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Spring 2008

The Voice for Industry

2008 Export Surge: 58 Years in the Making

***The Boom In
Metal Trades***

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At the June 3 lunch:



- Keynote Address – Genie's Paul Caldarazzo provides a "been there, done that" presentation about the ways Genie is expanding its reach in the global economy.
- Hot Metal – Washington State metal trades are growing faster than computer services, and other highlights from the Northwest Industrial Index.

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- Supply Chain Boot Camp. Learn to strategically position your company to provide parts, supplies and services to OEMs and non-manufacturing firms. Hosted by Kate Visatek, founder of Supply Chain Visions.
- Boom Next Door. Alberta, Canada, is the site for \$175 billion in new construction to develop the region's vast oil reserves and there's billions more that's being invested in related residential and commercial growth. Brian Pleet of Strategico and Blaire Lancaster of Rainmaker will help you assess if this growing export market might work for your products or services.



At the June 2 Department of Commerce Export Awards:

- Nordic Tug and a half-dozen other Washington companies will be recognized for their success entering new export markets. Seafood buffet and no-host bar during this event at Salty's on Alki.



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Steel billets at Nucor
Photo by April Greer

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More Special Report - Manufacturing 2008

There are good reasons why the public doesn't understand the continued value of US manufacturing and two of them are 1) the Government, and 2) the News Media. *Seattle Industry* sheds light upon the darkness through these reports available online:

Northwest Industrial Index

Our better measure of manufacturing and industry.

Hotter Than Wireless?

In the 21st Century, the Washington state metal trades cluster grew faster and larger than real estate, insurance, computer services and the legal industry.

X Marks the Spot

Why the news about manufacturing was so bad while business was so good.

Plus,

Here, Here!

Britannia once ruled the waves – and in some ways, it still does, when you consider that a British built transoceanic trade network continues to link the US, Canada, Australia, and other former colonies where the language is familiar and the laws are similar. If you are thinking of exporting, this realization may help put some money in your pocket.

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2008

Export Surge: Six Years in the Making

Washington Output Grows Metal Trades Boom Mom and Pops Go Global

Asia Bound

Workers at the Nucor steel plant in West Seattle earn more than \$95,000 per year while making steel billets that weigh two to three tons each.

Such wages and weights might seem like heavy handicaps in the “flat earth” economics of the new global economy, but in real life the world is round, not flat, and from our corner of it the well-paid Nucor workers regularly now ship a small but profitable slice of their output 5,000 to 7,000 miles across the Pacific Ocean for conversion into rebar that will help hold up Asian highways, bridges, and high rises.

The weak dollar plays a role in this man-bites-dog of international commerce, but the real drivers are product availability and handling costs.

With Russia, China, and India consuming as much steel as they can make or import, it is difficult to find raw steel billets in other Asian counties – and when steel is available, it is both expensive and hard to handle, with billets usually sold in enormous bulk lots of up to 10,000 metric tons each.

These conditions create a demand for smaller, cheaper loads that are easier to move and store. Nucor managers called to let the steel traders know about these opportunities last year and learned “we had fallen off the radar screen,” according to plant manager Matt Lyons. “The traders called back and said they had forgotten there was a steel mill in Seattle. It turned out we were in a good position because of our access to deepwater ports in both Seattle and Tacoma.”

Nucor paired up with the Seattle-based shipper MacMillan-Piper, and in December the two companies began using containers to ship billets to Indonesia, Taiwan, and Vietnam. Because the billets are so heavy, each container can only carry a single layer of them. As forklift operator Dave Arnold recently loaded a layer of billets into a container at a MacMillan-Piper shipping yard, he observed, “I never thought we’d ship steel to Asia.”

But ship steel they do, and so it goes as the Washington manufacturing base extends a multi-billion-dollar production boom that is just about as remarkable as it is generally not remarked on.

Driven to Drink

Symptoms of our present economic angst began to show up statistically in the last half of 2007 in a vast database maintained by the Washington State Department of Revenue. The database is comprised of gross business revenue reports that must be filed for tax purposes by all companies for their operations inside the state, and as 2007 drew to a close the reports began to show signs of the slowdown.

Compared to 2006, revenues for banks and software publishing companies fell 1%, telecommunications company revenues dropped 5%, real estate firms slumped 6%, law firm billings declined 8%, insurance agency revenues sunk 10%, and retail was showing modest growth of just 4%.

It was enough to drive some to doctors, bartenders, and bookkeepers – and those trends showed up in the data too. Business revenues for health care climbed 21%, revenues for drinking establishments rose 26%, and accounting income zoomed up 60%.

But shining amid the gathering gloom, manufacturing revenues were up 11% and on pace to surpass the record \$122 billion that manufacturing companies contributed to the state economy in 2006.

Many experts would attribute such growth to the weaker dollar. However, as with Nucor's Asia-bound billets, the real story is both more complex and more interesting, as demonstrated by a survey of state revenue and job records for the period between 2002 and 2006. Those years were picked for the survey because 2002 was the statewide low point for the last recession and 2006 is the most recent year for which full data sets are available. Data here were updated to 2007 and into 2008 when it was possible to do so.

Northwest Industrial Index

The survey was conducted through the Northwest Industrial Index, a new tool for gauging the health of the state's industrial base. The program possesses the capacity to track revenue and job data for 473 subsectors of manufacturing that are defined by the North American Industrial Classification System (NAICS). At that level of detail, it is possible not only to distinguish between the contrasting fortunes of companies that make, say, wood products and food products, but it is also possible to differentiate between sub sectors of wood products and to track their impacts on other economic sectors.

For example, the 2002–2006 survey period captured a time of rapid growth in construction. That drove strong revenue and job growth in Washington's long-suffering wood products sector. Wood product revenues as a whole rose 56% to \$8.7 billion and jobs grew 15% to more than 20,000.

Within wood products, revenue growth was even stronger for the two largest subsectors of wood products, where sawmill revenues were up 66%, while plywood producers doubled revenues with 100% growth. And these positive impacts rippled throughout the industrial economy. For instance, companies that make sawmill equipment recorded 189% revenue growth to \$191 million, and the boost extended outside manufacturing, with wholesale lumber distributors experiencing 70% revenue growth to \$3.7 billion while their payrolls grew 31% to more than 4,000.

The “index” aspect of the research program is based on the revenue and job growth recorded by the entire private sector of the Washington State economy, making it possible to identify industrial sectors that may be growing faster than the economy as a whole, and those that may be lagging behind. During the survey period, overall private-sector revenues grew by 39% while jobs grew by 12%, suggesting wood products and related sectors were faring better than the overall business base.



Nucor paired up with the Seattle-based shipper MacMillan-Piper, and in December the two companies began using containers to ship billets to Indonesia, Taiwan, and Vietnam. Because the billets are so heavy, each container can only carry a single layer of them.

Like any research model, the Index is limited. Revenues are not the same as profits, and the state data can only provide a rear-view look at the economy that may be up to six months old due to the time that is required for the state to compile the information. For instance, long before the sub-prime lending crisis made the news, companies making wood products and other building supplies in our state began to slump with the slowdown in U.S. construction.

However, the state data is also supplemented by broader information about manufacturing that is available through federal export reports and private surveys, including a monthly regional report compiled by the National Association of Purchasing Managers – Western Washington. Statistics are also augmented by interviews with actual companies to see if the statistical trends ring true.

Put it all together, and the result is a picture of Washington State manufacturing that is far more comprehensive – and more positive – than the ones that regularly dominate the news media and most government reports.

