

# CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

## Policy Session Worksheet

**Presentation Date:** 07/23/19    **Approx Start Time:** 11:00 AM    **Approx Length:** 30 min

**Presentation Title:** CCBA Accomplishments and Outcomes

**Department:** Business and Community Services

**Presenters:**     Laura Zentner, Director, Business and Community Services  
                          Nellie deVries, Executive Director, Clackamas County Business Alliance  
                          Nina Carlson, Board President, Clackamas County Business Alliance

**Other Invitees:** Jon Legarza, Interim Manager, BCS Economic Development

### **WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?**

N/A – The purpose of this Policy Session is to receive an update from Clackamas County Business Alliance (“CCBA”) executive leadership about the progress made in achieving the goals outlined in the March 2018 Agreement of Support between the CCBA and Clackamas County.

### **EXECUTIVE SUMMARY:**

The CCBA is a non-profit association of business and community members that are committed to the economic strength of Clackamas County. CCBA directly affects policy making by leveraging the strengths of the public and private sectors to ensure the economic vitality of Clackamas County.

Clackamas County, via the BCS Economic Opportunity program, currently provides \$25,000 in Oregon Lottery funds to the CCBA on an annual basis. In addition, in March 2018, the CCBA and Clackamas County entered into an Agreement of Support under which the BCS Economic Opportunity program would provide an additional \$150,000 in Oregon Lottery funds over two years in order to “strengthen the CCBA by uniting the county, cities within the county, and county-based businesses in a professional and focused collective that [will] lead to greater positive outcomes to increase county-wide economic prosperity and that provide a business perspective to the Board of County Commissioners.” The Agreement of Support also included specific deliverables for both the 2018 and 2019 calendar years, including specific rebranding, strategic planning, membership, and reporting outcomes.

CCBA executive leadership will be updating the Board on the CCBA’s recent accomplishments, the status of deliverables from the Agreement of Support, the impact of the County’s investment in the CCBA, and information on the CCBA’s future goals and initiatives.

### **FINANCIAL IMPLICATIONS (current year and ongoing):**

**Is this item in your current budget?**      YES      NO

**What is the cost?** \$25,000 in annual support. Additional support of \$150,000 over two years.

What are the funding sources? Oregon Lottery funds.

**STRATEGIC PLAN ALIGNMENT:**

- **How does this item align with your Department’s Strategic Business Plan goals?**
  - The BCS Economic Opportunity program provides support to economic development focused entities so they can enhance high wage job and GDP growth in the County.
  
- **How does this item align with the County’s Performance Clackamas goals?**
  - Support of economic development focused entities in their efforts to enhance high wage job and GDP growth in the County supports the Board’s strategic priority of *Growing a vibrant economy*.

**LEGAL/POLICY REQUIREMENTS:**

ORS 461.512 requires that Oregon Lottery funds received by Counties are appropriated or set aside for purposes that further economic development (as defined by ORS 461.540).

**PUBLIC/GOVERNMENTAL PARTICIPATION:**

N/A

**OPTIONS:**

N/A

**RECOMMENDATION:**

N/A

**ATTACHMENTS:**

- Clackamas County Business Alliance Accomplishments and Outcomes (May, 2019)
- Agreement of Support between Clackamas County Business Alliance and Clackamas County

SUBMITTED BY:

Division Director/Head Approval \_\_\_\_\_

Department Director/Head Approval \_\_\_\_\_

County Administrator Approval \_\_\_\_\_



For information on this issue or copies of attachments,  
please contact Laura Zentner @ 503-742-4351  
or Greg Williams @ 503-742-4399.



## ACCOMPLISHMENTS AND OUTCOMES

May 2019

First and foremost, the Clackamas County Business Alliance (CCBA) would like to thank Clackamas County for investing in strengthening the relationship and communication between the business community and the public sector to encourage economic growth in the region.

The Clackamas County Business Alliance was formed in 2000 in order to support a healthy business environment in Clackamas County. At that time, Clackamas County was regarded as a predominantly rural community with a legacy of a natural resource-based economy, adjacent to the economic powerhouse of metropolitan Portland. Several business leaders from the area advocated for the formation of the Alliance in order to help give a business voice to issues uniquely affecting Clackamas County.

