

Columbia River Gorge Business Review

MARCH 2018

Volume 10, No. 3



Woop!Wear


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Moving between points

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Columbia River Gorge Business Review

On the cover:
Randy McMasters and his daughter Katie, keep freight moving at CRG Freight.



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How much does it cost to start a new business?

By Rose Mays



It is an exciting time when someone decides to start their own business. This time can be the culmination of months, sometimes years, of thinking and planning.

Now, the thinking phase is over and the implementation, or startup, phase begins. The future business owner often contacts the Small Business Development Center for advice during this phase.

When clients meet with us, they often already know what image they want their business to project, where they want it to be located and what products or services they are going to provide.

Most of the time, the owner will have planned out every key aspect of their future business. There is a lot of excitement and positive energy surrounding the initial meeting. Their new business dream is starting to become reality.

It is during this time that hard financial questions need to be asked. How much will it cost to start my business and make my dream a reality? How much money will need to be saved or borrowed? How much capital is necessary to sustain the business financially during the vulnerable first year?

Unfortunately, these are not easy questions to answer. But they are vitally important to the long term success of any business.

So exactly what is a startup cost? A startup cost is simply a

non-recurring expense an owner will incur before a business is open and before income from the business is recognized.

It is important to identify as many potential startup expenses as possible, so funding is secured to cover them in advance.

Some of the common startup costs for a new business are:

- Fixed assets, such as computer and office equipment, vehicles, merchandising displays, miscellaneous fixtures, land, buildings, leasehold improvements
- Research and training, insurance, first/last month rent, advertising, promotional material, logo development, employee training, and legal, accountant, signage, license and other fees
- Inventory
- Money in the bank to cover business overhead as well as any debt service for the business until income is realized

Remember, every business is unique. Because of this, the startup cost will also be individualized to that business, which makes determining precise numbers tricky.

This list of startup costs may be very relevant to your business or it may not be relevant at all. And while the list of expenses looks daunting, take

time to examine the list to identify what costs may pertain to your business and what expenses should be added.

Some startup costs can be estimated, but it is often much more efficient to research true cost for the expense.

The owner can do this by calling their insurance agent about cost of insurance, calling a realtor about rental rates and researching online cost of displays and fixtures.

An unpleasant surprise is less likely when an owner researches true cost rather than estimating the cost.

It is through thorough and detailed financial planning that a new business venture can become a success. And your dream of owning your own business is one step closer to becoming a reality.

Rose Mays is a program specialist at the Small Business Development Center at the Columbia Gorge Community College. She can be reached at 541-506-6120.

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January Building Permits

HOOD RIVER COUNTY

Commercial Structural

Port of Cascade Locks, 160 NE Herman Creek Lane, Cascade Lock – Tenant Improvements.

Juan and Clementina Marquez, 1476 Markham Road, Hood River – Commercial auto shop building.

Port of Cascade Locks, 50 NE Herman Creek Lane, Cascade Locks – Fire sprinklers for building no. 4.

Port of Cascade Locks, 50 NE Her-

man Creek Lane, Cascade Locks – Flex building no. 4.

Parkdale Investments LLC, 4966 Baseline Drive, Mt. Hood Parkdale – Parkdale Farm Supply, tenant improvements.

Parkland Land Company, 4990 Baseline Drive, Mt. Hood Parkdale – Mclsac's west building alteration.

Residential Manufactured Dwelling

Stadelman Fruit, LLC, 7080 Old Parkdale Road, Mt. Hood Parkdale – Replacement home.

Jeffrey L. Sacre and Steven A. Wolf, 796 SE Forest Lane, Cascade Locks – New manufactured home.

Residential Structural

Ida K. and Byron G. Roberts Trustees, 945 Roberts Drive, Hood River – New single-family dwelling.

Ida K. and Byron G. Roberts Trustees, 905 Roberts Drive, Hood River – New single-family dwelling.

HPC Properties, 3720 Arrowhead Ave., Hood River – New single-family dwelling.

Christopher J. and Heather L. Harrell, 789 Foxley, Hood River – New single-family dwelling.

Johnsby Holdings LLC, 6125 Miller Road, Mt. Hood Parkdale – Basement remodel.

David A. and Elizabeth Whitmore, 1125 Methodist Road, Hood River – New garage with above bonus room.

