

Recycling Development Center Advisory Board Meeting

December 14, 2022 | 9am – 12pm (Pacific time)

Agenda

9:00 am Welcome & review meeting goals

9:10 am Board and Agency Updates

9:35 am Presentations and Discussion

10:30 am Break

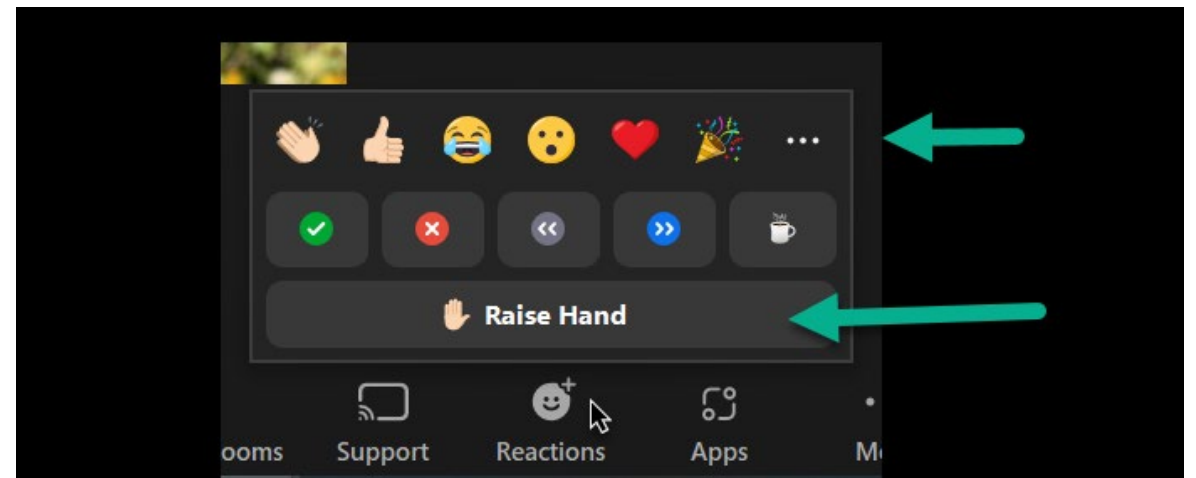
10:40 am Center Strategic Planning

11:30 am Wrap-up



Participating in this meeting:

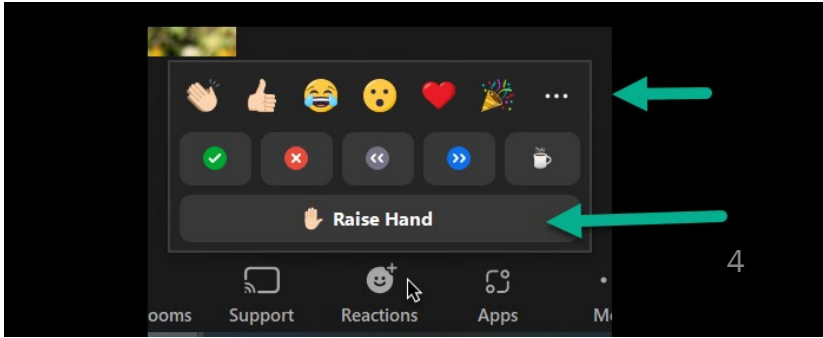
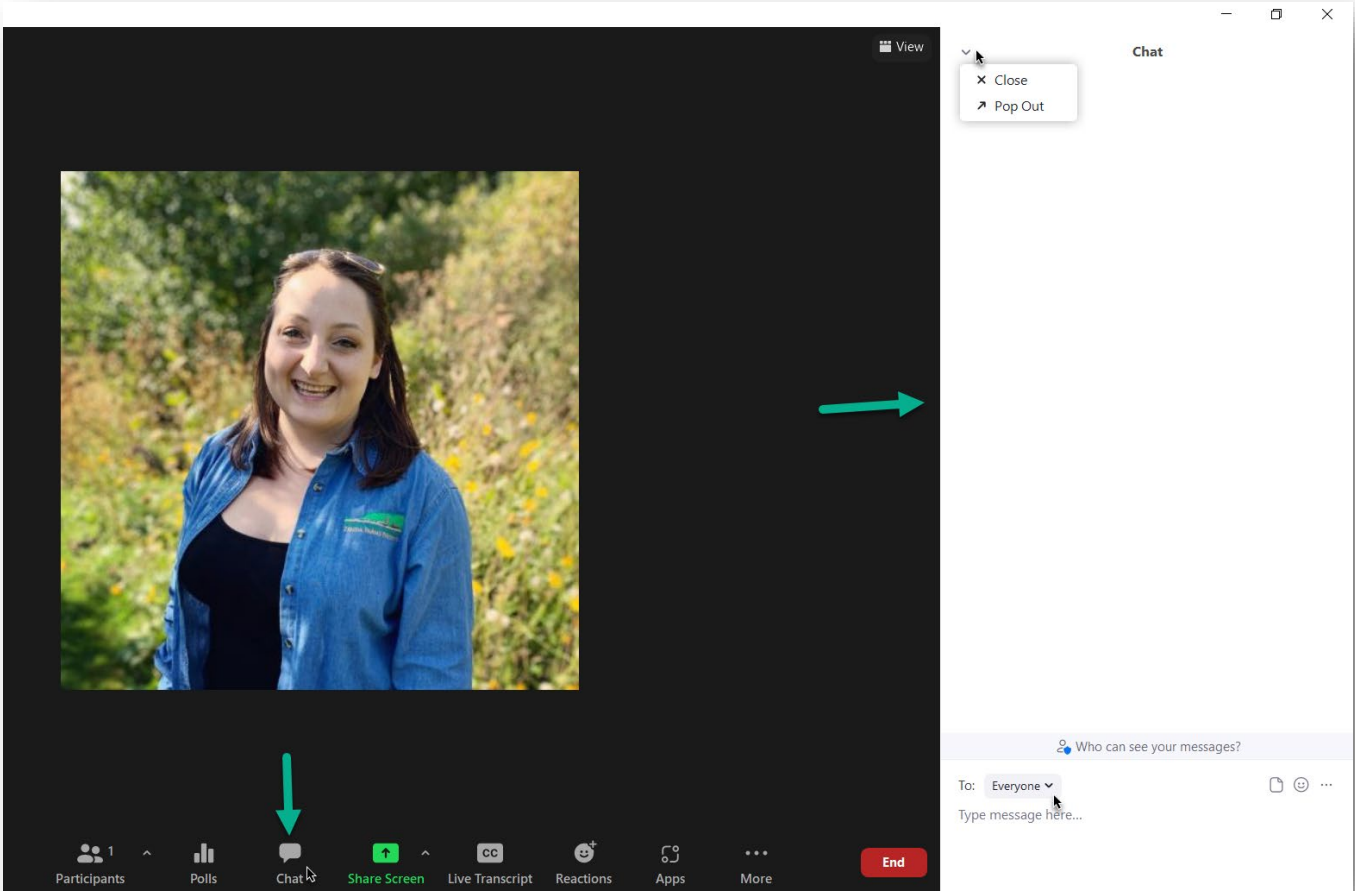
Board members and presenters may unmute themselves.



*Note: we are **not** recording this meeting, meeting notes will be posted on the Advisory Board website.*

Participating in this meeting:

Participants may use reactions throughout.
For questions, please raise your hand or type them in the chat box.



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- | | |
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Center updates

Board member roundtable

Ecology update

Commerce update

NextCycle



Board roundtable:

Natalie Caulkins



Kris Major



Sam Dart



Scott Morgan



Corinne Drennan



Chris Piercy



Karl Englund



Mike Range



Kyla Fisher



Tim Shestek



Nina Goodrich



Jay Simmons



Allen Langdon



Heather Trim



Thank you and welcome

Nina Goodrich –
Sustainable Packaging Coalition



Thank You!



welcome
TO THE
TEAM

Jon Smieja - GreenBiz

Agency Updates

Kara Steward

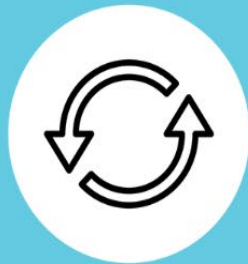


Rob Duff



NextCycle Washington

There are two ways to participate in NextCycle Washington:



Circular Accelerator

The 2022 application period is now closed.
Stay tuned for 2023 Circular Accelerator details

Competitive challenges designed to support promising circular businesses and projects



Renew Seed Grants

The 2022 application period is now closed.
Stay tuned for 2023 Renew Seed Grants details

A great starting point for funding new innovative businesses and projects

NextCycle Washington is an initiative of:



Startup funding for NextCycle Washington is provided by King County's Solid Waste Division. Other funding partners will be confirmed soon. Re+ grant funding is provided for King County based organizations.

