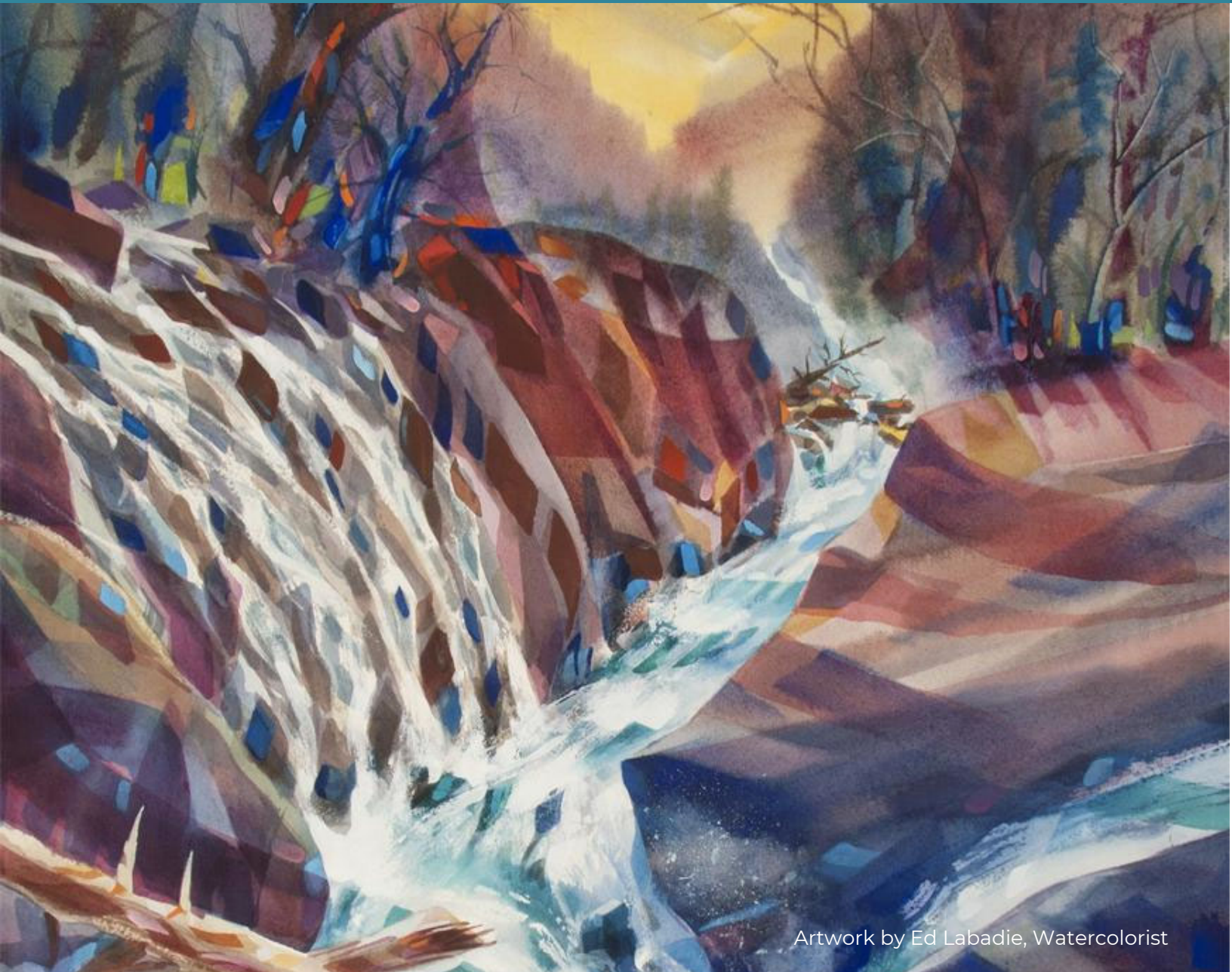




Tualatin Valley
Creates

STRATEGIC PLAN
2023 - 2026



Artwork by Ed Labadie, Watercolorist



Tualatin Valley Creates

STRATEGIC PLAN 2023-2026

Board Members

Elisa Joy Payne, Chair
Kate Ristau, Vice Chair
Don Carbonari, Treasurer
Bill Hernandez, Secretary
Jane Unger
Brian Parker

Approved as a living document by the Board on September 19, 2023

Prepared by Synergy Resource Group, in coordination with TVC Board and Staff, 2023



Above: Naomi Haverland, chalking at 2019 La Strada dei Pastelli Chalk Art Festival

Mission

Tualatin Valley Creates drives the development of inclusive, resilient, creative communities using arts, culture, heritage, and humanities.

Vision

Tualatin Valley Creates is a leading organization driving arts, culture, heritage, and humanities in Oregon's Washington County where each resident and visitor has a connection to its unique and diverse creative outlets.

History, Changes, and Growth

Tualatin Valley Creates (TVC) is an independent 501c3 nonprofit arts service organization. It was formed in 1999 (then known as the Westside Cultural Alliance) by a group of dedicated arts advocates who wanted to form a creative community in Washington County¹ outside of Portland proper. These creative leaders wanted to increase and facilitate advocacy for the arts across the county and establish an arts scene in a county that had a growing population but an arts industry that was mostly stagnant. TVC's early years centered on launching its networking series, becoming a recognized nonprofit, spreading the word about arts experiences in the area, and hosting professional development workshops. Originally, TVC also served as an advertising hub that released a newsletter in concert with the large media publisher, Pamplin Media, to share information about the arts sectors and regional impact. While TVC has changed over the years, the need for artists to connect with each other is more important than ever.

