



Mid-Columbia Economic Development District

MID-COLUMBIA ECONOMIC DEVELOPMENT DISTRICT



ANNUAL PERFORMANCE REPORT

JULY 1, 2016 TO JUNE 30, 2017

**Mid-Columbia Economic
Development District**
515 East Second Street
The Dalles, OR 97058
www.mcedd.org

ORGANIZATION AND ADMINISTRATION

Mid-Columbia Economic Development District (MCEDD) is composed of five counties bordering the Columbia River: Hood River, Wasco and Sherman counties in Oregon and Skamania and Klickitat counties in Washington. These five counties established MCEDD in 1969. The founding members realized that the sharing of a common workforce, common geography and common demographics bound together their economic fates. By joining together they benefit through better access to economic development loans and grants, pooled technical assistance, marketing, and administrative resources and a regional approach to economic development efforts.

Today MCEDD retains the distinction of being the only regionally-focused economic development agency in the Mid-Columbia, and therefore, the agency most appropriate to serve as lead agency for the Economic Development Administration. MCEDD is organized as a government non-profit in Oregon as an ORS-190 and in Washington as a RCW 39.34.010.

A 21 member board of directors governs MCEDD with a representative from each of the five counties of the district, the cities of each county, the ports, chambers of commerce and seven private sector representatives. As of the conclusion of the fiscal year, the board included:

<u>Board of Directors</u>	<u>Appointed</u>	<u>Represents</u>
Jan Brending Chair, Exec Committee	2003	Cities of Klickitat County
Ken Bailey Vice Chair, Exec Committee	2006	Agriculture
Rex Johnston, Executive Committee	2008	Klickitat County
Tonya Brumley	2008	Oregon Chambers
Rod Runyon, Executive Committee	2010	Wasco County
Bob Benton, Executive Committee	2011	Hood River County
Gabriel Muro	2012	Private Sector
Mary Kramer	2012	Higher Ed
Eric Proffitt, Executive Committee	2012	Workforce Development
Bill Schmitt, Sec/Treas, Exec Comm.	2013	Washington Ports
Bob Hamlin, Executive Committee	2015	Skamania County
Joeinne Caldwell	2015	Oregon Ports
Carol MacKenzie	2015	Cities of Sherman County
Robert Kimmes	2015	Healthcare
Stephanie Hoppe	2015	Non Profits
Mark Zanmiller	2015	Cities of Hood River County
Dana Peck	2015	Washington Chambers
Sue Knapp	2016	Cities of Wasco County
Paul Hendricks	2016	Cities of Skamania County
Gary Thompson, Exec Committee	2017	Sherman County
Tom Furey	2017	High Tech

MCEDD's mission is to promote the creation of family-wage jobs, the diversification of the economic base, and the growth, development and retention of business and industry within the five-county district. MCEDD had seven professional staff members serving the region and the organization's mission in FY2016.

<u>District Staff/Volunteers</u>	<u>Joined Us</u>	<u>Title</u>
Amanda Hoey	2006	Executive Director
Sherry Wickert	2007	Finance Manager
Jessica Metta	2008	Deputy Director
Eric Nerdin	2008	Loan Fund Manager
Carrie Pipinich	2012	Project Manager
Sherry Bohn	2012	Office Administrator
Jacque Schei	2015	Project Manager
Dan Hoyt	2017	Mobility Manager

VISION: The Mid-Columbia region envisions a thriving and prosperous economy supporting diverse entrepreneurial opportunities that act in harmony with the area's rural qualities, values and natural resources.

ECONOMIC DEVELOPMENT GOALS

Infrastructure: Plan for, maintain and re-invest in infrastructure, including attainable housing, to provide for current population demands and support future economic development opportunities.

Financial Capital/Entrepreneurial Environment: Enhance the retention and expansion of business in the region, coordinating resources to diversify the economy and create sustainable quality jobs.

Workforce: Nurture, educate, attract and maintain a regional workforce that is career trained and work ready.

