561.85	\$ 1,308,514.30
Operating Revenue	\$ 259,530.00	\$ 1,128,590.00	\$ 862,590.00	\$ 862,590.00	\$ 862,590.00	\$ 862,590.00
Building Lease	\$ 259,530.00	\$ 778,590.00	\$ 778,590.00	\$ 778,590.00	\$ 778,590.00	\$ 778,590.00
Fiber Leases	\$	\$ 350,000.00	\$ 84,000.00	\$ 84,000.00	\$ 84,000.00	\$ 84,000.00
<b>Total Sources</b>	\$ 2,567,708.48	\$ 2,335,053.19	\$ 2,319,466.35	\$ 2,753,468.78	\$ 3,253,822.37	\$ 3,820,600.23

	2021	2022	2023	2024	2025	2026
<b>Operating Expenses</b>						
<b>Office Expenses</b>	<b>56,417.13</b>	<b>60,200.06</b>	<b>61,354.22</b>	<b>62,535.54</b>	<b>63,744.69</b>	<b>64,982.35</b>
Office Lease	\$ 14,144.04	\$ 16,800.00	\$ 17,136.00	\$ 17,478.72	\$ 17,828.29	\$ 18,184.86
Leasehold Excise Tax	\$ 1,816.09	\$ 2,157.12	\$ 2,200.26	\$ 2,244.27	\$ 2,289.15	\$ 2,334.94
Tax and License	\$ 50.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00
Utilities (Electricity, Natural Gas, Disposal)	\$ 4,000.00	\$ 4,120.00	\$ 4,243.60	\$ 4,370.91	\$ 4,502.04	\$ 4,637.10
Insurance	\$ 9,198.00	\$ 9,473.94	\$ 9,758.16	\$ 10,050.90	\$ 10,352.43	\$ 10,663.00
Office Supplies	\$ 12,000.00	\$ 12,240.00	\$ 12,484.80	\$ 12,734.50	\$ 12,989.19	\$ 13,248.97
Communications (Phones, internet & postage)	\$ 6,000.00	\$ 6,120.00	\$ 6,242.40	\$ 6,367.25	\$ 6,494.59	\$ 6,624.48
Office Furniture	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Office Equipment	\$ 4,709.00	\$ 4,709.00	\$ 4,709.00	\$ 4,709.00	\$ 4,709.00	\$ 4,709.00
Business Meals	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
<b>Human Resource</b>	<b>471,435.87</b>	<b>490,293.30</b>	<b>509,905.04</b>	<b>530,301.24</b>	<b>551,513.29</b>	<b>573,573.82</b>
Salaries	\$ 350,439.84	\$ 364,457.43	\$ 379,035.73	\$ 394,197.16	\$ 409,965.05	\$ 426,363.65
Federal Employment Taxes	\$ 24,530.79	\$ 25,512.02	\$ 26,532.50	\$ 27,593.80	\$ 28,697.55	\$ 29,845.46
State Employment Taxes	\$ 15,769.79	\$ 16,400.58	\$ 17,056.61	\$ 17,738.87	\$ 18,448.43	\$ 19,186.36
Health Benefits	\$ 35,243.40	\$ 36,653.14	\$ 38,119.26	\$ 39,644.03	\$ 41,229.79	\$ 42,878.98
Public Employee Retirement Systems	\$ 45,452.05	\$ 47,270.13	\$ 49,160.93	\$ 51,127.37	\$ 53,172.47	\$ 55,299.37
<b>Capital/Infrastructure Improvements</b>	<b>1,020,785.00</b>	<b>1,124,309.78</b>	<b>742,790.65</b>	<b>744,649.86</b>	<b>746,555.55</b>	<b>748,508.89</b>
Fiber	\$ 150,000.00	\$ 383,333.00	\$ -	\$ -	\$ -	\$ -
Debt Service on Fiber	\$ -	\$ 44,040.00	\$ 44,040.00	\$ 44,040.00	\$ 44,040.00	\$ 44,040.00
Building	\$ 800,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service on Building	\$ -	\$ 624,382.16	\$ 624,382.16	\$ 624,382.16	\$ 624,382.16	\$ 624,382.16
Ground Lease	\$ 70,785.00	\$ 72,554.63	\$ 74,368.49	\$ 76,227.70	\$ 78,133.40	\$ 80,086.73

