

Recompete Plan: Connecting People and Resources on Land and Sea

>>> Recompete Pilot Program Phase 2



EXECUTIVE SUMMARY

The **North Olympic Peninsula Recompete Coalition (NOPRC)** submits the following Recompete Plan to address persistent economic distress in a rural two-county region of Washington State. Clallam and Jefferson Counties and the five sovereign tribes in the region are included in the NOPRC service area (GEO-IDs 01505548, 02418978, 01528424, 01511577, 01511646, 53009, and 53031). NOPRC is led by Clallam County and, since Phase 1, has grown to include multiple municipalities, Tribes (Hoh, Makah, Jamestown S'Klallam, Lower Elwha Klallam, and Quileute), ports, economic development agencies, community-based organizations, educational institutions, and non-profits. NOPRC is located in a heavily forested region of 110,000 residents (2020 census) spread across 4,700 square miles of rugged, mountainous terrain and rocky coasts on the North Olympic Peninsula. Communities are connected by only one mostly two-lane highway, US-101, and partially paved state roads prone to washouts and landslides. With Olympic National Park spanning the region's center, one cannot drive from east Jefferson County to west Jefferson County without traversing the entire length of Clallam County to the north or traveling south through both Mason and Grays Harbor Counties.

During the Great Decline of the forest products industry in the 1980s-90s, an entire generation—those now aged 30-44—watched their parents' economic livelihoods vanish. As these children reached working age, the lost Good Jobs were not replaced. The region's economy has not recovered to this day. We are not surprised to see that a majority (63%) of our region's Prime Age Employment Gap (PAEG) population comes from this generation, reflecting the lack of opportunities they face. According to Washington State Employment Security Department (ESD), our two-county region lacks adequate job openings to address our PAEG of 2,700 individuals.

Prior to the Great Decline, the forest products industry provided a solid base of Good Jobs despite the region's distance from the I-5 corridor and urban centers. In the following decades, industry recovery was limited by complex factors including the loss of rail, public policy and private investment decisions, the distance from the I-5 corridor, and a lack of industrial land and corresponding infrastructure. These factors have halted the development of a regional supply chain and made it difficult to connect with markets for local products, preventing economic recovery in a region significantly impacted by isolation.

Despite these challenges, the region has major advantages that can power sustainable economic development and address the Peninsula's high PAEG. Water-based advantages include a booming marine trades industry and over 500 miles of coastline along a major shipping route (M-5), which is part of the national Marine Highway Program. Land-based advantages include some of the world's most productive forestlands, sustainable Tribal-led, state, and local forestry programs, and an evolving natural resources industry focused on value-added products that can address climate change by reducing greenhouse gas emissions. Our two primary industries, marine trades and natural resources, pay approximately 175% and 220% of the median private sector wage respectively¹.

Looking forward, NOPRC and its partners share a vision of leveraging local assets and addressing geographic challenges by strengthening the marine interface to create prosperity across our region, develop a local supply chain, and support value-added manufacturing in the natural resources and ship building and repair industries. Recompete investments will ignite synergies between our communities and the maritime and natural resources industries to **“Connect People and Resources on Land and Sea.”**

NOPRC’s strategy is to (1) prepare people to enter the labor force by removing barriers to work via an innovative, person-centric Resource Hub model; (2) provide industry-specific training opportunities focused on skills and abilities needed for Good Jobs; (3) address equity issues by building capacity and programs in Tribal nations and underserved communities; and (4) create new jobs within our region’s maritime and natural resources industries to address the lack of career pathways, ensuring participants achieve good outcomes after receiving support and training through Recompete investments.

These strategies will be advanced through the implementation of eight (8) component projects described below. The estimated economic impact of these projects is a total of 1,300+ new direct and indirect jobs in the maritime and natural resources industries, as well as in the general economy. This initial wave of investment will reverse the decades-long negative feedback cycle started by the Great Decline and unleash cascading positive effects that will drive sequential investments and create high-value products. We expect this innovation-driven activity will propel long-term, sustained economic growth consistent with agglomeration effects².