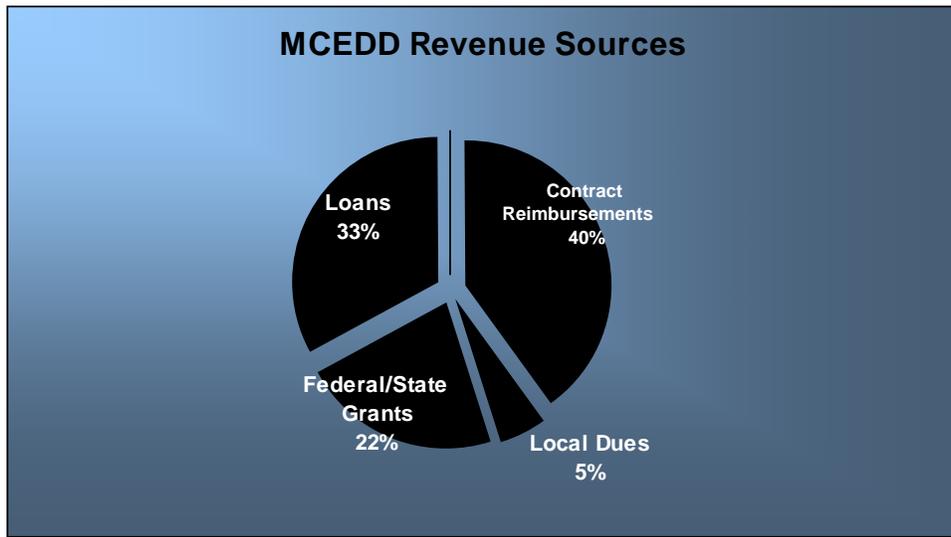
Regulatory Environment: Collaborate as a region to simplify and decentralize regulatory processes.

Innovation Capacity: Identify, utilize and expand innovation capacity to benefit the region.

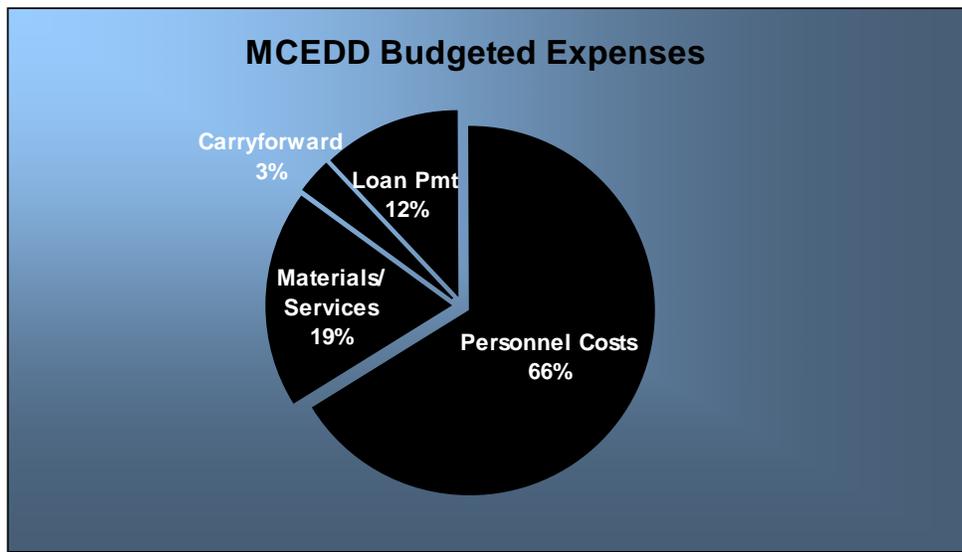
Social/Natural Amenities: Build upon existing alliances and efforts to encourage stewardship, healthy communities and a quality of life that recognizes our sense of place and unique environment.

OPERATIONS BUDGET OVERVIEW

As shown in the **MCEDD Revenue Sources Chart**, MCEDD's largest source of operational funds in fiscal year 2017 was Contract Reimbursement for fee-for-service projects. Federal/state grants accounted for 22% and loan fund revenue was 33% of MCEDD's income, with the balance coming from local dues. These percentages are based on total operational income of \$989,562 and are budgeted figures.



