

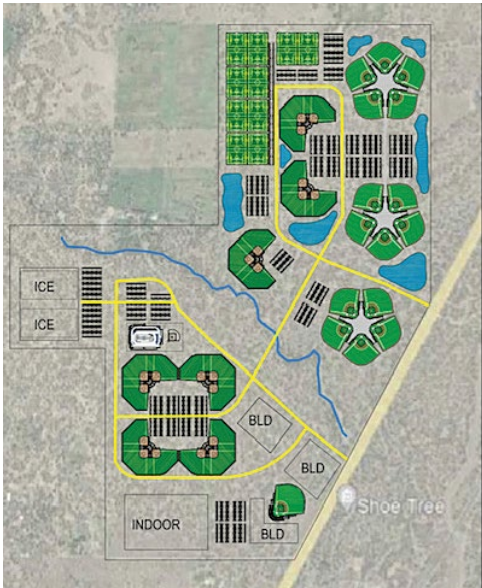


Enhancing & Promoting the Economic Vitality of Central Oregon Since 1994

Connecting the Central Oregon Community through Sports

A Legacy-Building Sports Complex

by ERIKA ORESKOVICH —
CBN Feature Writer



RENDERING | COURTESY OF CENTRAL OREGON SPORTSPLEX ALLIANCE

Central Oregon is poised to enhance its sports and recreation landscape with a proposed sports complex, a vision discussed at a recent stakeholders meeting. The initiative, led by the Central Oregon Sportsplex Alliance, is about building facilities and creating a legacy of community unity, equity and access.

Derek Berry, president and CEO of the Central Oregon Sportsplex Alliance, a nonprofit run by volunteers, advocates for the project's potential to unite and serve the community's growing needs. "We're building this for the future, a legacy for the community where healthy kids equal healthy adults," Berry states. This initiative reflects the community's strong support for expanding facilities that cater to a broad spectrum of activities, including youth sports, adaptive sports and adult programs.

Additionally, the project emphasizes the importance of physical and mental well-being. Research shows that children participating in sports are 15% more likely to attend college, significantly less likely to be obese and have higher self-esteem. These benefits emphasize the critical role sports play in youth development and the need for accessible sports facilities to support the community's growing needs.

The project's collaborative spirit is evident, with local sports parents, city chambers and tourism bureaus across the tri-county area rallying behind the complex to address the pressing need for more sports facilities.

This shortage of facilities resonates with local figures such as Maarty Leunen, a former professional basketball player and current high school coach, and Jessica Mendoza, a Team USA Olympian and MLB announcer. Both highlight the significance of a local

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Central Oregon Economic Outlook 2024

Bounce-Back Year?

by JEFF MARTIN, President/CEO — Cascade Publications Inc.

Looking back to our Economic Outlook for 2023, "soft landing" was the term many hoped we'd see. By most accounts, we have exceeded that goal. Unemployment remains low, the stock market is booming and the GDP has impressed. Despite the comeback and the U.S. economy being the "envy" of the world, the mood of the nation still feels the effects of inflation and the high cost of housing. The interest rate balancing act may be the next in the spotlight — while lowering them would be great to get projects flowing, it could also drive inflation higher. So what do the experts have to say?

Josh Lehrner, economist for the Oregon Office of Economic Analysis states, "Looking ahead, expectations are for the economy to remain cyclically strong with low unemployment, and household income growth outpacing inflation. And while the Fed will adjust policy based on the state of the economy, threading the needle may be challenging this year. Should the Fed cut rates too quickly

or deeply, it may spur stronger economic growth and a rebound in inflation. However, should the Fed not cut rates quickly or deeply enough, it would leave interest rates too high for the economy and could choke off growth."

If the Fed can get this balancing act right, it could be a bounce-back year!

Thank you to all of our contributors.

Cheers to 2024!

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"Looking ahead, expectations are for the economy to remain cyclically strong with low unemployment, and household income growth outpacing inflation. And while the Fed will adjust policy based on the state of the economy, threading the needle may be challenging this year..."

~ Josh Lehrner, Economist
Oregon Office of Economic Analysis

Central Oregon Economic Outlook — Pages 9-22

Web Steel Buildings Northwest Delivers 'More Than a Building — It's a Solution'

by ANDREA HINE — CBN Feature Writer

A 225-square-foot building for a natural gas company, a Willamette Valley organic winery facility, a 45,000-square-foot bill processing center for a Bend-based technology company, an airplane hangar, and a riding arena — "I can't think of any use that we haven't accommodated," said Rob Boaz, owner of Web Steel Buildings Northwest.

"Our tallest structure so far has a 60' eave height," he added. "It was designed for a manufacturing facility to accommodate a ten-ton crane moving very large equipment." (To compare, a semi-truck combining a tractor and trailer is about 60 feet long, as is a bowling alley.)

Located in Sandy, Oregon, the company has a roster of clients extending from Oregon and Washington to Idaho, California, Montana, Nevada, Alaska, Hawaii, and even Florida. Anticipating additional demand for its pre-engineered frame systems, Boaz is now investing "in a lot of new equipment to speed up production."

Boaz joined forces with the enterprise — when it first started up in 1989 — after devoting himself to the wine and restaurant business for 12 years. "I thought of this as something new and appealing," he said, "It spoke to my entrepreneurial spirit." Advancing steadily from a salesperson position, Boaz ended up buying the company in 2006.

Under his direction, Web Steel Buildings Northwest has



THIS 40,000-SQUARE-FOOT PROJECT WAS CONTRACTED BY CENTREX CONSTRUCTION IN TIGARD FOR A CUSTOMER IN SISTERS | PHOTO BY ALTAN JAMES, COURTESY OF CENTREX

experienced a "meteoric rise" — multiplying its growth eight times, and experiencing double-digit increases every year since 2013.

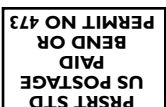
"I'm not going to take all the credit," Boaz emphasized, "We have a great team and a good economy. And despite facing a lot of competition, primarily from large operations, our advantage is being able to respond to customer concerns very quickly from our Pacific Northwest location."

He cited a recent example. "This morning, one of our employees left in his truck with a box of tools and a portable welder, and drove three hours to fix a problem (specifically with base plates connecting columns with the concrete

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RECENT TRANSACTIONS

Brian Fratzke, CCIM, Principal Broker & Tom Tapia, CCIM, Principal Broker represented the Seller in the sale of Venture Lane Commercial Building, located at 56890 Venture Lane-Sunriver, Oregon \$925,000

Tom Tapia, CCIM, Principal Broker represented the Tenant, in a 36-month lease of 6,739/sq.ft. and 3,840/sq.ft. located at Empire Corporate Park, Bend.

Brian Fratzke, CCIM, Principal Broker represented the Landlord in lease of 6,793/sq.ft. in office building located at 963 SW Simpson Avenue, Bend.

Dan Steelhammer, Broker represented the Landlord in lease of Industrial Suite located at American Lane Industrial Park 20748 Carmen Loop, Bend.

Dan Steelhammer, Broker represented the Landlord in a 36-month lease 1,500/sq.ft. Suite in the Industrial building located at 1420 NE First St., Bend.

Dan Steelhammer, Broker represented the Landlord in a 36-month lease 1,800/sq.ft. Suite at American Lane Industrial Park 20748 Carmen Loop, Bend.

Dan Steelhammer, Broker represented the Landlord in a 36-month lease 1,500/sq.ft. Industrial Suite #B located at 1420 NE First St., Bend.

Brian Fratzke, CCIM, Principal Broker & Tom Tapia, CCIM, Principal Broker represented the Landlord in Industrial Lease located at 63026 Plateau Drive, Bend.

Brian Fratzke, CCIM, Principal Broker & Tom Tapia, CCIM, Principal Broker represented the Seller in the sale of 1.30/Acres of M-1 Zoned Industrial Land in Airport Business Center, Redmond. \$455,000

Dan Steelhammer, Broker represented the

Continued on Page 38 ▶

East Cascade Women’s Group
Announces New Clinic Opening in Redmond

East Cascade Women’s Clinic is excited to announce the opening of their second clinic, located at 865 SW Veterans Way in Redmond. The clinic prides itself on offering quality, compassionate care for women of all ages. This location opened January 4 and is now taking appointments.

In addition to providing individualized services such as high and low risk pregnancy care, annual wellness visits, contraception, fertility and obstetrics and gynecology concerns, providers at

Continued on Page 38 ▶

Internships for High School Students
Create Career Paths

Two welding students from Mountain View High School are finding their career paths through an internship at Max Manufacturing, a metal fabrication shop in northeast Bend. It is part of a growing movement to get students trained in technical skills that will help fill an age gap in experienced workers.

Senior Joey Coffindaffer began his internship in April 2023 and quickly discovered welding at Max Manufacturing was different from what he accomplished in the classroom. He learned high-level

Continued on Page 38 ▶

Visual Thinking Northwest
Celebrates 27th Anniversary

Central Oregon’s longest-running media production company announces the completion of 27 years serving corporate, retail and nonprofit businesses.

“When we started in 1997, we were just trying to solve problems for local clients”, says Kevin Raichl, Executive Producer. “They were going out-of-market to do TV spots that weren’t doable here, and long-form video was just becoming a tool.”

Raichl and his wife Natalie, were the Operations Manager and Program Director, respectively, at local station KTVZ-21, when the station was sold, and were informed their jobs were in jeopardy. Instead of following the typical broadcasting career path by moving to a larger market, their outdoor background and a four-year-old son made their decision an easy one. “We didn’t want the hassle and stress of the big city”, so we got

Continued on Page 38 ▶

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CORRECTION

In the January 17 edition of CBN featuring Architects, we published the incorrect number of local employees and architects for TEN OVER STUDIO. It should be six staff and four Architects in the Central Oregon office. We regret the error.

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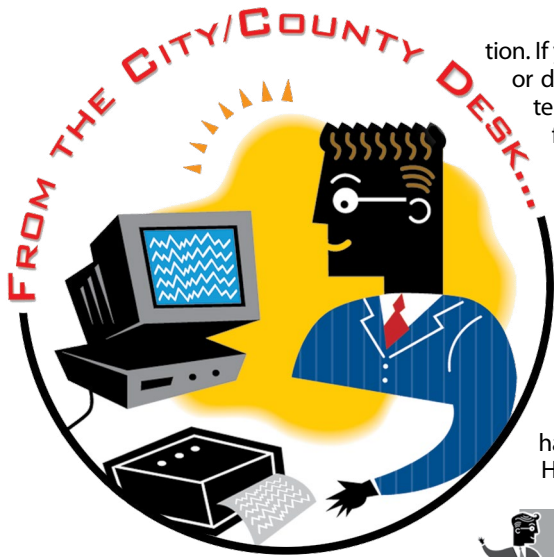
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DESCHUTES COUNTY

◆ Winter weather is upon us and expected to continue into next week with subzero temperatures, additional snow and high winds.

Be Prepared

Deschutes County Public Health reminds people to take precautions to prevent serious health and safety concerns. Preparing for exposure to colder temperatures can mean the difference between staying healthy and serious injury or even death.

When exposed to cold temperatures, the human body loses heat faster than it creates it. Lengthy exposure to cold uses up the body's stored energy. It can result in a serious condition called hypothermia, characterized by an unusually low body temperature. Hypothermia is most likely to occur at very cold temperatures. However, it can occur at temperatures above 40 degrees. It can happen if you become chilled from rain, sweat or submersion in cold water.

Frostbite is another injury to the body caused by freezing. It results in a loss of feeling and color in affected areas. It often affects the nose, ears, cheeks, chin, fingers or toes. Frostbite can permanently damage the body. Severe cases can lead to amputa-

tion. If you have reduced blood circulation, or do not dress well for extremely cold temperatures, you are at higher risk of frostbite than others are.

If you have heart disease or high blood pressure, follow your doctor's advice about shoveling snow, chopping wood or performing other hard work in the cold. Otherwise, dress warmly and work slowly if you have to do active outdoor chores. You can start overheating and sweating because the body already is working hard just to stay warm.

Health officials offer the following

- tips to help keep you and your family safe and healthy during extremely cold weather:
- Try to stay indoors when weather is extremely cold, especially if winds are high.
 - Make trips outside as brief as possible, if you must go outdoors.
 - When going outside during very cold weather, adults and children should wear:
 - A hat
 - A scarf or knit mask to cover face and mouth
 - Sleeves snug at the wrist
 - Insulated and waterproof mittens or gloves
 - Several layers of loose-fitting, thermal wear or material that "wicks" the skin

- A water-resistant or tightly woven coat
 - Two layers of socks with boots or shoes that are waterproof and have flexible sole
- Walking on ice is extremely dangerous. Many cold weather injuries result from falls on ice-covered sidewalks, steps, driveways and porches. Keep your steps and walkways as free of ice as possible. You can do this by using rock salt or another chemical de-icing compound. Applying sand or cat litter to walkways can also reduce the risk of slipping.
- Additional Resources:** If you need warm shelter, call 211 for warming shelter locations.

FROM THE LEGISLATIVE DESK

SALEM

◆ All Oregon resident taxpayers preparing their own returns in 2024 can file electronically at no cost using one of Oregon's free file options, the Oregon Department of Revenue announced yesterday.

E-filing is the fastest way for a taxpayer to get their refund. On average, taxpayers who e-file their returns and request their refund via direct deposit receive their refund two weeks sooner than those who file paper returns and request paper refund checks.

Free fillable forms and Direct File Oregon Oregon Free Fillable Forms performs basic calculations and is ideal for taxpayers who don't need help preparing their returns and want the convenience of filing electronically. The IRS offers a similar option for filing federal taxes electronically.

New this year, the department is also offering Direct File Oregon, which allows taxpayers to file their Form OR-40 through Revenue Online. Direct File Oregon is not currently linked with the IRS Direct File. Taxpayers will need to file a separate federal return with the IRS before filing an Oregon return with Direct File Oregon through Revenue Online.

Free electronic filing options

Free guided tax preparation is available from several companies for taxpayers that meet income requirements. Using links from the department's website ensures that both taxpayers' federal and state return will be filed for free.

Free Help Filing Oregon Tax Returns

The department also announced the availability of free assistance in filing a return through the IRS Volunteer Income Tax Assistance (VITA) and Tax Counseling for the Elderly (TCE) and other community organizations.

The IRS's VITA and TCE programs offer free basic tax return preparation to qualified individuals. Low- to moderate-income taxpayers can also access preparation services through AARP and CASH Oregon. United Way also offers free tax help through their MyFreeTaxes program. More information on these options is available on the department website.

Oregon begins processing e-filed returns today. E-filed returns will be processed in the order they are received. However, as in years past, the department won't be issuing personal income tax refunds until after February 15. A refund hold is part of the department's

tax fraud prevention efforts and allows for confirmation that the amounts claimed on tax returns match what employers report on Forms W-2 and 1099.

To further encourage electronic filing, the department is no longer mailing Forms 1099-G to taxpayers. Form 1099-G reports the amount of refunds, credits, or other off-sets of personal income, statewide transit individual, TriMet transit self-employment, or Lane transit self-employment tax during the previous year. Only those who itemized deductions on their tax year 2022 federal income tax return will need a Form 1099-G to file their tax year 2023 return. Those taxpayers can view and download their Form 1099-G through Revenue Online. Taxpayers who received unemployment insurance or Paid Leave Oregon benefits in 2023, will receive a separate 1099-G by January 31 from the Oregon Employment Department.

To check the status of your refund after February 15, or make payments, visit the department's website. You can also call 800-356-4222 toll-free from an Oregon prefix (English or Spanish) or 503-378-4988 in Salem and outside Oregon. For TTY (hearing or speech impaired), we accept all relay calls.



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Sportsplex
Continued from page 1

facility that fosters a sense of community and is accessible to all children, regardless of their financial situation. “The most important part about it is bringing us all together. Having the kids, the parents, everyone around. It’s about seeing the kids who can’t afford it getting involved and how important the benefits are,” Mendoza explains.

A pivotal aspect of the initiative is the location of the sports complex, with the Deschutes County Expo Center (Expo Center) in Redmond emerging as a leading candidate. The Expo Center is especially appealing due to its existing infrastructure and the prospect of acquiring an additional 140-150 acres of state land. Additionally, Oregon’s strict land use laws make the Expo Center a practical choice, potentially reducing the project’s timeline from over 20 years to just ten, ensuring a more timely realization of this vision.



The complex is envisioned to cater to the diverse needs of Central Oregon’s communities, featuring multi-use fields, sports courts, areas for pickleball, soccer, baseball, softball, ice rinks and more. These facilities, including indoor and adaptive facilities, are planned based on community input to ensure they meet the varied interests and needs of the region.

In partnership with the project, Sports Facilities Companies, represented by Joe Fackel, will provide expertise in development and planning. Fackel highlights the extensive benefits of such facilities: “Our mission is to improve the health and economic vitality of communities through sports, recreation, wellness, event and entertainment facilities. We see positive impacts in the communities we serve. These facilities can make generational changes.”

Central Oregon’s reliance on tourism is well-acknowledged, yet the primary focus of this complex is to serve the local community, including Bend, Madras, Prineville, Redmond and

neighboring towns. The complex will be a vital resource for local youth and community members, particularly on weekdays, offering an accessible venue and reducing travel time for practice and games. On weekends, it is expected to see increased traffic from visitors attending tournaments and events.

The project is exploring partnerships with CET and Bend Parks and Recreation to ensure all kids can access the complex. This effort primarily focuses on those facing financial or logistical

challenges, addressing transportation and accessibility.

Regarding funding, the project is considering various options, including private and public ventures, sponsorships, levies and bonds. The Central Oregon Sportsplex Alliance is committed to ensuring that sports participation remains affordable for all.

The project is currently in its development stages, focusing on fundraising for a feasibility study. This data-driven approach will assess

the current and projected needs of the tri-county area. The goal is to make informed decisions based on community feedback, economic impact studies and strategic planning.

In summary, the vision for the new sports complex reflects the community’s collective desire to stand together, address the needs of our growing community and create a legacy by constructing facilities that enhance spaces for kids, adaptive sports and adult programs.

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Why 2024 is the Year to Write It Down

The Importance of Employer Documentation & Discipline

by **WILSON JARRELL, Partner & HANNAH LaCHANCE, Law Clerk** — Barran Liebman

As we settle into a new year, it's important for employers to remember the necessity of effective documentation and discipline. Discipline is important for a myriad of reasons. Effective discipline helps employees understand expectations and rules and better improve performance and work product. If employees do not improve, having a track record of disciplinary efforts will make employees less likely to feel blindsided by termination and better prepare the organization to support its actions and defend against any subsequent claim. In a very practical sense, discipline and documentation helps to protect employers in an increasingly litigious work environment.

When in Doubt, Write It Down

Along with discipline comes documentation. Employers should think of the two as a package deal: anytime an employer has a meeting or conversation with an employee regarding performance, they should document that conversation. While most employers understand that any process around an allegation and subsequent investigation (whether by HR or an external party) should result in documentation, organizations are best served when even more routine performance concerns or behavioral problems are thoroughly documented. In addition to such documentation helping an organization maintain a consistent process and hopefully alerting the employee to what is expected of them, documentation can be crucial in supporting later employment decisions. In order to document effectively, it is important to be professional, complete, and honest. It can be difficult to fight the instinct many of us have to avoid hurting an individual's feelings and attempt to downplay certain concerns. In these instances, no one is served by failing to be as accurate and honest as possible. Additionally, assume any document could be read by multiple individuals, and don't include anything you wouldn't want read back to you in a potential future legal proceeding.

Consider a Progressive Discipline Policy

Simply put, progressive discipline is a process in which the penalty becomes greater for each succeeding infraction. Effective discipline doesn't happen all at once — rather, it's a gradual process in which each step increases in severity depending on employee improvement. This allows employees a chance to learn and improve their behavior, and employers to build a record of their concerns. A typical process could include (1) a verbal warning, (2) a written warning, (3) suspension and/or last chance agreement, (4) termination. In certain cases, it may be appropriate for employers to implement voluntary separation pursuant to a severance agreement as opposed to termination. While progressive discipline can be successful, it can also lead to additional problems if not implemented correctly. Employers considering implementing a progressive discipline policy should consult with counsel to ensure they do not accidentally commit to a course of action they may not want to consistently follow.



Wilson Jarrell



Hannah LaChance

Ensure a Termination Is Defensible

When terminating an employee, it is crucial to ensure that the organization can adequately explain and support its decision. Employers should follow the "smell test." In other words, employers should be able to articulate and explain the reasons for discipline or termination. Employers should also consider the timing of this decision. If termination is close in time to a protected activity such as complaining about discrimination or taking protected leave, this may be sufficient evidence for a claim to go to a jury. Employers should generally try to avoid "heartless timing" when possible (terminating right before the

holidays, or before a known major life event), as well as termination during protected leave or during the workers' compensation process.

It is also important to ensure that any termination complies with final paycheck, vacation, paid time off, and sick leave rules, as violations of these laws can also result in litigation. If an employer is worried about a litigious employee or a particularly risky scenario, a severance agreement in exchange for a release of claims may be called for. Employers considering this course of action should proceed only with the advice of counsel.

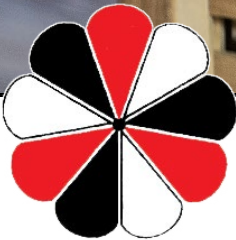
Special Considerations: Public Employers & Union Employees

In situations involving public employees or unionized workforces, additional considerations must be made when working through discipline or termination, and an employer's options may be more restricted. Public employees have more legal protections than private employees, often requiring "cause" to terminate, or implicating constitutional protections including free speech and due process. Hence, there are procedural protections that must take place before public employees can be terminated. Similarly, if an organization's employees are unionized, they may have additional rights when facing discipline, and the relevant collective bargaining agreement may limit the employer's disciplinary options as well as what can be placed in the personnel file.

Effective documentation and discipline is an art, and it is one that savvy employers will want to be familiar with. Documenting a problem on the front end is significantly easier than trying to later convince a judge or jury of the organization's reasoning behind its actions without any evidence. Due diligence takes time, practice, and knowledge of legal risks, but, especially in an increasingly litigious employment environment, documentation is ultimately a worthy endeavor.

To learn more, visit barran.com/seminars to register for Barran Liebman's upcoming webinar: "Paper Trail to Success: Navigating Employee Discipline, Discharge & Documentation."

Wilson Jarrell is a partner and Hannah LaChance is a law clerk and future attorney at Barran Liebman. For questions, contact Wilson at 503-276-2181 or wjarrell@barran.com. barran.com



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by Expert LISA MERRITT

Question:

In order to receive a promotion to supervisor, my employer tells me I need to develop and demonstrate effective communication and leadership skills. How can I do this?

A: You are in luck! Recognizing the need for leadership development is the first step toward career advancement. Believe it or not, these are highly teachable skills. Consider the following ideas:

- 1) **Self-Assessment:** Reflect on your current skills and identify areas for improvement. Seek feedback from colleagues and supervisors to gain a comprehensive understanding of your strengths and weaknesses.
- 2) **Educational Opportunities:** check out your local community college and enroll in leadership development programs. Look for opportunities that cover emotional intelligence, performance management, team building, and effective communication.
- 3) **Mentorship:** connect with experienced leaders within your organization or industry. A mentor can provide valuable insights, guidance, and constructive feedback tailored to your career goals.
- 4) **Networking:** Engage with professionals in your field, attend industry events, and join relevant professional organizations. Networking exposes you to diverse perspectives and allows you to learn from successful leaders.
- 5) **Continuous Learning:** Stay informed (like you are doing reading this publication) about industry needs, and leadership best practices. Subscribe to publications, and podcasts or attend workshops and conferences to stay updated.

Remember, developing your communication and leadership skills is a continuous journey and these skills can be used in every facet of your life. Take the time and invest in yourself.

The Center for Business, Industry, and Professional Development at COCC is a great place to start. Led by the experienced Mike Cieri, Leadership Lab@COCC, a transformative six-topic series designed for emerging leaders, kicks off in Redmond on February 15. Sessions cover diverse leadership aspects, including Emotional Intelligence, Accountability & Delegation, Coaching & Feedback, Working With Difficult People, Performance Management, and Team Building to Retain Your Talent. Visit cocc.edu or email cbipd@cocc.edu to learn more.

About the Expert:
Lisa Merritt has 25+ years of experience in Higher Education developing, instructing, and facilitating Communication courses. Formally an instructor/advisor at Louisiana Tech University, Lisa has spent the last 4 years at Central Oregon Community College as both a credit instructor and currently a Program Manager in CBIPD. She brings together individuals and industries with talented facilitators to develop “success skills.”

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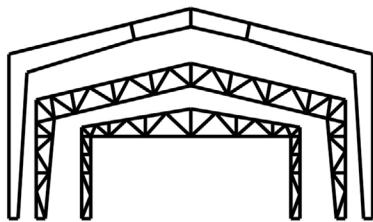
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Web Steel Buildings Northwest

Continued from page 1

foundation of a building). We have the ability to go anywhere, anytime, if customers are having an on-site issue, as opposed to them waiting three weeks — as can be the case with larger companies — to get things right. Anyone can sell you a building,” noted Boaz, “Counting on the individual or the company to respond when you have a question or problem is another matter entirely.”

