



MAY 13, 2014

# Business

Tribune

## SOFT POWER: WOMEN TECHIES AT JAMA SOFTWARE

BY  
JOSEPH  
GALLIVAN

### INSIDE

THE BUSINESS  
OF FAIR TRADE

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Alexis Johnson (L) and Devon Lee, rare female IT Managers, use orange company bikes to zip between booming Jama Software's two Pearl District offices in Portland.

TRIBUNE PHOTO: JAIME VALDEZ

**They're not** your average Information Technology people. No tattooed calves, no Gandalf beards, no Star Wars toys.

Devon Lee and Alexis Johnson keep the machines at Portland's Jama (Chinese for "good code") software humming. Never mind that the company has grown so quickly that it's split between two offices located nine blocks apart. That's the easy bit. The company provides four orange bikes and an orange skateboard for going between them, and these women travel with backpacks full of tools. There's also a video link between the cafeterias of both buildings.

Part of the job is the usual IT person stuff, fixing the email when it crashes and setting up new hires with laptops. But Lee and Johnson had to network the two buildings together when the company expanded. Lee spent hours in a hot, plywood cabin at the Jama South building installing servers and wrestling with CentOS, a Linux operating system. She has already moved three times with the company.

But tougher than that, they are responsible for

baffling, shifting layers of technology that most of us would rather not think about. Jama makes software for the sort of fast, complex project management that people who make software have come to depend upon. Jama's main product is mostly SaaS, that is, sold as a service. Companies just want it to work and not worry about upgrades or hosting it. This means a large team works at keeping the software working for the customers.

One such guy is Robert Hopson, a Systems Engineer at Jama, or as Lee and Johnson call him, a DevOps (Development and Operations) Guru. He says they "collaborate back and forward" in a "self-contained version of our cloud infrastructure" within the company, which they help keep running.

So not only do these IT people have to keep the network up for the people who keep other net-

CONTINUED / Page 4

# SOFT POWER:

## WOMEN TECHIES FIT RIGHT IN AT PORTLAND'S

# JAMA SOFTWARE

BY JOSEPH GALLIVAN



## From page 3

works up, they have to make themselves understood around the office.

Just as life today offers multiple ways to deal with the blizzard of messages, so the postmodern workplace demands you know how to communicate. Hopson, Johnson and Lee mostly use instant messaging (built by another Portland company, Jive).

“If I’m having a conversation, the useful part is not the other person’s picture, it’s that we’re looking at the same text,” Hopson says of the strings of numbers, letters and punctuation marks that are his environment. He will escalate to phone or email if need be.

Lee wrote a guide (in Jive of course) for staff communication. To paraphrase: Customers like GoToMeeting (videoconferencing); conference calls are good if you use the right microphones; there are plenty of conference rooms for show and tells, “stand up” meetings and “what are you working on?” “jams”; there’s the Portal video link between buildings; instant messaging in Jive; ye olde email, and good old Face to Face.

“Sometimes I need to stroll across the building, depending on how antsy I am,” says Lee, who also teaches Hot Yoga. “And the walk between buildings is a nice 10 minute stroll when you need to get out.”

Part of their job is getting everyone to open a ticket for their requests.

CONTINUED / Page 5

**Executive Class:** John Simpson, VP of Marketing at Jama Software, uses the wall as his chalkboard for ideas at the headquarters in NW Portland.

TRIBUNE PHOTO: JAIME VALDEZ



## WHAT IS JAMA?

**Jama’s Product Delivery Platform software is for companies that want to keep everyone on the same page.**

**If Company X is building a game, a campaign, or a car, the interface allows everyone to see where everyone else is on the project, what the latest changes are, and who said what to whom. Everything is logged.**

This used to be done by people schlepping Word documents back and forth at each other, which can lead to timewasting errors when someone is working on an old version. That might not matter much if your product is a free phone app., but the private space company SpaceX relies on it to build rockets.

“Jama uses social media tools like tagging and hashtags, so it feels modern,” says Johnson. “We get feedback from users like, they love the technology they use in everyday life, Facebook and Twitter, it works for them, it feels fluid. Then at work they have to use email and Word to track a project, and there’s no single source of truth.”

It has its own language: “A story can be bro-

ken down into tasks, you can click on it and see its scope and responsibilities,” says Lee. “There’s full visibility. It’s a just like a really cool way of collaborating.”

Whiteboards dominate Jama HQ at 1060 Northwest 9th Avenue in the Pearl, but one wall shows hundreds of customer logos, including Wply, United Healthcare and Amazon.com.

Last November, Gartner included Jama in its “Magic Quadrant for Application Development Life Cycle Management (ADLM)” praising its “specialty focus on tackling the challenge of complex product delivery across the enterprise.”

Portland-based writer Alex Williams just launched The New Stack, [www.thenewstack.io](http://www.thenewstack.io) a blog about the way we work in the modern computer environment.

An example of an old “stack” would be a server, with an operating system on top of it, and a database on that, plus storage and networking and then the application running on top of it all. But now with cloud computing and virtual machines we’re dealing with a new stack.

He places Jama at the center of this change, because of the way it helps products come to market in a collaborative way.

“Their value is in the capability to provide this social engine inside the software so everyone can clearly know what each one is doing.”

Williams says that with the Internet of Things (IoT) the development process never stops. “Because even with a physical thing, data is laid on top of it. In the old days you built a car and launched it. Now you’re always adding more services to it. A product now has a different lifecycle.”

## WOMEN IN TECH

**Sara Morrow, Jama’s recruiter, is pleased that 33 percent of the staff are female. The software industry average is 25 percent, which includes all jobs in software: sales and marketing as well as management and technical. Morrow encourages her female staff to take part in organizations such as PDX Women in IT (@PDXWIIT).**

“We use it for networking and support, such as matching mentors and mentees, and to find female speakers when other tech events ask for them.” It’s a place where women can also jump sideways into other roles that they might not be

able to in their own workplace.

“It’s more of a welcome place, not competitive, where you can find more people that are like you,” adds Morrow.