Jake Morgan, 3601 Thomsen, Hood River – Basement remodel.

Rocky Road Land and Adventure Co. LLC, 5560 Imai Road B, Hood River –

McCarthy's farm labor remodel.

Michael L. Hall and Susan T. Sloan, 4200 Leap Frog Drive, Hood River – New single-family dwelling.

Michael Hanson, 1315 Tucker Road, Hood River – Roof mounted solar array on shed.

Catherine L. and Brett S. Schwager, 3675 Holly, Hood River – Roof mounted solar array on detached garage.

James P. and Ann O. Schlemmer, 979 Eby Road, Hood River – Roof mounted solar array on shop.

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January Building Permits

Octavio D. Gonzaga and Mayra Jimenez, 6555 Cooper Spur Road, Mt. Hood Parkdale – Remodel.

Meghan Robidoux, 960 Hutson Road, Hood River – Interior remodel.

CITY OF HOOD RIVER

Commercial Structural

S&D Investments, Inc., 107 2nd Street, Hood River – Repair broken trusses.

Dean Cameron, 210 Wasco Loop,

Hood River – Tenant improvement for Orbital.

Residential Structural

Hood River Residential LLC, 701 Oak Street, Hood River – Two-family dwelling.

Erick M. Ihde, 1802 Montello, Hood River – Repair fire damage, including new sheetrock, redo of flooring, new insulation, new windows, door and roof repair.

James Rountree and Paige B. Rouse, 319 Prospect, Hood River – Converting

existing finished basement in owner-occupied home to 783 square foot. Convert existing pantry with refrigerator into efficiency kitchen. Convert 12x12 storeroom/exercise room to bedroom. Install raised platform with railing inside existing entry to transition to floor level. Install wrought iron railing around existing stairwell.

Jaime E. Singer, 915 Goose Way, Hood River – 6.1 KW System.

Mariruth Petzing, 1806 Avalon, Hood River – Replace drywall; new insulation.

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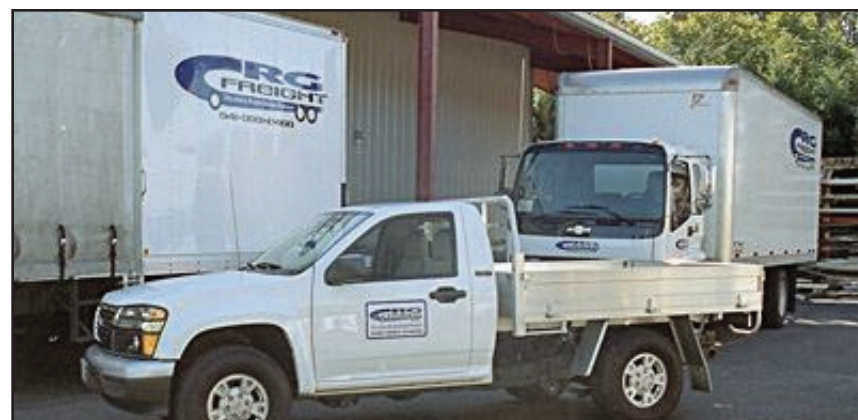
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In and out of the Gorge

CRG Freight specializes in logistics, moving goods through Gorge

By Ginger Shepherd

HOOD RIVER -- Randy McMaster knew that area businesses required help moving goods in and out of the Columbia Gorge.

"I saw a need," he said, and he had the experience to fill it. Using his nearly 20 years of background in logistics, he started CRG Freight to help move goods in the Columbia Gorge.

When it started, CRG Freight had one truck. But as Hood River and the surrounding area grew, CRG Freight grew too. Today, McMasters has seven large 26-foot delivery trucks and moves freight in and out of the Gorge and through the Portland metro area.

In an average year, the company moves a total of about 8,448 tons of freight over roughly 650,000 miles.

"Anything that can fit in a truck," office manager Katie McMaster said.

And they have added services. They don't just move freight between the Gorge and Portland. They serve their Portland clients by offering deliveries in the Portland metro area. They also offer "Hot Shot" services — an expedited delivery service to meet a customer's deadline.