He also noted that Web Steel Buildings Northwest, unlike any other manufacturer, offers three distinctly different steel framing systems — Delta, Vaulted Clearspan Truss, and Rigid Frame — as well as hybrid options. “Whether their span is 16’ or 180’, we help customers find a solution that precisely meets their needs.”

“I get a lot of satisfaction in working with our team to see a project come to life, and help customers realize their dream — from people like you and me to architects, engineers, and contractors” he said, “Even when there are problems or issues, we’re able to come up with a way to move forward.”

Boaz added that “We like complex projects — as opposed to simply providing ‘shade and shelter’ — and know that’s a good niche for us. So in addition to using



WEB STEEL BUILDINGS HAS BEEN INVOLVED IN ALL PHASES OF THE WINERY BUSINESS FROM FERMENTATION TO VATS, TASTING ROOMS, AND STORAGE | PHOTO BY MATT SWAIN FOR LONGPLAY WINE IN NEWBERG, OREGON

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BARNDOMINIUMS (METAL BUILDINGS THAT COMBINE THE LIVING AREA OF A HOME WITH THE WORKING SPACE OF A SHOP OR WORKSHOP) ARE GROWING IN POPULARITY | PHOTO COURTESY OF WEB STEEL BUILDINGS NORTHWEST

steel as our primary building material — because of its strength, stability, and sustainability — we can also incorporate a combination of brick, wood, glass, stucco, and stone in our designs for economy and flexibility.”

Making an important distinction from other companies that provide installation for the structures they sell, Boaz said that although “we make it, we don’t build it.”

As the company’s website explains: Web Steel Buildings are precision designed and manufactured for quick and easy bolt-together assembly. They include comprehensive structural plans stamped by the company’s licensed engineers, along with concrete foundation design and building calculations — which makes permit approval and communication with contractors easier.

“From frames to fasteners, we give our customers everything they require to construct their buildings,” said Boaz.

Stimulated by the company’s diverse client base, Boaz admitted that “I love doing wineries, and we have been involved in all phases of this business from fermentation to vats, tasting rooms, and storage. We’re also proud to be part of Nature’s Window, a 9,000-square-foot museum of wildlife, natural history, and art located in Chelan, Wash. which features 180 animal specimens.”

On the residential side, Web Steel Building Northwest has branched out into barndominiums (metal buildings that combine the living area of a home with the working space of a shop or workshop), which are growing in popularity across the country.

“I sometimes ask myself, ‘How the heck did I get into this?’” said Boaz. “But then we become involved in a new project — such as one being undertaken by OSU to harness the energy of wave action deep on the ocean floor, and convert it into power. Or we hear from clients that our building exceeded their expectations, and they are proud to show it off — and the gratification we all feel at Web Steel Buildings answers my question.”

“Supplying buildings that are strong and low maintenance, with a weather-tight fit — while also offering design flexibility, exacting standards of manufacturing, and superior customer service throughout the construction phase — that’s what sets Web Steel Buildings apart from other companies on the market,” Boaz reiterated. “I give my people a lot of credit for the reputation we’ve established.”

“And as we like to emphasize, whether talking to a do-it-yourselfer, an RV dealership, a city’s public works department, or a school district, what we deliver is “more than a building — it’s a solution.”

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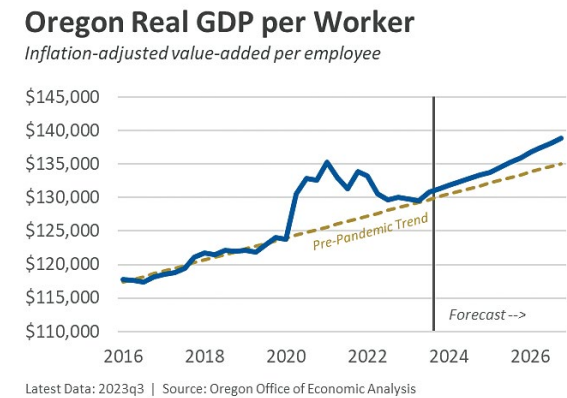
Inflationary Economic Boom has Cooled

by JOSH LEHNER, Economist — Oregon Office of Economic Analysis

A year ago, economists were warning about the high probability of recession. Historically, inflationary economic booms have not ended well. However, the past year has gone better than economists could have hoped for. Inflation is at or near the Federal Reserve’s target. The labor market has rebalanced and is no longer overheated. Importantly, underlying economic growth, as measured by real GDP and consumer spending, remains strong.

Looking ahead, expectations are for the economy to remain cyclically strong with low unemployment and household income growth outpacing inflation. And while the Fed will adjust policy based on the state of the economy, threading the needle may be challenging this year. Should the Fed cut rates too quickly or deeply, it may spur stronger economic growth and a rebound in inflation. However, should the Fed not cut rates quickly or deeply enough, it would leave interest rates too high for the economy and could choke off growth.

The key drivers of the regional economy are the number of workers, and how productive each worker is. In the decade ahead, labor and capital are expected to be on different, structural trends, providing crosscurrents for the economy.



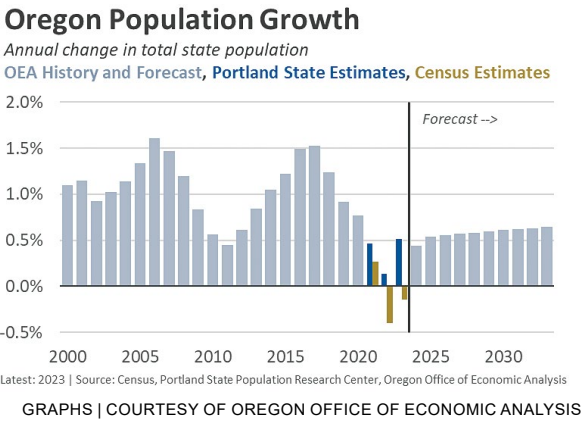
First, the good news is business investment and productivity are expected to be stronger in the coming years than they have been in the recent past.

The start-up boom means there are many more new businesses, which tend to drive innovation. New firms are generally better at bringing new products, services, and efficiencies to market. Since 2019, the number of businesses in Oregon has increased 25 percent, while Central Oregon’s gains are even greater at 32 percent in Crook County and 36 percent in Deschutes County. From a big-picture perspective, it is not about whether any given new business succeeds or fails, but with so many more new firms, the overall probability that some of them will hit it big and drive economic growth is higher.

Additionally, productivity is expected to increase due to private and public investment in business expansions, infrastructure, housing, and industrial policies. In the near term, this activity will boost growth, and increase the competition for construction workers, but in the long run, it will provide productivity gains for the entire economy. In particular, the CHIPS and Science Act is expected to see tens of billions of dollars of semiconductor and related investment in Oregon. This supports thousands of construction jobs in the coming years and creates thousands more new industry jobs once the projects are complete.

Now, the bad news is net labor gains are expected to be minimal in the years ahead. The labor market is cyclical strong, meaning more working-age adults have a job today than at any point in the past 20 years. The labor market is also structurally tight due to the increased number of retirements as the Baby Boomers reach their 60s and 70s, and due to the slowdown, and even losses, in migration in recent years. The end result is good news for workers; and ongoing challenges for local firms to hire in the years ahead.

Our office’s baseline population forecast is for a modest rebound in migration in the years ahead. Over the next decade, annual population gains are expected to be just 0.6 percent. This is a far cry from the 1-2 percent gains seen in recent cycles. And while Central Oregon population growth will be above the statewide figures, the region is not entirely immune to the broader trends that include increased deaths with a growing older population, the declining birthrate,



and some structural factors slowing migration like high housing costs.

Even as the baseline population forecast calls for some growth, Oregon has to be open to the possibility that it may not materialize. The pandemic may ultimately be a breaking point, where future trends do not look like previous trends. Our office has developed a Zero Migration alternative scenario that models the economic and revenue impacts should migration not rebound. The bottom line is this. In such a scenario, Oregon’s economy, income, consumer spending, and public revenues would not crater. Rather, they would all be on a slower growth trajectory. Keep in mind that due to inflation, wage gains, and rising asset markets, income and spending will increase among Oregonians. The issue would be the number of Oregonians would not grow as expected, leaving a slowly declining population as deaths outnumber births statewide. Such changes are relatively small in any given year, particularly as you compare the slow baseline to the Zero Migration scenario, but they do accumulate over time leaving Oregon noticeably different a decade from now than is expected in the baseline outlook.

Continued on Page 10 ►



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Economic Perspectives for 2024

by NICOLE McNEW, Director of Marketing & Communications — EDCO

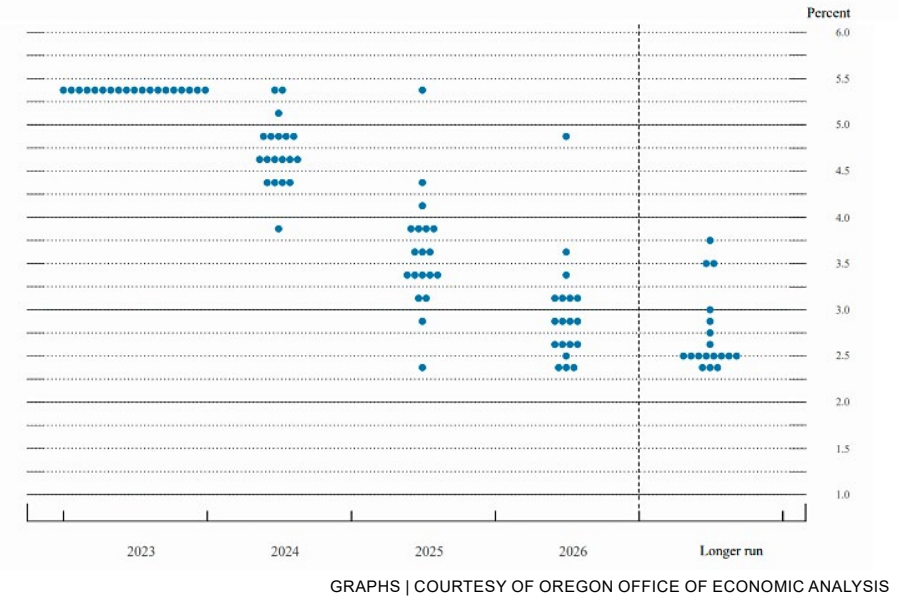
Central Oregon finds itself on the cusp of economic transformation during 2024, riding the tide of a nation in flux. The state economic forecast paints a picture of a rebalancing economy, with inflation hovering above the Federal Reserve’s target but showing signs of moderation. The key drivers of change include stronger productivity gains, a cooler labor market and a surge in Americans seeking employment. These dynamics set the stage for a nuanced economic landscape in Central Oregon, prompting a closer examination of the region’s economic trajectory.

Labor Market Rebalancing and its Impact

One pivotal aspect for Central Oregon is the rebalancing of the labor market. Labor force participation has increased across the nation and regional companies are filling job openings faster than a year ago. Many local employers who had double-digit vacancies have now filled most of those critical positions. Vacancies remain, but present gaps in labor force should continue closing in 2024 for most companies.

Currently, 5,423 jobs are pending in EDCO’s list of active projects across Deschutes, Crook and Jefferson County, the majority of which are in advanced manufacturing. Other notable industries include scientific, lifestyle products and high technology. While not all these projects will come to fruition in 2024, this metric serves as an indication of the potential for strong regional employment expansion. As wage growth slows, inflation is anticipated to follow suit. This, coupled with recent data showing increasing employee productivity shown in the ‘Oregon Real GDP per Worker’ graph, offers a welcome respite for businesses in the coming year.

Federal Reserve’s Role in Economic Stabilization



While monetary policy can be difficult to predict, experts at the Federal Reserve foresee interest rates will fall in 2024, making capital more available. At the Federal Open Market Committee (FOMC) meeting in September 2023, participants submitted projections of their expectations of federal interest rates for each year from 2023 to 2026, and beyond. Projections were based on information available at the time of the meeting and her or his assessment of appropriate monetary policy and assumptions about other factors likely to affect economic outcomes. Each circle in the accompanying graph indicates the value of an individual participant’s response¹. While there is variation, most of those surveyed expect interest rates to decrease in 2024 and in the coming years. Monetary policy aims to strike a delicate balance and Central Oregon, a microcosm of the larger economic landscape, stands to benefit from decreasing interest rates to drive economic growth.

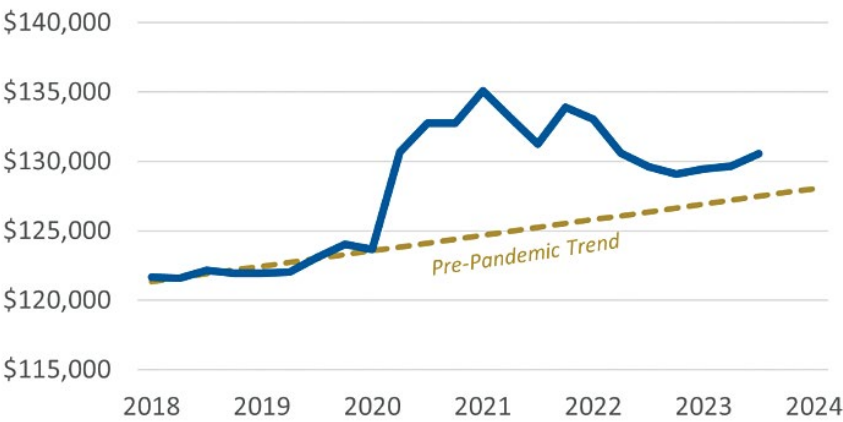
Oregon’s Baseline Economic Outlook

Drawing from the broader state economic and revenue forecast released in late November, Central Oregon’s economic trajectory aligns with Oregon’s baseline outlook. The region’s economic growth hinges on the dual pillars of achieving full employment and fostering increased business investment and productivity gains. EDCO’s pending projects currently represent a potential for almost \$4 billion in capital investment across the region. Census data affirm that the recovery from the pandemic has been inclusive and broad-based, setting the stage for a resilient economic landscape. According to the state forecast, there are indications that “productivity will pick up in the decade ahead due to the rise in start-up activity, increased federal investments in things like infrastructure and semiconductors, and the potential of generative AI.” A faster pace of hiring and expansion is anticipated in the region fueled by an influx of new residents. If, however, in-migration does not materialize as expected, Central Oregon’s economy will navigate a more gradual growth trajectory than outlined in the baseline scenario.

The economic forecast for 2024 reflects a delicate dance between national equalizing efforts and local growth dynamics. The region stands poised for sustained economic expansion, leveraging a rebalancing labor market and

Oregon Real GDP per Worker

Inflation-adjusted value-added per employee



Latest Data: 2023q3 | Source: BEA, BLS, Oregon Office of Economic Analysis

strategic interventions by the Federal Reserve. To provide more regional perspectives, EDCO’s local area directors from across Central Oregon provide a highlight of what they are seeing in their respective communities.

INSIGHTS FROM THE FIELD

EDCO Venture Catalyst Director, Brian Vierra

In tandem with EDCO’s Local Area Directors, who represent a city or county within Central Oregon, EDCO’s Venture Catalyst Director provides support for startup businesses across Deschutes, Crook and Jefferson Counties. Currently EDCO is working with 70 startup companies, spanning industries from high-tech to consumer products, and projects include things like completion of a prototype, fundraising assistance and bringing products to market.

The 2023 Bend Venture Conference (BVC) received a record 115 applications to present from startups. EDCO is looking to build on this momentum and grow the impact of the Conference by continuing collaboration with ecosystem partners to put on a week of innovation and entrepreneurship activities in 2024, appropriately named High Desert Innovation Week.

As anticipated, 2023 saw a significant slowdown in funding across the landscape, with early stage down more than 40%, late stage down by 37% and seed down by just over 30% year over year. There are signs that this slowdown has bottomed out and that funding will pick up again in 2024. As such, EDCO is more focused than ever on providing support for entrepreneurs through connections with experts and mentors in the community, exposure through BVC and monthly PubTalk programming and introductions to financing opportunities. EDCO will continue to collaborate with local partners to drive diversified industry growth and increase the number of Central Oregon startups that achieve long-term success.

Bend Area Director, Don Myll

In 2023, Bend continued to shine as a beacon of economic success, earning national accolades that underscore its dynamic growth and entrepreneurial spirit, and jumped five positions to be ranked #5 Best Performing Small City according to the Milken Institute. Their report noted growth of the region’s concentration of high-tech industry and robust broadband access as key strengths for the ranking. The city also received recognition for its robust startup scene, earning the designation of #1 Most Startups per Capita from TheStreet. Additionally, Deschutes County was recognized by Smartasset as the #1 County for Oregon Small Business Owners.

Bend’s diversified economy continues to drive a healthy balance of growth across several industries, led by the bioscience sector. Over \$300 million in capital investment and 460 well-paying jobs are expected to come to fruition in coming years from projects in EDCO’s Bend portfolio. Supporting this anticipated economic expansion, the city has initiated the process to sell 96 acres of City-owned industrial zoned land in Juniper Ridge, on the northern edge of Bend. This strategic move not only accommodates the current growth but also lays the groundwork for future development.

Redmond Economic Development Inc. (REDI) Director, Steve Curley

As Central Oregon’s hub, Redmond boasts the second fastest growth rate among the top twenty largest cities in the state and is currently Oregon’s 16th largest city. To accommodate this growth, over \$2 billion in capital investment in public projects will occur over the next two years. These include the Redmond Airport expansion, a larger public safety building, a wetlands project to address wastewater, and the St. Charles Hospital Cancer Center. On the private sector front, Redmond is set to add over 66,000 square feet

Continued on Page 20 ►

Inflationary Economic Boom

Continued from page 9

To the extent that housing affordability is a key factor in migration decisions, in addition to any other number of issues and topics, increased housing production would provide three key benefits. First, it would boost near-term economic growth. Second, it would improve household finances, allowing more of our neighbors to financially make ends meet. Third it would likely revive some of the lost migration

trends, boosting the workforce of tomorrow.

Ultimately, the economic outlook comes back to that combination of labor and capital. Encouragingly, Central Oregon has seen strong productivity gains in the most recently available data. At the county level, from 2019 to 2022, real GDP per worker increased about two percent in the typical U.S. county. The gains were four percent in Jefferson County, nine percent in Deschutes County, and 19 percent in Crook County. Looking forward, above-average productivity gains are likely to be the key driver of the local and regional economy, especially if population growth remains slow.

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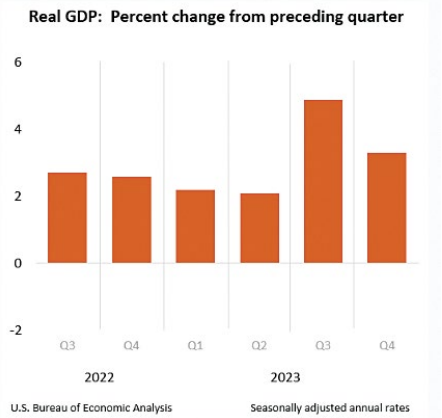
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What Happened in the Economy Last Year & What Should We Expect in 2024?

by GARY O'CONNELL & ROGER LEE

There was widespread hand-wringing early in 2023 about whether the economy would plunge into recession in 2024 from Fed tightening. Early on, however, the signs were there that broad-based economic contraction had a low probability – the American economy was stronger and hotter than mainstream media was reporting. As the year progressed, recession fears waned. But why? An inverted interest rate yield curve has been one of the most reliable recession predictors over the past 70 years, and we are now past the two year mark of higher short term rates than long. The yield curve barometer did have a false positive back in the 1960s, and it's happening again today.

For starters, the job market has been stubbornly strong. A dramatic increase in interest would normally precipitate a jump in unemployment as, for example, financed construction projects are shelved or get put on hold, home buying dries up from a shrinking pool of qualified buyers, and consumers curtail discretionary purchases — especially those on credit. These things have happened, but not to the degree many anticipated, and without much of the expected fallout. Q4 GDP growth for the U.S. was 3.3% —



Gary O'Connell

Roger Lee

down from a remarkable 4.9% Q3, but still incredibly strong given recession worries.

Employers have spent years trying to get their teams staffed with the quality and quantity of people needed to run efficiently, so are more likely in the past to keep higher payrolls through slow period, especially if they believe that period will be short. Job postings have been declining but we've not see a corresponding spike in unemployment. Oregon's most recent jobless rate (Dec. 2023) is 3.7%. The only lower December figure in the past decade was 3.4% in 2019. Rates in Deschutes Co. are even lower than the state as a whole.

Let's not forget that in less than 36 months the U.S. doubled its balance sheet – adding \$4 Trillion to the economy since mid-2020. That much money being dumped into the economy is the driver behind “transitory” inflation that quickly became persistent, and that persistency called the Fed to action on interest rate increases. While the Fed is now trying to shrink the money supply, it does not happen overnight. Locally, we are hearing from commercial and residential builders in our region that cash sales have taken up slack from fewer buyers with financing.

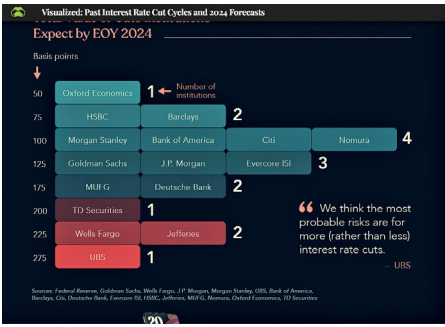
The punchline: expect a soft landing for the U.S. economy and even less impact for the Central Oregon Region. That does not mean all industries or all businesses will have an easy go of it; some will feel more pain. If

your retail or manufacturing business has been logging record sales of items people aren't prepared to buy again this year, 2024 there could be stress on those businesses. Overall, however, we employers in the region to exhibit a greater level of resilience to the challenges that surface this year compared to those of the Great Recession.

The next 12 months promise to be dynamic for the banking industry. High interest rates precipitated deposit run-off from large and small banks alike, as depositors were incentivized to seek higher returns. That has the effect of shrinking the pool from which banks can lend, and lending at some institutions has come to an abrupt halt in order to preserve needed liquidity.

Buoyed by strong liquidity, Summit Bank had another record year for lending in 2023, and, bank-wide, it grew deposits. Similar to our peers, Summit Bank has an emphasis on gathering business and commercial deposits in the year ahead to fuel further loan growth for our existing and new clients, rather than to shore up an anemic balance sheet. We expect interest rates to fall, but at a more measured pace than some are predicting. The range of forecasted Fed decreases over the next four quarters varies from 2 to 11. Again, the stronger-than-expected economy will moderate Fed pressure for rate declines to just 3-4 in the year ahead for a total of 75-100 basis points. Deposit rates will likely see a smaller decline as the hangover for surge deposits continues combined with bank deposit betas (the rate at which banks increase deposits relative to Fed Funds rate increases) still catching up to market.

What does all of this mean to business owners and professionals in Central Oregon? Bank Local. By banking at a local bank in your community, you can help to ensure that your funds stay in the community. This means more capital deployed and circulated in this community to support



GRAPHICS | COURTESY OF SUMMIT BANK

investment, job creation and the health of local businesses. It is clear that Treasury rates offer an attractive option, for now, to those seeking higher yield on their funds. A question posed by community banks: if you or your business move funds to the Treasury, will the Treasury provide you the loan you need in the future? Summit Bank's model of bank local, lend local, and support local is one we believe to be a critical element to support the future growth and financial sustainability of the region. Over the last nine years, Summit Bank has been warmly welcomed to the Central Oregon Community and, for that, we thank you. But we want to do more.

That is why, in 2024, encouraged by demand and despite economic headwinds and financial uncertainty, Summit Bank is doubling down on its investment in Central Oregon. The bank has created new job openings in the region and is in the process of completing the renovation of a building it purchased in downtown Redmond into a second Central Oregon Branch Office, slated to open in Q2 2024 in addition to our existing Bend Branch Office. At Summit Bank, no business large or small is overlooked. You are appreciated and revered for what you do. We pledge to partner with area business owners and decision makers every step of the way as we navigate through this year and beyond.

SBKO.bank

2024 Economic & Workforce Outlook

by QUINN HANSON — G.A. Rogers & Associates

As we get into the thick of 2024, the tension and nerves around the economy continue to be high. We're seeing national headlines about layoffs measured in the tens of thousands. We're hearing rumors of interest rate cuts and seeing consumer spending and inflation still higher than expected. The median home price in all Central Oregon communities remains high, and efforts to deliver more middle and/or workforce housing cannot come fast enough or in large enough volumes to make a material impact in 2024. The efforts and advocacy work to address this critical component are appreciated though.

The cost of home ownership continues to rise in Central Oregon despite efforts to curb this trend. It's hard to develop confidence and make informed decisions in this type of environment when the traditional markers are mismatched from expectations.

At G.A. Rogers and Associates we work closely with local businesses and the workforce, and are encouraged with all things employment-related. We are seeing organizations invest in their employees in effort to retain the talent they've worked so hard to acquire, and also develop this demographic group into the next tier of leaders.

This is a short piece on what we are seeing in the local workforce...