COMPONENT PROJECTS

Project	Description	Lead
NOPRC Governance Structure \$3.2 million	Adds administrative capacity to support ongoing Recompete strategy, including marketing/communications, data analysis, reporting, and grant management. Employs the Recompete Plan Coordinator and other staff.	Clallam County *
Olympic Peninsula Resource Hub \$9.8 million	Olympic Community of Health will broaden its Community Care Hubs by integrating resources for job coaching, benefits navigation, and workforce training. The goal is to create a “one-stop shop” for people to connect with resources, including job opportunities from Recompete partners. They will also distribute vouchers for childcare and transportation.	Olympic Community of Health (OCH) **
NOPRC Workforce Development Project \$6.9 million	Begins/expands Marine Technology, Natural Resources, Welding, and Transportation programs to meet industry needs. Increases mobile and virtual technologies to bring programs to remote regions. Distributes small business advising across the region and develops a workforce backbone in Jefferson County to build up an inclusive local economy.	Peninsula College **

*NOPRC Lead Applicant **NOPRC Partner

COMPONENT PROJECTS CONTINUED

Project	Description	Lead
Tribal and Underserved Communities \$8.5 million	Adds new economic development capacity to 5 area Tribes, including staff and support for specific Tribal-led projects. Provides funding for the most underserved communities in the region to participate directly in economic development opportunities. Meaningful engagement will deepen relationships and begin to repair harms caused by historical and persistent disinvestment in Tribal and underserved communities.	NODC **
North Olympic Peninsula Barging Network \$6 million	Purchases 3 vessels to provide barge service regionally and along the West Coast. This will reduce transportation costs of forest resources from the West End to the central and eastern regions for processing and manufacture, addressing the greatest challenge for local businesses to compete and enabling high-value products to be transported to distant markets.	Port of Port Angeles **
Western Boatyard Expansion \$9.4 million	Expands the Boat Yard by over 4+ acres and redevelops 1.5 acres of existing yard to provide space and facilities that meet new and growing business needs in the marine trades sector.	Port of Port Townsend **
Natural Resources Innovation Center (NRIC) \$5 million	NRIC brings together deep private sector networks, preeminent research agencies, forestland owners, and workforce training organizations to identify and address the binding constraints that must be overcome to stimulate economic development. The outcome is increased jobs in one of the highest paying industries in the region. NRIC explicitly targets solutions to critical environmental challenges including wildfire prevention, carbon storage, and on-shoring manufacturing.	Clallam EDC **
CRTC Thermal Wood Modification \$1.2 million	Doubles the thermal wood modification capacity for CRTC manufacturing in-demand, advanced cross-laminated timber. Production uses carbon-storing, sustainably grown, harvested, and processed timber from the Makah Tribe.	Composite Recycling Technology Center **

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COMPLEMENTARY INVESTMENTS, POLICIES, AND COMMITMENTS

Investment	Responsible Party
Pending \$447k Washington Student Achievement Council grant to support Resource Hub	Peninsula College
Pending \$10M Climate Pollution Reduction Grant (EPA) to support regional barging infrastructure and grow the barging industry	Port of Port Angeles
\$500k Securing Federal Funding Initiative grant from the WA State Department of Commerce to support Recompete application	Clallam County
\$200k Evergreen Manufacturing Growth Grant from the Washington Department of Commerce research & development	Clallam EDC / NRIC
\$30k grant from the First Fed Foundation to support NRIC planning	Clallam EDC / NRIC
\$2.3M EDA grant for a new 300 Ton Marine Travel Lift	Port of Port Townsend
\$5.6M State of Washington commitments to childcare funding via Working Connections Child Care program	WA State Department of Children, Youth, and Families
\$25M braided funding to develop Community Care Hub model	OCH
\$3.9M Gates Horizon Award for Postsecondary Regional Equity Partnership (PREP)	Peninsula College
Up to \$500,000 in WIOA funding for workplace training	Olympic Workforce Development Council
Pending \$1.1M subaward of NOAA Climate Ready Workforce grant to recruit Tribal members into Natural Resources program	Peninsula College
\$210,000 EDA Planning Partnership Grant supports regional economic development planning	NODC

PROJECTS’ MUTUAL REINFORCEMENT

NOPRC’s component projects are designed to work in tandem by building a robust support network for individuals facing barriers to labor force participation, developing sustainable maritime and natural resources industries, connecting people with the skills and abilities to enter these industries, and building the capacity and engagement of Tribes and underserved communities. These complementary efforts build on one another to ensure that we achieve a balance between Good Jobs and skilled individuals ready to enter the workforce. As people access resources and move through workforce training, our infrastructure investments create jobs for these individuals; and as industries grow, people become ready to take positions that contribute to an economic system that encourages subsequent expansion powered by local assets and an increasingly strong labor force. Component projects and equity investments work together to ensure that the entire region prospers.

