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CASCADE BUSINESS NEWS

Enhancing & Promoting the Economic Vitality of Central Oregon Since 1994



Nancy P's Cooks Up 15 More Years of Community & Connection

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Bend Municipal Airport's New Control Tower 'Really Was a Group Effort'

by ANDREA HINE — CBN Feature Writer



AT 115 FEET IN HEIGHT, THE CONTROL TOWER IS BEND'S TALLEST BUILDING | PHOTO BY ANDREA HINE

"A lot of people don't realize that Redmond isn't the area's only airport," said Mayor Melanie Kebler, speaking at the grand opening & ribbon-cutting ceremony for the Bend Municipal Airport's new air traffic control tower. "Yet it's one of the busiest in the state, with 140,000+ takeoffs and landings every year — and the only airport among the five largest in Oregon that lacked a tower."

Calling the $15 million project "a reminder of what can be produced when federal and local governments work together," another speaker commended "the airport and all its partners. This significant investment in the future required a tremendous amount of cooperation and collaboration; it really was a group effort." (Collaborating entities included the City of Bend, the FAA, the State of Oregon, and Deschutes County, among others.)

As Airport Director Tracy Williams emphasized in her remarks, having a control tower (the first to be built in the state since 2015) will organize the flow of traffic by providing "safe separation of aircraft by sequencing takeoffs and landings, and facilitate safer, more efficient aircraft operations."

The Bend Airport previously operated in "uncontrolled airport airspace," requiring pilots to coordinate directly with each other. This created what air traffic specialists call an "extremely difficult operating environment."

Moving from construction to completion in just over two years — with

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Ninth Annual Fastest 20 Growing Businesses Featuring Central Oregon's Rising Stars

Presented by Columbia Bank & Capstone Accounting & Tax

by JEFF MARTIN — President, Cascade Publications

Tonight we award the Fastest 20 Growing Businesses in Central Oregon at the Oxford Hotel in downtown Bend. While those that qualified for the Top 20 are aware they are on the list, they don't find out which is the fastest-growing business until the unveiling at the event.

Columbia Bank and Capstone Accounting and Tax teamed with *CBN* to recognize the fastest-growing companies located in the tri-county region. The qualifying criteria for this group included companies established and operating on or before January 1, 2024, with gross annual revenues of at least $100,000 in the last fiscal year, reporting consistent year-over-year growth in earnings through 2026, as confirmed by our professionals at Columbia and Capstone.

The top 20 featured a wide array of business types and industry sectors. Health care — pets and humans alike — high-tech, food and beverage, marketing and education are well represented. These companies are reflective of a wide variety of industries for the local economy, with a heavy emphasis on the entrepreneurial spirit for which Central Oregon is well known.

"At Columbia Bank, we are honored to support Central Oregon's Fastest 20 and recognize the businesses that continue to strengthen our communities through growth, innovation and job creation," said Chris DuPont, SVP and commercial market manager for Columbia Bank. "The success of this year's recipients reflects the determination and vision of local business leaders who make Central Oregon such a vibrant place to live and work. Congratulations to all of this year's honorees."

"Small business owners are the backbone of our local economy, creating jobs, fostering growth and opening doors for the next generation of entrepreneurs," added Lance Brant, a CPA with Capstone. "Their contributions to our community deserve to be recognized and celebrated. I couldn't be prouder to support an event that honors their hard work and positive impact."

Thank you to our sponsors, nominators and all of the exceptional businesses for making this great event possible!

Cheers and congratulations!

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Redmond Spotlight — Pages 21-27

Redmond's Role as the 'Hub of Manufacturing for Central Oregon'

by ANDREA HINE — CBN Feature Writer

When Amazon celebrated the opening of its 14-acre, 80,000-square-foot delivery and distribution hub in east Redmond last month, with area leaders and business leaders in attendance for the ceremonies, the international company had already created more than 300 regional jobs since operations began earlier this year. Serving community ZIP codes within a 90-minute radius, the facility currently handles 13,000 shipments daily, amounting to a weekly total exceeding 90,000 packages, and represents about $25 million in private investment.



NOSLER'S NEW REDMOND CAMPUS UNIFIES ALL THE COMPANY'S MANUFACTURING, PRODUCTION, CORPORATE OFFICES AND WAREHOUSE OPERATIONS UNDER ONE ROOF | PHOTO ANDREA HINE

"The project generates a ripple effect across the economy," said Steve Curley, REDI director for EDCO (Economic Development for Central Oregon), supporting local businesses, strengthening the region's supply chain infrastructure and potentially attracting additional companies in related industries — which could lead to sustained job growth and economic diversification.

Curley, who first met with Amazon soon after starting his EDCO job in May 2022, recalled that the publicly traded corporation "really wanted to be in Redmond — it was the sweet spot." He admitted, however, that the years-long process "involved twists and turns. We had to find a property that fit Amazon's needs, which required significant infrastructure

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GOT TOP PROJECTS?

Along with providing a comprehensive list of Central Oregon Commercial Contractors, Cascade Business News will feature **TOP PROJECTS COMPLETED in 2026** in our December 16 issue!

DEADLINE TO SUBMIT TOP PROJECTS IS DECEMBER 1

Contact Jeff Martin at jeff@cascadebusnews.com







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News Publishers Demand Meta Withdraw New Terms Over Unauthorized Use of Content

The News/Media Alliance (NMA) is calling on Meta, the owner of Facebook and Instagram, to withdraw its planned new Commercial Terms of Use, warning that the changes could allow the technology giant to access and use publishers' journalism without permission or compensation.

The proposed changes would authorize Meta to use automated web crawlers and other tools to collect content from websites associated with business accounts on Facebook,

Continued on Page 30 ▶

The Lodge Retirement Community — A New Chapter in the Heart of Sisters

There's something special about Sisters. Mountain views, friendly faces, local businesses and the feeling of being part of a close-knit community make it a wonderful place to call home.

Just a short walk from downtown, The Lodge Retirement Community offers that same sense of belonging, with beautiful surroundings, comfortable residences and inviting places to gather with friends and family.

Now, with Bend-based CRH Northwest as its new owner, The Lodge

Continued on Page 31 ▶



Columbia Bank Ranks as No. 1 SBA 7(a) Lender in Washington & Oregon, No. 15 Nationally

Columbia Bank ranked as the No. 1 U.S. Small Business Administration (SBA) 7(a) lender in both Oregon and Washington state for federal fiscal year 2026, based on the number of approved loans, according to SBA reporting data.

This is the ninth consecutive year that Columbia Bank has been the top SBA 7(a) loan producer in Oregon. Earlier this year, Columbia Bank was

Continued on Page 30 ▶

Quaise Energy Receives Funding from the Federal Government for Project Obsidian

All eyes were on Quaise Energy at the 2026 Geothermal Rising Conference, the flagship conference for the geothermal industry, in late September. An announcement was made by the U.S. Department of Energy that Quaise is among five entities selected for an award of up to $25 million to support the company's work on what it believes will be the world's first commercial superhot geothermal power plant.

Only a month earlier, the company announced a close of $180 million

Continued on Page 30 ▶

Partners In Care Community Education

Local nonprofit Partners In Care invites community members in Central Oregon to its engaging, in-person education series. For the past 18 years, Partners In Care has been providing no-cost community education on a myriad of topics such as preparing for end of life, facing a serious illness and caregiver tips and resources.

The next community education class of 2026 at Partners In Care is on the topic of "Protecting Your Legacy: Estate Planning, Wealth Management & Charitable Giving."This class is presented at no cost on Thursday, November 19,

Continued on Page 30 ▶

SELCO Community Credit Union & Numerica Credit Union Announce Merger of Equals

Driven by the opportunity to do even more for their members, SELCO Community Credit Union and Numerica Credit Union have announced a merger of equals, uniting two credit unions rated among the strongest in the Pacific Northwest by regulatory examiners.

Upon completion, the combined credit union will serve more than 325,000 members and operate 38 branch locations, with nearly $8 billion in assets, making it the second largest credit union by asset size in Oregon.

Continued on Page 30 ▶





DESCHUTES COUNTY

♦ Deschutes County mailed property tax statements to residents the week of October 19. Property owners who have signed up to receive electronic statements should have received their annual electronic statement by email.

Property taxes help fund local services, including libraries, education and public safety.

Property owners may pay their bill in full or in installments. Discounts are available for residents who pay their full bill, or two-thirds of their bill by November 16.

Payment options:

- **Pay in full by November 16, 2026**: Receive a 3% discount.
- **Pay two-thirds by November 16, 2026**: Receive a 2% discount. The remaining one-third is due by May 17, 2027.
- **Pay in three installments:** No discount. Payments are due on November 16, 2026, February 16, 2027, and May 17, 2027.

Payments must be received or postmarked by November 16 to qualify for discounts.

Property owners may pay by mail, online, at a drive-through drop box or in person at the Deschutes County Tax Office in Bend. Payment information and drop box locations are available at deschutescounty.gov/tax.

For mailed payments, the Tax Office recommends mailing at least one week before the deadline. **If mailing closer to November 16:** If a bill is mailed closer to November 16, residents are encouraged to take their payment to a post office and ask for the envelope to be hand-postmarked.

Property owners who have not received a tax statement by October 31 should contact the Deschutes County Tax Office at 541-388-6540.

To view a tax statement online or compare it with previous year's statement, visit dial.deschutes.org.

Questions about property appraisal should be directed to the Deschutes County Assessor's Office at 541-388-6508 or assessor@deschutes.org.

♦ On October 19, the Deschutes County Clerk's Office became aware of two issues related to the November 3 election and wants to share that information with voters:

1. The letter "H" was accidentally left out of Deschutes County Commission Position 5 candidate Rob Imhoff's last name in the printed voter pamphlet. The online version of the pamphlet has been corrected.
2. In addition, roughly 200 voters in recently annexed areas in the City of Bend were sent incorrect precinct ballots. All affected voters will receive a corrected ballot by mail this week.

If an affected voter has already returned the original ballot, they should complete and return the corrected ballot they receive. The County Clerk's Office will ensure that only the valid ballot is counted.

Voters with questions should contact the Deschutes County Clerk's Office at 541-388-6547.

The Deschutes County Clerk's Office regrets the errors and remains committed to ensuring that every voter receives accurate election information.



FROM THE LEGISLATIVE DESK...

SALEM

♦ With the holiday season approaching, the Oregon Department of Human Services (ODHS) is encouraging Oregonians who are not currently receiving Supplemental Nutrition Assistance Program (SNAP) benefits to apply now to see if they qualify. People who previously lost benefits may also be eligible again.

SNAP provides monthly food benefits to help eligible households buy groceries. ODHS wants every Oregonian who qualifies for SNAP to receive it, and applying now gives the agency time to process applications before the holidays. Processing times vary, and benefits are not guaranteed.

For people already receiving SNAP, seasonal employment may offer another opportunity. Did you recently start working at a pumpkin patch or a Halloween store? Are you planning to work at a Christmas tree farm or pick up extra hours during the holidays? That work could help you meet federal SNAP work or activity rules or regain benefits you've previously lost.

ODHS encourages people who start a new job or work additional hours to report changes as required and find out how their employment may affect their SNAP benefits.

"Seasonal employment can be an opportunity to earn extra income while also helping people meet SNAP work or activity rules," said Jessica Amaya Hoffman, ODHS interim Oregon Eligibility Partnership Director. "If you've started a new job, picked up additional hours or are planning to work during the holidays, contact us. We can help you understand how your work and income affect your SNAP benefits and what steps you may need to take."

Seasonal employment can help people meet SNAP work or activity rules

Under federal rules, certain adults ages 18 through 64 must complete at least 80 hours of work or qualifying activities each month to continue receiving SNAP benefits, unless they qualify for an exemption.

Seasonal employment, including jobs at Halloween stores, retail businesses, restaurants, warehouses and other employers preparing for the holidays, may help people meet these requirements.

If you're picking up a second job or working extra hours during the holidays, it's also important to understand how this income may affect your SNAP benefits. Households must report income changes when required under SNAP reporting rules so benefits can be calculated accurately. Contact ODHS if you're unsure whether you need to report your new income.

People who have already lost SNAP benefits because they did not meet work or activity rules may also be able to regain eligibility through employment or other qualifying activities. People may need to reapply for benefits and demonstrate that they meet the requirements.

ODHS encourages people to contact the ODHS ABAWD Team to discuss their circumstances, report qualifying hours and learn what steps they need to take to keep or regain benefits.

Check whether you qualify for an exemption before new OHP rules begin.

Some Oregonians may have recently received a letter from the Oregon Health Authority (OHA) about upcoming work or activity rules for the Oregon Health Plan (OHP), Oregon's Medicaid program.

These new federal requirements are scheduled to begin in January 2027.

People who qualify for an exemption from SNAP work or activity rules are automatically exempt from OHP work or activity rules.

ODHS encourages people who have questions about their SNAP work or activity rules or potential exemptions to contact the ODHS ABAWD Team now. Staff can review their circumstances and help determine whether an exemption applies.

Keep your address current and read your mail

As federal changes continue, ODHS reminds everyone who receives benefits to keep their contact information, including mailing address, up to date.

Important notices may include information about eligibility, work or activity rules, deadlines, or actions needed to keep benefits.

If you receive a letter from ODHS or OHA:

- Open and read it carefully.
- Pay attention to deadlines and any actions requested.
- Contact the agency if you have questions or need help understanding the notice.

Missing an important notice could mean missing an opportunity to provide information needed to keep benefits.

Where to get help

SNAP work or activity rules and exemptions:

- Visit oregon.gov/snapworkrules
- Call the ODHS ABAWD Team at 833-947-1694
- Email SNAP.ABAWDTeam@odhsoha.oregon.gov

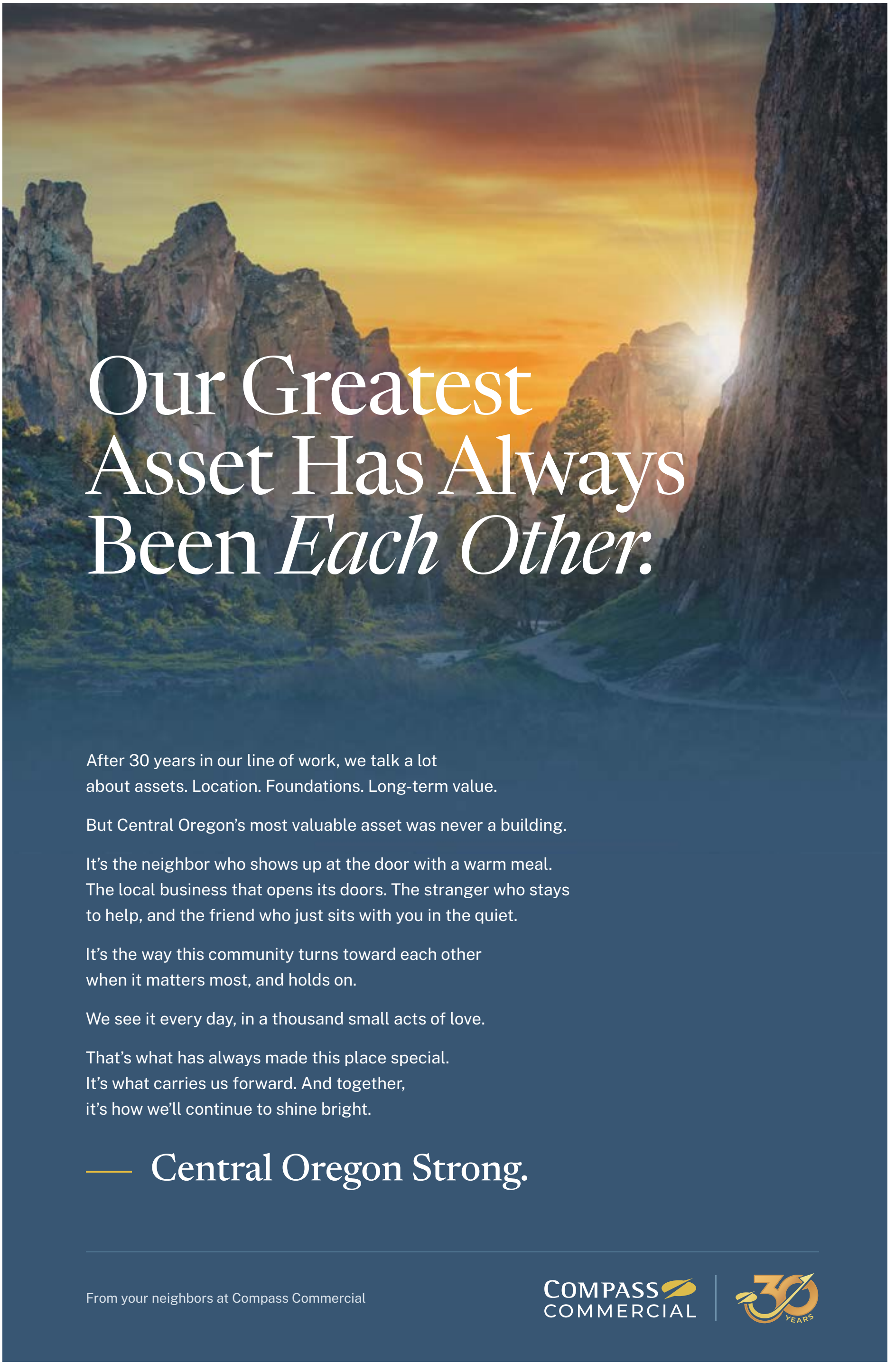
Apply for SNAP or update your information:

- Visit benefits.oregon.gov
- Contact your local ODHS office for assistance.

ODHS encourages people to reach out as soon as possible if their circumstances change or they have questions about their benefits.

If you have questions about SNAP food benefits and the public charge rule for immigrants, you can call the Oregon Law Center's Public Benefits Hotline at 800-520-5292.

CASCADE cbn BUSINESS NEWS



Our Greatest Asset Has Always Been *Each Other.*

After 30 years in our line of work, we talk a lot about assets. Location. Foundations. Long-term value.

But Central Oregon's most valuable asset was never a building.

It's the neighbor who shows up at the door with a warm meal. The local business that opens its doors. The stranger who stays to help, and the friend who just sits with you in the quiet.

It's the way this community turns toward each other when it matters most, and holds on.

We see it every day, in a thousand small acts of love.

That's what has always made this place special. It's what carries us forward. And together, it's how we'll continue to shine bright.

Central Oregon Strong.

From your neighbors at Compass Commercial

COMPASS COMMERCIAL | 30 YEARS

ASK THE EXPERTS AT COCC



Knowing Your Worth

by Expert DAVE GROTJAHN — Central Oregon Community College

Question:

I'm curious to know how a business valuation is determined and how I might be able to use that information for other than just retirement planning?

A: Great question, as there are several ways a business valuation can be calculated, and a host of ways that your valuation can help you.

Performing a business valuation provides you with the economic worth of your business. Your business valuation can support selling or merging a business, partner buy-ins and buyouts, seeking a loan, insurance justification, estate planning and benchmarking business growth. Knowing your company's worth empowers you to make smarter, strategic decisions.

Here are the steps:

1. **Gather up:** Put together your current YTD and prior (three years) income statements, tax returns and balance sheets. Make sure any and all accounting adjustments are up to date.
2. **See the full potential:** Normalize earnings for your buyer to better understand the true business potential. This adjustment, called "seller discretionary earnings," removes transactions that may or may not be incurred by the potential buyer. Examples are executive compensation, donations, meals, travel and non-essential employee compensation.
3. **Pick an approach:** Choose a business valuation method from these options:
   - SDE Adjusted EBITDA (Earnings before Interest, Taxes, Depreciation and Amortization): This applies a Discounted Cash Flow Method by using adjusted SDE Earnings, then forecasts those earnings forward and discounts them back to a present valuation. By using your business's own financial records with a conservative projection, this process renders a solid valuation.
   - Market Based: Uses previously sold business values to evaluate similar businesses.
     - Comparables, or "comps," are used to justify valuation based on recent sales of like businesses.
     - Multiples (revenue or earnings) are factors developed from prior sell transactions assigned by industry/segment to frame up a valuation of a similar business.