- Local employment headcount by industry, via BLS:
- Mining, Logging and Construction: 10,344
 - Trade, Transportation and Utilities: 18,912
 - Financial Activities: 6,504
 - Education and Health Services: 18,894
 - Professional Business Services: 14,016
 - Leisure and Hospitality: 17,160
 - Government: 11,280
 - Manufacturing: 7,416
 - Information: 2,232
 - Other Services: 3,840
- The workforce in Central Oregon is made up of



five generations:

- Silent G: 2,000 (~2%)
- Boomers: 27,000 (~23%)
- Gen X: 37,000 (~31%)
- Millennial: 42,000 (~35%)
- Gen Z: 11,000 (~9%)

In 2024 (and beyond) Silent Gs and Boomers will continue trending towards retirement and Gen Z will enter the workforce in higher volume. As a result, there is a big culture shift

that every company will need to prepare for. Gs and Zs are about as different as possible and that shows up in many ways. The methods to recruit and retain across generations, for example, are very different. Perks that people want and care about are different across generations. The challenges around managing the workforce will shift as the generational makeup changes.

As the workforce demographics shift, other challenges include:

- Who will take on outgoing leaders' responsibilities? We've seen a number of leadership changeovers early in the year already with local nonprofits and private businesses. Replacing someone is not easy and how that is handled is unique to the organization.
- The competition for talent. How will you recruit and retain top contributors? With unemployment at 3.7% and the cost of living in Bend specifically being prohibitive to the younger workforce, parents + the increase in costs to run a business in Bend, competing will be hard. Expanding to additional markets, increasing prices, or outsourcing administrative tasks will remain a priority.
- Can your current team weather economic uncertainty? Capex projects that rely on interest rates, tax breaks, economic policies, or government funding could get delayed. What happens to cash flow if that is the case?
- How will AI impact your business? The proliferation of fake job posts, fake resumes, texting-based scams and completely fraudulent companies is a risk we all have to

navigate each day.

The remote work boom is starting to wane in 2024. Companies that were not specifically built to be remote first are calling people back into the office (see Nike, Amazon, Zoom, etc.) at least part-time. High-paying remote jobs are not easily replaced by joining local companies which creates another hard choice; stay here, or go back to the city that houses the employer. Demands for increased compensation in Central Oregon will continue in 2024, although not as rapidly as in the previous two years.

In 2024, we expect to see the workforce in Central Oregon continue to grow by 1-1.5%. We expect to see more demands from employees on businesses for auxiliary benefits from Volunteer Time Off, Mental Health Benefits, and Housing Stipends. The number of people hired from outside the area who relocate to work in Bend will be lower this year than in years past. People will continue to move here, though those that do are often 55+ and not looking for full-time work when they move, which further complicates the dynamics of our workforce by placing demand on services without supplying local contributions.

Hiring in 2024 will start off with a rush. The number of business closures in recent months has increased the number of job seekers on the market by a noticeable amount (Indeed and LinkedIn activity is up significantly early in the year). As we get into the year though, turnover will continue to follow normal trends, niche/technical roles will continue to be hard to hire, and leadership positions will continue to require a precise strategy in hiring.

In summary, now is the time to invest in retaining the workforce that organizations have acquired and ensuring the leadership team is prepared to address continued uncertainty in the economy. Capitalize on projects that are approved and keep building the pipeline for future revenue.

ga-rogers.com

Mixed Expectations for Real Estate, Economic Growth in 2024

by CORY J. ALLEN, Senior Vice President & Team Leader — Washington Trust Bank

As a new year unfolds, businesses and individuals are naturally curious about the opportunities and challenges ahead. The future is never easy to predict, and being in an election year only adds uncertainty to the mix. National politics aside, much of the focus locally is likely to be a continuation of the most pressing concerns leading into 2024: the interest rate environment, economic growth prospects, and the real estate situation.

Interest rate fluctuations anticipated

For more than a decade, the Federal Reserve has suppressed interest rates, keeping them at lower-than-average levels to spur economic growth, particularly in times of adversity such as the 2008 financial crisis and the 2020 pandemic. As inflation reared its head in 2022 and the Fed began raising rates, which increased borrowing costs for consumers and businesses both of which had grown comfortable with rates in the low single digits.

The Fed's rate hikes have benefited savers, many of whom are realizing higher returns on their deposits, CDs and money market funds. However, borrowers are still coming to terms with the higher cost of borrowing. Companies built around a business model assuming low financing costs are feeling the pinch, as continued investment in their operations and growth may be moving out of reach. Such business models likely need to be reevaluated and adjusted.

For consumers, big purchases are coming with higher price tags as current rates are elevating monthly payments. The impact is perhaps most apparent among aspiring home buyers, who are finding that homes previously within reach are now unaffordable. The tight real estate market is further affecting prospects — more on that later.

All eyes will be on the Fed this year to see if the tightening trend is coming to an end. At Washington Trust Bank, we expect short-term rates to remain fairly stable for the first half of the year and could see some easing toward the end of the second quarter. On the other end of the spectrum, some range-bound volatility is expected for longer rates, and inflation measures should continue to be a key driver.

Economic growth in step with nation

From a growth perspective, the Oregon and Bend-Redmond economies are keeping pace with the rest of the nation. The U.S. economy grew at an annualized rate of 4.9% in the third quarter 2023, compared to a 4.8% rate for Oregon. Our state and region are expected to continue performing similarly to the U.S. as a whole, but two issues could affect Central Oregon's progress.

First, a stable and growing labor force is essential to economic expansion, as businesses need a strong talent pool from which to draw additional workers. In 2023, Oregon lost workers. As of November 30, 2023, the most recent data available, Oregon experienced a 1.7% year-over-year decline in its labor force. The Bend-Redmond labor market outperformed the state, but it still reported a loss of 1.1%.

Second, a workforce needs housing priced within their means, and Oregon, like



many states, has grappled with an affordable housing shortage. On average, a worker in Oregon would need to allocate 58% of their paycheck to cover their mortgage payment, based on the state's median home price and the current 30-year mortgage rate. In Bend-Redmond, where home prices have risen dramatically, the average mortgage payment would consume 87% of a worker's paycheck. If workers feel compelled to relocate for more affordable housing options, that migration could be a factor in the region's declining labor force numbers.

Real estate market sees some reticence

The affordable housing issue in Bend-Redmond has been exacerbated, in part, by the influx of new residents attracted to the area's climate, recreational opportunities and natural beauty, among other qualities. Central Oregon is touted broadly as a wonderful place to live, and it certainly is, but people drawn to the community often arrive from higher priced markets. These new residents may buy with cash or simply outbid local buyers, driving up home values.

Additionally, those who bought homes when 30-year mortgage rates were at or near bottom appear in no hurry to purchase a new home at today's higher rates. Rates were held artificially low for so long that consumers may have normalized them, even though today's rates are more in line with historical averages. If rates enter a 5% to 6% range, consumer expectations should adjust and activity pick up. For now, little existing home inventory is available, putting further pressure on the real estate market. New construction may help fill the void as developers seek to address demand, but higher labor and material costs are pushing up prices.

On the commercial real estate side, a lack of available land in some areas, such as Bend, and heightened material and labor costs have constrained new construction projects. Redmond has been an exception, particularly on the industrial development side, where more land has been available at lower cost compared to Bend. Financing, however, has become more challenging as many investment projects are required to put 50% down to secure capital. In some cases, the cost to build has outpaced the value or expected return on investment, as rents may not support the performance that investors seek.

Sentiment skews optimistic and opportunistic

Recent years have reinforced that nothing is ever certain. Indications are that Oregon and the Bend-Redmond economies will perform similarly to the rest of the country in 2024, with very modest growth anticipated. For businesses and individuals alike, now is a good time to take stock of financial matters and consider how to be best positioned to retain stability and perhaps even take advantage of opportunities that could arise should a downturn or recession materialize.

At Washington Trust Bank, our advisors are ready to assist consumer and commercial clients in considering opportunities in Central Oregon and finding solutions that help achieve financial goals for 2024.

Cory J. Allen is senior vice president and team leader for Washington Trust Bank in Central Oregon. He can be reached at cjallen@watrust.com.
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Will the “Central Oregon Effect” Hold in 2024?

by KEVIN COLE, President/CEO — Mid Oregon Credit Union

Looking at the economic picture at the start of 2024, we continue to see the influence of the “Central Oregon Effect” on local conditions. Our robust business climate, the health of the construction and tourism industries, tight labor market, and the inflows of both businesses and households to our region continue to insulate us from some of the negative trends happening in other areas of the state.



Population growth has a lot of impact on economic growth. Over time, an economy can only grow as fast as its labor force. Oregon is on the wrong side of the equation in aggregate, but Central Oregon’s population has continued to grow. If this continues in 2024, Central Oregon may avoid negative impacts from the mild recession that economists are predicting for 2024.

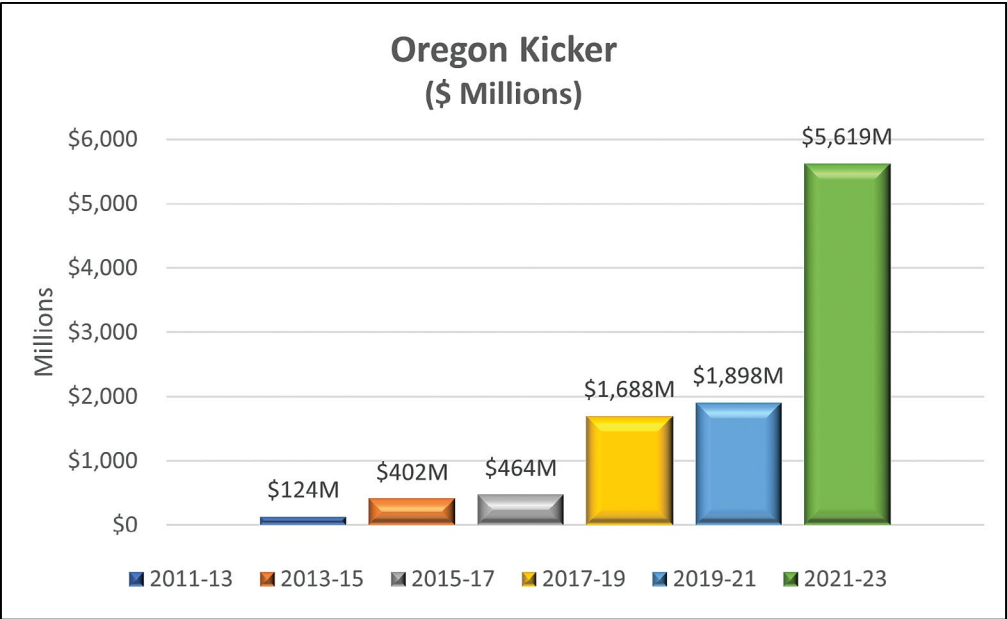
Our region remains a desirable place to move a family or business, despite the housing affordability challenges we face. Another expected bright spot for our local economy in 2024 is the Oregon “kicker” rebates. The 2021-23 historical kicker surplus should inject about \$500 million into the Central Oregon economy in early 2024. The combination of healthy population growth and the kicker stimulating activity may result in a better overall outlook for our local area as it faces recessionary pressures.

With nearly 47,000 members, Mid Oregon Credit Union serves about one in nine Central Oregon households across nearly all income and demographic categories. The financial decisions of our members provide some key insights into Central Oregon’s economy.

Mid Oregon members are spending less and saving more — behaviors we would typically associate with people anticipating weaker economic conditions. The impact of inflation, particularly on low- and middle-income households, is also undeniable. However, 2023 was a great year for savers, as rates of return on deposits were higher than at any time since 2005. Deposit rates should continue to be favorable well into 2024.

Of course, the opposite side of higher deposit rates is higher loan rates. We expect borrowers to see some relief later in 2024, but people should not expect another opportunity to lock in a 3% mortgage rate any time soon. In terms of larger purchases, 2024 is likely to provide some relief from higher prices, especially for cars and trucks. Prices are trending downward, and consumers may find a great price on a vehicle in 2024, which should help offset higher financing costs.

This year may also be a good opportunity to look for a home. Median sales prices for homes in Bend declined by 2.2% in 2023. Although inventory is still



GRAPH | COURTESY OF MID OREGON CREDIT UNION

tight, mortgage rates have dropped back below 7%. This should help more Central Oregon households looking to buy a first home or trade up to a larger home. Prices for food, energy, and consumer goods should continue to moderate in 2024, potentially allowing the Federal Reserve to reduce interest rates and helping consumers to adjust to higher prices on everyday living expenses.

At Mid Oregon, we appreciate our role as Central Oregon’s only locally headquartered financial institution. Having recently been named the #1 credit union in Oregon by *Forbes*, we take our role in the local economy very seriously.

Choosing a local option for your financial business makes a difference. The deposits our members entrust us with are reinvested in Central Oregon and circulate numerous times in our local economy — helping people buy homes and vehicles and helping businesses grow and thrive.

Through multiple ups and downs in our local economy since our founding in 1957, Mid Oregon has remained strong, supporting local residents and businesses, and helping them achieve their financial dreams. One hundred percent of Mid Oregon employees are Central Oregonians, and no one is more committed to preserving the “Central Oregon Effect” than the Mid Oregon team.
midoregon.com

What Your Banker Wishes You Knew in 2024

Three Steps to Avoid Pitfalls & Uncover Business Opportunities

by MICHELLE WEISENBACH, Oregon Commercial Banking Leader — Wells Fargo

In my over 20 years as a commercial banker in Oregon, there is an evergreen business opportunity that quickens my pulse and unleashes my inner optimist: the outlook for the new year. And 2024 is no different.



Sure, interest rates are at the highest since 2000. Global conflict is on the rise. Artificial intelligence feels like a bit of a wild card. None of that is within our control. But as business leaders in Central Oregon, we can dictate how we prepare to take advantage of new opportunities in the year ahead. And I have three simple axioms to help you do that. But first, let’s step back to hear what business leaders nationwide are thinking right now:

Recently, PwC released their Pulse Survey Results indicating that US business owners express more optimism about the economy than a year ago (recession concerns has dropped by 18% since last October). However, leaders continue to reference concerns about rising costs, managing labor and resources, reducing risk, and improving efficiencies.

Certainly, these concerns merit attention, but from a banker’s perspective, 2024 could be the chance to develop a business plan that withstands economic headwinds. Incorporating these three steps into your business plan can help better position your business for growth.

1. Don’t Get Sidetracked: Identify what you can control, and what you can’t

Too often, business owners bank on luck and pluck. They believe they can beat the market. That they can wait out the interest rate environment. Or that if they are strategic enough, it won’t apply to them. Unfortunately, these predilections, while understandable, are often fruitless, and always a distraction. With current macroeconomic, political, and social conditions, there are many distractions.

However, these factors are outside of individual

control. While it is important to be aware of the environment, it is even more important to avoid allowing it to distract from your focus. By acknowledging the external impacts relevant to your business operations while focusing on product and practices, business owners can favorably position themselves by shifting their mindset to one of adaptability rather than one of playing defense.

Through focusing on the business at hand, providing quality products and services, improving the balance sheet, and increasing efficiency, business owners may be better positioned to address the needs of their companies rather than staying in a constant reactionary mode.

2. Don’t Delay Action: Engage in the Present
Growth, advancement, and progression are all results of action. And, after the pandemic-induced business hiatus, now is the time to take action.

While every business leader wants to maintain and execute her or his own plan/strategy, companies are better served when their management team is surrounded by trusted advisors.

Businesses should seek input from their accountants, bankers, attorneys, and other trusted advisors to ensure decisions are made with the greatest consideration. These advisors should also be able to help business owners identify yellow flags and their potential implications.

In recent years, low interest rates and excess liquidity have made it easy to ignore inefficiencies or balance sheet deviations. Businesses should consider taking decisive action to address any area that could be a risk to their capital, productivity, or efficiency. The cost of doing business has increased and an income statement should not be considered the only indicator of a company’s health.

As companies position themselves to weather economic volatility, it is important that they regularly

stress test possible outcomes and scenarios to ensure the viability of their business. According to PwC nearly 50% of those surveyed cite the possibility of a reduced demand for goods or services as a top concern. Through regular stress testing, businesses can address different scenarios in such a way that will allow for planning and action.

Inaction in today’s environment is potentially detrimental. Act now to make the most of your company’s potential.

3. Don’t Ignore Opportunity: Blue skies ahead
The opportunities to improve efficiencies and favorably position themselves will be considerable, especially through digitization, cash flow, and capital deployment to grow the business. Here are some immediate fiscal management considerations:

- **Digitize:** Make choices that allow for the best allocation of resources. Digitizing your cash flow management and payments process may allow you to put those people hours to growing your business.

- **Improve Cash Flow:** Strategically timing when money is going out and coming in can make a difference not only to your cash flow but to potential interest earnings.

- **Pounce on Growth:** Companies that have been strategic and carefully maintained their balance sheets may be able to reap the benefits with opportunities for acquisitions and growth.

In Conclusion: Seize the Day
In 2024, business owners have the chance to not only conduct business, but to excel. During a time of economic uncertainty, this year is certain to be pivotal for many businesses. That can feel daunting, but those who stay focused, proactive and analytical can stack the odds in their favor.

Michelle Weisenbach is Wells Fargo’s Oregon commercial banking leader. She can be reached at Michelle.Weisenbach@wellsfargo.com.
wellsfargo.com

Seven Investment Fundamentals to Help You Make Smart Decisions

by PAMELA J. CARTY, Financial Advisor — RBC Wealth Management

Saying informed in today’s market sometimes feels like attending a three-ring circus. Between all the websites, publications and broadcasts vying for your attention, there is a lot of rapidly changing content to take in. But to make smart investment decisions, sometimes you may need to tune out the white noise and just pay attention to the following investment fundamentals that have withstood the test of time:



- 1) **Importance of cycles:** If you look at historical records, there is strong evidence to suggest cycles repeat themselves on three different frequencies.
- Multigenerational cycles usually run over a 60-to-80-year period. Watch for political, social and economic trends that can create four “seasons” with corresponding effects on what kind of market “weather” to expect. Demographic changes, credit availability and technological developments can also affect the trends for each season. Because of their long duration, multigenerational cycles are most helpful when viewed as background for bull/bear cycles.

• Secular bull and bear cycles usually run over a 16-to-18-year period. Shifts in stock valuation, in terms of absolute and relative price-to-earnings ratios and broader sentiment are good indicators to watch. During bear cycles, many investors focus on risk management. Bull cycles are generally a good time to buy into the markets and stick with investments.

• Cyclical bull and bear cycles usually run over a three-to-five-year period. The expansion and contraction of corporate business cycles, interest rate trends and ranges in historical valuation within sectors are good indicators to watch. These factors may help investors determine which industries may outperform others.
- 2) **Understand investor psychology:** These boom-and-bust cycles persist despite the advancement of technology because of human nature. The fear of losing when markets are down can be as strong a motivator as the fear of missing out can be when markets are going up. Another consideration is the fact that long-term experiential memory is only about three years. How did your investment behavior and feelings change after the fallout of 2008-2009? Are you back to some of your “old” habits and feelings? Let’s try not to forget those hard-earned lessons.
- 3) **Emotions are contrary indicators:** Good investing rarely feels good. Managing your emotions can be the toughest part of investing. Feeling good about your portfolio could be seen as a signal to pay attention to valuation. Trim holdings so a few outsized positions don’t drive performance. And when you are feeling stressed about a general market slump, revisit valuations of companies worthy of consideration.
- 4) **Regression to the mean is real:** Sector outperformance tends to run out of steam after about three years. It rarely has a longer run than that. The first year’s outperformance may come as a surprise. The second year, fundamentals emerge more clearly, and pulls in investors. By year three, expectations are high, as are inflows, but that rising confidence sows the

seed of disappointment as well. So attempting to time sectors, like timing the market in general, is often more frustrating than it is effective, in terms of long-term portfolio performance.

- 5) **Perseverance pays, so pace yourself:** Investing is a lot like baseball. To win, you have to swing the bat. But instead of always swinging for “home runs,” focus on base hits. If you pick quality investments that are appropriate for your goals and risk tolerance, pay attention to capital preservation and maintain broadly diversified market exposure, even at minimum levels, you are well positioned to do well in the long run.
- 6) **Dividends matter:** To continue the baseball analogy, dividend stocks are ones that may help you get on base consistently. Plus, they can help you manage two key investment risks: overpaying for growth and taking too much risk. Consistent dividend growers often spotlight superior business models offering resilience in volatile markets.
- 7) **Time is your friend:** Investing for the long term has value. It gives your winners more time to work. And it has the power to smooth out some of the inevitable losers in your portfolio. Again, dividends can make sense. Reinvest dividends from dividend growers, and take cash from the dividend payers. This approach works best over a multiyear basis, not quarter over quarter. Proper attention to asset allocation helps maximize the benefits of time on overall portfolio performance as well.

Being mindful of these seven fundamentals can help you tune out the financial “noise” in your ears, and can also help save your sanity— especially during periods of economic uncertainty and market volatility—by helping you focus on the things you can always control: your emotions and your choices.

This article is provided by Pamela J. Carty, a Financial Advisor at RBC Wealth Management. The information included in this article is not intended to be used as the primary basis for making investment decisions. RBC Wealth Management does not endorse this organization or publication. Consult your investment professional for additional information and guidance.

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Bend's Commercial Real Estate Resilience

A 2024 Outlook

by DAN KEMP, CCIM, Partner and Broker — Compass Commercial Real Estate Services

Bend consistently demonstrates its resilience amid challenges faced by other commercial markets nationwide. While the commercial real estate market in Bend has exhibited a slight deceleration from the vigorous pace of the past three years, it is minor in comparison to most of the country, and more indicative of a constructive transition towards a balanced market. This article provides insights into what may lie ahead in Bend's office, industrial, retail, and multifamily sectors in 2024.



OFFICE

Nationally, the office sector is undergoing a period of transition, grappling with the challenges of defining its post-COVID existence. Remote work is experiencing significant growth with 12.7% of full-time employees opting to work from home and an additional 28.8% embracing a hybrid work model, as reported by Forbes Key Remote Work Statistics. Projections indicate that 32.6 million Americans will be working from home by 2025. This shift is a key factor contributing to the national average office vacancy rate rising to 13.6%.

While the broader office market is facing increased vacancy rates, Bend has demonstrated a more resilient stance. In 2023, there was a modest 1.72% increase in vacancy, resulting in an overall office vacancy rate of 5.66% — less than half of the national average. Our forecast anticipates that the Bend office market will maintain its relative stability.

RETAIL

The retail sector demonstrated robust performance throughout 2023, and this positive trend should persist in 2024. In contrast to the substantial growth observed in multifamily construction over the past decade, new retail construction has remained relatively restrained. Over the last 10 years, the retail inventory monitored in our quarterly survey has experienced a mere 4% increase. Consequently, vacancy rates in 2023 saw a modest uptick of 0.56%, reaching 3.10%. Given the limited inventory coupled with sustained strong

demand, the retail sector is well-positioned for success in 2024. Nevertheless, the retail sector is not devoid of challenges, as businesses work through workforce-related obstacles and contend with recent legislative changes that impact both minimum wage regulations and scheduling practices.

INDUSTRIAL

The industrial sector has witnessed a parallel narrative on both local and national scales. Despite a substantial increase in inventory, demand has consistently outpaced supply. This trend became particularly pronounced in Bend in 2022, when vacancy rates plummeted to less than half a percent, indicating an unbalanced market condition. In 2023, efforts to replenish inventory showed modest improvement, with year-end vacancy rates standing at 1.99%. However, this figure remains below the threshold for a healthy market.

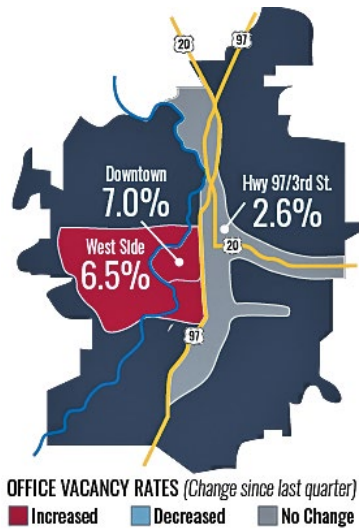
MULTIFAMILY

Over the past 24 months, investment real estate, particularly the multifamily sector, has experienced a downturn due to rapidly rising interest rates and construction and land costs. Nationwide, CBRE predicts a 5%-15% decline in values, attributing it to an anticipated increase of 25-50 basis points in capitalization rates. In Bend, robust multifamily construction activity over the last decade has doubled the inventory, leading to a 9.4% vacancy rate in Q4 of 2023, according to CoStar. Scheduled deliveries are expected to expand inventory by an additional 9.8%, contributing to a softening market throughout 2024, with vacancy rates projected to decrease starting in 2025.

Bend's commercial real estate market displays resilience amid national challenges. Despite a minor deceleration, the office sector remains strong compared to the national average. The retail sector is well-positioned for success with limited inventory, while the industrial sector faces consistent demand. The multifamily sector experiences a softening in 2024, yet Bend's overall outlook is positive.

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Compass Points Q4 2023 Market Report



BEND OFFICE MARKET
by JAY LYONS, SIOR, CCIM, Partner and Broker — Compass Commercial Real Estate Services

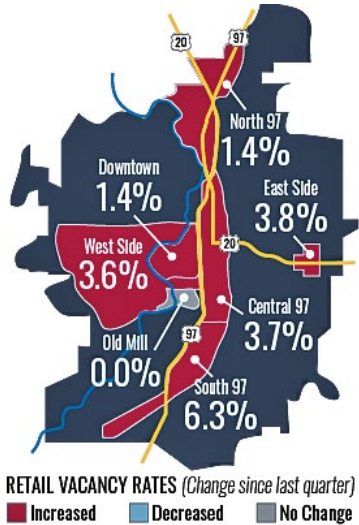
Compass Commercial surveyed 226 office buildings totaling 2.78 million square feet for the fourth quarter office report of 2023. The market experienced 21,418 SF of negative absorption in Q4 which resulted in an increase in vacancy rate from 4.88% in Q3 to 5.66% in Q4. This is the fourth consecutive quarter with negative absorption and an increase in vacancy. Through 2023, the Bend office market experienced 60,240 SF of negative absorption. With a number of sublease listings expiring and becoming direct lease listings, the amount of available sublease space decreased from 106,427 SF in Q3 to 57,963 SF in Q4. The reduction in sublease inventory modestly offset the increase in direct lease inventory and resulted in a decreased availability rate of 7.75%.

