

FREE

BEND Business Journal

BEND Chamber

SEPTEMBER 2015
VOLUME 30 ISSUE 9

ARE *you* READY?

WHEN DISASTER STRIKES...
PAGES 11-14

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Let's turn the answers on.

Pictured from left: Dana Whitelaw, executive director, High Desert Museum and Angela Price, regional community manager, Pacific Power

ANNUAL PLANNING: *Best practices*



A MESSAGE FROM OUR CHAIRMAN

By: *Michael LaLonde, President and COO of Deschutes Brewery, Chairman of the Bend Chamber*

At Deschutes Brewery, we take our strategic planning process very seriously, spending a tremendous amount of time and money to make sure we make the best long-term decisions. You may be surprised that we start our process in July and end in early October to fold our plans into the budgeting process for the upcoming calendar year.

We start by gathering information about our “current state.” First, we ask all co-owners (we are an employee and family-owned company) to complete two separate surveys. The first survey asks all co-owners to rate our performance in terms of leadership, strategic planning, business results, sustainability efforts, morale, management practices, etc. The second survey is Outside Magazine’s best-places-to-work questionnaire. This survey asks questions about our work conditions, benefits, company culture and our contributions to the community.

We have used each survey for a number of years so that we can see trends over time. We also have our strategic planning facilitator hold focus groups for all interested co-owners. We separate man-

agers from those that report to them, and keep who said what confidential. The facilitator will summarize the comments and feedback based on how many people agreed with the points that were made in the focus groups. The facilitator also interviews each of the 20 members of the strategic planning team.

By using our facilitator for this process we accomplish two goals: 1) The facilitator is brought up to speed on our business and issues that need to be addressed, and 2) We have an objective third party so co-owners can speak freely. Finally, we ask certain members of the team to prepare presentations for a 5-hour, pre-retreat, information-sharing meeting. These presentations typically include financials (we are an open-book company), sales performance, marketing and consumer research, macroeconomic conditions, project updates, operating performance for the brewery and each pub, with the co-owner surveys and the summary of the focus groups. We also set the agenda for the upcoming retreat. Believe it or not, the meeting is not the least bit boring. The group is very engaged and starts to have the debate necessary to make the

PHOTO COURTESY OF DESCHUTES BREWERY

critical long-term decisions for our business. We then take two weeks off to digest the information before our three-day, off-site retreat.

The goal of the retreat is to create a three-to-five-year plan. The agenda for the retreat can take a number of different forms. It could include a SWOT (strengths, weaknesses, opportunities and threats) analysis, objective-setting exercise, or specific questions we need to address as a company. We have also had teams present different business ideas to the group. However, we always start by reviewing our mission statement, values and long-term goals at the beginning of the meeting to ensure they are still applicable and representative of the company. We rarely change the mission, values and long-term goals, but from time to time we do. To make this retreat effective, we have learned that a facilitator is necessary as is a dedicated note taker. At the end of the meeting, our goal is to walk out with a list of five to 10 SMART (specific, measurable, realistic and time bound) goals including a to-do list assigned to an owner with milestones.

[READ MORE ON PAGE 15](#)

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Our gratitude goes out to all who support this publication, especially Bend Chamber Members who make it all possible.

MISSION

THE BEND CHAMBER IS A VITAL STRATEGIC PARTNER CREATING RESOURCES AND OPPORTUNITIES FOR MEMBER SUCCESS, QUALITY OF LIFE, ENGAGEMENT AND MEANINGFUL IMPACT.

VISION

THE VISION OF THE BEND CHAMBER IS TO GATHER, EQUIP AND MOBILIZE OUR BUSINESS COMMUNITY TO DRIVE A PROSPEROUS ECONOMY AND UNMATCHED QUALITY OF LIFE.

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ECONOMIC FORECAST BREAKFAST

October 1 @ RIVERHOUSE CONVENTION CENTER

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PacificSource
HEADQUARTERS



DAMON RUNBERG

REGIONAL ECONOMIST
SERVING THE EAST CASCADES OF OREGON
OREGON EMPLOYMENT DEPARTMENT

MARK KRALJ

PRINCIPAL, PORTFOLIO MANAGER AND A MEMBER
OF THE EQUITY TEAM AT
FERGUSON WELLMAN CAPITAL MANAGEMENT

Who is poised to benefit the most from our expanding economy?

The future outlook depends on your role in the economy. We are beginning to see a shortage of labor due to the expanding job market. As the labor supply shrinks it will become increasingly difficult for employers to find quality workers. We continue to see positive in-migration, which helps to alleviate some of the labor shortage. But, is it enough? Join panelists **Damon Runberg, Mark Kralj, Charley Miller and Dino Vendetti** to find out the ramifications of an expanding economy in our community.



Save the Date:

ECONOMIC FORECAST BREAKFAST

October 1 | Thursday 7:30 - 10 a.m.
@ The Riverhouse Convention Center

TICKETS ON SALE NOW!

WWW.BENDCHAMBER.ORG

(541) 382-3221



That's my

\$.02

BY: TIM CASEY, PRESIDENT & CEO BEND CHAMBER
TIM@BENDCHAMBER.ORG

“Freethinkers are those who are willing to use their minds without prejudice and without fearing to understand things that clash with their own customs, privileges or beliefs. This state of mind is not common, but it is essential for right thinking...”

— Leo Tolstoy

“Don’t let others do your thinking for you.” My grandfather was fond of proverbs and quotes to illustrate his point. I hear his voice in my head more and more often these days, my greatest regret is not keeping a journal back then. But some of his wisdom did stick, and as I grow older, I believe I understand his intent; he wanted me to make decisions for myself, to be a freethinker and to be principle driven.

In July, a majority of the Bend City Council made their intentions known that they wanted to put a fuel tax on the November ballot to improve streets. After going through the budget and allocating funds based on priorities, there just isn’t enough money left to put into street preservation. Council has stated that funding has been an issue for streets for a number of years, and had even discussed it at the beginning of this year, but took no action. As the ballot deadline for the November election approached, a majority of councilors announced that a fuel tax is the best solution to solve the street

maintenance problem in Bend and they should refer it to the voters.

**\$.05 or \$.10
per gallon
fuel tax**

The two initial figures being debated were a five-cent or ten-cent per gallon fuel tax. Basically, five cents would keep our streets the same at a “D” grade (we get to keep our current pot holes), while ten cents would bring us up to about a “B” grade in a few years.

As this proposal was being discussed, Bend 2030 approached the Bend Chamber. Bend 2030 asked if we would join them in recommending City Council hold off on placing a fuel tax on the November ballot and form a citizen’s advisory committee to evaluate and recommend options for funding streets instead. We agreed. The Bend Chamber had initiated successful citizen advisory committees for the \$170 million sewer project and for the increase in transient room tax council referred to the voters. We were also engaged in the vacation rental taskforce, which didn’t go so well.