Regular gatherings of business leaders and government officials provided opportunities for both groups to share information, perspectives and discuss policy factors related to economic growth. However, without appropriate funding, the organization was not able to provide the substantive offerings to foster a large or active member base.

Gaining significant industry interest and funding without ready services was particularly difficult given that well-established Portland-based organizations dominated the space.

Today, Clackamas County accounts for over 11% of the nine-county Portland-Salem-Vancouver area's GDP and one of only seven Fortune 1000 firms in Oregon is in Clackamas County. With the expense, taxes, and land-locked nature of the City of Portland, industry has expanded significantly in the County. In the most recent Clackamas County Economic Landscape analysis, Clackamas County's economy grew at a faster rate, year-over-year, than the Portland-Vancouver regional economy.

The strategic and supported growth of the traded sector in Clackamas County is paramount to the continued health of the County and region's economic prosperity. There are many Portland-centric or statewide policy decisions that are made that have potential to impact Clackamas County economic development. In addition, there are many issues unique to Clackamas County that deserve local industry attention and input to maximize growth and potential. The collective voice of Clackamas County's businesses must be heard when critical policy and public investment decisions are being developed and that requires relationships and collaboration, which is precisely CCBA has been able to effectively foster.

The catalytic investment by Clackamas County has allowed CCBA to create a strategic plan, rebrand, attract elite and influential speakers, and provide a higher-level of information and advocacy to the businesses in Clackamas County. Continued funding will enable further growth in CCBA and provide the public and private sectors with a safe forum to discuss policies that impact the community as a whole.

One of the goals of strengthening the CCBA is to ensure Clackamas County is no longer disadvantaged, diminished, or de-valued in regional discussions and decisions that can either hinder or advance our economic opportunities. It also encourages the business community to come to agreement around the pressing issues that face our county and speak with a stronger, unified voice on the county's behalf.

The purpose of the Clackamas County funding to the CCBA as stated in the support agreement is, "the purpose of this grant is to strengthen the CCBA by uniting the county, cities within the county, and county-based businesses in a professional and focused collective that lead to greater positive outcomes to increase county-wide economic prosperity."

Specifically, the Purpose shall:

- Further economic development in the County to promote, expand, or prevent the decline of businesses in the County
- Support the creation of new jobs
- Help prevent the loss of existing jobs
- Assist with work transitions to new jobs

#### ACCOMPLISHMENTS SINCE THE FIRST QUARTER DISPURSEMENT IN APRIL 2018

Section 2 of the Support Agreement includes 2018 and 2019 Deliverables outlined below:

##### I. Calendar Year 2018 Deliverables:

- Completion of initial industry and public sector outreach to inform strategic planning and organizational design
- Creation of initial draft of the CCBA Strategic Plan
- Finalize CCBA Strategic Plan after due input and review
- Rebranding

##### **Completion of initial industry and public sector outreach to inform strategic planning and organizational design**

- CCBA hired facilitator Ken Van Osdol and created a Strategic Planning Committee comprised of private industry and the public sector to be part of the discussions. Mr. Van Osdol worked with CCBA Executive Director to develop an organized approach to extracting useful information from private industry and the public sector to inform the strategic planning process
- CCBA held three half-day strategic planning sessions with private industry and the public sector Sessions were held on May 3, 9 & 17, 2018.

##### **Creation of initial draft of the CCBA Strategic Plan**

- Facilitator Van Osdol provided CCBA Executive Director with detailed notes from the three strategy sessions outlining the current strengths and weaknesses within CCBA, its value, and how the organization may grow and become more influential.
- These notes served as the basis for the 2018-2021 CCBA Strategic Plan. The draft plan was presented to the CCBA Board of Directors in during the 2018 September Board Meeting for feedback.
- CCBA presented the draft strategic plan to the Board of County Commissioners in September 2018 for further feedback.