McMaster's goal is to never let freight sit in a truck. Goods are delivered as soon as they are re-



ceived from a customer. Some carriers, he said, will take possession of goods but allow them to

sit in a truck or warehouse for a day. Not at CRG Freight. As soon as a cargo is received, it is put on

ABOVE: CRG Freight drivers take a moment to pose for a photo. The Gorge-based company moves freight in and out of the area. The freight company has seven large trucks to move cargo.

LEFT: Randy McMasters and Katie McMasters show off the map in their office. The father-daughter duo help direct more than 8,000 tons of freight through the Columbia Gorge.

PHOTO BY GINGER SHEPHERD

a truck and sent out for delivery.

Katie also acts as broker, allowing the local freight company to move shipments beyond the Columbia Gorge and Portland. Katie can move freight anywhere in the United States and the world by working with carriers that serve larger areas. CRG Freight takes a customer's goods and forwards them on.

Just as the business has grown with the Columbia Gorge, it has faced the same challenges. The winter is always a little slower, Katie said, but, last year's winter weather created special challenges and even delays.

See Freight, page 7



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FREIGHT

Continued from page 6

Then there was the Eagle Creek fire, which resulted in the closure of Interstate 84. McMasters said they had to find different ways of getting freight to and from — it meant looking at their routes and schedules.

"We took it day by day," he said. "We had to go over mountains and just do it."

That effort, he explains, shows their customers they are more than just a delivery — and these customers are likely to continue to use the freight company's services.

CRG Freight faces another common problem in the Columbia Gorge: Finding employees. Katie said there was a time that she could post a job opening and get several applicants. But now it is harder since there are fewer people looking for work.

While they want drivers with some experience, McMasters said they would take a driver with no experience and train them.

"Sometimes those drivers turn out to be the best drivers," he said, adding it is all about finding the right person. Sometimes, the candidate with no experience is open to learning while someone with experience might not be. "We need a hard worker, not just a good driver."

Employees get more than just a job — they get an extended family. Katie said the drivers are close and loyal. Katie and McMaster are a father-daughter duo that work hard to treat their drivers like people and not merely numbers.

While CRG Freight has been around for 12 years, there are still people that don't know they are here — and customers are still surprised that they serve the Gorge.

"We still get asked what CRG stands for," Katie said, "It stands for Columbia River Gorge."



PHOTO BY GINGER SHEPHERD

CRG Freight founder Randy McMasters checks schedules and routes to make sure customers' goods are delivered on time. McMasters has nearly 20 years experience in logistics.