Since the turn of the century, Washington County has experienced a period of significant growth in population, jobs, and industry, and its population is expected to continue increasing in both density and diversity in the years ahead. As a result, TVC is harnessing the energy of a growing community and amplifying its efforts. TVC serves the residents of Washington County's cities and unincorporated areas. This includes Aloha, Banks, Beaverton, Bethany, Cedar Mill, Cornelius, Durham, Forest Grove, Gaston, Hillsboro, King City, North Plains, Sherwood, Tigard and Tualatin; as well as portions of cities such as Raleigh Hills, Wilsonville, and Lake Oswego that share borders with Multnomah and Clackamas Counties.

Today, TVC remains a strong advocate for the arts in Washington County by providing professional development and networking opportunities for individual artists to further develop skills and connectivity. This includes efforts to influence regional initiatives through public art integration, youth arts programming, arts policy, and arts funding. In 2017 TVC received a grant to build their Communications Hub (online platforms) and in 2020 TVC launched a Leadership Incubator program. In recent years, TVC has facilitated public art installations across Washington County and launched an ArtsPass Membership Program with a goal to connect local businesses with the arts. TVC has also worked closely with city governments, public entities, private developers, and other community organizations on a variety of projects. For example,

¹ At time of this Plan, Washington County had a population of 600,800 residents.

participating in a tri-county cultural arts plan², and completing the first ever arts and economic impact study for Washington County³.

Between 2020-2022, TVC weathered the COVID-19 pandemic by quickly pivoting programming and online resources to meet the evolving needs of the community in crisis. TVC has a bright future full of rich opportunities to deepen and grow a more cohesive and thriving arts ecosystem in the region.



Graphic from Creative Impact Series partnership with Cities of Beaverton and Hillsboro. Regular programming was converted to virtual and adapted content to respond to crisis impacting the sector.

Strategic Planning

In the spring of 2023, Tualatin Valley Creates (TVC) selected Synergy Resources Group (SRG) to facilitate their next strategic plan with a focus on hearing from stakeholders, addressing such questions as 1) where to allocate their resources, 2) how to improve programming, and 3) where opportunities for growth in the organization exist.

TVC's primary goal was to ensure voices and perspectives were represented in developing its new three-year plan. Stakeholder engagement activities included board and staff one-on-one interviews, SWOT analysis (strengths, weaknesses, opportunities, and threats) workshops on TVC's programming, and a stakeholder feedback survey was distributed to TVC's extensive stakeholder database. Through these activities, rich information was collected and used to develop goals and outcomes for TVC's programming.

The following are the highlights from the stakeholder engagement, which played an important role in developing TVC's three-year plan.

TVC's Strengths

Tualatin Valley Creates' programming analysis and stakeholder survey highlighted many strengths that will help TVC plan and act effectively in the years ahead. Further, utilizing these strengths will ensure TVC's success in meeting the goals outlined in the 2023-2026 Strategic Plan.

- TVC's Communications Hub, consisting of a robust website, Calendar of Events, newsletters, and social media profiles with a broad following. TVC's Calendar of Events is a model for other organizations because of its effectiveness. TVC has also leveraged staff capacity to effectively spread arts-related information across a large county⁴!
- TVC's board and staff are committed and passionate about the arts as well as creativity in a variety of mediums. Each has their own artistic practice and brings unique skills and knowledge to the organization.
- Staff leadership is engaged and strategic. The leadership team consists of strong advocates for the arts in Washington County who are continuously searching out ways to incorporate art into the

² Our Creative Future, Tri-County Cultural Art Plan for Clackamas, Washington, and Multnomah Counties.

³ Arts & Economic Prosperity Study 5, released in 2017.

⁴ Washington County has a population of 600,000+ residents in 2023.

community and uplift creatives through access to resources.

- La Strada dei Pastelli Chalk Art Festival is TVC's most successful and popular event, with many stakeholders expressing this event was their first introduction to TVC. This annual event is a gateway for those looking to connect with TVC and become involved in supporting the creative community.
- TVC is in the unique position to bring creatives together to create new partnerships, artistic projects, and new friendships through TVC hosted networking events.

Growth Opportunities

With a growing artist community in Washington County, TVC has many opportunities to increase their reach and elevate the sector. The first priority is a central hub that artists can go to for information, connection, and share ideas. TVC has the opportunity to reinforce this role over the next few years.

Stakeholders want TVC to educate Washington County on TVC's impact in the community and to be a champion for the arts by sharing stories about how their work has benefited local artists, businesses, and the public. Through these stories TVC will be creating more interest from people unfamiliar with TVC. In addition, sharing TVC's impact will help solidify TVC's brand and identity, something that stakeholders feel is needed.

This fall 2023, TVC will receive the results from the Art and Economic Prosperity (AEP6) study, a national survey headed by the Americans for the Arts (AFTA) that studies the economic impact of the nonprofit arts and culture industry. These results will provide TVC insight on how to deepen connections with local businesses in ways that positively impact the creative community.

Overall, stakeholders are interested in more programming and networking events offered by TVC. Stakeholders also expressed their appreciation for what TVC offers the community and want to see more. In response, TVC will be using the SWOT analysis results to strengthen their programming and events to meet the growing needs in Washington County.

Looking Ahead

In a post-pandemic landscape, TVC is ready and motivated to implement a new strategic plan with a focus on deepening and strengthening their existing programming. TVC's three-year strategic plan will help build upon their current capacity and ensure strong processes and procedures are in place in all areas of the organization. Further, TVC will increase their partnerships and offer services in all parts of Washington County, including unincorporated, rural, or underserved areas.