### **Finalize CCBA Strategic Plan after due input and review**

- CCBA implemented the recommendations from its Board of Directors and the Board of County Commissioners and the Board of Directors approved the Final 2018-2021 CCBA Strategic Plan.
- The 2018-2021 CCBA Strategic Plan is on our website and available to the public for review.

### **Rebranding**

- New Logo: CCBA hired a graphic designer, presented various logo options to its Board of Directors for feedback, implemented the feedback and selected a new logo.
- New Website: CCBA completely revamped its website, with up-to-date information, the ability to pay dues online, a donate button and a list of the upcoming events annually. The website was updated again when the strategic plan was finalized.
- Marketing Materials: Upon the completion of the strategic plan, CCBA worked with the graphic designer to produce marketing materials to be used for the new member recruitment.
- Administrative Services Manager: CCBA hired a part-time Administrative Services Manager to help with the day-to-day tasks as well as new member recruitment.

### **II. Calendar Year 2019 Deliverables (as of May 2019):**

- Implementation of Year one initiatives outlined in finalized CCBA Strategic Plan.
- Organizational Development Report delivered to the County Administrator and, if directed by the same, to the Board of County Commissioners.

### **Implementation of Year one initiatives outlined in finalized CCBA Strategic Plan.**

**Inform:** Exclusive access to reliable, timely and quality information

- **Upgraded Monthly Forum:** After the adoption of the CCBA Strategic Plan, the organization elevated its monthly breakfast forums by providing its membership with exclusive access to excellent speakers including a Clackamas County Mayoral Summit, Congressman Kurt Schrader, Metro President Lynn Peterson and State Treasurer Tobias Read. Further, at the end of each forum, the present elected officials provide membership with updates on projects and policies in and around Clackamas County. CCBA also offers members a \$500 sponsorship for the monthly forums as an opportunity to show case its business and also raise revenue.
- **More Diverse Subject Matter:** CCBA expanded its monthly forum topics to ensure membership has access to well-rounded information (not just policies) including mental health in the workplace, and the overall economy of Clackamas County and Oregon.
- **New Monthly Newsletter:** CCBA now provides its members with a monthly newsletter featuring the sponsoring business, events occurring within and around the county and regular government affairs updates on county and city ordinances and bills in the legislature.

**Influence:** Build critical connections between leaders in business and government

- **Networking:** CCBA allows 15 minutes at the beginning of each forum to allow membership to discuss issues of importance with the attending elected officials.
- **Safe Space to Share Ideas:** The County Commissioners discussed the proposed Vehicle Registration Fee to membership, which supported the concept and requested CCBA provide testimony to the Board of County Commissioners, which it did. This is just one example of the way business and the public sector may work together successfully and CCBA serves as an influential conduit.
- **Amplify the Visibility of CCBA:** CCBA is marketing itself at events throughout the county and is partnering with the North Clackamas Chamber and the Oregon City Business Alliance to co-market each other's events. Just this year, CCBA worked with Clackamas Public Health and sponsored the Re-Thinking Health Event in April with nearly 100 people in attendance. CCBA also attended the Clackamas Community College Career Fair to discuss CCBA's goals and benefits with businesses in attendance.

**Act:** Shape Public Policy

- **Government Affairs Committee:** In January 2019, CCBA created a Government Affairs Committee, which voted to support three main goals for the 2019 Legislative Session: (1) request additional funding for I-205; (2) fully fund community colleges; and (3) support the Clackamas County Vehicle Registration Fee.

- **Collective Business Voice in Clackamas County:** CCBA sent a letter to the legislature asking for I-205 funding and collected the logos of the various business groups throughout the county to show collective support. CCBA also testified in support of I-205 funding in the Joint Transportation Committee in May, requesting the 2019 Legislature to act now.
- **Shape Public Policy:** CCBA sent letters to Ways and Means members on both I-205 and community college funding and also had various conversations with legislators on these matters. It also submitted testimony to the Board of County Commissioners in support of the Vehicle Registration Fee, which the Board approved.
- **Business Voice for Clackamas County in the tri-county region:** CCBA is a member of the G9, which is comprised of PBA, WEA, Columbia Corridor, EMEA, the Homebuilders, BOMA and PMAR. The G9 works collectively to influence Metro and other issues in the tri-county region.
- **Business Liaison:** CCBA served as the Governor/Clackamas County Business Liaison to the Governor when she went on her State Budget Discussion and helped coordinate the event in Clackamas County on June 4, 2018. Every forum CCBA hosts provides an opportunity for the business industry and public sector to share information and build rapport.