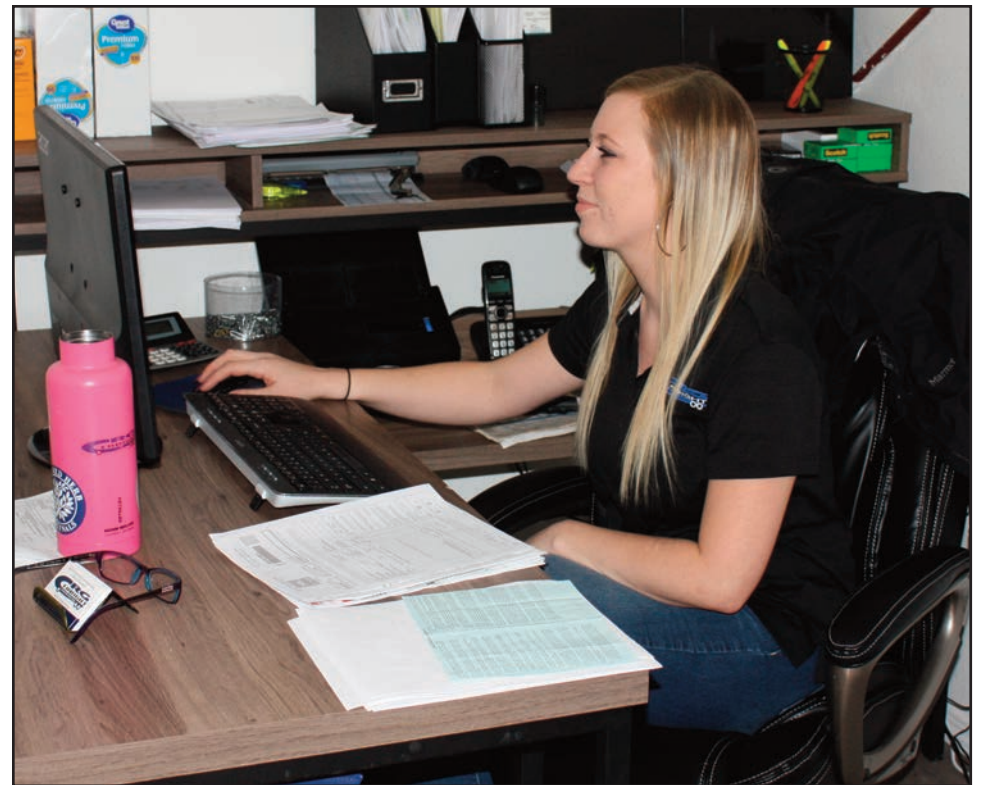


PHOTO BY GINGER SHEPHERD

Katie McMasters serves as the office manager at CRG Freight. She also acts as a broker, helping to move customers' goods across the country.

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MCEDD Spotlight: Woop!Wear

By the Mid-Columbia Economic Development District
For the Gorge Business Review

Started in 2007, Woop!Wear is a small alpaca clothing company with a desire to bring alpaca fiber into the outdoor apparel industry.

Owner Gina Eisele discovered that alpaca's unique qualities of silky softness coupled with its ability to provide lightweight warmth make it the perfect fiber for outdoor apparel.

In the first year, she developed a base layer product that was much more "sweater-like" than desired.

After much experimenting and countless meetings with fabric producers, Woop!Wear now offers lightweight alpaca base layers, field pants and coats, outerwear, knit hats and socks.

Woop!Wear purchases the alpaca fiber directly from Peru, designs the clothes, out-sources the production and sells the apparel.

Based in Trout Lake, Wash., Woop!Wear operates its business in an area that offers optimal field testing for its alpaca active wear products.

MCEDD provided a \$50,000 working capital loan in December 2012. Eisele used these funds to purchase fabric and manufacture products for inventory to sell.

Woop!Wear sells its products through its website www.woopwear.com, as well as through Amazon and annually at the Portland Sportsman Show. To learn more about Woop!Wear, you can call Eisele at 844-336-9667 or email info@woopwear.com.

The MCEDD Loan Program is available to entrepreneurs, start-up businesses and existing businesses doing business in the five-county area, which encompasses Sherman, Hood River, Wasco, Klickitat and Skamania counties.

This loan program is part of MCEDD's efforts to strengthen and support the region's



SUBMITTED PHOTOS

Woop!Wear designs lightweight alpaca base layers. The company is based in Trout Lake, Wash.

economy. Contact Eric Nerdin at 541-296-2266 or eric@mcedd.org for more information on MCEDD's loan program.



Rural advocate group will host leadership training

HOOD RIVER — The Rural Development Initiatives is bringing its Rural Skill Builder leadership training to the Columbia Gorge.

The one-day training will be from 9 a.m. to 4 p.m., Saturday, April 7, at the Best Western Plus Hood River Inn, 1108 East Marina Way.

Trainers will hold sessions on emerging rural economies, bringing out the best in people at their worst, funding community work and systems leadership in rural communities. The training session will have an interactive wrap-up. Attendees can participate in community-based focus groups.

Rural Development Initiatives hopes the training gives rural leaders the tools to be leaders — to revitalize their community-building efforts and be savvy in complex situations.

The training is \$40 and includes lunch.

Those interested can register online at <http://conta.cc/2o03bKY>.

Rural Development Initiatives is a non-profit based in Eugene. It is dedicated to supporting rural communities in the Pacific Northwest.

The Hood River training is sponsored by the Ford Institute for Community Building, Celilo Restaurant and Bar, and Copper West Properties.

Learn more about the training and Rural Development Initiatives at www.rdiinc.org or call 541-684-9077.



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Olympians wear Wasco wool during games

By Emily Fitzgerald

The first thing viewers noticed while watching the U.S. Olympic team march through the Parade of Nations at the 2018 PyeongChang Winter Olympics opening ceremony was their battery-powered heated parkas, designed by Ralph Lauren and created by a family-owned company in New Jersey. Each piece of clothing included in the U.S.'s Olympic uniform has a similar American story to tell: jeans made by a non-profit company in Texas, hats and base layers from a business run by a brother-sister duo in Los Angeles, and gloves made in New York. One of those stories is right here in Wasco county.