According to Wired magazine, at the University of California, Berkeley — a school traditionally at the heart of the computer science world — women now outnumber men (106 to 104) in one of the school’s introduction to computer science courses. But only 13 percent of computer science majors in the U.S. and Canada are female, compared with 1991, when nearly 30 percent of computer science bachelor degrees were awarded to women.

Jama also supports ChickTech, [chicktech.org](http://chicktech.org) which puts on courses like Intro to Python in a bid to get more women to understand what’s under the hood of the technology they depend on. And also Code Scouts, [codescouts.org](http://codescouts.org) which educates school age girls in computer languages and began in the Portland Incubator Experiment (PIE) [piepdx.com](http://piepdx.com).

Morrow says the company won’t hire based on gender, but it does “aim to raise awareness that we’re hiring, help women feel welcome and drive more women to apply.”

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**“We rely on ticket system to track workload. So when there are recurring problems, we can go back and search for patterns, see when it happened and to whom. We’re good at logging stuff.”**

— Devon Lee

■ From page 4

“We rely on ticket system to track workload,” says Lee. “So when there are recurring problems, we can go back and search for patterns, see when it happened and to whom. We’re good at logging stuff.”

It’ll soon all change.

Jama South only opened in November 2013, but the company is set to move to one big building this fall, “2&T” as it’s known at SW Second Ave and Taylor St. Then Lee and Johnson will have to pack up all the computers and rebuild their network.

There’s a ticket for that.



**All On The Same Page:** Christian Fuentes, Development Manager at Jama Software, leads a standup agile development team meeting at the Jama south building in NW Portland. Jama makes software for managing product development.

TRIBUNE PHOTO: JAIME VALDEZ



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CONTRIBUTED PHOTO

Worksystems was recently honored with the Workforce Investment Board Excellence Award by the National Association of Workforce Boards. Pictured here is the current Worksystems board of directors.

## Worksystems receives national award

Worksystems has been selected to receive the Workforce Investment Board Excellence Award by the National Association of Workforce Boards (NAWB).

This national award honors a workforce agency that has demonstrated an on-going ability to develop comprehensive workforce solutions for its community by creating proactive and innovative programs, engaging businesses, securing diversified funding, and ensuring quality outcomes.

"Worksystems' collaborative approach to program design, its use of data to drive decision-making, and its successful alignment of strategic workforce goals with the needs of business and industry make Worksystems an example to other Workforce Investment Boards across the country," said NAWB President and CEO Ron Painter.

"We are honored by this recognition and think that it reflects very positively on our Board, strategies, partners and staff," said Andrew McGough, Executive Director of Worksystems.

The current Worksystems board of directors includes Keith Mays, Electronic Wood Systems; Steven Morris, Oregon's Technology Business Incubator; Hayden Thomas, LSI; Carl Moyer, Parr Lumber; Ron Hauge, Oregon Human Development Corp; Adrienne Rogers, RAS Group LLC; Robert Brown, Oregon Employment Dept.; Sharon Birge, Boeing; Naomi Ulsted, Springdale Chamber of Commerce; Pamela Treece, Westside Economic Alliance; Jon Issacs, Portland Public Schools; Val Valfre, Washington County Housing Authority; Vickie Burns, Labor's Community Service; Debra Derr, Mt. Hood Community

College; Kimberly Branam, Portland Development Commission; Jessica Howard, Portland Community College; Bob Tackett, NW Oregon Labor Council; Travis Stovall, eRep; Roy Rogers, Washington County Commissioner; James Paulson, Alta Bicycle Share; Kevin Dull, Kaiser Permanente; Caryn Lilley, KGW Media Group; and Matthew Robbins, City of Portland; Charlie Hales, Mayor, City of Portland; Loretta Smith, Multnomah County Commissioner; Lila Leathers, Leathers Fuel; Sheila Holden, Pacificorp; Skip Newberry, Technology Association of Oregon; Rolanda Garcia, Dept. of Human Services; and Steve Rudman, Home Forward.

## National Small Business Week 2014 kicks off May 12

The U.S. Small Business Administration, small business owners from across the nation and 20 co-sponsors get ready to convene online, and in four major U.S. cities, from May 12-16 to celebrate entrepreneurship and recognize the country's top small businesses.

Since 1963, the SBA has honored the accomplishments of outstanding entrepreneurs, small business owners, innovators, small business advocates and others, at an annual event that attracts thousands of participants.

## New board member at Blount International

Blount International, Inc. (NYSE:BLT) ("Blount" or "Company") recently announced that its Board of Directors has elected Daniel J. Obringer as a Director. His appointment fills the vacancy created by the departure of Thomas J. Fruechtel, who resigned his position as a member of the Board on

April 24.

"We have appreciated Tom's leadership and dedication to Blount over the past 10 years," stated Josh Collins, Chairman and Chief Executive Officer. "We are very pleased to have Daniel Obringer join our Board. His extensive background in the outdoor power equipment industry, international business, and finance will complement those of our other board members. We look forward to his contributions in the coming years as we focus on profitability growing our global business."

Blount is a global manufacturer and marketer of replacement parts, equipment, and accessories for consumers and professionals operating primarily in two market segments: Forestry, Lawn, and Garden ("FLAG"); and Farm, Ranch, and Agriculture ("FRAG").

## Four selected as Father of the Year honorees

The Father's Day Council of Oregon and SW Washington announced today that they have selected four Portland business leaders as this year's Father of the Year Awards honorees. The purpose of this award is to recognize men that have made family a priority, while balancing a demanding career and community involvement.

This year's honorees are Lynn Gust, President, Fred Meyer Stores; Donald L. Krahmer, Jr., Attorney, Schwabe, Williamson & Wyatt; Chris McGowan, President and CEO, Portland Trail Blazers and Moda Center; and Charles Wilhoite, Managing Director, Wilamette Management Associates.

The American Diabetes Association and the Father's Day Council will host the second annual Father of the Year Awards Dinner on Wednesday, June 4, at 6 p.m., at the Moda Center in Portland. The regional Father of the Year Awards Dinners are hosted in 35 cities across the country in collaboration between the American Diabetes Association and the National Father's Day Council. The regional councils in each city are comprised of volunteer community leaders who strive to heighten the meaning of fatherhood, while raising funds for philanthropic purposes.