	2021	2022	2023	2024	2025	2026
<b>Professional &amp; Personal Services</b>	<b>634,085.00</b>	<b>186,099.50</b>	<b>188,174.44</b>	<b>190,311.62</b>	<b>192,512.92</b>	<b>194,780.25</b>
Legal	\$ 50,000.00	\$ 51,500.00	\$ 53,045.00	\$ 54,636.35	\$ 56,275.44	\$ 57,963.70
Accounting Services	\$ 12,000.00	\$ 12,360.00	\$ 12,730.80	\$ 13,112.72	\$ 13,506.11	\$ 13,911.29
State Auditors Office	\$ 5,150.00	\$ 5,304.50	\$ 5,463.64	\$ 5,627.54	\$ 5,796.37	\$ 5,970.26
Architects, Engineers, Planners	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
IT Services	\$ 6,800.00	\$ 6,800.00	\$ 6,800.00	\$ 6,800.00	\$ 6,800.00	\$ 6,800.00
Consulting Rosters	\$ 135.00	\$ 135.00	\$ 135.00	\$ 135.00	\$ 135.00	\$ 135.00
Marketing Services	\$ 150,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Conferences/Association Meetings	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00
Dues and Subscriptions	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Stormwater Study	\$ 225,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Wetlands	\$ 75,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Travel</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>
Travel Reimbursement	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
<b>Total Expenses</b>	<b>2,232,723.00</b>	<b>1,910,902.65</b>	<b>1,552,224.34</b>	<b>1,577,798.26</b>	<b>1,684,326.45</b>	<b>1,631,845.31</b>
<b>Ending Cash</b>	<b>334,985.47</b>	<b>424,150.55</b>	<b>767,242.02</b>	<b>1,175,670.52</b>	<b>1,649,495.92</b>	<b>2,188,754.92</b>
<i>Reserve Fund</i>	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
<b>Ending Cash minus Reserve Fund</b>	<b>84,985.47</b>	<b>174,150.55</b>	<b>517,242.02</b>	<b>925,670.52</b>	<b>1,399,495.92</b>	<b>1,938,754.92</b>

**Sustainability Test**

Revenue (excluding sales tax revenue)	\$ 280,457.70	\$ 381,402.07	\$ 466,958.41	\$ 558,431.52	\$ 652,058.02	\$ 747,847.58
Non Discretionary Operating Cost	\$ 585,438.00	\$ 609,852.86	\$ 632,448.89	\$ 655,913.90	\$ 680,281.71	\$ 705,587.45
Net	\$ (304,980.30)	\$ (228,450.79)	\$ (165,490.48)	\$ (97,482.38)	\$ (28,223.69)	\$ 42,260.12

# S3R3 Solutions 2021 Budget - DRAFT

2021

## Non-Op Revenue

<b>Beginning Cash</b>	<b>\$</b>	<b>1,580,000</b>
Property Tax - Base Contribution	\$	65,650.00
Property Tax - Contribution from Increased Assessed Value	\$	132,837.91
Property Tax - Contribution from New Construction	\$	47,819.79
Sales Tax - Base Contribution	\$	-
Sales Tax - Contribution from New Construction	\$	443,422.39
Sales Tax - Contribution from Sales from New Business	\$	35,898.39
Road Tax - Contribution from New Business (Held @ Count	\$	220,917.75
Utility Tax - Contribution from New Business	\$	2,550.00
Interest	\$	31,600.00
Non-Op Revenue	\$	728,178.48
Operating Revenue	\$	259,530.00
<i>Building Lease</i>	\$	259,530.00
<i>Fiber Leases</i>	\$	-
<b>Total Sources</b>	<b>\$</b>	<b>2,567,708.48</b>
<b>Total Sources (Restricted - Road Tax)</b>	<b>\$</b>	<b>220,917.75</b>

**Operating Expenses****Office Expenses 56,417.13**

Office Lease	\$	14,144.04
Leasehold Excise Tax	\$	1,816.09
Tax and License	\$	50.00
Utilities (Electricity, Natural Gas, Disposal)	\$	4,000.00
Insurance	\$	9,198.00
Office Supplies	\$	12,000.00
Communications (Phones, internet & postage)	\$	6,000.00
Office Furniture	\$	500.00
Office Equipment	\$	4,709.00
Business Meals	\$	4,000.00

**Human Resource 471,435.87**

Salaries	\$	350,439.84
Federal Employment Taxes	\$	24,530.79
State Employment Taxes	\$	15,769.79
Health Benefits	\$	35,243.40
Public Employee Retirement Systems	\$	45,452.05

**Capital/Infrastructure Improvements 1,020,785.00**

Fiber	\$	150,000.00
Debt Service on Fiber	\$	-
Building	\$	800,000.00
Debt Service on Building	\$	-
Ground Lease	\$	70,785.00

**Professional & Personal Services 634,085.00**

Legal	\$	50,000.00
Accounting Services	\$	12,000.00
State Auditors Office	\$	5,150.00
Architects, Engineers, Planners	\$	50,000.00
IT Services	\$	6,800.00
Consulting Rosters	\$	135.00
Marketing Services	\$	150,000.00
Conferences/Association Meetings	\$	7,500.00
Dues and Subscriptions	\$	2,500.00
Stormwater Study	\$	225,000.00
Wetlands	\$	75,000.00
Transporation	\$	50,000.00

**Travel 50,000.00**

Travel Remimbursement	\$	50,000.00
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**Total Expenses 2,232,723.00****Ending Cash 334,985.47**

<i>Reserve Fund (6 month)</i>	\$	<i>250,000.00</i>
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Ending Cash minus Reserve Fund	\$	84,985.47
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