LEASING: Leasing demand remains slow across all submarkets and suite sizes. The West Side submarket took the biggest hit in Q4 with 20,067 SF of negative absorption. The Downtown submarket experienced 1,351 SF of negative absorption while the Hwy 97/3rd Street submarket was unchanged from the previous quarter.

RENTS: Lease rates remain flat with the high end of the market ranging from \$2.00 to \$3.05/SF/Mo. NNN and more affordable space ranging from \$1.40 to \$2.00/SF/Mo. NNN. Rate reductions continue to be more of the exception than the rule.

CONSTRUCTION: Building B of the Shevlin Crossing office development is designed, but timing for construction is market dependent. A 6,427 SF office building across the street from Shevlin Crossing is in the planning stages. There are no other speculative office developments under construction or proposed.

SALES: There were no notable office sales this quarter.



BEND RETAIL MARKET
by ELI HARRISON, Broker — Compass Commercial Real Estate Services

Compass Commercial surveyed over 4.64 million square feet of retail space across 267 buildings in Bend to compile the fourth quarter retail report of 2023. The Bend retail market experienced an increase in overall vacancy during the fourth quarter of 2023, from 2.54% in Q3 of 2023 to 3.10% in Q4. There is now 143,689 SF of available retail space for lease in Bend.

LEASING: On the leasing front, with the exception of the Old Mill District which maintained its 0% vacancy rate, each Bend retail submarket experienced an increase in vacancy in Q4 2023. The East Side submarket saw the largest increase going from 2.25% in Q3 to 3.77% in Q4, despite 3,322 SF of positive absorption. Conversely, the Central submarket experienced the largest negative absorption with 6,412 SF coming back on the market. Other

Continued on Next Page ►

Compass Points

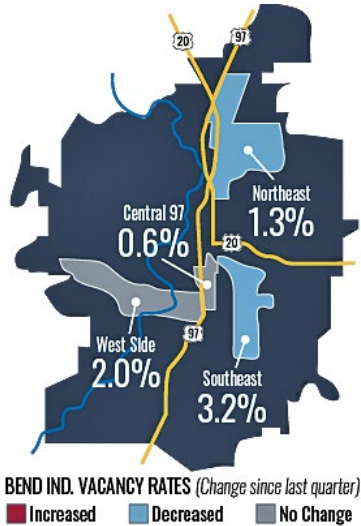
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submarkets experienced small upticks in vacancy, including the North 97 submarket which increased by only 0.05% to 1.36% in Q4.

RENTS: The asking rental rates for Bend retail space continue to hold steady between \$1.40 and \$4.58/SF/Mo. NNN, with the highest rates associated with drive-thru sites and new construction.

CONSTRUCTION: Vertical construction continues to progress for Killian Pacific's new mixed-use complex, The Jackstraw, next to the Box Factory on the West Side. This project will feature 313 high-end residential units and 16,976 SF of ground floor retail space. The shell is still on schedule to be completed in the fall of 2025. The new development at 515 SW Century Drive, featuring a 129-unit apartment complex and an adjacent 1,625 SF retail building, is on track to be completed in the summer of 2024.

SALES: The 16.1 acres of commercial land in Pahlisch Home's Petrosa development sold for \$8,000,000 or \$114/SF. The 8,100 SF retail center known as Neff Place, located at 1500 NE Cushing Drive, sold for \$3,850,412, or \$475/SF. A 3,095 SF building located at 1002 NW Bond Street sold for \$1,730,000 or \$557.35/SF, at a 5.41% cap rate.



BEND INDUSTRIAL MARKET

by GRAHAM DENT, SIOR, Partner and Broker —

Compass Commercial Real Estate Services

Compass Commercial surveyed 321 Bend industrial buildings totaling 4.65 million square feet for the fourth quarter of 2023. The market experienced 19,153 SF of positive absorption during the quarter resulting in an overall vacancy rate of 1.99%, down from 2.40% in Q3 2023. There is now 92,628 SF of industrial space currently available in Bend.

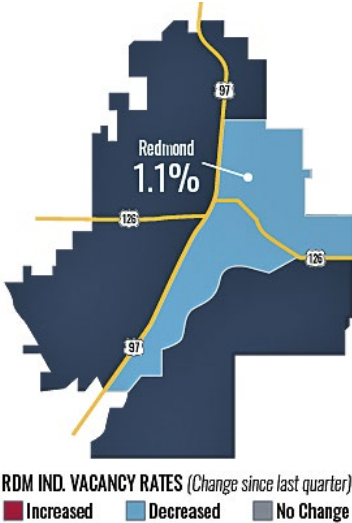
LEASING: A handful of small leases were executed during the quarter but, leasing activity was relatively limited. The positive absorption recorded during the quarter was driven by one larger lease totaling 12,790 SF in the Southeast submarket. While still a landlord's market, particularly among buildings with smaller industrial units, there are more options for tenants today than there were one year ago when the vacancy rate stood at a mere 0.43%. This vacancy creep is a healthy way for the market to rebalance to a normal amount of supply which, assuming steady demand, should increase the amount of leasing activity overall.

RENTS: The average asking lease rate decreased from \$1.09/SF/Mo. NNN in

Q3 to \$1.05/SF/Mo. NNN at the end of Q4. This decrease is driven by a softening demand and an increase in supply as noted above. With more options to choose from, tenants have regained some leverage in lease negotiations. Landlords are also beginning to compete with some sublease space, which is typically advertised at rates below spaces offered on a direct basis. There are a handful of highly specialized industrial/flex spaces commanding between \$1.25 and \$1.50/SF/Mo. NNN.

CONSTRUCTION: In Bend, there is one speculative industrial project underway at the corner of SE Wilson Avenue and SE 9th Street, known as the Midway project. It consists of three buildings, one of which will be occupied by Blackstrap. The remaining two flex buildings totaling 27,789 SF will be delivered in spring 2025.

SALES: One property, located at 90 SE Bridgeford Boulevard sold for \$2,380,000 or \$216/SF. Another building located at 1044 SE Paiute Way traded for \$2,075,000 or \$244/SF and another building located at 63353 Nels Anderson Road sold for \$2,800,000 or \$389/SF.



REDMOND INDUSTRIAL MARKET

by PAT KESGARD, CCIM, Partner and Broker —

Compass Commercial Real Estate Services

Compass Commercial surveyed 91 buildings totaling 1.75 million square feet for the fourth quarter Redmond industrial market report of 2023. The Redmond industrial market experienced 580 SF of positive absorption, resulting in the vacancy rate decreasing from 1.16% in Q3 2023 to 1.13% in Q4. There is now 19,671 SF of available space.

LEASING: Activity in the Redmond industrial market continues to show strength with a demand for industrial space. The market remains tight with very limited spaces available between 1,500 SF and 5,000 SF. Two new industrial buildings are now on the market for lease as of January 10, 2024. Each building is in the range of 10,000 SF and will probably lease up quickly as the buildings are completed.

RENTS: The Redmond industrial market continues to be strong with a slight increase at the top of the market. Average asking rates in the Redmond industrial market are between \$0.90 and \$1.25/SF/Mo. NNN depending on the condition and size of the space. Asking rates for new projects under construction are between \$1.10 and \$1.25/SF/Mo. NNN.

CONSTRUCTION: There is currently 30,000 SF to 50,000 SF of industrial space in the pipeline for Q1 and Q2 2024. This report does not provide square footage of owner user buildings that either have been built or are under construction.

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Forecasting the 2024 Commercial Real Estate Market in Central Oregon Could be “Splitting Hairs”

by **BRUCE BARRETT, Commercial Broker — Windermere Commercial Real Estate**

Historians can trace the term “Splitting Hairs” back to 1674 when a writer coined the phrase that meant “to make oversubtle or trivial distinctions.” If the hair is equally split, we might expect the result to be “about the same” as last year. With this image in mind, here are three of many factors that will influence this year’s Commercial Real Estate Markets.

Commercial Property Availability

Bend is notoriously short of undeveloped commercial land. High demand and limited ability to expand the Urban Growth Boundary has created this situation. Don Myll, EDCO’s Bend Area director says, “Industrial space vacancy was .5% but has recently grown to around 2%.” More capacity is needed to serve the steady demand. Myll cited one new opportunity on the horizon. “Juniper Ridge will accommodate primarily industrial companies with a small component for local retail services.100 acres of the total 500 acres are being offered to developers early this year.” Remaining vacant land in Bend will come with higher development costs.

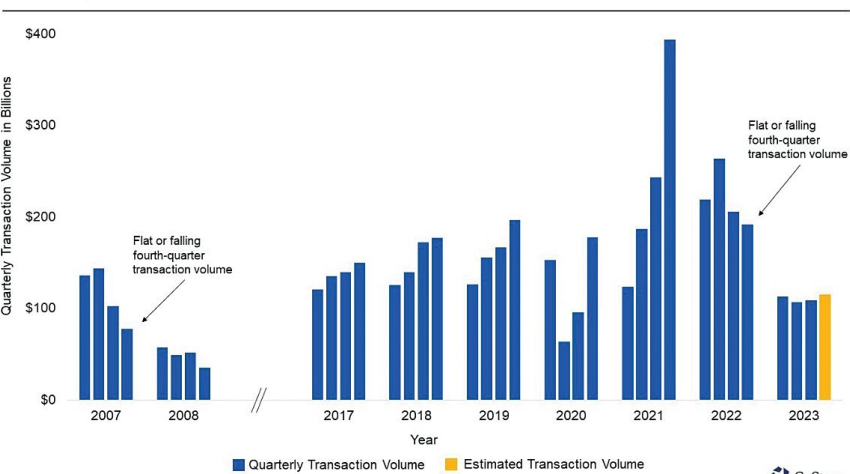
Redmond is similar with slightly over 1% industrial vacancy. Several



2648 NW 7TH, REDMOND, OR. ONE OF SEVERAL COMMERCIAL DEVELOPMENT PROPERTIES RECENTLY SOLD ON THE NORTH END OF REDMOND | PHOTO AND GRAPH COURTESY OF WINDERMERE REAL ESTATE

2023 Sputtered to a Lackluster Close

Quarterly Transaction Volume



Source: CoStar, as of January 2024

COSTAR 2023 QUARTERLY TRANSACTION VOLUME

companies are waiting for space to come online. Nearly 50,000sf of industrial space will be available by mid-year. Last year, about that amount of space was leased so even with these new options, Redmond might end up at year end in about the same predicament.

Human Resources and Housing

A recent trend with long-term impact on Oregon’s business climate was addressed by Josh Lernher from the Oregon Office of Economic Development in his January 10, 2024 update. He started by saying that, “Population growth is the main reason Oregon’s economy outperforms the typical state over time. The influx of young, working-age residents allows local businesses to hire and expand at a faster rate. He went on to say, “So far, Oregon’s population expansion has not picked up. In fact, the Census Bureau estimates Oregon lost population in 2022 and 2023. These are the first estimated losses in nearly 40 years.” This will be a long-term problem for the State but on the other hand, Central Oregon continues to be one of the fastest-growing areas on the West Coast. These two factors might balance out so expect employee constraints to remain in 2024.

Chris Piper is the Area Manager for BBSI. In a recent conversation, he acknowledged the already existing competitive environment for scarce Human Resources. He works with businesses of all sizes but says, “The average business that we work with has nine employees. Retaining existing employees is key.” His advice is to “treat each person on the team as an individual by identifying a career path, providing work/life balance and tailoring the job to individual needs.” He also recommends partnering with a service like BBSI that can help you create a “preferred employer” status to compete for limited HR resources.

Cost of financing new and existing projects

Office buildings in Bend are following the national trend with four consecutive quarters of increased vacancy. Leasing demand has slowed for office space and lenders are cautious of speculative projects. However, Bend retail and Bend / Redmond industrial still have strong demand and markets favor the landlord. The region continues to see speculative building in these two sectors.

Steve Ferber, senior vice president, and Nick Zachariasen, commercial relationship manager at Idaho First Bank, shared that, “Building material costs have leveled off or declined, but interest costs remain high compared to the past 15 years. Builders/ developers now feel that interest rates have hit a plateau and they can live with that.” Also, Ferber says, “We saw sticker shock from the impact of interest rates and building materials costs more in 2022. Last year, and for 2024, we expect those to become more normalized.” He expects commercial loan rates to be in the low to mid 7% range for 2024 with a possibility of rate reductions. Expect interest rates to remain moderate and become less of a barrier.

The Umpqua Bank Leadership Team shares this insight on commercial lending: “In general, and not just centered in Central Oregon, the ability to attract

investment into Real Estate projects has dampened quite a bit in the past 12 months. Investors are demanding 8-10% minimum returns, but cash flows after debt service (mainly due to increased interest rates) are on average equating to 5-6% returns. That simply isn’t enough when compared to other investment vehicles with much less risk. Population and employment growth factors do drive demand, so in general, Central Oregon is positioned well, but we’re not immune to general investor sentiment and return demands.”

There are several economic factors influencing the outcome of the 2024 Commercial Real Estate Market in Central Oregon. COSTAR commentators expect another “Meh” year based on last year’s subdued fourth quarter. It might be safe to predict more of the same and then leave it to the commentators to “split hairs.”

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Central Oregon Remains Resilient Amidst Ongoing Economic Challenges

by KATY HAINES, Director of Operations — NAI Cascade Commercial Real Estate

As we step into 2024, the economic landscape is not without its challenges. Interest rates are higher than they were in Q1 2023 and the looming specter of a highly divisive election will no doubt create economic turbulence. However, much like 2022 and 2023, commercial real estate in Central Oregon continues to stand resilient. Despite the headwinds, there are notable trends and strategies shaping the industry, painting a promising picture for the year ahead.

Buyer and Seller Expectations Finding Common Ground:

In 2023, prospective buyers hesitated, awaiting a clearer understanding of interest rate trends. As we transition into 2024, the lending landscape suggests incremental decreases and stabilization. Notably, the gap between asking and sales prices is widening, signaling that sellers are coming to terms with the no-longer inflated market rates and are willing to do what it takes to get buyers off the sidelines. Instances of multiple offers persist with unique property types and when properties are accurately priced.

Financing Takes Center Stage:

In the face of higher interest rates, the market has responded with innovation in financing. Creative solutions, such as seller carry financing, have gained prominence, providing an alternative to conventional bank loans while adding long term benefits to sellers who are able to carry the note.

At the January 31, 2024 FOMC Committee meeting, the Fed opted to hold interest rates steady for the fourth straight meeting though most economist agree that rates should decline in 2024 and the 30-year fixed mortgage rate should fall to the low 6% range in the end of 2024.

Shielded from Urban Doom Loop:

Central Oregon benefits from a protected market. The unique blend of natural beauty, strategic location, and a resilient local economy contributes to the region's insulation from broader economic downturns. As a tertiary market with a steady population influx, Central Oregon is shielded from the notorious urban doom loop that has impacted primary markets.

Nationally, stabilized return-to-office statistics reveal elevated vacancy rates, ranging from the high teens to twenties across major cities. As a result, retailers have exited the market, and residents have migrated to suburban areas and smaller markets, resulting in reduced tax revenue for large cities. The decline in revenue translates to a reduction in services, fostering a cycle of taxpayer exodus.

While the Bend market's office vacancy rate climbed in 2023 into 2024, retail vacancy has taken a steady decline and rent growth rates are up across all verticals.



The Unknown: Election 2024

Election years introduce uncertainty, impacting the US economy with lower gains and negative effects on job growth, GDP growth, and stock market stability. Commercial real estate is also influenced by elections in various ways.

Economic Policies: Government decisions on taxes, spending, and regulations affect businesses and, consequently, the demand for commercial properties.

Infrastructure Spending: Promised increases in infrastructure spending can lead to new construction projects, boosting demand for commercial real estate.

Interest Rates and Monetary Policy: Government choices on interest rates and monetary matters impact borrowing costs for businesses, influencing financing for commercial real estate projects.

Sector-Specific Impact: Different commercial real estate sectors respond differently to policies related to technology, healthcare, or energy, affecting demand for specific property types such as data centers, laboratories, and alternative energy infrastructure.

What to Watch: Office and Retail

Typically seen as the commercial real estate darlings, multifamily and industrial have moved out of the limelight. The multifamily market has no doubt taken the hardest hit from rising interest rates. Industrial construction has slowed and with the delivery of 150,000 SF of space in Central Oregon in 2023, vacancy rates have nearly tripled though still sit at about half of the national average.

Office vacancy rates made a steep climb in 2023, nearly doubling from 3.3% to 6.2% but still well below the national average of 13.7%. With no new office space in the pipeline, these spaces should be absorbed although many large spaces may need to be reconfigured into more palatable sizes.

Retail is on the rise across the board with increased construction numbers, rent growth, and market sale prices, outperforming all other asset classes in the Central Oregon market. Construction is well underway in the Gateway North Development which will include Costco and adjacent retail pads. Several national retailers are expected to backfill the Hwy 20 Costco building. Reed South is nearly 100% occupied and developers are starting to put pen to paper for retail and light industrial space in the SE Elbow.

While 2024 may be characterized by economic turbulence and the anticipation of a pivotal election, Central Oregon's commercial real estate market stands as a testament to resilience and the old adage, location, location, location. The convergence of buyer and seller expectations, coupled with creative financing solutions and a protected market, position Central Oregon as a stronghold in the face of uncertainty. As the year unfolds, stakeholders in the region can look forward to a market that not only weathers the storm but continues to thrive.

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What’s in Store for Residential Real Estate in 2024

by **CHRISTIN J HUNTER, Licensed Principal Broker — Duke Warner Realty**

It’s no secret that 2023 was an interesting year for the residential real estate market. Inflation, near 8% mortgage interest rates, the third straight year of declining inventory in both the resale and new construction sectors, and an underlying apprehension on the state of the economy were all drivers in what most would describe as a rough year for real estate. Adding to the head-scratching anomalies of the residential market’s performance, was the inverse relationship of the rising mortgage rates and market pricing remaining relatively stable. As an example, Bend saw less than one percent of an adjustment in the median sales price from 2022 to 2023. The ever-present topic of affordability remained a critical factor in the continued decline of home sales in 2023. Bend’s total home sales decreased nearly 23% from 2022; and the same goes for the monthly average number of new listings each month, being down nearly 24% from the previous year. It was without question it was a bumpy year for real estate.



So, if we dust off the proverbial crystal ball, what does 2024 hold for the residential real estate market? There is a general consensus among economists that the residential market will remain very tight and inventory levels will stay at record lows. This is due in part because nearly 9 out of 10 homeowners have mortgages with rates less than 6%. According to Redfin, of the 91% under 6%, a whopping 62% of those mortgage holders enjoy a rate under 4%. With so many mortgage holders sitting on such low rates, even those who would like to sell, simply aren’t doing so in order to avoid financing at current interest rates and increasing monthly mortgage payments. New construction inventory also remains low. Cost of development has steadily increased year over year and builders have felt the squeeze, specifically with rapidly rising SDCs, permitting and the length of time it is taking for cities to grant approval, on top of the labor and supply shortage; they are not able to build at pace that can make a dent in the inventory problem.

Price growth will remain modest in 2024, but don’t expect to see any downward pressure on pricing. Lawrence Yun, chief economist for the National Association of Realtors projects that while home sales will rise just over 13% in 2024; price growth overall isn’t expected to increase more than a percentage point and the national median home price is forecast to remain largely unchanged at 0.90% growth. The consumer adjustment to increased mortgage interest rates and hesitancy to enter the market will contribute to the stagnant price growth. Furthermore; the inventory crunch will continue to buffer any downward pressure and insulate prices from decreasing.

Inflation is another factor in the residential real estate market growth. The Fed’s announcement on 1/31/2024 to hold its benchmark federal funds rate where it has been since Summer 2023, and signaling a course to start cutting rates toward the end of 2024 and into 2025, many are forecasting that the bond market will decrease with mortgage rates following suit. The vast majority of forecasts are predicting the rates will fall to 6% range and stabilize in the latter half of 2024. Clint Edwards, President/Mortgage Broker of High Lakes Lending, LLC says, “Mortgage interest rates are down nearly 1.50% from the highs we experienced in October 2023 and are expected to continue to decline throughout 2024. They will not move in a straight line, but we have a declining rate trend in play, and as long as inflation continues to abate, we should have lower mortgage rates available as the year progresses. We are already seeing increased buyer interest and expect to have a more active buyer market as the word gets out that mortgage rates are declining. Hopefully, this will also allow sellers to consider a move as they can replace their current low rates with a new loan more in line with what they have with their current loan, allowing for an increase in inventory, which is needed for a healthy housing market.”

As rates begin to drop and stabilize, sales volume will increase in the latter half of 2024. That will be a direct reflection of the pent-up demand created by new household formation that has been sidelined by rising rates, lack of inventory and affordability. This demographic is expected to come off the sideline and enter the market in 2024, with the help of the transfer of generational wealth.

Affordability will continue to be a steadfast issue for the residential market in 2024. While Oregon’s governor is expected to introduce legislative bills intended address Oregon’s lack of inventory and spur development of affordable housing, the impetus falls on our local government officials, city managers and planners to take a swift and effective action in the development and installation of the infrastructure needed for developers and builders to continue to create housing inventory. The outdated and unrealistic model of passing the infrastructure cost burden to developers, coupled with steadily increasing fees and expecting that affordable housing will be built is clearly not working. Until we see local and state government entities begin to collaborate and contribute to the cost of development and infrastructure, affordability will remain a critical issue through 2024 and years to come.

The outlook for 2024 looks to be far less turbulent than 2023. The residential market looks to be normalizing. By all accounts, 2024 is signaling to be a good year for residential real estate.

christinhunter.com

Residential Rental Market

Location is Still King

by **RICK HANSEN, MBA, General Manager — Plus Property Management**

2023 was an adjustment year for the residential property sector. The previous three years saw dramatic increases in rental rates for housing in the Central Oregon region. During 2023, the rising interest rates, and subsequent decline in residential sales and shrinking inventory did not have the impact on the rental market that one might expect. One might expect rental inventory to be more limited as there were fewer buyers in the market and thus more people renting. However, during 2023 there were a fair number of new multi-family rental units that came into the market, driving supply up and prices down. The market stabilized, softening prices in most areas.

So, what do we see for 2024 in the residential rental market for Central Oregon? If we assume the housing market will stay tight this year — as is the general consensus — we should see rents remain flat and stable during 2024. We have seen a trend to move away from Airbnb to a more short-term rental basis (one to three months) over the past 12 months. We are also seeing higher demand for smaller units with no roommates, and as is the case with most everything in life... location is still king! The continued growth of our local colleges will also be a strong play in our market. As COCC and OSU-Cascades continue to enhance their programs as they have in recent years, more students will be drawn to the region. With the added housing coming online during 2024, and the demand factors noted, we do not see a significant increase in supply during 2024, as we saw in the latter part of 2022 and 2023. Supply and demand for rental housing

should stay more stable this year than it has in previous years. Which for us means... hang on to your good tenants.

What we are telling our clients is, if you have good tenants, keep them, even if you believe your rental is under market by a bit. It’s better from a cash flow standpoint to keep the good tenants. The saying “no news is good news” does not hold true in the rental market. A good tenant is someone who not only pays timely, it’s someone who alerts you promptly to issues with the property, acting as your eyes and ears for your property, therefore helping you protect your investment. You want someone who will openly communicate with you about concerns they are seeing.

Central Oregonians love their pets, at nearly three times the average for the State of Oregon. Homeowners looking to rent to a tenant with pets should take the time and do a proper pet screening, including taking the time to meet the pet and make sure the pet is suitable for the living environment.

2024 will be a good year to look at your investment property and see if there are any improvements you can make to enhance the value of your investment. Things such as installing energy-efficient appliances, windows, rain-sensing sprinkler controllers, xeriscape landscaping, HVAC, etc. are all things that you should look at. There are government incentives that are still in play to help augment the costs of some of these improvements.

plusmanagement.net

Economic Perspectives

Continued from page 10

of flexible space in 2024 and multiple owner-occupied projects are underway comprising over 340,000 square feet, representing more than \$477 million in capital investment.

Looking at Redmond’s project pipeline, there are 34 projects poised to create 3,336 jobs and inject over \$800 million in capital investment. The sectors leading this charge include advanced manufacturing, aviation/aerospace, construction, and distribution/warehousing. Notably, the semiconductor industry will be making its debut in Redmond’s economic portfolio.

In addition to these industrial developments, Redmond is making strides in other critical areas such as housing and childcare. Recognizing these as key factors in sustainable growth, new developments are underway to address the needs of low- to moderate-income and workforce housing. Furthermore, collaborations with NeighborImpact through their Childcare Expansion Program are yielding tangible results, including the creation of over 200 new

childcare slots. This continued economic activity gives the Redmond area a positive outlook for the upcoming year and beyond.