Valuation influences can be impacted if differences exist between industry conditions, revenue growth, profitability, customer concentration and ownership dependence.

   - Asset Based: Best for asset-heavy businesses, this approach calculates value by subtracting liabilities from total tangible and intangible assets. If intangible assets are significant, look to validate with other methods.
4. **Add the intangibles:** So how do you factor Intangibles and non-financial information, such as intellectual property, brand reputation, customer loyalty, online presence, etc.? If the presence of these items has been long established, the benefits are already present in the EBITDA earnings. If these items are emerging, then a financial projection would need to be established with a sound basis of estimate.

Not all business valuations are created equal. I always find it useful to try several approaches, where feasible, to help triangulate a range of outcomes for the client. So, whether you are preparing for your retirement, seeking out investors or just tracking growth, a sound business valuation can be a smart choice.

About the Expert:

Dave Grotjahn is a business and capital adviser with Central Oregon Community College's Small Business Development Center. He is a retired senior finance leader from Boeing Commercial Airplanes, where he led investor relations, estimating and pricing and financial planning teams. The SBDC offers free, confidential professional business advising and a variety of low-cost courses to help entrepreneurs through the business lifecycle.

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Bend Municipal Airport

Continued from page 1



DIGNITARIES ATTENDING THE CEREMONY INCLUDED BEND MAYOR MELANIE KEBLER (IN BRIGHT PINK JACKET) WHO STANDS NEXT TO AIRPORT DIRECTOR TRACY WILLIAMS | PHOTO BY ANDREA HINE

financing coming from a combination of federal and state grants and airport revenue — the new control tower boasts amenities such as 360-degree views of the surrounding area, a 200kW standby generator for power continuity, weather monitoring equipment, and seismic/storm hardening to allow it to operate in virtually any scenario.

It is also equipped with a fire suppression system (similar to high-rise apartments) designed to detect, control, and extinguish fires automatically or manually before they escalate, and a pressurized stairwell to prevent smoke if fire occurs.

Airport Engineer Neilan Salerno of Morrison-Maierle, the project's lead engineering and design firm, pointed out other features such as angled windows and motorized window shades that will allow the air traffic controllers to minimize glare that could "really distract their field of view."

Having spent much of the last few months on site, providing construction management and coordinating testing of such vital components as an underground drywell system, Salerno commended Airport Manager Tracy Williams for her vision and fundraising tenacity. "She knows the aviation industry very well, and was adamant in creating a comfortable and modern workspace for the controllers," Salerno said. "She was always looking out for them."

Should Your Business Buy Its Building?

by EMILIO TISCARENO, CCIM, Broker — Compass Commercial Real Estate Services



More Central Oregon businesses are answering that question with a yes. So far in 2026, owner-users have accounted for more than a quarter of Deschutes County commercial sales tracked by Compass Commercial, and nearly half of office purchases. Juniper Dermatology bought its building on NE Courtney Drive, Deschutes County bought one on NE Wyatt Court, and Columbia Distributing bought its $18.7 million facility on High Desert Lane. Compass Commercial was involved in half of these owner-user sales this year, and nearly every one started with the same question: does buying make more sense than leasing? Here's how to think it through.

Compare the Monthly Cost

Start with what you pay today. On a triple-net lease, you already cover the property taxes, insurance, and maintenance on top of your base rent. As an owner, you keep paying those same costs, just on your own building. That makes the real comparison your base rent versus a monthly mortgage payment. For many businesses, those two numbers land closer than expected, especially with the low down payment that owner-user financing allows. Over time, the math tends to shift further in the owner's favor. Rent typically rises every year, while a fixed-rate loan payment stays the same. And every payment pays down the loan, building equity that a tenant never sees.

Know How Owner-Users Finance

The low down payment is what makes this work for many businesses. SBA 504 and 7(a) loans are designed for owner-users and often require as little as 10% down, compared with 25% or more for a typical investor loan. That's a big reason owner-users can outbid investors on the right building. To qualify, the business generally must occupy at least 51% of an existing building.

Plan for Growth and Your Exit

Buy for where your business will be in five to ten years. Extra space can be leased to another tenant to help cover the payment. When it's time to move on, you can sell to another owner-user or an investor, or sell the building and lease it back to free up your equity.

If You Own a Building

Owner-users are often the strongest buyers for smaller and vacant buildings. Several small office buildings between 1,000 and 1,400 square feet sold to owner-users this year for $604 to $643 per square foot. Investors, meanwhile, price to income. This year, net-leased retail traded at cap rates of roughly 5% to 6.5%, office and self-storage near 6% to 6.5%, and smaller industrial buildings between 6.1% and 6.9%. If your building is a good fit for an owner-user, marketing it to local businesses alongside investors can widen your buyer pool and strengthen your price.

Every business is different, and the right answer depends on your cash flow, growth plans, and long-term goals. If you're weighing whether to buy the building you operate in, or whether to sell to a business that wants one, the team at Compass Commercial is happy to run the numbers with you.

Rising Interest Rates

What Multifamily Owners Need to Know

by RON ROSS, Principal Broker — Compass Commercial Real Estate Services



We have not seen interest rates at these levels in more than 20 years. The ten-year U.S. Treasury yield, a key benchmark for commercial real estate financing, has climbed above 5%, reaching approximately 5.3% in recent weeks.

Having started my real estate career in the 1980s, I remember a very different interest rate environment. Treasury yields were in the double digits, and mortgage rates approached 17%. Imagine trying to sell real estate under those conditions!

Fortunately, we are a long way from those extremes. Nevertheless, the rise in interest rates that began in 2022 has had a profound impact on multifamily capitalization rates, property valuations, financing costs, and even operating expenses.

From their peak in 1981 to historic lows in 2020, interest rates followed a downward trajectory for 40 years. Much of today's real estate investment market developed during that extended period of declining borrowing costs. Strong investor demand, readily available financing, and expectations of continued appreciation drove multifamily cap rates to historically low levels.

That environment has changed.

Over the past four years, multifamily cap rates have gradually moved upward. While the increase has not been as dramatic as the rise in interest rates, the direction is unmistakable. The full impact of the latest increases in Treasury yields remains to be seen.

For property owners, particularly those approaching a loan maturity, the consequences can be significant. Higher borrowing costs translate into increased debt service, while rising cap rates place downward

Continued on Page 10 ▶

YOUR BOOKS MAY BE ACCURATE.
BUT ARE THEY HELPING YOU MAKE BETTER DECISIONS?

Most bookkeeping tells you what already happened.
That's useful at tax time but it doesn't tell you:

- Which work is making money.
- Where profit is disappearing.
- Whether you can afford your next hire.
- Or why sales are growing while cash still feels tight.

I know that feeling.
I grew a business to $2.2 million, managed 15 employees, and eventually sold it. Even with accurate accounting, I couldn't always tell where the money was going or how to make the 'right' decision.

That's why I created a different kind of bookkeeping firm.
We keep your books accurate, then help you use the numbers to decide what to do next.



Amanda Bedell
Founder | Former $2.2M Business Owner

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in labor savings uncovered in 10 weeks.

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Employment in Central Oregon: September 2026

by NICOLE RAMOS, Regional Economist — Oregon Employment Department



Seasonally adjusted unemployment rates declined across Central Oregon in September.

Bend MSA (Crook, Deschutes, and Jefferson Counties): The Bend MSA's seasonally adjusted unemployment rate was 4.8% in September, down from August's rate of 4.9%. One year earlier, the rate stood at 5.1%.

The Bend MSA's employment gains were marginally weaker than normal this September; total nonfarm employment was up by 560 jobs during the month (+0.5%), when an employment increase of 610 jobs would be expected. As a result, seasonally adjusted employment was down 50 jobs between August and September.

Private-sector employment fell by 870 jobs (-0.9%) over the month, with the largest declines concentrated in leisure and hospitality (-710 jobs) and trade, transportation, and utilities (-100 jobs). Smaller losses appeared in information (-60 jobs); private education and health services (-60 jobs); financial activities (-50 jobs); manufacturing (-50 jobs); mining, logging, and construction (-30 jobs); and other services (-20 jobs). Private-sector gains were concentrated in professional and business services (+210 jobs). Public-sector employment increased by 1,430 jobs, primarily driven by a seasonal increase in local government education (+1,460), with state government down 10 and federal government down 20 over the year.

Seasonally adjusted nonfarm employment in the Bend MSA has grown by 50 jobs over the year. While a decline of roughly 1,670 jobs was anticipated, total nonfarm employment instead fell by 1,620 jobs (-1.4%) on an unadjusted basis over the year, resulting in our seasonally adjusted number. The private sector experienced a net loss of 1,710 jobs (-1.7%), with the largest declines in professional and business services (-1,250 jobs), leisure and hospitality (-740 jobs), and trade, transportation, and utilities (-340 jobs) which experienced losses in all three subsectors. Smaller losses occurred in financial activities (-170 jobs) and information (-80 jobs). Private-sector gains were concentrated in private education and health services (+680 jobs); mining, logging, and construction (+80 jobs); other services (+60 jobs); and manufacturing (+50 jobs). Public-sector employment increased by 90 jobs, primarily driven by local government (+100 jobs), with state government up 40 and federal government down 50 over the year.

Crook County: Crook County's seasonally adjusted unemployment rate went from 6.0% in August to 5.8% in September. The unemployment rate is now 0.2 percentage point lower than a year ago and a month ago.

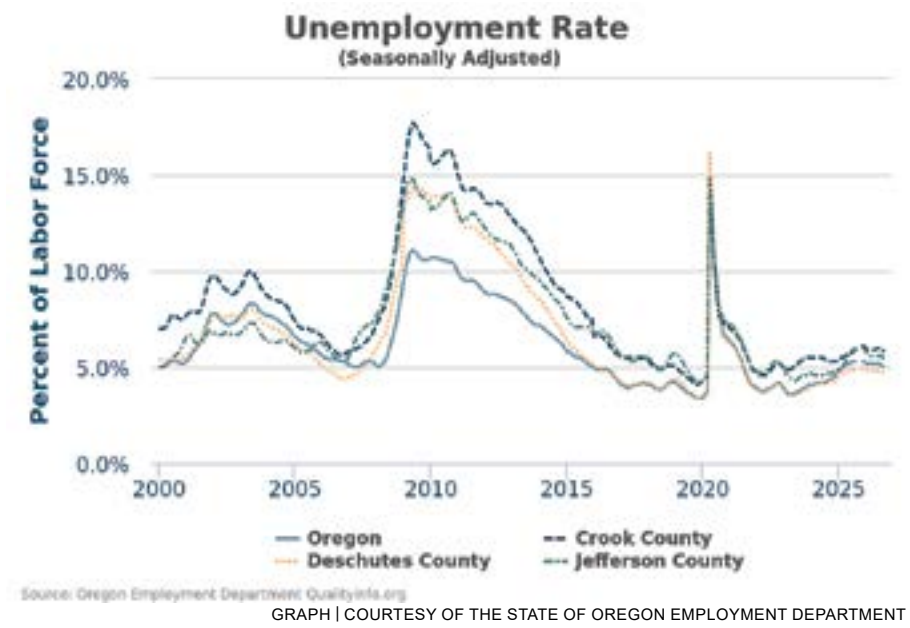
Employment losses came in slightly larger than typical for September. Total nonfarm employment fell by 40 jobs (-0.6%), compared with an expected decrease of around 30 jobs. As a result, seasonally adjusted employment decreased by 10 jobs (-0.1%) from August to September.

Public-sector employment decreased by 10 jobs, all at the local level. Private-sector employment declined by 30 jobs, with losses occurring in construction (-30); leisure and hospitality (-20); professional and business services (-20 jobs); and information (-10 jobs). All other industries saw little to no change during the month.

Crook County's seasonally adjusted nonfarm employment decreased by 250 jobs (-3.4%) over the past year; total nonfarm employment shed 260 jobs when a decline of 10 jobs was expected. Private-sector losses were concentrated in construction (-130 jobs); trade, transportation, and utilities (-50 jobs); and information (-50 jobs). Additional smaller losses occurred in professional and business services (-20 jobs), mining and logging (-20 jobs), and other services (-10 jobs). Private-sector gains were limited to private education and health services (+20 jobs); leisure and hospitality (+20); financial activities (+10 jobs); and manufacturing (+10 jobs). Public employment declined by 40 jobs year over year, with local government down 30 jobs and federal government down 10 jobs.

Deschutes County: Deschutes County's seasonally adjusted unemployment rate declined 0.1 percentage point over the month and is now 4.7%. A year ago, the unemployment rate was 0.3 percentage point higher at 5.0%.

Employment gains were not as strong as expected in September. Total nonfarm employment rose by 530 jobs (+0.5%), opposite the usual August increase of about 540 jobs. As a result, seasonally adjusted employment decreased by 10 jobs between August and September.



GRAPH | COURTESY OF THE STATE OF OREGON EMPLOYMENT DEPARTMENT

The public sector was responsible for most of the month's gains (+1,260 jobs), entirely driven by a 1,290-job seasonal increase in local government. Both state (-10 jobs) and federal government (-20 jobs) lost jobs over the month. On the private side, employment declined by 730 jobs, with leisure and hospitality posting the largest losses (-660 jobs), followed by private education and health services (-90 jobs) and trade, transportation, and utilities (-90 jobs). Smaller pullbacks occurred in information (-60 jobs), financial activities (-50 jobs), and manufacturing (-30 jobs). Offsetting gains were limited to professional and business services (+250 jobs).

Deschutes County lost 60 seasonally adjusted nonfarm jobs (-0.1%) over the year. Total nonfarm employment declined by 1,520 jobs (-1.5%) on an unadjusted basis, compared with an expected loss of roughly 1,460. Private-sector employment fell by 1,630 jobs (-1.9%), with the largest declines in professional and business services (-1,290 jobs); leisure and hospitality (-810 jobs); and trade, transportation, and utilities (-390 jobs). Additional losses occurred in financial activities (-200 jobs), information (-20 jobs), and manufacturing (-20 jobs). Gains were strongest in private education and health services (+700 jobs), with smaller increases in mining, logging, and construction (+280 jobs) and other services (+120 jobs). Public-sector employment rose by 110 jobs, mainly due to growth in local government (+160 jobs). State government added 30 jobs, while federal government lost 80.

Jefferson County: Jefferson County's seasonally adjusted unemployment rate declined from 5.6% in August to 5.4% in September. The rate is now 0.6 percentage point lower than it was in September 2025, when it stood at 6.0%.

Employment growth fell short of expectations in September. Total nonfarm employment rose by 40 jobs (+0.6%), compared with the typical expectation of 80 jobs. As a result, seasonally adjusted employment decreased by 40 jobs in September.

All of the month's gains came from the public sector (+190 jobs), originating entirely from local government. Total private employment was down 150 jobs with the largest losses seen in leisure and hospitality (-40 jobs) and manufacturing (-30 jobs). Additional but smaller losses were also seen in retail trade (-20 jobs); professional and business services (-20 jobs); private education and health services (-20 jobs); financial activities (-10 jobs); and other services (-10 jobs).

Over the year, Jefferson County added 80 seasonally adjusted nonfarm jobs (+1.2%). Manufacturing accounted for the bulk of the increase (+50 jobs). Smaller increases were seen in the public sector (+20 jobs), private education and health services (+20 jobs), and leisure and hospitality (+10 jobs). Losses were recorded in professional and business services, information, and mining and logging (each down 10 jobs).

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When One Stock Becomes Your Whole Plan

by DON KLOTTER, Financial Planner, Director of Business Development — True Wealth Group



Owning a piece of the company you work for can be one of the most rewarding parts of a career. It aligns you with the people around you, rewards loyalty and lets you share in the success you helped create.

Over time, it can also become the largest risk in your financial life. Stock options, restricted stock units and years of steady gains can leave a meaningful share of your wealth resting on a single company. For many Central Oregon business owners, the same pattern shows up in another form: the business itself. Few stories illustrate the point more clearly than one from our own state.

What Happened to Nike

For years, Nike was the kind of holding that rewarded patience. From 2012 through 2021, the stock had only one negative calendar year, and long-time employees and shareholders had every reason to feel confident.

The stock peaked near $179 in November 2021. By mid-2026 it traded around $40, a decline of roughly 77 percent, and in September 2026 it was removed from the S&P 100 after nearly two decades. Yet revenue in fiscal 2026 was slightly higher than in fiscal 2021. What fell was profitability, with net income dropping from about $5.7 billion to $3.1 billion. A good company can still be a bad concentrated position.

The Risks That Come With One Company

Nike's decline did not stem from a single event. A 2020 strategy shift toward selling directly to consumers pulled the brand out of many wholesale partners, including specialty running stores, and opened shelf space for competitors. Newer brands such as On and Hoka grew rapidly while Nike's share of global sports footwear declined. Sales in Greater China fell sharply from their peak. Tariffs on products made largely in Asia pressured margins, and the company spent billions repurchasing its own shares near the 2021 high.

Valuation mattered too. At its peak, the stock traded at roughly 50 times earnings, a price that assumed continued success. Single stocks can also move abruptly. In June 2024, Nike had its worst trading day on record, losing roughly $28 billion in market value in one session.

None of these risks are unique to Nike. Every company faces leadership decisions, competition, supply chain disruptions and shifting consumer tastes. In a diversified portfolio, those setbacks are spread across hundreds of businesses. In a concentrated position, you carry them yourself.

The Risks We Bring to Our Own Portfolios

Some of the most significant risks have less to do with the company and more to do with us. Large unrealized gains make selling feel expensive, so investors hold on while the risk grows. Many anchor to an old high and wait for the stock to return to it. Others feel a sense of loyalty that makes trimming feel like betrayal.

Employer stock adds another layer. If your company struggles, your paycheck, bonus and portfolio can all suffer at once. Business owners face a similar dynamic when nearly all of their net worth is tied to the company they run.

What Diversification Can and Cannot Do

Diversification does not prevent losses. Recessions, interest rate changes, inflation and broad geopolitical shocks affect nearly all stocks, and a diversified portfolio still declines in bear markets.

What it can do is limit the damage any one company can cause. At a market value of roughly $57 billion, Nike represents about one tenth of one percent of the S&P 500. An index investor barely felt its decline. A concentrated holder lost most of the position's value, and a position that falls 77 percent needs to gain about 335 percent just to break even.

Thoughtful Ways to Reduce Concentration

There are practical ways to unwind a concentrated position over time, including staged sales spread across tax years, gifting appreciated shares to charity or family, exchange funds and option strategies such as collars. Each carries trade-offs involving taxes, costs, liquidity or limits on future upside, and the right approach depends on your goals, tax situation and timeline.

Owning your employer's stock, or building wealth through a company you started, is not a mistake. Many people build meaningful wealth exactly that way. The goal is to make concentration a deliberate choice rather than an accident of time and success. If you have questions about a concentrated stock position or how your business fits into your broader plan, we would love to have that conversation.

Don Klotter is a Financial Planner and Director of Business Development at True Wealth Group, helping clients plan for long-term financial success and lasting wealth.

Advisory Services offered through Skyliner Wealth, LLC dba True Wealth Group, a registered investment advisor.

mytruewealthgroup.com



Compass Points

Continued from page 7

pressure on property valuations. Appraisals are often coming in below owners' expectations, and lenders have become more cautious with stricter underwriting standards.

The combination of higher financing costs, more conservative lending standards, and pressure on property values presents challenges that owners cannot afford to ignore.