The **MCEDD Expenses Chart** depicts the budgeted expenses for fiscal year 2017 as a percentage of the total operational expenses of the organization (\$989,562). Sixty-six percent of the expenses covered are for the cost of personnel. Materials/Services account for 19%, with the balance going to loan payments and carryforward.



PROGRAM UPDATE

MCEDD staff and board members are actively involved with several local, regional and statewide economic development efforts. The following is a brief synopsis of activities.

Revolving Loan Fund Programs

As one of MCEDD's regional economic development strategies, MCEDD provides loans to businesses which are unable to access traditional financing. It is a sustainable program, using repayments from clients to continually relend to new businesses, creating the potential for additional economic growth. Since inception of the program, MCEDD has made 264 loans to businesses totaling over \$14.4 million. MCEDD loan client businesses have created or retained over 2,100 jobs. MCEDD funds have also leveraged just over \$12 million in public funding and over \$30 million of private capital.

In FY 2017, MCEDD made loans totaling \$276,400. These loans helped create 31 jobs.

This fiscal year, MCEDD's loans helped create 31 jobs in the region. These loan clients invested nearly \$400,000 of private funding into their businesses, outside of their normal business cash flow. MCEDD's participation in the following projects made it possible for businesses to invest in the region's economy:

- **Dwinell Ales, LLC** borrowed \$25,000 of MCEDD funds to assist with the start up of a brewery in Goldendale, with anticipated opening in the fall of 2017.
- An existing MCEDD loan client, **NuCulture, LLC**, located in The Dalles, obtained an additional \$15,000 loan from MCEDD for working capital to further expand this food manufacturing business.
- **Steelhead Enterprises, LLC**, an existing MCEDD loan client used a \$150,000 new loan to increase capacity by adding a second 20 person crew and a second engine crew to their wildland firefighting business.
- Heidi Hall obtained a \$34,400 MCEDD loan to open **Sweet Lila's Coffee Cup**, drive thru coffee business located in the upper Hood River Valley.
- **Freeborn Design, LLC** finalized the start-up of its high fashion apparel business in Hood River with the help of a \$7,000 MCEDD loan.
- **All-Seasons Carpet Cleaning & Janitorial** is a start-up business located in The Dalles. Jared Snyder, LLC used a \$25,000 MCEDD to get this business started and operational.
- **Cloud Cap Cycle & Board Shop, LLC** opened a bicycle and snowboard retail and service business in Parkdale with a \$20,000 MCEDD loan as part of its needed capital.



MCEDD finances expanding industries: Steelhead Enterprises

The revolving loan fund program has a larger impact due to its partnership with the Small Business Development Center Network, local financial institutions, and business and civic organizations.

Attainable Housing Revolving Loan Fund

The State of Oregon seeded an Attainable Housing Development Revolving Loan Fund at MCEDD to support a solution to one of the region's primary economic development barriers: a shortage of quality housing stock at price ranges and rental levels which are commensurate with the financial capabilities of workers and households in the region. The purpose of the fund is to provide funding for gap lending in Hood River, Wasco and Sherman counties. This year, MCEDD encumbered funds for two projects: a \$111,000 loan commitment to a project in Sherman County and \$250,000 loan commitment to a project in Wasco County.



OIB finances local businesses: Cloud Cap Cycle and Board Shop

Cascade Locks-Hood River Enterprise Zone

MCEDD administers the Cascade Locks-Hood River Enterprise Zone. The Enterprise Zone incentivizes certain business investments through exemption of property taxes normally assessed on new plant and equipment. MCEDD approved an application for Ferment, LLC for a standard three year abatement for a new brewery, tasting room and restaurant business and building to be located on the former Expo Center property near the waterfront in Hood River.

Oregon Investment Board

Since 1998, MCEDD has coordinated the Columbia River Gorge Oregon Investment Board's grant and loan program for Oregon counties in the Columbia River Gorge National Scenic Area. Project funding awarded through the OIB helps to strengthen and diversify the economy of the region. Key activities in FY 2017 included:

- Approval of a \$25,000 loan to Celilo Paddle Company, LLC for the start up a water sports equipment rental business on the waterfront in The Dalles.
- Approval of a \$63,000 loan to Root and Cane Vineyard Services, LLC.
- Addressing loan restructures for clients to ensure adequate repayment of funds.
- Providing management of the Bi-State Advisory Council and updating policies to reflect direction provided by the Council.