For more information or tickets to this year's Father of the Year Awards Dinner, please contact Alison Bruun, Manager of Special Events, American Diabetes Association, at 503-736-2770 ext. 7297.



VAN HOUTEN



VAN HOUTEN



FURUKAWA



NEILSON



SANG

## Gynecology Associates joins Legacy Health

Legacy Health announced Legacy Medical Group and Portland Obstetric & Gynecology Associates have merged to form Legacy Medical Group — Portland Obstetrics and Gynecology.

Legacy's new Northwest Portland based women's clinic will offer a range of services including obstetrics, gynecological care and surgery.

"We are thrilled to welcome Portland Obstetric & Gynecology Associates to the Legacy family," said Duncan Neilson M.D., chief of Legacy Women's Health Services. "This merger grants our patients and their families access to a group of well-established board certified OB-GYNs who have a deep understanding of what it takes to build long-lasting relationships with their patients."

LMG-Portland Obstetrics and Gynecology physicians include Abby Furukawa, M.D.; Linda Moore, M.D.; Karen Ogryzlo, M.D.; Michelle Sang, M.D.; Laura Van Houten, M.D.; and Jessica Voge, M.D.

LMG - Portland Obstetrics and Gynecology is located on the Legacy Good Samaritan Medical Center Campus in Medical Office Building.

## New CEO appointed at Adventist Medical Center

Joyce Newmyer has been appointed President of the Northwest Region of Adventist Health, including President/CEO of Adventist Medical Center (AMC) in Portland effective May 30, 2014.

Newmyer replaces Tom Russell, former president who has been named corporate vice president of population health innovations for Adventist Health's 19 hospitals in four western states.

Newmyer served at Washington Adventist Hospital in Maryland for the past five years, three of those as president. Under Newmyer's leader-

ship, significant hospital recognitions were achieved including The Joint Commission Top Performer and U.S. News and World Report Top Regional Hospital.

"Joyce comes to us with robust experience in complex urban health care markets," states Bill Wing, Executive VP and COO of Adventist Health headquartered in Roseville, CA.

## Department launches awareness campaign

The Oregon Department of Consumer and Business Services recently launched a statewide awareness campaign for its insurance consumer advocacy services.

Consumer advocates in the department's Insurance Division help consumers who have questions or problems with their insurance and recovered more than \$1 million for Oregonians in 2013.

"We hope that by spreading the word across the state more Oregonians can take advantage of these valuable services," said Patrick Allen, director of the Department of Consumer and Business Services. "As an unbiased and official source of information, advocates can help consumers navigate the complexities of insurance policies, and if we find something wrong, we can take action on behalf of the consumer."

## Ball Janik adds attorney to Portland office

Ball Janik LLP is pleased to announce Molly (Allison) Washington has joined its Portland office.

Washington is a litigator with an emphasis in construction defect, practicing with the litigation and construction practice groups.

"Molly's experience in successfully representing both plaintiffs and defendants, including commercial property owners, home owners, and owner associations in multi-



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million dollar lawsuits complements Ball Janik LLP's extensive practice," stated Phillip Joseph, co-chair of the Construction Practice. "We are confident her experience and skillset will serve our clients well," added Jim Prichard, co-chair. Ms. Washington's experience includes successful arbitrations, mediations and a significant jury trial.

## Portland Obstetric & Integrated 3D opens headquarters in The Dalles

Integrated 3D™ Manufacturing (I3DMFG™), pioneers in 3D printed, opened its new headquarters in The Dalles, Oregon.

The company manufactures complex metal products in a repeatable, reliable manufacturing process serving industrial applications in the aerospace, UAV, clean energy, automotive and medical markets.

The company's technology has an impact not only on manufacturing but also on design philosophy, labor allocation and business strategies. Their Direct Metal Laser Sintering (DMLS) manufacturing process minimizes waste and cost and also presents an opportunity to enable manufacturing jobs to return to the U.S.

"Our vision is that we bring jobs, ingenuity and manufacturing back to the United States," said Erin Stone, CEO. "Our manufacturing capability enables U.S. companies to manufacture their complex parts in a timely and price competitive way. There is less reliance on off-shore manufacturing which brings back jobs to the U.S. and protects valuable intellectual property."

## Local Companies Join PDC to Pitch PDXn Columbia

A quartet of Portland business leaders joined PDC executive director Patrick Quinton on a business development trip to Colombia, May 6-11. The team introduced Portland's "We Build Green Cities" expertise to the rapidly urbanizing South American country, which is eager to use its growing financial resources to develop its infrastructure for the 21st century economy.

Lucas Posada, GBD Architects; Kirk Davis and Craig Briscoe, Glumac; and Mauricio Villarreal, Place Studio expect to highlight their current work on the Hassalo on Eighth project in Portland's Lloyd District, which illustrates Port-

land's unique approach to economic development, sustainability and district scale solutions.

Quinton said, "The sustainability experience that is deeply embedded in the Portland story is a smart match for Colombia's expertise in building large scale housing. This trip is our opportunity to both introduce developers to Portland firms who can bring green building expertise to projects in Colombia, and to highlight our own urban development projects here in Portland to interested Colombia investors."

## OnPoint Community Credit Union plans to open three new branches

OnPoint Community Credit Union, the largest credit union in Oregon, is continuing its investment and expansion in the Portland market with the addition of three new branches.

Members of OnPoint will have increased access to a comprehensive suite of both personal and business banking services, mortgage lending, insurance and investment services.

The new branches will be located in Hillsdale, N.W. 20th Place and West Burnside, and downtown Portland on S.W. 5th and Stark. The branches will create approximately 25 jobs for the local community.

"We're committed to the financial well-being of our members and adding new branches is one way we are helping them achieve their goals with better access to our financial products and services," said Rob Stuart, OnPoint's President and CEO.

## Fogo de Chao opens in downtown Portland

Brazil's award-winning churrascaria, Fogo de Chão (pronounced fo-go de shoun), opened for business May 2 in downtown Portland, giving diners a chance to experience the authentic Southern Brazilian steakhouse.

"We are excited to open our first Pacific Northwest location in such an historic building and with a rare opportunity to reimagine the space. We look forward to connecting with the Portland community, and sharing a new and exciting experience that is such a treasured Southern Brazilian tradition," said Fogo de Chão CEO, Larry Johnson.