Council met for a work session on Aug. 3 where they signaled City staff to work up a plan for a citizen advisory committee. We met the next day, worked on a draft and it was presented to council on Aug. 5. This is where things went sideways. A majority of

council approved the formation of the committee AND voted to place a fuel tax on a special election ballot in March 2016. It’s notable that councilors Chudowsky, Roats and Knight did not support the fuel tax going on the ballot.

I believe Mayor Jim Clinton said it best in his interview for The Bulletin:

“It’s only fair the committee knew what the council really wanted them to do ... I’ve seen numerous examples where the council isn’t clear about what the intentions are, and the committee spends a great deal of time working on whatever and then comes back with their advice, and the council says, ‘Thanks anyway, but that’s not what we wanted.’”

It is clear Mayor Clinton and councilors Russell, Boddie and Campbell intend to move forward with a fuel tax.

As of the writing of this article, the Chamber’s Executive Committee has suspended moving forward with the citizen’s advisory committee until our board of directors can discuss the issue on Aug. 25.

As a final thought, I’ve heard some councilors state that a fuel tax should be sent to the voters so democracy can decide. I agree, citizens should absolutely decide if they want to increase taxes.

The issue is with our democratically-elected representatives on city council and whether or not they have done their due diligence in providing the community with the best possible solution to vote on. I can tell you

what my grandfather would say to that:

“Blind belief in authority is the greatest enemy of truth.”
- Albert Einstein

HERE ARE SOME KEY POINTS TO CONSIDER:

- A CITIZEN’S ADVISORY COMMITTEE SHOULD BE ALLOWED TO ANALYZE ALL POTENTIAL FUNDING SOLUTIONS, INCLUDING SOLUTIONS WHICH DO NOT INCLUDE A FUEL TAX.
- SHOULD THE COMMITTEE RECOMMEND A FUEL TAX BE PLACED ON THE BALLOT AS A RESULT OF EXHAUSTING ALL OTHER FUNDING SOLUTIONS, IT SHOULD GO BEFORE THE VOTERS DURING A REGULARLY-SCHEDULED ELECTION TO AVOID ADDITIONAL EXPENSE TO THE CITY.
- THE COMMITTEE IS SCHEDULED FOR FOUR, 2.5-HOUR MEETINGS, AND TO END BY OCT. 21. THIS IS A HURRIED DEADLINE FOR SUCH AN IMPORTANT ISSUE.

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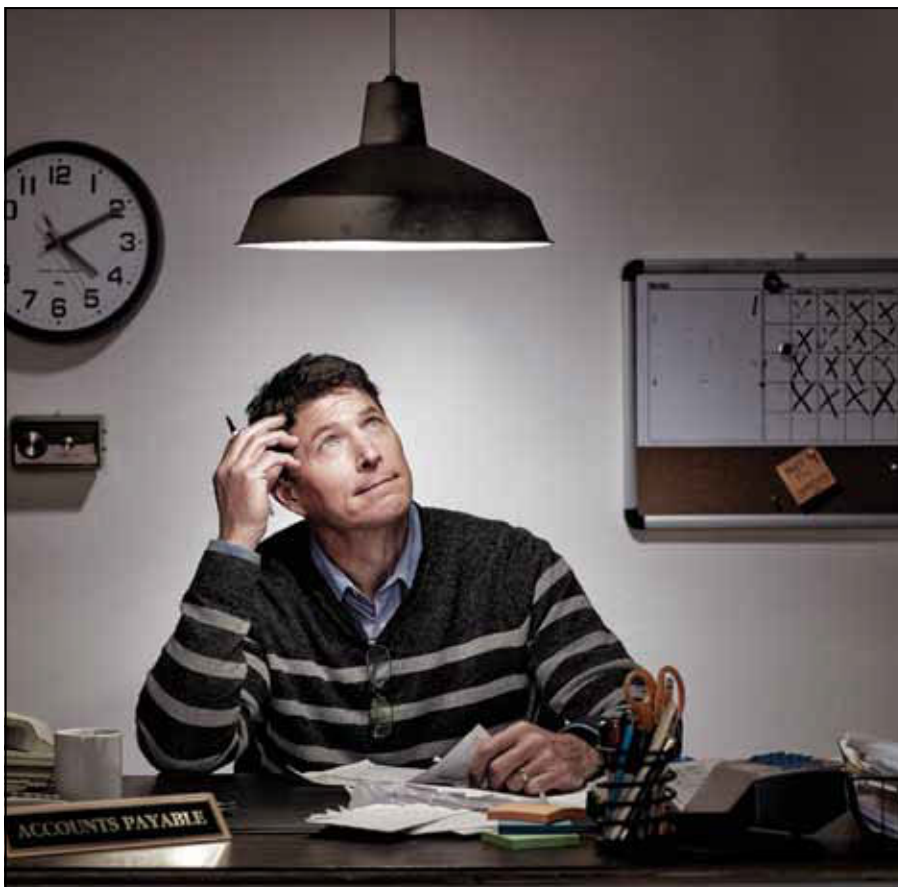
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SALUTE to Commerce



Troy Reinhart began investing in Northwest Quadrant Wealth Management at age 18. Since that investment, he has continued the systematic accumulation of wealth.

Today, Reinhart is helping people do the same, as partner of the full service, independent financial planning and investment advisory firm headquartered in Bend.

“We are wealth managers. We help people accumulate, and in retirement, distribute their wealth so they can live on it,” Reinhart said.

Northwest Quadrant Wealth Management essentially serves as a behavioral therapist for people so they don’t do the wrong thing at the wrong time, he said.

“In Bend in particular, and the nation in general, 99 percent of people have the intellectual capacity to manage their money and accumulate wealth,” he said. “But, 99 percent people don’t have the emotional capacity to do that.”

Beyond financial guidance, Reinhart said he believes it’s his responsibility to give back to the community.

“There are so many people that don’t have adult mentorships or don’t have the means... they need to reach their goals,” he said. “I grew up in Bend and I know how much the leaders in this community gave in my upbringing in making me who I am today, so I want to make sure that I do the same.”

Northwest Quadrant Wealth Management has been sponsoring the Ghost Tree Invitational Fundraiser & Auction for five years. Reinhart and his partner, Tyler Simones, also both volunteer their time as coaches, and give their staff time to do the same.

“We’ve had employees that have been involved in reading to students,” he said. “We give them time if they’re a coach. We make sure people have the flexibility to be involved in the community.”

It’s always humbling to be recognized in any capacity by your peers, other organizations and the community, Reinhart said about winning the Salute to Commerce award.

“It’s nice to know if you do the right things you’ll be recognized for them in the long term,” he said.





City Council Watch

By Rachael Rees van den Berg, Bend Chamber of Commerce, Communications Coordinator



I GET GAS.

Bend City Councilors intend to put a fuel tax measure on the City of Bend ballot in March, due to a council vote on Aug. 5.

The motion to put a fuel tax on the ballot in March passed 4-3, with Bend City Councilors Casey Roats, Doug Knight and Victor Chudowsky opposed. However, a resolution will not be voted on until December.