#### **New Membership:**

- Beginning January 1, 2019, CCBA started a membership drive, challenging its membership to bring in new members. The member that brings in the most members in six months will receive free attendance to the forums for the rest of 2019.
- CCBA mailed a letter to over 100 traded-sector businesses signed by Commissioner Jim Bernard and then CCBA President Gregg Weston.
- CCBA is working toward growing and diversifying its membership and has reached out to affordable housing advocates, a software developer, and service providers.
- In an effort to become more financially sustainable, beginning January 1, 2019, CCBA updated its dues structure. Previously, CCBA dues were \$500 for members with 25 or fewer employees and \$1000 for members with 26 or more employees. The new dues structure is outlined below:

Private Employer:

<b>Number of Employees</b>	<b>Cost</b>
2-9 employees	\$475
10-25 employees	\$725
26-199 employees	\$1,000
200-799 employees	\$1,400
800-1,499 employees	\$2,300
1,500-5,999 employees	\$4,650
>6,000 employees	\$5,750

Private/Public Institution:

<b>Private/Public Institution Type</b>	<b>Cost</b>
Private Educational Institution	\$1,500
Public Educational Institution Non-Profit	\$1,500
Non-Profit	\$250

Public Employer

<b>Public Employer Type</b>	<b>Cost</b>
City or County	\$0.05 x Population (\$500 min/\$10,000 max)
Public Sector Agency	\$1,500

Real Estate Investor



Property Value	Cost
Property Value <\$30M	\$1,750
Property Value \$30M-\$100M	\$3,250
Property Value >\$100M	\$5,000

NEXT STEPS TO ENSURE CCBA CONTINUES TO FOLLOW ITS PURPOSE

- Provide Up-Scale and Attractive Programs.

CCBA is working on elevating its programs to attract new members. In addition to its annual legislative summit, CCBA plans to host another Mayoral Summit. CCBA was also one of the first business groups to have Metro President Lynn Peterson present on her transportation plan. CCBA plans to invite President Peterson and the Clackamas County Metro Councilor Christine Lewis to discuss Metro’s urban planning. Further, CCBA will begin sending out a survey at the end of each forum to evaluate attendee’s interest, the speaker and ideas for future forums.

- Increase Advocacy at the State and Local Levels.

Now that the strategic plan is in place and the Government Affairs Committee meets regularly, CCBA will have more time to engage on issues directly impacting the business community on a daily basis.

- Workforce Development.

The CCBA will continue to develop its business partnerships such that it understands business needs for workforce development, employee pipelines, and growth within the county. The CCBA will continue its longstanding partnership with Clackamas Community College to connect businesses with education, to train the current workforce, to establish a workforce pipeline for career technical education fields and other industry sectors represented in the county, and to provide technical assistance for small businesses that want to grow.

- Continue to Grow Membership.

Since the membership campaign, CCBA has added 6 new members in addition to its existing 38 members, with an additional 3 members that are interest in joining. Therefore, it did meet the 10% goal outlined in the agreement. CCBA would like to grow faster, but it is a process. The Officers and Board of Directors are strategizing on new ways to gain membership and grow.



## RECORDING MEMO

x	New Agreement/Contract
	Amendment/Change/Extension
	Policy Reports
	Other

ORIGINATING COUNTY  
DEPARTMENT:

Business and Community Services

PURCHASING FOR: BCS Economic Development

OTHER PARTY TO  
CONTRACT/AGREEMENT: Clackamas County Business Alliance

BOARD AGENDA DATE: 3/22/2018

AGENDA ITEM NUMBER: C.I.

**PURPOSE:** Approval of an Agreement of Support between the Clackamas County Business Alliance (CCBA) and Clackamas County

Please return to **BCS Admin – Attn: Caroline Patton** after recording.