The maritime and natural resources industries cannot exist in a vacuum and will be developed in mutually supportive ways within NOPRC's four projects focused on Good Job creation. Revitalization of the natural resources industry depends on marine highway transportation (North Olympic Peninsula Barging Network) and the small marine trades businesses at the Port of Port Townsend's expanded Boatyard that provide necessary maintenance services for cargo barges, tugs, and other vessels. Meanwhile, the Composite Recycling Technology Center (CRTC) can provide sustainable, thermally modified wood for boatbuilding and repair businesses, and timber firms supported by NRIC will produce a steady stream of cargo to sustain high-paying maritime jobs at Tribal and non-Tribal ports. With forests and coastlines dominating our rural landscape, NOPRC's economic strategy leverages the region's unique strengths to ensure the maritime and forest industries grow and thrive together.

At the center of NOPRC's strategy is its Resource Hub, which represents a comprehensive system of services providing the connective tissue between people, support services, workforce development, and career pathways. Each component project is woven together by the Olympic Peninsula Resource Hub, which provides a central place for projects to access what they need to succeed. Employers (Tribes, NRIC industry partners, CRTC, Port of PT, Port of PA) can reach potential employees and receive trainings to increase workplace accessibility for PAEG individuals. People can reach services (transportation, food assistance, childcare, and more) and workforce training (Peninsula College, Northwest School of Wooden Boatbuilding). Meanwhile, the NOPRC Governance Structure will serve as the bridge between Peninsula communities and our Recompete efforts by raising awareness and referring people to the Resource Hub, growing the Coalition network, and monitoring progress toward goals. The Tribal and Underserved Communities project will ensure that all parts of the region have the capacity to participate in governance and economic development.

EQUITY

While both Jefferson and Clallam County are considered distressed, geographic isolation and a long history of disinvestment mean that the area's Tribal nations, the West End of both counties, and Southern Jefferson County have the highest levels of prime-age unemployment and are significantly more disadvantaged than the rest of the region³. The West End, home to the Hoh, Makah, and Quileute reservations and the City of Forks, was the center of the timber industry and has been economically devastated by job losses related to mill closures and changes in the forest products sector. The area is geographically isolated, reachable only by winding two-lane roads that are prone to landslides. Forks is 1.5 hours from Port Angeles, and Neah Bay, where the Makah Tribal Nation is located, is more than two hours from Port Angeles. South Jefferson County, home to the unincorporated communities of Quilcene and Brinnon, requires a commute of more than an hour on a narrow two-lane road to reach Port Townsend.

High poverty rates, a low tax base, persistent underinvestment, and geographic isolation mean a lack of staff capacity and infrastructure among Tribes and remote communities to support economic development, job creation, or even participation in NOPRC meetings. NOPRC has developed a number of interrelated strategies to address the resulting equity issues.

First, the Tribal and Underserved Communities Project will create additional economic development capacity, offer technical assistance, and provide funding through sub-awards to support Tribal- and community-led programs for all five Tribes, the West End, and Southern Jefferson County. This project serves precisely the Tribes and communities in our region most affected by a history of inequitable decision-making and investments. It complements other

NOPRC projects by providing an added boost to help high-distress communities move individuals in the PAEG into Good Jobs. More importantly, it supports these rightsholders and stakeholders by providing sub-awards to meet the needs of PAEGs in ways decided by the Tribes and communities. In addition, the project builds capacity to enable full participation in NOPRC governance and in future collaborations.

In addition, all of the other NOPRC projects work in concert to ensure that job creation, workforce development, and barrier removal projects reach the most remote, rural and disadvantaged part of the Peninsula. For example, the Olympic Peninsula Resource Hub project includes both centralized, in-person, and mobile resource hubs throughout the region to bring service providers to where people gather. In addition, there will be 24-7 access for PAEG members through one-on-one, online, and telephone-based resources. Community-based workers who reflect the socio-economic and cultural background of their communities will connect PAEG members to NOPRC programs and services to remove barriers, provide job training and get them into good jobs.