Over the next three years, TVC will continue to intentionally incorporate Diversity, Equity, and Inclusion (DEI) reflective of the community it serves, through their staff, board, and programs, with an understanding that more diversity in the organization will allow for new ideas to flourish, new modalities of art to be experienced, and new voices to be heard. Stakeholders encourage TVC to continue advocating for funding for arts, culture, heritage, and humanities and to keep connecting individual artists to funding opportunities, other artists, and creative.

TVC is going places!



Sculptor, Jud Turner in studio building a TVC's Musical Bench, 2020.

TVC’s overarching purpose of creating a thriving, inclusive, and connected arts ecosystem in Washington County is solidified in TVC’s Strategic Plan. With insights from stakeholders, TVC developed goals, key priorities, and outcomes which will shape the next three years for the organization. The plan focuses on strengthening programming to deliver positive results for those they serve. Moreover, it will have a ripple effect throughout the entire region⁵.

Strategies & Actions

In order of priorities:

1. Leadership Succession

2. Sustainable Funding

3. Communications Hub

4. Outreach and Presence

5. Leadership Incubator
6. Professional Development

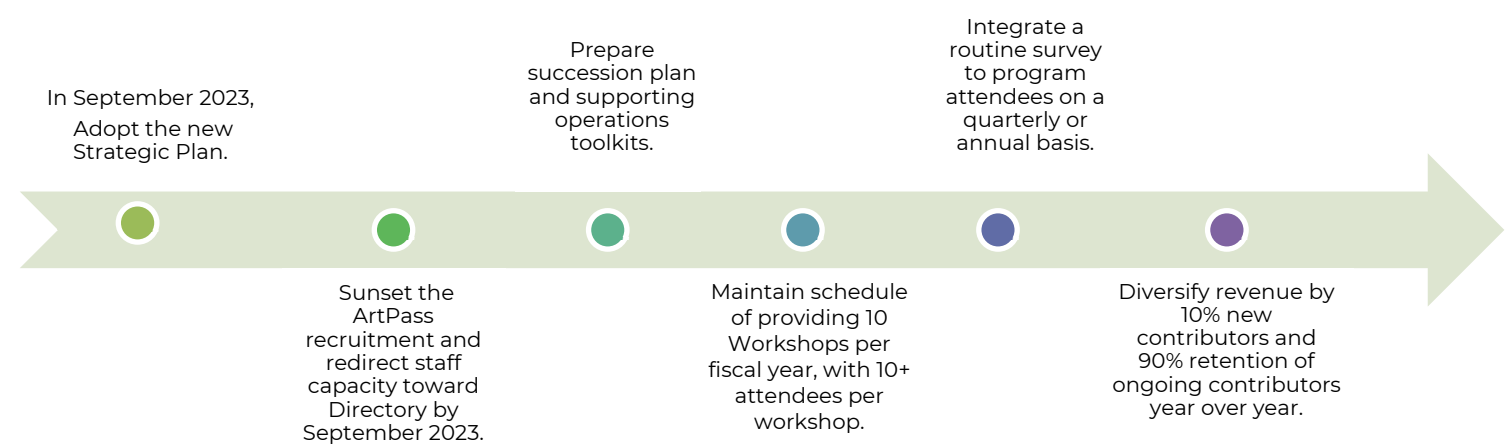
7. Networking Events