Clackamas County Official Records  
Sherry Hall, County Clerk  
Commissioners' Journals  
Agreements & Contracts

**2018-0437**

**03/26/2018 3:47:03 PM**

March 22, 2018

Board of County Commissioners  
Clackamas County

Members of the Board:

Approval of an Agreement of Support between the  
Clackamas County Business Alliance (CCBA) and Clackamas County

<b>Purpose/Outcome</b>	Strengthen the CCBA by uniting the county, cities within the county, and county-based businesses in a professional and focused collective that lead to greater positive outcomes to increase county-wide economic prosperity and that provide a business perspective to the Board of County Commissioners.
<b>Dollar Amount and Fiscal Impact</b>	\$18,750 in lottery funds for fiscal year 2017/18 \$75,000 in lottery funds for fiscal year 2018/19 \$56,250 in lottery funds for fiscal year 2019/20  In addition to the \$25,000 currently provided annually.
<b>Funding Source</b>	Lottery funds
<b>Duration</b>	April 1, 2018 to March 31, 2020
<b>Previous Board Action</b>	Agreement of Support approved by County Counsel and County Administrator
<b>Strategic Plan Alignment</b>	<ul style="list-style-type: none"><li>• Grow a vibrant economy</li><li>• Build a strong infrastructure</li></ul>
<b>Contact Person</b>	Catherine Grubowski-Johnson, BCS Business & Economic Development Manager Laura Zentner, BCS Interim Director

**Background:**

The executive leadership of the CCBA and Clackamas County staff have been working together over the past few months on this collaborative agreement which is designed for the CCBA to focus on the following actions:

- Provide a business perspective on legislative issues to the Board of County Commissioners through collaboration with the County's Public and Government Affairs Department and the Economic Development Division of the Business and Community Services Department, addressing issues including, but not limited to expansion of the Sunrise Corridor and increased accessibility to employment lands.
- Host business forums to consider legislative topics;

- Emphasize business development in the eastern portion of the County. County Counsel has reviewed and approved the agreement of support.

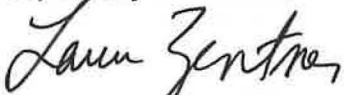
**Recommendation:**

Staff recommends the Board of County Commissioners of Clackamas County approve the Agreement of Support between the Clackamas County Business Alliance and Clackamas County and authorize Donald D. Krupp to sign the agreement.

**Attachments:**

- Agreement of Support – CCBA/Clackamas County

Respectfully Submitted,



Laura Zentgraf, Interim Director  
Business and Community Services

## AGREEMENT OF SUPPORT

This Agreement of Support is made this \_\_\_\_ day of \_\_\_\_\_, 2018 by and between Clackamas County Business Alliance, an Oregon nonprofit corporation (hereinafter “CCBA”), and Clackamas County, a political subdivision of the State of Oregon (hereinafter “County”).

### Recitals

WHEREAS, Clackamas County desires to support the CCBA in the accomplishment of its mission to promote economic growth and activity within the county, specifically in support of Clackamas County-based businesses; and

WHEREAS, CCBA is desirous of such support from the County; and

WHEREAS, the County is willing to provide funding to support a drive for greater business participation, support, CCBA effectiveness, and strategic activity (the “Purpose”) for a period of two years.

### Agreement

NOW, THEREFORE, COUNTY and the CCBA mutually agree that:

1. Purpose. The purpose of this grant is to strengthen the CCBA by uniting the county, cities within the county, and county-based businesses in a professional and focused collective that lead to greater positive outcomes to increase county-wide economic prosperity and that provide a business perspective to the Board of County Commissioners. Specifically, this grant shall:
  - a. Provide a business perspective on legislative issues to the Board of County Commissioners through collaboration with the County’s Public and Government Affairs Department and the Economic Development Division of the Business and Community Services Department, addressing issues including, but not limited to expansion of the Sunrise Corridor and increased accessibility to employment lands.
  - b. Host business forums to consider legislative topics;
  - c. Provide feedback to the Board of County Commissioners on policy decisions and regulations that may impact economic vitality in the County;
  - d. Promote the visibility of Clackamas County as a vital economic region;
  - e. Build capacity and business representation through diverse membership development; and
  - f. Emphasize business development in the eastern portion of the County.
2. Project Goals. The CCBA shall be tasked with accomplishing the following goals pursuant to the following timeline:
  - A. Calendar Year 2018 Deliverables