Sisters Area Director, Eric Strobel

The City of Sisters’ economic forecast is marked by new development and infrastructure investment. At the forefront is the availability of nearly 80,000 square feet of leasable light industrial space. The newly completed Ponderosa building, offering a substantial 30,000 square feet, together with two former Laird Superfood buildings totaling 48,000 square feet, are pivotal for growth. Adding to this is the Third Garage light industrial project, which will contribute almost 12,000 square feet of space by October 2024. This influx of industrial space will catalyze local business expansion and attract new ventures to the community.

Additional projects include the new Clearpine building, which will offer 12,000 square feet of office space, the construction of a new roundabout at Locust Street and Highway 20, the commencement of construction for Personalized Nutrients new 16,000-square-foot building, and the development

Continued on Next Page ►

Tourism Industry Continues to Rebound

by **TODD MONTGOMERY, Robin and Curt Baney Endowed Professor, Director - OSU Sustainable Tourism Lab — Oregon State University – Cascades**

The travel and tourism industry continues to be a major economic driver globally and closer to home in Central Oregon (CO). In 2023, according to the World Travel and Tourism Council, the travel industry represented 9.2% of global GDP. Closer to home, according to Dean Runyan Associates’ 2022 report, Central Oregon’s travel economy was approximately \$1.3 billion. Most economic leading indicators for travel provided by STR, like occupancy (58.9%) and average daily rate (\$157.26), were healthy coming into 2024. Central Oregon, and specifically Bend, is tracking closely to benchmark destinations like Bellingham, Washington; Boseman, Montana; and Flagstaff, Arizona. The industry will always be susceptible to macro-environmental shocks, so forecasting 2024 revenue is difficult. However, the general consensus is that the rapid revenue growth of the last several years will moderate; the industry is projecting little to no growth for 2024.



As a result of this financial performance, Bend’s 10.4% lodging tax generated from tourism accounted for \$14,566,143. Tourism tax collection to the unrestricted general fund, which typically financially supports fire, police, and roads, totaled \$9,526,257 over the last 12 months. The remaining 35.4% of tax revenue went to promote marketing activities and grant programs to support businesses struggling during the off-season and low-demand tourism months.

Although parts of the industry are returning to normal, some changes over the last few years will likely persist. During the COVID pandemic, the shock to the travel and tourism labor market was significant, impacting service levels, operations, and, in some cases, the financial viability of companies. The industry, nationally and within Central Oregon, responded with significant pay increases to attract and maintain labor. These pay increases appear to be lasting.

Due to the labor shock, substantial investments in service automation technology also reached record levels and are likely to bear more fruit in 2024. These investments improved operational efficiency by lowering labor costs and, in some cases, also achieved a second goal of improving customer service.

Customer awareness and desire to lessen the impact of their travel on the environment and communities hosting them have changed substantially as well. Sustainable travel was once a niche customer segment that favored eco-tourism. However, mainstream customer adoption of sustainable travel practices, such as do-no-harm to the destination, is expected to continue as more customers look to minimize community and environmental impacts.

These and other changes are pushing Destination Marketing Organizations (DMO) to rethink their role as purely economic development organizations and instead introduce themselves as destination stewards. Communities worldwide are rethinking tourism and are now asking DMOs to ensure that destinations provide the same type of experience to future generations of visitors and travelers as they do today.

Responding to this shift, DMOs are embracing sustainable tourism, which is an economic development model that focuses on preserving financial and economic development through community engagement and minimizing the environmental impact of tourism. Visit Bend was recently recognized as a national leader in this space with its recent Partner of the Year Award from Leave No Trace. Related efforts also include Visit Bend’s sustainability and cultural grant programs, which financially support the development of dual-use facilities to be enjoyed by both locals and visitors.

In summary, the travel and tourism industry will continue to play a vital economic role in our region in 2024, supporting livelihoods and amenities for residents. It will also create new experiences for our visitors while providing critical tax revenue to support Central Oregon’s essential services.

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Economic Perspectives

Continued from previous page

of Trinity Place, a 40-apartment complex focused on individuals in the local workforce within the 50%-80% area median income range.

EDCO’s projects in the works currently include 14 in the City of Sisters, representing over \$9.5 million in capital investment and the creation of 62 jobs. The newly formed Sisters Country Economic Development advisory board is engaged in crafting a three-year strategic plan, laying the groundwork for sustained economic growth and thoughtful, planned development. In addressing the critical issues of housing, transportation and daycare, the City of Sisters, alongside EDCO and the community, remains steadfast in its commitment to create an environment conducive for strategic economic growth and development.

Prineville / Crook County Area Director, Kelsey Lucas

Prineville has the highest amount of projected capital investment as compared to any city in Central Oregon. There are currently 35 pending projects underway, representing 1,182 expected jobs and over \$2 billion in capital investment. According to the Oregon Employment Department, Crook County now has the third highest wages in the state, behind only Washington and Multnomah counties. The increase in wages can be attributed to Information, Construction and Professional Services sectors primarily, but historical driving forces like Advanced Manufacturing and Building Products, continue to be top industries based on volume of businesses and employees.

Crook County offers potential and expanding businesses both large lot industrial parcels and speculative industrial buildings in the Tom McCall and Baldwin Industrial Parks. Over 40,000 square feet of speculative industrial space has been developed and leased in the past couple of years, with opportunity for continued growth.

The Crook County Enterprise Zone, Oregon’s top tool in attracting and growing businesses, was re-designated in July 2023. A priority for 2024 is to maintain collaboration with the Center on Rural Innovation, focusing on evaluating and enhancing the entrepreneurial ecosystem, the digital economy and inclusive workforce development in Crook County, deemed the Crooked River Innovation Collective. This ongoing effort aims to devise strategies and secure funding for strengthening support systems that contribute to the creation of thriving jobs, transferable skills and sustainable industries.

Sunriver / La Pine Director, Patricia Lucas

South Deschutes County has been growing rapidly. La Pine is ranked as the second fastest-growing city by Portland State University for the period of 2022-2023 at a rate of 8.2%. In the last ten years, the municipal population has grown by 87.2%, and current projections estimate La Pine growing by another 87% over the next 25 years. To manage this remarkable growth, La Pine is witnessing substantial investments across various sectors including the development of single-family and multi-family housing, alongside commercial and industrial spaces. A \$45 million water and wastewater expansion project is currently underway, set to support an additional 1,500 homes and commercial enterprises. This essential infrastructure is not only vital for current needs but also enables future business attraction and retention efforts.

The City of La Pine has embarked on a visioning process, leveraging community surveys to guide updates to its comprehensive plan. In support of the local economy, the Sunriver/La Pine Economic Development (SLED) Program is actively collaborating with developers to build new industrial space. This initiative aims to attract traded-sector businesses with the objective of bringing more family-wage jobs and capital investment to South Deschutes County. This year is set to be a landmark for SLED, with 12 pipeline projects, the largest number in a single year since the inception of the program. A notable development in this arena is the planning of a 6,000+ square-foot multi-tenant speculative building, poised to be the first of its kind in Oregon’s newest community. In addition, SLED continues to attract business to the La Pine Industrial Park, which offers the most competitive land prices in Central Oregon.

¹Source: federalreserve.gov/monetarypolicy/files/fomcprojtabl20230920.pdf
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OnPoint Community Credit Union Recommends Five Financial Resolutions for 2024

by **TIM CLEVENGER** — OnPoint Community Credit Union

Consumers experienced another year of rising interest rates and inflation during 2023. U.S. household debt also reached record-breaking numbers. As we head into 2024, it's a great time to make sure personal finances are on the right track, and experts at OnPoint Community Credit Union have recommended five financial resolutions to help.

"When economic forecasts are blurry, the fundamentals of personal finance are clear: budget and plan carefully, take inventory of your finances and make adjustments along the way," said Natalie Berning, Financial Advisor with OnPoint Investment Services/Raymond James Financial Services, Inc. at OnPoint Community Credit Union.

OnPoint recommends the following five financial New Year's resolutions to help Oregonians and Southwest Washingtonians update their personal finances for 2024:

1. Conduct an annual financial inventory.

This involves asking several important questions, such as: Did we employ the best spending strategies last year, or do we need to adjust our budget? Have we found the right balance between investments and cash on hand?

OnPoint recommends:

- Ordering a credit report to check for signs of fraud or unnecessary, open credit cards;
- Consider adjusting your budget to send more money to emergency savings;
- Updating your estate plan, making sure the right beneficiaries are listed on all accounts;
- Checking that assets are allocated correctly, based on time until retirement; and
- Reviewing your life insurance and long-term care insurance.

2. Hit reset on the budget.

A new year means updated goals and an updated roadmap to get you there.

OnPoint recommends:

- Adjust spending as it relates to both income – such as a new job or a cost-of-living increase — and expenses — such as higher gas, electric and food bills.
- Give every dollar a job, earmarking where your income will be spent, saved or invested.
- Rebalance your investment portfolio, reviewing asset allocation and making changes if last year's choices no longer represent your investment strategy.

3. Evaluate your retirement progress.

Ask what changes are needed given your current lifestyle and the economic environment. Don't fixate solely on your assets' value. Instead, drill down into the types of securities you are holding, expected cash flows, contingency plans, assumed rate of return, the current inflation rates and the amount of time for which you are planning. Retirement plans have many moving parts that must be monitored on an ongoing basis.

4. Make sure you can access cash — fast.

If all your wealth is tied up in real estate and a 401(k), you don't have liquidity. That means you can't access large amounts of cash quickly without taking a financial hit. Lack of liquidity can be costly in times of emergency like a medical condition or job loss. You should be able to access cash that equals at least six months of your living expenses.

Where should you keep your investments, so they're both accessible and stable? The answer is different for everyone. The options include savings accounts, lines of credit, certificates of deposit (CD), and treasury bonds. Meet with a credentialed financial advisor if you need help creating a strategy for accessing cash when you need it.

5. Take it slow.

OnPoint encourages everyone to take this process one step at a time, rather than all at once. Working through these resolutions can reduce anxiety and help people understand and take control of their finances for a confident and sustainable new year.

While the beginning of 2024 presents Oregon and Southwest Washington with many financial unknowns, people can protect their finances by being prepared, flexible and organized. If you'd like more personalized help creating a budget or advice on monitoring your spending, visit any of OnPoint's 57 branch locations, where our knowledgeable staff can help find the best solutions for you and your family.

About OnPoint Community Credit Union:

OnPoint Community Credit Union is the largest credit union in Oregon, serving over 539,000 members and with assets of \$8.8 billion. Founded in 1932, OnPoint Community Credit Union's membership is available to anyone who lives or works in one of 28 Oregon counties (Benton, Clackamas, Clatsop, Columbia, Coos, Crook, Curry, Deschutes, Douglas, Gilliam, Hood River, Jackson, Jefferson, Josephine, Klamath, Lane, Lincoln, Linn, Marion, Morrow, Multnomah, Polk, Sherman, Tillamook, Wasco, Washington, Wheeler and Yamhill) and two Washington counties (Skamania and Clark) and their immediate family members.

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Reflecting on 2023 & Purposefully Moving Forward into 2024

by KATY BROOKS, President & CEO — Bend Chamber of Commerce

2023 was a year of rising inflation and tepid commercial growth in Bend. Increased operational costs impacted business and hit the pocketbooks of our community as they tried to stay ahead of rising prices. Although it looks as if Inflation has slowed and the economy remains stable, the residual damage caused by escalated costs will continue to impact how businesses invest and grow and how our workforce weathers 2024.



At the Bend Chamber, we have followed these patterns as businesses have navigated the wild ride of the last few years, and we see opportunity ahead, along with some challenges. One of the most significant continuing challenges is unaffordable housing. Last year, the Chamber, along with Providence Health Plan and other private investors, worked with RootedHomes, a nonprofit land trust that builds net-zero attainable housing for people earning 80 percent of Area Mean Income (AMI) or less. They constructed seven homes that were put into a lottery where local employees were given a chance to purchase their first home. Employers were direct contributors to making these homes affordable, and with the success of this pilot, we hope other employers will consider investments in housing.

This year, the Chamber is exploring a low-interest revolving loan program to reduce construction costs for builders who want to create mid-market housing. These loans will be an excellent opportunity for employers to contribute to a program that will provide housing to local employees for many years to come.

The 2024 legislative session will be short and in earnest. The Chamber will support legislation that provides infrastructure funding for urban

redevelopment to increase housing and commercial construction. We will also be watching the advancement of legislation to address street drug use and increase access to treatment to combat health and safety issues that have devastated so many people and businesses.

This year, we will support businesses experiencing continuing changes due to remote work, new technology, and rising costs. We will continue to provide programming to businesses wanting employee skills development and access to experts and peers through our leadership development programs. This will include a focus on emerging leaders who are early in their career path. This year, the Chamber's BendNEXT Foundation will unveil its updated program to grow and retain our community's future business leaders.

Lastly, the Chamber will continue to work with partners to bring economic development, innovation, and workforce amenities to Bend. This includes working to increase childcare options for working families and supporting innovative development of industrial and commercial property in the Bend Central District, at OSU-Cascades and Central Oregon Community College campuses, and the Juniper Ridge industrial area. We will also continue to support innovative middle-market housing for our community's middle class.

The Chamber's bottom line for 2024 — stay focused on foundational elements of business — workforce and costs. We will work hard to create more workforce housing to ensure a stable labor supply, continue to grow future leaders and collaborate to attract more economic investment in our community. We can only do this with member and partner support because together, we thrive.

bendchamber.org

The Chamber's bottom line for 2024 — stay focused on foundational elements of business — workforce and costs.



Did You Know?
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Helps Businesses Grow — by enabling key networking connections.



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Advocates on Behalf of the Business Community — at the city, county, state & federal levels.



Convenes with Key Entities to Tackle Large Issues — like the lack of affordable child care & workforce housing.



Creates Workforce Development Programs & Events — to support your staff in their professional growth.

Want to Learn More? Visit BendChamber.org or call **541.382.3221**.



Shelley Junker
Membership Lead
shelley@bendchamber.org



Chloe Manke
Sponsor Relations Lead
chloe@bendchamber.org



Greetings to Our Members and Colleagues!

We would like to thank our members, partners, collaborators and leaders for your continued support of the Bend Chamber. Together we navigated a year of increasing costs, labor challenges, and a variety of changes to how we all do business and thrive in our community.

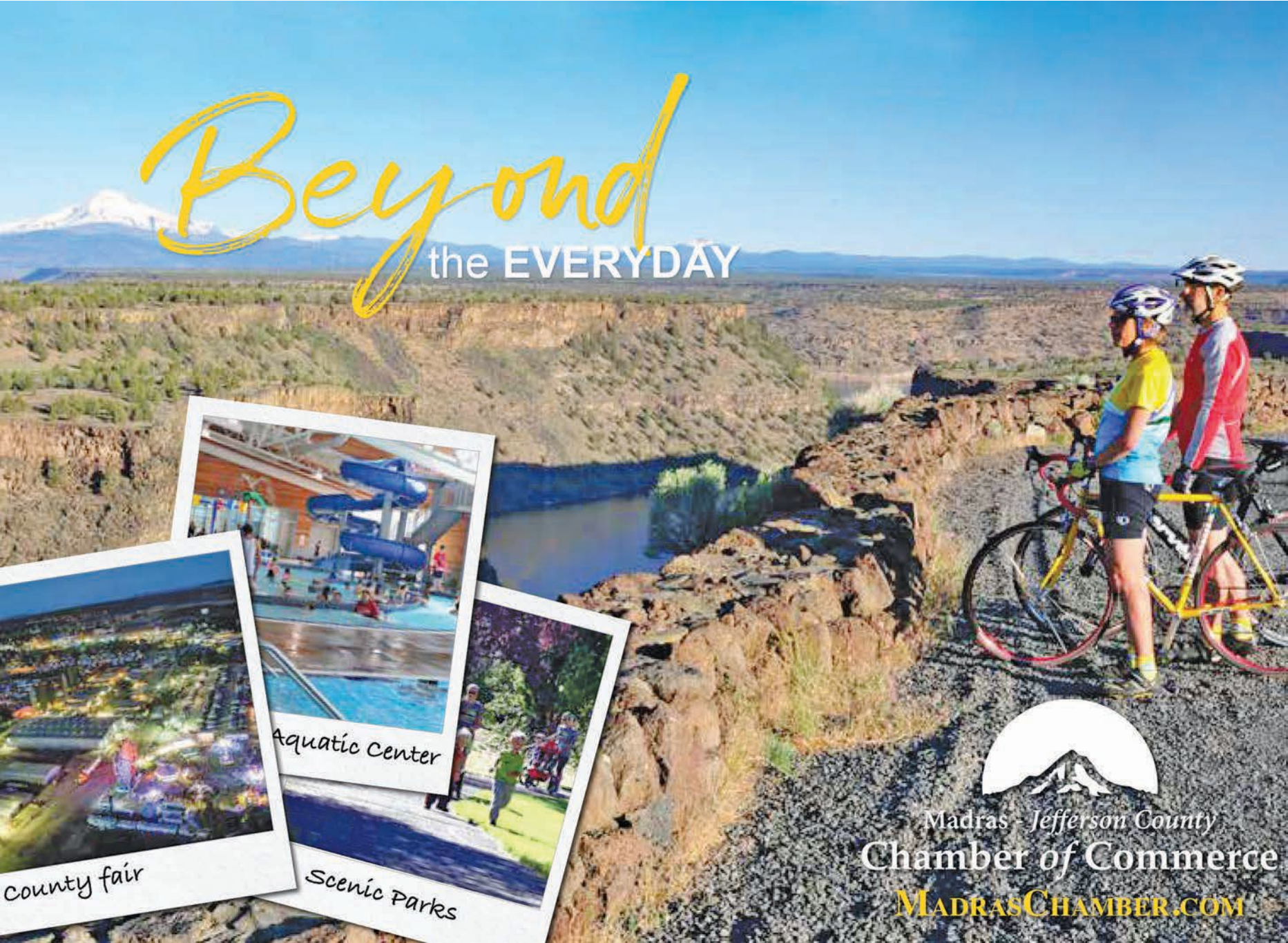
We are honored by the opportunity to continue serving you and are grateful for your ongoing support.

—Katy Brooks, CEO, Bend Chamber

Chambers of Commerce *(Listed Alphabetically)*

Company / Address	Phone	Fax	WebSite/Email	Contact	Staff	CO Year Est.	Number of Members	Number of Businesses	Business License	Services
Bend Chamber of Commerce 1567 SW Chandler Ave., Ste. 204 Bend, OR 97702	541-382-3221	541-385-9929	www.bendchamber.org admin@bendchamber.org	Katy Brooks	12	1926	N/A	1,600	Yes	Business is the lifeblood of any city & for Bend, Oregon, no organization has supported the community's best interest longer than the Bend Chamber of Commerce. Since 1926, the Bend Chamber has supported its mission to be a vital strategic partner by creating resources & opportunities for member success, quality of life, engagement & meaningful impact. Our mission is simple; we provide a myriad of resources to help our business community grow & thrive in our ever-changing business landscape. From traditional Ribbon Cuttings to newer & more progressive programs such as Bend YP, Leadership Bend, Commerce & Coffee & What's Brewing, the Bend Chamber provides the tools & resources Bend businesses & the community needs to succeed.
La Pine Chamber of Commerce & Visitors Center 51429 Huntington Rd. PO Box 616 La Pine, OR 97739	541-536-9771	541-536-8410	www.lapine.org director@lapine.org	Ann Gawith	3	1985	300	600	City of La Pine requires a business license, \$45.	Member referral service, business advocacy, <i>Newberry Country Trail Visitor Guide</i> , La Pine business map. Breakfast with the Chamber third Friday every month & After Hours events, business education opportunities, business listing on Chamber website, Greater La Pine Tourism Center.
Madras-JC Chamber 274 SW Fourth St. Madras, OR 97741	541-475-2350	N/A	www.madraschamber.com Director@MadrasChamber.com	Debbie Taylor	3	1964	350	325	Varies	Business recruitment/retention, member recommendation, brochure & business card display, newcomers & relocation packets, networking opportunities, marketing & promotion opportunities, business advocate, business assistance, meeting facilitation, information resources, chamber directory, electronic newsletter, website listings.
Prineville - Crook County Chamber of Commerce 185 NE Tenth St. Prineville, OR 97754	541-447-6304	541-447-6537	www.prinevillechamber.com info@prinevillechamber.com	Deb Shaw, Kim Molnar, Kelsea Luebbers, Amanda Lindsey	4	1952	545	400	Nonprofit organization	Networking opportunities with other businesses, website directory, brochure display business referral services, representation before government, economic development assistance, information about community events, relocation, vacation packets, tourist assistance. Membership organization, networking opportunities, marketing opportunities, online directory, business referral service, economic development, visitor information center, business retention & expansion, liaison between business & government.
Redmond Chamber of Commerce & CVB 446 SW Seventh St. Redmond, OR 97756	541-923-5191	541-923-6442	www.visitredmondoregon.com info@visitredmondoregon.com	Eric Sande	4	1910	618	804	Business license membership required, call for details.	Weekly networking opportunities, directory listing, website listing, social media, brochure display, referrals, ribbon cuttings, After Hours, weekly Coffee Clatters, job postings, events, sponsorship opportunities, convention & visitor's bureau.
Sisters Area Chamber of Commerce 257 S Pine St., Ste. 102 PO Box 430 Sisters, OR 97759	541-549-0251	N/A	www.sisterscountry.com tuni@sisterscountry.com	Tuni Shergold, Judy Trego	3	1974	201	201	N/A	Business featured on sisterscountry.com, brochures, publications, marketing & promotion, newsletter, referral service, monthly socials & annual chamber-sponsored events.
Sunriver Area Chamber of Commerce PO Box 3246 Sunriver, OR 97707	541-593-8149	N/A	www.sunriverchamber.com excec@sunriverchamber.com	Kristine Thomas	1	1986	225	300	None required.	Business referrals, promote members on the webpage, <i>Sunriver Magazine</i> , social media & two weekly newsletters, meet businesses one-on-one to discuss individual services, host networking events including Coffee Klatch, Sunriver Social Hour & Lunch & Learn; sponsor four Shop Sunriver events to promote shopping locally; work with businesses & nonprofit organizations to support their individual events; partner with La Pine Chamber of Commerce to host annual breakfast; membership directory on the website & in the <i>Sunriver Magazine</i> .

CBN has made every effort to ensure that all information is accurate and up-to-date. We cannot, however, guarantee it. Please contact us immediately if you know that certain information is not correct or you would like to be added to a list, 541-388-5665 or email cbn@cascadebusnews.com.



So Much Happening in Redmond

by ERIC SANDE, Executive Director — Redmond Chamber of Commerce & CVB

Here we are, in the first quarter of the new year 2024 and Redmond continues to be a dynamic community in which to live, work and play. Redmond is a can do community and is continually looking for ways to make the community the best it can be.

Redmond is a place of growth and the population exceeded the 40,000 number, which now is projected at 41,560. Growth brings challenges and in true Redmond fashion each challenge is met with a spirit of excitement and positivity. Housing, water, education and a host of other issues keep City officials, local organizations and interest groups busy.

The challenge of affordable housing and basic shelter are and will continue to be a priority. The collaborative efforts of many have resulted in Oasis Village a planned development of eventually 30 units, designed to bring individuals on a path to achieve housing stability. Redmond's housing analysis continues to show a dramatic need for 7,000 homes by 2040 (16 years). Last year's material shortage led to dramatic increase in costs for 2023 and the challenge for 2024 are the higher interest rates. Redmond however, will see these challenges and hurdles as an opportunity to be creative and find ways to make things happen.

One of the newer issues facing the region is access to water. Meeting new guidelines and mapping out a plan to mitigate water usage will be a topic for years to come. Using technology to control water waste, maximizing efficiency



of water usage and reimaging landscape expectations are all part of the solutions to this issue and Redmond at the table.

There is so much happening in Redmond it is hard to cover everything. Redmond will be talking about needed repairs to Redmond High School (RHS) and possibly consolidating high schools as solutions until improvements are made to RHS. Redmond's new 40,000 sq. ft. library is well under way and is an exciting project to watch for 2024. Redmond's Robert's Field Municipal

Airport continues to outperform previous growth numbers, adding exciting routes and larger aircraft, as a massive new terminal expansion is under development. Behind all of this community excitement are the people and the businesses that choose to call Redmond home.

As we move through 2024, Redmond's positivity and "can do" spirit will continue to drive its outcomes. Even in an election year, Redmond will find a way to rise above polarizing campaign language and continue to support a vibrant community. Redmond has always had strong leadership, forged from the commitment of the citizens who make up the community and who are willing to roll up their sleeves and get involved. If the going gets tough, Redmond gets going. Redmond has

grown a lot in the 33 years that I have lived here and continues to be a great place to live, work and play.

Here's to a great year!

visitredmondoregon.com

As we move through
2024, Redmond's
positivity and "can do"
spirit will continue to
drive its outcomes.

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Your membership represents your commitment to the growth and prosperity of your business and to your customers.