Whether you are approaching a refinance, considering a sale, or simply planning to hold your investment, there are several proactive steps worth considering.

1. Start With Your Biggest Expenses

Review every major expense category. Shop insurance coverage competitively, establish relationships with dependable contractors, and evaluate opportunities to reduce ongoing maintenance costs. Consider replacing water-intensive landscaping with attractive, low-maintenance xeriscaping. Hire experienced property managers. A good manager may cost more initially but can generate substantial savings and improved performance over time.

2. Maximize Rental Income

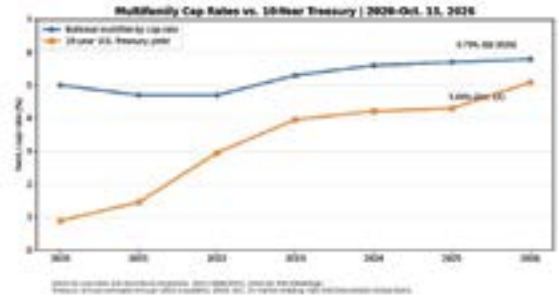
Stay current with market rents and make appropriate adjustments as units turn over. Implement timely rent increases where supported by market conditions. Evaluate utility reimbursement programs to recover expenses. Even modest improvements in net operating income can have a meaningful impact on property value.

3. Keep Your Property in Excellent Condition

Do not allow deferred maintenance to accumulate. Address repairs promptly, maintain major building systems, and plan ahead for capital improvements. Well-maintained properties are more attractive to tenants, lenders, appraisers, and prospective buyers.

4. Explore all Refinancing Options Well in Advance

If your loan is approaching maturity, begin evaluating your options early. Lending terms, underwriting standards, and available loan programs can vary considerably. An experienced commercial mortgage broker can be an invaluable resource. Our Compass Commercial Multifamily Team can also help owners evaluate alternatives and connect with appropriate financing resources.



GRAPH | COURTESY OF COMPASS COMMERCIAL REAL ESTATE SERVICES

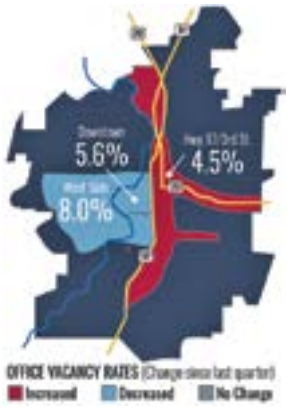
5. Consider Selling Rather Than Refinancing

Refinancing is not always the best financial decision. A sale may offer a more attractive alternative. Understanding your property's current market value is an important first step.

6. Evaluate Seller Financing as a Potential Exit Strategy

For owners with sufficient equity, seller financing can expand the pool of qualified buyers, facilitate a transaction, and potentially provide an attractive income stream. Properly structured seller financing may also offer tax-planning advantages.

Experience matters in a changing market. The Compass Commercial Multifamily Team has represented buyers and sellers throughout Central Oregon for more than 40 years. We understand the local market, know the active buyers and sellers, and have participated in more Central Oregon multifamily transactions than virtually anyone else. Most importantly, we are local, experienced, and available to help. If you are considering a refinance, evaluating your property's value, or exploring a sale, we welcome the opportunity to discuss your options.



BEND OFFICE

by JAY LYONS, SIOR, CCIM, Partner & Broker — Compass Commercial Real Estate Services

Compass Commercial surveyed 225 office buildings totaling 2.79 million square feet for the third quarter 2026 report. During the quarter, the market experienced positive absorption of 18,174 SF. This is the first quarter with positive absorption since Q3 of 2025. As a result, the vacancy rate is now 6.72%, having decreased from 7.38% in Q2 2026. The available sublease space also decreased from 36,789 SF in Q2 to 31,777 in Q3, resulting in an overall availability rate of 7.86% in Q3 2026 compared to 8.69% in Q2.

LEASING: Despite the positive absorption this quarter, leasing activity remains sluggish with limited activity and spaces sitting on the market for longer periods of time. The Westside submarket experienced the most improvement this quarter with 12,693 SF of positive absorption. The Downtown submarket also experienced 6,904 SF of positive absorption. The Hwy 97/3rd Street submarket was the outlier with 1,423 SF of negative absorption.

RENTS: Lease rates remain flat, with the high end of the market ranging from $2.00–$3.15/SF/Mo. NNN and more affordable space ranging from $1.40–$2.00/SF/Mo. NNN.

CONSTRUCTION: No speculative office buildings are currently under construction in Bend.

SALES: Q3 office sales activity included three notable transactions: The 26,632 SF multi-tenant office building at 1001 SW Emkay Drive sold in August for $7,250,000, or $272/SF, to an investor. The building was 100% leased at sale. Additionally, a 5,909 SF multi-tenant office building at 595 SW Bluff Drive sold in July for $1,850,000, or $313/SF. The buyer was an owner/user who intends to occupy a portion of the property. The building was partially leased at sale. Lastly, the 3,954 SF multi-tenant medical office building at 199 SW Shevlin Hixon Drive sold in July for $2,180,000 or $551/SF. The building was purchased by an existing tenant and was 100% leased at sale.



BEND RETAIL

by ELI HARRISON, Broker — Compass Commercial Real Estate Services

Compass Commercial surveyed over 4.63 million square feet of retail space across 276 buildings in Bend for the third quarter 2026 report. During the quarter, the market saw negative absorption of 8,516 SF, a reversal from the positive 19,333 SF in Q2. As a result, overall vacancy edged up from 3.95% in Q2 to 4.26% in Q3, though it remains below the 4.40% rate a year ago. Over the past year, absorption has gone back and forth between positive and negative quarters. Even so, the market has posted net positive absorption of 8,269 SF year-to-date.

LEASING: The Central district saw the largest shift of any Bend submarket, recording 9,500 SF of negative absorption that pushed its vacancy rate from 2.29% to 3.66%. The Westside posted 1,090 SF of positive absorption, although newly delivered space at Jackstraw lifted its vacancy rate to 5.87%. The Old Mill District remained fully leased up, and Downtown saw a modest uptick to 1.25%. The Eastside submarket improved slightly, falling from 8.96% to 8.69% vacant.

RENTS: Asking rental rates in Bend currently range from $1.00 to $3.75/SF/Mo. NNN, with an average of $2.12/SF/Mo. NNN. Drive-through pad sites remain the exception to this range, with several being marketed for lease between $5.00/SF/Mo. and $5.42/SF/Mo.

CONSTRUCTION: Killian Pacific's Jackstraw joined our survey this quarter with 18,116 SF of new retail, and only 1,110 SF remain available for lease. SolTerra broke ground on CASCADA, a hotel and thermal spa with two restaurants, and the Old Mill District is gearing up for its 31,000 SF north-end expansion.

SALES: Notable retail sales this quarter include the combined sale of 407 SE 3rd Street and 415 SE 3rd Street in Bend, a total of 7,958 SF, for $1,975,000, or $248.18/SF. In Redmond, the 2,130 SF retail sales office at 1357 NW 6th Street sold for $1,170,000, representing $549.30/SF. Also in Redmond, the 4,476 SF restaurant building located at 1362 S Hwy 97 sold for $1,130,000, or $252.46/SF.



BEND INDUSTRIAL

by GRAHAM DENT, SIOR, Partner & Broker — Compass Commercial Real Estate Services

Compass Commercial surveyed 336 industrial buildings in Bend totaling 4.87 million square feet for the Q3 2026 report. The market experienced 62,781 SF of negative absorption during the quarter. As a result, the overall vacancy rate rose 129 basis points, from 4.38% in Q2 to 5.67% in Q3. Bend currently has 276,429 SF of industrial space available. Even after this quarter's increase, the vacancy rate remains relatively low for the market.

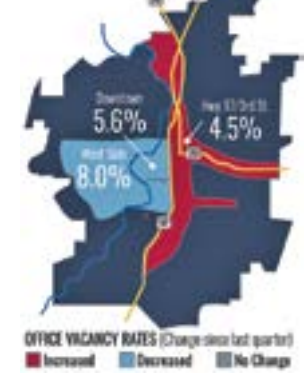
LEASING: The industrial market experienced modest leasing activity during this second quarter, with the Northeast and Central submarkets recording 23,366 and 23,863 square feet of positive absorption, respectively.

LEASING: Realms Middle School and High School vacated 82,000 SF during the quarter from a building in the Northeast submarket. This one departure caused the vacancy rate in that submarket to jump from 5.33% in Q2 to 7.43% this quarter. Otherwise, leasing activity remained steady during the quarter. One large new lease of approximately 25,808 SF was signed for the former FedEx facility on Jamison Street, which helped offset the negative absorption attributed to the Realms vacancy.

RENTS: The average asking lease rate for raw industrial space increased marginally from $1.14/SF/Mo. at the end of Q2 to $1.15/SF/Mo. at the end of Q3. State-of-the-art new industrial buildings are commanding rents between $1.65-$1.85/SF/Mo. NNN, while second-generation industrial/flex spaces are leasing in the $1.50-$1.65/SF/Mo. NNN range.

CONSTRUCTION: One speculative industrial project is currently under construction. That project is located at 20800 Sockeye Place and consists of 11,509 SF, of which 4,700 SF is available for lease. Taylor Brooks completed construction of NOCO at Juniper Ridge. This first phase, located at the Northwest corner of Cooley Road and 18th Street NE, consists of three industrial/flex buildings totaling 62,429 SF.

SALES: A few notable sales occurred during the quarter. One of those was an investment sale of a multi-tenant building located at 1560 NE 1st Street for $2,430,000 or $137/SF. Another was a single-tenant building with excess land located at 625 SE 9th Street that sold for $1,525,000 or $337/SF. Lastly, a building located at 20810 Sockeye Place sold to a private investor for $2,325,000 or $139/SF.



REDMOND INDUSTRIAL

by KRISTIE SCHMITT, CCIM, Broker — Compass Commercial Real Estate Services

Compass Commercial added two industrial buildings to its Q3 2026 survey, bringing the total to 101 buildings comprising approximately 1.91 million square feet in Redmond. During the quarter, the market posted negative absorption of -28,193 SF. That erased the positive 26,439 SF gained in Q2 and was the market's weakest quarter of the past year. Several large vacancies, along with the newly added buildings, pushed the vacancy rate up to 9.98% from 5.84% last quarter. Three of the last four quarters have had negative absorption. That leaves net absorption at -11,901 SF year-to-date and -25,175 SF over the trailing four quarters, compared with positive absorption of 16,526 SF in Q3 2025.

LEASING: Leasing activity remained modest in Q3, with continued interest from small-to-mid-sized industrial users.

RENTS: Industrial asking rents ranged from approximately $0.85-$1.70/SF/Mo. NNN with specialty-use and first-generation space commanding the upper end of the range. Some landlords continue to offer leasing incentives to attract tenants.

CONSTRUCTION: Construction has been completed on an approximately 47,000 SF speculative industrial building at 2020 SW Deerhound Avenue. No other notable industrial **construction is underway.**

SALES: No notable industrial sales closed in Q3 2026.

compasscommercial.com

Nancy P's Cooks Up 15 More Years of Community & Connection

by JEFF SPRY — CBN Feature Writer

Shaded by a small grove of sheltering trees and suffused with heavenly aromas, Nancy P's Cafe and Bakery on Bend's west side has been a longstanding fixture of the Bend community since it was originally opened by Nancy Pfeiffer and Steve Morse back in 2001. Its authentic atmosphere is bejeweled with striking stained glass art that welcomes locals and visitors alike to partake in the establishment's enticing bounty of delectable baked goods, pies, scones, sandwiches, soups, coffees and herbal teas.

November 1 marked the 15th anniversary of current proprietors Katy and Tommy Clabough's ownership of Nancy P's, and it's definitely a major cause for celebration as the business has continued to flourish even in uncertain times. Maintaining the integrity and legacy that was established by Pfeiffer is of paramount importance to the Claboughs, and they've weathered numerous challenges to keep that promise alive.

"Why we took over Nancy P's and why we love it is [because] before we loved it, this was our place where we came," Katy tells *CBN*. "From when it opened, we brought our kids here, our babies, and this was our community spot that we loved. So when we bought it, we thought the most important thing was obviously maintaining the quality of the food, which is what Steve and Nancy had. And keep all the favorites that everybody loved, but then also adding our own things to it."

For the Claboughs, the most important part of keeping Nancy P's spirit alive was maintaining the special community aspect of it.

"This is a place where a lot of regulars come and people that like to connect with each other and talk here," she adds. "It was essential to keep that aspect because I think our town needs it. So during the hard times, like in the beginning, we had to earn everybody's loyalty. We had to keep the customers. It wasn't just a given. We did it by maintaining the quality, being present for the business and caring about learning about the people and valuing the customers.



OWNER KATY CLABOUGH | PHOTO BY JEFF SPRY

"When times were hard, like during COVID and Snowmageddon, it's learning about the things that are keeping your business going and to pivot if you need to. If something isn't working, it's okay to let go and focus on things that are helping your business thrive. And giving back to the community that gives to you. That's a huge part of owning a small business. It takes a lot of work."

Cultivating a fun, healthy work environment to attract competent employees to aid in carrying out your vision is another aspect that cannot be ignored.

"We have an incredible staff, and over the years, people come and go, but we have some very core people that have been with us the entire time. That's about taking care of your people. Being a good owner and boss. Making sure they're getting paid what they're worth and enough to stay in Bend right now, which is really hard for people. We wouldn't be doing this without them. The success of this business is very much everything they've given to help us succeed."

As the holidays roll closer, Nancy P's is looking forward to a bustling Thanksgiving and Christmas season here in Central Oregon.

"We have people that come every year for our pies, and we already have customers asking for orders, which start on November 1," she adds. "We try to accommodate everybody with a small kitchen and small staff. For a place like this, and other small businesses I have respect for, it's a labor of love, and we try to do our best to remain a community spot despite economic changes. Nancy P's is unique. The successful businesses that I see in this town are unique; they maintain their own, and they just want to be themselves. I think that's incredibly important."

Nancy P's Cafe & Bakery is located at 1054 NW Milwaukee Avenue in Bend. For questions, hours or orders please visit them at nancyps.com or call 541-322-8778.

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RE/MAX COMMERCIAL

Local Creative Studio Major Brand House Helps Crocs Soar to Heroic Heights

by JEFF SPRY — CBN Feature Writer

The Bend business community represents a broad and colorful spectrum of corporate outlets, franchised eateries, mom-and-pop shops, and more than a handful of small nationally known operations that somehow fly under the radar and call this high desert town their home base.



Colton Major

Major Brand House is one such enterprise doing business from Bend as a boutique branding and creative studio led by founder and owner Colton Major. His lean staff specializes in aiding companies in their quest for recognition through targeted ad campaigns, packaging, websites, and marketing strategies both in real life and various digital domains.

Most Bendites would be surprised to know that Crocs, the popular casual footwear company based in Broomfield, Colorado, is one of Major Brand House's primary clients. Major's team is an imaginative force in helping to promote their lineup of Crocs molded plastic clogs featuring graphics and characters from licensed properties like Marvel, DC, *Minecraft* and *Space Jam*.







PHOTOS | COURTESY OF MAJOR BRAND HOUSE/CROCS





"I started Major Brand House in 2024 as an extension of my freelance career that quickly took off," Major tells *CBN*. "We focus mainly on marketing and branding creative. Marketing is a big world, so traditionally speaking, our bread and butter is in that graphic design space. We tend to do more marketing campaign work than branding just because of the sheer volume that exists. There are five of us now, including me, and we have an employee out in Denver and Portland.

"I was operating in Portland for the last 15 years, which gave a start to my career, but I reached a point where I didn't have any local clients anymore. I realized I can be anywhere, which opened us up to moving to Bend. I think it's got a lot of growth potential, so we took the kids and moved out here and things have been working great."

Major Brand House produces approximately 75% of Crocs' North American retail advertising, often juggling five to seven projects per week with roughly quick five-day turnarounds. In addition to their expertise working with Nike, Adidas, Danner and POWDR, Major also designs and manages the visual and merchandise system for Portland's New Constellations band.

"When I founded the company, I got this Crocs account and did a good job and was able to turn that into a retainer service," he adds. "We're in the third year of a Crocs retainer. We run almost all their North American marketing output, that is retail executions on print and digital. They do a lot of partnerships with big wholesale partners like Foot Locker and Dick's Sporting Goods.

"We're doing most of the creative placements in that store and in their dotcom and social media spaces. Being integrated to the Crocs team so heavily, they're constantly doing licensing partnerships with Marvel, WB, and video game properties. Last year we did two different Spider-Man shoes, a Justice League, a Harley Quinn and Joker shoe, Wolverine, Sonic the Hedgehog, *Harry Potter* and we just finished up a *Space Jam* one that's going to launch in the next month.

"They come to us with all these things in place, and tell us, 'Here's the product, here's the target audience, and here's the channels that we're going to market this.' Then we develop it and present this to the world. With Crocs being so big they have huge strategy and marketing teams, so we really kind of lean on them and pressure test that from a consumer standpoint. We'll do product photography and the whole artwork buildout, the conceptual work."

For the *Space Jam* campaign specifically, 2026 is the 30th anniversary of the Hollywood movie, so Crocs was amped to mark the occasion and really wanted to celebrate that nostalgic IP.

"With *Space Jam* we did some character drawing artwork on top of a product shoot and composited that together," he explains. "It's kind of a mixed media bag. We don't focus just on illustration, photography or graphic design. We sort of use all of those creative mediums to our advantage and take and pull the best ones to tell the best story possible. Right now we're mounting a new business charge and trying to define who we are and what kind of studio we want to be. It's very exciting, and I think it's a really good place to be."

On November 18, Major Brand House's Colton Major will deliver a free virtual discussion titled, *Big Brand Creative, Lean Team Execution,* hosted by the firm's Director of Partnership & Growth, Spencer Brown. Mountain House Director of Marketing, Seth Beiden, is also on the lecture schedule discussing how lean teams build brands and deliver ambitious campaigns.

Major Brand House is located at 1005 NW Galveston Ave., Ste. 215 in Bend.

majorbrandhouse.com • 541-951-7504



Most Problems Stay Unsolved for One Reason: Nobody Decides

by CHRISTY LAWRENCE, Founder — Mighty Growth



A subcontractor I work with has a scheduling problem. So does just about every construction business.

Builders book ten jobs one week and two the next. Some days, ten jobs land on a day the crews can handle six. Staff for the busy days and employees sit idle on the slow ones. Staff for the slow days and customers wait.

"Fix the schedule" sounds straightforward. Except it isn't one problem. It's at least four decisions:

- How much staffing covers busy days without overstaffing slow ones?
- What minimum hours are we willing to guarantee employees?
- When ten jobs land on a six-job day, which customers get priority, and how do we communicate that?
- How do we protect employees from unpredictable income during slower weeks?

Bundled together, the problem feels impossible. The obvious fix, telling builders when they can and can't schedule, risks losing customers. But pulled apart, each piece becomes a decision the owners can make.

That's the pattern behind many recurring problems in small businesses. They don't stay unsolved because nobody sees them. **They stay unsolved because nobody decides.**

They say the only constant in business is change. I'd add another: challenges. What separates growing businesses from struggling ones isn't whether problems show up. It's how well they solve them.

Talking About Problems Isn't Solving Them

You know the meeting. The same issue comes up for the third week in a row. Everyone agrees it's a problem. Someone says, "We really need to figure this out." Heads nod. The meeting moves on.

Nothing changes.

Talking about problems feels productive. But unless something gets decided, you've just scheduled another conversation about the same problem.

Here's the process I use with clients to break that cycle.

1. Vent, Then Focus on What You Control

Every business faces things it can't control: the economy, rising costs, supplier delays, changing regulations. The frustration is legitimate. Give people room to express it.

