



DJCOregon

MILESTONES

Celebrating the Anniversaries of Oregon Companies

AN ADVERTISING SUPPLEMENT TO DJCOREGON 2018

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DEAR READERS

ANNIVERSARIES ARE EVERYWHERE –

birthdays, wedding dates, school reunions. The list goes on and on. People find no shortage of reasons to celebrate important dates.

But there's something particularly special about business anniversaries. In addition to celebrating all of the hard work it took to navigate another year, an anniversary affords us the opportunity to take a moment and see just how far we've come, and where we want to go.

No business' story is the same. Oftentimes, a business' history reads like a mystery novel: full of twists and turns, and though there are plenty of successful moments along the way, there's always some suspense about what could possibly happen next.

I recently read "Shoe Dog," a book by Nike founder Phil Knight that chronicles the history of one of Oregon's most admired and notable companies. From his stories of how hard it was to find a bank for a company that was growing



exponentially each year, to the moments of pure luck that kept the lights on, the book illustrates perfectly what it takes to make a successful business: hard work, passion, an enduring spirit, no fear, and a little bit of luck.

We want to tell those stories of the companies we work with every day.

Milestones is a compilation of stories that celebrate the histories of companies that reached a significant anniversary in 2018. And while the companies vary significantly in what they actually do – from designing buildings to designing health insurance plans – you'll likely see some common themes between them, as well as those referenced by Phil Knight himself in his stories about Nike.

So, no matter how old or young your company is, I think you will find great value in these stories. And to all the companies between these pages, and all the rest celebrating an anniversary this year, the Daily Journal of Commerce wishes you a very happy anniversary!

Best Regards,

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DJC The Daily Journal of Commerce (ISSN 0896-0862) with USPS permit 143-560 - the official newspaper of the City of Portland, is published Monday, Wednesday and Friday with Periodical Postage Paid at Portland OR by BridgeTower Media (DBA The Daily Journal of Commerce Inc.). It also is a member of American Court & Commercial Newspapers Inc., and the ACCN News Service, National Newspaper Association, International Newspaper Promotion Association, Oregon Newspaper Publishers Association Inc., The Associated General Contractors of America, Oregon-Columbia chapter and Associated Builders and Contractors Inc. Daily Journal of Commerce is an affiliate of BridgeTower Media.

POSTMASTER: Send address changes to Asentech, Matthew Surano, 421 Executive Drive, Princeton, NJ 08540. Subscription rates: One year \$230. Subscriptions are non-refundable. Single copy \$2. Back issue, current month, \$4. Back issue, previous month, current year, when available, \$6. Back issue, previous year when available, \$8. Periodicals postage paid at Portland, Ore.

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60 years



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<http://accoac.com/>



AC + CO ARCHITECTURE | COMMUNITY

A 60-YEAR HISTORY OF DESIGNING LANDMARK PROJECTS

AC + Co Architecture | Community is celebrating its 60th anniversary with a transition to its third generation of leaders, tracking successfully along a five-year strategy the Salem firm initiated last year. Founded in 1958 by Warren Carkin, who partnered with Robert Sherman to establish Carkin & Sherman Architects, the firm's early projects included the Salem Post Office, Oregon Women's Correctional Center, and the Chemeketa Community College master plan and several campus buildings.

In 1989, Kim Arbuckle and Alan Costic purchased the firm, which became Carkin Arbuckle Costic Architects. Along with its traditional education and civic work, the firm completed designs for commercial offices, medical clinics, private residences, and places of worship throughout Oregon.

"When Kim and I bought the firm, we had a pretty good trajectory. We wanted to do projects that were fun and we've been able to do that, so we've got landmarks all over the place," Costic said.

Among those notable projects are the Salem Riverfront Park Carousel and the A.C. Gilbert Discovery Village; The Meridian mixed-use development; the historic adaptive reuse and rehabilitation of the McGilchrist Roth Buildings; Goss Stadium at Oregon State University; the Center for Business & Industry at Chemeketa Community College; and several renovations on Willamette University's campus.

"We found opportunities for cross-pollination from one building type to another. You would never encounter these amazing solution opportunities if

you were doing the same buildings all the time," Costic said, adding that the diversity in projects helped the firm weather several recessions over the years.

The firm has experienced some difficulties, a significant one being the unexpected death of 48-year-old partner Clayton Vorse in 2013. "That was a blow for the firm. I think we've managed our way through it, but it was tough," Costic said.

Costic noted that he's learned a few lessons along the way, including that the only constant is change.

"As an owner, you have to be very fluid in your decision making," he said. "I'm not saying it gets easier, but at least you're not beating your head against the wall and saying, 'Why won't this square peg fit in this round hole?' It's because the hole changed."

As AC + Co Architecture | Community marks its sixth decade, staff who were hired as interns are earning their licenses and becoming more engaged in the community through the Architects in Schools program and other volunteer work. Costic said he looks forward to watching the new leaders – Lisa Mance, Richard Rothweiler and Blake Bural – continue to serve traditional clients in the K-12, higher education, office and religious sectors while also doing notable work on remodels, adaptive reuse and rehabilitation of historic properties.

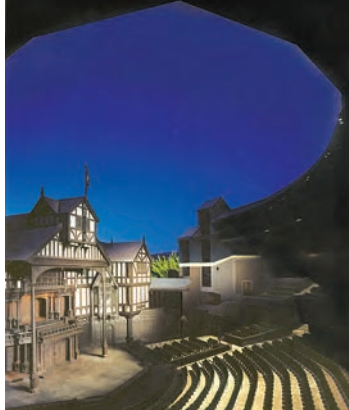
"As the firm passes through its 60th year, whether it be the recent re-branding, continuing to serve clients that we have worked with consistently for years, or developing relationships with new clients and community members, the transition of leadership is going exceedingly well," Costic said. "We continue to work hard every day to elevate our surrounding communities through the strength of our designs and the good hearts of our people. We look forward to many new challenges and successful projects in the years to come."



75 years



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<http://www.emerick.com>



EMERICK CONSTRUCTION COMPANY

75 YEARS OF BUILDING FAMILY AND COMMUNITY, ONE PROJECT AT A TIME

The more things change, the more they stay the same. For proof of that adage, one need look no further than Emerick Construction Company.

Even as the general contracting company has grown in scope and expertise in the 75 years since first opening its doors, they have stayed true to the “family first” philosophy Paul Emerick established as the company’s founding culture.