The Workforce Development project is focused on equitably distributing training opportunities to PAEG members across the Peninsula. Strategies include mobile welding and marine-systems intensive programs to reach remote areas, bringing short-term transportation training certificates to Sequim, and embedding business advisors in underserved communities. In addition, Student Success Managers will provide individualized, culturally sensitive support to historically marginalized students.

While many of the businesses initially supported by the Natural Resources Innovation Center (NRIC) will locate their facilities in Port Angeles where suitable locations and infrastructure are available, businesses will also create additional jobs in logging, milling, and transportation in Western Clallam County. Similarly, the Composite Recycling Technology Center's Thermal Wood Modification facility is located in Port Angeles, but it will source lumber from the Makah Tribe's forests and sawmill, creating Good Jobs for Tribal members. The North Olympic Peninsula Barging Network will expand options for transportation of goods to and from remote Tribes and communities in Western Clallam and Jefferson Counties, supporting jobs in those areas. The Port of Port Townsend's Boatyard Expansion project increases the available space at the largest publicly accessible boatyard in the Pacific Northwest, serving diverse enterprises that include worker cooperatives, and women- and minority-owned businesses.

Finally, the NOPRC Governance Structure includes representation from Tribes, county and city governments, economic development agencies, education, social services, and non-profits.

CLIMATE AND ENVIRONMENTAL RESPONSIBILITY

NOPRC will achieve climate goals by leveraging focused investments in maritime and natural resources industries that simultaneously create Good Jobs that sequester carbon dioxide, reduce emissions, and create baseload green energy while restoring forest health to reduce the probability of catastrophic wildfires. NOPRC's component projects are united in these goals.

The Port of Port Angeles's North Olympic Peninsula Barging Network (NOPBN) project will reduce the greenhouse gas (GHG) emissions of freight transportation. Barging is a lower-carbon form of bulk shipping that emits approximately 40% fewer GHGs than trucking⁴. Barging also reduces wear and congestion and truck-related accidents on highways, as well as the runoff of 6PPD-quinone, a chemical found in tires that is lethal to local salmon populations.

NRIC and CRTC will drive value-added manufacturing through sustainable forest management. Both component projects transform timber into high-value products with long lifespans that allow long-term carbon storage. CRTC, in partnership with the Makah Tribe, will produce advanced cross-laminated timber products that can last for centuries and be used in place of carbon-intensive materials like concrete and steel.

In addition, NRIC will simultaneously create high-value products and restore forest health through its vision of utilizing forest resources in their totality, from saw timber to residual byproducts and wastes. Treatments to restore forest health and reduce wildfire risk, including thinning, create low-value wood waste products. NRIC is facilitating the development of biochar production using these waste products. Biochar is used for two high-value end products. One is a nutrient-rich cattle feed. The second is a soil amendment that stores carbon while reducing methane emissions and helping to lock nitrogen into the soil, reducing nitrous oxide emissions. The production of biochar releases a syngas that can be burned, creating steam for an electric turbine that produces renewable baseload power. Green hydrogen can be manufactured from that baseload power, providing a clean fuel that could be used by the public transit and freight transportation sectors. Each of these examples illustrates NRIC's system for identifying needs, finding solutions, and connecting businesses with resources that are used to stimulate economic growth and Good Job creation.

Maritime and natural resources jobs also reduce GHGs by creating jobs in the most remote parts of our region, reducing travel miles between individuals' homes and workplaces. Areas like Forks and Neah Bay in the West End are directly adjacent to sustainable working forestlands and working waterfronts that will experience direct job growth from Reconnect.

OUTCOMES AND OUTPUTS

NOPRC's goal is to alleviate persistent poverty and economic distress in our region by creating approximately 1,300 new jobs and connecting people with career pathways to Good Jobs. To achieve this goal, we must increase regional labor force participation rate (LFPR) by successfully recruiting members of the PAEG, connecting them to our programs and resources, and tracking job placement and job retention rates of our participants and programs. NOPRC's Governance Structure will collect job creation, placement, and retention data to track progress toward our goal and identify opportunities to adapt programs for greater success.