To join, please contact turi@sisterscountry.com



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IS FEBRUARY 14

Chamber Breakfast Focuses on Sunriver’s Future

provided by SUNRIVER AREA CHAMBER OF COMMERCE

Take a drive in Sunriver and the Sunriver Business Park or walk through The Village at Sunriver, and you’ll quickly notice several signs of positive changes. The Sunriver Library and the public safety building for the Sunriver Police and Fire Station are being remodeled. A new food cart lot with a taphouse and a dog daycare are being built in the Sunriver Business Park. Houses throughout Sunriver are being remodeled and new ones being built at Caldera Springs.

Several new businesses opened in 2023 including chamber members Whiskey River Bar, Ahava Healthcare, Landmarks Unlimited, Mysa Massage Therapy, Happen, Sunriver Brewing Taproom, Db Appraisals, Summit Health, Travel by Terry Cruise Planner and Central Oregon IT.

To understand the growth taking place, the La Pine Chamber of Commerce and the Sunriver Area Chamber of Commerce are hosting the annual State of South Deschutes County, 7-9am Tuesday, February 27 at SHARC.

Both the City of La Pine and the Sunriver Owners Association are working on long-range plans to plan for their community’s future.

Breakfast guest speakers are:

- Deschutes County Commissioners Patti Adair, Phil Chang and Tony DeBone
- La Pine City Manager Geoff Wullschlager who will present on the La Pine visioning process and comprehensive plan update, “La Pine 2045.”
- Newberry Regional Partnership representatives Julia Baumgartner and Kathy DeBone who share the work done by community members to approach growth and change in South Deschutes County
- SLED Executive Director Patricia Lucus will provide an overview of what SLED does to support businesses in South Deschutes County, and she will highlight the exciting projects underway.
- Sunriver Owners Association General Manager James Lewis will discuss the

development of the 2030 Strategic Plan

Both La Pine Chamber director Ann Gawith and Sunriver Chamber director Kristine Thomas invite community members and business leaders to attend the breakfast, catered by Josie K’s Deli.

“Community participation is key in ensuring the successful planning for the long-term direction of South Deschutes County,” Thomas said. “The breakfast is a great opportunity to learn what’s being done and to share your ideas.”

Sunriver Owners Association General Manager James Lewis said the development of a 2030 Strategic Plan will guide long-term direction for the association based on established guiding principles for the community that are implemented through a series of overarching goals, policies and actionable strategies.

“The plan will guide board decision making on overall community direction, infrastructure and amenities, and budgeting,” Lewis said, adding the plan is expected to be completed in the spring of 2024.

At the breakfast, he will discuss how the plan will evolve into a task-oriented document to be implemented over the ensuing years with the assistance of community partners.

The breakfast is \$25 per person and reservations can be made at emailing

The La Pine Chamber of Commerce and the Sunriver Area Chamber of Commerce are hosting the annual State of South Deschutes County, 7-9am Tuesday, February 27 at SHARC.

exec@sunriverchamber.com.

Thank You

The Sunriver Area Chamber of Commerce is grateful for the support of its members, board of directors, Deschutes County, chambers of commerce in Central Oregon, Sunriver Resort, Visit Central Oregon, Sunriver Owners Association, and The Village of Sunriver.

Each of the above plays a vital role in creating and maintaining jobs for local citizens, supporting nonprofit organizations; welcoming visitors from near and far; and highlighting Sunriver and Central Oregon as a place to visit, work, play and live.

If you are interested in learning more about the chamber or becoming a member, email exec@sunriverchamber.com.

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Business Organizations • Chambers of Commerce • Coaches & Consultants

SPECIAL SECTION

Business Organizations *(Listed Alphabetically)*

Company / Address	Phone	Fax	WebSite/Email	Contact	Staff	CO Year Est.	Services
Bend Outdoor Worx (BOW) 1950 NW Jack Lake Ct. Bend, OR 97703	541-815-9409	N/A	www.bendoutdoorworx.com gbracelin@gmail.com	Gary Bracelin	1	2014	Outdoor product accelerator for emerging outdoor brands.
Bend Toastmasters Club Bend, OR 97703	N/A	N/A	bend.toastmastersclubs.org bend.toastmasters.club@gmail.com	Cheri Redgrave	1	2003	Helping people become better communicators & leaders in their communities.
BendTECH Coworking 395 SW Bluff Dr., Ste. 10 Bend, OR 97702	213-321-6448	N/A	www.bendtech.com Coworking@bendtech.com	Brian Lindensmith	1	2010	BendTECH Coworking provides a co-working space within the centrally located Old Mill & is located at 395 SW Bluff Dr. (lower level) in Bend, Oregon. We offer community memberships, drop-in desks, individual dedicated desks & offices within a community of technically-oriented professionals & entrepreneurs.
Central Oregon Association of Realtors 2112 NE Fourth St. Bend, OR 97701	541-382-6027	541-383-3020	www.coar.com info@coar.com	Casie Conlon	7	1973	Local level of National Association of Realtors: Trade association providing a wide variety of services to Realtors as well as enforce Realtors code of ethics, advocate for private property rights, promote professionalism & education & mediation services.
Central Oregon Builders Association (COBA) 1051 NE Fourth St. Bend, OR 97701	541-389-1058	541-389-1545	www.coba.org timk@coba.org	Tim Knopp, Mandy Weidman	6	1972	Local Independent Builders Association, providing a wide variety of services to industry members: promoting ethics, standards & professionalism. Advocate for affordable housing.
Central Oregon Intergovernmental Council 334 NE Hawthorne Ave. Bend, OR 97701	541-548-8163	541-923-3416	www.coic.org coic@coic.org	Tammy Baney	111	1972	Provide education, employment, economic development, loans & transportation services.
Central Oregon SHRM PO Box 8375 Bend, OR 97708	541-693-4282	N/A	centraloregon.shrm.org centraloregonshrm@gmail.com	Marielle Gallagher, Cindy Bene	0	1980	Local chapter of national association: education, networking & information on latest in human resource management.
City Club of Central Oregon 70 SW Century Dr., Ste. 100, Pmb 359 Bend, OR 97702	541-668-7642	N/A	www.cityclubco.org info@cityclubco.org	Kim Gammond	1	2007	Fostering an informed community through dialogue & education that enhances responsible civic engagement.
COCC's Small Business Development Center Cascades Hall, 2600 NW College Way Bend, OR 97703	541-383-7290	541-383-7503	www.cocc.edu/sbdc sbdc@cocc.edu	Sue Meyer	10	1984	Confidential business advising at no cost, plus affordable workshops & training. Business planning assistance for all stages of business.
ConnectW PO Box 1242 Bend, OR 97709	541-410-1894	N/A	www.connectw.org info@connectw.org	Kathy Crager	0	1986	Creating community by connecting & empowering women in business & in life. ConnectW has provided networking opportunities for hundreds of Central Oregon women in their quest for growth, development & collaboration. Connect with us to learn more! Connectw.org.
Cylvia Hayes 932 SE Douglas St. Bend, OR 97702	541-617-9013	N/A	www.cylviahayes.net info@cylviahayes.com	Cylvia Hayes	1	1999	Speaking, teaching & consulting services on Economic Evolution & the Living World.
Downtown Bend Business Association 916 NW Wall St., Gasoline Alley Bend, OR 97703	541-788-3628	N/A	www.DowntownBend.org downtownbend@gmail.com	Barbara Simms, Shannon Monihan	3	1982	Promotes economic vitality by enhancing the experience, image & lifestyle of downtown Bend.
Economic Development for Central Oregon (EDCO) 705 SW Bonnett Way, Ste. 1000 Bend, OR 97702	541-388-3236	541-388-6705	edcoinfo.com info@edcoinfo.com	Jon Stark	12	1981	Founded in 1981, EDCO is a nonprofit corporation, supported by private & public members & stakeholders, whose mission is to create living-wage jobs in Central Oregon by recruiting new employers to the region, helping entrepreneurs start new, scalable businesses & partnering with local traded-sector companies to grow & expand their operations.
FoundersPad PO Box 1196 Bend, OR 97709	N/A	N/A	luann@founderspad.com	Luann Abrams	2	2010	FoundersPad is an early-stage venture fund with a deep mentorship program.
League of Women Voters of Deschutes County PO Box 1783 Bend, OR 97709	541-379-8572	N/A	www.lwvdeschutes.org zachlww@gmail.com	Karen Spears Zacharias	0	1961	Voter registration & outreach, ballot measure initiatives, candidate forums & community civic education events. A nonpartisan political organization encouraging informed & active participation in government. Influences public policy through education & advocacy.
Looking Forward 20740 Empire Ave., Ste. 300 Bend, OR 97701	503-860-7370	N/A	www.lookingforwardoregon.org jt@jilliantaylorconsulting.com	Jillian Taylor	0	2014	Confidential advisors for community leaders.
Opportunity Knocks 302 SW Century Dr., #405374 Bend, OR 97702	541-678-3706	N/A	www.opp-knocks.org info@opp-knocks.org	Michele O'Hara	2	1996	Peer mentorship for business owners, entrepreneurs & leaders.
Oregon Outdoor Alliance PO Box 1913 Bend, OR 97709	503-962-0250	N/A	www.oregonoutdooralliance.org admin@oregonoutdooralliance.org	Tyson Perkins	1	2014	Connecting & cultivating the outdoor industry in Oregon.
Redmond Area Toastmasters Club 925 NW Seventh St. Redmond, OR 97756	541-480-4019	N/A	8523.toastmastersclubs.org cheri.redgrave@yahoo.com	Cheri	0	2001	Discover the power of effective communication/public speaking.
Redmond Economic Development, Inc. 411 SW Ninth St., Ste. 203 Redmond, OR 97756	541-923-5223	N/A	www.rediinfo.com redi@rediinfo.com	Steve Curley	0	1988	In collaboration with EDCO, REDI helps manufacturing & technology-based companies locate or expand in Redmond. REDI provides assistance with extensive local data, facility location, financial incentives & loans, the permitting process & workforce training.
Redmond Executive Association (REA) PO Box 1930 Redmond, OR 97756	541-410-2572	N/A	redmondexec.org angelaboothroyd2016@gmail.com	Angela Boothroyd, Andrew Fitch	0	1987	Creating a network of information beneficial to the success of our members & to be an independent advocate on issues affecting the Redmond community. Founders of Redmond's Annual REA Crab Crack - all you can eat crab feed event, held the first Saturday of February in downtown Redmond.
SCORE Central Oregon PO Box 6416 Bend, OR 97708	541-316-0662	N/A	www.ScoreCentralOregon.org www.ScoreCentralOregon.org	Robert Cone	0	2003	Volunteer, nonprofit association dedicated to educating entrepreneurs & helping small businesses start, grow & succeed nationwide.
Soroptimist International of Bend PO Box 1843 Bend, OR 97709	541-678-5203	N/A	www.sibend.org tjmcleary1@hotmail.com	Shari Anderson, Judy McLeary	0	1943	SI Bend is the longest continuously running women's service organization in Bend. Our mission is to improve the lives of women & girls.
Visit Bend 750 NW Lava Rd., Ste. 160 Bend, OR 97703	541-382-8048	541-382-8568	www.visitbend.com info@visitbend.com	Customer Service	11	2001	Visit Bend is a non-membership, nonprofit economic development organization dedicated to promoting tourism responsibly on behalf of the City of Bend. We're a leading provider of information on Bend, Oregon hotels, restaurants, activities & Oregon vacation planning.
Visit Central Oregon 57100 Beaver Dr., Bldg. 6, Ste. 130 PO Box 4489 Sunriver, OR 97707	800-800-8334	N/A	www.visitcentraloregon.com info@visitcentraloregon.com	Customer Service	16	1971	Nonprofit, regional tourism destination marketing management organization. Programs include marketing, advertising, public relations, the official <i>CO Visitors Guide</i> , website visitor information, regional visitor information center. Responsible for advertising, marketing, promotion & public relations programs to position Central Oregon as a nationally competitive, year-round visitor destination.

CBN has made every effort to ensure that all information is accurate and up-to-date. We cannot, however, guarantee it. Please contact us immediately if you know that certain information is not correct or you would like to be added to a list, 541-388-5665 or email cbn@cascadebusnews.com.

Could a Writing Coach Help You?

by **LINDEN GROSS, One Stop Writing Shop LLC**

As a national magazine freelancer and book author, I spent years writing alone. There were no writing coaches in those days. So, I would motivate myself to sit down at the computer — even when I would rather have been doing anything else, figure out what to write, congratulate myself when I got recognition for my work or a sale, and console myself when things didn't work out. Talk about a solo operation!



These days, writing doesn't have to be such an isolated experience, even if you're not part of a writing team or a member of a writing group. You can work with someone like me. I'm a writing coach.

Despite originally planning to be a teacher, I never planned for my writing career to veer in that direction. I fell into the writing coach role when a literary agent hired me to help her with her book. Her problems? Procrastination and an obsessive tendency to re-write her first paragraph instead of moving forward.

During the ensuing 25-plus years that I've worked as a writing coach, I've come to realize that most writers struggle with this misplaced perfectionism, thanks to a debilitating internal voice that finds fault with anything they write and prevents them from starting—let alone completing—their books. That's why I have my clients begin with sloppy copy. Bashing out content that doesn't even count as a rough draft effectively silences that inner critic. After all, how can you criticize something that's supposed to be sloppy?

Of course, every writer, whether published or not, struggles with their own, very personal set of challenges. Some need help with accountability, so they actually write instead of just thinking about it. Most people benefit from brainstorming, one of my favorite parts of the writing coach process since together we can come up with ideas neither of us could reach alone. Other folks need help understanding how all the pieces of their book fit together or how to power up their writing. So, the writing coach sessions change with each writer and at each stage of their book.

People often assume that choosing a writing coach to work with implies that you're incapable of writing on your own and need someone to hold your hand. That may be true, and there's nothing wrong with that. But a writing coach relationship extends way beyond encouraging you, holding you accountable, or even teaching you about the craft of writing. It's like having a partner on your creative team who has managed to retain the perspective that can so easily be lost when immersed in a big project. As the writer, you're in the trees by definition. Your writing coach still has a sense of the forest as a whole.

If you're tired of going it alone — or of not even starting that book you've always wanted to write — email me at linden@OneStopWritingShop.com and let's talk.

OneStopWritingShop.com

A writing coach is like having a partner on your creative team who has managed to retain the perspective that can so easily be lost when immersed in a big project. As the writer, you're in the trees by definition. Your writing coach still has a sense of the forest as a whole.

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What is on the Horizon for Oregon Election Reforms

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Entrepreneurial Ear:

Why Entrepreneurs Should Consider Hiring a Business Coach

by **GARY A EINHORN** — **The Entrepreneurial Ear**

This is one of the ABCs of entrepreneurship that is often overlooked and not considered, especially at the inception of a business.

Entrepreneurship, as I have shared previously, is both an opportunity at self-sufficiency and a challenge. The entrepreneur does not receive a guaranteed weekly or monthly paycheck. He or she must create their own income stream.

It has been stated that a significant number of business ventures do not exist after three years. It does not have to be this way. In this article, I will attempt to provide antidotes to address how to be successful in business.

There are several ways a business coach can help an entrepreneur succeed. The first is to provide a roadmap for how to begin and what to consider in the incubation of a new business. One would not consider driving, for example, to a new location without a detailed map or GPS. The same is true with regard to a road map for the inception of a business. Here are some key points to consider:

1. Business name
2. The legal entity
3. Do I need to register the assumed business name?
4. Will I have employees or use independent contractors?
5. Do I need a license for the kind of work I will be doing?
6. What insurance will I need?
7. How will I market the business?



Entrepreneurship is both an opportunity at self-sufficiency and a challenge.

8. Do I need a website?
 9. Will I use social media?
 10. Will I have a brick-and-mortar location?
 11. What team of professionals will I require?
 12. How will I find mentors?
 13. Do I understand the saying “Do what you do best and outsource the rest”?
 14. Am I familiar with the book “The E Myth Revisited” by Michael E. Gerber?
 15. Have I read the primer by Napoleon Hill, “Think and Grow Rich”?
 16. Will I have a budget for advertising to gain exposure and presence?
 17. How will I write my business plan?
 18. How will I capitalize my business?
- I will stop at 18, which is considered a lucky number.
garyeinhorn.com

Coaches & Counselors *(Listed Alphabetically)*

Company / Address	Phone	Fax	WebSite/Email	Contact	Staff	CO Year Est.	Coach	Certification	Services
Angelika Olsen - Family Business Consultant 2900-90 NW Clearwater Dr., Ste. 200 Bend, OR 97702	541-647-7704	N/A	Angelikaolsen.com Angelika@AngelikaOlsen.com	Angelika Olsen	1	2019	Angelika Olsen. Serving business families & couples.	Executive Leadership Coaching Certification, Georgetown University Institute for Transformational LeadershipInternational Coaching Federation, ACC. Certified Coach MBA & more.	Family business leader coaching & development through group & individual coaching.Family business meeting planning & facilitation. Next gen leadership development & more.
Clear Lens Coaching 131 NW Hawthorne Ave., Ste. 112 Bend, OR 97703	541-318-0045	N/A	www.clearlenscoaching.com krayna@clearlenscoaching.com	Krayna Castelbaum	1	2010	Krayna Castelbaum, MHS, CP	Certified Psychodramatist; Certified Transformational Coach.	Clear Lens: creativity & relationship coaching for couples & individuals. Creativity playshops & more for groups & organizations.
Coaching What's Next, LLC SW Touchmark Way Bend, OR 97702	541-633-0090	N/A	www.coachingwhatsnext.com lesliekoc@gmail.com	Leslie Koc	1	2006	Leslie Koc, MBA, CRC, ACC	International Coach Federation, Corporate Coach University; Certified Retirement Coach, Retirement Coaches Association, 2young2retire Certified, Facilitator & more.	Group & individual retirement redefinition coaching. Spousal Caregiver coaching
Crestcom 5917 SW Mt. Bachelor Dr. Powell Butte, OR 97753	541-480-7783	N/A	www.crestcomleadership.com cale.pearson@crestcom.com	Cale Pearson	2	2016	Cale Pearson & Alicia Smith	13 years of executive level experience serving as president & national director of sales for international trucking company.	Leadership & management training. Year-long training encompasses four hours once a month for 12 consecutive months & more.
Employment Transition Solutions, LLC 2017 NE Full Moon Dr., Ste. A-3 Bend, OR 97701	541-749-8763	N/A	www.employmenttransitionsolutions.com ETS@job4u.com	Cynthia Bene	1	2019	1	SHRM-SCP	Human resources consulting & career coaching
ExecuFeed 320 SW Century Dr., Ste. 405 Bend, OR 97702	503-522-1150	N/A	www.execufeed.com feedback@execufeed.com	Matthew Jensen	3	2005	Matthew Jensen	Marshall Goldsmith Stakeholder Centered Coaching (MGSCC).	Organizational effectiveness, leadership development, executive coaching, corporate off-site retreats.
Gary A Einhorn Business Coach 2570 SW Newberry Loop Redmond, OR 97756	541-292-6177	N/A	www.garyeinhorn.com garyae@gmail.com	Gary Einhorn	1	2006	Gary A Einhorn	Bachelor's degree in business administration with a major in economics. Studied at the University of Edinburgh in Scotland & at the Leicester College of Technology in Leicester, England & more.	An eclectic & holistic way of coaching & consulting. Focus is on the client primarily & the business secondarily - with guidance, arriving at what is most important for them personally & more.
Golden Visions & Associates, LLC (GV&A) PO Box 1696 Bend, OR 97709	541-385-8887	N/A	www.GVAsuccess.com Ann@GVAsuccess.com	Ann Golden Egle	1	1998	Ann Golden Egle, MCC	Master Certified Coach, MCC (Only around '642' MCC's worldwide, '11' in Oregon); Emotional Intelligence (EI) Assessments Certification; Professional Coactive Coach (CPC); Professional Certified Coach (PCC).	Master level coaching for successful leaders, executives & elite professionals to flourish into higher levels of professional & personal success. Celebrating 26 years of practice in Central Oregon & more.
Jennifer Starr, MCC, Radiant Star Enterprises 69229 Horse Shoe Bend, OR 97701	206-852-5285	N/A	www.coachwithsoul.com jennifer@coachwithsoul.com	Jennifer Starr	1	2011	Jennifer Starr, MCC	Master Certified Coach (MCC) since 2010, Certified Mentor Coach (CMC) since 2009, Expressive Arts Practitioner 2012, Certified Coach since 2001, bachelor of arts in art & psychology.	Transformative coaching for individuals, entrepreneurs & leaders; coach trainer & mentor; focus on authentic presence, life vision/purpose, transformative leadership, live balance, creativity & joy.
Juniper Mountain Counseling 61690 Pettigrew Rd. Bend, OR 97702	541-617-0377	833-776-0563	www.junipermountaincounseling.com info@junipermountaincounseling.com	Alex Mockaitis, Jim Mockaitis	31	2008	Jim Mockaitis, Greg Lamont, Alex Mockaitis, Chris Untiedt, Megan Condit-Chadwick, Sherry Macias, Stacy Sharlet, Lana Borges, Jim Schutt, Morgan Mansker, Karen Treff, Leanna Gracey, Tom Strickland, Jason Bateman-Wilson, DNicole Meneghini, Clare Hamsberger, Ben Floski, Elise Franklin, Donna Blankenship, Andrea Cameron, Chris Foster, Chrissy Britt, Robert Scherman, Emily Petersen, Kayla Guetlich, Hannah Bastian, Greg Cliff, Erika Gladden, Patti Rausch, Alec Sacco, Tanner Cherry	Certificate of Approval from Oregon Health Authority.	Counseling services.
Moementum, Inc. 1001 SW Disk Dr., Ste. 250 Bend, OR 97702	541-408-6654	N/A	mocarrick.com moe@mocarrick.com	Moe Carrick	4	2001	Moe Carrick, Mei Ratz	Master of Science in Organizational Development.	We help leaders be good for people & build unbreakable cultures.
One Stop Writing Shop LLC Bend, OR 97701	866-839-BOOK (2665)	N/A	OneStopWritingShop.com linden@OneStopWritingShop.com	Linden Gross	1	2006	Linden Gross	N/A	Writing coach, book coach, writer, editor.
Relationship Happiness Success Coaching - Mary Ellen Deckelmann, MA, ABS Bend, OR 97703	541-312-3393	N/A	www.weddingwithheart.com maryellencoaching@gmail.com	Mary Ellen Deckelmann	1	1995	Mary Ellen Deckelmann, MA, ABS	MA, ABS in organizational & executive leadership coaching, (Systems Thinking), relationship, life, mindfulness & meditation. Master Practitioner NLP. Non-violent communication & compassionate coaching	Individuals, couples & leaders. Supporting my clients in learning new skills & mindset to enhance their capacity to lead & to create relationships that work & more.
SageCoach Bend, OR 97702	541-318-5748	N/A	www.sagecoach.com andrea@sagecoach.com	Andrea Sigetich	1	1997	Andrea Sigetich	Master Certified Coach (MCC) since 2003, MS in Human Resource Management.	Coaching for leaders & entrepreneurs; developing leadership genius in organizations.
Sandler Training 16773 Stage Stop Dr. Bend, OR 97707	971-227-3266	N/A	www.schneider.sandler.com jeff@sandler.com	Jeff Schneider	1	2023	Sales, sales management & executive coaching.	Sandler & DISC certified.	Sales training, sales management training & consulting, leadership training, customer service training, 1-on-1 coaching & hiring assessments.
Spark Your Mindset LLC 811 NW Georgia Ave. Bend, OR 97703	541-280-7156	N/A	www.sparkyourmindset.com ali@sparkyourmindset.com	Ali Cammelletti	1	2013	Ali Cammelletti	N/A	Team building, leadership & sales coaching as well as keynote speaking.