It's council's responsibility to decide whether or not to put something on the ballot, and then it's up to the people to decide, said Mayor Jim Clinton. He said he was also in support of the other elements of a transportation package and agreed the community needs to look into them in great detail and find funding mechanisms.

"We have a historical, structural funding problem with street maintenance," he said. "It's a big concern. It's recognized community-wide as a big problem. The only solution I see is to ask the voters if they want to use a fuel tax to solve that structural problem ... Our historical funding patterns in Bend and funding sources, just are not large enough to fund both public safety and street maintenance to the level we now need."

Clinton said the City has grown in population and in the number of visitors, which compounded with the city's low property tax and the 840 miles of streets that did not come with maintenance revenue, has caused the deferred maintenance problem. There is approximately \$80 million in deferred street maintenance, according to the City of Bend.

"We're trying to do a modern city here with small-town revenue sources," Clinton said.

Councilor Sally Russell said each time the creation of finding a new funding solution is delayed, it causes the City of Bend to lose its investment.

"I think it's very important for us to put together a working committee and look at various combinations of funding sources to address this problem," she said.

Councilors also voted to create a temporary committee to evaluate and recommend street funding options. Knight, Roats and Chudowsky opposed the formation of the committee.

Bend City Council meets

the 1st & 3rd Wednesday of the month <http://www.bend.or.us/>
710 NW Wall St., Bend, OR | (541) 388-5505

Councilor Doug Knight did not vote for the measure to be on the ballot because he said there is too much uncertainty and the working group needs to do its work first.

“The point of this working group is solve that uncertainty, to gather those stakeholders in the community and those that would ordinarily be in opposition, and potentially enable them to join ranks with those at the City that would think this is the best funding source,” Knight said. “We need to have a robust discussion within the community. We need to agree on a condition of (Pavement Condition Index).”

Roats echoed the point Chudowsky made during the special city council meeting on Aug. 3 in saying the fuel-tax is a failing revenue stream for the state of Oregon. During the Aug. 5 meeting, both Roats and Chudowsky said they did not

see the point in creating a committee if the intention was to put a measure on the ballot in the spring. They also both wanted the budget to be analyzed further.

“It’s important for a significant portion of the community that all options are considered fully, and not through a predetermined outcome,”
Roats said.

City council VOTES

THE MOTION TO PUT A
FUEL TAX ON THE BALLOT IN
MARCH PASSED 4-3

IN FAVOR:
Mayor Jim Clinton
Mayor Pro Tem Sally Russell
Nathan Boddie
Barb Campbell

OPPOSED:
Casey Roats
Victor Chudowsky
Doug Knight



Ashley Horner, SBA Loan Administrator
Jeff Althouse, Founder Oakshire Brewing

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SKANSKA

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The conference many of you have known and loved as Bend WebCAM over the past several years has morphed into “Swivel.” And we have 5 really good reasons why you need to attend.

Attracting some of the industry’s most dynamic movers and shakers, Swivel weaves together a program that covers the full 360-degree marketing spectrum.



Whether you’re a designer, an optimizer, a developer, a writer or a strategist, Swivel can get you moving with three different programming tracks.

We challenge you to explore. To be moved. To....

Get wired. Dig into the technical, the logical and cutting edge methods of communication, such as social media, search engine optimization (SEO), search engine marketing (SEM) and mobile marketing.

Get creative. Submerge yourself in the creative, the emotional, the imaginative messages of communication, including marketing, advertising, graphic design, copywriting, content strategy, and brand development.

Get integrated. Synergize with concepts that fuse together technical and creative concepts. For those hybrid tour-de-forces that must wear diverse hats in our ever-evolving industry.

DIGITAL + CREATIVE
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OCTOBER 12-13 BEND, OR

GET INTO THE #SWIVEL

5 REASONS TO ATTEND SWIVEL

Hint: Because inspiration abounds as web, social media, creative and marketing ideas converge in idyllic Bend, Oregon.

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Topics are designed to galvanize and educate while covering web, social media, creative and marketing industries.

2. GET CONNECTED.

With Swivel’s intimate yet challenging format, you are able to engage directly with the experts, connect with new clients and network with colleagues. Swivel also provides in-depth workshops designed for greater knowledge exchange and one-on-one advice.

3. GET TAKEAWAYS & HOW-TO’S

Leading tech companies and service providers are in full force talking about their latest wares, including social media tools and search engine ranking software. You will take home new contacts, free trials as well innovative concepts and plenty of tips and how-to’s that will make your job easier.

4. GET RECHARGED

Isn’t it time you looked up from your mobile appendage and refocused on the big picture? There is no better setting to accomplish this than Bend, Oregon. Breathtaking mountain views, more outdoor activities than you can shake a paddle at, and an almost offensive amount of local craft breweries combine to make this the ideal location to recharge your career’s batteries.

5. GET A RETURN.

Full price two-day registration is just \$499. Similar conferences with the same caliber of presenters charge two or three times as much to attend. With quality content and tremendous networking opportunities, the return on your ticket purchase is significant.



ARE *you* READY?

... are **WE** ready??



“To make sure Central Oregon is ready to serve as the center of relief, Lisa Stroup, executive director of the American Red Cross Oregon Mountain River chapter, emphasized the need for locals to prepare for the earthquake.

“I saw folks in Eastern Oregon who had emergency kits with liquor and guns, and elsewhere I saw baseball bats,” she said. “That’s not going to cut it — **they think it’s going to be vacation**. Getting prepared is not rocket science.”

One of the most essential resources to have ready, Stroup said, is water. “The formula for water is 1 gallon per person per day,” she said. Resources on how to prepare an emergency kit are available on the Red Cross website.- *source: The Bulletin*”

62%

An Ad Council survey reported that nearly two-thirds of respondents said they do not have an emergency plan in place for their business!!

40%

Up to of businesses affected by a natural or human-caused disaster never reopen.

(Source: Insurance Information Institute)



Here are a handful of suggestions to help get your business back on its feet as soon as possible:

source: <http://www.gaebler.com/>

Maintain cash reserves. Cash reserves are a good idea for any business. But in the days following a natural disaster, your cash reserves will carry your rebuilding efforts until you receive payment from insurance companies or government recovery programs.

Connect with federal and state agencies. Government agencies and organizations like FEMA and the Red Cross are integral players in disaster recovery. In many cases, special assistance will be

provided to help your business recover, but you'll need to make connections with the right agencies to initiate the application process.

Network with competitors. In a disaster recovery situation, competition often takes a back seat to mutual concern and assistance. By networking with competitors before and immediately following a natural disaster, you speed up the recovery process not only for your business, but for the entire community.

Stay in touch with your employees. A natural disaster doesn't just disrupt your business – it also disrupts the lives of your employees. Even if your workers' homes emerge from the disaster unscathed, the prospect of losing their livelihoods will weigh

heavily on your workforce. As a responsible business owner, it's imperative to check up on your employees after a disaster and maintain clear channels of communication throughout the rebuilding process.