Outcome	Output
Create 1,300 new jobs and connect people in the PAEG to these jobs by 2030	# jobs created; % of jobs filled by PAEG (supplied by local employers)
Establish baseline job placement rate at end of 2025 and increase rate 10% each year	# of PAEG placed in jobs
Establish baseline job retention rate in 2026 and double rate by 2030	% of PAEG retained in jobs after 1 year % of PAEG retained in jobs after 2 years
Increase 20–24-year-old LFPR 10% by 2028 and 20% by 2030	% of 20-24 age cohort employed in 2028 % of 20-24 age cohort employed in 2030

Our goals with respect to increasing our LFPR extend to the age 20-24 cohort who, by 2030, will be of prime age. Today, those aged 30 to 44 constitute the largest block in the PAEG by age distribution. Our long-term economic development strategy is to open pathways to gainful employment to the younger cohort as well. To the extent we are successful with ensuring that the 20-24 age cohort enters the labor force, the overall age distribution of prime age labor force participation will flatten. This prevention strategy will help move our region toward national averages and, in the process, create positive economic outcomes for all.

NOPRC'S PROGRESS SINCE PHASE 1

Since Phase 1, NOPRC has used Strategy Development Grant (SDG) funds to conduct economic impact analysis of our proposed component projects by using IMPLAN data. This analysis gave NOPRC a detailed picture of component projects' direct, indirect, and induced job impacts. NOPRC has used this data to focus on projects that act as job creation engines.

NOPRC has also begun a collaborative research project with the Social and Economic Sciences Research Center (SESRC) at Washington State University and the Washington Department of Social and Health Services (DSHS). Together, we are creating statistical portraits of the PAEG population to better understand their needs and barriers to labor force participation. One conclusion that has emerged from American Community Survey (ACS) 2022 microdata analysis is that the majority of the PAEG are aged 30 to 44, which is the generation that grew up during the Great Decline and sustained loss of good jobs in the region. This corresponds with the fact that labor force participation is 14% lower than the national average among our population with some college or an associate degree. Due to the sustained lack of employment opportunities, education has not led to participation in the labor force – a problem NOPRC seeks to address by creating Good Jobs.

In the coming months, NOPRC and SESRC will also use data from the Washington Employment Security Department (ESD) to learn about sectors with the lowest and highest rates of exit. In addition, analysis conducted by DSHS will provide details about the subpopulation of the PAEG receiving public support. These studies will help inform the future development of NOPRC's Recompete strategy, from Resource Hub growth to industry focuses.

NOPRC has also worked to engage communities in our region that are particularly underserved, including Tribes. As part of our research, NOPRC collaborated with the City of Forks to hold an event where coalition members shared about Recompete opportunities, and we surveyed Community Based Organizations (CBOs) and individuals in the PAEG. The NODC also conducted interviews and surveys with individuals in the PAEG from more remote communities to learn more details about their workforce barriers. As a result of these engagement activities, NOPRC created an entire component project to support Tribes and underserved communities' participation in economic development opportunities.

NOPRC has broadened the membership of our coalition during Phase 2. Membership now includes all cities, including the City of Forks, which experiences the most persistent poverty; Olympic Peninsula YMCA; the U.S. Forest Service; the Department of Social and Health Services (DSHS); WorkSource; and additional Tribal representation. Through this expansion, we found an important missing piece to our Recompete Plan: the Olympic Community of Health (OCH).

In the original vision of our Phase 1 Recompete Plan, we planned to use Navigators hired by Clallam County to help people in the PAEG address barriers, find services and training, and connect them with employers for the Good Jobs created via Recompete investments. While working on our

Phase 2 application, we realized the County's lack of expertise in this field would make the program more difficult and expensive to establish. Through some of our new coalition members, we were introduced to the Olympic Community of Health (OCH). OCH is already establishing a one-stop access point with community-based workers who connect people to multiple support services, including healthcare, financial coaching, childcare, and more. NOPRC has now partnered with OCH, who designed the Resource Hub with the specific services our PAEG population needs to enter the labor force. OCH is integrating career coaching, workforce training referrals, employer recruiting services, and vouchers for wraparound services into their current network of CBOs, social services providers, and care navigators. By building on their established system, NOPRC avoids recreating the wheel and leverages OCH's other braided funding sources to maximize the impact of Recompete funds.

In addition, NOPRC has continued to evaluate its projects to determine the best investments that will most effectively create and fill Good Jobs. The Glen Cove infrastructure proposed in Phase 1 has been removed after feasibility analysis determined the project could not be completed in the 5-year timeline. This allowed NOPRC to reallocate proposed investments to the Tribal and Underserved Communities project to address critical equity issues.