NextCycle Washington is powered by:



NextCycle Accelerator



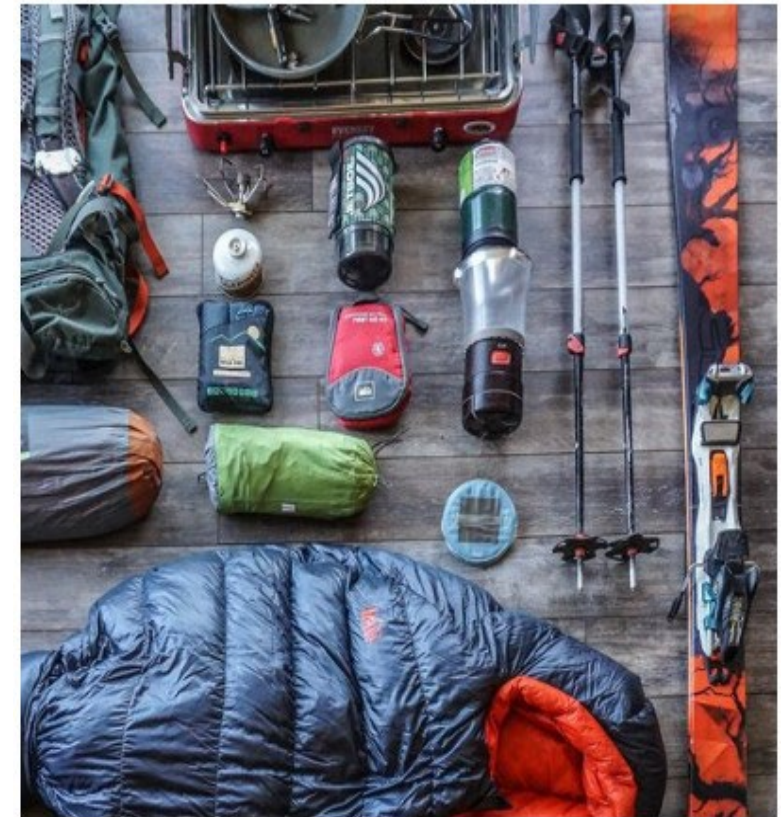
Just Right Bite

Creating an insect-based pet food that is circular in nature.



Okapi Reusables

Operating a reusable cup network at cafes and coffee shops.



GeerGarage

An online company that facilitates the peer-to-peer rental of outdoor gear by matching renters with available products.

NextCycle Seed Grants

- 66 applicants November 15th
- Governance review completed December 5th
- 41 projects chosen by January
- Funds used by June 30, 2023



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Presentations & Discussion

Kirk Esmond – Dept of Commerce

Kari Mueller – Mura Technology

Shari Jackson – American Chemistry
Council





Department of Commerce Funding Opportunities

Kirk Esmond – Dept of Commerce



Funding Opportunities for Small Business

RECYCLING DEVELOPMENT CENTER (RDC) | ADVISORY BOARD MEETING

Kirk Esmond

Sustainable Business Development Manager
Office of Economic Development & Competitiveness (OEDC)

December 14, 2022



Washington State
Department of
Commerce

Resources and Support

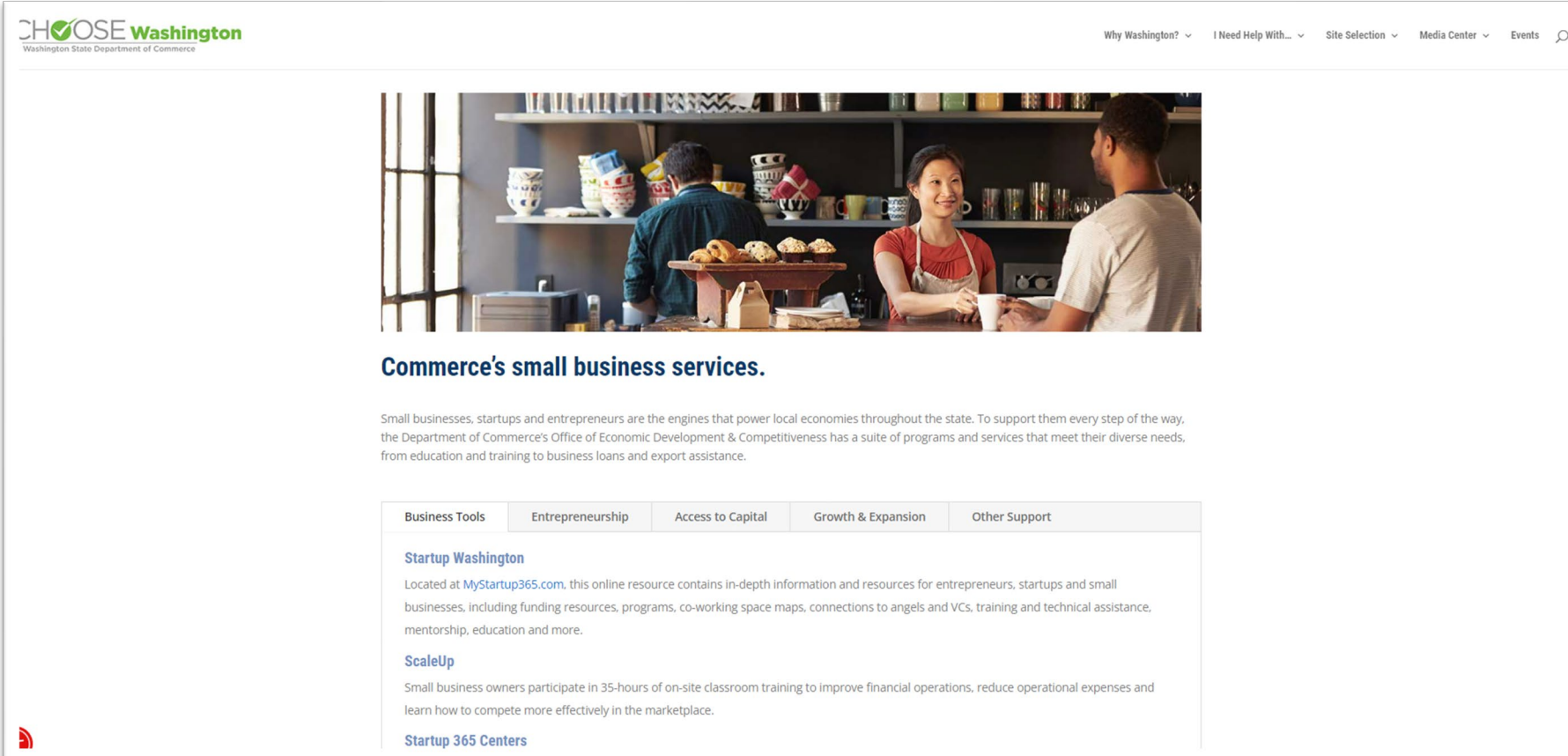
Highlights:

- [Small Business Services - portal](#)
- [StartUp Washington](#)
- [Small Business Flex Fund](#)
- [Industrial Symbiosis](#)
- [Impact Washington](#)
- [Washington Small Business Development Center](#)
- [Site Selection](#)
 - [Property search tool](#)

Small Business Services


Commerce programs and services that meet diverse needs, from education and training to business loans and export assistance.