Establish community relationships. Good small and medium-sized business are responsible members of their local communities. When disaster strikes, community members pull together and help each other rebuild their lives. Businesses with strong community relationships often benefit from community goodwill during the recovery phase. At the same time, these businesses become anchors for families and other businesses in the area.

According to the Small Business Administration,
SMALL BUSINESSES:

99.7%

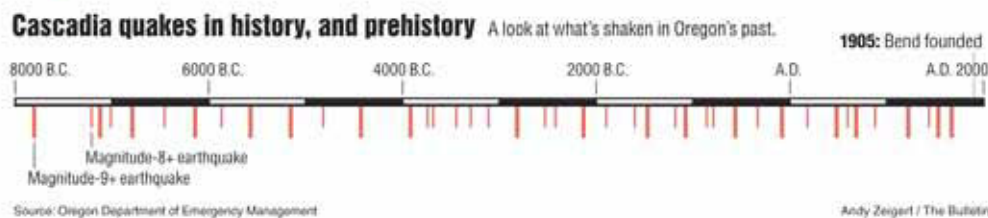
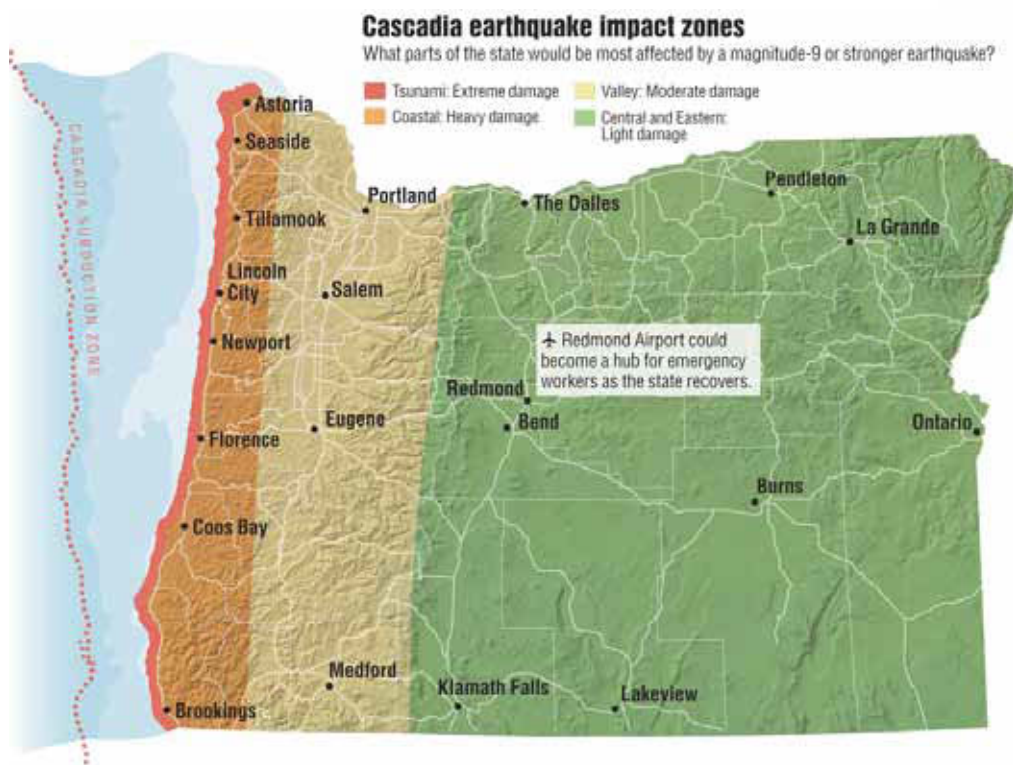
Represent 99.7% of all employer firms

65%

Have generated 65% of net new jobs over the past 17 years

97.5%

Made up 97.5% of all identified exporters.



The Red Cross Shaken III Event will be held at the Tower Theatre on **October 20th** and will feature Kelley Okolita from Cambria (Business Preparedness), Daniele McKay (OSU Geologist), Nathan Garibay (Deschutes County Emergency Manager).

This event will focus on Cascadia and what it means for Central Oregon businesses.

It will offer resources and tools for our community businesses and organizations to get prepared.

There's no cost. Reserve tickets at: towertheatre.com



Red Cross Business Resilience

Catastrophes can strike anywhere at any time, and can disrupt every aspect of your business, from employee and workplace operations, to IT systems and supply chains.

According to the Federal Emergency Management Agency (FEMA), 40 percent of businesses do not reopen after a disaster and another 25 percent fail within one year. The Red Cross can help your business develop and test emergency plans, and prepare for disasters large and small.

Industry Preparedness

Educate: In partnership with local companies, community forums help local businesses prepare for disasters through a high-level overview of emergencies/disasters most likely to occur in the community and workplace, and basic individual and family preparedness strategies.

Coordinate: Aimed at bringing businesses together, coordinating roundtables share best practices, discuss industry-wide contingency and recovery planning strategies, and consider shared investments.

Exercise: The Red Cross works with local companies to conduct regular disaster drills based on local risks, and participates in tabletop exercises with government

and private sector partners to prepare for large-scale disasters.

Employee Preparedness

Basic Preparedness: The Red Cross offers the following services to local businesses to build employee preparedness: Basic preparedness training (on-site and online available).

Advanced Training: The Red Cross offers the following services to local businesses to take workforce preparedness to the next level: Red Cross certified First Aid, CPR/AED classes (on-site training available). First Aid Emergency Drills (on-site scenario-based sessions available)

Cascadia earthquake, tsunami could cost Oregon economy \$32 billion

By Richard Read | *The Oregonian/OregonLive*

The next great Cascadia subduction-zone earthquake will kill thousands in Oregon and cause at least \$32 billion in economic losses unless preparations are radically overhauled, a state panel says. When, not if, the magnitude 9.0 quake strikes -- let alone an accompanying tsunami -- Oregon will face the greatest challenge in its history, the state earthquake commission said in a 290-page draft report released to

The Oregonian. Buildings will be so severely damaged that restoring full utility service will take three months to a year in western valleys and far longer on the coast, the commission found. Businesses tend to move or fail if utilities aren't up in a month... Responding to the disaster will be difficult, experts found, because of a sort of emergency gridlock. To restore phone service, crews will need restored elec-

tricity. To bring back power, workers will require repaired roads and bridges. To fix highways, crews will need restored fuel delivery and distribution...
Read more: http://www.oregonlive.com/business/index.ssf/2013/02/cascadia_earthquake_and_tsunami

When disaster strikes

TIPS FROM THE CITY OF BEND

“Business continuity is an important step to recovery. Businesses that have prepared are more likely to return to the new normal, which in turn helps the community return to normal.”