For about five minutes.

Then ask: **What part of this can we control?**

2. Name the Real Problem

The first problem someone names is often a symptom.

"Customers are frustrated" isn't specific enough to solve.

"We don't have a consistent way to prioritize customers when we're overbooked" is.

Ask why until the answer changes. If you can't clearly describe the problem, you're probably not ready to solve it.

3. Break Big Problems Into Smaller Decisions

When an issue has sat on your list for months, there's a good chance it's several problems tangled together.

Take scheduling. Staffing levels, employee income, customer priorities and communication are related, but they don't all require the same solution.

Separate them. Then ask: **Which decision can we make today?**

You don't need to solve the entire scheduling puzzle to establish a customer priority policy. And making that decision might make the next one easier.

Progress creates momentum.

4. Leave With a Decision, an Action and an Owner

Every issue you tackle should end with three things:

- **A decision:** What have we agreed to do?
- **An action:** What's the next step?
- **An owner:** Who is responsible?

Not every problem can be solved in one meeting. That's fine.

Maybe the next step is gathering data, talking with an employee or getting information from a customer. Put a date on it.

Next week's conversation should start further along than this week's.

5. Make Problem-Solving a Weekly Habit

A good process is useless if you only use it when things are on fire.

Keep a running list of issues. A shared spreadsheet works fine. Block one hour each week with your leadership team specifically to solve problems, not just discuss them. The subcontractor I work with dedicates most of its weekly leadership meeting to this.

Start with the issue that has the biggest impact on the business. Then tackle an easy win, because after a hard conversation, a quick win matters. Work through the rest by urgency.

After a few months, the list gets shorter. Then smaller issues start showing up. Minor annoyances nobody would have bothered mentioning before.

That's a good sign.

It means your team trusts that bringing up a problem will lead somewhere. Those little annoyances get handled before they become expensive emergencies.

You'll never run out of problems in business. But you can stop paying for the same ones over and over.

Christy Lawrence is the founder of Mighty Growth in Bend. She installs the planning, problem-solving and sales systems that turn busy businesses into growing ones.
mightygrowth.biz





#1 — T Line Construction LLC

Official Name of Business: T Line Construction LLC
Address: 3070 Northwest Canal Blvd., Redmond // 877-973-7455
Website: tlineconstructionllc.com
Contact Email: erle@tlineconstructionllc.com
CEO/owners, background: Tyler Shelton, president and CEO; Erle MacDonald, CFO and vice president; Doug Payne, superintendent and director of drilling operations
Number of Employees: 35
Year Established in Central Oregon: 2022
Product/Services Offered:

T Line Construction LLC provides heavy civil construction for power line infrastructure, foundational drilling and telecommunications construction. Based in Central Oregon, we serve projects across Washington, Oregon, California, Idaho, Montana and Wyoming, with plans to expand into Nevada and Arizona.

What is the reason for starting your business?

Tyler Shelton founded T Line Construction in 2022 with a clear purpose: provide the power line industry with a heavy civil and foundational drilling contractor built on reliability, safety and results.

As a journeyman lineman who advanced into foreman and general foreman roles, Shelton understood firsthand how dependable civil support affects an entire project. He saw the need for a contractor whose crews understood utility construction, arrived prepared, worked safely and delivered on their commitments — even in difficult terrain, challenging ground conditions and remote locations.

As T Line grew, Shelton strengthened its ownership and management team with complementary experience. Erle MacDonald brought more than 35 years of business leadership across construction, real estate development and other industries, adding financial oversight and support for equipment investment and expansion. Doug Payne brought 15 years of power line drilling and foundation experience, strengthening the company's technical expertise and leadership of drilling operations.

Together, the team combines firsthand utility construction knowledge, specialized drilling experience and business management — all supporting T Line's commitment to reliability, safety and results.

What is your outlook for growth:

Our outlook for growth is very strong. We anticipate substantial revenue growth in 2026 compared with 2025, and long-term contracts secured for 2027 provide a solid foundation for continued expansion.

We see significant opportunity in the investment in power and telecommunications infrastructure across the Pacific Northwest and the broader West Coast. Growing demand for AI and data centers adds to the need for dependable infrastructure — and the heavy civil construction and foundational drilling expertise that supports it.

From the ground up, we have built an experienced team, invested in specialized equipment and established lasting customer relationships. Our focus is building on that foundation through disciplined growth while maintaining the reliability, safety and results our customers count on.

What do you attribute your rapid growth to?

Our growth comes from combining deep industry experience with the business structure to support it. T Line was born in the power line industry. Shelton's career as a journeyman lineman and field leader gave us firsthand knowledge of the work, established relationships and a clear understanding of what utility owners and contractors need.

Doug Payne adds extensive drilling and foundation experience from projects across the United States. His knowledge of soils, ground conditions, drilling methods and crew management helps us take on challenging projects and execute them effectively.

MacDonald complements that field expertise with decades of experience building companies, developing processes and systems and establishing financial relationships. As we demonstrated our performance, strong local banking partnerships helped support investment in equipment and continued expansion.

Together, those strengths allow us to earn customer confidence and take on larger opportunities while staying grounded in reliability, safety and results.

What is your vision for growth and/or expansion over the next five years?

Over the next five years, our vision is to expand our geographic reach and capabilities while maintaining a disciplined approach to growth. We see lasting opportunity in the need to replace aging power infrastructure and build the capacity to support AI, data centers and growing communities.

We plan to expand into Nevada and Arizona while strengthening our presence in the states we already serve. We have also entered the telecommunications construction market and intend to broaden that division, applying our heavy civil and foundational drilling expertise to communications infrastructure.



(L-R) ERLE MACDONALD , TYLER SHELTON & DOUG PAYNE | PHOTO COURTESY OF T LINE CONSTRUCTION

Our team is ambitious, resourceful and persistent. We approach expansion conservatively, matching new commitments with the people, equipment and financial resources to deliver. Our goal is to build a durable company that takes on increasingly demanding projects without compromising reliability, safety and results.

What is your philosophy to running a successful company?

Our philosophy is straightforward: be honest, keep your word, show up prepared and finish what you start. Reliability comes first, supported by safe work and results our customers can depend on. Our motto — Reliability, Safety, Results — reflects how we run the company every day.

That starts with a cohesive leadership team that can make decisions, adapt quickly and work through challenges together. We bring different strengths, but share a commitment to accountability, resilience and seeing the job through.

We also believe a successful company takes care of its people. Many of our employees have been with us since the beginning, and we value the trust and commitment that come with those relationships. We are family-oriented, community-minded and proud to call Central Oregon home.

As we expand into other markets, those roots remain central to who we are. We want to build a company our employees are proud to work for, our customers trust and our Central Oregon community is proud to call its own.

#2 — Cloudwork|PRO



(L-R) MIKE, MAKENA AND JENNY MUDD | PHOTO COURTESY OF CLOUDWORK|PRO

Official Name of Business: Cloudwork|PRO
Address: 750 NW Charbonneau, Ste. #201 Bend // 541-316-5598
Website: cloudworkpro.com
Contact Email: Ron@cloudworkpro.com
CEO/owners, background: Mike Mudd, CEO/ founder — serial Central Oregon entrepreneur whose previous companies, Broad Sky, TechLink Services and Stand On Liquid, were also named to the Fastest 20. Ron Ireland, president.
Number of Employees: 12
Year Established in Central Oregon: 2018
Product/Services Offered:

On-demand IT field services technician marketplace connecting businesses with vetted, professional IT field service technicians nationwide.

What is the reason for starting your business?

We saw a gap in how the incumbent platforms operate: anyone can sign up and claim skills they don't have, and businesses pay the price in no-shows, poor work and costly do-overs. We built Cloudwork|PRO on a simple belief: a technician marketplace should only include technicians who have proven their experience and credentials. Every tech on our platform is vetted before they ever set foot on a client's site.

What is your outlook for growth:

We're just getting started! We're competing in a multi-billion-dollar field services market against established platforms with more than a decade's head start. Where they compete on volume, we compete on quality, with vetted technicians who show up on time and get it right the first time. That focus is winning us enterprise clients, and we see a long runway ahead.

What do you attribute your rapid growth to?

Our growth comes from one decision we refuse to compromise on: quality over quantity. We care, and our clients can feel it. By verifying technicians' experience and credentials up front, we've built a network clients can trust, and that trust turns into repeat business and referrals. Add a hardworking team and strong product-market fit, and growth follows.

What is your vision for growth and/or expansion over the next five years?

Our goal is simple: to become the standard for trusted field service talent. In five years, we plan to lead the IT field services space and expand our vetted-technician model into select commercial and home services, because every industry deserves technicians who are who they say they are.

What is your philosophy to running a successful company?

Give a damn. Never compromise on quality. Surround yourself with people smarter than you. Trust your leadership team's instincts. Set goals and hold yourself accountable to them. Build a culture of trust, execution and accountability. Celebrate your wins and learn from your losses, but don't dwell on them — fail forward. Never give up, but always adapt.

#3 — Landmarks Unlimited

Official Name of Business: Landmarks Unlimited
Address: 57100 Beaver Dr., Bldg. 24, Ste. 110, Sunriver // 458-202-0890
Website: landmarksunlimited.com
Contact Email: wballew@landmarksunlimited.com
CEO/owners, background: Wesley Ballew, founder and owner
Number of Employees: 4
Year Established in Central Oregon: 2023
Product/Services Offered: Design and production of collectible travel gifts.

What is the reason for starting your business?

We founded Landmarks Unlimited after recognizing a gap in the market for distinctive, high-quality travel souvenirs and gifts. We felt that traditional souvenirs often lacked the originality, craftsmanship and attention to detail that make something worth keeping.

Continued on Next Page ▶



WESLEY BALLEW | PHOTO COURTESY OF LANDMARKS UNLIMITED

Landmarks Unlimited

Continued from previous page

Our vision was to create a collection of premium, design-driven products that celebrate the places people visit and the memories they make along the way. We design every product in-house, combining original artwork with high-quality materials to create beautifully crafted keepsakes that people are proud to collect, display and give as gifts.

What is your outlook for growth:

We anticipate continued growth through the expansion of our product categories and the introduction of collections celebrating new regions and destinations across the country. Our immediate focus is on expanding our offerings in Alaska and California, as well as introducing a new National Parks series. As we broaden our offerings, we remain committed to expanding our national wholesale presence, building lasting relationships with retail partners and bringing our distinctive approach to travel souvenirs and gifts to new audiences.

What do you attribute your rapid growth to?

We believe much of our rapid growth can be attributed to independent retailers looking for something fresh and distinctive in the travel gift space. We've been fortunate to gain the support of retailers throughout Oregon and Washington who have embraced our approach to making travel gifts more distinctive, giftable and collectible. That support has translated into strong repeat orders, allowing us to grow our business with existing retail partners while continuing to reach new ones. Opening our showroom in The Village at Sunriver also helped increase brand awareness and introduce our products to a broader audience.

What is your vision for growth and/or expansion over the next five years?

Over the next five years, we envision continued growth through the expansion of our product offerings and the introduction of new collections celebrating regions and destinations across the country. Our primary focus will be on expanding our national wholesale network while continuing to build our online presence and reach new customers. Throughout this expansion, we remain committed to the thoughtful design, quality and attention to detail that define the Landmarks Unlimited brand.

What is your philosophy to running a successful company?

Our philosophy is that a successful business starts with a great product. We believe in prioritizing quality, thoughtful design and attention to detail in everything we create. Equally important is listening to our customers, understanding what they're looking for and staying in tune with evolving trends in the marketplace. We believe that balancing a strong product vision with a willingness to listen, learn and adapt is key to building a successful and sustainable business.

#4 — Cascade Civil Corp

Official Name of Business:
Cascade Civil Corp
Address: 255 SE Black Butte Blvd., Redmond // 541-527-1400
Website: cascadecivilcorp.com
Contact Email:
paulm@cascadecivilcorp.com
CEO/owners, background:
Paul MacClanahan and Matt Steffens
Number of Employees: 55
Year Established in Central Oregon:
2019
Product/Services Offered:

Heavy civil construction — bridge and culvert, retaining wall, concrete paving, curb and sidewalk, excavation, river restoration.

What is the reason for starting your business?

To answer the need locally, throughout the West, and increasingly throughout the country for a professional, highly qualified infrastructure company capable of rapid mobilization and impeccable execution on projects of all size and scale.

Our core services include complex heavy concrete structures (dams, hydro facilities, power generation, government facilities, irrigation infrastructure, fish ladders), bridge and marine work, pile driving, deep foundations, roadway infrastructure, flatwork concrete, utilities and grading.

What is your outlook for growth:

Continue to invest in our people. Hire and retain the best people who embody our values and believe in the vision, and our growth is virtually unlimited. The need to solve complex projects increases as the built environment expands. We can bring value through innovative and resourceful planning, alternative project delivery and collaborative involvement in the design and permitting phases. As long as we remain agile and focused on service, we're in the game, and we're growing.

What do you attribute your rapid growth to?

1. Saying yes to opportunities
2. Solving complex problems and difficult projects
3. Staying focused on our values

What is your vision for growth and/or expansion over the next five years?

Remain focused on our core business of public works infrastructure. Continue to train and retain talented leaders and employees who will answer the need for infrastructure expansion throughout the region. In five years, we envision a company of 100+ employees, still headquartered in Redmond and building projects where our clients need us (currently Oregon, Washington, Idaho, Montana, Utah, Nevada and California).

What is your philosophy to running a successful company?

For us, success requires uncompromising discipline in following and maintaining our core values. In doing so, we will remain sought after to solve complex infrastructure challenges/projects and achieve our financial goals.

Our Core Values:

People — Empower, enrich and benefit everyone we encounter.

Integrity — Always doing the right thing to the highest standard, even if it costs us. Owning our mistakes.

Excellence — Building a high-level team that produces the best possible results.

Service — Default to "Yes." Selfless, devoted to team and customer.

Accountability — Encouraging each other to own the cause and fulfill each person's responsibilities.

Collaboration — Listening carefully to the client and CCC team members to find the best solution.

Congratulations on this well-deserved recognition.

Congratulations to the honorees recognized in Cascade Business News' Fastest 20. Columbia Bank is proud to recognize the businesses creating opportunities and contributing to a stronger Central Oregon.

COLUMBIA BANK

Member FDIC

#5 — Almost Family, LLC



PHOTO | COURTESY OF ALMOST FAMILY, LLC

Official Name of Business: Almost Family, LLC
Address: 698 NW York Dr., Bend // 541-389-0006
Website: almostfamilycare.com
Contact Email: kristy@almostfamilycare.com
CEO/owners, background: Todd Sheldon
Number of Employees: 768
Year Established in Central Oregon: 1984
Product/Services Offered:
Care for seniors and intellectual/ developmental disabilities. This also includes community support and in-home care.

What is the reason for starting your business?
The company aims to provide care that lets seniors and people with intellectual and developmental disabilities live with dignity, independence and comfort. It treats every client as if they are part of its family.

What is your outlook for growth:
Today we serve two fast-rising needs. We help seniors stay independent at home, and we support adults with intellectual and developmental disabilities in living full lives. Demand in both divisions is rising every day.

What do you attribute your rapid growth to?
An aging population is driving senior care, and I/DD services have steady demand as well. We strive to treat everyone like a member of our family.

What is your vision for growth and/or expansion over the next five years?
From our Bend headquarters, we've expanded to about a dozen offices across Oregon, Colorado and California, and we've just opened in Medford. Our goal is to be the most trusted multi-state provider of in-home care.

What is your philosophy to running a successful company?
Trust is the product. Families hand over a loved one's well-being.
Caregiver culture decides retention. If staff are treated with the same care as clients, turnover falls, and low turnover is what lets the company open new offices.
A mission that stays consistent across offices and states is what lets a family-feel company scale without losing that feel.

#6 — Oregon Vascular Specialists LLC

Official Name of Business:
Oregon Vascular Specialists LLC

Address:
1550 NE 27th St., Bend // 541-313-8111

Website: oregonvascular.org

Product/Services Offered:
Provides specialized vascular care for patients in Bend and throughout Central Oregon. Clinic offers access to board-certified vascular surgeons, advanced diagnostic testing and personalized treatment planning for conditions affecting the arteries, veins, circulation, dialysis access and wound healing.

#7 — Tite Knot Craft Coffee



LAURI DAHL AND NICK DAHL | PHOTO COURTESY OF TITE KNOT CRAFT COFFEE

Official Name of Business:
Tite Knot Craft Coffee
Address:
706 SW Tenth St., Redmond //
541-526-5568
Website: titeknot.com
Contact Email: lauri@titeknot.com

CEO/owners, background: CEO: Lauri Dahl. Owners: Lauri and Nick Dahl
Number of Employees: 32
Year Established in Central Oregon: Opened January 2021
Product/Services Offered:
Specialty coffee, fresh-baked goods, catering, merch and more.

What is the reason for starting your business?
We identified a need in Redmond for a quality-driven coffeehouse that made its own baked goods. While the COVID-19 pandemic altered our original opening plans, we believed that creating an inclusive and accommodating gathering spot for our community would be successful and allow us to share our passion for hospitality with our hometown.

What is your outlook for growth:
Our growth prospects are solid even with economic uncertainty and supply chain challenges. Renovations and openings this year have given us the opportunity to attract customers needing drive-through service, more parking and more seating. We're finding more opportunities to provide catering, expand our bakery menu and work with wholesale customers.

What do you attribute your rapid growth to?
We've embraced opportunities to open additional locations while continuing to earn the support of our community. Our customers have been our biggest supporters, and when they say "We love Tite Knot" to their families, friends and coworkers, it helps explain our growth best. Thank you for being here! We'll always use ingredients that our customers expect, work to keep our prices reasonable and make great coffee and baked goods that aren't pretentious but are always good. Our indoor and outdoor spaces are places to relax, work and have fun! Our baristas and bakers are extremely talented and are incredible ambassadors for Tite Knot. Our social media presence is authentic, creative and powerful.

What is your vision for growth and/or expansion over the next five years?
We continue to see opportunities for growth in catering, offsite events and wholesale opportunities. Our sourdough bread program is taking off. Customers have embraced the convenience of our Central Bakery location, and our new drive-through serves as a blueprint for expanding the Tite Knot brand to new markets.

What is your philosophy to running a successful company?
Our philosophy for running a successful company is simple and powerful: do all things the right way. We love our community and respect our employees. By creating an excellent environment for our employees, we can give our community more than they might expect, every time we can.

#8 — Little Pizza Paradise

Official Name of Business:
Little Pizza Paradise
Address: 63455 N Hwy. 97, Ste. 117,
Bldg. Q // 541-312-2577
Website: LittlePizzaParadise.com
Contact Email: rebel18management@gmail.com
CEO/owners, background: Brad Harris, restaurateur and Lisa Johnson, finance/law
Number of Employees: 10-14
Year Established in Central Oregon: 2004 est., purchased in 2023
Product/Services Offered: Pizzeria.

What is the reason for starting your business?
Little Pizza Paradise was started with the idea of creating a family-style place where one can enjoy scratch-made quality food and enjoy a craft beer. We use the finest ingredients that we can source and have a 20-beer rotating tap list. We offer lunch slices from 11am-4pm, seven days a week, as well as a full open-to-close menu.

What is your outlook for growth:
Our growth strategy is to open a second location sometime in 2027, doubling our footprint in Central Oregon.

What do you attribute your rapid growth to?
Our growth came from opening for longer hours, as well as expanding to seven days a week and being consistent. Being an owner-operator is also important to me, as I am able to oversee everything from our production of food to the customer experience. Word of mouth has been our best marketing strategy, and being nominated as 'Best Pizza in Bend' by the community in the *Bend Bulletin* newspaper has helped us get our brand recognized. We believe getting involved in the community and supporting education and local sports as much as possible has grown our brand.