Business Consultants

(This list is for companies that offer business advice on various issues, but are not specific to any other industry category. Listed Alphabetically)

Company / Address	Phone	Fax	WebSite/Email	Contact	Staff	CO Year Est.	Services
Ascend Financial Solutions LLC 1295 NW Promontory Dr. Bend, OR 97703	541-410-3875	N/A	www.ascend-financial.com belinda.afs@gmail.com	Belinda Britt Adler	1	2018	Financial consulting, business lending & bookkeeping.
Business Quality Management Services LLC 740 NE Third St., Ste. 3, #270 Bend, OR 97701	909-214-4418	N/A	bqmsllc.com Service@bqmsllc.com	Harry Lane	1	1993	Business Quality Management Solutions (ISO9001; AS9100) since 1993.
Capstone Valuations 698 NW York Dr. Bend, OR 97703	541-382-5099	541-388-1056	www.CapstoneValuations.com Mitch@CapstoneCPAs.com	Mitch Viner, Lance Brant	2	2020	Calculations of value, valuation consulting.
Cascadian Group, LLC 1001 SW Emkay Dr., Ste. 100 Bend, OR 97702	503-313-2334	N/A	www.cascadiangroup.info jmm@cascadian.online	Jason M. Moyer	1	2006	Venture development, executive management, M&A support, corporate strategy, business analysis, financial performance.
Clarity Talent Measurement 19151 NW Chiloquin Dr. Bend, OR 97703	541-719-8885	N/A	www.claritytalentmeasurement.com fred@claritytalentmeasurement.com	Gail Klein, Fred M. Rafilson	2	2023	Online pre-employment psychometric assessments for all roles in all industries.
CLASSY KEYS Computer Services, Inc. 20149 Lora Ln. Bend, OR 97702	541-317-1242	541-312-5280	www.ClassyKeys.com evelyn@classykeys.com	Evelyn Whitaker	3	1987	Intuit advanced certified QuickBooks ProAdvisor providing QB consulting, bookkeeping & customization solutions.
Employment Transition Solutions, LLC 2017 NE Full Moon Dr., Ste. A-3 Bend, OR 97701	541-749-8763	N/A	www.employmenttransitionsolutions.com ETS@job4u.com	Cynthia Bene	1	2019	Human resources consulting & career coaching.
Eric Meade-Purposeful Consulting 3342 NW Shevlin Ridge Bend, OR 97703	541-948-0578	N/A	www.ericmeadeconsulting.com eric@ericmeadeconsulting.com	Eric Meade	1	2014	Strategic planning, financial controls, due diligence, M&A prep & execution, strategic planning implementation & leadership development. Focusing on building profitability in business & balance in life. Ideal clients-manufacturing & service businesses that want to scale up & grow. Focus is on margins, pricing, cashflow & financial forecasting as it relates to meeting planning goals or exit strategy goals.
ExecuFeed 320 SW Century Dr., Ste. 405 Bend, OR 97702	503-522-1150	N/A	www.execufeed.com feedback@execufeed.com	Matthew Jensen	3	2005	Organizational effectiveness, leadership development, executive coaching, corporate off-site retreats.
FoundersPad PO Box 1196 Bend, OR 97709	N/A	N/A	luann@founderspad.com	Luann Abrams	2	2010	FoundersPad is an early-stage venture fund with a deep mentorship program.
Guardian CFO 720 SE Business Way, Ste. 200 Bend, OR 97702	541-330-0690	877-448-2406	www.guardiancfo.com info@guardiancfo.com	Paul Colburn	2	2001	Bookkeeping, organizational review, Quickbooks consulting, process review, audit support, sale or purchase of business, CFO Services.
Guardian Group 1900 NE Third St., Ste. 106 #40 Bend, OR 97701	800-380-8913	N/A	www.guardiangroup.org contact@guardiangroup.org	Andrea Perry	5	2010	Mission is to prevent & disrupt the sex trafficking of women & children in the United States.
Haaga & Associates 20468 Powder Mountain Ct. Bend, OR 97702	503-803-0012	N/A	d.haaga@comcast.net	Douglas Haaga	3	1987	Financial intermediary & management consultant to closely held businesses including restructuring, refinancing, accounting & administrative organization, M&A, planning, special projects & interim management.
LBoyd Consulting, LLC 19728 Sapphire Ln. Bend, OR 97702	541-383-4520	541-647-2269	www.LBoydConsulting.com Lori@LBoydConsulting.com	Lori R. Waterhouse	1	1991	Accounting & management advisory services, computerized accounting & consulting, accounting software sales, training & support.
Moementum, Inc. 1001 SW Disk Dr., Ste. 250 Bend, OR 97702	541-408-6654	N/A	moementum.com info@moementum.com	Moe Carrick	4	2001	Culture assessment & design, executive/leader development, team integration, facilitation, coaching, training, speaking, strategy planning. Leadership training, Ford strategy & facilitation & certified daring way facilitator.
Rafilson & Associates 19151 NW Chiloquin Dr. Bend, OR 97703	773-255-9532	N/A	www.rafilson.com Fred@Rafilson.com	Fred M. Rafilson	2	2014	Industrial & organizational psychology, personnel assessment, educational research & business operations. Personnel selection; expert witness services; evaluation of adverse impact & fairness in personnel selection programs; development, validation & administration of employment examinations for both private & public sector organizations & agencies; development, validation & administration of police, corrections & fire service entrance, physical ability & promotional examinations exclusively in the State of Oregon; educational research analyzing & explaining education data to inform policy discussions or to evaluate the effectiveness of a program.
Sandler Training 16773 Stage Stop Dr. Bend, OR 97707	971-227-3266	N/A	www.schneider.sandler.com jeffs@sandler.com	Jeff Schneider	1	2023	Sales training, sales management training & consulting, leadership training, customer service training, 1-on-1 coaching & hiring assessments.
TIGERS Success Series 19464 Summerwalk Pl. Bend, OR 97702	541-385-7465	N/A	www.corevalues.com info@corevalues.com	Dianne Crampton	2	1987	Comprehensive TIGERS 6 Principles work culture assessment, micro-training, leadership & group development services. We train coaches, consultants & your employees to use our proprietary resources & methods to build an agile & collaborative work culture & high-performance teams for sustainable business growth with measurable ROI.

Navigating Your 401k After a Job Change

by **STU MALAKOFF, CFP, CDFA, CPFA, CRPC, Certified Financial Planner, President — Bend Wealth Advisors**

Leaving a job, whether planned or unexpected, can trigger questions about your 401(k) plan. It's natural to feel unsure about navigating your options amidst the transition.

As financial planners, we regularly meet individuals at life's crossroads. Whether it's selling a business, navigating a divorce, or embarking on a new career chapter, these milestones prompt financial reevaluation. Often overlooked, however, is the significant transition of a job change. While moving on quickly is understandable, it's crucial to manage your retirement savings effectively.

Whether your departure was your choice or a detour on your career path, it's likely filled with emotions. Like ending a long-term commitment, you've built connections, made plans, and envisioned a future. But just like any ending, it's time to embrace what's ahead. And amidst the excitement of new beginnings, don't let your retirement savings fall by the wayside.

One of the most common frustrations we hear from new clients is scattered retirement accounts. After job changes and life chapters, accumulating multiple accounts and neglecting older ones is easy.

If any of this sounds familiar to you, here are some tips to keep your employer-sponsored retirement plans on track (and maybe find some zen in the process).

Know where your money flows.

Make a list of all your past jobs. Track down all those retirement accounts, no matter how small.

Know what you're entitled to.

If you leave your job (voluntarily or involuntarily), you'll be entitled to a distribution of your vested balance. Your vested balance always includes your own contributions (pre-tax, after-tax, and Roth) and typically any investment earnings on those amounts. It also includes employer contributions (and earnings) that have satisfied your plan's vesting schedule.

In general, you must be 100% vested in your employer's contributions after three years of service ("cliff vesting"), or you must vest gradually, 20% per year until you're fully vested after six years ("graded vesting"). Plans can have faster vesting schedules, and some even have 100% immediate vesting. You'll also be 100% vested once you've reached your plan's normal retirement age.

It's important for you to understand how your particular plan's vesting schedule works because you'll forfeit any employer contributions that haven't vested by the time you leave your job. Your summary plan description (SPD) will spell out how the vesting schedule for your particular plan works. If you don't have one, ask your plan administrator for it. If you're on the cusp of vesting, it may make sense to wait a bit before leaving, if you have that luxury.

Don't spend it.

While this pool of dollars may look attractive, don't spend it unless you absolutely need to. If you take a distribution you'll be taxed, at ordinary income tax rates, on the entire value of your account except for any after-tax or Roth 401(k) contributions you've made. And, if you're not yet age 55, an additional 10% penalty may apply to the taxable portion of your payout. Unless an exception applies.

If your vested balance is more than \$7,000, you can leave your money in your employer's plan at least until you reach the plan's normal retirement age (typically age 65). But your employer must also allow you to make a direct rollover to an IRA or to another employer's 401(k) plan (if permitted by that plan). As the name suggests, in a direct rollover the money passes directly from your 401(k) plan account to the IRA or other plan.

In some cases, you have no choice — you need to use the funds. If so, try to minimize the tax impact. For example, if you have nontaxable after-tax contributions in your account, keep in mind that you can roll over just the taxable portion of your distribution and keep the nontaxable portion for yourself.

Know your options.

Now for the big question, "should I roll over to my new employer's 401(k) plan or to an IRA?" Assuming both options are available to you, there's no right or wrong answer to this question. You need to weigh all the factors and decide based on your own needs and priorities. It's best to have a professional help you with this since the decision you make may have significant consequences — both now and in the future.

1. Reasons to consider rolling over to an IRA:

- IRAs typically offer a wider range of investment options compared to employer-sponsored 401(k) plans. This means you have more flexibility to choose investments that align with your individual risk tolerance and financial goals.
- With an IRA, you generally have the freedom to move your money around between different investments as often as you'd like. This allows you to adjust your portfolio over time based on market conditions and your evolving financial priorities. In contrast, employer-sponsored plans often have limited investment options and may restrict how frequently you can make changes.
- An IRA may give you more flexibility with distributions. Your distribution options in a 401(k) plan depend on the terms of that particular plan, and your options may be limited. However, with an IRA, the timing



and amount of distributions are generally at your discretion (until you reach the age at which you must begin taking minimum distributions).

- If your former employer shuts down in the future due to bankruptcy, it could be very challenging to take distributions from your 401k or roll it over to an IRA since there is no longer a contact at the company to authorize doing so. While the Department of Labor has an "orphaned plan" program for these cases, it can be a lengthy process to ultimately get control of your savings.
- You can roll over (essentially "convert") your 401(k) plan distribution to a Roth IRA. You'll generally have to pay taxes on the amount you roll over (minus any after-tax contributions you've made), but any qualified distributions from the Roth IRA in the future will be tax free.

2. Reasons to consider rolling over to your new employer's 401(k) plan (or stay in your current plan):

- **While some employer-sponsored plans allow participants to borrow against their funds, IRAs do not.** This means accessing your IRA money typically involves taking a distribution, which can incur taxes and penalties before age 59½. However, there is a limited "60-day rollover" strategy you can utilize once per year. This involves taking a distribution from your IRA and then depositing the same amount back within 60 days. Essentially, you're giving yourself a short-term loan from your retirement savings, but it's crucial to adhere to the strict timeframe to avoid tax consequences. Ultimately, employer-sponsored plans offer more borrowing flexibility, while IRAs prioritize protecting your retirement savings through stricter access rules.
- If your distribution includes Roth 401(k) contributions and earnings, you have two options for tax-advantaged rollovers. You can move them to a Roth IRA, where they'll follow the IRA's five-year holding period for tax-free qualified distributions. This means if you're new to Roth IRAs, the five-year clock starts ticking from the rollover date. Alternatively, you can roll them into your new employer's Roth 401(k) plan (if it accepts rollovers). In this case, the existing five-year holding period from your previous plan carries over, potentially allowing you to access tax-free qualified distributions sooner.

3. What about outstanding plan loans?

In general, if you have an outstanding plan loan, you'll need to pay it back, or the outstanding balance will be taxed as if it had been distributed to you in cash. If you can't pay the loan back before you leave, you'll still have 60 days to roll over the amount that's been treated as a distribution to your IRA. Of course, you'll need to come up with the dollars from other sources.

Before rolling over your 401(k), take some time to weigh the decision carefully. Consider these key factors:

- **Fees and Expenses:** Compare the investment fees and expenses of your IRA options (including any underlying investment funds) to those of your current employer plan. Minimizing fees can significantly impact your long-term retirement savings growth.
- **Surrender Charges:** Both your employer plan and your chosen IRA might have surrender charges for early withdrawals. Research these potential penalties to avoid unexpected tax implications.
- **Guaranteed Benefits:** Carefully evaluate any accumulated rights or guarantees, such as employer matching contributions or life insurance benefits, which you might forfeit by rolling over your funds.

Have a plan, not panic.

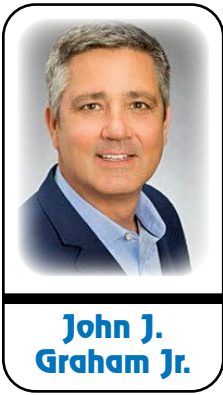
Having a comprehensive financial plan can help in scenarios like this. That includes regularly reviewing your retirement savings and investment strategy to make sure it's still aligned with your evolving goals and circumstances.

Bottom line, changing jobs doesn't have to derail your retirement plans. You can make smart financial decisions with the right tools and support.

So, know your options, make informed choices, and seek guidance to help you simplify your financial life. My team and I are in the business of helping people. If you want some help untangling your financial life, please get in touch.

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John J. Graham Jr. is the new executive director of the Center for Business, Industry, and Professional Development (CBIPD) at **Central Oregon Community College**. He manages the Small Business Development Center (SBDC) and leads workforce training and apprenticeship programs. His role also involves developing noncredit offerings in manufacturing.

Graham's background includes senior leadership roles at Nike, Quiksilver and Speedo, bringing a global business perspective to his current position.

Graham is the president of Mulrennan Consulting Group, focusing on small and medium business growth and leadership development. He's also a registered investment advisor and a SCORE mentor, reflecting his commitment to economic development.

A Boston College graduate, Graham and his wife Amy moved from Portland to Bend in 2019, after living in Portland for 30 years. Outside of work, Graham is a father of three and a new grandfather. He enjoys golf, skiing and angling, and being part of Central Oregon's outdoor lifestyle.

Graham's combination of business expertise, educational leadership and personal interests positions him as a key contributor to Central Oregon's community and economic landscape.

Kirby Nagelhout Construction Company (KNCC) welcomes **Kevin Owens** to the team as project executive. Owens holds over 28 years of construction experience, most recently as president of Seabold Construction. His experience in multi-family, mixed-use, industrial, office, and assisted-living construction will be a vital addition to KNCC as they continue to expand their markets and deliver exceptional execution for existing clients.



The **Madras-Jefferson County Chamber of Commerce** welcomed **Debbie Taylor** to the executive director role on January 9. For the past three years, Taylor has been part of the EDCO team as the Jefferson County Internship Coordinator for the Youth CareerConnect program. She worked to connect students and businesses for employment opportunities to grow the emerging workforce. As a resident of Jefferson County for nearly 19 years, Taylor brings a depth of knowledge, experience and involvement with the community as a wife and mother of three teenagers in the Culver school district. For those that know Taylor, you know that she is a natural networking communicator and collaborator with enthusiasm and energy for her community. Taylor said she will bring the Chamber to the next level for Jefferson County as the hub of tourism, events and information, and economic development.

The National Association of Free and Charitable Clinics has awarded **Kat Mastrangelo**, executive director for **Volunteers in Medicine Clinic of the Cascades**, with the prestigious Circle of Caring Award.

Now in its second year, this national award is recognition of the accomplishments and dedication of leaders in the Volunteers in Medicine clinic community. Mastrangelo was honored as an innovator who exemplifies the impact and legacy of Dr. Jack McConnell who founded the nation's first Volunteers in Medicine clinic in 1994.

Mastrangelo began her service with Volunteers in Medicine in April of 2004 as a volunteer assisting with scheduling and eligibility. Four years later, she became executive director. Under her leadership, VIM has developed valuable partnerships with the health care community in Central Oregon and across the nation.

In addition to her role as executive director for Volunteers in Medicine, Mastrangelo is involved in the community. She is currently on the board of directors for the National Association of Free and Charitable Clinics (NAFC), City Club of Central Oregon board, is board chair of Court Appointed Special Advocates (CASA), holds multiple committee positions with the Central Oregon Health Council, and is also on the Lund Report board where she serves as treasurer.



Rebecca Robinson has been appointed associate vice president for the newly formed economic development and industry relations office at **Oregon State University** and also will serve as senior advisor for strategic initiatives at **OSU-Cascades**. She will start on April 15.

Robinson comes to OSU from Kansas State University where she most recently served as president and CEO of K-State Innovation Partners, overseeing Kansas State's innovation ecosystem, including economic development, corporate engagement, technology commercialization and strategic initiatives.

Robinson will join OSU's Division of Research and Innovation, which was created to support the implementation of OSU's new strategic plan. The office will foster and advance industry-university partnerships and agency relationships that contribute to economic growth in the state, including workforce development.

The future innovation district at OSU-Cascades is a signature feature of the Bend

campus's long-range development plan and a priority for the economic development and industry relations office. The 24-acre district will connect companies to OSU-Cascades' researchers and faculty, student interns and graduates. Land remediation is now underway for the first eight-acre phase of the district, which is expected to be built out over the next decade.

During her 15-year tenure at Kansas State, Robinson also served as director of economic development and chief corporate engagement and economic development officer. She oversaw the creation and launch of K-State 105, a statewide initiative that leveraged university and partner resources to support community development, entrepreneurship and workforce development. Her efforts, in partnership with the university and surrounding community, resulted in the recruitment of 27 technology-based companies to the Manhattan, Kansas region, creating over 1,100 new high-wage jobs.

Robinson earned an MBA from Kansas State and is a doctorate candidate in leadership communication, also at Kansas State.

She will be based in Bend and will spend time in Corvallis, Portland and Salem as her role evolves.

Bethlehem Inn announced that its Board of Directors has elected seven new board members: **Howard Friedman**, **Maggi Machala**, **Isaac Montoya**, **Rutila Galvan-Rodriguez**, **Leah Guliasi**, Rev. **Chris Kramer** and **Melissa Williams**. The 2024 Board of Directors will be led by Rev. Dr. **Steven Koski** (Pastor at First Presbyterian Church) as president, **Tammy Baney** (ED at COIC) as vice-president, **Melissa Williams** as treasurer and **Kevin Link** (director of Preconstruction at SunWest Builders) as secretary.

The Inn staff and board would also like to acknowledge outgoing board members: **Mike Bonetto** (president), **Jill Craveiro** (treasurer), **Linda Levinson** and **Jane Munagian** (secretary) for their years of service.

Friedman and his wife, Nancy have a long history and passion for Bethlehem Inn. They have prepared and served food monthly at Bethlehem Inn since 2006; he served on the Capital Campaign Committee for the re-build of Bethlehem Inn Bend, and also assisted in the procurement of the Bethlehem Inn Redmond facility. Friedman also serves on the Facilities Committee for both locations.

In addition, he is the current president of the Board of Directors for the Mt. Bachelor Sports Education Foundation (MBSEF). He served on the Inn's Board of Directors from 2016-2022 and has returned for another term in 2024 due to his passion for the Inn's mission.

Machala received her bachelor of arts degrees in anthropology and nursing from the University of Utah and a master's degree in public health from the University of Washington. She worked 40 years in maternal-child and public health providing care for migrants and low-income families and serving as an epidemiologist and public health administrator.

Montoya is a certified Community Health Worker for Mosaic Community Health and St. Vincent DePaul. He assists patients with Social Determinants of Health barriers and challenges. Montoya served as the onsite manager at St. Vincent DePaul Village. He is a graduate in graphic design and web development from Eagle Gate College in Utah.

Galvan-Rodriguez is a proud Mexican immigrant who grew up in California as a migrant student. She now serves as the executive director of Diversity, Equity & Inclusion for the High Desert Education Service District. After working in the private sector for ten years, she transitioned to education in 2000, where she found her passion for advocating for children and families. She is known for her credibility, strong relationships, and commitment to equity and closing academic gaps for students of color in Central Oregon.

Guliasi received a master of arts degree in community development and planning before moving to Oregon for an AmeriCorps VISTA program in 2015. She has been involved in community development and nonprofit management with a nonprofit in Warm Springs. Guliasi recently registered a business, Aspire Grants Solutions, to support other small and growing nonprofits with grant writing, compliance and other administrative tasks.

Rev. Kramer has 26 years of nonprofit, youth ministry, community organizing and pastoral leadership experience in the Pacific Northwest. Originally from Seattle where he began his career as a scout executive, Kramer attended Seminary in Minnesota, then began serving as a pastor in Central Oregon in 2007. In 2012 Kramer began work with Nativity Lutheran Church in Bend. He is especially passionate about collaboration, student dignity, youth leadership development, houseless community dignity, and Trauma Informed Care. He recently helped pioneer the



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"Safe Parking" program in Bend from Nativity's parking lot, and helped the vision spread across Central Oregon.

Williams served on the Board of Directors for Habitat for Humanity and contributed her expertise on the City of Redmond's Budget Committee, and played an active role in the Youth In and At Risk of Foster Care Task Force. She is currently the executive director at Every Child Central Oregon, a nonprofit organization she launched to support children and families experiencing foster care in the tri-county regions of Central Oregon.



NAI Cascade Commercial Real Estate announced the addition of **Paul Evers** to their brokerage team. A familiar face to many Bendites, Evers joins NAI Cascade with a reputation of entrepreneurship and innovation and a heritage in commercial real estate. Moving into his role as a commercial real estate broker, Evers brings a unique perspective shaped by his extensive experience in developing commercial spaces and a honed ability to identify opportunities through creative problem solving.

Dr. **Robert Kelly**, president of the University of Portland, has been elected Chair of the **Oregon Alliance of Independent Colleges and Universities** (The Alliance). Dr. Kelly, who assumed his role as University of Portland's president in July 2022, brings a wealth of experience and leadership to the The Alliance's Board of Trustees Chair role. As president, he has guided the university through a period of significant growth and innovation, launched the institution's new strategic plan, announced the creation of new academic programs, expanded UP's footprint in the city, overseen the institution's first-ever #1 *US News & World Report* ranking, and deepened its focus on student success.

Dr. Kelly's election as Chair reflects the high regard in which he is held by his peers. He is known for his collaborative leadership style, his passion for innovation, and his deep commitment to Oregon higher education.

The Alliance is a consortium of 12 private, nonprofit colleges and universities in Oregon. The organization works to support its member institutions through advocacy, collaboration, and enhancing organizational capacity.

Dr. Kelly is the 21st president of the University of Portland. He is the first layperson and person of color to lead the university. Prior to joining UP, Dr. Kelly served as vice president, special assistant to the president, and clinical professor at Loyola University Maryland, with responsibility for mission and identity, intercollegiate athletics, student development, emergency management, diversity, equity, and inclusion, and more.

Dr. Kelly holds a PhD in education policy, planning and administration from the University of Maryland; a master's degree in higher education and student affairs administration from the University of Vermont; and a bachelor's degree in political science from Loyola University Maryland.

An **Oregon State University – Cascades** professor has been assigned a \$628,000 award from the Oregon Department of Education to expand universally engaging, culturally appropriate and inclusive computer science education for K-12 students.

The award is part of a statewide plan which aims to ensure computer science education is available to public school students on an equitable basis and to broaden participation for all students by 2027-28. It has been funded in part through a \$9.8 million federal grant awarded to the Oregon Department of Education. In addition to OSU-Cascades, the plan was also developed in partnership with the University of Oregon and Portland State University,

Roughly 41% of high schools in Oregon offer students a foundational computer science course according to the Oregon Department of Education, but just 4% of the state's high schoolers are taking one of those classes, and only 2% of those students are female.

The award will build support structures that create systematic changes focused on equity and inclusion in computer science education.

According to award administrator Jill Hubbard, many computer science teachers are tasked with creating curriculum with little professional development support. Often, courses are tied to specific educators, making it difficult to sustain courses from year to year, especially in rural areas.

The award will fund professional development in Exploring Computer Science, a national, equity-driven and research-based introductory high school curriculum shown to increase participation by underserved students. Hubbard said the award will also provide stipends for teachers to attend summer workshops and professional development throughout their first year of teaching the curriculum.

Additionally, the award will establish regional specialists to support local professional development communities of computer science teachers. It will also fund the development of resources and workshops to support K-12 school counselors and administrators, who help teachers ensure all students have access to computer science education, said Hubbard.

The **Central Oregon Builders Association** (COBA) announces the Annual COBA Excellence Award winners, nominated, and voted on by fellow COBA members.

New Member of the Year: **Pearl Plumbing**, Nonprofit Partner of the Year: **COCC-Construction Workforce**, Associate of the Year: **Budget Blinds of Central Oregon**, Volunteer of the Year: **Geoff Harris, Solaire Homebuilders**, Committee Member of the Year: **Tom Bennett, Hayden Homes**, Realtor of the Year: **Bend Homes Now – Mark Garcia**, People's Choice Award: **Baxter Builders**, Gary Bunker Industry Loyalty Award: **D.E. Rink Construction**, Developer of the Year: **Dickerhoof Construction**

LLC, President's Award: **Parr Lumber**, Architect of the Year: **O'Brien Design + Build**, Home Designer of the Year: **Vellum Design Studio**, Material Supplier of the Year: **Consolidated Supply**, High Performance Commercial Builder of the Year: **CS Construction**, Sub Contractor of the Year: **Hawkins Electric**, Mike O'Neil High Performance Builder of the Year: **Timberline Construction**, Remodeler of the Year: **Mountain High Builders**, Commercial Builder of the Year: **R&H Construction**, Residential Builder of the Year: **Curtis Homes** and Lifetime Achievement Award: **Charley Miller, Miller Lumber**.



ST. CHARLES NURSES RECEIVING THE DAISY AWARDS FOR EXTRAORDINARY NURSING CARE ARE, FROM LEFT, DALANIA GASTINEAU, TIM EBERSOLE, MICHELLE CRAWFORD AND ERIC HARDING | PHOTO COURTESY OF ST. CHARLES HEALTH SYSTEM

Four nurses from **St. Charles Health System** recently earned DAISY Awards for Extraordinary Nurses, recognizing the outstanding, compassionate nursing care they provide patients and families every day.

The nurses, who represent all four St. Charles hospitals in Bend, Redmond, Madras and Prineville, were recognized with a ceremony on their respective units and presented with a certificate, a pin and a "healer's touch" sculpture by their hospital's chief nursing officer. The honorees are:

Michelle Crawford, a float nurse at St. Charles Prineville, was recognized for her good humor, professionalism, compassion and kindness.

Tim Ebersole, an Intensive Care Unit nurse at St. Charles Redmond, was recognized for going above and beyond every day, but in particular by taking care of the dog of a sick patient for several days, allowing the patient to concentrate on healing knowing that his beloved pet was being cared for.