- SGT. NATHAN GARIBAY,
EMERGENCY SERVICES MANAGER FOR THE DESCHUTES COUNTY SHERIFF'S OFFICE

Local officials and relief workers will be on the scene after a disaster, but they cannot reach everyone right away. Knowing what to do is your best protection and your responsibility.

When evacuations are made in Bend, it's actually the Deschutes County Sheriff's Office (DCSO) that makes the determination to evacuate and then implements the plan. DCSO issues levels of evacuation during emergencies so residents know what to expect during the evacuation.

Emergency levels:

LEVEL 1: “BE READY” for potential evacuation. GET YOUR EVACUATION SUPPLIES TOGETHER. Residents should be aware of the danger that exists in their area, monitor emergency services websites and local media outlets for information. This is the time for preparation and precautionary movement of persons with special needs, mobile property and (under certain circumstances) pets and livestock.

LEVEL 2: Means “BE SET” to Evacuate. YOU MUST PREPARE TO LEAVE AT A MOMENTS NOTICE. This level indicates there is significant danger to your area, and residents should either voluntarily relocate to a shelter or with family/friends outside of the affected area, or if choosing to remain, to be ready to evacuate at a moment's notice.

LEVEL 3: Means “GO” Evacuate NOW, LEAVE IMMEDIATELY! DO NOT delay leaving to gather any belongings or make efforts to protect your home. THIS WILL BE THE LAST NOTICE THAT YOU RECEIVE. Entry to evacuated areas may be denied until conditions are safe.

In the workplace, employees and supervisors should plan together for exiting their work site.

- Work together and design an evacuation plan to meet the specific needs of your building and your occupants.
- Make the plan clear and concise.
- Review the plan and walk through the exit procedure to make sure that everyone knows what to do.
- Each building should have a posted exit diagram (plan) and everyone should be familiar with it.
- When developing your escape plan, remember that younger, older or disabled people may need special assistance. Anyone with special needs should be located as close to an exit as possible. Train others to give special assistance with evacuation.
- Be sure to know two ways out. If the primary exit is blocked by smoke or fire, use your second exit. Point out all emergency exits as you walk through the emergency procedure.
- Always use the stairways to exit multi-story buildings.
- Have a designated meeting place outside the building and count heads!
- If a room or corridor is filled with smoke, remember to crawl low on your hands and knees to exit. The cleaner air is closer to the ground.

Bend Fire Department provides **FREE EVACUATION PLAN DEVELOPMENT** assistance to any business in town. They can work with the building owners/managers to help develop a plan that will ensure the safety of all occupants. Please contact the Prevention Division at 541-322-6309.

CHAIRMAN'S LETTER CONTINUED FROM PAGE 2

The retreat is off site because we want everyone to be focused on strategy not the daily business issues. We also want the team to grow stronger and have those important off-line discussions that are necessary to have good strategy and make tough decisions. At the end of the second day, the group engages in some outdoor activities because being in a room for three, 10-hour days debating strategy is exhausting.

We then make a presentation to all co-owners. We rent the Tower Theater and a conference room in Portland and stream the presentations to our out-of-state sales team. For these meetings, we always start with the mission, vision and long-term goal. We have learned that telling a real story about a value makes it more real and memorable. Next we share our financial performance, sales performance, updates on projects, product releases and our SMART goals from strategic planning. At our last meet-

ing, we also invited two local not-for-profit partners to discuss the work they do. During the meeting, anyone can text a question that we answer at the end of the meeting. These presentations have gone a long way to improve alignment in the company and excite everyone about our plans. In fact, they have been so beneficial that we decided a few years ago to have the all-employee meetings three times per year. We also hold two additional full-day meetings for the strategic planning team to review our progress and adjust our plans based on the current business environment.

As I said earlier, we spend a lot of time and effort in our strategic planning effort but it has paid off tremendously. If you have any questions or would like to share your strategic planning best practices, don't hesitate to send me an email at michael@bendchamber.org.

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Downtown Bend, OR

Veterans Day Parade 2015

PARADE REGISTRATION IS FREE

ALL ENTRANTS ARE REQUIRED TO REGISTER AT THE FIRST MEETING AND ATTEND ALL THREE PUBLIC PLANNING MEETINGS HELD AT: VFW POST 1643 - 1503 NE 4TH ST.
MONDAYS: OCT. 5, OCT. 19 AND NOV. 2

The 16th Annual Veterans Day Parade, put on by the Bend Chamber, is scheduled to take place at 11 a.m. on November 11 in downtown Bend.

Whether it be a community organization, school, band, business or individual, everyone is invited to be in the parade and help us honor our veterans.

This year's parade will honor our "Living Legacies," commemorating the 70th anniversary of the end of WWII and the 40th anniversary of the end of the Vietnam War. Parade Grand Marshals will be Col. John Turner, U.S. Air Force, WWII and Vietnam Veterans of America, Bend Chapter 820.

Last year about 200 vehicles, floats and organizations participated in the parade. Please join us in respecting those who have put their lives on the line for our freedom.



PHOTO BY: Matthew Grimes more photos at <http://www.bendbulletin.com/slideShows>

First Meeting October 5

Mandatory meeting for parade participants

6 p.m. register and sign waivers at:
VFW Post 1643 - 1503 NE 4th St.

Do you want to generate a BUZZ for your business?

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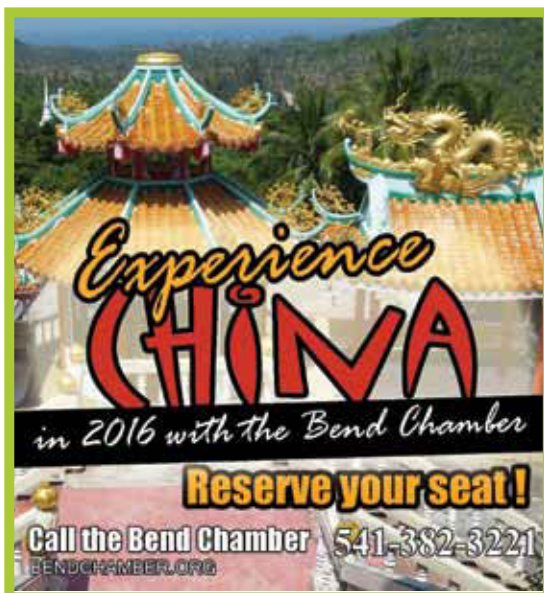
BAY AREA: the bulls-eye for tourism marketing

By: Alana Hughson, President & CEO | Central Oregon Visitors Association



Building on the momentum of a successful three-year strategy, COVA's Fiscal Year 2016 primary marketing efforts will be focused in the San Francisco Bay Area. Secondary markets will continue as Southern California, Oregon and Washington, respectively. COVA's international marketing will continue to be managed in coordination with the Travel Oregon Regional Investment Grant program.

Destination Central Oregon messaging in the Bay Area will be further enhanced with investments in Bay Area marketing by Visit Bend. COVA and Visit Bend will coordinate timing, targets and demographics to ensure that our messaging is coordinated to reach a maximum number of potential visitors.