8. Sunsetting of ArtPass Program

9. Public Art

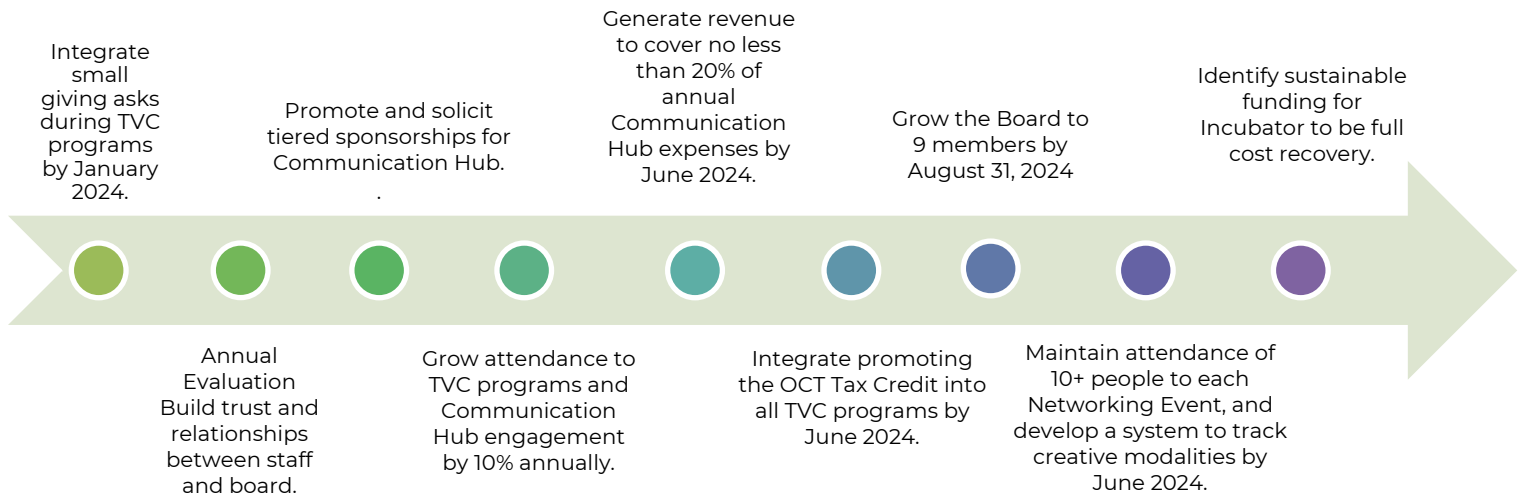
Long Term strategic planning by year

2023

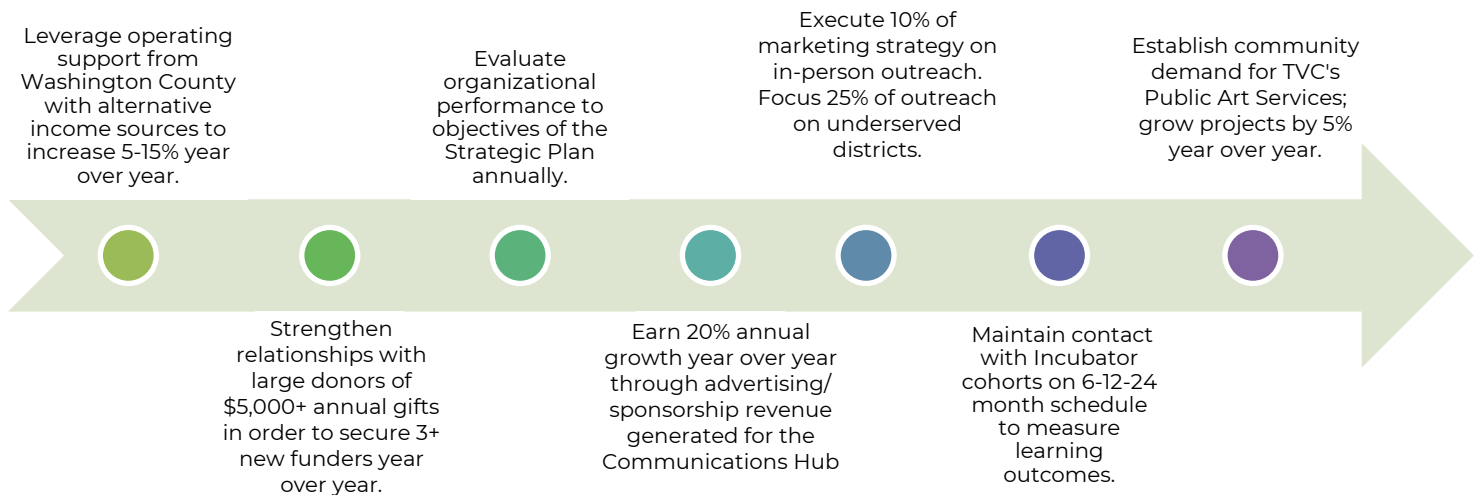


⁵ Region here is intended to include the Portland Metro and greater Northwest corner of the State.

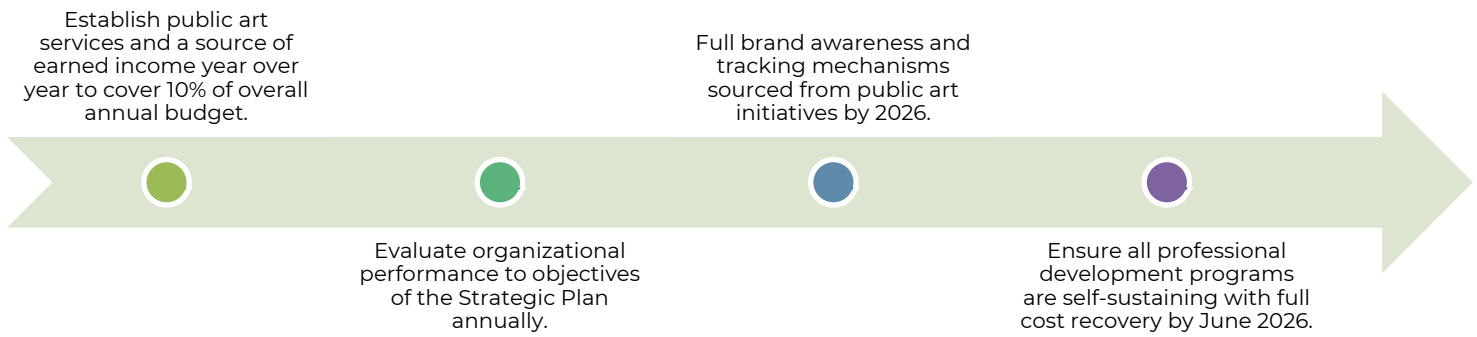
2024



2025



2026



TVC’s Organizational Chart





1 Leadership Succession

One of the more important topics for boards and staff to discuss is succession. TVC understands that organizations will inevitably experience a loss or transition of board and staff members. TVC wants to be proactive to avoid any major interruptions to the services and programming offered to the creative community in Washington County. Additionally, TVC board and staff members want to be educated and prepared for any issues that may arise in a planned transition or unexpected exodus.

Key Priorities:

- Document the roles and priorities of the staff and board members;
- Identify leadership growth pathways within the organization;
- Identify, discuss, and document the critical areas of the organizations (e.g., financial controls);
- Update TVC's existing operations manual; and
- Develop and implement an annual board/staff assessment.

Leadership Succession Goal:

Create a succession plan that ensures a smooth transition when a person leaves the organization.