OIB finances start-up businesses: Celilo Paddle

The Oregon Investment Board has provided funding for grants and loans totaling nearly \$8.8 million from the original award amounts totaling just over \$4 million. OIB grants and loans have leveraged approximately \$28.2 million in public and private investment in OIB funded projects. The program has contributed to the creation and retention of more than 600 jobs in the region.

Comprehensive Economic Development Strategy

This year, MCEDD completed the major rework of the regional strategy economic development strategy. The full document and the summary document are posted online at mcedd.org. The MCEDD Board appointed a strategy committee to prepare for the strategy rework and organize seven outreach sessions, rotational to all five counties with opportunities for public involvement in each. MCEDD conducted a tour in each county based on understanding Port area (if applicable) and business location tour related to an existing core industry sector. A summary of the outreach sessions follows.



Strategy Outreach Session

- **Annual Economic Summit: Data and Demographics:** The Columbia Gorge Economic Symposium, held in July 2016 at the Hood River Middle School Theater, provided information on economic and employment trends in MCEDD's regional economies. MCEDD hosted the Symposium with keynote speaker Ken Bailey from Orchard View Farms and presentations from Washington and Oregon regional economists Scott Bailey and Dallas Fridley.
- **SWOT Session.** Hosted in Cascade Locks, Oregon, the session engaged participants in a facilitated SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. The event concluded with a tour of the Marine Park and Industrial Park.
- **Regional Vision and Goals.** Hosted in Stevenson, Washington, the session facilitated regional goal setting session. The meeting featured tours of Backwoods Brewing Company and LDB Beverage Company.
- **Industry Sector Focus Areas.** Hosted in Moro, Oregon, the session updated targeted industry sectors and concluded with a tour of Azure Farm's distribution facility built in Moro Oregon in 2007.
- **Strategies.** Hosted in The Dalles, Oregon, participants designed action plans and priority areas for the strategy. It concluded with a tour of the Oregon Cherry Growers facility.
- **Measuring Success and Implementation.** Hosted in Hood River, Oregon, with a focus on performance metrics and milestones and concluding with a tour of Full Sail Brewing.
- **Resiliency:** Hosted in Bingen, Washington, with a focus on improving economic resiliency. The event concluded with a tour of Insitu's Eagle Point facility.



Oregon Cherry Growers Tour



Insitu Tour

Agora Investment Platform

Agora is an online marketplace designed to advance community and economic development priorities by matching community needs with relevant funding sources across public, private and philanthropic sectors. It was developed and piloted in the MCEDD region and in 2017 was recognized by the Ash Center for Democratic Governance and Innovation at the John F. Kennedy School of Government, Harvard University as part of the 2017 Bright Ideas in Government initiative.

Broadband and Telecommunications

MCEDD spearheads regional broadband efforts, recognizing that effective networks are critical to resiliency and a key component to competitiveness. Activities included:

- Hosting bi-annual regional broadband meetings. These meetings provide a venue for local officials, community members, and internet service providers, to discuss broadband opportunities and challenges. Representatives of Washington State Extension's Program for Digital Initiatives, Business Oregon, and FirstNet in Oregon and Washington presented information on the broader policy context for these initiatives.
- Bringing together local broadband project proponents with CenturyLink representatives to discuss opportunities to leverage Connect America Fund II investments by our incumbent provider with local projects to further increase broadband access in our region's more rural communities.
- Meeting regularly with ISPs to discuss service expansion plans, looped networks, and opportunities for further support.
- Engaging in conversations with Qlife, Lower John Day ACT and North Central Oregon Regional Solutions to leverage State of Oregon funding commitments for broadband expansion.
- Advocating for and supporting public investments which will create the needed infrastructure to make it feasible for private internet service providers to provide service to customers in the newly served areas.