From 2002 through 2006, while the national news trumpeted the growing U.S. trade imbalance, the rise of China, and the chronic woes of U.S. automakers, Washington State manufacturing was on a remarkable run, fueled in the first portion of the period by the dramatic growth in construction and in the second phase by the dramatic turnaround of The Boeing Company's commercial aircraft division.

Since hitting a low point in 2004, aircraft manufacturing revenues grew by 43% to \$32.7 billion by the end of 2006, and the growth rate through 2007 was over 22%.

Even better numbers were put up by small companies in other sectors that rarely reach the civic radar screen. The survey identified ten other manufacturing sectors that experienced faster revenue or job growth than the economy as a whole, and if you want to better understand this unheralded upside of the state's manufacturing base, one of the best places to start is with The Vaughan Company outside tiny Montesano in rural southwestern Washington.

A One-Man Welding Shop

The company was founded in 1963 by a man named Jim Vaughan, who up to that point owned a gas station and a one-man welding shop. Vaughan's welding customers included local farmers who experienced chronic breakdowns in the pumps that they used to wash out their barns.

Sucking up the wastewater, the pumps clogged with manure, baling wire, and other debris. Vaughan tried to fix the problem by welding fingerlike lengths of steel across the pump intake valves. When positioned just right, the steel fingers meshed with the spinning impeller blades to create a scissor action that chopped up the gunk as it entered the pump, vastly improving machine productivity and longevity.

Vaughan secured a U.S. patent for his invention and opened a small factory.

Today, 11 of his grandchildren and other relatives work with 70 coworkers to design, build, and sell "Vaughan Chopper Pumps" to customers in more than 60 countries.

Vaughan's initial vision for the business was much more modest, according to his granddaughter Suzanne Vaughan, the company's director of international sales.

"He used to tell my grandmother, 'Hazel, someday we'll sell these pumps east of the mountains.' He meant the Cascades. Now, the only continent where we aren't selling pumps is Antarctica."

Hot Metal

The Vaughan Company's success is admirable, but according to the 2002–2006 survey it was not truly exceptional. The company belongs to a cluster of machine manufacturers, metal fabricators, and metal makers that is sometimes referred to as the metal trades. These are the companies that make the metal products, parts, machines, and other mechanical contraptions that turn the wheels of modern industry.

Six years ago such companies were among the U.S. "metal benders" that many experts believed were doomed to economic obsolescence. However, instead of lumbering toward the tar pits of oblivion these sectors were on the brink of dramatic growth.

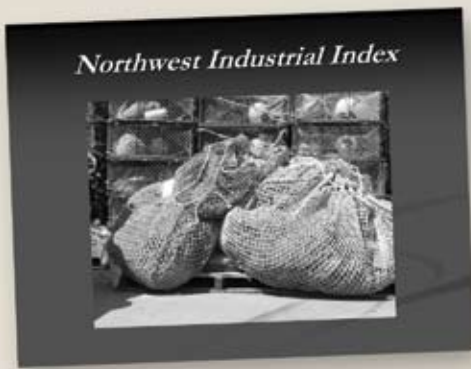


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NW Industrial Index

HOW, WHY

If job counts were a be-all, end-all economic indicator, we should all be starving by now because of the drop in US farm jobs. Instead, we suffer from a national obesity epidemic.

Yet in spite of their limitations, job counts dominate public perceptions of US manufacturing because of all the media attention paid to employment reports published by state and federal agencies documenting the “drop in US factory jobs.” Each report is presented as if it is “news,” when it is usually anything but.

US manufacturing employment has dropped in nearly each of the 29 years that have passed since the sector reached its historic job peak in 1979. As a percentage of the US job base, manufacturing has dropped nearly every year since 1950.

The Northwest Industrial Index produces a far different view of manufacturing because it captures business revenues as well as jobs, and because it has the capacity to track manufacturing at a high level of detail. Most other reports or surveys treat “manufacturing” as a singular entity, resulting in mountains of data that obscure the actual peaks and valleys that make up the manufacturing landscape.

Manufacturing takes in activities ranging from the production of apple juice to gasoline and the Northwest Industrial Index captures that diversity through its capacity to examine all 473 subsets of manufacturing that are defined by the federal governments of the US, Canada and Mexico.

Revenue figures are drawn from gross business revenues that must be reported to the Washington State Department of Revenue for tax purposes by all companies for their operations within the state. Job counts come from the state. Federal export data is included when it seems relevant. Statistical research is augmented by interviews with actual businesses to learn if the statistical trends ring true.

The Index is put together for *Seattle Industry* by the Manufacturing Industrial Council of Seattle, a group that represents traditional industrial companies. Results are updated regularly and distributed in various forms to elected officials in local, regional, state, and federal government.

“Smart regions build on their economic strengths, and it is hard to do that if you don’t have a good understanding of what your strengths really are,” said Dave Gering, MIC’s Executive Director. “More glamorous sectors usually make the headlines but basic industries still create the wealth and the career opportunities that make this region such a great place to live. Our goal is to help people remember the businesses that still bring home the bacon.” ■

Most other reports or surveys treat “manufacturing” as a singular entity, resulting in mountains of data that obscure the actual peaks and valleys that make up the manufacturing landscape.

Northwest Industrial Index

From 2002 through 2006, Washington metal trade companies collectively recorded revenue growth of 105%, to \$12.9 billion. That was more than double the revenue growth rate for the private sector as a whole, and while some of the increase was due to inflated commodity prices for bulk metal, the growth rates were actually better for companies making machines – up 117% – while metal fabricator revenues grew by a respectable 74%.

Jobs in machine making and fabricating also grew faster than the economy as a whole, rising almost 15% to 33,000.

Part of the growth was fueled by increased productivity: per-worker revenue in the cluster jumped from \$180,000 in 2002 to \$322,000 in 2006.

But an extra boost came from exports. From 2002 through 2007, Washington metal trade exports grew by 192% to more than \$3.6 billion. That was double the 91% growth rate for all state exports, and these exports represented 28% of metal trades revenues.

Revenue growth for all three sectors continued throughout 2007, with metal makers up 19%, metal fabricators up 14%, and machine makers up 11%.

The Top Ten

These numbers were good enough to land metal makers, fabricators, and machine makers on the list of the top ten sectors that outperformed the overall economy for revenue or job growth during the 2002–2006 survey period. Others on the list included

boat makers, companies making beverages (mostly wine), furniture makers, businesses making electrical appliances and systems, and companies making wood products and building supplies.

Boeing did not make the list because the survey period included three straight years – 2002, 2003, and 2004 – when aircraft revenues and jobs declined. Meanwhile, companies making aircraft parts made the growth list due to their success selling to Airbus and other customers during the Boeing downturn.

Also missing from the list is truck-maker Paccar, but this is due to the limitations of relying on state data, not the nature of truck making in our state. Truck revenues are not reported by the state because the sector is so dominated by Paccar it would violate state rules that protect the confidentiality of individual business reports. However, the survey period included some outstanding years for Paccar, including 2005, when the company posted a \$1 billion profit and earned a U.S. presidential National Medal of Technology. It was the 67th year in a row that Paccar turned a profit.

Like all surveys of past behavior, the state data tells us nothing about future performance. Yet in a world where the past often proves to be prelude, the survey provides a few revelations that would seem to bode well.

Wealth Creation

First and foremost, manufacturing remains by far the leading source of wealth creation in Washington State through its capac-

HOTTER THAN WIRELESS?

No, the metal trades cluster wasn't hotter than wireless communications in the first half of the decade – but the metal benders didn't miss by much. Washington State companies providing wireless communications reported 106% revenue growth – to \$3.5 billion – from 2002 through 2006, while metal trades revenue grew 105% to \$12.9 billion.