What is your vision for growth and/or expansion over the next five years?
Concentrate on what makes us great: using the best quality ingredients available, staying small and being consistent.

What is your philosophy to running a successful company?
I believe that creating a fun, friendly workplace is what works best for us! We try to hire people who like people. We have rules and procedures but try not to overcomplicate things or operate too corporate-like. Being a hands-on boss and working side by side with my employees is also important, as I go through the high times and the lows alongside them, being there to support them, good or bad! We build on people's strengths and try to gently correct their weaknesses.



LISA JOHNSON AND BRAD HARRIS | PHOTO COURTESY OF LITTLE PIZZA PARADISE

#9 — High Desert Blinds

Official Name of Business: High Desert Blinds
Address: PO Box 6536, Bend // 541-419-5591
Website: highdesertblinds.com
Contact Email: jayson@highdesertblinds.com
CEO/owners, background: Jayson Tuma, almost three decades in sales/management.
Number of Employees: 4
Year Established in Central Oregon: 2022
Product/Services Offered:

Window treatments for residential and business. We take our clients through a complimentary consultation, measure, order and install custom window treatments.

What is the reason for starting your business?

My wife (Elizabeth) and I were looking at doing something different with our careers, so we left our respective industries to take the knowledge we had gleaned from remodeling, design, management and sales and focus on starting High Desert Blinds as a premier window treatment business, basically from the ground up. We grew up and still live in the high desert, so it was a fitting name for our company. Our ultimate goal was and is to engage with our community and bring the best in product and service to this beautiful, growing area of Oregon — a land we love.

What is your outlook for growth:

Our projected revenue goal, based on previous years' goals, is to increase revenue by 30 percent by the end of 2026, which we are on track to accomplish. Diversification plays a large role in reaching that revenue goal, such as branching into outdoor shades and awnings and specializing more in indoor home automation/motorization.

What do you attribute your rapid growth to?

God has blessed this little company with growth and expansion, relatively fast and steady over the past few years. Marketing is key in expansion. We know the value of investing in our name via strategic branding, Google Ads, an updated and interactive website, unique business cards and print materials, social media presence, business fairs and community contributions. Google Reviews have been incredibly useful in reaching potential clients. But the best marketing is word of mouth. Referrals are crucial when growing a local business in a tight-knit community. We have also built strong relationships with our vendors, which has been key in helping us succeed.



PHOTO | COURTESY OF HIGH DESERT BLINDS

What is your vision for growth and/or expansion over the next five years?

We love this gem of a business and are excited about the future growth of it! In the next five years, expanding our team with full- and part-time employees is on our list of goals. We are also looking ahead to the possibility of expanding beyond the borders of Oregon.

What is your philosophy to running a successful company?

Pick up the phone. Be consistent, be persistent, be intentional and don't be afraid to pivot. Treat every single potential client as a future investment. We have had people refer us even when they haven't gone with us because we have stuck to that motto. Don't ignore negative feedback; this is how you grow. Rebound quickly from perceived rejection and celebrate the wins and growth with generosity. If something doesn't work out as you were hoping (we've all had those situations), make it right even if it costs you — you're investing in word of mouth. Integrity wins in the long run.

#10 — Central Oregon Perio PC

Official Name of Business: Central Oregon Perio PC

Address: 499 SW Upper Terrace Dr., Bend // 541-317-0255

Website: centraloregonperio.com

Contact Email: gumdoc@centraloregonperio.com

Product/Services Offered:

Specializing in periodontal care, including the diagnosis and treatment of gum disease, dental implants, gum grafting, bone grafting and crown lengthening. Services also include nonsurgical and surgical periodontal treatments, laser-assisted therapy (LANAP), dental endoscopy, preventive care and sedation options.



#11 — Northwest Sign Recycling LLC



(L-R) TORY ALLMAN, SHAWN KEERMANN, LUCAS LANGE, GREG SURGENER (OWNER), TYLER LANGE, MARK MCCALLUM, PENNY EDDINGTON | PHOTO COURTESY OF NORTHWEST SIGN RECYCLING LLC

Official Name of Business:
Northwest Sign Recycling LLC

Address: Central Oregon facility: Prineville, Oregon. Mailing address: PO Box 7254, Bend, OR 97708 // 541-383-2668

Website: nwsignrecycling.com

Contact Email:
penny@nwsignrecycling.com

CEO/owners, background: Greg Surgener acquired Northwest Sign Recycling on November 10, 2025. Founded in 2005, the company specializes in renewing aluminum traffic signs through hydrostripping. Under new ownership, the business is expanding its customer base and production capacity.

Number of Employees: 6

Year Established in Central Oregon:
2005

Product/Services Offered: Hydrostrip.

What is the reason for starting your business?

Northwest Sign Recycling was established to give aluminum traffic signs a second life. When reflective sheeting wears out, the aluminum underneath can still have value. Our hydrostripping process removes the old sheeting and adhesive, helping customers conserve materials, reduce waste and avoid unnecessary replacement costs.

What is your outlook for growth:

Our outlook is strong. Since the ownership transition in November 2025, we have focused on reaching new customers and expanding into additional markets. With reported revenue growth of 43% and staffing growth of 66%, we see substantial opportunity ahead. We are introducing transportation agencies, public works departments and sign contractors to a practical service that combines cost savings with sustainability.

What do you attribute your rapid growth to?

Our growth comes from offering a specialized solution to a real industry need and proactively reaching customers who may not know hydrostripping is an option. We help agencies extend the life of existing aluminum signs while reducing waste and material costs. Our process can save approximately 95% of the energy required to produce new aluminum from ore. We are building new customer relationships, expanding our geographic reach and investing in the people needed to meet demand.

What is your vision for growth and/or expansion over the next five years?

Our goal is to establish Northwest Sign Recycling as a recognized provider of aluminum traffic sign renewal throughout the western United States and beyond. We plan to expand relationships with state transportation departments, municipalities, sign shops and contractors while increasing production capacity and operational efficiency. We also want more agencies to consider renewing aluminum signs before sending them to scrap. Our vision is to grow a strong Central Oregon business while helping customers conserve resources and use public funds more efficiently.

What is your philosophy to running a successful company?

We believe success comes from solving real problems, delivering dependable service and building lasting customer relationships. We focus on practical solutions that create measurable value, invest in our employees and continually look for opportunities to improve. By combining responsible resource use with sound business practices, we aim to build a company that benefits our customers, our community and the environment.

#12 — Interim HealthCare of Central Oregon

Official Name of Business: Interim HealthCare of Central Oregon

Address: 230 SE Third St., Ste. 100, Bend // 541-639-4400

Website: interimhealthcare.com/location/bend-or

Contact Email: dlucas@interimhealthcare.com

CEO/owners, background: IT, economic development and home care

Number of Employees: 77

Year Established in Central Oregon: 2020

Product/Services Offered: Home care.

What is the reason for starting your business?

We started our home care business because we believe people deserve to feel safe, respected and cared for in the place they call home. We wanted to make a meaningful difference for individuals and families by providing compassionate, dependable support tailored to each person's needs. For us, home care is more than a service; it's a way to help people maintain their dignity, independence and quality of life.

What is your outlook for growth:

We have been growing 20 percent year over year and will strive to continue growing at that rate.

What do you attribute your rapid growth to?

We attribute our rapid growth to the trust our clients and families place in us, the dedication of our caregivers and our commitment to providing dependable, compassionate care tailored to each person's needs. Strong community relationships and word-of-mouth referrals have also helped us grow while staying focused on quality and personal connection.

What is your vision for growth and/or expansion over the next five years?

Over the next five years, our vision is to become a leading provider of compassionate, innovative and personalized home care services, recognized for improving the quality of life of seniors and individuals who wish to age safely and independently in their own homes. We will achieve sustainable growth by expanding our geographic footprint, strengthening our workforce and developing specialized care programs that address the evolving needs of our communities. Through a commitment to excellence, caregiver empowerment and exceptional client experiences, we aim to become the home care provider of choice for families, healthcare professionals and community partners.



PHOTO | COURTESY OF INTERIM HEALTHCARE OF CENTRAL OREGON

What is your philosophy to running a successful company?

Our goal since opening is to retain caregivers, deliver quality care to our clients on a consistent basis and build strong referral partnerships.

#13 — Relson Contracting LLC

Official Name of Business:
Relson Contracting LLC

Address:
601 E Antler Ave, Suite 134, Redmond // 541-647-3782

Website: relsonexcavation.com

Contact Email: relsoncontracting@gmail.com

Product/Services Offered:

Excavation services in Central Oregon, including excavation, site preparation, land clearing, grading and septic installation in Bend, Redmond, Prineville, Sisters, Sunriver and surrounding Central Oregon areas.

#14 — Veterinary Referral Center of Central Oregon

Official Name of Business: Veterinary Referral Center of Central Oregon

Address: 62889 NE Oxford Ct., Bend // 541 209-6960

Website: vrcvet.com

Contact Email: info@vrcvet.com

CEO/owners, background: Mauricio Dujowich (CEO and co-founder), Matt Vaughan, Jennifer Bentley, Stephen Stockdale and Taylor Stockdale

Number of Employees: 150

Year Established in Central Oregon: 2018

Product/Services Offered: Veterinary.

What is the reason for starting your business?

We founded the Veterinary Referral Center of Central Oregon (VRCCO) in 2018 to elevate veterinary medicine to a level comparable to elite human healthcare institutions. We saw a critical gap in Central Oregon for comprehensive, state-of-the-art specialty and 24/7 emergency veterinary care. Instead of forcing pet parents to travel long distances or navigate disconnected specialty clinics, we wanted to build a unified, multidisciplinary model where experts from diverse specialties work collaboratively under one roof, prioritizing the pet's journey and parent experience.

What is your outlook for growth:

Our outlook for growth is incredibly strong and increasingly national. With our advanced capabilities, VRCCO has expanded from a local emergency and specialty center to a major regional and national destination for specialized



(L-R) STEPHEN STOCKDALE, TAYLOR STOCKDALE, MATT VAUGHAN, JENNIFER BENTLEY AND MAURICIO DUJOWICH | PHOTO COURTESY OF VETERINARY REFERRAL CENTER OF CENTRAL OREGON

animal healthcare. Since our founding in 2018, we have grown from just three doctors and 12 staff members in a single location to a robust team of 28 veterinary

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Veterinary Referral Center of Central Oregon

Continued from previous page

doctors and over 150 employees operating across two state-of-the-art facilities in Bend. In that time, we expanded our offerings to eight dedicated specialty departments. Crucially, our growth is no longer just local; the percentage of patients traveling from outside Central Oregon has grown from a mere 2% at our founding to 10% to 15% of our caseload today, with VRCCO serving families across 31 different states.

What do you attribute your rapid growth to?

Our rapid growth is attributed to our uncompromising commitment to putting the "needs of the patient and client first" and our unique culture of internal support. Just like the Mayo Clinic model, we operate with a cooperative team-based approach, breaking down traditional medical silos so our specialists talk directly to each other to solve the most complex cases. Furthermore, we recognize that exceptional patient care is only possible when our team is fully supported. We heavily invest in our staff's well-being with subsidized onsite childcare (Vet Cadets), mental health counseling programs and collaborative spaces like Ponch's Place, which directly correlates with our high talent retention and excellent pet parent satisfaction.

What is your vision for growth and/or expansion over the next five years?

Over the next five years, our vision is to establish VRCCO as a national standard-bearer for veterinary clinical trials, advanced diagnostics, advanced surgery and care access. Additionally, we aim to expand our residency and internship programs to foster a true scholarly environment of education, ensuring we train the next generation of veterinary leaders.

What is your philosophy to running a successful company?

Our business philosophy is built on three core pillars: multidisciplinary integration, team well-being and community engagement. We believe that true clinical excellence is achieved when diverse specialists work collaboratively rather than in silos. At VRCCO, this translates to our eight specialty departments actively coordinating on complex, interdisciplinary cases such as advanced brain surgeries and extracorporeal therapies. Relentless improvement in the patient-guest journey, our pet parents' journey and our staff's journey makes us successful.

#15 — The Montessori Center Inc

Official Name of Business:
The Montessori Center Inc
Address: 3052 NW Merchant Way, Ste. 109, Bend // 541-383-5163
Website: themontessoricenterbend.com
Contact Email:
admin@themontessoricenterbend.com
CEO/owners, background: Andrea Snyder, co-owner, director of administration and operations; has been with the school since 2003, oversees finances and day-to-day operations.

Alexa Davio, co-owner, program director, has been with the school since 2006, leads our classrooms and curriculum, carrying forward our mother's approach to Montessori education.

Will Elkins, co-owner, business strategy, guides the school's financial planning and long-term growth.

Liz Elkins, co-owner. A Seattle restaurant owner, Liz brings small-business ownership experience to the family partnership.

Number of Employees: 17
Year Established in Central Oregon: 2003
Product/Services Offered: Child Care
What is the reason for starting your business?

Our mother founded The Montessori Center in 2003. Her daughters joined early, one in the office in 2003 and one in the classroom in 2006. After her passing, her four children inherited the school, and our brother joined us to bring business expertise. Together, we carry her legacy forward.

What is your outlook for growth:

Demand for high-quality early education in Bend far outpaces supply. Deschutes County has roughly twice as many young children as available childcare spots (DELC, 2026), and nearly every Oregon county, including ours, is considered a childcare desert for infants and toddlers (OSU). That gap shows up directly in our program: we currently have 49 families on the 2027 waitlist for our toddler program and 55 and 49 for our primary. To meet this demand, we hope to expand our current location and open an additional toddler classroom, which will increase enrollment and drive revenue growth. We'll also hire at least two new teachers. We pay at the high end of Bend's range for preschool teachers and offer full medical and dental benefits plus a SIMPLE IRA match.

What do you attribute your rapid growth to?

We attribute our growth to the reputation we've built over 23 years serving Bend families. Most of our new

Continued on Page 20 ▶



PHOTO | COURTESY OF THE MONTESSORI CENTER INC

Congratulations
to 2026's
TOP 20 FASTEST GROWING COMPANIES
in Central Oregon
CASCADE cbn BUSINESS NEWS
COLUMBIA BANK
CAPSTONE ACCOUNTING & TAX

The Montessori Center Inc

Continued from page 19

enrollments come through word of mouth from current and past families, and many of those families return with younger siblings. That trust comes from our teachers. By paying at the high end of local rates and offering full medical, dental and retirement benefits, we've kept experienced educators in our classrooms, giving children consistency and giving parents confidence. As Bend has grown and young families have moved here, that reputation has made us a first choice in a community where quality early education is hard to find. Today, our 49-family toddler waitlist reflects that.

What is your vision for growth and/or expansion over the next five years?

Our vision for the next five years is to grow thoughtfully within our current location. Our main expansion will be adding a third toddler classroom, which makes the most of our space and lets us serve more families from our waitlist. Beyond that, our growth will be focused on deepening the program itself: enhancing our curriculum and expanding enrichment such as outdoor learning, music or Spanish, continuing to invest in our teachers through top-of-market pay, benefits and professional development, and remaining a stable, trusted provider Bend families can count on for years to come. In a community where childcare is scarce, we believe the most valuable thing we can offer is consistency and quality.

What is your philosophy to running a successful company?

Our philosophy is simple: take care of our teachers, and they'll take care of the children and families we serve. Early education is only as good as the people in the classroom, so we invest heavily in our staff, with pay at the high end of Bend's range, full medical and dental benefits and a retirement match. That investment pays off in low turnover, experienced teachers and the consistency young children need to thrive. We also believe in growing at a pace that never compromises quality. We would rather do fewer things exceptionally well than stretch ourselves thin. Finally, we see ourselves as partners with families. Parents trust us with their children every day, and we work to earn that trust through open communication, warmth and showing up reliably year after year.

#16 — Cascade Heating and Specialties, Inc.



PHOTO | COURTESY OF CASCADE HEATING AND SPECIALTIES, INC.

Official Name of Business: Cascade Heating and Specialties, Inc.

Address: 1507 NE First Street, Bend // 541-382-8483

Website: cascadeheat.com

Contact Email: trevor@cascadeheat.com

CEO/owners, background: Trevor Wigle, owner and president. Mechanical engineer and Oregon-licensed professional engineer with a background in engineering, technical leadership and business management, including experience at Bend Research and Lonza.

Number of Employees: 75

Year Established in Central Oregon: 1970

Product/Services Offered:

Cascade Heating provides residential and commercial heating, cooling, ventilation and mechanical systems services throughout Central Oregon. Our capabilities include new construction, system replacement and upgrades, ongoing maintenance and repair, mechanical and MEP engineering and custom sheet metal fabrication. We serve homeowners, builders, businesses and commercial property owners.

What is the reason for starting your business?

I partnered with Cascade Heating's founder, Al Damon, in 2018 and eventually purchased the remainder of the company. After years of serving customers around the world, I wanted to return to Central Oregon, where I grew up, and build a business while being home to raise my children.

Serving customers has been central to my entire professional career. Cascade Heating provided an opportunity to combine my engineering background, a talented team of professionals and a community I care about.

What motivates me every day is the opportunity to help our team become better at what we do. That means continuously improving our technical knowledge, training, processes and customer service. The reward is earning the trust of customers who recognize and appreciate those efforts.

What is your outlook for growth:

We expect to continue growing steadily, but growth itself is not our primary objective. Our first responsibility is to the customers who have already placed their trust in us. If we continue to serve them well, opportunities to serve additional customers will follow.

We are intentional about growing at a pace that allows us to maintain our standards. That requires investing in our people, improving our processes and building the capacity to deliver consistently.

We establish financial goals and measure our performance, but we don't allow short-term targets to compromise long-term decisions. Our focus is on providing knowledgeable advice, helping customers understand their options, delivering quality work and standing behind what we do. Growth will come if we deliver on those goals.

What do you attribute your rapid growth to?

Rapid growth has never been our objective. We believe sustainable growth begins with retaining the customers we already have.

Customer loyalty is earned through character, competence and consistently doing good work. That starts with investing in our employees through training, good processes and the tools they need to succeed.

When employees are knowledgeable and confident in their abilities, they take pride in their work. That pride leads to greater job satisfaction, stronger engagement and better results for our customers. Customers who have a good experience trust us with future work and recommend us to others.

It's a positive cycle that reinforces itself over time. Our job as leaders is to keep improving that cycle rather than simply pushing for more sales.

Over time, this approach has allowed us to grow organically while maintaining the relationships and standards that made that growth possible.

What is your vision for growth and/or expansion over the next five years?

Our vision is to build a company that will continue serving Central Oregon well for generations.

We are currently constructing a new facility that will bring our team together under one roof. The primary objective is not simply to accommodate growth, but to make us better at what we do. Having the space to organize materials and equipment, improve coordination and simplify our processes will allow our employees to spend more time delivering value to customers.

Over the next five years, we will continue investing in employee development, technical capabilities and systems that improve the consistency and quality of our work.

We want to expand our capabilities where they benefit our customers, while maintaining the personal relationships and accountability that have been central to Cascade Heating since 1970.

Success will be measured less by how large we become and more by how well we serve our customers and how strong a company we leave for the future.

What is your philosophy to running a successful company?

I believe the foundation of a successful company is knowing your values and consistently living by them. Values aren't simply created by management and posted on a wall. They develop through the successes and failures of an organization over time. Recognizing what works, understanding what doesn't and turning those lessons into shared principles is how a company develops its character.

Character comes from consistency. It's doing what you say you will do, treating people fairly and holding yourself accountable when you fall short. When we make a mistake or fail to live up to our values, we need to acknowledge it, make it right and learn from it.

That consistency builds trust, both within the company and with our customers. Trust allows people to work together effectively, take responsibility and pursue common goals.