**Oregon Connections 2016
Conference**

Telecommunications Conference

MCEDD staff continued to engage in the conversation around broadband access and utilization, hosting the Oregon Connections conference. The 21st annual Oregon Connections Telecommunications Conference "Generation Mobility" explored aspects of broadband focused on mobile applications and network development. The keynote speaker was Peggy Smedley of Connected World Magazine. Her recorded talk, along with presentations from other sessions, can be found at www.oregonconnections.info/. The 2017 Oregon Connections Conference theme will be "Networks of the Future" and will provide information on next generation technology and applications as well as looking at the rural/urban digital divide that continues to exist.

Grant Administration, Grant Writing and Technical Assistance

MCEDD offers resources to the region in the administration of federal grants, including assisting in record keeping, labor standards compliance, and reporting. We retain qualified staff; providing pooled technical assistance for small communities without the capacity to administer grants with state and federal requirements. In this fiscal year, MCEDD provided the following services:

City of Antelope	Grant administration for the City of Antelope's update of its deficient water system. The update includes constructing transmission mains, adding a water storage reservoir, and upsizing the water mains in the distribution network.
City of Dufur Water/Wastewater Planning	Support for the City of Dufur in receiving approximately \$90,000 from state and federal sources to update their water and waste water system plans.
Columbia Gorge Regional Airport	Grant administration for development of the Columbia Gorge Regional Airport Flex space, with funding in part through the Economic Development Administration. Among other benefits, the project allows the region to retain key business, Life Flight.
Crystal Springs Water District (CSWD)	Grant administration for a Safe Drinking Water Revolving Loan Fund for upgrades to the Mid-Valley Reservoir and pipes. The estimated completion date of the project is end of 2018.
Dallesport Water and Wastewater District	Grant administration for development of a distribution system, new reservoir and new well in Murdock. The distribution system is complete and the new well is expected to be completed by the end of 2017.
Dallesport Water and Wastewater District	Grant administration for a planning award for the District's wastewater system.
Mid-Columbia Center for Living	Grant administration for a project which will construct an approximately 20,000 square foot community mental health facility in The Dalles.
The Dalles Wastewater	Grant administration for the City of The Dalles' Clean Water State Revolving Fund funding to upgrade their wastewater treatment plant. Construction on the project is underway and is estimated to continue through December.
Wamic Water	Support for the Wamic Water to receive a \$20,000 planning grant to identify key investments in the system and begin exploring funding for needed projects. Staff continues working with Wamic and the Rural Community Assistance Corporation to move forward.

Gorge Technology Alliance

The Gorge Technology Alliance contracts with MCEDD to provide project management assistance for the organization. In this fiscal year, the GTA continued to host regular networking and educational events to support the tech businesses of the region, including featured events, Geek lunches and CEO Excellence Forums. New this year was the launch of a regular meeting to support human resources and recruiting staff with the tech companies. This was the result of individual and roundtable meetings with the companies to address their top challenges, which revolved around employee recruitment and housing. MCEDD staff is also helping the tech companies explore solutions to their employee housing needs.

The GTA Tech Awards recognized **Bill Vaglianti**, Cofounder of Cloud Cap and most recently, Power4Flight, as the 2016 GTA Technology Leader of the Year for his significant technical contributions on a multitude of fronts that have shaped the Unmanned Aerial Systems industry in the Gorge and nationally for more than 20 years. **Trillium Engineering** was honored as the 2016 GTA Tech Organization of the Year. In just three years the company's co-founders turned their ideas into a thriving company of 11 and growing. They are also contributing game-changing innovations to the national UAS industry with their small, powerful gimbals and linear infrastructure monitoring.

STEM Educational Activities continued to be a primary focus with the GTA hosting the fourth-annual STEM Career Day for approximately 800 7th graders to learn about local career opportunities in science, technology, engineering and math. With the Gorge FIRST® LEGO® League (FLL) Robotics competitions, almost 400 students aged 9 to 14 from schools all around the Gorge competed and showed off their robotic talents, with 14 Gorge Teams advancing to the State Robotics Tournament.