- Business tools
- Entrepreneurship
- Access to Capital
- Growth & Expansion
- [more]



CHOOSE Washington
Washington State Department of Commerce

Why Washington? | I Need Help With... | Site Selection | Media Center | Events



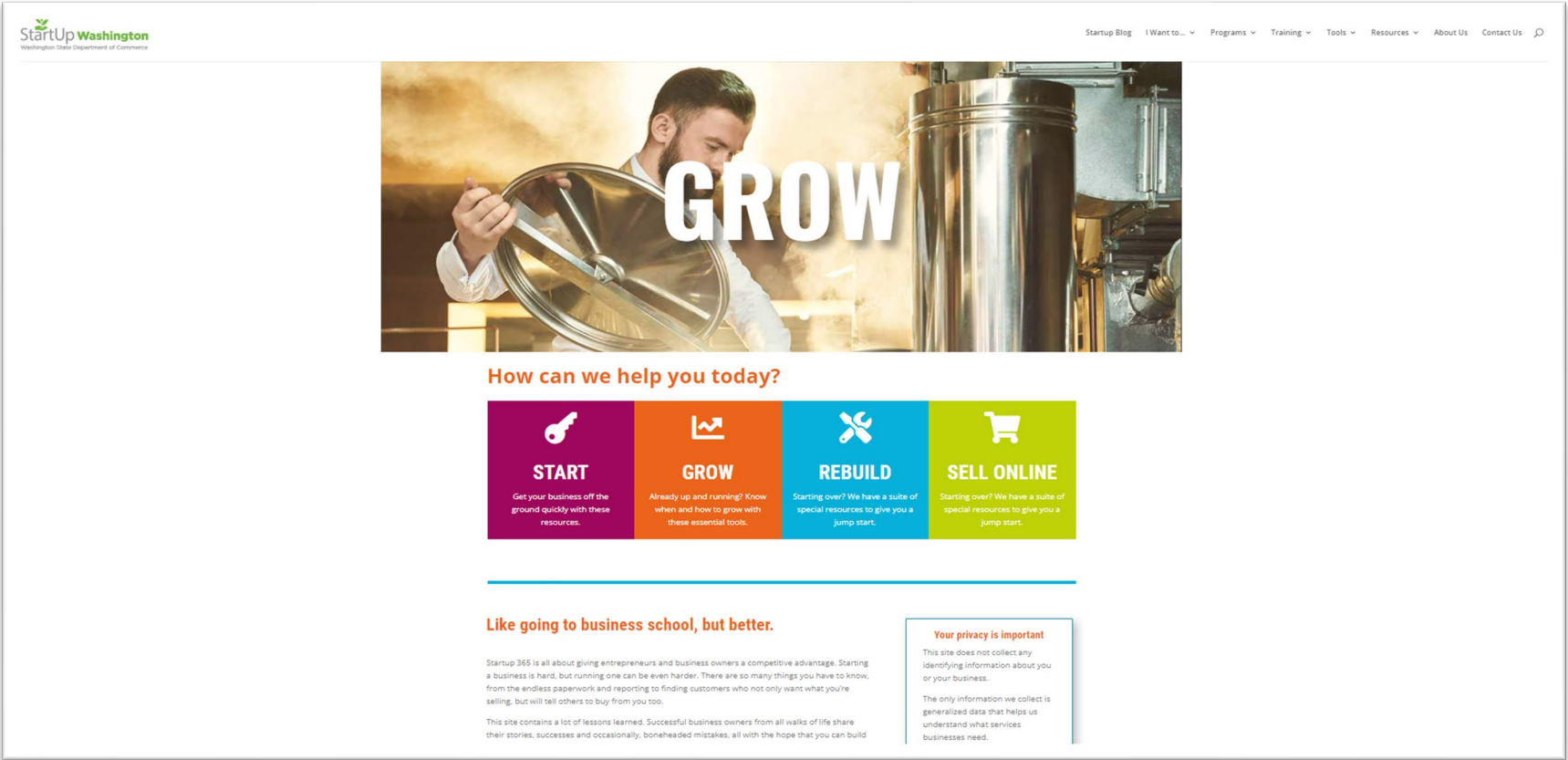
Commerce's small business services.

Small businesses, startups and entrepreneurs are the engines that power local economies throughout the state. To support them every step of the way, the Department of Commerce's Office of Economic Development & Competitiveness has a suite of programs and services that meet their diverse needs, from education and training to business loans and export assistance.

Business Tools	Entrepreneurship	Access to Capital	Growth & Expansion	Other Support
<p>Startup Washington</p> <p>Located at MyStartup365.com, this online resource contains in-depth information and resources for entrepreneurs, startups and small businesses, including funding resources, programs, co-working space maps, connections to angels and VCs, training and technical assistance, mentorship, education and more.</p> <p>ScaleUp</p> <p>Small business owners participate in 35-hours of on-site classroom training to improve financial operations, reduce operational expenses and learn how to compete more effectively in the marketplace.</p> <p>Startup 365 Centers</p>				

StartUp Washington

Small business programs and resources, from our new [Entrepreneur Academy](#) and [Financial Literacy](#) modules to our small business resources that are specific to women and veteran-owned businesses.



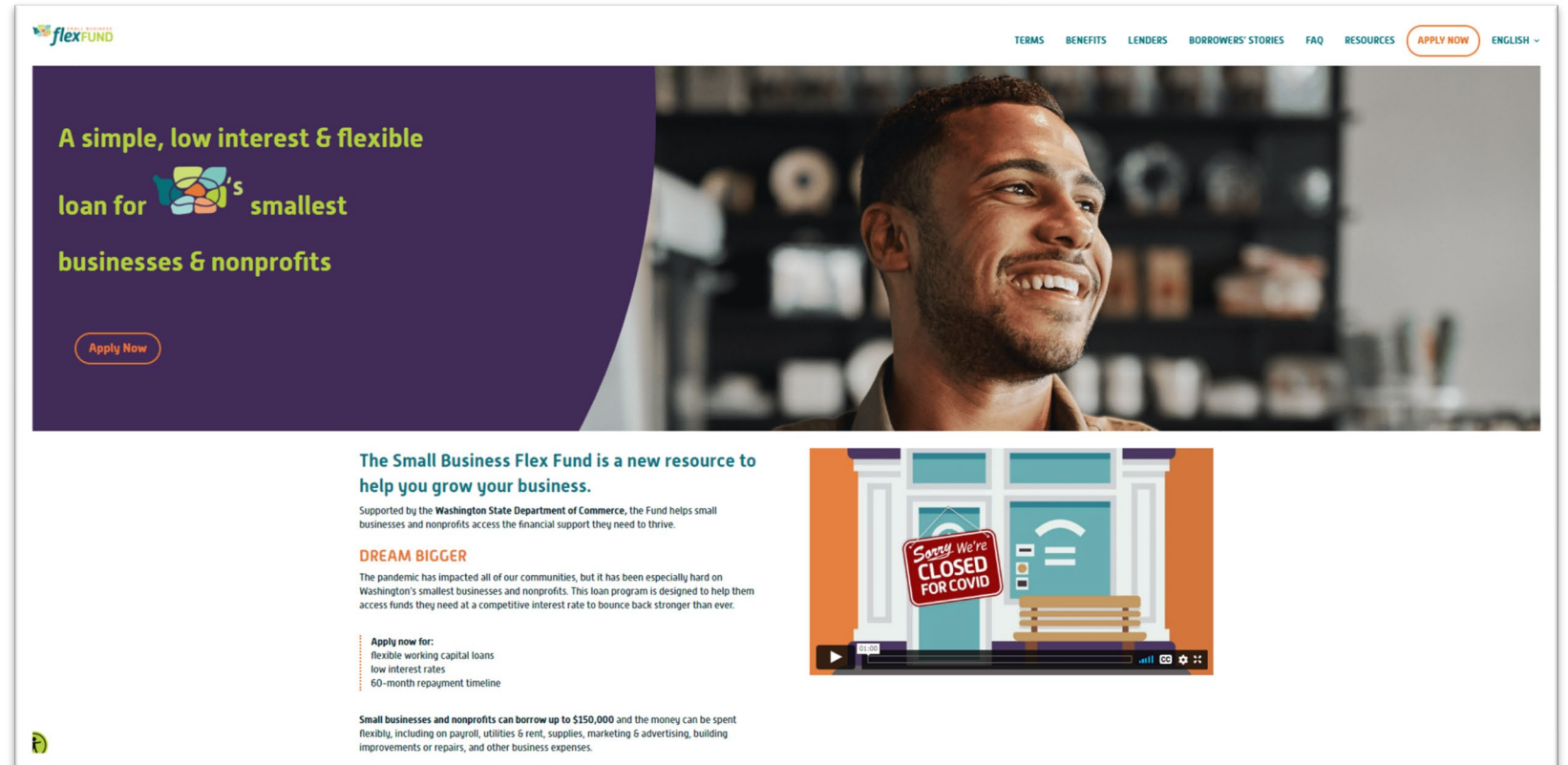
The screenshot shows the StartUp Washington website interface. At the top left is the logo for StartUp Washington, with the text "Washington State Department of Commerce" below it. At the top right is a navigation menu with links for "Startup Blog", "I Want to...", "Programs", "Training", "Tools", "Resources", "About Us", and "Contact Us". The main content area features a large image of a man in a white shirt holding a large metal funnel, with the word "GROW" overlaid in large white letters. Below the image is the heading "How can we help you today?" followed by four colored boxes: a purple box for "START" (Get your business off the ground quickly with these resources), an orange box for "GROW" (Already up and running? Know when and how to grow with these essential tools), a blue box for "REBUILD" (Starting over? We have a suite of special resources to give you a jump start), and a green box for "SELL ONLINE" (Starting over? We have a suite of special resources to give you a jump start). Below these boxes is a section titled "Like going to business school, but better." with a paragraph of text. To the right of this section is a box titled "Your privacy is important" with text explaining that the site does not collect identifying information and that only generalized data is collected to understand business needs.