- **Rebranding** – new logo, new website, new marketing materials, business cards, etc.
- **Strategic Planning Session** to determine the future path of CCBA.
- **Creation of initial draft of the CCBA Strategic Plan**, which shall include specific initiatives to implement in 2019.
- **Finalize CCBA Strategic Plan** after due input and review.
- **Membership Outreach & Retention** – Goal of a 10% increase in membership focusing on geographic locations of businesses and industry types. Focus will include but not be limited to the 10 business sectors in Clackamas County as defined in the County’s Economic Landscape Analysis. Geographic targets to include both urban and rural areas of the County.

B. Calendar Year 2019 Deliverables

- **Implementation of Year one initiatives** outlined in finalized CCBA Strategic Plan.
- **Organizational Development Report** delivered to the County Administrator and, if directed by the same, to the Board of County Commissioners.
- **Membership Outreach & Retention** – Goal of an additional 10% increase with the same focus areas as 2018.
- **Legislative Advocacy** – CCBA should serve as the business voice of Clackamas County and will work collaboratively with the County to ensure its businesses are heard.

3. Project Funding. In support of the purpose of this agreement, the County commits to provide Seventy-Five Thousand Dollars (\$75,000) in lottery funds for calendar year 2018 and Seventy-Five Thousand Dollars (\$75,000) in lottery funds for calendar year 2019 in addition to the \$25,000 it currently provides annually. The funds shall be dedicated for use by the CCBA Executive Board to support the Project Goals outlined in this Agreement. Payment of the funds by the County will occur within the first 10 days of each calendar quarter, starting with April of each year being the first of four annual payments.
  
4. CCBA Executive Committee Leadership. It is the County’s goal and objective in providing the funding as set forth herein to support the CCBA in accomplishing the purpose of this grant as detailed in Section 1, above. The CCBA Executive Board hereby agrees to exert its best efforts to accomplish the purpose for which this grant has been awarded. The CCBA Executive Board agrees to meet regularly and engage significantly in the project goals, and to undertake such action as necessary to meet the project goals outlined in Section 2 above. The parties acknowledge that the project may result in structural or organizational changes for the CCBA, its relationship with other organizations or other groups, and the CCBA Executive Board agrees to undertake a good faith review of any proposals or recommendations brought forth through the process of the Strategic Plan project goal, or implementation of the purpose of this grant, as generally set forth in Section 1.