Staff also assisted the GTA in securing a grant for a consultant-led Strategic Planning process, which is underway and will be completed in next fiscal year.

Wind Challenge:

This year MCEDD staff also hosted a new STEM education event for the organization called Wind Challenge. MCEDD staff did this while continuing youth robotics support, increasing individual support meetings with member businesses and exploring ways to support employment challenges facing the tech businesses.



STEM Career Day with Opening Remarks from Oregon Governor Kate Brown



Wind Challenge 2017

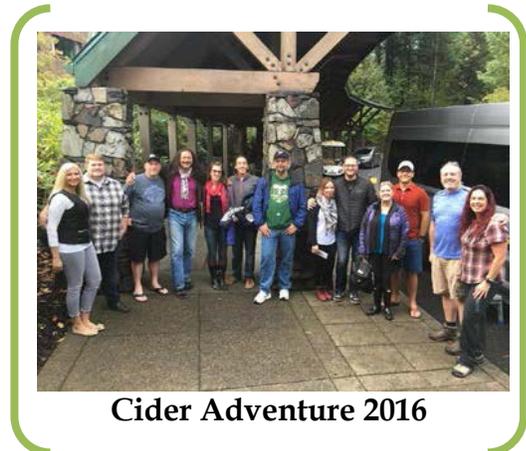
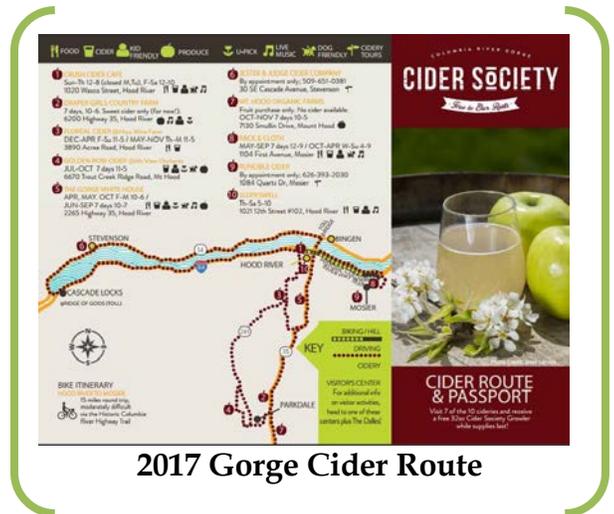
Fermentation Cluster

Activity and growth in the region's Fermentation Cluster has exceeded expectations in the last year. In addition to wine, a growing number of "fermentation businesses" including breweries, distilleries, cheesemakers, picklers, cideries and others are forming.

In support of the burgeoning wine cluster, MCEEDD has continued to engage with the Columbia Gorge Winegrower's Association, providing technical assistance and grant management for the Association. With support from Travel Oregon the Association created three "[Wine Adventure Trails](#)" to guide visitors and locals alike through the varied wine country in the Gorge. Additionally, with USDA Rural Business Development funding, staff supported the Association in the creation of their first cohesive marketing strategy and hosted three training sessions on how to implement tactics for their member businesses.

In support of the Gorge Cider Society and its members, MCEEDD staff activities included:

- Working on an updated format for the Columbia Gorge Cider Route map and its distribution throughout the region and into the Portland Metro area.
- Further developing cider focused events in the region including the Gorge Cider Adventure day long dive into cidermaking, working with local cideries to have a presence at the Hood River Farmer's Market, and planning for an orchard to glass, farm to table dinner this fall.
- Engaging with the Hood River Chamber of Commerce to support the Hard Pressed CiderFest tasting event, which continues to be a very successful in providing an opportunity for cider drinkers to interact with and learn more about local cideries.
- Developing organizational structure and strategic planning for the Gorge Cider Society group moving forward. This year an advisory committee was formed with the purpose of developing these structures and implementing the strategic plan.
- Developing a strategic marketing plan for the Gorge Cider region in partnership with the cideries and a local marketing firm.
- Revamping the Gorge Cider Society [webpage](#) to reflect the strategic and marketing planning focus areas and branding. This project also incorporated creation of a video showcasing the cider production process in our region in particular.