Churrascarias originated with the open fire cooking technique of



Jeff Miller, President and CEO of Travel Portland (left), welcomed Selma Oliveria, COO of Fogo de Chão, and the rest of the Fogo de Chão crew to downtown Portland.

COURTESY OF LITTLE GREEN PICK E

the gauchos (a South American term similar to "cowboy") in Southern Brazil. Even though Portland is a long way from where Fogo de Chão began, the climate and proximity to farming and agriculture in Oregon is similar to that of Southern Brazil. Portland General Manager and Head Gaucho Chef Alceu Pressi recognized these similarities immediately and felt an instant connection to Portland, where he also felt a similar passion for hospitality. Fogo de Chão provides an authentic churrascaria experience, a dining event beloved by Brazilians, and now Portlanders alike. And with Brazil hosting worldwide sporting events in the next few years—the World Cup this year and the Olympics in 2016—all eyes are on Brazil, and this is the perfect way to learn the culture and partake in its unique cuisine.

## Columbia Helicopters awarded \$30 million U.S. Army contract

Columbia Helicopters recently announced that it has been awarded a multi-year contract that is worth more than \$30 million to overhaul forward and aft rotorheads for U.S. Army CH-47 Chinook helicopters.

The contract, awarded by the Aviation and Missile Command (AMCOM) is identified as a one-year contract, with options for four additional years. Under terms of the contract, Columbia Helicopters will overhaul the rotorheads at the company's maintenance headquarters located in Aurora, Oregon.

"We are pleased that the U.S. Army recognized our abilities and selected us to conduct this maintenance," said Stan Wilson, President of Columbia Helicopters. "We conduct the same maintenance on the rotorheads of our commercial Chinook helicopters, so we anticipate a very easy inclusion of this contract into our current workflow."

## Portland radio listeners can now "clip" their tunes

Starting today, Portland radio listeners can download and use Clip Radio. It is the first and only mobile app that lets a listener see and interact with what they hear on the radio instantly by "clipping" to get the desired content.

Clip Radio gives listeners the ability to easily browse radio programming from nearly every station in the Portland area. The app can automatically detect a station's broadcast, allowing the listener to simultaneously see what's playing and "clip" desired content to save and interact with on their own time. Clip Radio is the only app that lets listeners look at the last hour of almost any Portland radio broadcast, allowing them to access information about a song they heard a few minutes ago, find additional information about a local business they heard advertised or enter a contest promoted by the local radio personalities.

"Radio will never be the same. Listeners can now get what they want directly from local radio and interact with it immediately," said Sara Sisenwein, vice president of marketing for Clip Interactive, the company behind Clip Radio. "By making the music, contests, local business information - and just about anything you hear on the radio interactive, we believe we are carving out radio's place in the digital world."

Portland is the first city where Clip Radio has fully integrated nearly every radio station broadcast,

and the company plans to introduce the app to several other markets over the coming months. The app is free and available for download at the App Store (iOS) or Google Play (Android). Clip Radio will work on iPhone devices running iOS 6.0 or later and Android devices running Android 3.0 (Honeycomb) or later.

## Five staffers promoted at THA Architecture

Regional award winning design firm THA Architecture has promoted five staff members to Associate: Tracey Bascue, Scott Mannhard, Scott Mooney, Nic Smith, and Matt Sugarbaker.

Tracey Bascue, IIDA, LEED AP ID+C, Creative Lead of Interior Architecture, Associate, joined THA in 2008, and brings a unique background in both the fine arts and architecture that have resulted in a particular sensitivity to composition, color and materiality

Scott Mannhard, Project Architect, Associate, joined THA in 2011. He is committed to expanding the role of architects as contributors beyond the traditional design process into the realms of project origination, growth strategy, ecological design, and alternative delivery methods.

Scott Mooney, LEED AP BD+C, Project Architect, Associate, joined THA in 2007. His leadership in advancing THA's environmental design practices stems from his devotion to architecture that positively impacts society.

Nic Smith, Project Architect, Associate, joined THA in 2009, and has a keen ability to bring together the demands of high performance buildings and programmatic requirements with clear and beautiful design solutions.

Matt Sugarbaker, AIA, Project Architect, Associate, joined THA in 2012. He strives to connect each aspect of the building to the overall idea, while maintaining a mind toward schedule and economy. Matt is currently working on Oregon State University's Austin Hall College of Business, which is under construction.



SUGARBAKER



BASCUE



SMITH



MOONEY



MANNHARD





**Jeff Owen**  
co-owns  
Evergreen Fair  
Trade on  
Northwest 23rd  
where he sells  
exclusively  
fairly-traded  
food, clothing  
and gifts.

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economically  
and  
environmentally  
sustainable  
trade  
relationships  
with farmers  
and artisans  
and sells coffee,  
chocolate, tea  
and other fairly  
traded gifts.

PHOTO COURTESY  
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## The BUSINESS of FAIR TRADE

By **PAMELA ELLGEN**  
*The Tribune*

**If you have questions about the conditions and compensation for the workers who produce the products you buy, the answers aren't always easy to find.**

Some companies offer fair-trade products as a more expensive option within an existing product line. This raises the question of whether the laborers who created the other products — the conspicuously not fair trade ones — were paid equitably for their work.

However, other companies in Portland and around the country are forming around the belief that you shouldn't have to choose between paying fairly and purchasing the products you want. They're created by conscious capitalists, those with a triple bottom line who fall under a new, albeit unofficial, designation: not-just-for-profit.

Local companies embracing this ethos are building their businesses around the principles of The Fair Trade Federation, an association that strengthens and promotes North American organizations fully committed to fair trade. They are committed to creating opportunities for economically and socially marginalized producers, pay-

ing promptly and fairly, supporting safe and empowering working conditions and ensuring the rights of children.

Jeff Owen, co-owner of Evergreen Fair Trade on Northwest 23rd Ave. has found that these principles resonate with Portlanders, who tend to embrace social and environmental responsibility. Owen opened the shop in 2012 with his wife Csilla, whom he met while working for the Peace Corps in Romania. Together they sell both fairly-traded and locally-made goods such as jewelry, soap, clothing, furniture and home décor.