“Emerick has always been about family – it extends all the way through home and beyond,” Corey Lohman, the company’s current president, said. “We work as a team; we share with each other.”

Emerick Construction started in 1943 as a small subcontracting company focused on concrete work. By the 1950s, the business had not only gained a foothold, but had expanded into general contracting work of commercial projects. From its first \$1 million contract – a project for the Dairy Cooperative Association in 1958 – the company has become a major player in the Pacific Northwest building scene, with an emphasis on public projects for clients such as Tualatin Valley Fire & Rescue and area school districts. The company also has emerged as a headliner by taking on high profile projects such as the replacement of the iconic carpet at Portland International Airport and building out the set for MTV’s *Real World Portland*.

As for any successful company that’s been around for decades, the road to Emerick Construction’s current success hasn’t always been easy. A few years after Larry Sitz joined Emerick in 1975, for example, the company hit a rough patch.

“We were growing too big, too fast,” Sitz said. “Not long after that, we semi-imploded.”

The company was forced to shed employees, leaving just a small core group of engineers and project managers that included Sitz. Still intact, though, was the company mindset of working together as a team. With

few hands to handle work, Sitz stepped up and took over processing change orders for the whole company and eventually became the company’s lead estimator. He eventually stepped into the role of president, taking the company’s reins from Paul Emerick’s successor, Kevin Spellman, in 2002.

Identified by his colleagues as a natural teacher, Sitz helped shape the company’s next generation of leaders by sharing his expertise both in estimating and business. One of those he mentored was Lohman, who serves as a shining example of another cornerstone of Emerick Construction’s culture – that of giving people a chance to direct their own work and pursue ideas and projects for which they have a passion. For Lohman, that meant establishing a division that focused on small projects, a section that has since grown to be a major contributor to the company’s annual revenue.

“At other companies, you learn by watching or training, but there are lots of opportunities here to learn by doing,” Lohman said.

The company family-first focus also encourages employees to tailor their schedules in ways that best fit their strengths and support a healthy life/work balance.

“There’s no punching a time clock,” Sitz said. “Everything is result-based.”

“The culture allows people to operate the way they operate best,” Lohman added. “It’s not a cookie-cutter routine.”

Since Lohman became president in 2013, the company also has strengthened its commitment to giving back, seeing the community as an extension of the family concept.

While Emerick Construction supports organizations through sponsorships and donations, the company also encourages employees to become involved in a personal capacity. For some that means serving on nonprofit boards and committees. For others, it means rolling up their sleeves to assist with hands-on efforts. Through it all, the company offers support that ranges from providing conference room space for meetings to enlisting employees to help with fundraisers and phone drives.

“The family piece is huge to us,” Lohman said. “But it goes beyond that, into the communities where our employees live. Emerick is 75 years strong and still growing!”



DJCOregon

Oregon's Building Connections

DON'T MISS A SINGLE EVENT OR SPECIAL PUBLICATION IN 2018!

JANUARY

ACCOUNTING
A-List | Close: Jan 5 | Publish: Jan 12

WORKFORCE DEVELOPMENT
Focus | Close: Jan 8 | Publish: Jan 15

ACEC Oregon
ENGINEERING EXCELLENCE AWARDS MAGAZINE
Magazine | Close: Jan 3 | Publish: Jan 19

LEGISLATIVE PRIMER
Focus | Close: Jan 22 | Publish: Jan 29

Builder Breakfast
Event | Date: Jan 31

FEBRUARY

LANDSCAPE ARCHITECTURE
A-List | Close: Feb 2 | Publish: Feb 9

MILESTONES
Magazine | Close: Jan 12 | Publish: Feb 9

SUSTAINABILITY
Focus | Close: Feb 12 | Publish: Feb 19

NEBC RESOURCE GUIDE
Magazine | Close: Jan 26 | Publish: Feb 12

HAPPY HOUR
Event | Date TBD

WOMEN OF VISION
Magazine | Close: Feb 9 | Publish: Feb 28

DIVERSITY NATIONAL SECTION (BLACK HISTORY MONTH)
Focus | TBD

MARCH

COMMERCIAL REAL ESTATE
A-List | Close: Mar 2 | Publish: Mar 9

NAMC Oregon
Magazine | Close: Feb 9 | Publish: Mar 9

BUILDING TECHNOLOGY
Focus | Close: Mar 19 | Publish: Mar 13

NEWS MAKERS
Event & Publication | Close: Mar 12 | Publish: Mar 28

ENGINEERING
A-List | Close: Mar 23 | Publish: Mar 30

HEALTHCARE NATIONAL SECTION
Focus | TBD

APRIL

COMMERCIAL DEVELOPERS
A-List | Close: Mar 30 | Publish: Apr 6

LEGISLATIVE WRAP-UP
A-List | Close: Apr 6 | Publish: Apr 13

NWUCA MEMBERSHIP DIRECTORY
Magazine | Close: Mar 23 | Publish: Apr 13

Builder Breakfast
Event | Date: Apr 19

LABOR UNIONS
A-List | Close: Apr 20 | Publish: Apr 27

MAY

ARCHITECTURE
A-List | Close: Apr 27 | Publish: May 4

COLLEGE BUILDERS
Event & Magazine | Close: Apr 27 | Publish: May 17

SUSTAINABILITY
Focus | Close: May 21 | Publish: May 28

WOMEN OF VISION
Magazine | Close: May 11 | Publish: May 30

HAPPY HOUR
Event | Date TBD

CYBERSECURITY NATIONAL SECTION
Focus | TBD

JUNE

INTERIOR DESIGN
A-List | Close: June 1 | Publish: June 8

NAMC Oregon
Magazine | Close: May 18 | Publish: June 15

BUILDING TECHNOLOGY
Focus | Close: June 11 | Publish: June 18

CONSTRUCTION TRADE ASSOCIATION
A-List | Close: June 22 | Publish: June 29

JULY

Builder Breakfast
Event | Date: July 12

CONSTRUCTION LAW
A-List | Close: July 6 | Publish: July 13

READER RANKINGS
Magazine | Close: July 6 | Publish: July 20

PBDG
PROFESSIONAL BUSINESS DEVELOPMENT GROUP
PBDG DIRECTORY
Magazine | Close: July 13 | Publish: July 27