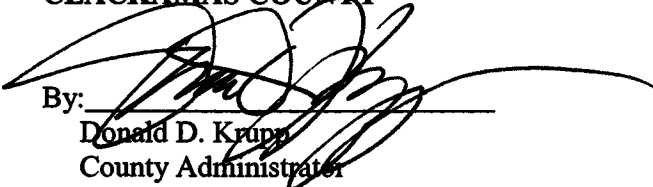
5. General Terms. The parties acknowledge and agree that this agreement is being undertaken in good faith and mutual reliance on the good will of the others in support of the purpose of this grant. The parties agree that:
- a. Dispute Resolution. Any dispute between the parties shall first be addressed in a meeting between the County Administrator and representative(s) of the CCBA Executive Committee. If that fails, the parties shall mediate the issue, with the County bearing the cost of the mediation. If mediation shall fail, then the interested parties may avail themselves to any available remedy in law or equity in the appropriate forum.
  - b. Third Party Beneficiaries. All parties agree that nothing in this agreement gives, or is intended to give, or shall provide any benefit, right or cause of action, whether directly, indirectly, or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Contract.
  - c. Severability. If any term or provision of this agreement becomes impossible to perform, or is declared by a court to be unenforceable, illegal, or in conflict with any law, the validity of the remaining terms and provisions shall not be affected and the rights and obligations of the parties shall be construed and enforced as if the agreement did not contain the particular provision held to be invalid.
  - d. Governing Law. This agreement, and all rights, obligations, and disputes arising out of it will be governed by and construed in accordance with the laws of the State of Oregon and the ordinances of Clackamas County without giving effect to the conflict of law provisions thereof.
  - e. Access to Records. The CCBA acknowledges that the County has a reasonable interest in records relating to this agreement and any expenditures relating thereto, and that the County may access such records upon reasonable time and notice given. CCBA shall retain, maintain and keep accessible such records for a minimum of six (6) years following termination or conclusion of this agreement.
  - f. Counterparts. This Contract may be executed in several counterparts, all of which when taken together shall constitute an agreement binding on all Parties, notwithstanding that all Parties are not signatories to the same counterpart. Each copy of the Contract so executed, whether by electronic signature, facsimile or scanned, shall constitute an original.
  - g. Term. This agreement shall commence as of April 1, 2018 and run through March 31, 2020.
  - h. Termination. The County and CCBA, by mutual written agreement, may terminate this Agreement at any time. Either party may terminate this agreement for breach by the other party thirty (30) days after delivery of notice of said breach and the failure of the other party to undertake good faith efforts to remedy such breach after receipt of said notice. The County or CCBA shall not be deemed to have waived any breach of this Agreement by the other Party except by an express waiver in writing. An express written waiver as to one breach shall not be deemed a waiver of any other breach not expressly identified, even though the other breach is of the same nature as that waived.



- i. Indemnification. CCBA agrees to indemnify, save harmless and defend the County, its officers, elected officials, agents and employees from and against all costs, losses, damages, claims or actions and all expenses incidental to the investigation and defense thereof (including legal and other professional fees) arising out of or based upon damages or injuries to persons or property caused by the negligent or willful acts of CCBA or its officers, elected officials, owners, employees, agents, or its subcontractors or anyone over which CCBA has a right to control.

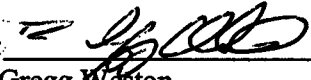
IN WITNESS HEREOF, the Parties hereto agree as of the date set forth below:

**CLACKAMAS COUNTY**

By:   
Donald D. Krupp  
County Administrator

3-22-18  
Date C.I.

**CLACKAMAS COUNTY BUSINESS ALLIANCE**

By:   
Gregg Weston  
President

3/14/18  
Date

# Clackamas County

BUSINESS ALLIANCE



## Accomplishments & Outcomes

July 23, 2019



# Calendar Year 2018 Deliverables



CREATION OF  
INITIAL DRAFT  
OF THE CCBA  
STRATEGIC  
PLAN



FINALIZE CCBA  
STRATEGIC  
PLAN AFTER  
DUE INPUT AND  
REVIEW



REBRANDING

# Calendar Year 2018 Deliverables

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## Creation of initial draft of the CCBA Strategic Plan

- Outreach to inform strategic planning and organizational design
- Three planning sessions served as the basis for the strategic plan
- CCBA Board and Clackamas County vetting



# Calendar Year 2018 Deliverables

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## Finalize Strategic Plan

- Board of Directors approved the Final 2018-2021 CCBA Strategic Plan in September 2018
- Plan is on CCBA website and available to the public



# Calendar Year 2018 Deliverables

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## Rebranding

- New logo
- New website
- Marketing Materials
- Hired Administrative Services Manager

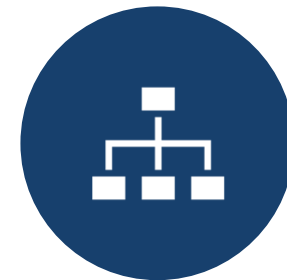




# Calendar Year 2019 Deliverables



IMPLEMENTATION  
OF CCBA STRATEGIC  
PLAN



ORGANIZATIONAL  
DEVELOPMENT  
REPORT



# Calendar Year 2019 Deliverables

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## Implementation of Year One Initiatives: *Inform*

- Upgraded Monthly Forums (Sponsorship Opportunities)
- More diverse subject matter
- New monthly newsletter