Owen says that while most people learn about fair trade through the coffee and chocolate retailers, fair trade within the artisan community has existed for much longer. The way it typically works is that artisans form a cooperative to make a product, such as jewelry or handbags, and then sell the product either to wholesalers or directly to retailers, he explains.

"Fair trade works better than charity," he says. "It helps artisans build a business model."

Portlanders Johan and Tracy Wulfers came to a similar realization during an extended visit to West Africa. They



## ■ From page 8

observed women who were creating beautiful handcrafts but unable to sell them profitably in the local market. The couple returned to the United States with a vision for building an economic partnership designed to help the women lift themselves out of poverty.

“You can give people all this stuff, but it doesn’t have the same value,” Johan says. “People feel the best about themselves when they’re doing something productive and they’re making a living from that productivity.”

The Wulfers formed the Ojoba (oh-jo-buh) Collective, a cooperative of 50 women producing handcrafts and shea butter in a small village in Ghana. All received equal pay and the couple insisted that no woman be excluded from the cooperative based on religion or tribal affiliation.

During its 11 years in existence, the Ojoba Collective has experienced steady growth and slowly expanded to its present size of 400 women. Four years ago, after recognizing that shea butter had the greatest commercial viability, the company put all of its efforts into growing that product line, and now sells primarily as a wholesaler to other retailers, including many European companies and LUSH cosmetics.

### Sustainability

One of the potential pitfalls of establishing fair-trade relationships with cooperatives in developing countries is the temptation for artisans to put all of their proverbial eggs in one basket, Johan says. To stave off over-dependence, Ojoba offers microenterprise training to the women in the cooperative so they can develop additional business ventures.

“They don’t have the marketing and business background, so we’re slowly teaching them,” Johan says.

In addition to the fair wages paid, the Ojoba Collective also offers a dividend that can be spent on community development. The Wulfers recognize that this kind of support must be what the community actually wants. Some organizations go into a developing country and say, “We’re going to build a school,” Johan says. “But, they don’t even want a darn school! That’s not the way you should do it,” he says. “The fundamental thing we’ve done differently than other companies, is that we’ve spent time on the ground, asking, ‘what do they need?’”

### Stories of Hope

Many of the products sold by fair-trade retailers go far beyond economic empowerment to tell compelling stories of hope and reconciliation. For example, Evergreen sells olive oil soap with lemon and Dead Sea mud handcrafted by Sindyanna of Galilee. The group of artisans works in the West Bank and is a collaboration between Israeli and Palestinian women.

In Ghana where the Ojoba Collective operates, domestic violence was prevalent due to extreme poverty and a male-dominated



LUSH Fresh Handmade Cosmetics sources its shea butter from fair trade sources, including the Ojoba Collective. PHOTO COURTESY OF PAMELA ELLGEN

**“People feel the best about themselves when they’re doing something productive and they’re making a living from that productivity.”**

— Johan Wulfers

society. However, women have become empowered through their employment, and violence has become almost non-existent. Women are also now more likely to engage in social relationships with one another, afford the cost of education for their children and have access to health care.

### Education

In the early days of the fair trade business model, educating consumers was an ever-present challenge.

“People didn’t know what fair trade was,” Johan says. They would suggest that he really was just exploiting the village he worked in or that fair trade only increased pay by a few nickels.

Though fair trade has become a household name, particularly in Portland, talking about it with those who aren’t familiar with the concept can be challenging. Owen isn’t sure he’s converted anyone to the fair trade ethos who wasn’t already on board. “Shoppers don’t want to listen to all the time,” he says.

Fortunately, the Fair Trade Federation

and other activist organizations has done a lot to educate consumers and ensure compliance with those claiming to be fair trade. Sarah Mitts is the founder of AWAZ Handcrafts, a Portland-based fair trade retailer of handmade clothing and jewelry, as well as co-chair of the Northwest Fair Trade Coalition, a group of fair trade advocates, business owners, community organizations and individuals.

She has seen the market for fair trade suffer in the context of the “buy local” movement but points out that when consumers buy fair trade products from a locally-owned business, they are not only supporting their local economy, but they’re also helping to build an ethical economy based on human rights and social justice.

“As Portlanders set the stage for building a green economy, why not look at it holistically and honor the person behind the product the same by ensuring they receive a fair wage for their work?” she says. “That’s a true solidarity economy and a vision for Portland I think people want to create. It takes action and we have to work harder.”



PHOTO COURTESY OF RICH ELLGEN

Portland fair-trade retailer AWAZ Handcrafts uses natural fibers and dyes in its clothing and handbag lines.



# Area Floors celebrates new Charbonneau location

*Portland-based firm expands to south metro area with a unique culture*

By **JOSH KULLA**  
*The Tribune*

Portland company Area Floors celebrated its expansion into the Wilsonville market last Tuesday, as owners Brandy and Kelly Callaghan held a celebratory grand opening at their new Charbonneau location.

It's the third storefront for the company, which was founded as The Carpet Place in 1967 in Portland. In 2003, Brandy Callaghan took over ownership of the original Portland store and a second location in Tigard from company founder John Rollin. It was part of a long-standing succession plan crafted over years.

Kelly Callaghan, meanwhile, officially joined his wife as part of the firm last year after 25 years running Callaghan's Custom Installations. Both say the expansion will allow them to better serve existing south metro area customers as well as create new customers in Canby, Aurora, Newberg and other outlying areas.

"We have customers down in this area and the footprint was small," Kelly Callaghan said. "It's a little different for us, we have two larger stores in Portland and Tigard, so they are almost three times the size of this; this is like a little boutique, which is kind of cool because it's a little more personable, not that the other stores aren't personal, but you just kind of dial it in and we feel like a real part of the community here."

The company secured its spot in Charbonneau's Village Square mall last fall and opened its doors to customers in late February. It specializes in hard-surface flooring options such as tile, hardwood and stone.

Of course, a range of carpet selections remains, but Brandy Callaghan said the popularity of carpeting has declined over the years in favor of easier-to-maintain hard surfaces. So much so, in fact, that this shift in business was the catalyst for the company's name change away from The Carpet Place back in 2008.