MEP CONTRACTORS
A-List | Close: July 20 | Publish: July 27

AUGUST

BUILDING DIVERSITY
Event & Magazine | Close: July 23 | Publish: Aug 2

SUSTAINABILITY
Focus | Close: Aug 6 | Publish: Aug 13

GENERAL CONTRACTORS
A-List | Close: Aug 17 | Publish: Aug 24

WOMEN OF VISION
Publication | Close: Aug 24 | Publish: Aug 31

HAPPY HOUR
Event | Date TBD

SEPTEMBER

COBID-CERTIFIED FIRMS
A-List | Close: Sept 7 | Publish: Sept 14

NAMC Oregon
Magazine | Close: Aug 17 | Publish: Sept 14

BUILDING FUTURE
Magazine | Close: Sept 7 | Publish: Sept 21

BUILDING TECHNOLOGY
Focus | Close: Sept 17 | Publish: Sept 24

EMPLOYMENT/STAFFING NATIONAL SECTION
Focus | TBD

OCTOBER

Builder Breakfast
Event | Date: Oct 4

FINANCIAL INSTITUTIONS
A-List | Close: Sep 28 | Publish: Oct 5

WOMEN OF VISION
Event & Publication | Close: Oct 8 | Publish: Oct 18

WOMEN OF VISION
Publication | Close: Oct 4 | Publish: Oct 18

WORKFORCE DEVELOPMENT
Focus | Close: Oct 19 | Publish: Oct 26

HEALTHCARE NATIONAL SECTION
Focus | TBD

NOVEMBER

LEED ACCREDITED FIRMS
A-List | Close: Nov 2 | Publish: Nov 9

CONSTRUCTION ALMANAC
Magazine | Close: Nov 2 | Publish: Nov 16

HAPPY HOUR
Event | Date TBD

CYBERSECURITY NATIONAL SECTION
Focus | TBD

DECEMBER

HEALTH INSURANCE
A-List | Close: Nov 30 | Publish: Dec 7

NAMC Oregon
Magazine | Close: Nov 16 | Publish: Dec 14

SEASON OF GIVING
Focus | Close: Dec 14 | Publish: Dec 21

AIIE INDUSTRIES HOLIDAY PARTY
Event | Date: Dec 20

PHENOMS
Event | Date: TBD

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50 years

OLSON

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Olson Engineering principals, from left: Bruce Towle, recently retired as Director of Surveying after 40 years; Jerry Olson, CEO; Chris Wonderly, Engineering Supervisor; Kurt Stonex, Planning Director; Peter Tuck, Principal in Charge of Engineering. Missing from photo: Pat Scott, Director of Surveying, soon to be named principal.

OLSON ENGINEERING INC.

CONTINUING A 50-YEAR HISTORY OF COMMUNITY LEADERSHIP

A walk through Olson Engineering is like a trip back in time, from the antique surveying equipment displayed in Jerry Olson's office to the archives that fill the lower level of the company's three-story headquarters in downtown Vancouver. And yet, the firm has consistently been on the cutting edge of multidisciplinary practices, technological advances and community leadership throughout its 50 years in business.

Olson left his job as an area engineer with the Washington State Department of Natural Resources in June 1968 and traveled in Europe before starting his surveying company. His father owned a sawmill and had taught Olson about entrepreneurship long before Olson graduated from Oregon State University and started his own business at the age of 27.

"I could tell from day one I wasn't cut out to be a bureaucrat, but I did gain a lot of experience by working for the state," he said.

From a drafting table in the kitchen of his apartment, Olson did topographic surveys, forest boundaries and logging roads. He then began surveying for subdivisions, streets and, in the early 1970s, began what is now a 45-years-and-counting involvement in The Cedars, one of Clark County's first planned developments that ultimately included an 18-hole golf course and several hundred lots.

It was also in the early 1970s that Olson learned about and purchased an HP 3800, the first affordable electronic distance measuring device, and partnered with Hal Lacy, who had bought a Wang computer. The pair moved into the same office so they could share the equipment.

Today, Olson Engineering's services include not only civil engineering and land surveying, but also land-use planning, landscape architecture, and water rights and water system design. Its staff of 52 is led by Olson, president and chief executive officer; Kurt Stonex, principal in charge of



planning and landscape architecture; Peter Tuck, principal in charge of engineering; and Chris Wonderly, engineering supervisor. Last year the company acquired The Resource Company, a provider of local wildlife and wetland services, and now operates a subsidiary called Olson Environmental LLC.

For Olson, who has worked in Southwest Washington since before the I-205 bridge was built, the region's development has had an impact professionally and personally. "We've worked on lots of iconic projects, notably the Sunlight Supply amphitheater, Legacy Salmon Creek Medical Center and the Ilani Casino, and have expanded into railroad and pipeline surveying."

A low point for the company came in 1981, when a recession forced the layoffs of all but six employees. Olson credited a successful business relationship with Longview Fibre Company with keeping the firm stable until the economy recovered.

He admits that he has, at times, been critical of the region's development over the last decade, noting that there hasn't been enough land developed to accommodate the growth and that skyrocketing housing and rental costs are a direct result of that. Olson believes that participating in governance through professional and industry groups is a positive way for he and his partners and employees to contribute to the region's growth.

To that end, he is a charter member of the Clark County Responsible



Growth Forum and has served on several task forces for that organization and the Columbia River Economic Development Council. He has been a board member for the Building Industry Association of Clark County, and received the State and Local Government Affairs Recognition Award from the National Association of Home Builders. He continues to serve as outside director of Riverview Community Bank. He has held leadership positions in both the Washington State Board of Registration for Professional Engineers and Land Surveyors, and the National Council of Examiners for Engineering and Surveying. Olson is a Fellow of the American Congress of Surveying and Mapping. He was named Surveyor of the Year by the Land Surveyors Association of Washington and has chaired several committees in that organization.

Olson said his partners and employees have been the highlight of his 50 years in business. "I love the dedication these people have, and their attitude is just great. We love helping people with their projects and we have expertise they don't have in navigating government regulations."

Tuck said he appreciates the tight sense of community within the company. "It's a very relaxed atmosphere and there is a lot of flexibility for work-life balance," he said. "We also want to make sure our employees have the tools they need to do their work and have the right oversight so they don't feel they've been overwhelmed."

Jocelyn Cross, an associate principal who is a land-use planner and project manager, said she admires the company's work ethic and high

standards for quality, as well as the opportunities for collaboration, teamwork and mentorship.

Olson noted that employees are encouraged to learn all aspects of the company's projects. "We want each of our employees to have an interesting variety of work, and with that they have a sense of accomplishment."