CREATIVE MESSAGING

Utilizing targeted consumer research, COVA has established three brand pillars for FY16 – Adventure, Golf and Ski. The three pillars will be consistent through four messaging guidelines:

- Inspire the consumer to believe that there is a vacation experience waiting in Central Oregon that cannot be found elsewhere.
- Adventure is different for everyone; and everyone will discover his or her own adventure in Central Oregon.
- Hike, bike, ski, golf, fish, tour with an outfitter, shop, dine or relax; visitors will have a unique authentic and memory-making experience in Central Oregon.

The Central Oregon experience is available 365 day a year, under 300 days of sun.

FALL WINTER 2015 / 16

COVA will again develop a winter Bay Area co-op with Mt. Bachelor to drive destination ski vacations.

The campaign will be designed around a winter landing page to showcase the destination assets and inspire consumers to book lodging, ski passes and related winter activities. In addition to the co-op with Mt. Bachelor, the paid advertising campaign will kick off with our in-market engagement with the San Francisco Giants in September and ski vacation package messaging will run through the fall. All Bay Area messaging will include call-to-action for booking ski vacations and will further inspire consumers to connect with COVA's social media

programs to be entered to win a dream ski vacation to Mt. Bachelor. In total, COVA has budgeted an estimated \$250,000 for the fall/winter Bay Area campaign.

SOCIAL MEDIA

COVA has increased our social media following by over 40 percent in the past 18 months and will continue our aggressive social media development in the year ahead. In 2016, COVA will launch on Pinterest with the goal of sharing photo itineraries, 'iPineraries' for trip planning.

RESEARCH & ANALYTICS

COVA is currently evaluating a number of expanded research and analysis' including Mobile Visitor Tracking that will allow COVA to monitor visitors via their mobile devices as they travel within the region. The mobile tracking data will provide information about where visitors stay and what attractions or activities they are participating in by geographic location.

GROUP TRAVEL

We recognize that group travel is a major part of destination business and a growth opportunity for shoulder season development. With that in mind, COVA will solicit an advisory committee of resort sales experts to explore a Regional Destination Marketing Organization support role for group/meetings lead development. This new initiative is designed to support tourism stability and non-peak seasonal growth for the region.

MEMBERS *in The news*



LINDSEY J. HOPPER



MARCO URIETA-LEON



STEPHEN ARCHER



NICOLE O'NEILL



KATHERINE DECKER

Donald Hahn

U.S. Bank announced that it has named Donald Hahn a private banking relationship manager in Central and Eastern Oregon. Hahn will provide support to the U.S. Bank Private Client Group by managing the assets of the bank's high net worth clients in the region.

Lindsey J. Hopper

PacificSource Community Solutions has hired Lindsey J. Hopper, J.D., M.P.H., into a new role of vice president of Medicaid. Hopper will work closely with the Central Oregon and Columbia Gorge health councils to advance the work of the PacificSource Community Solutions Coordinated Care Organizations.

Marco Urieta-Leon

Marco Urieta-Leon has joined Ascent Architecture & Interiors' growing team as a design professional. Urieta-Leon holds a master's of architecture and a bachelor's of science in architecture from the University of Idaho. In his role with Ascent, Urieta-Leon will offer production support on the firm's commercial, senior living and multifamily residential projects.

Jessica Biel

Jessica Biel joins Pinnacle Architecture as business development director. Relocating from Seattle, Biel brings over 15 years of experience in business development, public relations and marketing. Her focus is on positioning Pinnacle's thought leaders in healthcare, multi-family housing and senior living through content marketing and strategic client pursuits.

Margo Cartwright

Margo Cartwright, office manager, comes to Pinnacle Architecture with 15 years of accounting and office management experience. She oversees all general office, accounting and human resource functions, while implementing efficiencies and fostering the corporate culture. She holds an Associate of Arts Degree from Central Oregon Community College.

Shannon Bennett

Shannon Bennett has joined the Ideal You Weight Loss team as the new general manager. She has extensive experience in business development, marketing and management. As the general manager, Shannon will be overseeing the daily operations of the clinic, managing staff and will be a local presence in the community.

Zak Sundsten

Umpqua Bank, a subsidiary of Umpqua Holdings Corporation, has hired Zak Sundsten as vice president and commercial relationship manager, responsible for business and commercial real estate lending. Sundsten will work in Umpqua's Commercial Banking Center in Bend. Sundsten joins the Umpqua team from High Desert Bank with more than 19 years of experience.

Stephen Archer & Nicole O'Neill

Stephen Archer, along with Nicole O'Neill, have joined Bend Memorial Clinic's new Bariatric Surgery Department. Dr. Archer will direct the new bariatric weight loss surgery program. The program focuses on addressing obesity with modern medical and surgical treatment, research and education. Dr. Archer operates at St. Charles Hospital Bend, a fully accredited American College of Surgeons Center for bariatrics.

Katherine Decker

BBT Architects (BBT) is pleased to announce that Katherine Decker has joined the firm as business director. Katherine will be responsible for overseeing day-to-day business operations, financial analysis, marketing and human resources. Katherine will play a key role in BBT's continued success through her operations, strategy and marketing expertise.

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R&H Construction

R&H Construction, one of the Northwest's leading commercial construction companies, announced the addition of six new employees to its Bend office: Project Manager Dan Stockel, Project Engineer Vance Kotal, Journeyman Carpenter Joel Threet, Carpenter Bryan Guest, Carpenter Jason Jackson and Carpenter Brian Casey.

Diamonds & Dust to benefit Healing Reins

Diamonds & Dust is Healing Reins' most important fundraiser, providing 25 percent of the annual operating budget. Diamonds & Dust, a fun and festive event, takes place at the Healing Reins barn on September 12 from 5-10 p.m. Tickets can be purchased through diamondsanddust.org or by phone at 541-382-9410



ATTENTION!