Small Business Flex Fund

Low-interest loans up to \$150,000 with 60 to 72-month payment terms.

No fees and interest-only payment for the first year.

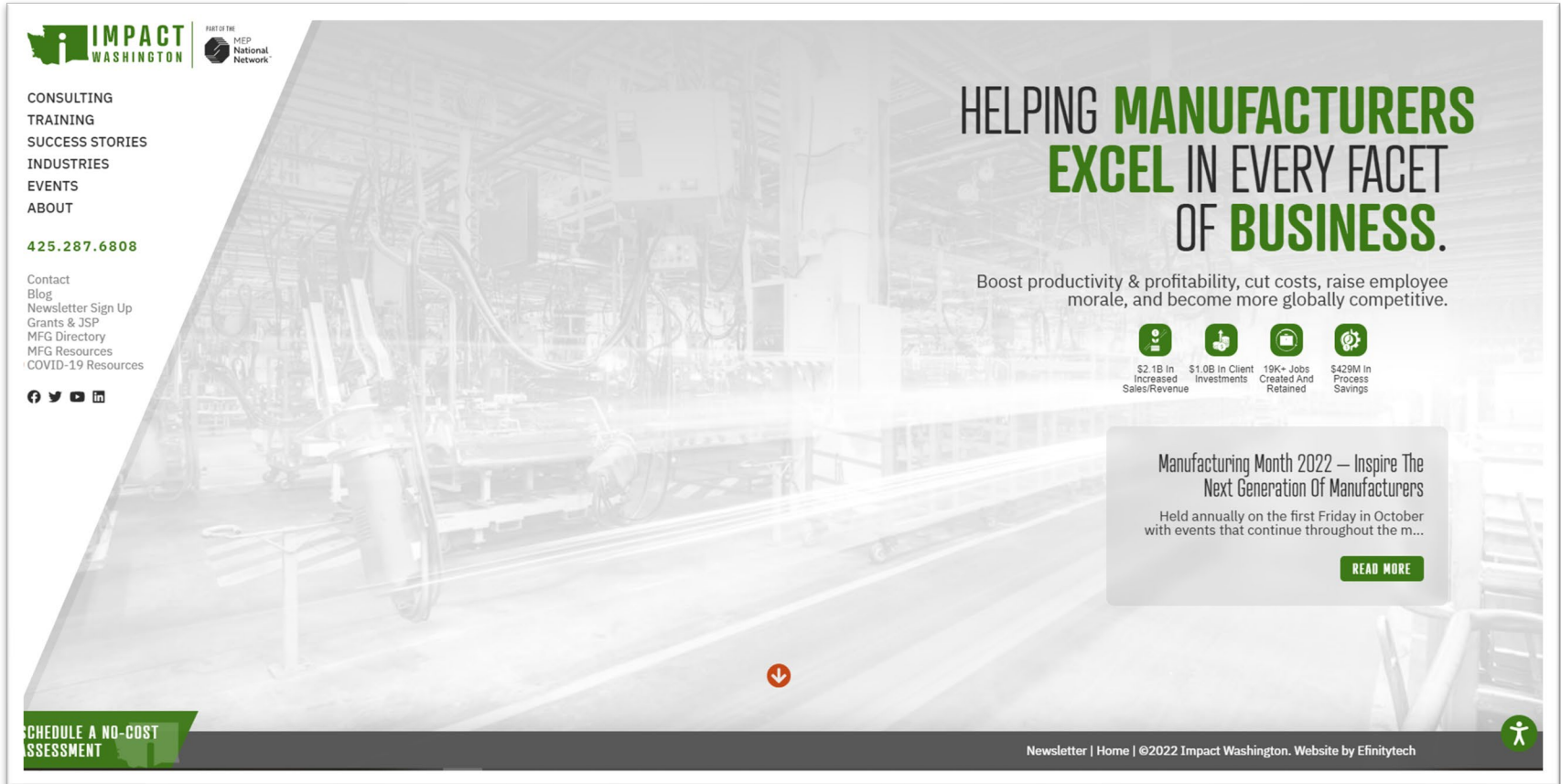
Funds can be used for payroll, utilities, rent, marketing and advertising, supplies, building improvements or repairs or other qualifying business expenses.



The screenshot shows the homepage of the Small Business Flex Fund website. At the top right, there is a navigation menu with links for TERMS, BENEFITS, LENDERS, BORROWERS' STORIES, FAQ, RESOURCES, and an orange 'APPLY NOW' button. The main header features a purple curved banner on the left with the text: 'A simple, low interest & flexible loan for 's smallest businesses & nonprofits'. Below this is an 'Apply Now' button. To the right is a large photo of a smiling man in a workshop. Below the banner, the text reads: 'The Small Business Flex Fund is a new resource to help you grow your business.' This is followed by a sub-headline: 'Supported by the Washington State Department of Commerce, the Fund helps small businesses and nonprofits access the financial support they need to thrive.' Below that is a section titled 'DREAM BIGGER' with a sub-headline: 'The pandemic has impacted all of our communities, but it has been especially hard on Washington's smallest businesses and nonprofits. This loan program is designed to help them access funds they need at a competitive interest rate to bounce back stronger than ever.' To the right of this text is a video player showing a storefront with a red sign that says 'Sorry We're CLOSED FOR COVID'. Below the video, there is a list of 'Apply now for:' flexible working capital loans, low interest rates, and 60-month repayment timeline. At the bottom, a paragraph states: 'Small businesses and nonprofits can borrow up to \$150,000 and the money can be spent flexibly, including on payroll, utilities & rent, supplies, marketing & advertising, building improvements or repairs, and other business expenses.'

Impact Washington

A nonprofit organization, affiliated with the U.S. Commerce Department's National Institute of Standards and Technology (NIST), working to improve the competitiveness of manufacturing for small and medium-sized companies.



IMPACT WASHINGTON PART OF THE MEP National Network

- CONSULTING
- TRAINING
- SUCCESS STORIES
- INDUSTRIES
- EVENTS
- ABOUT

425.287.6808

Contact
Blog
Newsletter Sign Up
Grants & JSP
MFG Directory
MFG Resources
COVID-19 Resources

[Facebook](#) [Twitter](#) [YouTube](#) [LinkedIn](#)

HELPING MANUFACTURERS EXCEL IN EVERY FACET OF BUSINESS.

Boost productivity & profitability, cut costs, raise employee morale, and become more globally competitive.

- \$2.1B In Increased Sales/Revenue
- \$1.0B In Client Investments
- 19K+ Jobs Created And Retained
- \$429M In Process Savings

Manufacturing Month 2022 – Inspire The Next Generation Of Manufacturers

Held annually on the first Friday in October with events that continue throughout the m...

[READ MORE](#)


[SCHEDULE A NO-COST ASSESSMENT](#)

Newsletter | Home | ©2022 Impact Washington. Website by Efinitytech

WA Small Business Development Center

A cooperative between Washington State University and the U.S. Small Business Administration (SBA).