Columbia Gorge Bi-State Renewable Energy Zone

MCEDD continued development of the Columbia Gorge Bi-State Renewable Energy Zone (CGBREZ), a collaborative group focused to supporting utilization of renewable energy technologies in the region. MCEDD facilitated regular discussions for CGBREZ and managed a contract for a government affairs specialist to support CGBREZ counties' interests in renewable energy markets for the region.

Gorge Night Sky

MCEDD, the Friends of the Goldendale Observatory, and the Goldendale Chamber of Commerce developed a Gorge Night Sky partnership to promote energy efficiency, appropriate use of LED lighting technology for outdoor illumination, and astronomy education. MCEDD received a \$7,500 grant through a Google community grant program to support the Gorge Night Sky project. Initial work focused on working with local vendors to gather commitments to stock Dark-Sky compliant, energy efficient LED options; working with Gorge-wide utilities and city and county governments to offer point of sale rebates; and educational outreach to grade schools.

To advance the project's objectives, MCEDD hosted a two-day educational symposium on August 18-19, 2016, at the Goldendale Observatory and the Columbia Gorge Discovery Center. MCEDD also developed an educational booklet focused on light pollution issues and technology innovation in LED lighting. The booklet is geared for various age groups and contains common terminology and concepts related to light pollution. The Gorge Night Sky project coordinated with the North Wasco County School District to bring the booklet to the classroom and supported a field trip for students to the Goldendale Observatory in December 2016.



Troy Carpenter, Goldendale Observatory.

Mobility Management, Regional Transportation

MCEDD provides a regional Mobility Manager to focus on transportation issues, working closely with regional transportation providers and other partners to assess local and regional transportation services, passenger experience, service costs, funding needs, innovative and relevant technology and areas for potential collaboration and coordination. MCEDD arranges and facilitates regular meetings and communication between Gorge TransLink Alliance partners to foster an environment where regional transportation priorities can be addressed. MCEDD's mobility manager also conducts outreach to organizations in its geographic service area to increase awareness of transportation services among vulnerable and special needs populations, as well as to employers and the general public. Finally, MCEDD serves as the Drive Less Connect administrator and supported the Oregon Drive Less Connect Challenge in 2016.

County Economic Development Group

MCEDD contracts with counties for a variety of specific economic development support services. In this fiscal year, contract support included the following:

- **Hood River County:** MCEDD provides staff to manage meetings and activities of the Hood River County Economic Development Group. This year the group focused on updating its County Major Employers List, held discussions on the Hood River Energy Plan, and had presentations to highlight economic development partners and resources.



Renewal Workshop Tour

- **Sherman County:** MCEDD provides staff to support Sherman County economic development services. MCEDD continued to support Sherman County through participation in the John Day River Territory, a tourism marketing organization, leading development of resources to encourage tourism including an informational kiosk and several brochures. Staff also successfully partnered on submission of a Federal Lands Access Program grant to improve a key road for recreation in Sherman County and in a grant to assess a brownfield site which Sherman County acquired through foreclosure. Staff led Sherman County through consideration of alternatives to address the need for additional rental housing and launched an incentive program for rental housing developers. Staff also assisted the cities of Sherman County in coordination of activities and in continuing to implement their recently completed downtown design plans to guide redevelopment and reinvestment in Grass Valley, Moro, Rufus and Wasco.

- **Wasco County Economic Development:** MCEDD provides staff to support the Wasco County Economic Development Commission. The Commission developed committees to address basic infrastructure challenges with water, wastewater, and transportation systems in the County, as well as supporting community visioning and planning processes. Staff updated the Business Siting Guides and worked closely with Wasco County to update the Commission's web presence to make it more accessible to business and community members. The Commission also updated its strategic action plan this year. Finally, staff provided direct business assistance as well as assisting with the advancement of priority projects, including the Mosier City Hall/Fire Hall Joint Use Facility, Mosier Transportation System Planning, Shaniko and Wamic water system, Tygh Valley Fire Hall, City of The Dalles' Dog River Pipeline, The Dalles Main Street, Maupin City Hall/Library Project, Maupin water and waste water system improvements, Dufur water and wastewater systems, and the Dufur Community Center.