LEADERSHIP BEND ALUMNI

On September 14th from 5-6 p.m., come welcome the upcoming Class of 2016 and socialize with your fellow Leadership Bend alumni. Must RSVP & Register for this FREE event! (541) 382-3221

2015 SILVER Partners

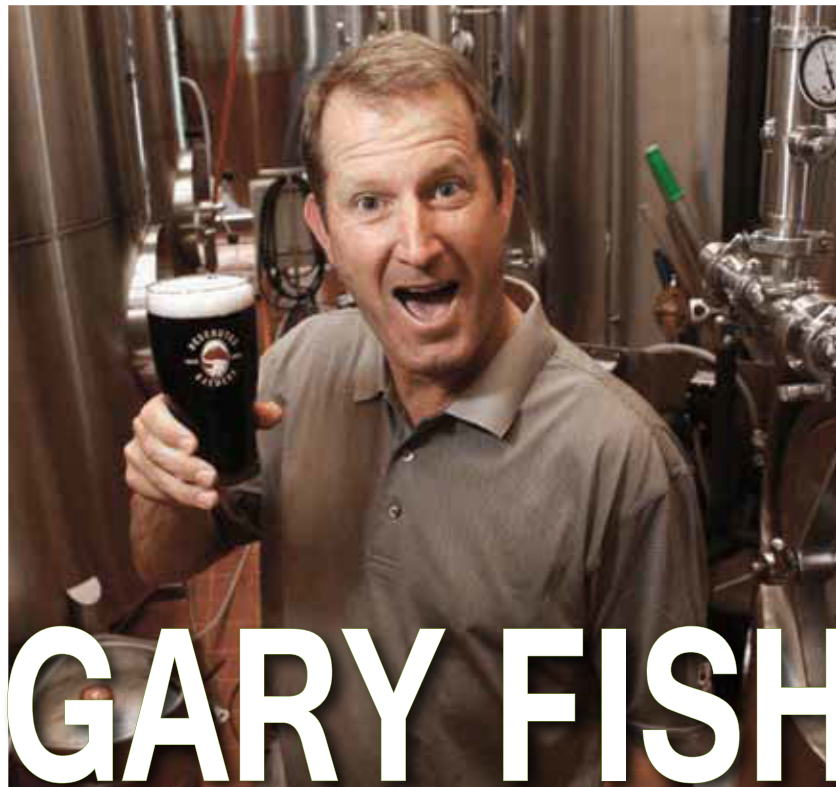


IF YOU COULD
ASK THE FOUNDER
OF DESCHUTES
BREWERY
ANYTHING...
WHAT WOULD
IT BE?

What does Gary Fish do when he's not building a craft beer empire?

LEARN THE ANSWER TO THIS QUESTION AND SO MUCH MORE ON SEPT. 9 FROM 5-7 PM. AT THE DESCHUTES BREWERY PUB DOWNTOWN.

Raised in Northern California, Gary was exposed to the beer and wine industry throughout his life as the son of a grape grower. Gary founded Deschutes Brewery 27 years ago as a small downtown brew pub in Bend. Under his guidance, the brewery has produced award-winning beers and was recently ranked as the seventh largest brewery in the country, with distribution to 28 states, the District of Columbia and around the world.



GARY FISH

PHOTO COURTESY OF DESCHUTES BREWERY

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BEND Chamber

SAGE 2015 HEALTHY WORKPLACE

Bend Research Inc. has been in the business of health for over 40 years.

"We provide clients with the capabilities and technologies they need to advance promising drug candidates from early discovery to commercialization," Dawn Bernhardt, human resources manager for Bend Research, wrote in an email. "Our purpose is to improve people's health by advancing our clients' best new medicines."

In the fall of 2013, Bend Research was acquired by Capsugel in a strategic move to increase the impact of the company's drug development and formulation capabilities through an expansion into commercial manufacturing.

"Bend Research is a business with both a strong commitment to the local community, employing nearly 300 people in Bend, as well as offering global opportunity and awareness through our association with Capsugel, a global business with over 3,200 employees worldwide," Bernhardt wrote. "We truly think global and act local."

In addition to contributing to the health of the local economy, Bend Research has a history of promoting health in the workplace.

"A healthy workplace is critical to helping employees reach their full potential," Bernhardt wrote. "Wellness programs are long-term plays for businesses and can provide benefits such as: lowering health care costs, achieving higher employee productivity, reducing injuries and improving employee morale and loyalty."

Bend Research's dedication to creating a healthy workplace was bolstered by Capsugel, which recently launched a formal wellness program called "BeWell@Capsugel." The program supports many long-standing activities at Bend Research, like noontime athletics and biometric screenings, as well as additional resources including smoking cessation and weight loss counseling.

"It's a great honor," wrote Bernhardt about Bend Research receiving the Healthy Workplace SAGE award. "Given our purpose of improving people's health through the advancement of new medicines, it is natural that we promote good health in our workplace."

BEND RESEARCH
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JULY 2015 *New Members*

Class Act Events

Susan Adkins
(541) 382-1816
<http://classactevents.net>
Event Planning

Cobalt

Scott Cook
852 NW Brooks St.
Bend, OR 97701
(541) 706-9091
<http://cobalt300.com>
Restaurants - General

EarthCruiser USA

Lance Gillies
61510 American Ln.
Bend, OR 97702
(503) 688-3345
<http://EarthCruiser.com>
Manufacturing

John L. Scott Real Estate - Medford

Jim Remley
871 Medford Center
Medford, OR 97504
(541) 779-3611
www.medfordoffice.johnlscott.com
Associate - Out of Area

Law Offices of Warren

John West PC
Ali Dietz
160 NW Irving Ave.
Bend, OR 97703
(541) 382-1955
<http://warrenjohnwest.com>
Legal Services

mcd group

Ryan Combellick
1011 SW Emkay Dr. Ste. 101
Bend, OR 97702
(541) 508-8075
<http://www.mcdgroupinc.com>
Employment Agencies and Recruiters

North Rim Brewing

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Bend, OR 97701
(541) 410-2228
<http://www.nrbrew.com>
Breweries and Brew Pubs

Northwest Passage 2 Health Inc

Debra Rudloff
(541) 388-1524
<http://www.debraR.juiceplus.com>
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<http://www.OliverArborCare.com>
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Umpqua Bank - South Bend

16-20 Years

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Bend Vacation Rentals
Columbia Bank - Bend Third Street

Copiers Northwest
Elk Lake Resort
Hurley Re PC
Lifetime Vision Care LLC
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Paulina Lake Lodge
The Cake Lady Shoppe
The Source Weekly
Tom Collier Classic Motor Car Company Inc

11-15 Years

Advertising Federation of C.O. (AdFed)
Bend Sister City Foundation
ConnectW
Crossings Restaurant & Pub
Fox Hollow Independent & Assisted Living Community
IHOP
KIDS Center (Kids Intervention & Diagnostic Service Center)
Lillian Quinn, Non Hostile Family Law
Pine Mountain Sports
The Lodge at Summer Lake

6-10 Years

American Red Cross - Oregon Mountain River Chapter

Bend Backflow Testing
Bend Kiwanis Club
Bend Montessori School
Bouncing Off the Wall
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Central Oregon Trophies & Engraving, LLC
Coffman Vision Clinic Inc
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Tony DeBone
TruGreen LawnCare
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Women's Networking Event at the Carrera Porsche Club of Bend | August 5



Women's Networking Event at the Carrera Porsche Club of Bend | August 5



Business After Hours at J Bar J | July 22

Find more photos at BendChamber.org under the events tab!