At the same time, the mild Northwest climate still leads enough customers back to carpet to warrant a significant stock.

"Hardwoods, prefinished hardwoods, are a big portion of our business," Brandy Callaghan said. "But you know, carpet still grabs people attention because we're in the Northwest. We do a lot of tile and specialty glass, and we help a lot with design layout and we do design consults and stuff. It is really fun, and as an owner people ask are you still writing orders? But I still love being involved with customers."

In Charbonneau, there will be a smaller inventory and more customer service, all part of scaling back the company's normal operations at its other locations.

"We really had to dial down and we had to get really smart about what products to bring out here and what suppliers," Callaghan said.



PAMPLIN MEDIA GROUP: JOSH KULLA

Area Floors specializes in hard surfaces, including wood, stone and tile, but it also maintains a stock of carpet to help weather the cool Northwest climate.

**"This is like a little boutique, which is kind of cool because it's a little more personable, not that the other stores aren't personal, but you just kind of dial it in and we feel like a real part of the community here."**

— Kelly Callaghan

"It was an interesting task to go through and figure that out."

Like many companies, Area Floors also has moved online in a big way. Despite that, they don't conduct sales in that venue. Instead, Callaghan said, they use a vigorous web presence, including social media, to help bring customers to their brick and mortar stores.

"We direct traffic to our stores from our online presence," she said. "We have really great search engine optimization ... flooring is not just a purchase you make after looking at Yelp or going to a restaurant. It's usually a long process and there's a lot of research done."

Brandy Callaghan started with Area Floors out of high school in 1988. She earned the then-minimum wage of \$3.35 an hour, but it proved to be a job in which the experience gained far outweighed any financial benefit.

"I worked for him (Rollin) part time after school, just doing basically meaningless stuff

for minimum wage," she said. "And then I had no real pressure to go to college from my parents. It was after school and it was minimum wage, but it was something, so I just kept at it."

Despite her young age, Callaghan's role increased steadily. Barely five years later, Rollin asked if she might one day be interested in taking over the reins of the business. Such a move had never occurred to her. But it didn't take long to warm to the idea.

"He must have saw leadership in me that I never really knew I had," she said. "He didn't really want to sell the company to somebody who would drain it for its cash, and his children weren't interested in it, so he was a really good mentor."

In 1997, what was then still The Carpet Place expanded into Tigard, opening its second store and providing Callaghan with further opportunities for management experience. In 2003, Rollin pulled the trigger on his retirement and turned over the whole operation to her.

Years of advance planning helped smooth the way.

"We saw an attorney every year, he had a document drawn up that we reviewed every single year and we tweaked it or changed it and it was just an evolving document," Cal-



CALLAGHAN

## Area Floors

**31840 SW Charbonneau Drive, Suite F**

**Phone:** 503-694-8065

**Hours:** Tuesday-Friday: 8 a.m.-5 p.m.

**Saturday:** 10 a.m.-1 p.m. Closed Sunday and Monday.

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laghan explained. "So the transition was actually very smooth. The mental, 'What did I get myself into?' was different."

But that didn't last long. Today, Area Floors is not only expanding, it also prides itself in being a woman-owned-and-operated business. It's all part of a valued corporate culture the Callaghans have nurtured over the years.

"We just have a different culture," Brandy Callaghan said. "My people are part owners in the company, they all have passion every day when they come to work and that's pretty refreshing. I empower them to make decisions like they were business owners themselves, and they all have a commitment to personal growth as well as professional growth, because we know personal and professional growth go hand in hand."



# What does medical marijuana mean for employers?

By **LIZZY DUFFY/OPB**  
Oregon Public Broadcasting

This year, Oregon joined 19 other states and the District of Columbia in legalizing medical marijuana dispensaries; Colorado and neighboring Washington went a step further, permitting the sale of recreational pot.

However, so far, there isn't a way to shield patients from the consequences of random drug testing at work, even if they are using the drug off the clock.

Many companies require a drug test before hiring and warn new hires of random drug tests during employment.

According to a recent USA Today article, employers in any state that permits marijuana dispensaries do not have to bend or break their drug policies to accommodate legal pot use.

Colorado adopted a law that says employees can't be fired for legal activities after work, only to have the courts rule that marijuana use isn't lawful because the federal government still considers it illegal. And in Washington, USA Today reports, lawmakers have yet to take any action on the matter.

The most recent ruling found in Oregon happened in 2010 — a Eugene man filed a claim with the Bureau of Labor and Industries after he was fired in 2003.

The Oregonian reported that Anthony Scevers had been prescribed medical marijuana due to a history of anxiety and panic attacks. He told his employer, Emerald Steel Fabricators Inc., that he used marijuana under the Oregon Medical Marijuana Program in lieu of a drug test. A week later, he was let go.

Bureau of Labor and Industries investigators later ruled Scevers' medical condition a disability and ordered the company to pay \$45,000. The Oregon Court of Appeals upheld the decision, but the Oregon Supreme Court sided with federal law.

What will happen now that medical marijuana dispensaries are popping up all over the state? Will employers lay off drug testing if they know an employee is a medical marijuana patient? Will disclosing marijuana use affect hiring decisions, should a potential hire refuse a drug test?

**According to a recent USA Today article, employers in any state that permits marijuana dispensaries do not have to bend or break their drug policies to accommodate legal pot use.**



COURTESY OF KATELYN BLACK

Jars of medicinal marijuana at Pure Green, a Medical Marijuana dispensary in Portland.

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# Marriage of businesses creates the 'Purple Fox'

## PARTNERSHIP

*Purple Cow moves in with Fox Farm, creating downtown combined tasting room*

By **K TY SWORD**

*Pamplin Media Group*

After spending months in a temporary space, Dave Rasmussen and Briana Rogers decided it was time for a change.

"We talked about maybe future plans in Portland, opening a combined tasting room, and when we looked at this facility and where we were down there, we decided the playing in the garage wasn't as great as coming to Carnegie Hall," said Rasmussen, president of Purple Cow Vineyards, with the facility being Fox Farm Vineyard's space on First Street in Newberg. "So we made a move to come down here, which has been a great decision."