Outcomes:

1. **By June 30, 2024** the staff and board are prepared and organized in the event of someone leaving the organization.
2. Built trust and shared understanding between staff and board. **(Measure board and staff working relationship through annual assessments).**
3. Grow the board to a minimum of nine (9) non-staff members **by August 31, 2024.**

Chalk Artists from 2022 La Strada, 3D design by Evann Garc. Event is supported annually by City of Hillsboro.



2 Sustainable Funding

TVC has been expanding the arts industry in Washington County for almost 25 years. It is imperative to the success of the organization that it creates reliable streams of funding. With more funding, TVC can increase staff hours to meet capacity needs and create new programming and/or events to meet the needs of the community. Successful fundraising will be an organization-wide effort, with both staff and board utilizing their unique assets to better support organizational health

Key Priorities:

- Develop an annual fundraising plan with a fundraising revenue goal;
- Establish new and deeper relationships with city and economic development offices;
- Develop a rubric of how to prioritize potential funding sources⁶; and
- Create an infographic that highlights key facts about TVC for board members to use when fundraising.

Sustainable Funding GOAL:

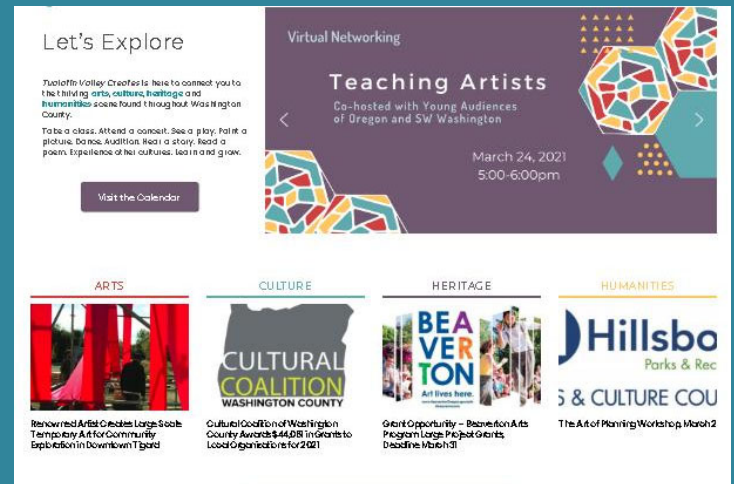
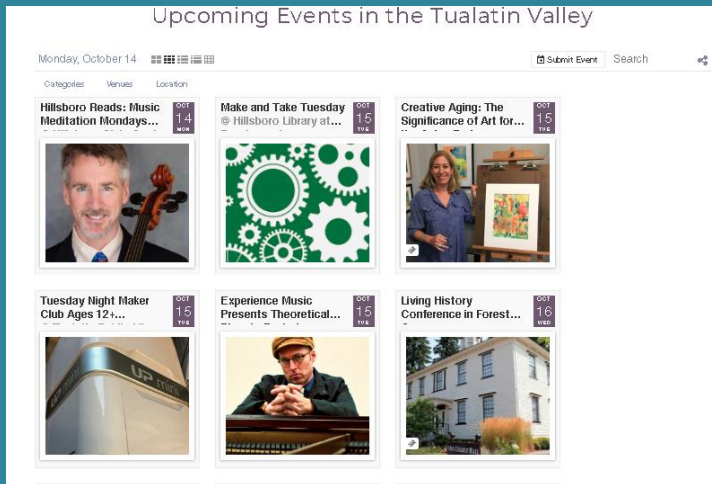
Diversify TVC's income streams to create a sustainable organization, ultimately enabling TVC to build capacity and increase programming for the arts in Washington County.

Outcomes:

1. Leverage Washington County's public funding with alternative income sources in order to maintain a balance of 30:60. **(intend to increase 5-15% year over year)**
2. Strengthened relationships with regional donors **(Secure three (3) new funders⁷ who will donate \$5,000+ each year over year).**
3. **Diversification of revenue sources** = A sustainable, thriving organization **(10% of new funding sources, 90% retention of existing funders year over year. Measure this as a 10% of increased individual revenue outside of Washington County's Operating Support public funds).**

⁶ Funding in this context can include, but is not limited to unrestricted earned income, donations and sponsorships, to restricted funding from grants and contracts.

⁷ Funders includes individuals, corporations, collectives and/or municipal departments.



3 Communication Hub

Tualatin Valley Creates' Communication Hub (www.tvcreates.org) is a central online location for information on arts, culture, heritage, and humanities. The Hub is accessible 24 hours a day and it consists of a comprehensive resource page⁸, social media profiles⁹, E-newsletters¹⁰, and website. The Hub was launched from a grant opportunity TVC received in 2017. The website offer access to TVC's recent press releases, links to local news stories on arts and culture, lists of opportunities by regional producers, arts related events on the calendar, workshops by TVC and others, jobs in the creative fields, and grant opportunities.

Key Priorities:

- Deepen TVC's marketing and promotion channels to increase community awareness;
- Ensure cross-county collaboration: organizations are using TVC's logo and sharing the calendar link on their event promotion;
- Start including collateral in new resident packages (HOAs, hotels), include SWAG (magnets, stickers with QR codes);
- Offer advertising options on the Events Calendar to raise revenue; and
- Survey leaders in the community to identify how they learn about events in order to use these channels to promote TVC's services as well.

Communication Hub GOAL:

Leverage the value of the Communication Hub to increase TVC's branding, recognition, and partnerships in Washington County and beyond.