He added that compassion and a culture of caring are core values for the company. Employees are promoted from within, they receive health insurance for themselves and their families, and they receive cash awards for work anniversaries. A golf tournament is one of several social activities held in addition to their annual Mid-Summer Party - complete with dancing around a maypole - that celebrates Olson's Swedish heritage.

"When I interview people, one of the points I always make is that we want you to have fun here," he said.

John Thompson, associate principal and chief of parties, said the company has felt like a second family since he started in 1988.

"I consider my co-workers as my friends," Thompson said. "We have excellent benefits, have a great work environment and we are very family orientated."

Olson noted that the company's older leaders have been transferring their stock to the younger generation. "We're not interested in selling out to a big company because we would lose our culture," he said. "Our mission statement 30 years ago was to be here 30 years later and be doing the same thing but better."

50 years



ORW ARCHITECTURE

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Orwarchitecture.com

A 50-YEAR HISTORY OF DESIGNING LANDMARK PROJECTS IN SOUTHERN OREGON

As ORW Architecture celebrates its 50th anniversary this year, the firm's recent People Choice Awards for its design of the Medford Police Station and the Jackson County Justice Court illustrate how it continues to add to Southern Oregon's roster of landmarks.

The firm is led by David Wilkerson and Jim Roemer, principals; Andy Owen, principal architect and project manager; Jeff Bender, principal and director of design; and Dana Ing Crawford, principal architect and project manager. Wilkerson said they kicked off the anniversary celebration last year by beginning a transition in leadership with a new generation of partners.

"I wouldn't say it's put us in a different direction, but it has set us on a course for the future," he said.

ORW Architecture will continue to do high-quality work for clients while striving to enlighten them and other members of the public

about the value of architecture.

"It's incredibly rewarding to work on projects that make a difference in our community," Crawford said. "Our work covers a broad range, from civic and educational to medical and commercial, but they are all about serving our community. That's a legacy value that continues to live on."

The firm's involvement in the American Institute of Architects Southern Oregon chapter, which includes Crawford serving as its president last year, is part of its efforts to reach out and engage a broader group of clients and community members, Bender said.

"It's not any different here than it is in much larger environments, and that's to educate our clients not only about the value of architects but also the value of architecture, the poetics of design and what can be accomplished by being sensitive to one's environment," he said.

"I think we've been very lucky in having clients who have been open to that, but we've also been successful in maybe bringing around some others to see that the investment and maybe a little additional first cost in terms of construction just plays so well in terms of creating buildings





and environments that raise everybody up,” Bender added.

When asked about significant milestones that mark the firm’s history, the principals cited the mid-1990s as a turning point. Ken Ogden, of counsel, joined in 1994 and the firm’s leaders at the time made the decision to purchase AutoCAD, which as then cutting-edge technology. Roemer joined ORW the following year, helping to put the firm on a new trajectory.

“That really led the firm in the direction it is today, with the younger generation of architects,” Wilkerson said. “The founding partners practiced one way, and the newer approach was much more collaborative and technology driven.”

Roemer added that involvement with Building Information Modeling soon followed, as did a more interactive and collaborative approach with the contractors ORW worked with on projects. “That really adds to the success of our projects and especially the complex ones,” he said.

Roemer and Wilkerson became firm partners in 2005 and, five years later, began work on the signature and award-winning Lithia Motors headquarters project. The mixed-use office and retail building in downtown Medford is the anchor of The Commons, a six-block downtown development district.

With nearly 12,000 square feet of retail space on the ground floor and three stories of corporate offices above, the headquarters building borders the two park blocks that are at the heart of The Commons.

“That project showed that we were able to compete with the larger

firms and take on that scale of work,” Wilkerson noted.

“That was a very significant event because it strengthened the direction of the firm,” Bender added.

The principals said a major source of pride is that, while they did have to reduce hours at times during the Great Recession, they did not have to lay off any employees.

“Our staff is like family to us and we knew that if we let anybody go, they would leave the region and go somewhere else. When we find good folks, we want to hang on to them,” Wilkerson said. “We also knew that after the recession there would be a pretty quick rebound and we wanted to be positioned for that.”

Owen said one of the biggest challenges the firm faces is the ability to find talented staff. While Southern Oregon offers plenty of natural beauty and opportunities for outdoor activities, the market for talented, young architects is very competitive.

In addition to the Lithia project, other signature projects for ORW Architecture include its work for the Oregon Shakespeare Festival, the Ashland Surgery Center and Ashland Family YMCA, and its historic preservation work for Southern Oregon University. Jackson County also has been a key client, awarding the firm more than \$50 million in projects since 2005.

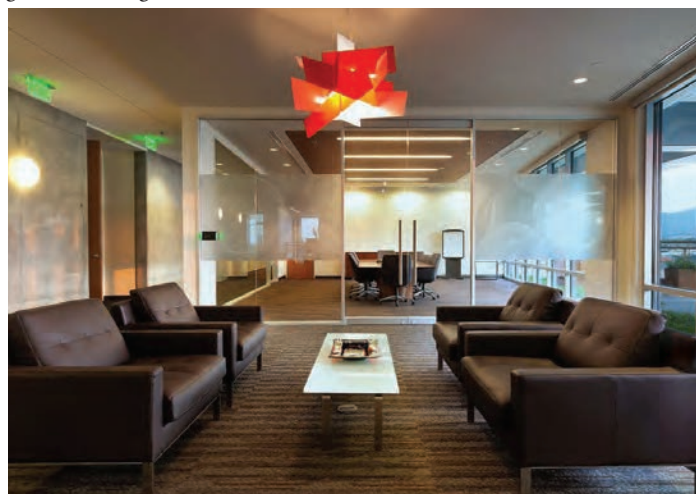
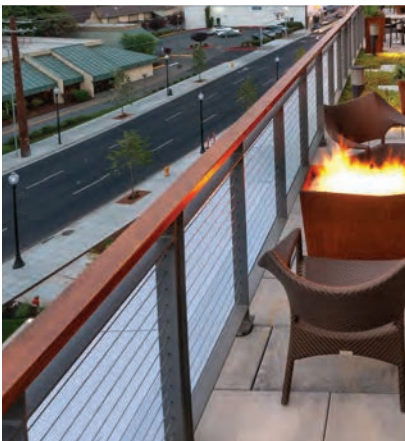
“From a legacy standpoint, there are a great number of some of the most important civic buildings in Medford and the surrounding area that have been products of ORW and its preceding firm,” Bender said. “Sometimes it’s easy to forget those things came from this office, but it’s nice to drive around town and say, ‘Oh yeah, those great buildings were done by a team that worked in our office.’”