PHOTO Gallery



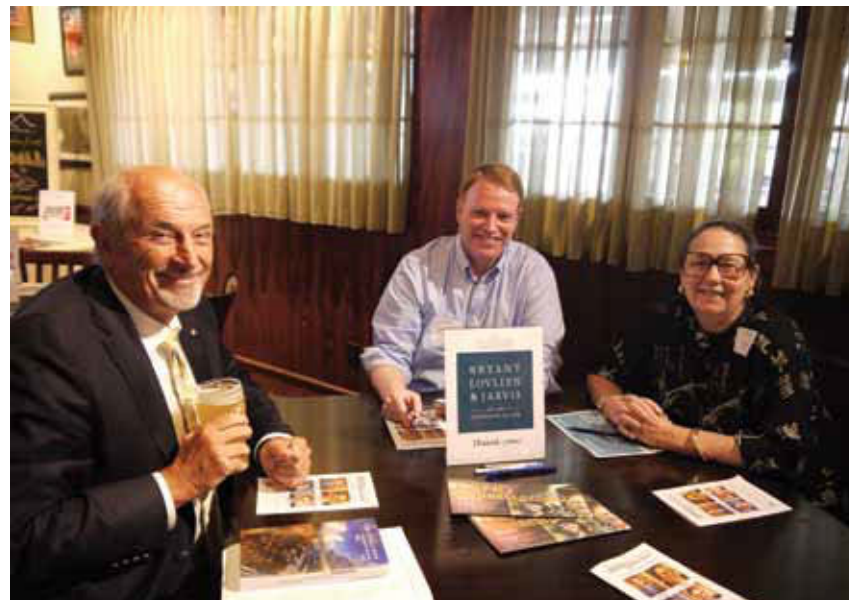
What's Brewing? The Independent Party panelist included: Senator Betsy Johnson, Oregon House Representative Knute Buehler, Attorney Robert Harris and Secretary of the Independent Party Sal Peralta



Salute to Commerce Doughnut Day at Northwest Quadrant Wealth Management!



Bend Chamber SVP of Programs & Events Robin Rogers and CFO Sandy Stephenson



From left to right: Neil Bryant, Senator Tim Knopp and Senator Betsy Johnson



What's Brewing? | August 4
Neil Bryant and Jamie Christman

SEPTEMBER

September 1 | Tuesday 5 - 7 p.m.

What's Brewing?

Gaining Strength in Salem

@ Deschutes Brewery Public House

Get informed and engaged about issues important to you and our community. Casual, social and served up with a complimentary beverage.

September 8 | Tuesday 10 - 11 a.m.

Membership 101

@ Bend Chamber

Located at: 777 NW Wall St. Suite 200

This informative and interactive session will show you how you can turn your chamber membership into your greatest sales and marketing tool.

September 8 | Tuesday 4:15 - 5 p.m.

Ribbon Cutting

@ Pahlisch Homes

Located at: 210 SW Wilson Ave. Suite 100

Pahlisch Homes, leading new homes builder in the Northwest, is announcing the relocation of their corporate and Central Oregon regional office in order to better meet the needs of their company in this growing market.

September 9 | Wednesday 5 - 7 p.m.

Pints with our Pillars | Gary Fish

@ Deschutes Brewery Public House

Gary founded Deschutes Brewery 27 years ago as a small downtown brew pub in Bend.

More details on page 19

September 10 | Thurs. 4:45 - 5:30 p.m.

Ribbon Cutting

@ MountainStar Family Relief Nursery

Located at: 2125 NE Daggett Ln.

MountainStar, a child abuse and neglect prevention non-profit, is thrilled to launch their new logo, colors, website and more.

September 15 | Tuesday 4:15 - 5 p.m.

Ribbon Cutting

@ Boys & Girls Clubs of Bend

Located at: 500 NW Wall St.

Programs through the Boys & Girls Clubs of Central Oregon include Academic Success, Healthy Lifestyles, character and Citizenship, which impact the lives of thousands of youth throughout Central Oregon.

September 16 | Wednesday 5-7 p.m.

YPN Young Professionals Network

@ Hayden Homes - Pettigrew Model

Located at: 21105 Azalea Ave.

Enjoy delicious bites and libations, while connecting with your peers. Young Professionals please continue to tell us more about what you want from YPN #comeagain?

September 17 | Thursday 4:15 - 5 p.m.

Ribbon Cutting

@ 1859 Media

Located at: 1001 SW Disk Dr. Suite 110

1859 Media introduces BEND - Central Oregon Life & Style, a multiplatform publication that showcases the recreation, culture, business ventures, food, people and personalities of the Central Oregon community.

September 21 | Mon. 5:30 - 7 p.m.

Experience China Trip

Free Information Session

@ TBD Contact Sandy Stephenson at

sandy@bendchamber.org or 541-382-3221

September 23 | Wednesday 5 - 7 p.m.

Business After Hours

@ Central Oregon Community College

Located at: COCC Science Center, 2600 NW College Way

Networking - it's been the buzz word and the best way to promote your business for decades. Join your fellow Bend Chamber members for hors d'oeuvres and great conversations at this Business After Hours. Feel free to invite your clients and partners, even if they are not yet members.

September 24 | Thursday 4:15 - 5 p.m.

Ribbon Cutting

@ Step & Spine Physical Therapy

Located at: 2185 NW Shevlin Park Rd.

Step & Spine Physical Therapy's experienced staff works to restore pain-free movement to those recovering from acute injuries or living with chronic disease or disabilities.

September 29 | Tuesday 4:30 - 7 p.m.

Women's Networking Event

@ Kendall Carrera Club

Located at: 1045 SE 3rd St.

This is the final of three women's socials leading up to the High Heels for High Hopes Runway Show, an evening of high fashion, featuring the best of the best of the leaders in our community, scheduled to take place this fall.

OCTOBER

October 1 | Thursday 7:30 - 10 a.m.

Economic Forecast Breakfast

@ The Riverhouse

Who is poised to benefit the most from our expanding economy? Come network with other business professionals while enjoying a delicious breakfast.

October 6 | Tuesday 5 - 7 p.m.

What's Brewing?

Street Preservation Funding

@ Deschutes Brewery Public House

Get informed and engaged about issues important to you and our community. Casual, social and served up with a complimentary beverage.

October 8 | Thursday 4:15 - 5 p.m.

Ribbon Cutting

@ Oregrown

Located at: 1199 NW Wall St.

Oregrown is Oregon's premier farm-to-table cannabis company. Oregrown grows its own organic, indoor cannabis and processes its own world-class extracts right here in Oregon.

October 13 | Tuesday 10 - 11 a.m.

Membership 101

@ Bend Chamber

Located at: 777 NW Wall St. Suite 200

This informative and interactive session will show you how you can turn your chamber membership into your greatest sales and marketing tool.

October 14 | Wednesday 5 - 7 p.m.

YPN Young Professionals Network

@ Fairfield Inn & Suites

Located at: 1626 NW Wall St.

Enjoy delicious bites and libations, while connecting with your peers. Continue to tell us more about what you want from YPN #comeagain

October 28 | Wednesday 4 - 7 p.m.

Best in Business Showcase

@ The Riverhouse Convention Center

Indulge in the best of business with innovative products and services. Vote on your favorite businesses in five categories!

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