Ultimately, I believe a company's long-term success depends on the strength of its character, the competence of its people and the trust it earns from those it serves.

#17 — Majesty's Animal Nutrition, LLC

Official Name of Business:
Majesty's Animal Nutrition, LLC

Address:
2131 SW First St., Redmond // 541-382-9811

Website: majestys.com

Contact Email: tony@majestys.com

CEO/owners, background: Tony Roth has 30+ years in manufacturing and 20+ years in the animal nutrition field. Kamie Roth has an extensive background in retail with high-level management experience and 5+ years of human resources experience.

Number of Employees: 75 employees, with the utilization of 12 temp employees.

Year Established in Central Oregon: 2004

Product/Services Offered:

Co-manufacturer of supplements and treats for companion animals — dogs, cats and horses. Also owns and manufactures Majesty's brand, which is currently celebrating its 25th year in business.

What is the reason for starting your business?

We enjoy making the lives of our four-legged companions healthier, which in turn makes their pet parents happier.

What is your outlook for growth:

Our outlook for growth is extremely optimistic. We have been developing a lot of new products for some very successful pet brands that are distributed across the U.S. This is for brands that sell both through retail and directly to consumers. We always strive to achieve at least 25 percent growth a year.

What do you attribute your rapid growth to?

We feel that our rapid growth is due in part to the way we treat our customers and our ability to be nimble in a market that can sometimes take a year or longer to get a product to market. We always strive to make sure that the brands we manufacture for, whether big or small, are all treated with the same amount of importance. Our largest customer to date was once our smallest customer.

What is your vision for growth and/or expansion over the next five years?

We are currently working on further automating our extrusion and packaging lines. In 2025, we opened a second location in Michigan, and if current growth continues, we may look at opening further facilities strategically located near our customers' 3PLs.



PHOTO | COURTESY OF MAJESTY'S ANIMAL NUTRITION, LLC

What is your philosophy to running a successful company?

Treat your customers and employees with respect; if it were not for either of them, we would not have a successful company in the first place. They are the people who have made our company what it is, and they need to be taken care of and appreciated.

Redmond's Downtown Occupancy Reaches a Record 95%

by ANDREA HINE — CBN Feature Writer



THE OLD REDMOND SKATING RINK IS BEING REPLACED BY A LARGER MULTI-USE FACILITY TARGETED FOR COMPLETION AROUND THANKSGIVING 2027 | PHOTO COURTESY OF REDMOND URBAN RENEWAL AGENCY



NATURAL GROCERS HAS CHOSEN REDMOND FOR A NEW 15,000-SQUARE-FOOT STORE SLATED TO OPEN IN FIRST OR SECOND QUARTER OF 2027



HANDEL'S ICE CREAM HAS SIGNED A TEN-YEAR LEASE IN DOWNTOWN REDMOND FOR ITS THIRD OREGON LOCATION (SHOWN IS BEND STORE) | PHOTOS BY ANDREA HINE

When renovation efforts began on the SCP Hotel in 2017, "downtown Redmond was characterized by boarded-up windows, a ton of antique stores, and a tea shop with erratic hours," said General Manager Tobias Colvin. "After 6pm or 7pm, it became a ghost town, with nothing to bring people into the area."

It's a very different scenario now, as Urban Renewal Program Manager Chuck Arnold can quantify, with downtown occupancy reaching a record 95 percent (as of May 2026) — up from three consecutive years of over 90 percent — and the opening of nine new businesses ranging from a screen print shop to a fitness gym, dog spa, and game room.

In addition, a mixed-use retail development project in the former Earth's Art building at Fifth Street and Forest Avenue will house Handel's Ice Cream, which has signed a ten-year lease in the existing 1,500-square-foot space for its third Oregon location. The lot is also expanding to feature two to three additional ground-floor units; a Mexican and Vietnamese restaurant have already committed to leases.

"Redmond has reached critical mass and is getting on the radar of companies scouting for new locations," said Arnold. "It's big enough, with a strong growth rate and well-documented successes."

Natural Grocers Adds Redmond to Its 160 Locations

As an example, Arnold cites the building at 732 SW Sixth St., formerly occupied by JOANN fabric and craft store, which is being taken over by Natural Grocers. "The organic and natural grocery retailer is investing approximately $2 million into renovations, backed by a $500,000 forgivable grant from the Urban Renewal Agency," he said. The 15,000-square-foot store is slated to open in the first or second quarter of 2027.

"In its 70-year history, Natural Grocers has very rarely closed any of its stores," Arnold added. "It chooses new locations very thoughtfully and invests in them. In this case, the company is taking a shell of a 1970s building and setting it up for the next 50 years."

Since the closure of Albertson's a decade ago and the relocation of Grocery Outlet to the south side of town in 2021, "downtown has been a 'food desert — with less square footage and more people shopping," Arnold said.

Like other retailers, Natural Grocers was "just doing the numbers" or, in industry parlance, "looking at rooftops" in deciding that Redmond — which is growing at the rate of two to three new residents a day — "had reached the place where a new grocery store would work."

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Dry Canyon Community Art Center

Dry Canyon Brings Art to Redmond

by JAN TRACY — Dry Canyon Arts Association

Dry Canyon Arts Association (DCAA) fulfilled one of its founding goals when it opened the Dry Canyon Community Art Center. DCAA, a nonprofit organization dedicated to promoting art and culture in the greater Redmond area, has tapped into a need for art expression through its mission to remedy the lack of gallery space in downtown Redmond.

Now, nearly a year after a 2025 remodel made possible by volunteer labor, donations and in-kind contributions by local building suppliers, the historical landmark Rogers and Lynch Building at Sixth Street and Deschutes Avenue has become the new headquarters for art education, expression and exhibition in Redmond. Currently operating in 3,000 square feet of high-ceilinged space with art galleries, a gift gallery and two classrooms, a late 2026 expansion will add an additional 1,500 square feet of educational workshop space by early 2027.

At the Dry Canyon Community Art Center, Redmond artists have found more opportunities to improve and share their art by taking and teaching classes in the classrooms and showing their work in the galleries and gift shop. With its two-month-long rotating exhibits, the Art Center has displayed the works of over 237 artists. Gallery manager Laura Fouts spoke recently about how the Art Center has changed the art scene in Redmond: "We are helping to bring more people to downtown Redmond and helping our artists be seen and noticed. The classes we offer expose the curious public to new avenues of expression, and all our classes are offered free to veterans."

Opportunities for veterans to improve their skills and show artwork are a priority, said Fouts. "We are working with the Veterans Ranch and other veterans' services to bring healing through art, giving them an avenue to be recognized for their service and sacrifice." An exhibit spotlighting the artworks of local veterans is on display throughout November.





PHOTOS | BY CONNOR CUBIC

The gallery is run completely by volunteers. With a membership of over 300, approximately 80 of those members are actively involved in hosting duties at the gallery, and another 50 are involved in some other capacity. As nonprofit organizations are aware, that is an enviable percentage of volunteerism.

The Dry Canyon Community Art Center's initial remodel and ongoing operation are funded through a combination of public grants, private foundations, individual donations and corporate sponsorships. Membership fees, program fees and donated percentages of art sales also contribute to the revenue stream to support the Art Center. DCAA is currently soliciting donations to cover the cost of the expansion now underway.

First Friday Art Walks are always a good time to check in on what is new at the gallery, but gallery volunteers are happy to welcome visitors any time the gallery is open. Gallery hours are Tuesday through Saturday from 11am to 6pm, with extended hours until 7pm on First Fridays. The gallery is closed Sundays and Mondays.

drycanyonarts.org

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Nosler, Inc.'s New Redmond Campus 'Viable for the Foreseeable Future'

by ANDREA HINE — CBN Feature Writer

Founded almost 80 years ago by a frustrated moose hunter with no formal training as an engineer or ballistician, family-owned Nosler, Inc. — which manufactures premium component bullets, brass, ammunition and semi-custom rifles for domestic and international customers — is known for a commitment to "better products, better processes and better results," as reflected in its company motto "Quality First."

Long based in Bend, Nosler announced plans in 2015 to expand into Redmond, where the company had purchased 60 acres of undeveloped land. According to Zach Waterman, manager of public relations, "We ultimately decided to consolidate everything on one campus for a combination of reasons — primarily due to having outgrown our Bend location. We ran out of room."

(Another factor contributing to the need for more space, he noted, was Nosler's growing ammunition and cartridge brass operations, based on the company's acquisition of Silver State Armory (SSA) in 2013.)

However, although already in the works, construction plans in Redmond slowed down due to factors such as the COVID pandemic (which lasted for more than three years, starting in March 2020), supply chain delays and the increased costs for materials and labor. "It was a little dicey," Waterman said. (Other projects also faced the same situation, according to Steve Curley, REDI director for EDCO, and weren't completed until the last year or so.)

The official grand opening of Nosler's new campus, which unifies all the company's manufacturing, production, corporate offices and warehouse operations under one roof, took place at the end of August. And according to the Bend Bulletin, the move brings around 150 jobs to Redmond. As Waterman affirmed, "The dust from COVID is settling, and we're starting to hire again."

He added that "The land that Steve Curley was able to find will allow Nosler to continue to grow and expand, to the point of even constructing an additional building, if company needs dictate. It's viable for the foreseeable future." Waterman also praised Redmond's City Council, Police Department and Fire & Rescue as being "really helpful. Everything has been great."



NOSLER'S RETAIL SHOWROOM OFFERS A RANGE OF PRODUCTS THAT CATER TO VARIOUS SHOOTING DISCIPLINES | PHOTO ANDREA HINE

nosler.com

Redmond's Role

Continued from page 1

work, including relocating an underground irrigation canal and re-routing utilities."

Those benefiting from Amazon's new hub — one of more than ten logistics facilities across Oregon — are likely unaware of the duration and "pivots along the way" that were involved on Curley's part, as "so much of my work in supporting regional economic prosperity is behind the scenes." He also emphasized that "the average life span of a project is three years. It doesn't happen overnight, especially when construction of a new industrial building is involved."

Curley's daily activities include working with the City of Redmond, landlords and several brokers on property that is changing hands, financial institutions, the Redmond Municipal Airport (where land can only be leased) and the state-owned, large-lot property near the Deschutes County Fairgrounds (with its 50-acre minimum size requirement). Curley is also involved in legislative and policy work "all the way to the governor's office — a lot of education and trying to help decision-makers get what they need to move forward."

'Redmond Is the Perfect Place to Grow'

At present, Curley has 25 active projects in the pipeline — including warehousing and logistics, advanced manufacturing and food products — which will account for 2,601 new jobs and an anticipated capital investment of some $762 million. He noted that "not all these projects will move forward, but the pipeline remains robust."

Curley explained that his current efforts tend to focus on existing companies expanding their space into Redmond, as represented by the following examples:

Nosler Inc.

"Nosler, a worldwide manufacturer of ammunition and high-performance handloading components, is an example. Based in Bend since 1983, the family-owned company built a new 80,000-square-foot headquarters facility and moved all its manufacturing operations to Redmond earlier in 2026. The decision demonstrated a lot of foresight and long-term planning, and taking advantage of available land," Curley said, "as over time, Redmond is the perfect place to grow."

EquipmentShare

Similarly, the $185M tech-driven equipment rental provider EquipmentShare opened a new branch in Redmond last year as part of statewide expansion plans, which are expected to create up to 120 new jobs. Curley characterized this as "a matchmaking project that progressed fairly quickly. Originally looking for a property to build, the company ended up taking over a facility occupied by a trucking company that was looking to move out."

At official opening ceremonies, he said that "EquipmentShare's commitment to the Redmond and Central Oregon markets validates the growth we are seeing both in industrial development as well as the residential sector."

Baselite Concrete Products

Baselite Concrete Products — with 13 locations across the western U.S. and Canada — expanded its operations in Redmond with a new 8,000-square-foot, $7.8 million design center, showroom and office facility that opened this June.

While the existing Baselite manufacturing plant near the Redmond Municipal Airport remains fully operational, future plans call for a 60,000- to 70,000-square-foot manufacturing facility of 14 acres, including a 9,000-square-foot facility showcasing products for contractors and homeowners, and the creation of up to 75 new jobs.

Poltex, Inc.

Poltex, which previously worked out of a barn in Tumalo and most recently occupied a space near the Redmond Municipal Airport, built its own $2.5 million home: an 11,800-square-foot production facility with 1,500 square feet of office space and 10,300 square feet designated for manufacturing, shipping, and warehousing. The company designs and manufactures space-saving organizational products for healthcare companies and lab environments.

Redmond as 'Hub of Manufacturing for Central Oregon'

"Redmond continues to show resiliency and growth as the hub of manufacturing for Central Oregon," said Curley. "The companies that are moving and growing here are very intentional with their desire to be in Redmond for the lifestyle and amenities available to them. This makes the work of economic development exciting and rewarding."

rediinfo.com

Downtown Redmond

Continued from page 21

Year-Round Ice Rink & Community Space Coming to Downtown

Sharing a block with the new 40,000-square-foot Redmond Library, a 5,000-square-foot multi-use facility is targeted for completion around Thanksgiving 2027. Featuring an ice rink during the winter months, it will be repurposed during the summer season as a park, event space, or roller rink, to be determined through the conceptual design process over the next few months. Occupying the old Redmond Police Department building, which will be demolished, the site consists of about an acre at the corner of Seventh Street and Deschutes Avenue.

As Arnold explained, the rink, in addition to having a shed roof and longer skating season, "will create active areas and a gathering space for families, and provide things for teens to do such as mini-golf, ping pong and gaming tables, markets, and movies. It represents a significant investment — estimated between $5 million and $6 million — that is being funded partially by property tax on new development within the urban renewal district itself."

"The project aligns with urban renewal goals of having a year-round community space and will act as a catalyst for future development by drawing people downtown throughout the year."

Working Toward Creation of a Complete Community

"The current urban development focus is on leveraging partnerships," Arnold said. "Our team is constantly putting the word out there and talking to investors, trying to meet them with projects and incentives, and emphasizing our willingness to partner."

He continued: "The goal is to expand the number of opportunities and places to gather as a community and enjoy our downtown — which increases the chances that businesses located there will be successful."

"The City feels really strongly about the importance of working toward creation of a complete community that serves and represents the people who live here, and which they can be proud of," Arnold said. "Our policymakers and the community want to grow smart, and do so with thoughtful engagement. As a result, we continue to evolve and are well on our way to being the best we can be."

redmondoregon.gov

Redmond's Rooftops Put Solar to Work for Public Budgets, Nonprofits & Local Homes

by ROB BLACK, CEO — E2 Solar



In Redmond, rooftop solar is not only generating electricity locally, but it's lowering operating costs for public facilities, helping nonprofit housing organizations have a greater impact, and decreasing utility bills for local households.

Having installed hundreds of solar systems in Redmond since our company's inception, E2 Solar's work locally includes residential projects as well as affordable housing and public facilities. Most recently, installations at Deschutes County Fair & Expo Center, the Redmond Airport and Habitat for Humanity homes all demonstrate how local rooftops can serve the community and its energy needs.



PHOTOS | COURTESY OF E2 SOLAR

Measurable Savings and Environmental Benefits at Public Buildings

At the Deschutes County Fair & Expo Center, E2 Solar recently completed a massive installation of 796 solar panels on three buildings. Together, these solar arrays are projected to generate approximately 446 megawatt-hours of electricity annually (equivalent to 446,000 kilowatt-hours). These systems are also expected to deliver $61,000 in electricity-bill savings each year. As of late October 2026, production was well on track, reaching approximately 390 megawatt-hours, with savings already at over $53,000.



E2's financial projections place the facility's break-even point for these systems at approximately the end of year six, after accounting for federal elective-pay benefits and Energy Trust of Oregon incentives. Additionally, Deschutes County is expected to save approximately $1.8 million on its electricity bills in the system's first 25 years of operation (after factoring in the annual escalation rate of energy). Final savings will depend on production, utility rates and other operating conditions. For a public facility like the Deschutes County Fair & Expo Center, this significant reduction in electricity expenses leaves more room in the operating budget for other priorities, while putting existing roof space to use.

In terms of environmental impact, this annual energy generation from Deschutes County avoids approximately 300 metric tons of carbon dioxide emissions, according to the EPA's Greenhouse Gas Equivalencies Calculator. To visualize this amount, this estimated emissions benefit is equivalent to the carbon sequestered by 300 acres of U.S. forests in a single year.

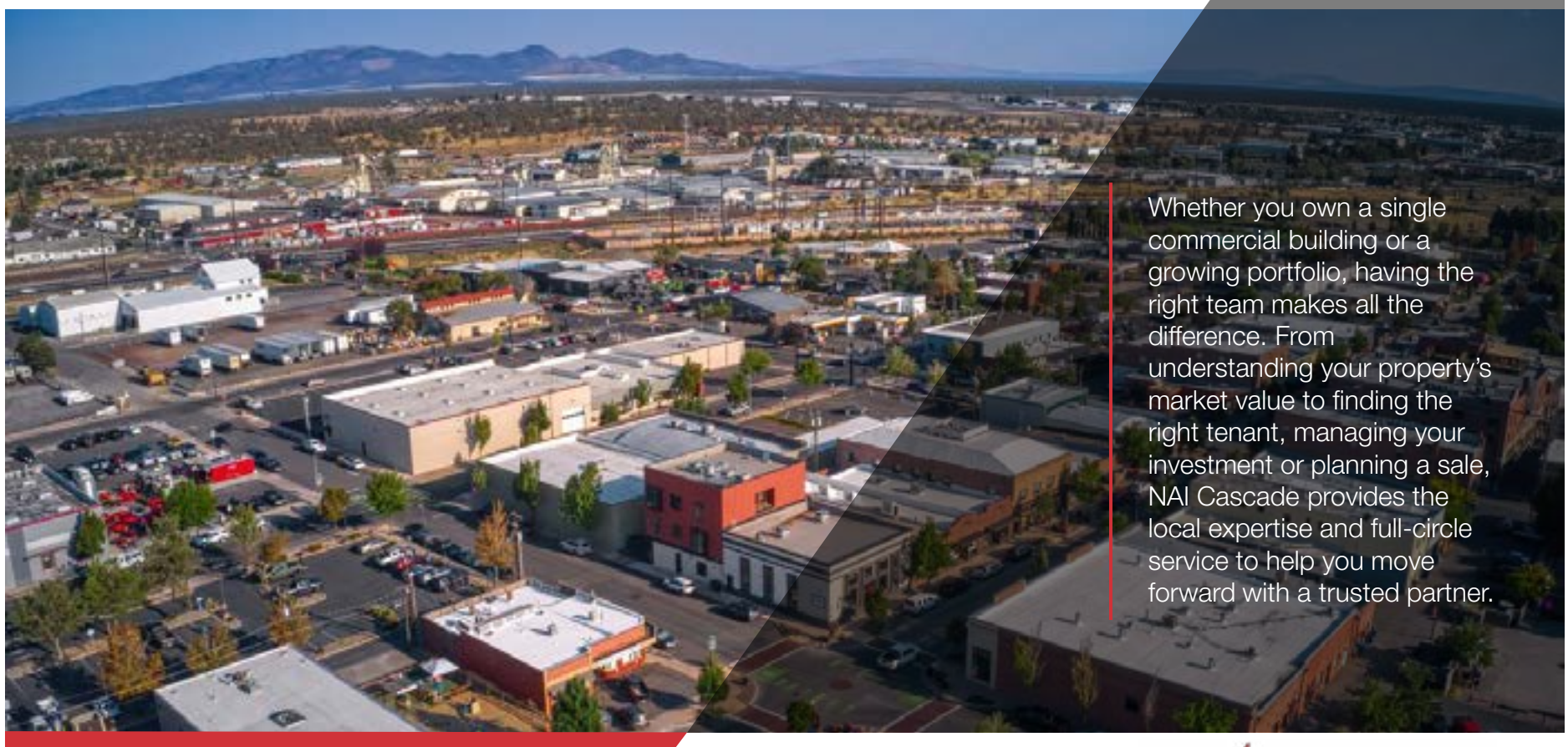
Solar at the Redmond Airport Terminal Expansion

Another exciting renewable energy project is coming to life at Redmond Airport,

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COCC's Manufacturing Center Expansion 'A New Chapter for Redmond Campus'

CBN Staff Report

Citing the expansion and remodel of its existing 34,300-square-foot manufacturing technology labs as a "new chapter for COCC's Redmond campus and for manufacturing education in the region," president Greg Pereira said that "the goal is really about meeting the demand for manufacturing, and the abundance of new jobs in manufacturing, growth and homebuilding."