Looking ahead to the coming decades, the principals said their goals include continuing to build ORW Architecture’s capacity, both in terms of staffing and the ability to perform work on more projects. While the Rogue Valley is its home and most of its work is located there, the principals would like to do more throughout southern Oregon, northern California and along the Oregon coast.

“We have several long-term and repeat clients and that is something we want to continue to ensure, that those clients continue to come back to us,” Owen said.

Wilkerson said the firm will continue to design the most interesting and challenging projects for the best clients in Southern Oregon and Northern California.

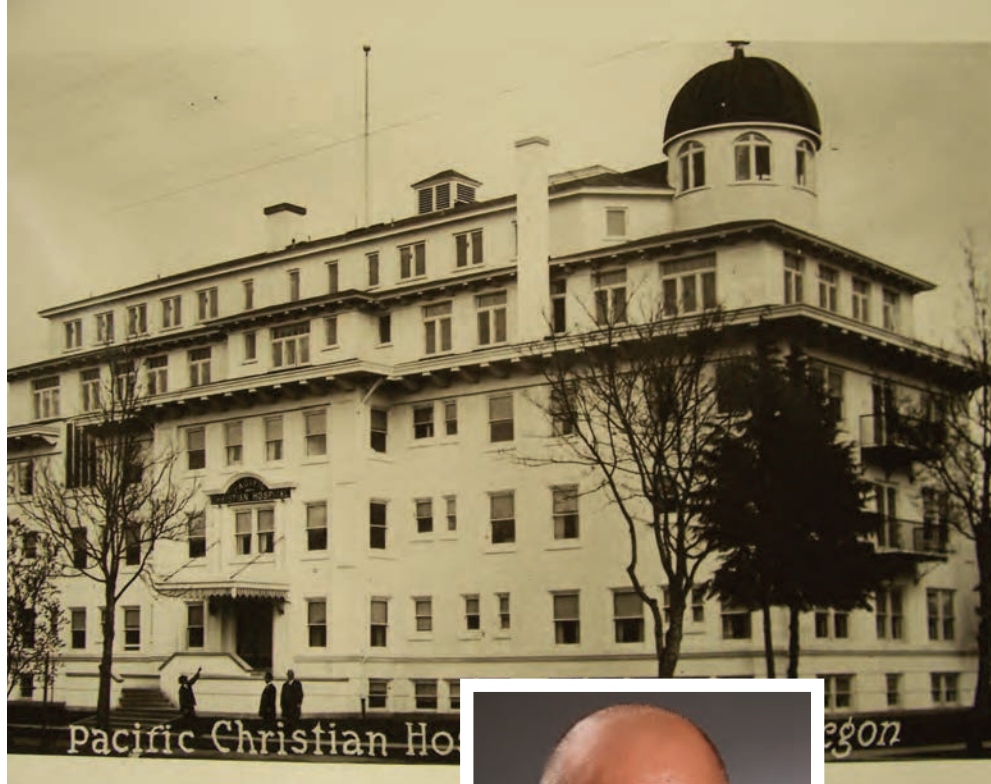
Roemer summed it up this way: “We will continue into the next generation of great architecture.”



85 years



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<https://www.pacificsource.com/>



PACIFICSOURCE HEALTH PLANS

AN 85-YEAR COMMITMENT AS A STRONG
COMMUNITY PARTNER WITH A REGIONAL
FOOTPRINT

In an era of significant uncertainty when it comes to health care coverage for many Americans, PacificSource Health Plans has remained committed to being a strong community partner with a consistent regional footprint for the past 85 years.

Based in Springfield, the not-for-profit insurance provider offers medical and dental benefits for businesses and individuals and has offices in Oregon, Idaho and Montana. It insures more than 300,000 members and 3,900 employers, and contracts with more than 46,300 physicians, hospitals and other health care providers.

"In an age of lots of consolidation and few independents in any industry, we've been able to remain an independent player and nonprofit serving the region," said Ken Provencher, president and chief executive officer. "We operate in a business where we've had both the implementation of the Affordable Care Act, which we favored tremendously, and the instability of the last year, and we've been able to navigate that instability pretty well."

Key to its success has been PacificSource's relationships with key provider partners. These include a partnership with Legacy Health that took effect in January 2017 in which Legacy purchased a 50-percent member interest in PacificSource, and its Board of Directors is now made up of an equal number of Pacific Source and Legacy Board members as well as three independent members of the community. As part of the agreement, PacificSource became the insurance provider for Legacy's eligible employees and their families.

By sticking with what Provencher called "basic good business practices," the organization is able to spend at least 85 percent of every dollar on health care services. Its Foundation for Health Improvement, founded in 1992,



awards grants and establishes partnerships that focus on improving access to health care for vulnerable populations and promoting health excellence through innovative care and community health and wellness programs.

In December, the foundation committed \$190,000 in grant support to six nonprofit organizations in Oregon and Idaho as part of its new Healthcare Access Partners program and funds the program's cohorts for up to five years. Oregon's recipients included the Center for Community Counseling in Eugene/Springfield, Medical Teams International, Volunteers in Medicine of the Cascades and Volunteers in Medicine Eugene/Springfield.

The goal of the Healthcare Access Partners program is to foster financial stability and predictability for partner clinics, and assist in their ability to provide reliable and quality health care services to the vulnerable or underserved, PacificSource said in a statement about the grant.

In addition, the foundation will sponsor peer-to-peer and technical assistance opportunities among partner clinics, allowing them to network, problem-solve and support one another around the shared volunteer





PacificSource's entire staff in the early 1990s.

workforce model and critical services they provide. The foundation awarded \$631,000 to 23 regional nonprofits in 2017. In the organization's birthplace of Lane County, where it remains headquartered, it has provided a total of \$6,292,524 in community donations since 2007.

"The foundation has a long tradition of funding safety net clinics and, as we look at the issue of access, we think these safety nets play a very important role at the community level," Provencher said. "We wanted to have a more direct approach to supporting those clinics and a more long-term defined relationship rather than having clinics have to come back to us year after year."

In addition to the foundation's grants and other initiatives, PacificSource's support for the community extends to local school districts. The organization sponsors an annual Healthy Life Schools Challenge, a four-week campaign that rewards school faculty and staff for replacing the greatest number of high-calorie snacks each day with servings of fresh fruit and vegetables. The school staff that consumes the highest percentage of fruit and veggies receives a donation of up to \$3,000 to help support health and wellness efforts within the participating schools.