Surprisingly, they said the process went smoothly.

"It's actually been a great experience; we talk about that daily," Rasmussen said. "It was seamless."

David Fish, with Fox Farm, said the combined tasting room just made sense.

"Fox Farm has been in downtown Newberg for five years now and we have always featured the wines of other wineries," Fish said. "That's been a big part of what we've done, maximizing exposure for the brand Willamette, not just the brand Fox Farm."

For both parties, they agree it was a smart decision.

"It's a great combination, we have over 30 wines between the two of us," Rasmussen said.

Remarkably, he said, they don't compete with each other either.

"Our wines are soft and delicate, classic cool vine wines ... (Purple Cow) brings out of the box, rich, bold, exotic, spicy wines not common here," Fish said. "It's something that added value to the guests, so it's not just pinot, pinot, pinot."

Rogers said even though there aren't many overlaps in wine type, when there are, it's not an issue.

"Even the same varietals are very different wine making styles," she said.

Lauren Wylie, gallery manager at Art Elements, has been helping the new duo mar-



CONTRIBUTED PHOTO

**Dual business - Purple Cow Vineyards has joined forces with Fox Farm Vineyards, opening a combined tasting room in Fox Farm's space on First Street.**

ket the combined tasting room. She said what she's noticed is the wealth of knowledge between the two wineries, and their willingness to share.

"What I've got right off the bat, regardless of whether you don't know anything about wine or known a ton about wine, when you walk in here you can take away as much information as you want, as much as you're willing to learn," Wylie said. "They're both a wealth of knowledge and both open to sharing the things they do. That's not something you really find in wine country these days. This is more about enjoy that glass you have and what to really pair it with."

Fish said both he and Rasmussen enjoy when people ask questions and want to know anything about the wines.

**"Our wines are soft and delicate, classic cool vine wines ... (Purple Cow) brings out of the box, rich, bold, exotic, spicy wines not common here. It's something that added value to the guests, so it's not just pinot, pinot, pinot."**

— David Fish

"Some people want to know everything, some people want to know the acidity, the pH, what type of oak. Some people want to know does it go with chickens, is it going to get me some sweet loving? That's all they want to know," he said.

Regardless of the benefits to customers, Rasmussen said it's just been an amazing experience for them.

"It's amazing when you get with people you can work things out with and you have commonalities," he said.

## Vintage Partnership

The combined tasting room, nicknamed "Purple Fox," is open from noon to 8 p.m. every day at 606 E. First St. in Newberg.



# Punching back: WL resident's small business triumphs

*Bruce Shelby's small business triumphs in court against telecom giant*

By **PATRICIA ALEE**  
Pamplin Media Group

West Linn resident Bruce Shelby knew his company was in for a fight, but he didn't see a lawsuit coming.

It was June 2006, and Shelby's telecommunication maintenance company, Continuant, was winning more and more new customers in a race for maintenance contracts at large businesses. Continuant's success was becoming a thorn in the side of the Fortune 500 telecommunication company Avaya, which responded by employing what Shelby now refers to as "anti-competitive tactics" to slow Continuant down.

But a major lawsuit was an entirely different story, and one that became a reality during that summer of 2006. In June, Avaya filed a lawsuit against Continuant on a number of claims, arguing that Continuant was illegally accessing Avaya maintenance software when it performed repairs.

"They claimed that accessing the maintenance software on the systems to perform maintenance was something that we were

unauthorized to do," Shelby said. "That it was illegal for us to do and something (Avaya) controlled."

Continuant fought back by filing a counter-suit in August 2006, setting in motion an exhausting legal process that lasted nearly eight years. In the end, a U.S. District Court jury in Camden, N.J. ruled March 27 that Avaya had violated federal antitrust laws, and ordered Avaya to pay Continuant \$20 million in damages.

By U.S. statute, those damages were automatically "trebled" to \$60 million, and Avaya will also be on the hook for a portion of Continuant's legal fees — though that exact amount has yet to be determined.

Shelby said Continuant's legal fees hovered around \$40 million.

To finally be out of the legal woods came as a relief for Shelby, to put it lightly. He lived out of a Marriott Residence Inn in Cherry Hill, N.J. throughout the six-month trial, and Continuant barely survived the extended period of uncertainty.

"We were still able to bring some customers on, but it was very difficult," Shelby said. "Most system owners, when they find out that the company that manufactured the system is suing a smaller provider like us, they want to stay out of it. They want to wait until the litigation is solved.

"We've been able to win enough business to survive, but our growth was very negative-



PAMPLIN MEDIA GROUP: VERN UYETAK  
**Bruce Shelby, co-owner of tech firm Continuant, has lived in West Linn for more than a decade.**

ly impacted by the anti-competitive behavior and the lawsuit."

In Shelby's eyes, the case was extended in large part due to Avaya's deliberate delay tactics.

"Once Avaya realized they weren't going to be able to quickly put us out of business, they

started to delay litigation every way possible," Shelby said. "We're at about 280 people now, and we were at 100 people in 2006 — (they thought) that a company that size couldn't possibly endure scorched earth litigation for eight years."

Continuant fought through the obstacles, and the company is now free to operate as it did before the legal battle began eight years ago. Shelby's wife, Carol, views the victory in court as one for "the little guy."