# Calendar Year 2019 Deliverables

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## Implementation of Year One Initiatives: *Influence*

- Networking opportunities
- Safe space to share ideas
- Amplify the visibility of CCBA



# Calendar Year 2019 Deliverables

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## Implementation of Year One Initiatives: *Act*

- New Government Affairs Committee
- Unify business voice in Clackamas County
- Help shape public policy
- Serve as the business voice for Clackamas County in the tri county region
- Serve as a business liaison



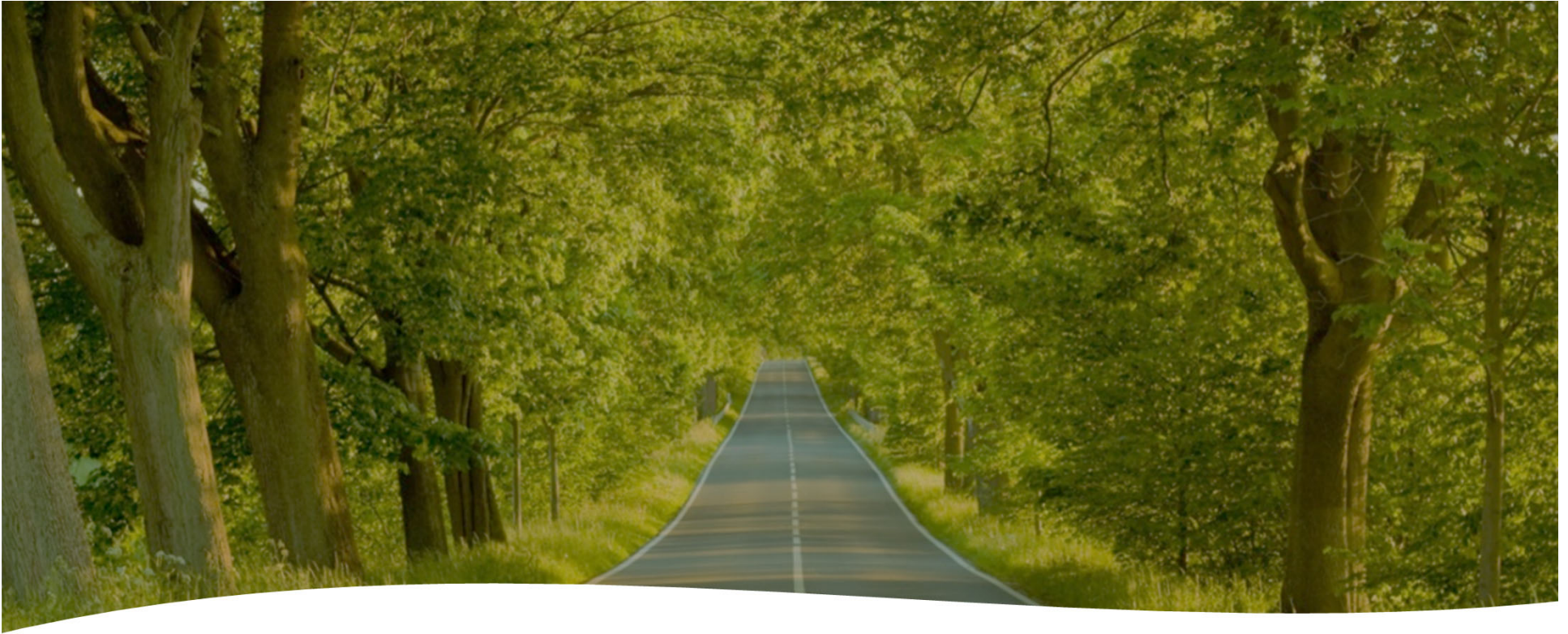
# Calendar Year 2019 Deliverables

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## New Membership

- New membership drive began January 1, 2019
- Letter sent to over 100 traded-sector businesses
- Active membership recruitment
- Updated dues structure began January 1, 2019





# Next Steps



Provide up-scale and attractive programs



Increase advocacy at the state and local levels



Workforce development



Continue to grow membership



Further collaboration with other business groups

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# Questions?







**Thank You!**