wsbdc.org

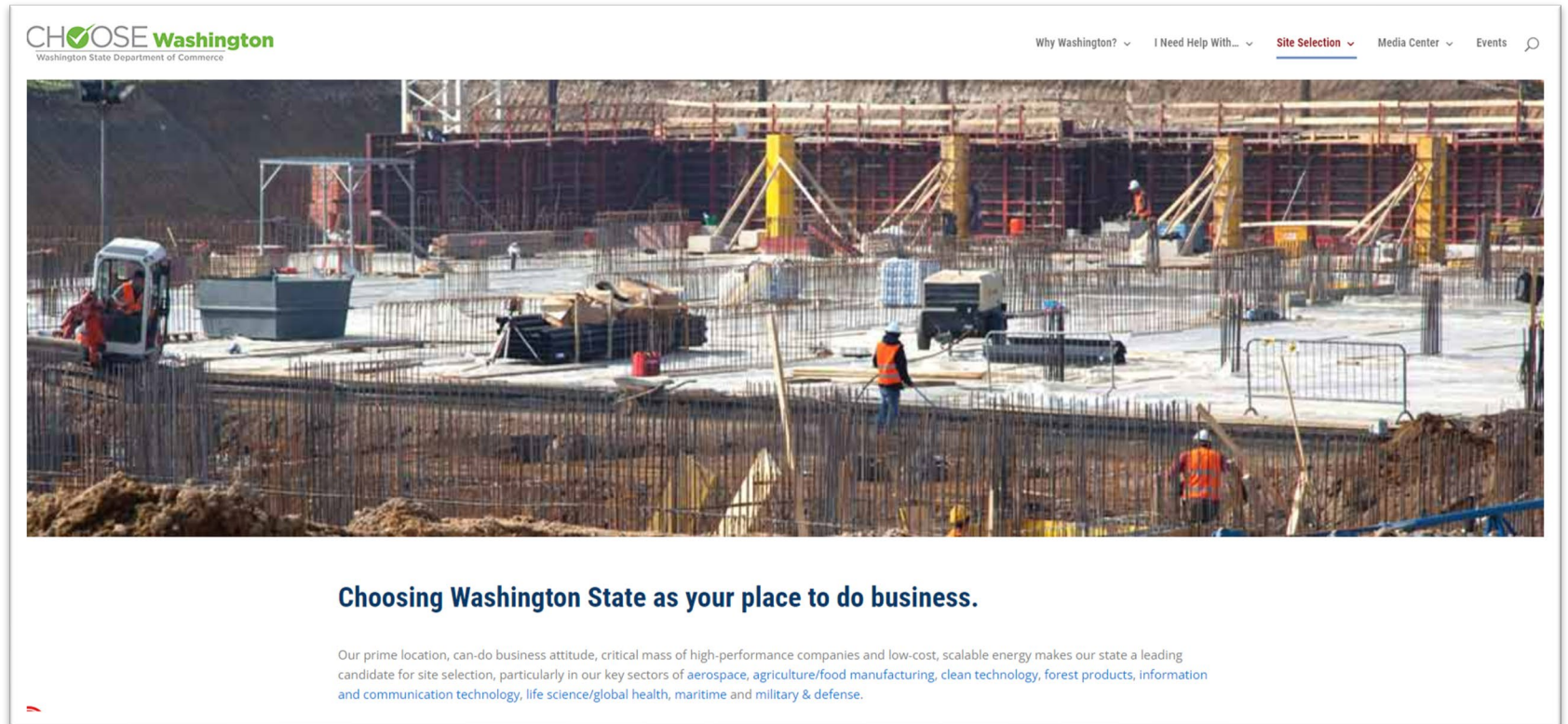


The screenshot shows the homepage of the Washington Small Business Development Center (WSBDC). At the top left is the logo for "AMERICA'S SBDC WASHINGTON". To the right of the logo is a navigation menu with the following items: "About Us", "SBDC Services", "Request help", "Success Stories", "Training", "Subscribe", "Donate", and a search icon. Below the navigation is a large hero image of a tree with green leaves and several ripe red apples. Overlaid on the left side of the hero image is a white text box containing the following text: "Helping Washington Businesses Grow and Succeed", "Contact us for confidential, no-cost business advising.", and a red button labeled "Contact An Advisor". At the bottom of the page is a dark blue banner with the white text: "You're the expert of your business, we're the business experts."

Site Selection

Comprehensive information related to selecting a site for your business.

- Property search
- County data
- Community comparison
- Industry/business data
- Permitting & regulations
- Utilities
- Incentives
- Transportation
- [more]



The screenshot shows the CHOOSE Washington website. The header includes the logo "CHOOSE Washington" with the tagline "Washington State Department of Commerce" and navigation links: "Why Washington?", "I Need Help With...", "Site Selection", "Media Center", and "Events". The main image is a large construction site with workers and machinery. Below the image, the text reads: "Choosing Washington State as your place to do business." followed by a paragraph: "Our prime location, can-do business attitude, critical mass of high-performance companies and low-cost, scalable energy makes our state a leading candidate for site selection, particularly in our key sectors of aerospace, agriculture/food manufacturing, clean technology, forest products, information and communication technology, life science/global health, maritime and military & defense."

choosewashingtonstate.com/i-need-help-with/site-selection

New Legislation in Washington

SB-5345 – *effective date 7/25/2021*

Industrial waste coordination program ([RCW 43.31.625](#))

- Inventory of current industrial waste innovation
- Material flow data collection system
- Guidance, best practices and metrics that must consider equity
- Identify access to capital
- Identify cluster initiatives in order to spur growth and innovation

Industrial symbiosis grant program ([RCW 43.31.635](#))

Nearly unanimous support in legislature

Industrial Symbiosis

- **Inland Empire Paper** (Spokane), **Qualterra** (Pullman), and Washington State University are collaborating to improve soil health with biochar and fly ash as soil amendments to increase crop yields.
- **Washington State University** is testing biochar waste from the Kettle Falls Power Generating Station as a filter medium to remove odorants from municipal compost.
- The **City of Pasco** is exploring the beneficial reuse of food processing wastewater through an algae denitrification system that can reduce nitrate levels in wastewater while generating a value-added product.
- **Myno Carbon** (Bainbridge Island) will not only create biochar and capture the biogas, but also explore the capture of CO₂ using crushed basalt to create a liming agent beneficial to soil health.
- **Impact Bioenergy** (Vashon Island) will deliver renewable natural gas (RNG) to a local food manufacturing plant and capture waste heat from the facility to manufacture certified organic dry fertilizer.



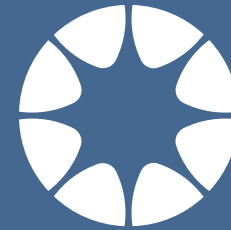
Get Notified

Washington's Electronic Business Solution (WEBS) – [Register to Receive Bid Notices](#)

- Statewide contracting website for all companies doing business with the state
- Includes more than just notices of bids/grants but this is where to search and subscribe

Washington State Department of Commerce – [Receive email updates \(govdelivery.com\)](#)

- Commerce update subscription service
- All things Commerce including grant opportunities. You choose what to include in your updates....there is a lot.



Washington State
Department of
Commerce

www.commerce.wa.gov



Thank you.

Robert Duff

Sustainable Business Development Director, OEDC
robert.duff@commerce.wa.gov
360-764-6511