Imperial Stock Ranch, owned and operated by the Carver family, provided wool for the sweater, hat and other knit pieces worn by the U.S. Olympic team in the opening and closing ceremonies.

This isn't Imperial Ranch's first taste of the spotlight, however, as the ranch partnered with Ralph Lauren for the 2014 Sochi Winter Olympics as well.

Ralph Lauren first reached out to Imperial after the 2012 Summer Olympics in London, where the company suffered criticism for having the American uniforms produced in China. At the time, Jeanne Carver and her husband, Dan, had been trying to sell their wool as a product and, after Jeanne answered a call from a New York area-code in her yard surrounded by sheep, a partnership was born.

"After the 2014 Olympics, we saw incredible growth in our value-added fiber business due to the visibility of the Ralph Lauren relationship," Carver said. In addition to collaborating on the Olympic uniforms, Imperial also worked on projects with Polo Ralph Lauren and Ralph Lauren Home following the 2014 Olympics. "The visibility that resulted from Ralph Lauren telling our story strengthened



opportunities with our supply chain partners and broadened our impact," Carver said.

In early 2015, the vice-chairman of National Spinning Co., Inc., a North-Carolina based company that Carver calls "one of the strongest spinning mills in the U.S.," reached out to Imperial to propose a licensing partnership: Imperial would provide the mill with raw wool, and National Spinning would then create and market the yarn.

"Negotiating a complex textile process can be daunting, but we were helped along by the people who remain in the industry in this country, always ready to share their experience and expertise. Each of these relationships made us stronger," Carver said. "Without our processing and manufacturing partners, we have nothing."

The partnership was a relief for Carver and the rest of the Imperial team, as they used to move their raw wool through numerous different mills and manufacturers through the yarn-making process. "We pay each facility to custom the spinning and dyeing processes, and ultimately upon delivery, we are responsible if there are any issues with the yarns once they go into garment production,"

Carver said. With National Spinning managing the entire production process, Imperial is relieved of that burden.

With Imperial's wool, National Spinning launched a new branded line, Imperial Stock Ranch American Merino wool yarn. It's this final product that Ralph Lauren incorporated into the U.S. Olympic team's opening and closing ceremony uniforms.

"With Ralph Lauren naming us again as one of their supply chain partners, we are once again experiencing an increase in inquiries," Carver said.

The ranch is also gaining attention for its Responsible Wool Standard (RWS) certification, "a voluntary global standard that addresses the welfare of sheep and of the land they graze on," Carver said.

Imperial received the certification in the spring of 2017, becoming the first ranch in the world to do so. "With our RWS certification and listing as a certified wool supply source, we receive numerous requests for certified wool," Carver said.

Despite the spotlight, Carver and her family remain down-to-earth. Literally. "It's really easy to stay grounded when you're working with crops and livestock," Carver said, "these

are timeless activities with seasonal cycles that demand your attention and focus... even though our eyes may lift to the horizon from time to

Ralph Lauren turned to Wasco County's Imperial Stock Ranch for wool to make sweaters, hats and other knit pieces for the U.S. Olympic team, now participating in the Winter Olympics in PyeongChang. The opportunity has opened new doors for the ranch.

time, you might say, we live our life at its roots."

Imperial Stock Ranch celebrates its 147th anniversary this year, having been founded in 1871 near what became Shaniko, Ore., by Richard Hinton, an Oregon Trail settler. Ownership was passed to an employee, George Ward, in 1945, and the Wards passed the ranch to the Carver family in 1988.

The ranch's headquarters, a colonial revival house built in 1900 near Shaniko, was listed on the National Register of Historic Places in 1994 and is now its own National Historic

District.

"We're constantly aware of our history. We work out of the same buildings and farm the same crop fields that have been here almost 140 years," Carver said. "We're touchable and can relate who we are and where we come from."

She added, "We foster connections for visitors and customers not just to our history, but to their own history with the land."

The Carvers currently raise sheep and cattle on more than 32,000 acres in Wasco County, as they have since the beginning.

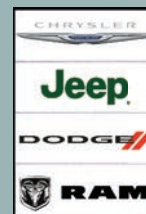
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Quick facts about spider veins ...