But the metal trades did grow faster than companies providing computer services. Firms that program, design, and maintain computer networks had 65% revenue growth to \$6 billion and job growth of 8% to 24,739. The metal trades not only beat the computer geeks for revenue growth, but jobs in machine manufacturing and metal fabricating grew faster, too, rising 15% to 32,000. Jobs in metal production remain far below their peak from the last 1990s, but grew by 9% during the survey period, 4,855 to 5,318.

By volume, the metal trades also grew to generate far more sales in 2006 than these other, much more visible business sectors:

- All real estate companies, \$8.9 billion.
- All telecommunications firms, \$8.8 billion.
- All insurance companies, \$6.3 billion.
- And private sector legal services, \$4 billion.



ity to produce goods “here” that can be sold “there,” bringing back export dollars that make our economic pie bigger.

Unlike many other regions of the US in Washington manufacturing is also (so far) even retaining its share of the state economy in spite of global changes and the rise of service sectors. Manufacturing accounted for about 22% of all private-sector revenues in 2006, the same share it held in 1994. So with Boeing possessing a record backlog of aircraft and defense orders valued at more than \$330 billion, it appears that manufacturing will remain a big part of our state’s economy for years to come.

Of course, great as Boeing is, the ten growth sectors identified in the 2002–2006 survey also helped to identify some less-obvious strengths of the state’s manufacturing base.

Only two of the ten growth sectors produced consumer goods: beverages and furniture. The other eight produced capital goods that are sold to other businesses and, in the era of the “China price” and the Wal-Mart retail phenomenon, the focus on capital goods helps to insulate our state from the pain felt in other regions that relied on companies making consumer goods. And while times are now tough for companies making wood products and other building supplies, those sectors will pick up again when construction does.

The growth sectors are also dominated by companies that are extremely small. In 2006, according to state records, the ten growth sectors included more than 5,683 companies that averaged just 20 workers each. In the metal trades, the average number was even lower with an average of 16 workers per business. In an era of rapid change and emerging opportunities, we’re blessed with a nimble base that can adapt quickly – and it does.

Moreover, while these companies are small, they exert a large and growing collective impact.

From 2002 through 2006, the small companies that dominate the growth sectors enjoyed collective revenue growth of 69%, and in 2006 their output was valued at \$34.8 billion. That was \$2.1 billion more than revenues from aircraft manufacturing, and the 69% revenue growth rate for these small firms was a major reason why the 2002–2004 Boeing downturn did not have the negative impact that it otherwise would have.

The growth of the metal-trade cluster also highlights the strategic advantage of our place in the world.

Much is made of our proximity to Asia and its export opportunities, and those definitely are assets. But closer to home the greater Pacific Northwest remains a major hub for large-scale development and production of oil and natural gas, agriculture, timber, and commercial fishing. As one of the newest parts of North America, the region will also continue to see major construction activity for generations to come. Each of these activities drives demand for mechanical equipment and related parts, and – to a great extent – local companies continue to meet these needs.

But the manufacturing base also faces major long-term challenges. It may be a strategic advantage to have a diverse bunch of small manufacturers today, but such companies are extremely thin



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when it comes to management, and that makes them vulnerable to the ever-growing volumes of red tape and regulations that are produced by every legislative session and nearly every city council or county commission meeting.

And in spite of the highly publicized reports about declines in “U.S. factory jobs,” manufacturing faces a growing shortage of technical professionals. The overall job numbers in Washington manufacturing are now about 18% below the all-time high achieved in 1998. This is why there may be no better time than the present to be an aspiring engineer, welder, or machine operator. And that’s especially the case when you factor in baby boomer retirements and continued job growth in some manufacturing sectors.

At the same time, our education and workforce development systems appear to be years away from understanding this labor need, let alone meeting it. Thanks to poor reporting by the news media and government agencies, manufacturing is viewed by many as a rusting relic of the past instead of a pathway to a rewarding future.

Father Doesn't Always Know Best

Forget cowboys. Many parents don’t want their kids to grow up to be manufacturers. Ask Matt Lyons, the general manager

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Family experience can help drive home what educators don't. Which takes us back The Vaughan Company outside tiny Montesano where family of Jim and Hazel Vaughan design, make, improve and sell Vaughan "chopper pumps" in 60 countries around the world.

of the Nucor plant. When Lyons went to work at the West Seattle steel mill 20 years ago his father was aghast. "He said, 'What the heck are you doing taking a job in a steel mill?'"

The protest possessed resonance because Lyon's father worked at the West Seattle mill, as did his grandfather. Lyons was the first college graduate in the family, earning a degree in mechanical engineering from Washington State University, and his dad, understandably, didn't want Matt to become a third-generation steel worker.

But Lyons felt the old mill offered a target-rich learning environment for a beginning engineer and he assured his dad he would only stay for a few years. However, Lyons soon met a receptionist at the plant and they wound up getting married and raising a family. Last year, he was promoted to general manager. This year he hit the 20-year mark.

However, the old mill is not the same one Lyons walked into back 1988.

In 2002, the West Seattle plant was purchased by Nucor Steel, based in Charlotte, North Carolina. Nucor nearly went under during the 1980s recession that decimated much of the U.S. steel industry, but under its legendary CEO Ken Iverson, Nucor emerged as one of the largest steel producers in North America, energized by a corporate culture driven by a pledge of no layoffs and generous incentive pay for those workers who can match the company's high expectations for safety and production.

When Nucor bought the old Seattle plant, no one lost his or her job, except for the previous general manager. This fact not only underscored Nucor's commitment to no layoffs, it also helped

to highlight the behavioral changes that then took place under Nucor's progressive management practices.

Employing the exact same employees and production equipment, the workers reduced their accident/injury rate by 28% during their first year under Nucor management and the plant's accident rate remains more than 50% below the industry average. At the very same time, production rose 23% during the first year, nearly matching the rate by which injuries fell, and under Nucor's incentive-based pay system, pay began to rise with output, with base pay and profit sharing eventually growing by 46% to provide average compensation of \$95,000 per worker.

New equipment will allow the plant to increase its annual output by 35% to nearly 1.1 million tons, and the company will be expanding its payroll of 290 employees by 20 to 25 new workers. The company is already beginning to look around for the new production workers.

One person who won't be hired is Lyon's eldest son, who followed his dad's footsteps to WSU and an engineering degree, but who can't follow him into the Nucor mill. Nucor forbids general managers from hiring relatives. Matt's son took a job at Genie Industries in Redmond.

All in the Family

Family experience can help drive home what educators don't – namely, in the 21st Century, manufacturing continues to provide strong career paths to rewarding futures. Which takes us back The Vaughan Company outside tiny Montesano where 11 grandchildren and other relatives of Jim and Hazel Vaughan design, make, improve and sell Vaughan "chopper pumps" in 60 countries around the world.

In addition to granddaughter Suzanne, the marketing director, the payroll includes grandson Dale, who is company president and Suzanne's brother.

It is difficult to visit them without feeling optimistic about the enduring success of U.S. industry and the American capacity to design, build, and sell better mousetraps.

Almost from its inception, The Vaughan Company occasionally sold pumps to international buyers who heard about their unique chopping characteristics. But the company didn't begin to develop a real export program until two decades ago, using the assistance of the U.S. Department of Commerce. Over the past five years, the effort has paid off as export sales grew by more than 80%.

The weaker dollar helped, but the primary selling point remains Grandpa Jim's innovation. While Jim and Hazel defined their company's economic horizon by the Cascade Mountains, granddaughter Suzanne sees no limits. Sales growth slowed to 6% in 2007 but the future looks bright.