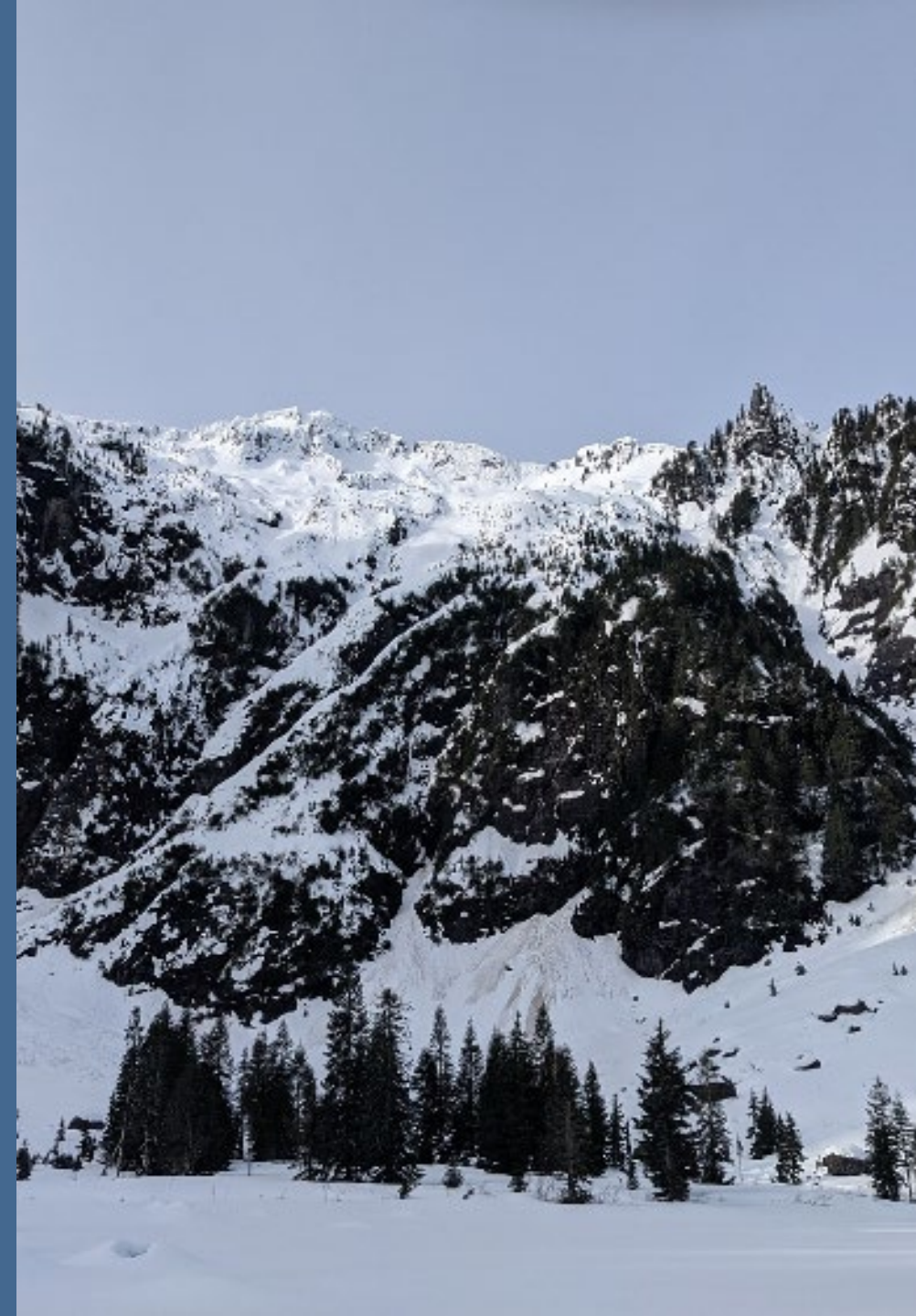
Kirk Esmond

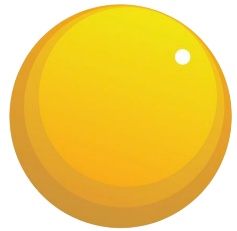
Sustainable Business Development Manager, OEDC
kirk.esmond@commerce.wa.gov
206-837-2622



Mura Tech Pacific Project

Kari Mueller – Mura Technology





MURA
TECHNOLOGY

The Future of Sustainable



Mura and Project Cascade



HydroPRS™ Technology Overview

- Mura converts plastics that are unrecyclable today (film/flex) into recycled renewable feedstocks – not used to create fuel
- 100% replacement of fossil-derived petrochemicals
- Mura's customers exclusively make higher-value commodities, not fuels

HydroPRS™ Technology Development

- AU pilot plant operational for nearly 10 years
- First commercial plant commissioning in UK in Q1 2023

HydroPRS™ in Washington State

- Cascade will be Mura's largest facility, and it is our highest priority
- 60% of the plastic generated today is landfilled or incinerated
- 20% of the waste plastics generated in WA will be recycled by Project Cascade
- 70 permanent direct jobs, ~200 construction jobs

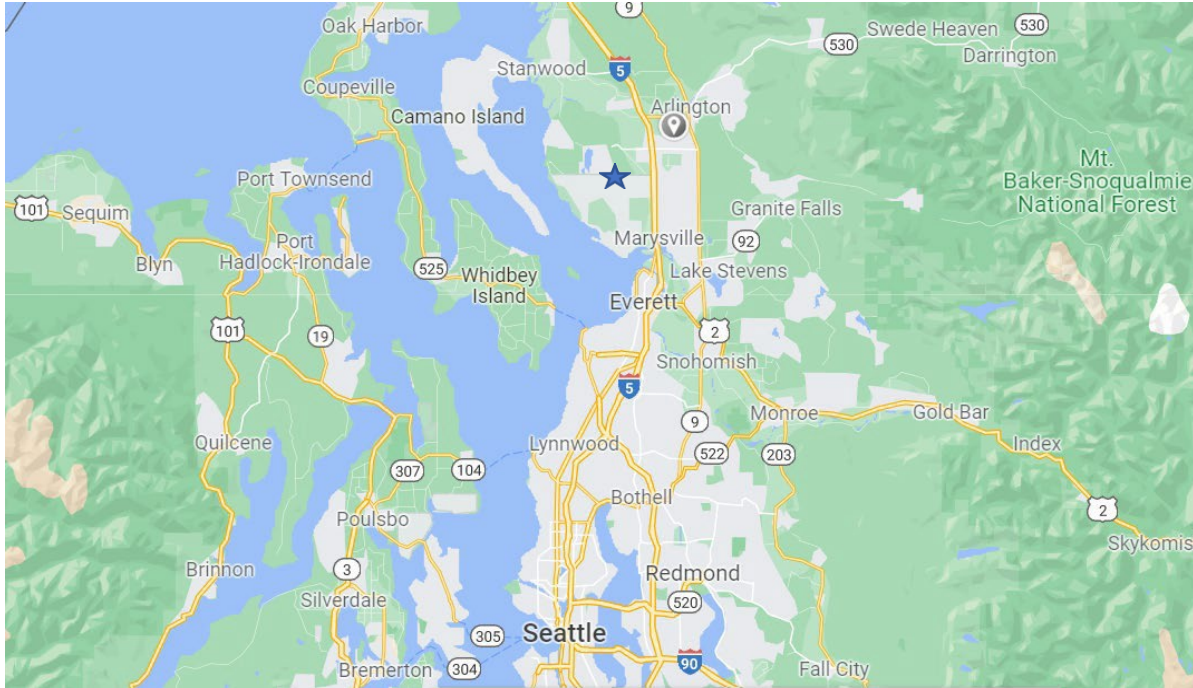
Project Cascade - Overview

Mura's Cascade Facility will convert waste plastic into a recycled feedstock, diverting the plastic from landfill or incineration. This feedstock will be used to make new plastics and other valuable products.

Plant Statistics

- Construction: 18-month build process, 200 full-time crew
- Employment: 24x7 plant, 70 full-time employees
- Regional Impact: base load electricity, generating SNOPUD powersales of approximately \$700,000 annually
- Waste Intake: 135,000 tons of waste input = recycling almost 20% of the annual plastic waste produced in the State
- Recycled Product: reduces the need for conventional fossil fuels while simultaneously diverting plastic from incineration and landfill

Project Cascade - Site Location

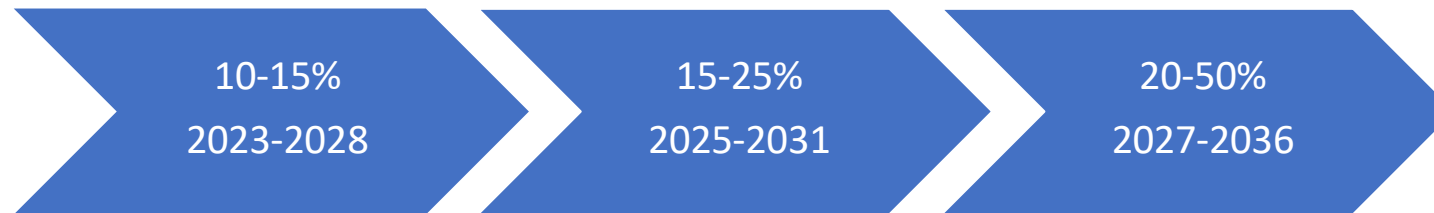


- Located inside of Gayteway Business Park in Arlington, WA as part of the Cascade Industrial Center (CIC)
- Leveraging the long-history and workforce of Snohomish County while introducing new clean technology innovation
- Proximity to waste offtakers for waste plastic (Boeing, Amazon, etc.)

Project Cascade – Washington Senate Bill 5022



SB 5022 specifies rolling increases in the percentage of post-consumer recycled plastic required in commercially sold and distributed plastics over the next 15 years. Threshold and timing based on plastic producer market (e.g., beverage, household, etc.)



Project Cascade State Impact

- Waste plastic feedstock fully contracted with local Bothell business partner, DTG Recycling
 - 20-year contract
 - 200% of plant needs
 - 100% of produced output can apply to SB 5022 goals
 - Diversion of almost 20% of the annual waste plastic produced in the State from landfill/incineration
- Project Cascade designed to be financially self-reliant

Project Cascade - Summary



- ✓ Project Cascade is the single biggest initiative the state can undertake to recycle waste plastic and meet SB 5022 goals
- ✓ Project Cascade will be developed in two phases of equal size, ultimately removing up to 40% of Washington's waste plastic from landfill, incineration, and environmental leakage.
- ✓ Project Cascade will be the first of a long line of waste plastic recycling facilities in the US and beyond
- ✓ Located in the City of Arlington, Project Cascade is Mura's Flagship facility



King Co Plastic Film Project

Shari Jackson – American Chemistry Council





American[®]
Chemistry
Council

Plastics Division

Seattle/King County Plastic Film Recycling Circularity Pilot

Shari Jackson, Director
ACC Plastics Sustainability Team



BACKGROUND & OVERVIEW

National Education & Outreach Initiative



Public-private partnership to increase film recycling

Our Partners





Consumer Outreach Tools & Resources

Free resources

Plastic Film Recycling

Events | News & Media | Contact Us | Resources | About Us

Recycling Bags and Wraps | Recycling Commercial Film | Recycling in Your Community

Recycling Bags and Wraps From Your Home

Learn more about plastic film, including which types you can recycle and where to recycle them.