⁸ www.tvcreates.org/resources-for-creatives

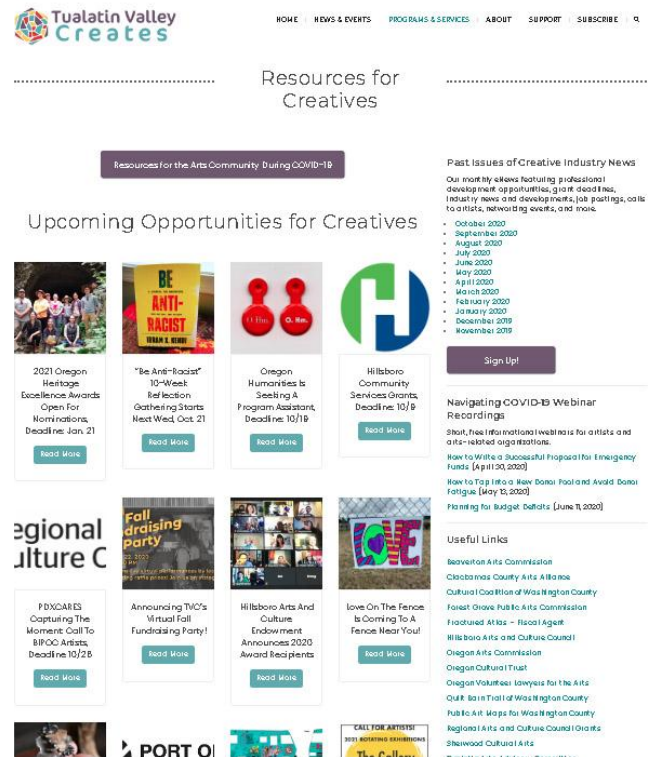
⁹ @tvcreates on Facebook, Instagram, YouTube, LinkedIn, Twitter, Threads

¹⁰ Monthly Creative Industries (CIN), Weekly Events, and Special Announcements

Outcomes:

1. TVC's reach in the community will grow at least **10% each year**, measured by attendance at events/programs, calendar events added, revenue raised, and traffic to the website.
2. Generate revenue to cover no less than 20% of current Communication Hub expenses **by June 2024**.
3. **20% annual growth year over year** through advertising/sponsorship revenue generated for the Communications Hub.

Comprehensive source for finding local opportunities in the creative sectors



Screenshot from TVC's Resources for Creatives page.



4 Outreach and Presence

Tualatin Valley Creates recognizes that there are many areas of Washington County that are not being directly served with programming. One of TVC's values is to provide resources and engagement opportunities for diverse populations, therefore, TVC will establish a countywide presence to create new connections, amplify new voices, and improve the county's overall arts ecosystem that has historically been underserved and/or underrepresented.

Outreach GOAL:

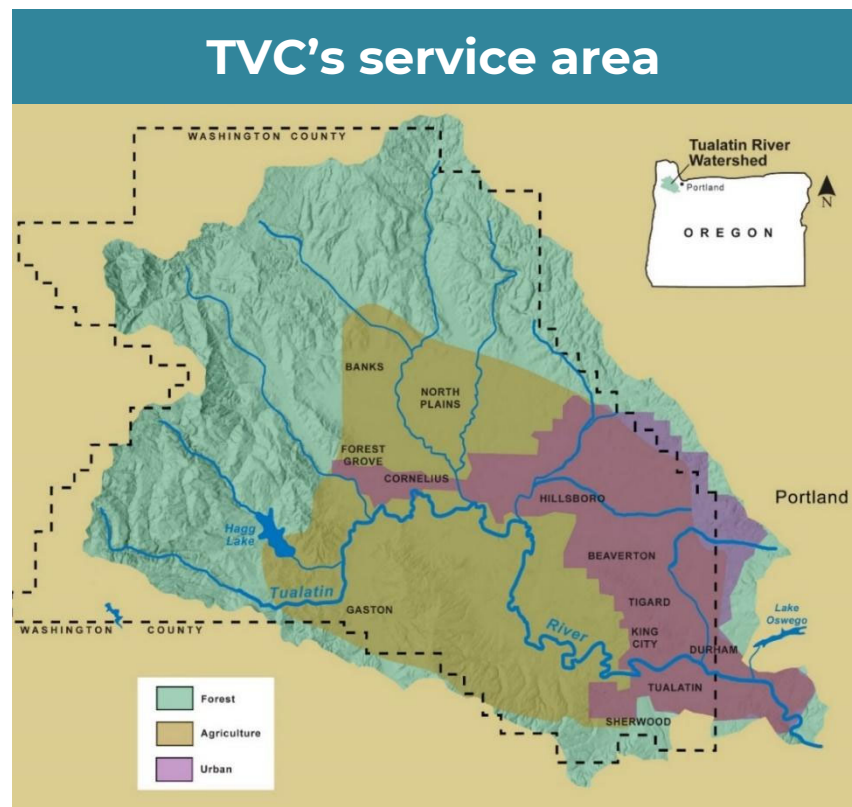
Grow TVC's reach and programming into the areas of Washington County not previously served.

Key Priorities:

- Present TVC's services to community leaders in rural, unincorporated areas on a regular basis;
- Increase TVC's presence at cultural events in unincorporated rural areas; and
- Facilitate, engage, and collaborate with creative leaders from rural/unincorporated areas to create events and programs that serve their community's needs.

Outcomes:

1. Equitable and reflective arts programming and experiences offered in all areas of Washington County **(Track programming offered in each area of the county - Execute 10% of marketing strategy on in-person outreach. Focus 25% of outreach on underserved districts over next three years.)**
2. County-wide creative expression and relationships. **(Focus on relationships using events, meetings, and real-time connections in order to accomplished meaningful outreach intentionally measured as Communication Hub engagement.)**
3. Outcome - Areas that have been identified as underserved will receive more attention **(Use recent data from Tri-County Cultural Plan efforts to identify where TVC should direct energy, then continue to evaluate progress with this Strategic Plan.)**



Map courtesy of the Tualatin River Watershed Council.