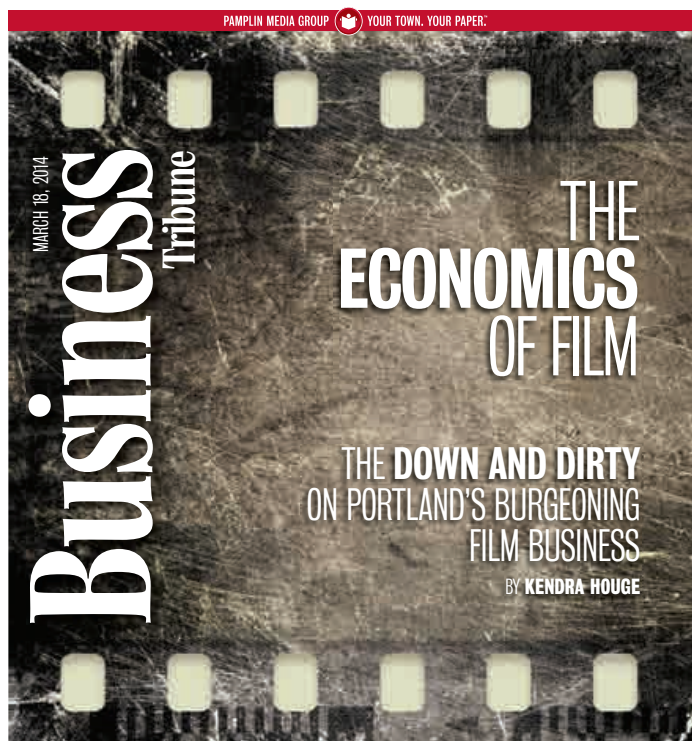
"It's so great when the little guy wins," Carol Shelby said. "A small business up against a multi-billion dollar company — there were a lot of times when we didn't think we would stand a chance."

"When you're a company our size," Bruce Shelby added, "and you're dealing with a \$5 billion dollar company that's got 15,000 employees, you could be right and still lose just because you're outgunned."

Continuant, which Shelby co-founded in 1996 alongside CEO Doug Graham, is based in Fife, Wash., but Shelby has an office in Tualatin and both he and Carol said community support helped them push through the legal troubles.

"We've lived here for 11 years, and we have had so much support and encouragement from our friends in the community," Carol Shelby said.

"The support of the community was tremendous," Bruce Shelby said.



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## STATEWIDE

## Pendleton Grain Growers to sell retail stores

By **GEORGE PLAGEN**  
East Oregonian

**Officials with Pendleton Grain Growers Inc. said the local farmers' coop will no longer operate its retail stores across Eastern Oregon, in an effort to cut costs and restructure business.**

The move comes at a time when PGG is also seeking to negotiate a possible alliance with CHS Inc., of St. Paul, Minn., for much-needed capital to help members keep up with changes in agriculture.

Spokeswoman Maddee Moore said PGG plans to sell its retail division of AG Supply stores within 4-6 months. During that time, none of the stores will close and no employees will be laid off.

"All business will continue to operate as normal," Moore said. "Nothing will be changing, in the short-term. We will be here to conduct business as we've always done."

PGG has six stores, located in Pendleton, Hermiston, Athena, Milton-Freewater, Island City and Joseph. They carry products ranging from pet and livestock supplies to hardware, automotive and garden equipment.

In addition, the Pendleton store has an automotive service center that will also be sold. The goal, Moore said, is to find a buyer that will keep those businesses going in the communities.

"We always knew we would have to make some changes," she said. "Our number one

focus is making sure our members are taken care of and providing the services they need."

By dropping retail from the fold, Moore said the co-op can focus more on what they consider to be their core areas of business: the grain, seed, energy, agronomy and fleet divisions.

The PGG Board of Directors began looking through its business model several months ago to find which services were most important to members, and how they could be restructured for maximum efficiency. The decision came last week to drop the retail business in order to make other services such as grain marketing, fuel and agronomy more useful and profitable.

"We have struggled the past few years to pay patronage," Moore said. "It's about ensuring our network of services do meet modern agriculture standards ... It's continuing what we do have and doing it better."

In an announcement, PGG Board President Tim Hawkins said the decision was not an easy one to make and the board recognizes the impact that selling the stores could have in the community.

"As we work through these changes, we are dedicated to providing support to those affected while still being focused on delivering value to the membership today and into the future," Hawkins said.

PGG will hold its annual meeting Tues-



COURTESY OF EAST OREGONIAN

**Pendleton Grain Growers have decided to sell their retail stores.**

day, June 24 at the Pendleton Convention Center, where Moore said the board should have more information about the sale and potential talks with CHS. Any formal partnership would have to be approved by a vote of the membership, she said.

Established in 1930, the co-op currently

has 1,850 members and 229 employees.

"It's going to take a lot to make these changes, but change is inevitable in any business," Moore said. "We are focused on what needs to be done."

Contact George Plaven at [gplaven@eastoregonian.com](mailto:gplaven@eastoregonian.com) or 541-564-4547.

## Japanese flour mill executives tour U.S.

By **ERIC MORTENSON**  
Capital Press

**Executives with five of Japan's largest milling companies toured the U.S. recently, looking over the crop that will be harvested this summer and reviewing the American handling and distribution system.**

The annual trip, which included a stop in the Portland area, comes a year after the discovery of genetically modified wheat growing in an Eastern Oregon field.

Japan, the biggest buyer of soft white wheat grown in the Pacific Northwest, sent a shudder through the market by suspending wheat purchases for about a month. The USDA's Animal and Plant Health Inspection Service investigated but has not released its findings. Consumers in Japan, South Korea, Taiwan and other major markets are opposed to GMO food.

The visit by top milling executives is a scripted affirmation of a longstanding busi-

ness relationship. Mid-level company officials who visit later in the year are more likely to get involved in production and trade details, said Steve Mercer, vice president of communications for U.S. Wheat Associates.

"Japan is a very mature market," he said. "They're very structured in how they purchase wheat, very ordered."

"This group focuses on high-level issues," said Blake Rowe, CEO of the Oregon Wheat Commission. "They're not seeking detailed Pacific Northwest information."

While in the Portland area at the tailend

of the visit, the group toured the new Export Grain Terminal at the Port of Longview. They were scheduled to make earlier stops in Washington, D.C., North Dakota and Nebraska.

Discussion topics during the group's stops includes supply, demand, anticipated quality and price of U.S. wheat varieties. Research innovations, including bio-tech wheat, also were on the agenda, according to a U.S. Wheat Associates news release. Trans-Pacific Partnership negotiations, including market access for wheat and other crops, also were expected to be a discussion topic.

**Discussion topics during the group's stops were expected to include supply, demand, anticipated quality and price of U.S. wheat varieties. Research innovations, including bio-tech wheat, also were on the agenda.**



ERIC MORTENSON/CAPITAL PRESS

**Japanese flour milling executives toured U.S. crop and export facilities recently. This year's Pacific Northwest wheat crop, much of which will be exported to Japan, is growing reasonably well this spring.**



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