GET STARTED

What plastic bags and film can be recycled?

LEARN MORE >

Find a Dropoff Location Enter Zip/Postal Code FIND

Recycling Commercial Plastic Film From Your Business

Recycling your leftover plastic film can benefit your business and the environment.

SEE HOW

Recycling Film at your Business

Learn more about recycling flexible film for your business

START A PROGRAM > FIND A RECYCLER >

Recycling in your Community

Educate your community about plastic film recycling and encourage commercial collection in your area.

LEARN HOW

Find out what ways you can best communicate to your community

COMMUNICATION TOOLS >



RECYCLE IT! Plastic film is generally not collected in curbside recycling, but it can be recycled at 18,000 participating stores.

Produce Bags	Plastic Shipping Envelopes	Bread Bags	Dry Cleaning Bags	Case Wrap
Air Pillows	Newspaper Bags	Food Storage Bags	Product Overwrap	Bubble Wrap

and Carryout Bags

Also look for any packaging with this How2Recycle label

Find drop-off locations at PlasticFilmRecycling.org

RECYCLE
clean & dry plastic film packaging, bags & wraps
HERE

NOT in Curbside Recycling

Produce Bags Plastic Shipping Envelopes Bread Bags Dry Cleaning Bags Case Wrap

Air Pillows Newspaper Bags Food Storage Bags Product Overwrap Bubble Wrap

and Carryout Bags

Also look for any packaging with this How2Recycle label

Find drop-off locations at PlasticFilmRecycling.org

Shopping List
x RECYCLE plastic bags, films & wraps at the store!

- Newspaper Bags
- Grocery & Retail Bags
- Bread Bags
- Dry Cleaning Bags
- Case Wrap
- Air Pillows
- Newspaper Bags
- Food Storage Bags
- Product Overwrap
- Bubble Wrap
- Carryout Bags

Plastic Film Recycling

Make sure bags are clean and dry. Do not include degradable bags, non-recycled labels, liners, food bags, or material that has been painted or glued, as other retailers can contaminate the recycled material.

WRAP 2.0 – Supporting Supply & Demand to Drive Circularity



RETAIL FILM COLLECTION CHALLENGES

- Retail collection is essential for film recycling
- Collection access diminishing:
 - Retail apathy
 - Plastic bag bans
 - Exacerbated by pandemic
- Collection programs lack standardization, public awareness necessary for optimization
- Solutions needed to maintain access for recycling film packaging for near term



Pilot Goals & Objectives

Key Goals:

- Deliver a proactive, industry-led solution to improve recycling infrastructure for PE film packaging.
- Test a program that identifies best practices for greater uniformity, increased consumer participation and quality post-use plastics supply.
- Establish an EPR compliance option for PE film packaging to support circularity.

Objectives:

Galvanize value chain support to pilot a voluntary stewardship program for PE film leveraging the existing retail takeback infrastructure.

Optimize consumer use of this infrastructure by standardizing and better supporting:

- Collection at retail locations
- Consumer participation and engagement
- Transportation and auditing of material collected
- Specifications and procurement of recycled-content PE film products



How It Worked

5-month campaign
(January 15 – May 31,
2022)

Partnered with 4
independent retailers
providing 10 drop-off sites

ACC provided bins,
signage, communications
toolkit to retail partners

CWRR collected material,
sent to Seadrumar for
preprocessing, then to
Merlin Plastics for
recycling

King County conducted
paid social media
campaign to increase
quantity of material
collected

Merlin audited material
for quality & to ensure
it was recycled
responsibly



ACHIEVING PROGRAM EFFICIENCIES



Leveraging Existing Retail Collection Infrastructure

- Waste services vs. revenue arrangement

PILOT RESULTS & KEY FINDINGS

The results show **good quality and quantity** of post-use plastic film **collected through retail takeback programs**, demonstrating the **value of this material** and the **viability of these programs** to support plastics circularity.



Audits revealed contamination levels within the pilot's samples were consistent with 94% of each bale having useful plastic—an especially high success rate



Total amount of material collected equivalent to 30-35 bales - total weight of 50,000 lbs./25 tons



Analytics demonstrated strong consumer engagement resulting from King County's paid social media campaign



Overall consumer sentiment was positive - many expressed gratitude for this film recycling option and hope for a successful pilot

RECOMMENDATIONS FOR PROGRAM SUCCESS

Demonstrate Credibility

- Establish program standards/protocols to ensure transparency in data collection.
- Establish program targets & performance metrics.

Enhance Implementation

- Provide a local resource to interface with stakeholders and troubleshoot issues arising in real time.
- Provide a centralized reporting system to hold data collected during the project.

Improve Economics

- Comingle plastic film with cardboard/paper recycling.
- Bale or compact at the grocery stores.
- Separate front and back of house film.

**FILM
RECYCLING
STEWARDSHIP
TEMPLATE:
KEY ELEMENTS**

Duty of the producers and/or agency

Products covered

Stakeholder consultation

Collection system

Management of products and environmental impacts

Consumer education and awareness

Performance management reporting

NEXT STEPS



Identifying additional end markets



Expanding local stakeholder engagement: retailers, allied groups



QUESTIONS?



Let's take a 10 minute break
– back at 10:30am



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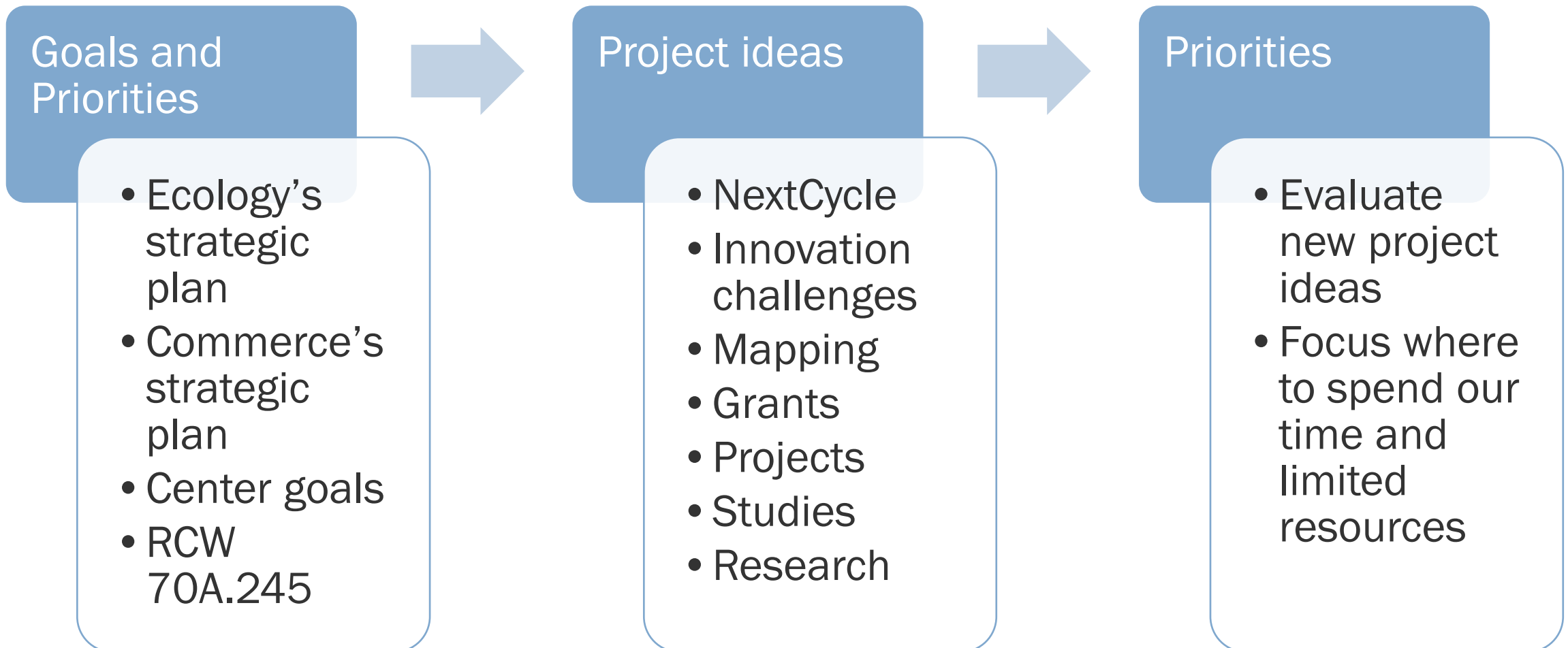
Center Strategic Planning

Overview – Kara Steward

Matrix – Mya Keyzers



Center Prioritization



New tool – A Decision Matrix

Background

This quasi-quantitative tool was developed to give the Center a way to rank project ideas against the legislative mandate, the Center work plan, Ecology's agency goals, board goals, and Commerce's goals.