The challenge not only engages school staff members to improve their health by increasing awareness, access and consumption of fresh fruit and vegetables, it also creates opportunities for teachers, faculty and staff to set good examples and share information on healthy eating and active living with students. Participants receive complimentary fruit and vegetables from PacificSource each week during the challenge to help the schools get a head start.

PacificSource's Healthy Life program, which encompasses the school challenge, promotes the adoption and maintenance of positive health behaviors related to physical activity, healthy eating, smoke-free living and stress management through wellness initiatives across the Pacific Northwest.

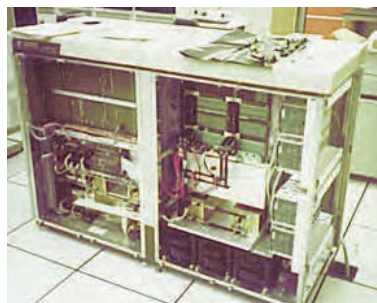
Through its Community Health Excellence (CHE) program, PacificSource supports a collaborative community health improvement program that makes financial contributions and provides other resources to the health care initiatives of providers in Oregon, Idaho and Montana. Launched in 2009, the CHE funding pays for expenses related to improved patient care processes, team-based care, training and data collection. The supported initiatives are independently evaluated on having a significant positive impact for their patients, regardless of their insurance status.

Provencher said the organization's commitment to the communities where its offices and subsidiaries are located also includes volunteer service on behalf of its employees. PacificSource provides employees with a paid day of community service each year. Provencher leads by example as a longtime coach of youth basketball and baseball, a past member of the Corvallis Little League Board of Directors, and a mentor in the American Health Insurance Plans Executive Program. His current and past board participation includes the United Way of Lane County, 100% Access, the Foundation for Medical Excellence, the Oregon Health Insurance Marketplace Advisory Committee, and the Oregon Health Council, among other volunteer activities.

"We really encourage our leaders and our employees at large to volunteer. For me, and I think for most of our employees, it adds a lot of meaning to what we do and it's a great way to be engaged," he said.

With its subsidiaries, PacificSource employs about 1,000 people. Provencher credits them for PacificSource's success today and moving forward into its ninth decade of operations.

"We are such a people- and relationship-based company that our strength really comes from our employees and our leaders within the company. Putting them in a position to succeed really makes our company go," he said.



The first computer PacificSource purchased in 1984



PacificSource company-owned office building in 1987



The first PacificSource computer was used to handle paperless claims



PacificSource's headquarters today.

40 years

R&W

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R&W ENGINEERING

PUTTING FAMILY AND CLIENTS FIRST
FOR 40 YEARS

As it celebrates its 40th year in business, R&W Engineering is in an enviable position. In addition to a headquarters in Beaverton, the firm has a satellite office in Vancouver, Washington. Its portfolio contains multiple projects for more than 1,500 clients. Employees give the firm high marks for professional freedom and a flexible, family friendly culture.

The list of accomplishments is especially impressive when one considers that the firm got its start at a kitchen table in the home of one of its founders, Harry Reeder.

Reeder and Mark Wirfs, the other founding partner of the firm, first met when they were both engineers working for the firm that was then called CH2M Hill. A couple of years after both had left the firm, they happened to run into each other in an elevator. At the time, Reeder was interviewing for a job in Houston.

"A friend said, 'Don't move to Houston; you'll hate it. Start your own business instead,'" Reeder recalled.

That advice was still ringing in Reeder's ears a short time later when he again encountered Wirfs. Reeder invited his co-worker to his house. By the time an informal meeting at Reeder's kitchen table was done, the two men had decided they would start their own firm.

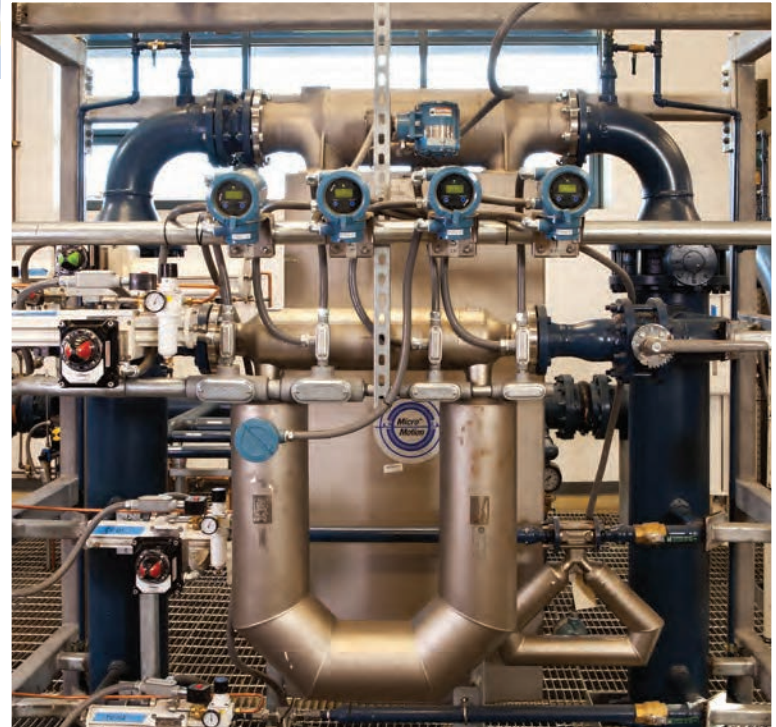
"We didn't think it would last four months," Reeder said with a chuckle.

Still the new partners were determined to give their business venture their best shot. They started by looking at their potential competition. Plenty of firms were focused on mechanical engineering. Far fewer were the firms specializing in electrical and control system engineering, so that's where Wirfs and Reeder decided to focus their attention.

The partners went on to find what Wirfs calls "a couple of good, early clients." Included in that group were companies like Tektronix



R&W Presidents (left to right): Harry Reeder (past), Gregg Scholz (current), and Mark Wirfs (past).



Portland Water Bureau, Large Meter Test Bench: Electrical, Mechanical & Automation design.

and government agencies like the U.S. Forest Service and Bonneville Power Administration.