5 Leadership Incubator

The purpose of Tualatin Valley Creates' Leadership Incubator program is to build artists' leadership and social entrepreneurship skills. This multi-week intensive program focuses on training artists to become involved in civic leadership opportunities, serve on nonprofit boards, and support the broader creative community. TVC's board and staff will strengthen the program over the next few years.

Incubator GOAL:

Develop a program that is sought after by engaged creatives and arts administrators who want to sharpen their community leadership and social entrepreneurship skills and to give back to the creative community in Washington County.

Key Priorities:

- Secure dedicated funding sources for the program;
- Market to a more diverse audiences with clear language around the goals of the program;
- Update the policy and procedures for the program;
- Recruit high profile, bilingual¹¹ instructors;
- Create a “How to Market Your Showcase” session for Incubator participants;
- Design a generalized lesson plan template to foster curated and thoughtful lesson planning; and
- Develop or enhance a participant survey to gauge experience and impact well after participants have had time to implement learning outcomes.

Outcomes:

1. A flourishing, ongoing, and self-sustaining program with full cost recovery (**\$60,000-\$75,000 per program year**), ensuring more participants (**5-6 each cohort**) will complete the program and go on to positively impact the community.
2. A pool of leaders (**12+**) from a wide variety of creative modalities that bring critical thinking to the table and represent the creative community in Washington County.
3. Deepened educational experiences for students from an effective and organized leadership program (**by contacting cohorts 6-12-24 months later to measure the program's impact on their experiences, social enterprises, and careers**).

¹¹ Bilingual priority will be based on participant's requests and/or based on data for where program(s) take place.

Saturday, March 7, 2020
10:00am-Noon
FREE Workshop!

Teens: Choosing a Career in the Creative Sector

Beaverton City Library
12375 SW 5th
Beaverton, OR 97005

Register at
www.tvcreates.org/workshops/



6 Professional Development

Tualatin Valley Creates' professional development workshops stand-alone classes focused on teaching individual artists and creative industry professionals how to operate an art business. These workshops include how to build their business skills, how to advertise their work, complete their income taxes, and display their art in exhibitions.

Key Priorities:

- Increase enrollment, promotion, and repeat attendance;
- Partner with existing educational offerings (chambers, community colleges, city);
- Offer workshop topics based on needs in the community, and select qualified industry professionals to teach each workshop;
- Record virtual (possibly in-person) workshops and offer attendees the ability to purchase;
- Utilize a digital platform to engage participants;
- Identify partners to promote TVC events in their communications outlets (print or digital); and

- Develop an assessment to survey workshop participants to understand how they are effectively integrating the learning outcomes into their own businesses and/or local community.

Professional Development GOAL:

Offer essential workshops, using qualified and respected industry professionals that will attract a large, consistent group of attendees (online and in person).

Outcomes:

1. Ability to offer 10 workshops per fiscal year, with 10-25 attending each workshop. **(250 participants by June 2024)**
2. A creative community with strong business skills prospering in creative business endeavors. **(Utilize a quarterly or annual survey)**
3. Ensure systems of revenue generation that allow professional development services to be financially self-sustaining with full cost recovery¹² **by June 2026.**

¹² Full cost recovery includes staff time, presenter fees, venue rentals fees, as well as marketing and advertising. This can be covered by registration fees, program grants, sponsorships, other.



**Tualatin Valley
Creates**

Presents:



Your Host:
Bill Hernandez
Musician, TVC Board Member

Artist Mingle

Networking Event

Friday, April 14th

DAnu Tasting Room & Wine Bar
173 NE 3rd Avenue, Suite #107
Hillsboro, Oregon 97124

5:00-6:00 PM



Co-Host:
Maxine Braune- Williams
Co-Owner, DAnu Wines



HILLSBORO & NEWBERG

7 Networking Events

Tualatin Valley Creates hosts networking events and participates in tabling opportunities for the purposes of connecting with the community at large. When TVC attends an event produced by an external organization, it may be the first-time many individuals learn about TVC. These networking events also facilitate connections between peoples in the community, both artists and non-artists. Networking and events have been successful and are measured by attendance and e-newsletter subscriptions, and by informal ways such as how many business cards were handed out, handshakes, social media traction, etc.

Key Priorities:

- Increase attendance at TVC's networking events by using different times of day, locations in and outside of more populated areas, themes, and discount/incentives;
- Deliver an intentional ask to participants to bring a friend, promote the event, and speak up for the arts community;

- Utilize a digital platform to engage participants e.g., Instagram Live feed; and
- Engage sponsors to promote events via [their own] social media, employee bulletins, handing out TVC collateral, etc.
- Integrate information about the Oregon Cultural Trust (OCT) Tax Credit at TVC's Networking Events to build local arts funding through matching contributions¹³.

Networking Events GOAL:

Build an active and diverse community with leaders, volunteers, and community members who regularly attend TVC events, visibly share programming information, and engage and collaborate on an ongoing basis.

Outcomes:

1. An average **10 or more participants** (in addition to TVC staff/board) attend each networking event.
2. Established trackable attendance metrics (e.g., location, repeat attendees, art modality represented) **by June 30, 2024.**
3. Integrate small giving/donations during the event(s) beyond the registration ask during **by January 1, 2024**, to generate unrestricted income and begin donor relationships with attendees.
4. Build local contributions to arts and culture funding through the OCT Tax Credit and matching donations directly to nonprofits **by June 2024.**

¹³ Oregon Cultural Trust Tax Credit information can be found at www.culturaltrust.org/get-involved/donate.