To quantify, the U.S. Department of Labor estimates that Oregon's welding workforce is expected to jump by 15% between 2022 and 2032. Already, COCC is seeing an increased interest in its manufacturing degrees and certificates, with the current academic term seeing a 12 percent increase in seats taken.

Plans include enlarging the computer numerical control (CNC) labs and expanding the number of classrooms for product design and quality control. The addition of a 6,500-square-foot build-out will consist of expanded welding and fabrication labs, which will increase student capacity and create space for large-scale projects. Students will largely train on the same type of equipment used by local manufacturers.

A press release issued by COCC noted that the estimated $8 million project will combine $4 million in COCC general funds and a matching grant from Oregon's Higher Education Coordinating Commission. Fundraising will help meet any additional expenses.

cocc.edu

Redmond Fire & Rescue Partners with Kiwanis Club of Redmond for Food Drive

by TOM MOONEY, Fire Marshal/PIO — Redmond Fire & Rescue

Redmond Fire & Rescue is proud to announce its partnership with the Kiwanis Club of Redmond for this year's Food Drive. This community initiative aims to provide essential food items to local families in need during the holiday season.

The food drive will run from October 30 through December 31, with the collection point at Redmond Fire & Rescue's downtown station, located at 341 NW Dogwood Ave. Donations of nonperishable food items such as canned goods, pasta, rice and boxed meals are encouraged.

"Our mission goes beyond emergency response — we're committed to supporting the community in every way we can," said Ryan Herrera, fire chief of Redmond Fire & Rescue. "Partnering with the Kiwanis Club of Redmond allows us to make a real difference for families during the holidays."

The Kiwanis Club of Redmond has a long-standing tradition of serving the community, and this collaboration strengthens efforts to ensure no family goes hungry this Thanksgiving.

How to help**:**

- Drop off nonperishable food items at Redmond Fire & Rescue's downtown station.
- Share this initiative on social media to spread the word.

rdmfire-or.gov

E2 Solar

Continued from page 25

where E2 Solar is installing a rooftop solar system as part of its terminal expansion that broke ground in the summer of 2025.

The planned 137.03-kilowatt system includes 315 solar panels and is projected to generate approximately 201 megawatt-hours of electricity annually. Once operational, the system is expected to reduce the airport's electricity expenses by approximately $27,500 per year. After available incentives, the airport's break-even point is around year six. Again taking into account the annual escalation rate of energy, the Redmond Airport is expected to save approximately $814,000 on its electricity bills in the system's first 25 years of operation.

Installation is underway, with the system slated to come online in spring 2027 following utility interconnection. (It's not uncommon for panels to be installed before a system is connected and authorized to operate.)

Benefits Closer to Home

E2 Solar's Redmond portfolio also includes installations for Bend-Redmond Habitat for Humanity, at the Cedar Townhomes and most recently at Timber Cottages (13 single-family cottage-style homes in Southwest Redmond). For these projects, our solar proposals connected system design, available incentives and projected production to the needs of both the dwellings and their occupants.

Upon completion, these solar arrays significantly reduce electricity expenses for families that move into the homes — a cost savings that begins on day one of occupancy and continues for decades. For example, after 25 years, an owner of a Cedar Townhome is projected to have saved $155,000 in energy costs.

Prior to homeowners moving in, Energy Trust of Oregon's Solar Within Reach incentives helped reduce Habitat's upfront solar costs. These projects illustrate how incentive programs can help bring rooftop solar into income-qualified housing, rather than limiting its benefits to households that are able to fund an installation themselves.



PHOTO | COURTESY OF E2 SOLAR

A Local Investment with Long-Term Value

E2 Solar's work across these projects in Redmond demonstrates how rooftop solar generation can meet electricity needs — and offset energy costs — where people live, work and play.

While the financial benefits differ by property, many public facilities often see improved operating budgets and long-term savings. Nonprofits and housing organizations can often claim significant incentives. And individual homeowners cut electricity costs and gain grid independence by generating their own electricity.

For Redmond and the rest of Central Oregon, the result is a growing community of rooftops that are generating power, reducing projected energy expenses and making solar an important part of the public and residential infrastructure.

e2solar.com





‘Redmond Is a Town of Growth & Positivity’

by ANDREA HINE — CBN Feature Writer

“Redmond is a place where family comes first, and community is everything,” asserted Eric Sande, executive director of the Chamber of Commerce. “People want to be here; they want to live and work here. Redmond is a town of growth and positivity — there’s never a challenge we can’t manage.”

He recalled that “Redmond’s population was 7,100 when I moved here in 1991, compared to 38,200 in 2026. And despite experiencing a growth rate of 2.45% annually, with a population that has increased by 16.88% since the 2020 census, we’re maintaining our pioneer spirit and small-town culture of knowing and supporting our neighbors. I still feel like a newcomer,” Sande said, “as others have lived here decades longer than I have, including generations of families.”

As Sande can attest, “Redmond’s leadership understands the town’s unique spirit, and is addressing countless issues like homeless needs with Oasis Village” — a public-private partnership involving multiple government entities and community organizations that offers safe, low-barrier housing in a community setting with access to supportive services.

“The city attacks traffic issues with creative new roads and arterials,” Sande said, such as the Eastside Arterial Project designed to open an alternative route east of U.S. 97, reduce traffic congestion and improve access to the Redmond Municipal Airport, industrial lands and the Deschutes County Fairgrounds.

Sande also praised the Redmond Wetlands Complex, the largest infrastructure project in the city’s history. Estimated to cost $88.8 million, it will expand daily treatment capacity from 2.8 million to 4.6 million gallons per day to support a projected population of 54,000+ residents by 2045, according to the project’s website. “It’s a cost-effective way to position Redmond for the future,” Sande said.

He added that “the community steps up in supporting its schools, library systems and Park and Recreation District.” A prime example is the Hub Aquatic and Recreation Center, a new 56,000-square-foot facility funded by a voter-approved $49 million bond in 2022.

“You can see evidence of new buildings and construction happening all around us,” Sande said, pointing to the Redmond Municipal Airport’s new $180 million terminal expansion project scheduled for completion by January 2028 that involved “years and years of planning to meet the region’s needs.”

Representing more than 800 professionals and business leaders, the Redmond Chamber of Commerce is naturally close to Sande’s heart. “We create our own energy,” he said, and help members connect with the community through regular gatherings where people can network face to face, shake hands and have good dialogues.”

The Chamber is also well known for staging annual events such as Trick or Treat on 6th Street and the Holiday Village Market that are, in Sande’s words, “not just pageants and parades. They give families a chance to come together, create memories and traditions and help to build a sense of community, as do our concerts in public parks and other free events that take place throughout the year.”



ERIC SANDE RELISHES HIS ROLE AS THE GREAT PUMPKIN IN REDMOND’S TRICK OR TREAT ON SIXTH STREET | PHOTO COURTESY OF REDMOND CHAMBER OF COMMERCE

As Sande summarized, “While the Redmond Chamber of Commerce continues to actively bring business and community together, working together is what it is all about. And Redmond — with its attitude of positivity and enthusiasm — continues to be the community that gets things done.”

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who's who who's who who's who who's who who's who who's who who's who



Sofia Serio Cook

Scott's Roofing announces that **Sofia Serio Cook** has recently been promoted to operations manager. Serio Cook joined Scott's Roofing in 2024 as office administrator. She did not come from a construction trades background, but quickly learned roofing terminology and our customer base to be able to have detailed conversations with our current and potential clients. She jumped right in and handled setting estimate appointments; tracked leads, estimates sent and jobs won; posted job ads and screened potential candidates; and dealt with customer communication throughout the projects. Over the years, she has become even more instrumental in the overall operations of the business, including technology implementation, software training, social media marketing, standard operating procedures creation and organization, business prospecting and customer relations (she may have dropped off cookies or cupcakes to you!), and improving the overall customer experience.

Serio Cook will continue to expand and grow in our improvement of technology, processes, employee hiring and training, event planning, nonprofit events and drives like the back-to-school drive and holiday toy drives, as well as many other areas of the business.



Chris Laing

AARP Oregon has named **Chris Laing** of Sisters the recipient of the 2026 AARP Oregon Andrus Award for Community Service, the organization's highest volunteer honor. Named for AARP founder Dr. Ethel Percy Andrus, the award recognizes Oregonians age 50 and older who use their experience, talent and leadership to enrich lives and inspire community service.

A founder of Age-Friendly Sisters Country and a longtime advocate for older adults, Laing is being recognized for leading a community-wide effort to help older residents remain safe, connected and independent. Through the volunteer-driven Serving Our Seniors (SOS) initiative, she has united residents, nonprofit leaders, local experts and community organizations around a shared goal: helping people stay in the place they call home as they age.

What began as a grassroots effort to understand older adults' needs grew into a community-wide initiative. Under Laing's leadership, volunteers conducted surveys and listening sessions, consulted health and aging experts and studied successful models across Oregon. The work culminated in a Senior Resource Fair and community forum that identified practical ways to support aging in place and improve quality of life.

SOS has formed volunteer-led teams focused on services, social connection, transportation, health care, caregiver support and neighbor-to-neighbor assistance. Working with nonprofits, public agencies, businesses and community leaders, the initiative is turning local input into coordinated action on rural challenges such as isolation, caregiving demands, home maintenance and limited access to nearby services.

Beyond SOS, Laing serves as a state-licensed long-term care ombudsman and advances age-friendly policies and practices. Colleagues describe her as an exceptional organizer, collaborator and mentor who inspires others to serve. Her ability to engage volunteers across generations has strengthened civic involvement and community care in Sisters.

Laing's work reflects the Andrus Award's focus on volunteer service that strengthens communities and inspires others. AARP Oregon honored her on October 13 at a community celebration in Sisters attended by local leaders, nonprofit partners, volunteers and residents. The event recognized her leadership in building SOS and advancing solutions that help older adults live safely and independently.



Ashley Hoff

Dr. **Ashley Hoff**, an OHSU residency-trained, board-certified dermatologist, has joined **Dermatology Health Specialists**, with offices in Bend, La Pine, Redmond and Burns. A Central and Eastern Oregon native, Hoff is thrilled to return home and serve her community through adult and pediatric dermatology care, as well as aesthetic and laser treatments.



Mairi Burns

Oregon Community Foundation (OCF) has named **Mairi Burns** as its chief growth officer, a new executive leadership role designed to help the foundation grow its capacity and engagement and increase its impact.

As chief growth officer, Burns will oversee OCF's marketing and communications efforts, driving strategies that connect more people, businesses and communities to the foundation's mission to improve the lives of all Oregonians through the power of philanthropy.

Originally from Scotland, Burns brings more than 25 years of leadership experience spanning financial services, consulting, agency leadership and nonprofit fundraising in both the United States and the United Kingdom. Most recently, she served as vice president of brand marketing at First Tech Federal Credit Union, where she led efforts to strengthen brand strategy, sponsorship investments and marketing measurement while positioning the organization for long-term growth.

During her time at First Tech, Burns created First Tech Beyond, a sponsorship and community engagement platform that significantly increased brand awareness. She was recognized as First Tech's 2025 Leader of the Year for her enterprise-wide impact.

Earlier in her career, Burns served as chief strategy officer at CMD, vice president of client services and strategy at Dunthorpe Marketing Group and led her own consulting firm, Caledonia Marketing, advising organizations on growth strategy, market positioning, customer engagement and organizational transformation. She began her career in the United Kingdom, working in financial services, agency leadership and nonprofit fundraising.



Michael Hammerstrom

The **Oregon Arts Commission** announced that Governor Tina Kotek has appointed **Michael Hammerstrom** of Portland, Oregon, to the Commission. Hammerstrom is a multidisciplinary theater artist and nonprofit professional whose career spans performance, arts nonprofits and public media.

Hammerstrom earned a BFA in Musical Theatre from The Boston Conservatory at Berklee. While touring the country performing children's theater, he discovered a passion for ensuring that kids can see themselves represented in the arts from an early age.

He built his nonprofit career in Washington, D.C., at KABOOM! and PBS before returning home in 2019 to serve as director of marketing and development at Oregon Children's Theatre. He currently works as a market research analyst for Oregon Public Broadcasting, where he also serves on the organization's equity team.

An active member of Portland's theater community, Hammerstrom has also performed extensively in New York City and regionally, and has sung with the Portland Gay Men's Chorus and the Gay Men's Chorus of Washington, D.C. His board service includes Theatre for Young Audiences/USA, Bridging Voices and Many Hats Collaboration. He is a contributor to *Anti-Racist and Anti-Oppressive Futures for Theatre for Young Audiences: An Interactive Guide*. He lives in Northwest Portland with his dog, Dexter.



EMILY LAPLUME OF SATURDAY SWIMWEAR | PHOTO COURTESY OF BOW

Saturday Swimwear founder **Emily LaPlume** of Portland, Oregon, took home the $10,000 audience-selected cash award at the 2026 BOW BreakOut Pitch Event on October 14 at Volcanic Theatre Pub in Bend. The annual event brought together outdoor brands, investment companies, industry leaders and outdoor enthusiasts for an evening celebrating entrepreneurship, innovation and the strength of the outdoor community. The event also celebrated the Bend Outdoor Worx (BOW) Production Financing Fund, with a total of $975,000 in financing checks awarded to BOW alumni companies Spiral Wax and MODL.

Hosted by BOW, the nation's first and most experienced outdoor industry accelerator, BreakOut once again drew a packed house, with attendees showing up to hear founders share their stories, pitch their businesses and compete for the no-strings-attached cash award.

LaPlume and Saturday Swimwear joined the four other companies from BOW's 2026 Cohort on stage: Toast Wear (Bend, Ore.), Fire Science Solutions (Bend, Ore.), Merge4 (Santa Cruz, Calif.) and Pine & Co. (Vancouver, B.C.). Each founder brought a unique vision to the stage, offering a glimpse into the creativity, determination and entrepreneurial spirit shaping the future of the outdoor industry.

The evening also highlighted BOW's commitment to helping outdoor brands grow beyond the early stages of business. Through its Production Financing Fund, BOW awarded a $175,000 check to Spiral Wax and an $800,000 check to MODL, providing a combined $975,000 in production financing to the two BOW alumni companies. Alongside Saturday Swimwear's $10,000 BreakOut award, the event marked a total of $985,000 awarded to outdoor businesses.

The 2026 BOW BreakOut Pitch Event was part of High Desert Innovation Week.

The **Deschutes Cultural Coalition** (DCC) is seeking applications for grant funding from all sectors within the culture field, including arts, heritage and humanities. Grant funding is sponsored by the Oregon Cultural Trust and Deschutes County. The partnership with the county, which began in 2022, will continue into 2027 to help cultural nonprofits build program and operation capacity.

The online grant application for Cultural Grants opened on Monday, October 26, 2026. The complete application is due Friday, January 8, 2027, at 5pm. Guidelines and instructions are available at deschutesculturalcoalition.org/grants. The Coalition will make its awards in January.

In 2026, the DCC awarded $50,000 to

More Who's Who Next Page ▶

The Deschutes County Sheriff's Office Announces Expansion of School Resource Deputy Program

by JASON CARR, Public Information Officer — Deschutes County Sheriff's Office



DEPUTY CASEY KARPSTEIN WITH STAFF MEMBER AND STUDENTS



DEPUTY JEFF WOODS WITH STAFF MEMBER



DEPUTY TRISTAN COX WITH STUDENT | PHOTOS COURTESY OF DESCHUTES COUNTY SHERIFF'S OFFICE

The Deschutes County Sheriff's Office is expanding its School Resource Deputy (SRD) program as part of Sheriff Ty Rupert's operational plan and ongoing discussions with Command Staff and community partners. The position was posted on October 22.

In response to the recent tragedy at Silver Rail Elementary School, Sheriff Rupert has authorized an additional SRD position dedicated to serving county schools. This expansion underscores the Sheriff's Office's commitment to maintaining a strong, coordinated law-enforcement presence in local schools and supporting partner districts during critical incidents.

"Our schools must remain safe places for students to learn and grow. Expanding our School Resource Deputy program strengthens our partnership with local districts and reinforces our commitment to protecting children, staff and families throughout Deschutes County," said Deschutes County Sheriff Ty Rupert.

An experienced deputy who previously served as an SRD has been temporarily assigned to provide interim school coverage until a new deputy is hired.

The SRD position is now posted internally, and the deputy selected will be assigned to an area that best fits the needs of the team and our schools. Adding an additional SRD enhances the Sheriff's Office's ability to prevent, prepare for and respond to threats in local schools while providing a visible and trusted law-enforcement presence for students, staff and families.

"I want to acknowledge the fears and expectations of families who are asking for full-time SRDs in every school, and today's action is one step forward," said Sheriff Rupert. "Protecting our entire county is critical, and our schools have become an even higher priority following this tragedy. I'll continue partnering with Bend-La Pine Schools and our community to build on our SRD program that helps better protect our children."

The Sheriff's Office currently has three full-time SRDs serving schools in Sisters, La Pine, Terrebonne, Tumalo, Bend's Buckingham Elementary, Realms Middle School and Sunriver's Three Rivers School. Adding this new position will bring the team to four deputies, and the Sheriff's Office will continue working on future plans to further expand the SRD program.

sheriff.deschutes.org

A Garden for Every School

Grant Applications Are Now Open for the 2026-27 School Year!

by DENISE ROWCROFT, Youth Education & School Gardens Program Director — The Environmental Center

At The Environmental Center, we believe that every child in Central Oregon should have access to a garden. When children participate in hands-on outdoor education, whether that's playing in the dirt looking for worms, growing their own carrots to eat or using their senses to explore the garden, we believe that outdoor learning opportunities produce happier, healthier students. School gardens also offer valuable social-emotional learning benefits, giving students and staff peaceful, restorative spaces to connect with nature.

Since 2018, our school garden grants have supported school gardens across our region, raising and distributing over $140,000! We raise money every year to help schools achieve their goals of either building a garden from the ground up, funding improvements to their current garden or supporting access to nearby community garden spaces. The Garden for Every School Grant Program serves public and private pre-K-12 schools and youth organizations in Central Oregon. If you are a teacher, principal, school staff, student or parent volunteer with a great idea, this grant is for you!

About The Environmental Center:

The Environmental Center's mission is to embed sustainability into daily life in Central Oregon. We translate sustainability into practical, local action in order to create a healthy future for people and the planet. We are focused on building community, educating kids, revolutionizing energy, rethinking waste and advocating for change.

envirocenter.org



PHOTO | COURTESY OF THE ENVIRONMENTAL CENTER

Who's Who

Continued from previous page

local nonprofits such as **Dry Canyon Arts Association**, **Sunriver Music Festival** and **Ellipse Theatre Community**. The Deschutes Cultural Coalition provides grant funding from all sectors within the culture field, including arts, heritage and humanities. This grant funding must support projects and activities that address one of the four priorities outlined within the Deschutes Cultural Plan:

- Encourage greater awareness of local culture.
- Ensure that a variety of cultural resources and programming are accessible to all residents.
- Provide cultural education in Deschutes County
- Help new and established cultural organizations increase their capacity to fulfill their mission.