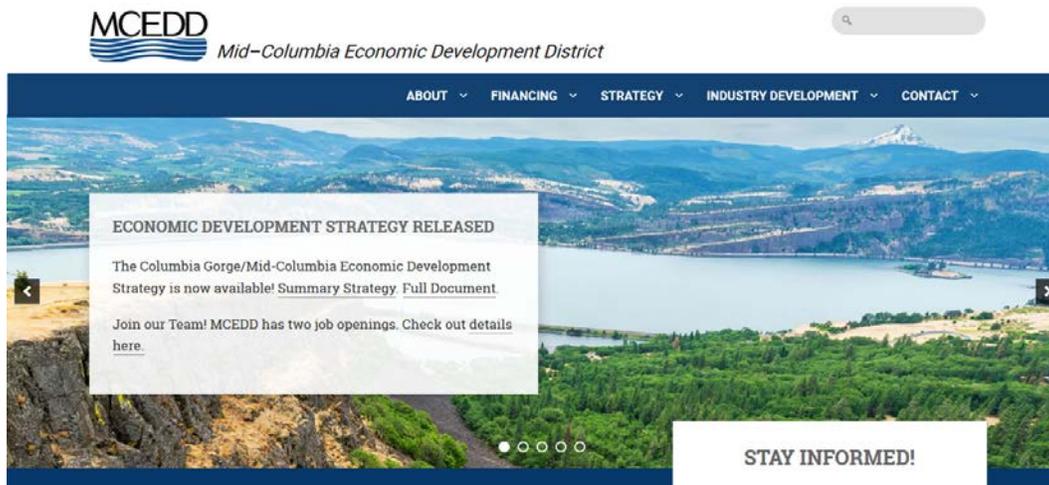
Wasco Economic Development Commission tours Imperial Stock Ranch

Marshall Memorial Fellowship

Executive Director, Amanda Hoey, was selected as a 2016-17 Marshall Memorial Fellow. The Marshall Memorial Fellowship is the German Marshall Fund of the United States' flagship leadership development program. The group includes 44 representatives from Europe and 32 from the United States. Amanda participated in a month long transatlantic exchange and policy immersion as part of the Fellowship program.

MCEDD Website

To round out the year, MCEDD completed its new website, with support from Dee Holzman at Gorge Web Design. Check out the new web presence at mcedd.org!



Many Thanks to the MCEDD Financial Supporters

Counties:

Hood River County
Klickitat County
Sherman County
Skamania County
Wasco County

Cities:

City of Antelope
City of Bingen
City of Cascade Locks
City of Dufur
City of Goldendale
City of Hood River
City of Maupin

Ports:

Port of Cascade Locks
Port of Hood River
Port of Klickitat
Port of Skamania
Port of The Dalles

City of Mosier
City of North Bonneville
City of Shaniko
City of Stevenson
City of The Dalles
City of White Salmon

Federal and State Funding Sources:

Columbia River Gorge NSA Oregon and Washington Investment Boards
Oregon Department of Agriculture
Oregon and Washington Departments of Transportation
U.S. Department of Agriculture Rural Development
U.S. Economic Development Administration

Other Partner Funding Sources:

Association of Oregon Counties
Century Link
Columbia Gateway Urban Renewal Agency
Columbia Gorge Community College
Columbia Gorge Winegrowers Association
Commute Options
Community Renewable Energy Association
Dallesport Water District
Ford Family Foundation
Google
Gorge Cider Society Sponsors
Gorge Technology Alliance and member businesses
Gorge Night Sky individual contributors
Hood River Chamber of Commerce

Hood River County Transportation District
Idaho Rural Partnership
KeyBank Foundation
Klickitat County PUD

Klickitat County Senior Services
Klickitat School District
Lower John Day River Territory and members
Meyer Memorial Trust
National Grid
NW Natural
Oregon Connections and sponsors
Oregon Economic Development District
Special Districts Association of Oregon
Transportation Network

MCEDD is an equal opportunity Employer, Lender and Provider.