"Ours is one of those products that is required by certain businesses regardless of the economy," she said. "There is always a new customer. The company just keeps growing." ■

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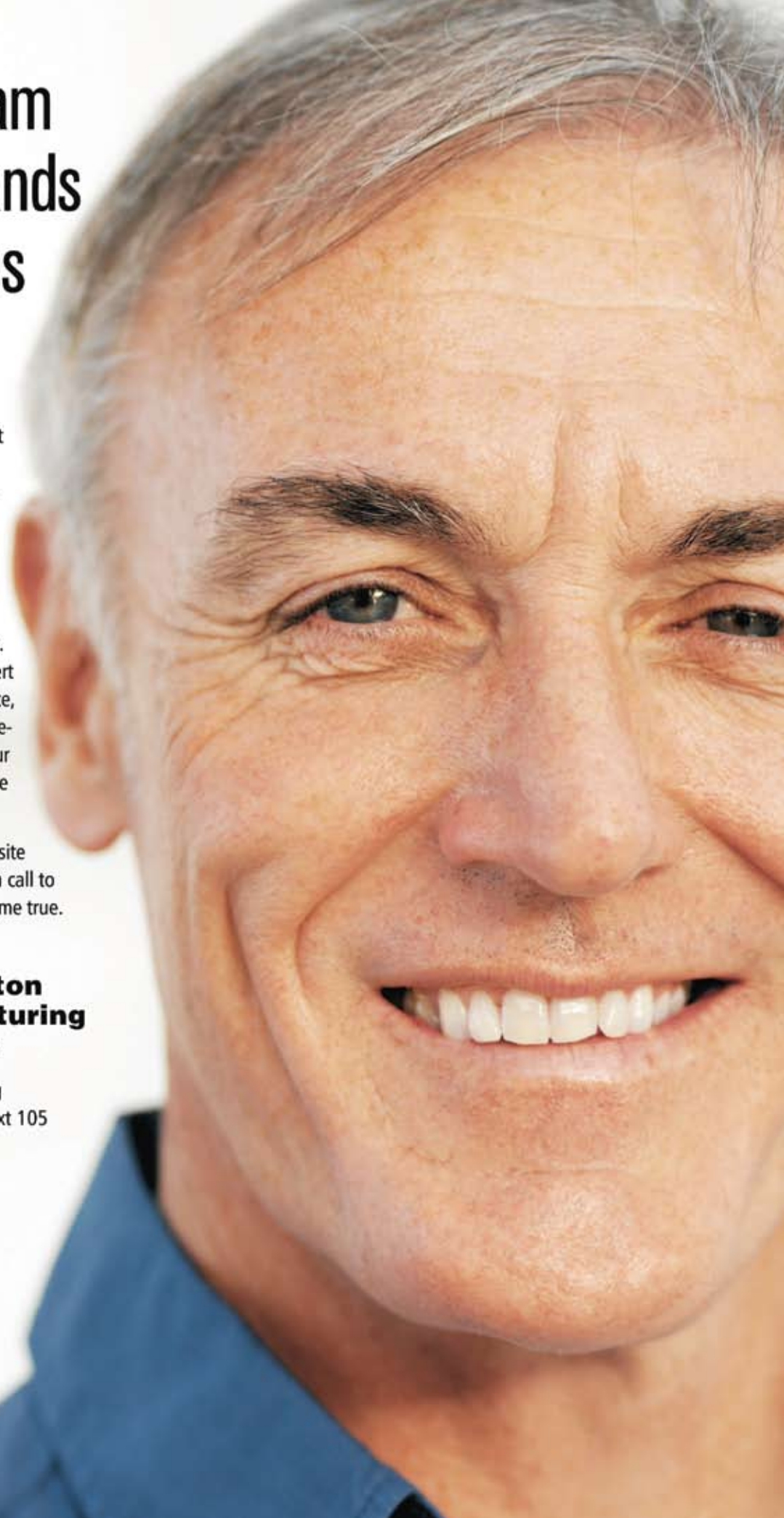
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Genie Industries UP FROM THE BASEMENT

Genie Industries possesses one of the best founding stories in the business history of the Pacific Northwest. The company came to life in the basement of the north Seattle home of Bud Bushnell, who figured out how to use the power of a single bottle of carbon dioxide to power a contraption that he called a Genie Hoist. The name derived from the *I Dream of Jeannie* sixties sitcom.

Today, Genie is a world-class manufacturer of lift equipment. The company has more than 3,000 employees at ten plants around the world and its lines of lift trucks and other lift equipment are now available in more than 70 countries.

Genie's keys to success will be described by the company's Vice-President of Operations Paul Caldarazzo at the keynote lunch program for the 6th Annual Washington Manufacturing Appreciation Symposium on Tuesday, June 3, 2008, at Emerald Downs.

Based in Redmond, Washington, Genie was recognized as the Washington State Manufacturer of the Year for 2008 by the Association of Washington Business.

The lunch program will be preceded by a morning workshop, "Supply Chain Boot Camp," and lunch will be followed by an afternoon program, "The Boom Next Door," about export opportunities created by the oil boom in Alberta, Canada.



The all-day June 3 event will be preceded by a reception on the evening of June 2 in Seattle at Salty's on Alki, where the U.S. Department of Commerce will present its annual Export Achievement Awards to Washington companies. The reception will include a seafood buffet and no-host bar.

Register for any the events or learn more about the programs at www.camps-us.com/symposium. Admission for the lunch and workshops is \$125 with a discount to \$95 for members of sponsoring organizations. Lunch only is \$65 with a discount to \$50 for members.

Washington Manufacturing Appreciation is sponsored by the Center for Advanced Manufacturing Puget Sound (CAMPS), the Greater Kent Chamber of Commerce, the Association of Washington Business, and the Manufacturing Industrial Council of Seattle in partnership with KeyBank and Moss Adams.

Keynote Lunch
Noon to 1:30 p.m. June 3
Emerald Downs

Supply Chain Boot Camp

CAMPS HELPS COMPANIES COMPETE

Two years ago, more than 700 Puget Sound manufacturers and supply chain professionals responded to an extensive feasibility study by saying they wanted to work with an organization that could help them compete in the global economy and gain new access to supply chains for original equipment manufacturers (OEM) as well as non-manufacturing customers.

This January, their wish was fulfilled with the launch of the Center for Advanced Manufacturing Puget Sound (CAMPS), sponsor of the "Supply Chain Boot Camp" where companies can learn about supply chain strategies and positioning.

Kate Vitasek, national supply chain strategist and educator, will lead the boot camp. She will assist companies that want to position themselves in the supply chains of other companies or create their own. Vitasek will define supply chain management, focusing on the key drivers to an effective supply chain strategy. She will also identify the key participants, processes, and partners, and show how to bring them all together.

The boot camp is among several projects that CAMPS will initiate this year. CAMPS has already begun hosting monthly executive-team roundtables in Kent for its members the fourth Thursday of each month, from 7 to 9 a.m. The roundtables provide time to network and share experiences, according to CAMPS Executive Director Tom McLaughlin. McLaughlin was hired last fall and has 30 years experience in manufacturing.

CAMPS was conceived six years ago by the City of Kent and the Kent Chamber of Commerce. In only a few months, CAMPS has drawn members from manufacturers and supply chain partners from around the Puget Sound. For more information, visit www.camps-us.com. "I see us having a hundred members by the end of the year," McLaughlin said.