This will give us place to start when new project ideas are introduced. It will facilitate discussion in the context of the goals and directives of the Center. This will also help with consistency through time and with staff changes.

[Center Priority Decision Matrix draft Dec-2022.xlsx \(live.com\)](#)

Decision Matrix

Example

	directory of all players involved, directly, indirectly with WA circular economy	map of business, non-profits, tribes, institutions in the circular economy of WA	grant program to support circular economy growth	eastern wa glass summit	wsu textile pilot project	wwu iaa economic baseliine and equity assessme nt of recycling	seattle good business material market place support funding	nextcycle wa	concrete or asphalt project	community cluster map	precycle challenge
Criteria on a scale 0-3											
1.0 Aligns with annual work plan (LM3a)	2	2	2	3	3	2	2	3	2	2	3
2.0 Reduces GHG emission (Ecy goal 2)	0	0	0	1	2	0	2	2	3	0	2
3.0 Support equitable economic growth (Ecy goal 1 & board goals 2)	1	1	2	3	0	3	0	3	0	0	2
4.0 Outreach, engage, communicate, partner, convene, facilitate to assist and improve market dev	3	3	3	3	3	1	2	3	3	3	3
5.0 Increase material for circualr end use (LM3c & BG Metrics1-4)	1	1	2	2	3	0	3	3	2	1	3
6.0 Increases knowledge through market, data, infrastructure, policy analysis (LM3d & BG B1-5)/Ob	2	2	1	3	1	3	2	2	2	3	3
7.0 Provide grants for recycling markets (LM3g & BGC1-5)	0	0	3	0	2	0	1	3	0	0	3
8.0 Support, promote, and identify research and development to stimulate new technologies and	1	1	3	2	3	3	1	3	2	2	3
9.0 Diverts material from landfill	0	0	1	1	3	0	2	2	3	0	1
10.0 Community Concern (Ecy goal 1)	2	2	2	3	0	0	0	0	0	0	0
	1.20	1.20	1.90	2.10	2.00	1.20	1.50	2.40	1.70	1.10	2.30

Legend of criteria

LM=legislative mandate

Ecy= agency goals

BG=original board goals

CM=commerce goals

Decision Matrix

	Mya	Kara	Kirk	Rob
1.0	nextcycle wa	nextcycle wa	nextcycle wa	nextcycle wa
2.0	precycle challenge	grant program to support circular econmy growth	grant program to support circular econmy growth	precycle challenge
3.0	wsu textile pilot project	precycle challenge	precycle challenge	wsu textile pilot project
4.0	eastern wa glass summit	seattle good business material market place support funding	eastern wa glass summit	eastern wa glass summit
5.0	grant program to support circular econmy growth	wsu textile pilot project	wsu textile pilot project	grant program to support circular econmy growth
6.0	concrete or asphalt project	concrete or asphalt project	seattle good business material market place support funding	seattle good business material market place support funding
7.0	seattle good business material market place support funding	eastern wa glass summit	concrete or asphalt project	concrete or asphalt project
8.0	directory of all players involved, directly, indirectly with WA circular economy	directory of all players involved, directly, indirectly with WA circular economy	directory of all players involved, directly, indirectly with WA circular economy	wwu iaa economic baseliine and equaity assessment of recycling system
9.0	map of business, non-profits, tribes, institutions in the cirular economy of WA	wwu iaa economic baseliine and equaity assessment of recycling system	map of business, non-profits, tribes, institutions in the cirular economy of WA	map of business, non-profits, tribes, institutions in the cirular economy of WA
10.0	wwu iaa economic baseliine and equaity assessment of	map of business, non-profits, tribes, institutions in the	wwu iaa economic baseliine and equaity assessment of recycling	directory of all players involved, directly, indirectly with WA
11.0	community cluster map	community cluster map	community cluster map	community cluster map

WHAT'S NEXT?

What do you think?

What do you think of the criteria?

Anything missing?

What do you like?

Please test it out.

Share other ideas or tools that have a similar function.

Agenda

- | | |
|----------|------------------------------|
| 9:00 am | Welcome |
| 9:10 am | Board and Agency Updates |
| 9:35 am | Presentations and Discussion |
| 10:30 am | Break |
| 10:40 am | Center Strategic Planning |
| 11:30 am | Wrap-up |





Meeting wrap-up



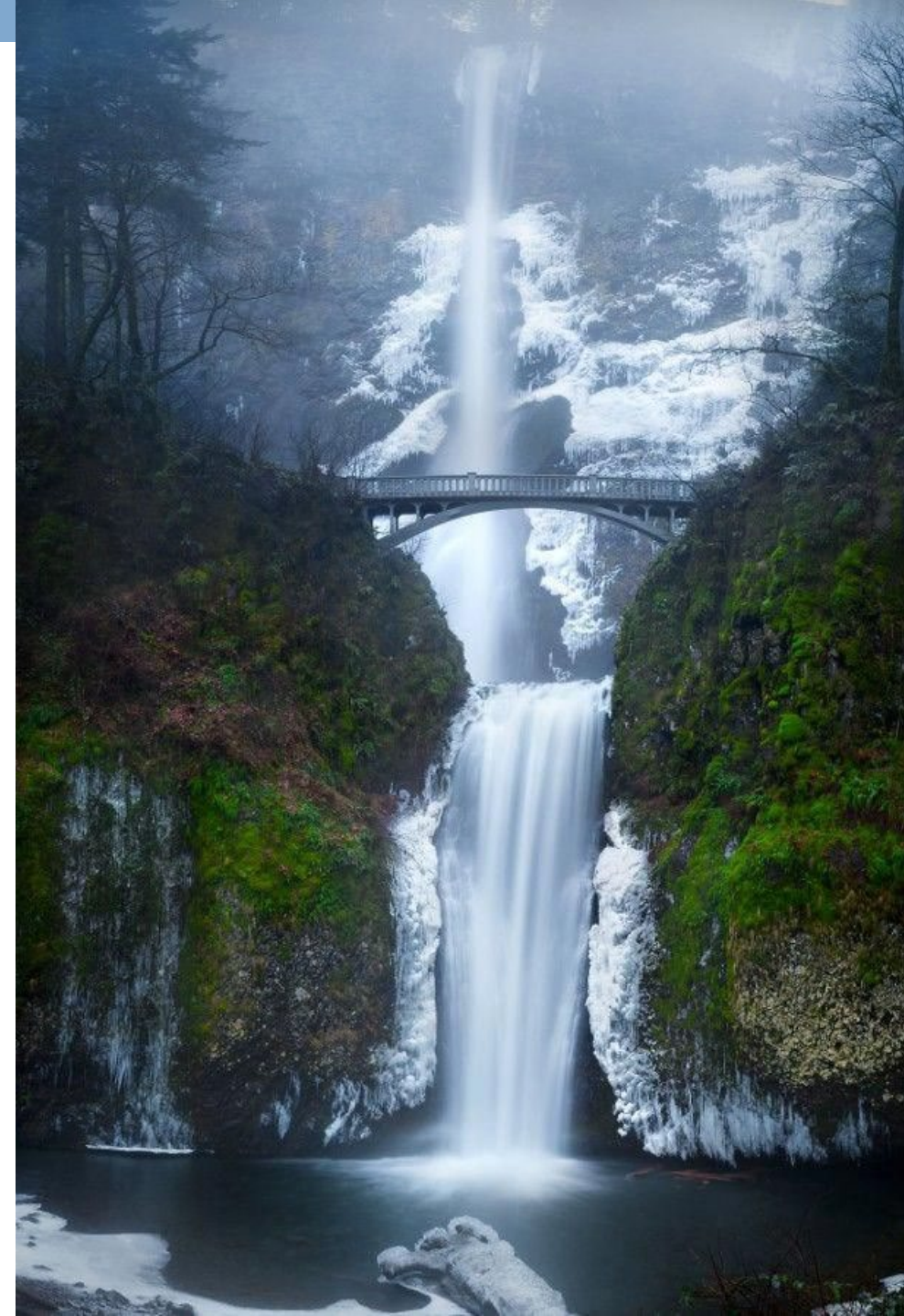
Wrap up

Next meeting:

- Wednesday, March 8th, 2023
- Location: Tacoma (tentative)
- Tour: to be determined

Tasks from today:

- Notes and slides from today will be posted to the EZ page next week.



See you all next year at the March 8th board meeting!