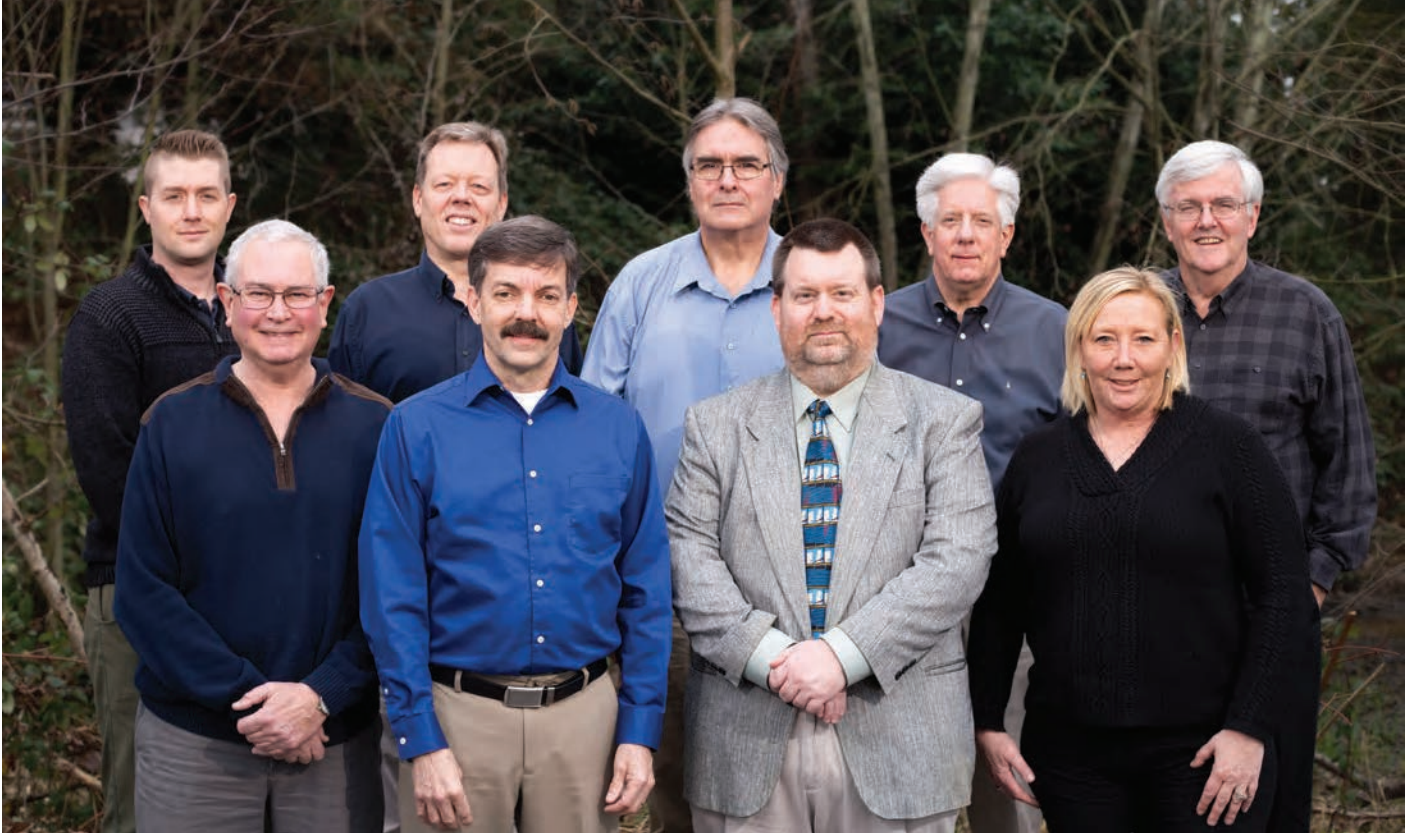
Four decades later, the firm is still doing business with many of those early clients. Not too long ago, for example, R&W wrapped up work on electrical arc flash labeling for all of BPA's support facilities in the Pacific Northwest.

But even as the firm has developed deep expertise in the work that helped it get established, it also has moved into new areas, taking on municipal water and wastewater projects, expanding into mechanical projects and developing expertise in telecom.

R&W's expertise in commercial work gained ground in 1998, when the firm added nine people from the local office of The Bentley Company. A mechanical and electrical company with 400 employees – including nine in a local office – that was owned by Enron, Bentley had been slowly phasing out its engineering work. Bentley gave people in its local office a choice: find another firm to buy the office or close and find new jobs. Those in the office approached R&W Engineering.

"That was the day we went from 26 to 35 people," Wirfs said. "We added nine people overnight."

Among those people was Ed Carlisle, the company's current vice



Current ownership (left to right): Sam Russum, Don Pfaff, Mark Jones, Gregg Scholz, Ed Carlisle, Jeff Howard, Doug Shaw, Heather Harris, Greg Robertson.

president and one of the leaders helping shape R&W as it moves toward its future.

These days, R&W's project list usually boasts a mix of about 30 percent municipal projects and 35 to 40 percent commercial and institutional, with the remainder a mix of projects that run to the unique and unusual, such as specialty piping design for high-tech industries. The company's leaders believe that staying flexible is the key to future success.

"Our focus changes as the needs of the industry – and the economy – change," said Gregg Scholz, who joined R&W in 1980 and took over as president in 2011.

The company also has shifted with the times in other areas. The culture has always operated with the philosophy of "do a good job and enjoy your work" that Wirfs and Reeder carried with them from their days at CH2M Hill. But in recent years, R&W has also increased its focus on providing flexibility and creating a family friendly environment.

Even as the firm taps a pool of talented young millennials, R&W's leaders encourage those with experience to stick around as long as they like. Reeder, for example, stepped away from a full-time position with the firm a decade ago, but he leases a desk in the office and often involves R&W employees with many of the consulting projects he takes on. Several other senior members of the staff still

actively work on projects, with no intention of slowing down anytime soon.

"We have a longer tenure than most firms," Scholz said. "We take a lot of pride in that."

"We give employees a lot of freedom in how they do their jobs," Carlisle added. "That makes them want to stay."

Another aspect that keeps employees sticking around is the fact the office is a place where family members, including the four-legged variety, are welcome. A Kids Cube area, for example, offers a play area complete with coloring books and crayons for staff children and grandchildren.

"Not a day goes by that you don't see kids and dogs in the office," Scholz said.

Although Reeder and Wirfs are still around and Carlisle and Scholz are settled into their leadership roles, there's already a move to establish the firm's next generation of leaders."

While Reeder and Wirfs planted the seeds of that culture, it's something that has also grown and flourished over the past 40 years. Ensuring that continues is something the firm's current leaders view as equal parts responsibility and privilege.