Among other items on its work program, CAMPS is compiling a list of pre-reviewed and qualified experts to assist members. It is also assembling a database about innovation. It is also offering state-of-the-company assessments to help smaller companies assess their current status, plans and what's required to meet their goals.

Supply Chain Boot Camp
9:30 to Noon June 3, 2008
Emerald Downs



The Boom Next Door

CANADIAN FIRMS HELP AMERICANS TAP OIL SANDS

Alberta's vast oil sands are now the target of development projects with expenditures estimated at \$175 billion and Washington is the nearest source of potential American assistance for Canadian companies seeking partners to take on an enormous, growing volume of work. Opportunities exist not only in oil development but in all the new homes, commercial buildings, consumer services, and products that are required to support an expected influx of around 250,000 new people into Alberta.

"The Boom Next Door" will help Washington manufacturers connect with these export opportunities through two Canadian firms that are beginning to help U.S. companies find Canadian partners and business opportunities.

One firm, Strategico, will be represented by Brian Pleet. Strategico is a consortium of 18 Canadian consultants with expertise in aligning company value delivery from relationship building, marketing, organization and market intelligence. After 17 years, Strategico has developed contacts with 4,000 Canadian companies. Strategico recently provided matchmaking services at a trade show in Edmonton for companies including Spokane-based United Coatings. "They set up six meetings for us that produced two good leads. We were happy with them," said Randy Rugg of UC's international sales staff.

The other firm is Rainmaker, represented by Blaire Lancaster. Rainmaker is staffed primarily by former Canadian government officials. Rainmaker helps non-Canadian companies with hands-on business development as well as research and marketing and access to decision-makers. Rainmaker recently connected a UK steel fabricator with Shell Canada, resulting in a sale worth \$10 million.

The Boom Next Door

1:45 to 5 p.m. June 3

Emerald Downs



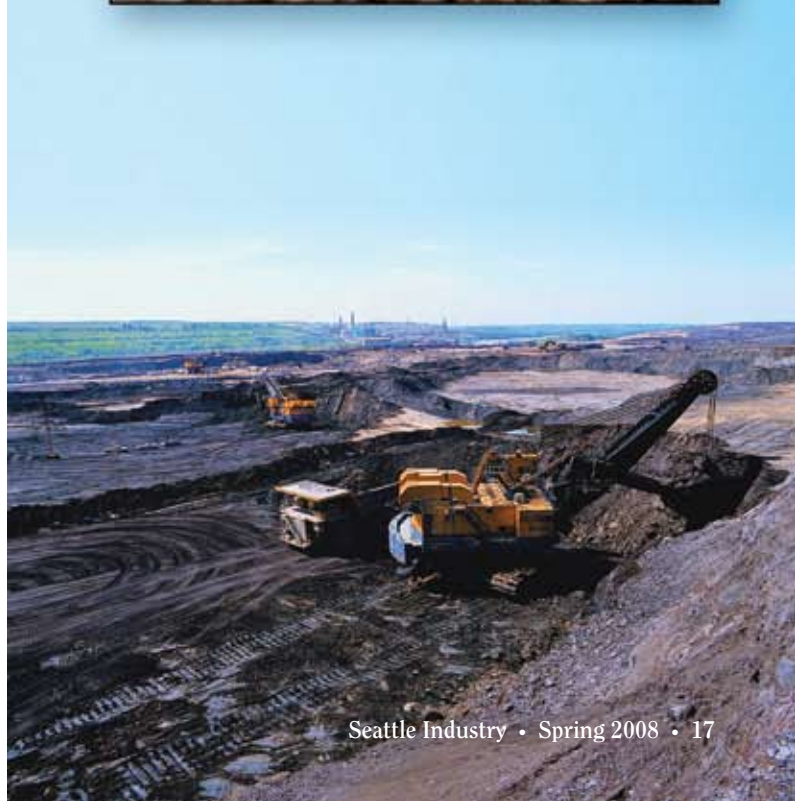
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Yacht owners, unite!

NORDIC EYES RUSSIAN MARKET FOR LUXURY 'TUGS'

Last year, while the U.S. economy was still sizzling, Nordic Tug in Burlington, Washington, worked with the U.S. Department of Commerce to explore the possibility of selling their unique tug-style yachts in the United Kingdom. Good thing. Today, says vice-president David Goehring, "The domestic market is really down and we're glad we're exporting."

Nordic has sold two yachts so far through its English distributor – not bad for a company that turns out just 40 to 60 highly crafted boats each year – and the company is now looking to expand into Russia, Goehring said. "We're very hopeful. Russia looks like a market that's going to boom in the next decade."

A growing yacht market in the Land of Lenin? The very concept was once inconceivable, but welcome to 2008 when more and more small and mid-sized Washington companies are selling their goods in some of the least likely corners of the planet.

Nordic and three other Washington State companies received Export Achievement Awards this year from the Seattle office of the U.S. Department of Commerce for their successful moves into foreign markets. The awards will be presented the evening of June 2 at Salty's on Alki in Seattle. Other Export Achievement Award winners include:

Feed Logic Systems. Based in Lynden, Feed Logic designs and makes high-tech livestock feeding systems. The company is now selling its systems in Australia.

Greenwood Technologies. Located in Bellevue, this company makes a clean, energy-efficient wood-burning furnace. The company also entered the Australian market.

M&B Metals, Bellevue. M&B is a metal broker that is now providing manganese scrap metal to the Philippines.

Each company was aided in its export efforts by staff from the Seattle Export Assistance Center of the U.S. Commerce Department. That might remind some of the old joke: We're from the government and we're here to help. But, Goehring says, the government staff really was helpful.

After researching Nordic's product line, the export service researched the yacht market in England, coming up with 40 prospective brokers. Nordic's management team then went over that list, doing its own research and whittling the field down to the four best prospects.

Staff for the export service helped line up meetings and the Nordic crew flew to England to meet the prospects, eventually picking a broker based at the Hamble Point Marina in South Hampton on the southern English coast.

The U.S. Commerce Department charges businesses for its services, but Goehring said the total bill added up to just \$765. "It's almost a token amount and they gave us tremendous service."

For more information about export assistance, call Diane Mooney, at 206-556-5615, extension 236. ■

**Export Achievement Awards
5 to 7 p.m. June 2, 2008
Salty's on Alki**



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This is the latest installment in a series of articles about the enduring value of the social and economic ties between Alaska and Washington.



Golden Eggs

Pollock Roe Net Millions in Seattle

By Dan Catchpole

Need salted duck eggs? Or sekihan, the small, deep-red beans common to East Asia? How about frozen eel direct from Japan? All these products and many more Asian delicacies are often available at the Uwajimaya store in Seattle's International District.

But if you want mentaiko – also known as pollock roe – you usually won't find it because it is too expensive and too scarce. Yet every February and March Seattle becomes the mentaiko wholesale center of the universe, home to pollock roe auctions that can fetch up to \$300 or \$400 million every year.

The auctions are part of a commercial triangle that links Alaska, Seattle, and East Asia.

The eggs come from Walleye Pollock, fish that breed in enormous schools in the Bering Sea north of the Aleutian Islands. The Alaskan pollock fishery is the largest food fishery in the world, accounting for 35% of all commercial landings in the U.S. In 2004 that translated into 1,519,927 metric tons of fish, and, by weight, the roe is by far the most profitable portion of the catch.

The auctions are held in Seattle because it's the home port for most of the companies that catch the fish.



The buyers scrutinized the roe samples in solemn silence, making notes on bid sheets that they held close to their chests.