EVALUATION CRITERIA

1. SUSTAINABLE PARTNERSHIPS AND COMMITMENTS

NOPRC has built a representative Task Force that includes Clallam County, Jefferson County, all five sovereign Tribal nations in the region, all of the incorporated cities, both ports, all three economic development organizations, Peninsula College, the Department of Social and Health Services, and YMCA, among others. In addition, component project leads and their partners bring a diverse group of non-profit organizations, employers, and agencies to the NOPRC network. Broad participation in NOPRC helps leverage Recompete funding with millions of complementary dollars in federal, state, local and private investments.

NOPRC's strategies and component projects are closely aligned with the region's long-term economic development goals identified in the region's 2021-2025 Comprehensive Economic Development Strategy (CEDS). For instance, the CEDS identifies a need for investments in the Port infrastructure to support the marine trades and maritime sector and calls for expansion of workforce training to meet the sector's labor needs. In the forestry sector, the CEDS cites a need to align economic opportunity with conservation, increase innovative and value-adding product development, and add infrastructure for thermal modification of wood. Finally, the CEDS identifies a need for childcare and transportation investments to enable everyone to join the workforce. The alignment between the region's existing long-term economic development plan and the Recompete Plan will contribute to the sustainability and impact of NOPRC.

2. LEADERSHIP AND GOVERNANCE

The Recompete Task Force will continue to lead NOPRC's Recompete Plan during implementation. The Task Force includes diverse members from both counties, five Tribes, and representation from underserved areas. These relationships, as well as those with the coalition members at large, will be solidified in the coming months with Memoranda of Understanding (MOUs). MOUs will detail members' roles and their responsibilities to NOPRC, EDA and the Governance Structure, such as participation in quarterly meetings, decision making and quorums, protocols for when consensus can't be reached, how and when voting takes place, appointing alternates within an organization, and data reporting requirements.

The Task Force will give direction to the Recompete Plan Coordinator (RPC) who will oversee the Recompete Plan, Governance Structure, and report directly to NOPRC. The RPC’s role will be to keep Recompete efforts focused, increase public awareness of the Plan, serve as an advisor to component projects, further develop the coalition relationships and connections, and coordinate efforts to apply for additional funding to compliment the Recompete mission.

Clallam County has hired Una Wirkebau⁵ to fill this important RPC position. By having her on board now, she will be able to serve as EDA’s single point of contact for the coalition and our Recompete applications. She will also move the Plan forward this summer after our application is submitted by further refining strategies and building on our connections. Una brings with her a strong background in rural economic development and experience shepherding large coalitions working together for a common goal. She understands the dynamics of working in coordination with Tribal nations and is already striving to further these relationships.

3. OVERALL IMPACT AND RISK MITIGATION

Impacts from the Recompete Plan and its component projects include the creation of 1,100+ Good Jobs in the marine trades and forests products sectors, as well as additional 200+ induced jobs in the general economy. To create the conditions needed for people to fill those jobs, the Resource Hub component project will connect individuals in the PAEG to the programs and trainings they need to enter the labor force. NOPRC has identified the following risks and created mitigation strategies to maximize our Recompete Plan’s chances for success:

Risk	Mitigation Strategy
Changing economic conditions that would affect business growth/hiring in the maritime and natural resources industries	Development of a Resource Hub and training programs that can be adapted to different high-paying industries in our region
Changes to benefits that push people into the labor force or disincentivize work	Collaboration with benefit providers to align Recompete services with future programs
Lower than anticipated PAEG enrollment or graduation rates from training programs	Progress monitoring and program adaptation to increase student recruitment and success
Supply chain delays for equipment and construction materials	Develop strong relationships with suppliers, build flexibility into project schedules
Lack of engagement from Tribes	Funds for Tribal-led investments and capacity to participate in Recompete activities
Delays or withdrawal of employers from participation in NOPRC projects	Strong relationships between employers, economic developers, and NOPRC

¹ 5 Year Economic Development Plan, Clallam County Economic Development Council

² Duranton, G. and Kerr, W. The Logic of Agglomeration (2015)

³ EDA-Census Poverty Status Viewer, Climate and Economic Justice Screening Tool

⁴ Port of Port Angeles barging data for 2023

⁵ Una Wirkebau’s resume is included in the Bios of Key Leadership document.