"It's a fluid process," Scholz said. "We work hard to keep the company culture and client focus that Harry and Mark started years ago."



R&W's first drafting table, 1978.



30 years



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RUSSELL CONSTRUCTION

TAKING CARE OF BUSINESS – AND CLIENTS –
FOR 30 YEARS

There are some skills related to running a construction company that can be picked up by working on a job site. But other aspects, such as knowing how to treat clients, require a more intuitive approach – and that's where Norman Russell shines.

"I think I understood customer service, even as a young man," Russell said.

His Tualatin-based general contracting company, Russell Construction, has built its 30-year reputation on equal parts honesty, integrity and experience. The company has worked on projects in Oregon, Washington, Idaho and California – from a clubhouse and pro shop for a country club in Vancouver to a string of projects in a Portland tower that date back to 1988.

Russell knew from an early age that he liked building things. He refined his skills by taking construction technology classes during his junior and senior years at Grants Pass High School.

"I learned carpentry and estimating," Russell said. "By the time I was out of high school, I had estimating and carpentry skills. I could lay out buildings, cut rafters and stairs, things like that."

After graduation, he began working in residential construction. In the early 1980s there were no jobs to be hired for, but he was getting offers to perform work on his own, so he took a leap of faith and started his own company under the name of Norman Russell Construction. The company started out in the residential market, but soon Russell began picking up light commercial jobs.

After several years working for himself he went to work for a local general contractor as a project manager. Eventually, though, Russell realized he didn't always agree with his employer's approach to customer service.

"I was just about done with construction," he said. "I was disenchanted."

Still, he wasn't ready to give up on the industry entirely. He felt that if he could build projects with a focus on customer service, doing business the way he felt it should be done, it might rekindle his interest in construction. He



simplified the company name to Russell Construction.

While he never looked back, he did adjust and tweak a few things over the years as he learned the ins and outs of running his own business. What hasn't changed in three decades, though, is the commitment of Russell and his company to handling each project with a straight-forward, can-do attitude.

"Our motto is, 'We'll take care of it,'" he said. "If there's a problem, we'll figure it out."

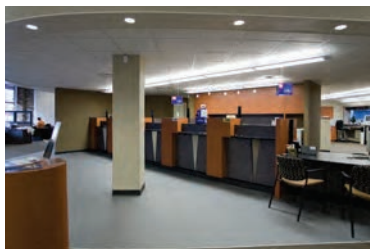
That mindset, which Russell says his employees echo, has served the company well over the years, helping it build a group of dedicated partners. He estimates that 90 percent of the company's work is done for the same five or six clients.

That pool of committed clients along with Russell's business strategy have helped the construction company and its employees stay busy, even when the economy has slowed down. Russell runs the company with little to no debt. He's also a keen observer of what's going on around him. His powers of observation, for example, gave him a head start when it came to preparing his company and its employees for the most recent recession. After carefully watching how people were spending money, Russell took his project managers to lunch, told them he was concerned about where the economy was headed and then laid out his strategy to keep the company afloat.

"We built up our cash and we were fine," he said. "In fact, 2009 was a big year for us, while everyone else was going down."

Russell says his insights and financial acumen are just a small part of the longevity of Russell Construction. He's quick to point to his employees as key to the company's success. His longest employee, Jim Vandehey, has been with Russell Construction for 27 years. The company also has several employees who have been with Russell Construction between 10 and 20 years.

"They come to work here and they stay," Russell said. "My entire success has been because of the people I've brought on."



50 years

WHPacific

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WHPACIFIC

CELEBRATING 50 YEARS OF
HISTORY WHILE WRITING
THE NEXT CHAPTER OF
SUCCESS

As WHPacific enters its 50th year in business, the company finds itself celebrating its past even as it looks forward to adding a new chapter to its legacy.

At the end of last year, the firm's long-time holding company, NANA Development Corporation, sold WHPacific to a joint venture of Grand Isle Shipyard and the Chouest Family. While the sale ended WHPacific's long-time run as the largest Alaska Native-owned engineering firm in the U.S., it also advanced the firm into a new realm. With Dionne Chouest Austin now as 51 percent owner of WHPacific, the firm is certified as a women's business enterprise by the Women's Business Enterprise National Council.

The new designation is expected to provide WHPacific with new opportunities for projects while allowing it to hold true to the aspects and culture that have helped the firm reach its current level of success.

"Although time has changed, our core values of honesty, integrity, dignity and respect have not," Todd Berthelot, the company's current president, said. "By allowing our core values to guide us, maintaining our focus on creative (and) exceptional service, and continuing to offer dynamic sustainable solutions, we are poised to write the next chapter of our rich history."

That history spans back to 1968, when the company known as Wilsey & Ham expanded into Northwest to provide innovative solutions in public infrastructure, land development and transportation engineering.

As it worked on projects in the infrastructure, environmental, transportation and aviation sectors, WHPacific quickly established itself as a key player in the region. The firm grew from 10 people in an office in Portland to 250 associates in seven offices across the country.



Its portfolio of work grew to include landmark projects such as the early development phases

of the Pearl District, Washington Square, Cascade Station, Eagle Crest Resort and the Nike campus in unincorporated Washington County. The firm also has built an impressive transportation project portfolio that includes TriMet's MAX light-rail system, Hillsboro Airport as well as work at other regional airports, and numerous road and bridge projects.

"The mark of a great company is long-term repeat clients and employees with decades of tenure. WHPacific can proudly claim both," said Bill Jabs, who became the firm's president in 1986.

The firm points to a steady stream of strong leadership as contributing to its resiliency and endurance. The firm's first president was David Evans, who went on to found David Evans and Associates. Evans was followed by Gordon Davis, Jerry Palmer and Jabs.

Throughout WHPacific's history, its leaders have encouraged and supported a culture that places high value on providing safe work environments and professional support for its employees. The firm also has offered the highest levels of support to its clients, a courtesy also extended to the communities where projects are located.

"The company has left a profound mark on the region," Jabs said.

WHPacific's legacy of defining excellence in the world of engineering is expected to continue as it moves into 2018 – and beyond.

The firm expects to continue to expand its Industrial Facilities Engineering Group, a new service line consisting of mechanical and electrical engineering staff that was added last year. In addition, new leadership in the WHPacific office in Louisiana is expected to lead to new project opportunities in the southern part of the country.

"This an exciting time at WHPacific," Berthelot said.



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