Buyers come from Japan, Korea, and other Asian countries where mentaiko is often given as a gift at New Years and other holidays. The phrase is a combination of the Korean word for “pollock” – mentai or myong tae – and the Japanese word for “child” – ko. In other words, “pollock-children,” and the gifts are meant to bestow virility.

The auctions are held on Piers 90 and 91, two huge docks that jut out 2,000 feet into Elliott Bay from the Interbay industrial district in north Seattle.

At a recent auction, buyers were pelted with rain as they moved between the mobile homes while gusts of wind whipped waves against the pier. But, inside the buildings, the rooms glowed with an odd yellow light. The exact shade is a trade secret because it is designed to show the eggs at their most appealing. The eggs themselves come in small, lung-shaped clusters that are displayed in trays arrayed on long tables.

The buyers scrutinized the roe samples in solemn silence, making notes on bid sheets that they held close to their chests. The samples come from huge lots that are kept on ice in Alaskan warehouses.

The buyers picked up the egg sacs, felt their texture, squeezed them for firmness, cut them open and smelled them. Some buyers set down paint chips against the eggs to check for color. Some took photos which they e-mailed to their superiors on the other side of the Pacific. Others took samples back to their hotel rooms and brined them overnight.

Bids are submitted the morning after the egg inspections and are opened at noon. Bids are never made impulsively. Depending on their respective company’s needs, the buyers purchase eggs in lots of a few hundred thousand dollars to tens of millions.

“You’re holding the future of your company for the rest of the year in your hands,” said one buyer.

Watching the buyers and anxiously awaiting the noontime bid opening was Do-Young Yun, vice-president of the Arctic Storm Management Group. The company owns two catcher/processor trawlers, and one of them, the *Arctic Fjord*, harvested the roe batches that were displayed the day before.

“There’s a lot of anticipation, lots of pressure,” Yun said, his voice colored by a soft Korean lilt. “Stress level –” He raised a hand to indicate “high.”

Then he added, “Very exciting actually, you know. Just like today, I’m getting the first bid of the year, and [it’s] nerve-racking getting into twelve o’clock. I’m trying to calm down.”

When the bids were opened, it turned out to be a successful year for the *Arctic Fjord*. “We got a pretty good price,” Yun said.

Thirty years ago, the pollock fishery was controlled by foreign vessels, mostly Japanese, but with some Korean and Russian ships too. Then the Magnuson-Stevens Fisheries Conservation Act of 1976 established the 200-mile Exclusive Economic Zone, carving out a rich U.S. pollock fishery in the Bering Sea and around the Aleutian Islands, and triggering the birth of the U.S. fleet of catcher/processor trawlers, or C/P trawlers.

C/P trawlers range from 200 to 350 feet in length and have crews of from 90 to 150. These workhorses of the industry are both trawlers and factory ships that are capable of fully processing pollock and cod into fillets, fish sticks, and surimi, the protein paste used to make Komoboko, a dense, gelatinous fish cake. The most widely known form of Komoboko is the imitation crab that has become popular recently in the U.S. Komoboko is a staple in Japanese cuisine, including sushi.

Most of the 19 processor/trawlers in the U.S. fleet are based at Piers 90 and 91 at Interbay in Seattle. Every January, the boats head north for the opening of the Pollock “A” season and the same boats usually make two or three trips in each season.

Winter is the prime fishing season because that’s when the pollock form huge, dense schools in the deep ocean and start moving to shallower spawning grounds. Schools are so big they are sometimes measured by miles. Food becomes so short in the jam that the fish resort to cannibalism, with juveniles accounting for almost half the diet of an adult.

The trawlers use echo-sounding devices to pick up the schools as they come onto the continental shelf, usually in 100 to 300 meters of water. The fish schools can be packed so close that trawler

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The auctions are held on Piers 90 and 91, two huge docks that jut out 2,000 feet into Elliott Bay from the Interbay industrial district in north Seattle.

nets will clog if they are pulled through the middle, so the trawlers usually work the margins of the schools, scooping up fish and bringing them on board at the rate of about 500 per minute.

Crewmembers grade and sort the pollock as they come on board, and the fish are then moved by conveyor belt inside the trawler where they are processed.

First the head is removed, and then fillets are stripped off each side. Next the guts and roe are removed. The fillets are used either to make blocks or individual fillets, or are ground up and made into surimi for Komoboko. The guts and the skeleton of the fish are sent to the fish-meal plant where they are converted into meal that is then used in the aquaculture industry. Virtually everything from the pollock is used in some manner. Even the fish oil is collected and used to power the vessels' engines.

It is a remarkably "green" fishery. The fishing companies work with Federal and Alaskan authorities to protect the long-term commercial viability of the fishery. In 2006, the fishing companies' Pollock Conservation Cooperative received the first annual Stewardship and Sustainability Award from the National Oceanic and Atmospheric Administration (NOAA).

In 2004, the Bering Sea and Aleutian Island pollock fishery became the tenth fishery in the world to be certified as "sustainable" by the London-based Marine Stewardship Council.

But not all agree that the fishery is on the right track. For some environmental groups, the trawlers are symbols of resource depletion and human damage to the oceans, and they argue for a new approach that stresses protection for the entire ecosystem, not just the species.



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However, according to federal and state agencies, the Bering Sea pollock populations have grown remarkably since the 1960s.

On the fishing grounds, everything intended for sale is flash-frozen aboard the trawlers. At the end of each trip, the catch is offloaded at Dutch Harbor in the Aleutians, and roe samples are flown to Seattle, where they're kept in cold storage at a refrigerated warehouse on Pier 90 until the auctions.

The eggs make up just 5% of the total catch by weight, but they account for one-third of the value of the total catch. There's a joke in the industry that everything else is just by-product.

Because of the high financial stakes, auction preparation is meticulous. Ventilation in the mobile homes has to be controlled for moisture and aroma. The temperature has to be maintained so the roe thaws in time, but not too quickly, otherwise the color will darken. Too slow and it will still be frozen.

Presentation can mean a difference of hundreds of thousands of dollars in sales. To determine their bids, buyers assess the color, size, maturity, and firmness of the roe and whether it's damage-free. Roe that is too light in color is over-mature, meaning it's also too watery. Too dark means it's bruised or sat out unfrozen too long after being caught.

The best roe is "mako," which means "real" or "genuine" in Japanese. Mako roe can cost between \$15 and \$20 per kilogram.

Roe auctions are also held in Korea and in Russia, but Seattle's are the largest auctions, and Alaskan pollock roe is considered a superior product.

Mentaiko is considered a Korean specialty but its commercial production is centered in Fukuoka, Japan. Like the smoked salmon or Applets and Cotlets that are sold at Sea-Tac Airport, mentaiko is one of Fukuoka's most popular souvenirs.

Some eat mentaiko in the U.S., and it has a following on food blogs. In one recent posting, a blogger described it as "that orange glob of spicy bitter saltiness that I crave."

But it is still hard to find in markets or restaurants and it usually pops up, if at all, at specialty Japanese or Korean grocery stores, except when it arrives like a gold rush at roe auctions in Seattle. ■



Roe auctions are also held in Korea and in Russia, but Seattle's are the largest auctions, and Alaskan pollock roe is considered a superior product.



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Rustoleum?

Seattle Tightens up Industrial Zones

On December 17, 2007, the Seattle City Council took a decisive step to maintain the city's bustling but besieged industrial base – something many observers believed might never happen.

By a 6 to 3 vote, the council reduced the amount of nonindustrial office and retail development that can take place on roughly 5,000 acres of land in south and north Seattle currently zoned for industrial use. Previous zoning regulations allowed up to 100,000 square feet of nonindustrial development per lot, encouraging investors and speculators to buy up the land for its nonindustrial development potential and encouraging land owners to run off industrial tenants.