8 Sunsetting of ArtPass Membership Program

The purpose of the ArtPass Membership Program was to create an independent, unrestricted revenue source for Tualatin Valley Creates. TVC created the membership program to uplift the economy in Washington County and to connect the community with TVC through membership. TVC's business partnerships have increased and strengthened due to the ArtPass Membership program. Although TVC set goals for membership sales, sales are slow due to several factors including limited staff capacity.

Key Priorities:

- Reallocate staff capacity to invest time into the Artist Directory **by September 2023**;
- Develop a plan to shut down ArtPass business operations and build sponsorship options **by September 2023**;
- Update ArtPass businesses on status of the program and transition to sponsorship option **by September 2023**; and
- Identify additional ways to maintain relationships between businesses and TVC **by January 2024**.

Transition GOAL:

Transition ArtPass businesses to become paid sponsorships featured on the TVC website, e-newsletters, and other TVC programing.

Outcomes:

1. Discontinue the ArtPass Membership Program and its directory listings **by August 2024**.
2. Tiered sponsorship options for businesses on the Communication Hub **by March 1, 2024**.

Musical Bench by Jud Turner, installed in Forest Grove, 2020.



9 Public Art in the Community

Tualatin Valley Creates believes that the purpose of Public Art is to increase the public's access to inspiration and dialog. TVC is involved and visible when cities are doing redevelopment projects, and offers public art project management services to generate revenue and create visibility for TVC, artists, and a means for placemaking. Managing public art contracts has produced positive results for TVC and has exceeded expectations.

Public Art GOAL:

Publicly recognized as a trusted and reliable facilitator and collaborator of public art in Washington County that provides expertise and support to encourage place making and creative outlets, especially in areas that do not have any, or have limited, public art yet (rural, unincorporated area, etc.).

Key Priorities:

- Build a streamlined process with a robust system of documentation for producing public art;
- Promote TVC's public arts' project management services to public agencies and developers;
- Develop marketing collateral to promote public art project management;
- Ensure TVC partners are aware of TVC's ability to facilitate dialogue between entities; and
- Establish an inventory of public art placed in the community to enable TVC to measure public art interactions (collaborate with WCVA).

Outcomes:

1. Establish community trust and demand for TVC's public art services (**Track the number of public art projects and inquiries and achieve an increase year over year by 5%**).
2. Increase brand awareness and the ability to track and document interactions and connections that stem from public art placed in the community **by 2026**.
3. More collaboration between public entities, philanthropists, and artists to build public art using TVC's expertise (**Measure by tracking ongoing projects**).
4. Establish Public Art as a stable source of earned revenue year over year, such that it covers **at least 10% of the overall annual budget**.

Acronyms:

Commonly used among TVC's files:

AEP	Arts & Economic Prosperity Study	LS	La Strada
AP	ArtPass Membership Program	MB	Musical Benches
BAC	Beaverton Art Commission	Mgr	Manager
BAP	Beaverton Art Program	MOU	Memorandum of Understanding
BDA	Beaverton Downtown Association	MSC	Main Street Commons Public Art Initiative, Hillsboro
BOC	WC Board of Commissioners	Mtg	Meeting
CaFE	Callforentry.com	NAO	Nonprofit Association of Oregon
CCAA	Clackamas County Art Alliance	OAC	Oregon Arts Commission
CCWC	Cultural Coalition of Washington County	OCF	Oregon Community Foundation
CIN	TVC's monthly Creative Industries eNews	OCT	Oregon Cultural Trust
CoA	Chart of Accounts	p/u	Pick up
CoB	City of Beaverton	pmt	Payment
CoH	City of Hillsboro	ppwk	Paperwork
CoP	City of Portland	QB	QuickBooks
CoT	City of Tigard	RACC	Regional Arts & Culture Council
CY	Calendar Year (Jan. 1 - Dec. 31)	Rcvd	Received
EOY	End of year	re	Regarding
Fac'y	Incubator Faculty	RFP	Request for Proposals
FFP	Fall Fundraiser Party	RFQ	Request for Qualifications
FG	Forest Grove	RR	Raziah Roushan
FS	Fiscal Sponsorship	SF	Salesforce data management platform
FGPAC	Forest Grove Public Art Commission	SM	Social Media
FY	Fiscal Year (July 1 – June 30)	t/f	To/From
GRP	CCWC's Grant Review Panel	TAC	Tigard Art Council
HACC	Hillsboro Arts & Culture Council	TDA	Tigard Downtown Alliance
HCAD	Hillsboro Cultural Arts District	TODM	Tigard Outdoor Museum
HCAN	Hillsboro Cultural Arts Network	TPAC	Travelling Public Art Collection; aka "Musical Benches"
HDP	Hillsboro Downtown Partnership	TVC	Tualatin Valley Creates
HP&R	Hillsboro Parks & Recreation Dept.	VAN	Vision Action Network
HPD	Henry Point Development	WC	Washington County
IG	Instagram	WCCLS	Washington County Cooperative Library Services
Inc'r	Arts & Culture Leadership Incubator	WCCC	Washington County Chamber of Commerce
Inv	Invoice	WCVA	Washington County Visitors Association
JD	Jayne Dahl	WEA	Westside Economic Alliance
KDC	Katie Devlin Chae	WS	Workshop