Dalania Gastineau, an Intensive Care Unit nurse at St. Charles Bend, was recognized for her outstanding care and willingness to help those in need, specifically coming to the aid of a man who lost consciousness on a plane, whose family shared that Gastineau's service "restored my belief that there are loving, caring human beings in our world."

Eric Harding, a medical services nurse at St. Charles Madras, was recognized for his compassionate care, specifically helping with the care of a terminally ill patient in great pain, whose family shared that Harding "should be considered a model for what exceptional compassionate care looks like; he can't ever comprehend how much his actions helped my family during a very rough time."

Brooks Resources Corporation was honored to receive the Earth Advantage Hall of Fame Award this week. The awards honor developers who built the most Earth Advantage silver, gold and platinum certified homes, as well as prizes for innovative design, community engagement and Zero Energy homes, which generate at least as much energy as they consume. Of 17 award recipients, Brooks Resources is the only firm based in Central Oregon.



PHOTO | COURTESY OF BROOKS RESOURCES

who's who who's who who's who

New hires, promotions,
accolades, awards, retiring?
Send us your

Who's Who!

Send a high resolution head shot and a short,
100- to 150-word writeup to
CBN@CascadeBusNews.com to be seen in
the next edition of *Cascade Business News*.

who's who who's who who's who

The Peaks 360 Announces Commitment to Local Nonprofit Furnish Hope

Financial Contributions & Professional Resources are Helping Grow the Nonprofit

by NOAH NELSON

The Peaks 360, a rural housing development coming to Redmond, announced a new commitment to local nonprofit Furnish Hope. This contribution includes financial support for the nonprofit’s programs and events, along with access to resources and networks that help promote healthy internal growth within the nonprofit.

Furnish Hope is a nonprofit that transforms empty homes into furnished ones for those in the Central Oregon community who have expressed a specific need. These needs often include veterans looking for stability, those who are at risk of being homeless, families who lost their home and possessions in a natural disaster, foster families, people fleeing abusive situations and those with disabilities.

After more than four years in operation, Furnish Hope has grown to be an organization that furnishes more than 600 homes a year, providing stability, respect, and of course, hope, to people in need, “The vision for Furnish Hope is to literally bring hope to people’s lives, people who have had that rug pulled out from under them,” said Megan Martin, Furnish Hope’s founding executive director. “There are a lot of people trying to get back on their feet and gain independence, and we help with that transition.”

Martin said that the Peaks 360 team, both as individuals and providing access to other resources, have been incredible financial supporters of the nonprofit’s mission, along with providing training and professional development to help



PHOTOS | COURTESY OF THE PEAKS 360



grow and maintain the nonprofit. “Early in 2023, one of our key initiatives was to increase our board and to focus on board development and strategic planning as an organization,” Martin said. “The resources and support that The Peaks 360 provided have proved to be invaluable. The way they have supported Furnish Hope through our growth and expansion is indicative of how they help nonprofits across the county, truly increasing the impact of our mission on the community.”

Martin said that The Peaks 360 development “takes a 10, and multiplies it to 1000,” in terms of community impact. “It seems like they’re taking a piece of land that wasn’t serving the community much, and through this development, turning it into a housing community that will create ample funds for nonprofits in the community for years to come,” Martin said.

The Peaks 360 is currently helping many Central Oregon nonprofits and looks forward to broadening and deepening their support to more nonprofits as their project proceeds.

About The Peaks 360 — Situated on 710 acres to the west of Redmond, Oregon, The Peaks 360 is a modern rural residential housing community that meets the changing needs of homebuyers, while utilizing innovative technology for long-term environmental sustainability.

thepeaks360.com

NeighborImpact Launches Child Care Expansion Project

provided by BEND CHAMBER OF COMMERCE

NeighborImpact has been actively working to alleviate the child care crisis in Central Oregon by bolstering the growth of child care services. The expansion of child care involves providing funding and educational resources to child care providers and persons aspiring to become providers in Crook, Deschutes and Jefferson Counties, and the Confederated Tribes of Warm Springs. Funding for the program comes from an \$8.2 million grant from the State of Oregon, House Bill 5202.

Child Care Expansion

The Child Care Expansion Project was created to increase child care capacity in Central Oregon. This project has generated 777 new child care spots in Central Oregon, achieving a significant milestone for accessibility to care. The project’s funding has supported the creation of new child care programs and expansion of existing programs.

Open Opportunities for Providers

Educational opportunities are provided in collaboration by NeighborImpact Child Care Resources and the Small Business Development Center at Central Oregon Community College. Funding and educational opportunities are currently available for both existing and aspiring home-based providers to start or expand child care programs.

Employer Support

Child Care Resources remains dedicated to addressing the evolving needs of child care in Central Oregon. In recognition of the critical integration between child care and community workforce, Child Care Resources supports businesses who want to help their employees with their child care needs.

Find Child Care Oregon

Persons can easily locate child care programs that have been supported through the Child Care Expansion Project by using the **Child Care Expansion Program Map**. An additional tool persons can use to find ALL child care programs in Central Oregon is **Find Child Care Oregon**.

Learn more at bendchamber.org/childcare/child-care-expansion-project.

neighborimpact.org

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Central Oregon Guardian Assistance Program

A New Nonprofit Seeing Success from the Get-Go

by MOLLY COGSWELL-KELLEY — Central Oregon Guardian Assistance Program

The Central Oregon Guardian Assistance Program (COGAP) was established as a nonprofit organization in August of 2023 in Bend, Oregon to provide guardianship services to indigent and low-income incapacitated individuals in the tri-county Central Oregon area. The formation of the nonprofit was in response to the rapid increase of indigent and low-income incapacitated adults having no family or other legal decision-making support cycling through the hospital and jails or unhoused in our communities and without care and housing appropriate to their needs. Following input from the Central Oregon Council on Aging, DHS, adult behavior health agencies, Mental Health agencies, Elder Law Attorneys, Judges, Trial Court Administrators, Probate Commissioner, law enforcement, professional guardians and medical professionals, the Central Oregon Guardian Assistance Program was formed.

COGAP provides pro bono and low-cost guardianship services to Central Oregonians with limited means who are incapacitated and unable to make medical, housing and financial decisions for themselves. We help people who are unable to make decisions regarding medical treatment, housing and nutrition due to a lack of capacity by providing pro bono guardianship services to those in need. Often these individuals may be unhoused, dealing with learning or cognitive disabilities, mental illness, acute medical needs, dementia, or Alzheimer’s Disease and/or substance abuse disorders.

Lisa Bertalan serves as COGAP’s initial executive director. Bertalan practiced law in Central Oregon for more than 30 years as an elder law and estate attorney and retired in 2022 from the firm of Brinich & Bertalan, LLP of Bend, of which she was a founding partner. While serving on the Elder Abuse Task Force, Bertalan drafted several bills that are now law to protect Oregon seniors from financial and physical abuse. Bertalan also created and co-chaired the Central Oregon Elder Law Council and was a frequent presenter and author in areas of guardianship conservatorship law, bioethics, elder abuse, estate planning, elder law and probate administration.

Emily Coxey serves as COGAP’s staff guardian. Coxey received her bachelor of arts degree in liberal arts with a social science option from Oregon State University. Coxey has worked as a partner and office administrator in a certified public accounting firm for over 21 years. In 2010, the firm added conservator, fiduciary and guardianship services to the practice which Coxey manages and serves as a Certified Guardian and Conservator. Coxey is a National Certified Guardian and



Lisa Bertalan



Emily Coxey

Conservatorship as certified by the Center for Guardianship Certification. Coxey also serves as a mentor to apprentices who are interested in learning more about elder care and becoming a Professional Guardian and Conservator. Coxey is a member of the Guardian/Conservator Association of Oregon and serves on the membership committee. COGAP operates with a five-person working Board of Directors who bring legal, financial and medical expertise to the table in advising COGAP. COGAP also uses the expertise of a five-person Advisory Committee who reviews all program applications. In doing so, COGAP is steadfast in maintaining confidentiality and HIPAA compliance with all referrals to the program.

Since the program’s inception only six months ago, COGAP has assisted 19 incapacitated individuals. Referrals to the program are from Deschutes County Behavioral Health, St. Charles Medical Center, Adult Protective Services and Deschutes County Court. A recent case COGAP staffed arose out of a referral from Deschutes County Circuit Court regarding an elderly gentleman who had suffered a series of strokes and with severe dementia (most probably Alzheimer’s disease) who had been housed inappropriately at the Deschutes County jail on for almost two years. The criminal charges in this case were due to his dementia, paranoia and confusion, all symptoms of advanced Alzheimer’s disease. The man was deemed never able to aid and assist his defense because of his severe and progressive cognitive impairment. In such cases, by law, the case is dismissed and the person is released to the community. This gentleman is a Veteran and a decorated Search and Rescue body recovery specialist with no criminal history. Upon a referral from Judge Allison Emerson, County Counsel and the District Attorney’s office, COGAP became his guardian and within a week of such referrals, he was released from jail and transported directly to a memory care facility who continues to provide him with appropriate care and a safe and secure living environment. COGAP will continue to provide this gentleman with support throughout his lifetime. Without COGAP’s intervention, he would have been released to the community without a care plan, support, or the means to ensure his safety and well-being.

COGAP is currently supported by St. Charles Health System, Deschutes County, Horner Law, LLP and the Central Oregon Health Council. COGAP’s initial funding came from Deschutes County, St. Charles Medical Center Foundation and the Central Oregon Health Council.

co-gap.com

Early admission to hospice care may prolong life more than 29 days and increase comfort and quality of life for terminally-ill patients.

Journal of Pain and Symptom Management study

Redefining

HOPE

Partners In Care

Nonprofit | Hospice | PartnersBend.org

East Cascade Women's Group

Continued from page 3

the new clinic will care for conditions such as pelvic pain, sexual health, menopause and conditions treated by minimally invasive and robotic surgery.

Physicians serving the Redmond community will include Dr. Tara Hulbert, Dr. Julie Wheir, Dr. Janelle Strom, Dr. Cheryl Czapla, Dr. Megan Smith, Dr. Miriam Champer and will be joined by Certified Nurse Midwives Ciara Thomson-Barnett and Peri Vernon.

"We're excited to expand our services to women in Redmond and throughout Central Oregon" says Dr. Wheir. "As Redmond grows, we look forward to growing with the community and providing vital patient care in a warm and welcoming environment."

Founded in 1980, East Cascade Women's Group has provided trusted, quality health care to patients throughout Central Oregon with compassion and personalized attention. They are accepting new patients, and most insurances.

To make an appointment, call 541-389-3300.
eastcascadewomensgroup.com

RECENT TRANSACTIONS

Continued from Page 3

Landlord in the 24-month lease 2,375/sq.ft. Industrial Suite located in the American Lane Industrial Park 20748 Carmen Loop, Bend.

Nick Vaughn, Broker represented the Landlord & Tenant in the 84-month lease of retail/office space located in Reed Lane Plaza 61470 So. Highway 97, Bend.

Brian Fratzke CCIM, Principal Broker represented the Tenant and **Dan Steelhammer, Broker** represented the Landlord in the 60-month Industrial lease of 12,250/sq.ft. in the new construction Industrial complex located at 455 SW Tamarack Court, Redmond.

Dan Steelhammer, Broker represented Landlord in the office lease located at 446 NE Third St., Prineville.

Tom Tapia, CCIM, Principal Broker & Brian Fratzke, CCIM, Principal Broker represented the Landlord in the 4,368/sq.ft. 36-month lease in the Industrial complex located at 1320 SE Armour Rd., Bend.

Dan Steelhammer, Broker represented the Landlord in the Industrial 1,800/sq.ft. lease located at American Lane Industrial Park 20736 Carmen Loop, Bend.

Dan Steelhammer, Broker represented the Landlord in the Industrial 36-month lease located at 20712 Carmen Loop, Bend.

Dan Steelhammer, Broker represented the Landlord at Cottage Plaza 24-month office lease located at 62910OB Riley Rd., Bend.

Tom Tapia, CCIM, Principal Broker & Brian Fratzke, CCIM, Principal Broker represented the Landlord in 36-month Industrial Lease located at 100 SE Bridgeford Blvd, Suites A&B Bend.

Brian Fratzke, CCIM, Principal Broker represented the Landlord in a 36-month retail lease located at The Shops at Boyd 63130 Lancaster, Bldg 1, Bend.

Tom Tapia, CCIM, Principal Broker & Brian Fratzke, CCIM, Principal Broker represented the Landlord in 36-month office lease downtown in The Hamilton Building 835 NW Bond St., Bend.

Tom Tapia, CCIM, Principal Broker represented the Tenant in 60-month retail lease downtown in the building located at 925 NW Wall Street, Suite 201B, Bend.

Dan Steelhammer, Broker represented the Landlord in 24-month Industrial lease located at 20712 Carmen Loop, Bend.

Dan Steelhammer, Broker represented the Landlord in 36-month lease 2,400/sq.ft. Industrial Suite located at 20760 Carmen Loop, Bend.

Brian Fratzke, CCIM, Principal Broker represented the Tenant in 60-month office lease located at 345 Cyber Drive, Bend.

Brian Fratzke, CCIM, Principal Broker represented the Landlord & Tenant in the 60-month retail lease located at 1142 NW Galveston, Bend.

Brian Fratzke, CCIM, Principal Broker & Tom Tapia, CCIM, Principal Broker represented both the Landlord and Tenant in the 60-month R&D Industrial lease located at 63026 Plateau Drive, Bend.

Brian Fratzke, CCIM, Principal Broker represented the Landlord in the 37-month medical lease at The Point @ Shevlin Corporate Park located at 929 SW Simpson Avenue, Bend.

Brian Fratzke, CCIM, Principal Broker & Tom Tapia, CCIM, Principal Broker represented both Landlord and Tenant in the 6,669/sq.ft. Industrial lease located at High Desert Industrial Park located at 2543 NE 4th Street, Bend.

Internships for High School Students

Continued from page 3

technical skills, but also how to meet deadlines, keep his eye on quality control, and perfect communication with coworkers. In the months since spring, his pathway has become clear. Coffindaffer plans on getting his Associate degree from Central Oregon Community College before attending Tulsa Welding Academy, where he aims to earn an applied agricultural science degree.

"The internship is an opportunity you can't get anywhere else," he said. "I'm learning not just about the trade, but also about communication and business details. I'm so grateful for the opportunity to learn all of this. This internship is actually a blessing."

Internships like this one are possible because of forward-thinking businesses like Max Manufacturing. They are also a reality thanks to a collaborative initiative between East Cascades Works and Bend-La Pine Schools. The program is called Youth Career Connect (YCC), which is facilitated by the Youth Compass Program at Central Oregon Intergovernmental Council. Youth Career Connect aims to provide high school students with invaluable real-world experiences through internships in the local community. The program strives to provide for career exploration opportunities for students from all backgrounds.

A direct link to YCC can be found within high school career centers, where representatives meet with students to discuss interests and goals. Students are then onboarded into the Talent Hub platform, where businesses post their opportunities and internship specialists coach students on job-readiness skills. This process allows for students to be serious applicants for when they see an opportunity that is a good match. YCC then offers support to the student and business for the duration of the internship.

Tanner Jacobson, a junior at Mountain View High School, has been in a welding class since his freshman year. Thanks to welding instructor Jeff Papke, the internship

became an opportunity and Mr. Papke helped iron out Jacobson's schedule. He's only been interning a couple of months but the experience is already making its mark. "If you're really interested in an opportunity, I would hop on it. You learn so much and it gets you the experience you need to be ready for the real world coming out of high school," he said. "It's been a great experience and I'm glad I got offered this opportunity."

These opportunities are possible thanks to leadership at Max Manufacturing recognizing the value of bringing in young talent. General Manager Mike Garoutte saw his experienced team aging out, and the company needed to bring in a new generation of people to guarantee the longevity of the business. This is the second year they have worked with Mountain View High School on internship opportunities.

Garoutte said he would encourage other businesses to open their doors in the same way. "Established businesses are experiencing the same age gap we did and are concerned about the longevity of their business," he said. "When they bring in interns to train, they'll see the value on their own."

Youth Career Connect is seeking to expand internship opportunities and invites local businesses to consider opening their doors to this rewarding program. Bend-La Pine Schools encourages businesses to participate in this initiative, emphasizing that internships should be structured to provide students with exposure to a specific career field, supported by dedicated staff within the partnering businesses. Employers will benefit by building greater awareness of their business and career opportunities among students and families, and by identifying potential candidates for job openings directly from the internships.

For more information on how to get involved in the Youth Career Connect program, visit eastcascadesworks.org/youth-career-connect.html.
bend.k12.or.us

Visual Thinking Northwest

Continued from page xx


a business loan through Deschutes County and Visual Thinking was launched."

Because of their expertise with a state-of-the-art camera and editing equipment, business quickly took off. Over 27 years, they've hit many milestones:

- Four different broadcast series on local and national networks, including a series on the U.S. Olympic Shooting Team
- Thousands of local and regional TV and radio commercials
- Freelance video projects for numerous major clients, like Anderson Cooper, Golf Channel, UPS, Discovery and Publishers Clearinghouse.
- Still rolling after three economic downturns, a housing crash and a pandemic

"They (Publishers Clearinghouse) really do give away all that money", laughed Raichl, "When we surprised the winner in Medford with a check for the Grand Prize, he passed out."


visual-thinking.com



CascadeBusNews.com

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Central Oregon Business Calendar

Email Your Upcoming Business Events to CBN@CascadeBusNews.com

Event Details at CascadeBusNews.com/Business-Events



February 7
5-7pm Bend Chamber Bend YP Expert Lab: Integrating AI Tools Into Your Future Workflow at Open Space Event Studios, Bend.

February 7
7pm City of Bend Virtual and In-Person City Council Public Hearing on Stevens Road Tract Planning Amendments at Bend City Hall Council Chambers.

February 8
11am-1:30pm EDCO Annual Luncheon at Riverhouse on the Deschutes Convention Center.

February 8
11:45am-1pm ConnectW Munch & Minigle at The Phoenix, Bend.

February 8
3-5pm COIC Virtual and In-Person Central Oregon Area Commission on Transportation (COACT) Public Meeting at Redmond Public Works.

February 8
4:30-6pm Bend Chamber Biz and Bevs at 10 Barrel Brewing Eastside.

February 8
5:30pm Deschutes County Planning Commission Meeting.

February 9
8am Deschutes County 2024 Legislative Session Update.

February 9
9-10am Bend Chamber Ribbon Cutting for OnePeak Medical at 2088 NE Kim Ln., Bend.

February 10
10am Homes For Our Troops Building of Home for Army Sergeant Christopher Chatwin Kick Off at Elks Lodge #1371, Bend.

February 13
10-11am Bend Chamber Membership 101, Maximizing Your Membership, at Bend Chamber Conference Room.

February 13
11:30am-1:30pm Opportunity Knocks Learning Event, Bank, Bridge, Angel, Venture Funding - How to Attract \$\$\$ for Your Organization, at Bend Parks and Rec HQ, River Bend Community Room.

February 13
5:30-7:30pm SCORE Confidential One-on-One Small Business Counseling at Bend Downtown Library.

February 13
6pm City of Redmond City Council Meeting.

February 13
11am Deschutes County Coordinated Houseless Response Office Meeting.

February 15
11:30am City Club of Central Oregon February Forum, What is on the Horizon for Oregon Election Reforms, at Unitarian Universalist Fellowship of Central Oregon, Bend.

February 15
5:30-7:30pm Prineville Chamber After Hours.

February 16
8am Deschutes County 2024 Legislative Session Update.

February 21
5pm City of Redmond Urban Area Planning Commission Meeting.

February 22
5-7:30pm Bend Chamber What's Brewing, Trends in Business Lending — National to Local Perspectives, at Tetherow Event Pavilion.

February 22
5:30pm Deschutes County Planning Commission Meeting.

February 23
8am Deschutes County 2024 Legislative Session.

February 24
Prineville Chamber 2024 Annual Awards Banquet.

February 26
1pm Deschutes County Board of County Commissioners Meeting.

February 26
4:30-6:30pm City of Bend Virtual and In-Person Transportation Fee Listening Session at Bend City Hall Council Chambers.

February 27
7-9am La Pine Chamber and Sunriver Chamber Annual State of South Deschutes

County Breakfast at SHARC, Sunriver.

February 27
5:30-7:30pm SCORE Confidential One-on-One Small Business Counseling at Bend Downtown Library.

February 27
5:30pm Bend Chamber BEND 101 at COCC Wiley Hall.

February 27
6pm City of Redmond City Council Meeting.

February 28
6-8pm Deschutes River Conservancy Raise the Deschutes Seminar, A River Runs Through It: Collaborative Strategies for the Future of the Crooked River, at Meadow Lakes Golf Club Banquet Hall, Prineville.

February 29
9:30-11:30am City of Bend Virtual and In-Person Transportation Fee Listening Session at Bend City Hall Council Chambers.



February 21
9am City Club of Central Oregon Trust Is Imperative Workshop at Waypoint Hotel, Bend. Information and registration at <https://members.cityclubco.org/ap/Events/Register/bkH0bYnCYtRCw?sourceType=EmailInvitation>.

(Ongoing)
COCC Small Business Development Center Virtual Classes.

Building Permits

COMMERCIAL PERMITS WEEK ENDING 1-12-24

City of Bend	
\$500,000.00	- Commercial (New) 4,500 sf. at 38 NW Greeley Ave. Bend 97703 OR Owner: Greely Trust Permit # PRNC202205242
\$30,000.00	- Commercial (Alteration) 9 sf. at 611 SE Business Way Bend 97702 OR Owner: Baptista Development, LLC Permit # PRRE202306995

City of Redmond	
\$31,900.00	- Commercial (New) at 1500 SW Juniper Ave. Redmond 97756 OR Owner: Rythmia Opportunity Business, LLC 4542 Aerial Heights Dr. Medford, OR 97504 Builder: Rimrock Building & Development, LLC 541-977-2757 Permit # 711-23-002718
\$400,000.00	- Commercial (New) 2,430 sf. at 1805 E Hwy 126 Redmond 97756 OR Owner: Deschutes County PO Box 6005 Bend, OR 97708 Permit # 711-23-002005

COMMERCIAL PERMITS WEEK ENDING 1-19-24

City of Redmond	
\$1,056,354.00	- Commercial (New) 4,632 sf. at 115 SE 8th St. Redmond 97756 OR Owner: Lara Martinez 1504 NE 3rd St. Redmond, OR 97756 Permit # 711-23-002505
\$60,000.00	- Commercial (Tenant Improvement) at 1314 SW Kalama Ave. Redmond 97756 OR Owner: School Dist #2J 145 SE Salmon Dr. Redmond, OR 97756 Permit # 711-23-001484
\$50,000.00	- Commercial (Tenant Improvement) at 675 SW Rimrock Way Redmond 97756 OR Owner: School Dist #2J 145 SE Salmon Dr. Redmond, OR 97756 Permit # 711-23-001483
\$20,000.00	- Commercial (Tenant Improvement) at 850 W Antler Ave. Redmond 97756 OR Owner: School Dist #2J 145 SE Salmon Dr. Redmond, OR 97756 Permit # 711-23-001486

City of Bend	
\$2,825,000.00	- Commercial (New) 11,352 sf. at 301 NW Crosby Dr. Bend 97703 OR Builder: Empire and Construction & Development, LLC 541-389-0070 Permit # PRNC202306130
\$584,957.00	- Commercial (Alteration) 29 sf. at 3075 N Hwy 97 Bend 97703 OR Owner: BHOV Bend, LLC Permit # PRRE202303569
Deschutes Co.	
\$150,000.00	- Commercial (Alteration) at 1730 Blue Heron Redmond 97756 OR Owner: River Run Events, LLC 6553 SW Mt. Bachelor Dr. Powell Butte, OR 97753 Builder: Censor Commercial Construction, LLC 548-292-4517 Permit # 247- 23-006658

COMMERCIAL PERMITS WEEK ENDING 1-26-24

City of Redmond	
\$4,000,000.00	- Commercial (New) 10,507 sf. at 2303 SW 1st St. Redmond 97756 OR Owner: Scott Cooper 2303 SW 1st St. Redmond, OR 97756 Builder: Griffin Construction, LLC 541-447-7237 Permit # 711-23-001378
\$400,000.00	- Commercial (New) 3,060 sf. at 2796 SW 23rd St. Redmond 97756 OR Owner: Greg Johnson 660 Sundance Ridge Ct. Redmond, OR 97756 Builder: Aurora Builders, Inc. 541-390-5670 Permit # 711-23-002471

City of Bend	
\$80,000.00	- Commercial (Alteration) 14 sf. at 25 NW Olney Ave. Bend 97703 OR Owner: PMP, LLC Permit # PRRE202306823
\$99,720.00	- Commercial (New) 1,500 sf. at 675 SW Rimrock Way Redmond 97756 OR Owner: School Dist #2J 145 SE Salmon Ave. Redmond, OR 97756 Permit # 711-23-002655
\$32,283.00	- Commercial (Addition) 520 sf. at 2105 W Antler Ave. Redmond 97756 OR Owner: Redmond School District 2J 145 SE Salmon Ave. Redmond, OR 97756 Builder: Kellcon, LLC 541-312-4034 Permit # 711-23-001465



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DEADLINE IS FEBRUARY 28