The new regulations lower the limit to 10,000 SF of non industrial growth in the city's IG-1 zone and 25,000 SF for property zoned IG-2.

The issue was brought to a head by a phenomenon seldom seen in local civic circles: a citizen advisory report that produced results other than an accumulation of dust.

The report to the Mayor and the City Council came from the City of Seattle Planning Commission, an independent advisory body created in 1946.

The Planning Commission initiated a study of industrial lands two years ago, prompted by concern for the rising number of industrial rezoning proposals that were regularly being made to City Hall. The commission felt the city lacked an adequate knowledge base to assess the individual proposals and their cumulative impact on city policies, which strongly support industrial job retention.

The commission determined that Seattle's industrial base is healthy, but threatened by the zoning regulations that were supposed to implement and support its industrial land policies, not weaken them. Examining policies in other cities, the commission found that places such as Chicago, and Portland, Oregon, limit nonindustrial growth to 5,000 or 10,000 SF per lot. By contrast, Seattle allowed up to ten times more nonindustrial expansion.



The commission found that the zoning encouraged speculation by investors who were buying up industrial land for its nonindustrial development potential while discouraging landowners from renewing leases with industrial tenants.

The commission recommended a much lower lid on nonindustrial growth. Mayor Greg Nickels responded with a proposal to change the zoning as part of a new industrial support initiative. The Council adopted a compromise bill that still allows up to 25,000 SF of nonindustrial use in IG-2 zones. That's far more than other cities, but far less than what Seattle zoning previously allowed.

The legislation was adopted following a short, but intense, political battle as developers and some landowners deployed a team of top-tier lobbyists, lawyers, and public relations agents to defeat the legislation. Their argument? Industry in Seattle is dead.

Legislation supporters included not-dead industrial businesses and industrial property owners – along with environmental organizations, organized labor, and a federation of Seattle community councils. Their argument? Industry remains the economic bedrock of the city. Industrial firms generated \$31 billion in sales in 2006, according to a survey of city B&O tax records. That was far more than the \$17 billion generated by the retail sector, or the \$20 billion billed by service providers and neither the retail nor the service sectors would have recorded those sales and service levels without the wealth created by industrial businesses and workers.

Council members voting for the legislation were Peter Steinbrueck, David Della, Nick Licata, Richard McIver, Jean Godden, and Sally Clark. Opposed were Richard Conlin, Jan Drago, and Tom Rasmussen.



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The victory was tempered by the fact that of the supporters, Steinbrueck and Della left when their council terms expired at the end of 2007. They were replaced by two new council members, Tim Burgess and Bruce Harrell.

The adopted legislation included a companion measure that opens the door to review industrial zoning in boundary areas by the end of 2008.

Opponents almost immediately made clear they will use that opening to attempt to overthrow the whole package, reminding everyone that redevelopment pressure in Seattle is much like rust: it never sleeps.

Nevertheless, thanks to the Planning Commission, in 2007 the city found its own version of land use rustoleum* by identifying the enormous loopholes that had existed in the old industrial zoning.

**Editor's note:* Rust-Oleum is the brand name for a line of protective paint invented by Robert Fergusson, a Scotland-born New Orleans fishing boat captain, who discovered that raw fish oil inhibited rust. Fergusson spent years developing a fish-oil based paint that stopped rust and didn't stink like fish. Thus was born the Rust-Oleum brand and with it, the Rust-Oleum Corporation, which is now part of the international conglomerate, RIN International, based in Hartwell, Illinois. ■

Opponents (to the nonindustrial development limitation legislation) almost immediately made clear they will use that opening to attempt to overthrow the whole package, reminding everyone that redevelopment pressure in Seattle is much like rust: it never sleeps.

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HI, NEIGHBOR





From left to right, Noreen, Jim, and Roger Miller

Ballard Transfer: **Trucking Company Beats Fuel Bills**

By Dan Catchpole

Twenty years ago, the Miller family made a fundamental decision about how to best manage their trucking company, Ballard Transfer. "We realized that the one factor we could not control was fuel costs," says co-owner Jim Miller. "You can't exactly call up Standard Oil and tell them you need a lower price."

So, the family decided to phase out long-distance jobs to specialize in short moves of complex equipment and sensitive cargoes. The strategy paid off big time in February as Ballard Transfer racked up its best month in 78 years while other trucking companies gagged on ever higher fuel bills.

When the University of Washington needs to move a multi-million-dollar MRI machine or Woodland Park Zoo has an elephant that has to travel back east, Ballard Transfer is the company they call because of its reputation for handling tough moves.

The marine industry in Ballard has also been a major source of business since the fleet was established around Fishermens

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Terminal in Salmon Bay. Today, the fleet accounts for half of the company's work, but that business segment requires mostly short trips from Ballard to Olympia and Bellingham as the company carries parts and equipment to boats preparing to fish in the Bering Sea.

A recent job called for the company's drivers to hoist an MRI machine through a gaping hole cut in the floor of a loading dock at University Hospital. The move required the drivers to set up an anchor and pulley system to lift the 10 ton piece of equipment up and onto the loading dock floor. Then they loaded the piece of delicate equipment onto a forklift and moved it to the back of a flatbed truck.

"Our drivers are not what most people would consider a truck driver to be," Jim Miller said. "We'd hire more drivers if we could find them, but they have to be qualified."

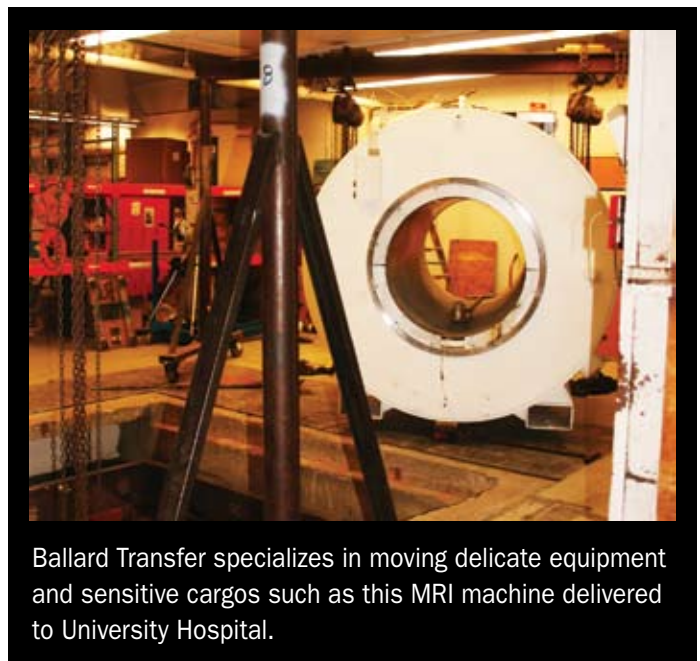
The move was aided by CDK Construction Services, Inc., whose project manager, Duane Wald, said, "I would never trust anyone but Ballard Transfer to pull this off."

Ballard Transfer doesn't just move delicate cargoes; it also moves dangerous ones, such as Gamma Knives, medical devices that use the rays from radioactive Cobalt-60 to perform noninvasive surgical procedures. Each time the Cobalt-60 has to be refilled, the entire machine has to come out of the building. Ballard Transfer handles precision moves like this for a number of hospitals. "You have to bat a thousand on something like that," said Dave Miller, Jim's brother.

The two brothers and their sister, Noreen, own and manage the company. Another brother, Stephen, was also a partner, but he passed away unexpectedly last January.