Rudy's Markets shares that the founder and executive chairman, **Rudy Dory**, has been named the first recipient of the National Grocers Association (NGA) Foundation's Catalyst for Independence Award. He accepted the honor, which comes as Rudy's Markets marks 50 years in Central Oregon, at the recent 2026 NGA Executive Conference in Chicago.

The new award recognizes leaders at NGA member companies who go out of their way to mentor, empower and develop the people who will lead independent grocery next. The Foundation chose Dory for his work with emerging leaders, his support for employee ownership and his belief that independent grocers have a future worth investing in.



PHOTO | COURTESY OF RUDY'S MARKETS

Dory has worked in grocery for more than 50 years. He began in 1976 by building La Pine's first grocery store from the ground up. Since then, he and his wife, Debbie, grew that single store into a family of markets across Central Oregon, which includes Newport Avenue Market, two Oliver Lemon's locations and Ollie's Kitchen. He also helped guide Newport Avenue Market as it became Central Oregon's first locally founded, 100 percent employee-owned grocery store.

A central part of Rudy's legacy is how he planned for what comes next. He mentored and shared ownership of the business with his daughter, Lauren G.D. Redman, and gave her the responsibility and the room to grow into a leadership role. Today she serves as CEO and president of Rudy's Markets, evolving and carrying the family business successfully into its next chapter.

NGA President and CEO Greg Ferrara said the future of independent grocery depends on leaders who invest in those who come after them and called the opportunities Dory has created for others to lead his greatest contribution. NGA Foundation Vice President Chelsea Matzen added that Dory reflects what the award is meant to honor by being a leader who opens the way for others so that independent grocers can keep serving their communities and stay independent.

Columbia Bank

Continued from page 3

named "Outstanding Lender of the Year" in Washington by the SBA Seattle District Office.

Nationally, Columbia Bank ranked No. 15 in total SBA 7(a) loan approvals in federal fiscal year 2026, up from No. 18 last year.

"Every day, our Columbia bankers are building relationships with local businesses to help them achieve their goals and fuel the local economy," said Amy Davis, director of business banking and SBA production at Columbia Bank. "SBA loan programs remain crucial to help local businesses start, accelerate and expand their operations. We want to help as many entrepreneurs as we can realize their dreams of owning and running a successful business."

In Washington, Columbia Bank approved 235 SBA 7(a) loans in federal fiscal year 2026, with an average loan size of $99,517. In Oregon, Columbia Bank approved 205 SBA 7(a) loans in federal fiscal year 2026, with an average loan size of $53,344.

About Columbia Bank:

Columbia Bank is an award-winning preeminent regional bank with offices in Arizona, California, Colorado, Idaho, Nevada, Oregon, Texas, Utah and Washington. It combines the resources, sophistication and expertise of a national bank with a commitment to deliver superior, personalized service. The bank supports consumers and businesses through a full suite of services, including retail and commercial banking, Small Business Administration lending, institutional and corporate banking and equipment leasing. Columbia Bank customers also have access to comprehensive investment and wealth management expertise as well as healthcare and private banking through Columbia Wealth Management. Columbia Bank is the principal subsidiary of Columbia Banking System, Inc. (Nasdaq: COLB).

columbiabank.com
columbiabankingsystem.com

Quaise Energy

Continued from page 3

in Series B financing led by Nabors Industries and Prelude Ventures, with participation from JERA Co., Inc. and Idemitsu Kosan.

According to a 2025 report from the Clean Air Task Force, "If successfully developed, [superhot rock, or] SHR could supply 63 terawatts of firm, carbon-free power by tapping just one percent of the world's SHR resources — more than eight times current global electricity generation."

Today, however, rock at those superhot temperatures can be accessed at only a few locations around the globe, such as Iceland, where it is relatively close to the surface. There are power plants under development at those locations, but none are online yet.

The mother lode of geothermal energy is some four to 12 miles beneath the surface. That can't be accessed today because we can't drill down far enough. Drills used by the oil and gas industries can't withstand the formidable temperatures and pressures found that far down. As a result, drilling becomes exponentially more expensive with depth.

Quaise aims to solve the problem with a completely new way to drill using millimeter-wave energy (cousins to the microwaves we cook with) that can literally melt and vaporize rock.

Project Obsidian, currently under construction in Oregon, aims to be the world's first commercial superhot geothermal power plant.

quaise.com

Partners In Care

Continued from page 3

from 11:30am-1pm in the Wyatt Room at Partners In Care in Bend, located at 2611 NE Courtney Dr. Lunch will be provided at no cost by Whispering Winds Retirement at 11:15am.

Partners In Care is honored to welcome Trent Oki, MBA, CFP, ChFC, and Mike Powell, financial advisors with Edward Jones, and Jessica Cherry, Esq., of Horner Law, LLP, for an educational presentation on estate planning, wealth management and charitable giving. Learn why planning early matters, explore strategies to protect your assets and wishes and discover how tools such as donor-advised funds and qualified charitable distributions can help you create a lasting legacy for your family and the causes you care about.

Space is limited, and RSVPs are requested. Call 541-410-3918 or email communityevents@partnersbend.org to RSVP. Future classes will be shared on the Partners In Care website at partnersbend.org/community-education.

partnersbend.org • 541-382-5882

SELCO

Continued from page 3

The combined organization will operate under SELCO's Oregon charter and Springfield, Oregon headquarters. Because SELCO and Numerica serve distinct geographic areas, there are no plans to consolidate branches, and Numerica's current headquarters will become the combined credit union's secondary headquarters and house the office of the CEO.

"This partnership brings together two credit unions that are connected by purpose and driven by opportunity," said Bob Newcomb, SELCO's president and CEO. "Merging the strengths and resources of high-performing, mission-aligned organizations means we will be able to offer additional products and services, increase investments in technology and account security, and support the combined credit union's long-term financial health."

The merger will also expand resources for additional community giving and financial education initiatives.

"Both SELCO and Numerica have long histories of investing in our communities and helping people achieve greater financial well-being," said Newcomb. "Together, that commitment has amounted to $7 million in sponsorships and donations, nearly 58,000 hours of volunteerism, and more than 1,500 hours of financial education over the past three years."

The merger, which has been unanimously approved by SELCO and Numerica's Boards of Directors, is subject to regulatory approval and a vote by Numerica's membership.

"Today marks an exciting new chapter for Numerica and SELCO," said Carla Cicero, Numerica's president and CEO. "For nearly 90 years, Numerica has lived our core purpose of enhancing lives, fulfilling dreams and building communities. SELCO shares that mission, making this a natural partnership founded on common purpose and a commitment to growing with our members' needs."

Following the merger, the combined organization will operate under the Numerica Credit Union name with Cicero serving as President and CEO. Newcomb will lead SELCO through the legal integration, then retire upon its completion, concluding a career of more than 44 years in the credit union movement. Legal integration is expected to be completed by early 2028.

Members will experience no immediate changes, as the two organizations will operate independently as SELCO and Numerica until their systems and processes are integrated. In the meantime, the credit unions will partner to develop a shared identity that honors both organizations' long histories and united vision for improving the lives of their members and communities.

"We couldn't be more excited about what we'll build together for our members, employees and the communities we all call home," said Cicero.

For more information about the merger, visit selco.org/merger and numericacu.com/merger.

selco.org • numericacu.com

NMA

Continued from page 3

Instagram, WhatsApp and Messenger. According to the alliance, the provisions could extend beyond material posted directly on Meta platforms to include articles and other content published on news organizations' websites.

In an October 22 letter to Meta CEO Mark Zuckerberg, NMA demanded that the company withdraw the updated terms. Originally scheduled to take effect October 30, Meta has since postponed implementation by three weeks, to Friday, November 20.

NMA argues that publishers would effectively be required to permit this access or stop using Meta's business services, potentially sacrificing access to substantial audiences and advertising opportunities.

The organization also raised concerns that posted content could be used to develop artificial intelligence and other commercial products that compete with news publishers for readers and advertising revenue.

"News publishers will be forced into providing their valuable journalism to support the development of products that may be used to compete with them for readers and advertisers, under duress and without compensation," states the letter, which was signed by Danielle Coffey, president and CEO of NMA.

Although Meta revised its proposed language following criticism, removing an explicit reference to training AI models, the alliance maintains that the remaining provisions are excessively broad and lack meaningful protections.

Meta has stated that the changes apply to advertising and business products and are not intended to facilitate scraping news websites. However, NMA asserts that guarantee should be explicitly reflected in the revised terms.

The dispute highlights growing tensions between technology companies and news organizations over the ownership and commercial use of journalistic content, particularly as artificial intelligence developers increasingly rely on published material.

Citing a 2024 Columbia University working paper, the alliance noted an estimate that Meta owes U.S. publishers $1.9 billion annually for the value of their news content, before accounting for AI-related uses.

The organization warned that uncompensated use of journalism could undermine emerging content licensing markets and disproportionately affect smaller, independent and local news organizations.

NMA is requesting discussions with Meta to establish clear limitations on content collection, protections for paywalls and website restrictions, and mechanisms allowing publishers to affirmatively authorize content use. NMA also asserts that its members have not consented to the proposed provisions and reserve their legal rights should Meta implement them.

newsmediaalliance.org/letter-to-meta-demanding-withdrawal-of-new-terms-of-use

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Central Oregon Business Calendar

Event Details at CascadeBusNews.com/Business-Events

BUSINESS EVENTS



November 4
6pm City of Bend Virtual and In-Person City Council and BURA Business Meeting at Bend City Hall Council Chambers.

November 5
8-9am Madras - Jefferson County Chamber Coffee Cuppers at MACRD.

November 5
11:30am-1pm League of Women Voters Deschutes First Thursday Speaker Series at Bend Central Library Community Room 1.

November 5
11:45am-1pm ConnectW Munch & Mingle at Feast Food Co., Redmond.

November 5
12pm Deschutes County Bicycle & Pedestrian Advisory Committee Meeting.

November 5
2:30-3:30pm City of Bend Virtual and In-Person Public Contracts Subcommittee Meeting at Bend City Hall Awbrey Butte Conference Room.

November 7
6-8pm Skeptoid Media Nerd Night Science Trivia at Worthy Brewing, Bend.

November 9
1pm Deschutes County Board of County Commissioners Meeting.

November 9
6:30pm The Nancy R. Chandler Lecture Series at COCC Wille Hall, Bend.

November 10
8-9:30am Bend Chamber Commerce and Coffee at OnPoint Credit Union.

November 10
5pm City of Redmond City Council/Urban Area Planning Commission Joint Meeting.

November 10
5:30-7pm SCORE Free, Confidential One-on-One Small Business Counseling at Bend Central Library.

November 10
6pm City of Redmond City Council Meeting.

November 11
6pm City of Bend Virtual and In-Person City Council and BURA Business Meeting at Bend City Hall Council Chambers.

November 12
5:30pm Deschutes County Planning Commission Meeting.

November 12
11:45am-1pm ConnectW Munch & Mingle at Currents at The Riverhouse, Bend.

November 13
7:30-11:30am Bend Chamber 2026 Impact Conference: Resilience Through Collaboration at Riverhouse Convention Center.

November 16
1pm Deschutes County Board of County Commissioners Meeting.

November 16
3pm City of Redmond City Council Workshop.

November 18
5-7pm Bend Chamber Bend Emerging Talent Social at Waypoint Hotel.

November 18
5-7pm ConnectW Monthly Meeting: Moving Through Life's Challenges with Grace at Re/Max Key Properties.

November 18
6pm City of Redmond Joint Workshop with Urban Area Planning Commission.

WORKSHOPS & TRAINING



(Ongoing)
COCC Small Business Development Center Virtual Classes.

Building Permits

DESCHUTES COUNTY 10.20.26 & 10.27.26

$638,528.00	-	Commercial (New) 6,400 sf. at 16630 Box Way La Pine 97739 OR Owner: BP Holdings, LLC 21070 Scottsdale Dr. Bend, OR 97701 Permit # 247-26-002598
$30,000.00	-	Commercial (Alteration) at 67585 Cline Falls Rd. Redmond 97756 OR Owner: Verizon 760 NE Gumwood Ln. Madras, OR 97741 Builder: M & A Contracting, Inc. 503-931-3895 Permit # 247-26-004439
$179,000.00	-	Commercial (Alteration) at 60670 Brookswood Blvd Bend 97702 OR Owner: Oregon Conference Adventist Churches 19800 Oatfield Rd. Gladstone, OR 97027 Builder: Central Oregon General Construction & Remodels, LLC 541-903-0136 Permit # 247-26-004407
$25,000.00	-	Commercial (Alteration) at 18305 Cottonwood Rd. Sunriver 97707 OR Owner: Verizon PO Box 3699 Sunriver, OR 97707 Builder: Legacy Telecommunications, LLC 253-858-0214 Permit # 247-25-005689

CITY OF BEND 10.20.26 & 10.27.26

$22,500.00	-	Commercial (Alteration) 1,803 sf. at 63455 N Hwy 97 Ste. 53 Bend 97703 OR Owner: CVSC, LLC Builder: Bigfoot Contracting, LLC 541-904-5438 Permit # PRRE202605997
$29,000,000.00	-	Commercial (New) 71,305 sf. at 245 NE 9th St. Bend 97701 OR Owner: School Dist #1 520 NW Wall St. Bend, OR 97703 Permit # PRNC202600489
$3,000,000.00	-	Commercial (New) 143,841 sf. at 20597 Murphy Rd. Bend 97702 OR Owner: H&S Energy Venture Group, LLC 714-761-5426 Permit # PRNC202601685
$205,239.00	-	Commercial (New) 22,592 sf. at 61129 SE New Journey Dr. Bend 97702 OR Owner: QMC Ferguson Village Holdings, LLC Builder: CS Construction 541-617-9190 Permit # PRNC202606143
$47,000.00	-	Commercial (Alteration) 700 sf. at 2500 NE Neff Rd. Bend 97701 OR Owner: Multiple Builder: M Brown Industries, LLC 971-645-1919 Permit # PRRE202606101
$40,000.00	-	Commercial (Alteration) 76 sf. at 575 SE 9th St. Bend 97702 OR Owner: Midway - Deschutes, LLC Builder: Overland Company 541-410-1056
$40,000.00	-	Commercial (Alteration) 76 sf. at 575 SE 9th St. Bend 97702 OR Owner: Midway - Deschutes, LLC Builder: Overland Company 541-410-1056 Permit # PRRE202606259
$13,363.00	-	Commercial (Alteration) at 1366 NW Galveston Ave. Bend 97703 OR Owner: Bongal, LLC Permit # PRRE202604746

CITY OF REDMOND 10.27.26

$200,000.00	-	Commercial (Tenant Improvement) at 612 SW 5th St. Redmond 97756 OR Owner: Keedans Properties, LLC 66150 Barr Rd. Bend, OR 97703 Builder: Kellcon, Inc. 541-312-4034 Permit # 711-26-001748
$10,000.00	-	Commercial (Alteration) at 1740 SE Ochoco Way Redmond 97756 OR Owner: City of Redmond 411 SW 9th St. Redmond, OR 97756 Permit # 711-26-001147

The Lodge

Continued from page 3

looks ahead to an exciting new chapter focused on welcoming residents, expanding senior living options and becoming an even more connected part of the Sisters community.

"The Lodge is a special place, and Sisters is a special town," said Don Tavolacci, CEO and co-founder of CRH Northwest. "We see a wonderful opportunity to build on what's already here and create something that residents, families and the community can feel good about. We want people to enjoy their independence, feel at home and know people who care are around them. We're excited to be here and look forward to getting to know our neighbors."

A Beautiful Place to Call Home

Opened in 2019, The Lodge features 62 studio, one-bedroom and two-bedroom apartments in a single-level, lodge-style setting. Each residence has a private exterior entrance and patio, offering the comforts of home along with the friendships and conveniences of retirement community living.

Residents enjoy dining, comfortable common areas, a library, activities and opportunities to connect with others. With downtown Sisters nearby and views of the Three Sisters mountains, there's plenty to appreciate inside and outside the community.

More Senior Living Options on the Horizon

One of CRH Northwest's priorities is bringing licensed assisted living services back to The Lodge, giving older adults more options to remain in Sisters as their needs change.

CRH Northwest submitted an application for assisted living licensure to Oregon regulators in September 2026, and the company is working through the review and approval process.

To help families stay informed, The Lodge is developing an Assisted Living Priority Interest List for those interested in learning more about future services.

"We know how important it is for families to have good options close to home," said Austin Evans, president and CFO of CRH Northwest. "We'd love to start those conversations now, hear what people are looking for, and keep them informed as our plans move forward. Our goal is to create a place where residents enjoy their days, families feel welcome and everyone feels like they belong."

Families interested in future assisted living opportunities are encouraged to contact The Lodge to learn more about the interest list and how to receive updates.

Assisted living services are not currently available and remain subject to State of Oregon licensing and approval. Joining the interest list does not guarantee admission, apartment availability or an opening date.

CRH Northwest is also exploring plans for a future 24-unit memory care addition and covered parking. Architectural design work has begun, although these projects remain in the early planning stages and are subject to further review and applicable approvals.

Growing Together with the Sisters Community

Local business owners are already feeling the warm welcome. Sally Lauderdale Jacobson, principal broker and owner of Cascade Views Realty, recently sent a personal note to CRH Northwest welcoming its arrival in Sisters. "Small-town Sisters welcomes you!" Jacobson wrote.

The vision for The Lodge extends beyond its residences and services. It has offered its space to Serving Our Seniors, a local initiative that helps older adults, families and care partners connect with resources and one another. Its gathering program, The Hive, brings people together for conversation, friendship and community support.

CRH Northwest hopes to build on opportunities like these by developing lasting relationships with local organizations, businesses, volunteers and neighbors.

"We want The Lodge to feel like part of Sisters, not just a place in Sisters," added Evans. "Whether someone lives here, visits family, attends a gathering or simply stops by to see what we're doing, we want them to feel welcome."

Come See What's Ahead

The Lodge team invites anyone considering retirement living, helping a family member explore options or simply curious about the community to come for a visit. Tour an apartment, enjoy the common areas, take in the mountain views and meet the people who make The Lodge feel like home.

Those interested in future assisted living services are also welcome to reach out and ask about the developing Priority Interest List.

With a beautiful setting, a welcoming community and new opportunities on the horizon, The Lodge Retirement Community is looking forward to sharing its next chapter with the people of Sisters and Central Oregon.

thelodgeretirementcommunity.com



Find Your Perfect Setting



18829 Peony Place — WIDGI CREEK
$1,590,000
3 BED | 2.5 BA | 2,930 SF
Listed by Patty Dempsey, Principal Broker
541.480.5432



2737 NW Skyliners Road — TRAILSIDE
$2,100,000
3 BED | 2.5 BA | 1,591 SF
Listed by Tab Howard, Broker
310.346.3500



1804 NW Remarkable Drive — AWBREY BUTTE
$2,095,000
4 BED | 3.5 BA | 5,232 SF
Listed by David Gilmore, Broker
619.203.1749



711 Good Pasture Loop — RANCH OF THE CANYONS
$379,000
5.86 ACRES
Listed by Jenny Andrews & Lauren Kelling, Brokers
805.443.5440 | 541.588.2271



1230 NW Hartford Avenue — NW BEND
$2,195,000
4 BED | 3.5 BA | 3,270 SF
Listed by JP Faherty & Nick Wilhite, Broker & Principal Broker
971.806.2800 | 541.588.2711



57569 Ranch Cabins Lane — SUNRIVER
$580,000
2 BED | 2 BA | 1,003 SF
Listed by Brett Voss, Broker
503.457.5992

THE AGENCY BEND | 541.508.7430 | THEAGENCYBEND.COM