And how to get rid of them

There are a lot of names for the bluish and reddish lines and spots on our bodies – spider veins, telangiectasias, facial veins, port-wine stains, venous lakes and angiomas.

Telangiectasias, spider veins and facial veins are the thin lines that form on the legs and the face. Spider veins typically appear on the legs and are generally caused by a backup of blood in the veins, due to a faulty valve in the veins. This can be associated with pregnancy, prolonged standing, trauma to the area, and/or smoking. Spider veins are different from varicose veins, which are larger bulging veins that occur anywhere on the upper or lower legs. Spider veins do not bulge and are blue to purple in color.

Telangiectasias and facial veins are very similar to spider veins. These thread-like lines are caused when tiny blood vessels widen. They typically appear on the face which many people find them unsightly and hard to cover up.

The port-wine stain is a birth mark caused by a vascular anomaly – a capillary malformation. It is called port-wine stain because it is colored like port wine. It typically appears on the face and neck but can occur anywhere on the body.

Venous lakes are the result of dilated venules – small veins. These spots are compressible papules and generally appear in sun-exposed areas like the face, lips, ears, neck and the back of the hand.

Angiomas are red moles that are a collection of small blood vessels. They are red, circular or oval and range in size from pinpoint to one-fourth of an inch. Typically, these red moles appear on people over 30. The cause is unknown; however, they are most commonly linked to pregnancy and aging.

There is a safe and simple treatment available for each of these conditions at Columbia Laser Skin Center's using the Cutera XEO laser. The laser safely sends bursts of light energy through the skin into the vein. This causes the vein to collapse and fade away, leaving no more reddish bluish lines, stains or spots. Depending upon the size of the vein, will determine how long it takes the body to break down and resorb the vein so that it is no longer visible. Generally, it can take between 4 weeks to 6 months.

The number of treatments vary and depend on the individual and the number of veins present in the area. However, it typically takes three to four treatments.

Treatment is done in an outpatient setting. Patients are giving ice packs and chilled gel packs to help keep the skin cool during treatment. The technician also uses a gold-plated sapphire cooling tip on the laser for added comfort and safety. Otherwise, the treatment would feel like being snapped with a small rubber band.

There is no downtime; however, patients should avoid hot environments like saunas and hot tubs. Patients should also avoid high-impact exercise for 48 hours. To learn more or to schedule a consultation, call Columbia Laser Skin Center at 541-298-5066 or visit www.columbialaserskincenter.com.



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In the engineering world, we have two types of construction concepts: horizontal and vertical. Horizontal construction focuses on infrastructure projects like bridges, dams, roads and highways. Vertical construction focuses on buildings like residential structures, medical centers and commercial centers.

In vertical construction, we may also work with an architect. In all cases of design work, engineers develop a plan to ensure that the design is sound and safe.

As engineers, we are called to serve the public good and we take safety seriously. I like to tell people that being an engineer means being a pre-responder to a disaster. Long before the ground rumbles, the fire begins, the winds howl or the snow falls, we are protecting the public.

As engineers, we look to make a building strong and enable it to handle a disaster so that people inside a building can safely get out.

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Engineering is often a collaborative field. Frequently we will perform peer reviews of another engineer's work and vice versa. We are a team. We are a society. Peer reviews provide an opportunity to see how someone else approaches a problem, see how she or he solves it, and ensure nothing is missed.

If you want to learn more about Hood River Engineers and what we do, visit our website at www.hoodriverengineers.com.

If you have a question for me or one of my engineers, email us at gorgexpert@hoodrivernews.com. We are glad to offer an opinion at no cost.



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Standing, left to right: Serap Daniel, 3D Visual Artist; Conrad Chandler, Civil; Michael Long, Electrical; Scott Hancock, Electrical; Adam Goddin, Principal; Victoria Jelderks, Mechanical; Matt Gillis, Finance; Dixie, Mascot
Kneeling, left to right: Robert Corbett, Structural; Jedidiah Miller, Environmental

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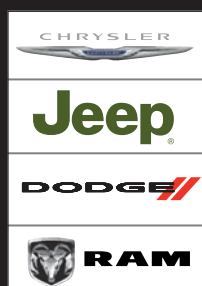
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