Their father, Roger Miller, still drops by the shop on a regular basis although he's now 90 years old. Their grandfather, Scott Miller, purchased the company in 1930. The company was founded 102 years-ago.

While the company's business model has stood the test of time, its future in Ballard is uncertain due to gentrification. A chiropractic clinic and a violin company stand next to the company's front door on NW Market Street.



Ballard Transfer specializes in moving delicate equipment and sensitive cargos such as this MRI machine delivered to University Hospital.

Behind the office, NW 54th Street runs along the edge of Salmon Bay, lined by shipyards and marine support companies. Last year, a speeding motorist lost control of his pickup truck on NW 54th and killed himself while plowing into Ballard Transfer's maintenance shop. The accident took place shortly after the company's maintenance crew departed for the evening.

A planned extension of the Burke-Gilman bike path would run between Ballard Transfer and its industrial neighbors to the east. The Millers worry trail traffic will block their trucks from access to their property while creating a dangerous mix of trucks and cyclists.

"This is a Ballard-based business that's 102 years old, and the Burke-Gilman Trail is going to force us out of business," Jim said in an exasperated voice.

Beating Standard Oil was one thing; defeating gentrification is quite another. Miller said the company would seek to stay in Seattle if it is forced to move. ■

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Clean Up With



Program Helps Businesses Call 206-762-2470

Car campers, homeless people, and independent truckers looking for overnight parking places. All were welcomed by a "live and let live" philosophy until things got out of hand in a small industrial neighborhood tucked away beside the First Avenue South Bridge in Seattle's Georgetown area.

That's when eight business owners teamed up with volunteers from Seattle First to address problems involving vandalism, theft, litter, and trespassing. After three months, the neighborhood was cleaned up and it remains so today.

"It's amazing how some little bits of change can add up to make such a big difference," said one of the business owners.

Continue ahead to learn how your business might benefit from Seattle First.



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60 Seattle business owners used Seattle First to solve problems. Should you?

From its unique politics to its various urban peculiarities, Seattle offers challenges that industrial business owners won't find in most parts of the Evergreen State. On the other hand the city also offers a unique program that summons public and private resources to help industrial businesses solve the day-to-day problems that are sometimes part of life in the Emerald City.

Called Seattle First, the program provides a team of city staff members and private consultants who can help businesses solve problems involving public agencies, access to support services, or relocation issues. Over the past three years, the Seattle First team has been called in to help 160 businesses, and it was able to find solutions for 60 of them.

In one case, Seattle First brought in representatives from five public agencies to deal with multiple problems that arose from an influx of homeless people, car campers, and independent truckers who began settling into a small business neighborhood near the First Avenue South Bridge along the Duwamish River.

The independent truckers wanted overnight parking spaces,

the homeless people and the car campers wanted places to sleep and live, and this convergence of desires soon resulted in blocked driveways, theft from buildings and vehicles, vandalism, litter, piles of debris – and piles of even-worse-than-debris.

The solutions required police services, legal services, drainage services, brush clearing, and fence building, and by the time the interventions were completed the neighborhood was in better shape than it was when the newcomers first started arriving.

"We found the right people to work with when we found Seattle First," said Kevin Sutherland, owner of Commercial Floor Distributors. "We were totally ineffective dealing on our own with the city. Seattle First took the time to understand our issues and brought the right people from the city to deal with the police, sewer, water, and drainage issues."

The intake window is always open at Seattle First. For general information, call the Manufacturing Industrial Council of Seattle at 206-762-2470. If you have problems, the Seattle First team members on the following page may be part of your solution.



"We found the right people to work with when we found Seattle First," said Kevin Sutherland, owner of Commercial Floor Distributors. "We were totally ineffective dealing on our own with the city."



**Kris Effetz, the Mayor's
Small Business Advocate
City of Seattle
Kris.Effertz@seattle.gov
206-684-BIZZ**

Kris has a wealth of contacts thanks to her career in city government – and she is empowered by the Mayor to get things done, if something can be done. Last year, she interceded for the Ballard Transfer trucking company to iron out a dispute over requirements for sidewalk improvements. “Kris was really great. We weren’t getting anywhere and she got us what we needed,” said Jim Miller, company co-owner.



**Jason Dardis, Architect
Mulvaney G2
425-463-1532**

Mulvaney G2 is a leading provider of development services. Mulvaney supports Jason’s work with Seattle First as a way to “give back” to the Seattle industrial business community. Jason has provided volunteer help on issues involving B&G Machine, Cascade Designs, Markey Machine, and Impex Development. Jason enjoys working on the diversity of challenges addressed by Seattle First and being able to provide help to Seattle industrial companies.



**Roque DeHerrera
Industrial Permit Liaison,
City of Seattle DPD
206-684-4196**



**Andrew Crowder
International Markets, WA State CTED
206-256-61440**



**Charlie Cuniff
Environmental Regulations,
ECOSS
206-767-0432**



**Darcy Kooiker
Tax Services, Berntson Porter
& Company
425-454-7990**



**Bryan Stevens
Industrial Permit Liaison
City of Seattle
206-684-5045**

The Department of Planning and Development assigns Bryan to help bird-dog permits for industrial projects because industrial owners often attempt to secure permits on their own and can use assistance. There is a much lower volume of industrial permits than for commercial projects, so planning staff members tend to have less experience with industrial projects. Bryan can help fill the gaps and did so to help Independent Metals expand in South Park and General Biodiesel move to West Marginal Way.



**Kevin Burrell
Environmental Regulations
206-767-0432**

Kevin directs the Environmental Coalition of South Seattle, a nonprofit agency that specializes in helping businesses comply with environmental regulations; the agency also works as an intermediary with environmental agencies. ECOSS is more than a decade old and has extensive experience in addressing issues involving hazardous materials.



**John Kane
Environmental Remediation,
Kane Environmental
206-691-0476**



**Bob Swain
Real Estate,
Puget Sound
Properties
425-586-5622**



**Marilyn
Young Skogland
Program Manager, Manufacturing Industrial
Council
206-762-2470**



Helping Industry Grow Stronger in Seattle

The goal of Seattle First is to provide practical problem-solving services for industrial businesses facing challenges with governmental regulations or relocations.

The program was designed by industrial business managers and owners. Service includes free access to a team of trouble-shooters from the private and public sector.

In addition to problem-solving, Seattle First helps businesses tap into dozens of free and low cost services that are available to Seattle industrial firms.

Troubleshooting

Seattle First connects businesses with government troubleshooters assigned to help solve problems. We'll help keep small problems from growing!

REGULATIONS:

- Fire
- Labor & Industries
- Environmental

TRANSPORTATION SOLUTIONS:

- Freight Mobility
- Construction Impacts
- Commuter Incentives

CITY SERVICES:

- Parking
- Permitting
- Public Safety

Business Development

Seattle First helps tap you into services and programs you might not otherwise know about.

- State tax incentives for manufacturers
- International marketing resources
- Low cost capital investment loans for industrial users
- Lean Manufacturing services
- Reduced cost customized work force training
- Work Place English training

***See our Business Resource Guide at
www.seattleindustry.org for more help.***

We're in Your Corner



Join us and get behind the benefits of the one-two punch that serves Seattle's industrial business community.

Transportation. Permits. Land use. Labor supply. Problems with public institutions and agencies. Relationships with elected officials.

The list of challenges is nearly endless. The Manufacturing Industrial Council and the Duwamish Transportation Association can help you overcome them and we have a track record to prove it.

Call 206-762-2470 to learn more about how you and your company can benefit from joining the MIC or the TMA. A membership in either gets you the full benefits of both.

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