

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



FROM: Supervisor John Tavaglione
Supervisor John J. Benoit

SUBMITTAL DATE:
September 26, 2012


SUBJECT: Authorization to enter into Bilateral Trade Agreement, Vancouver, British Columbia, Canada

RECOMMENDED MOTION: That the Board of Supervisors directs:

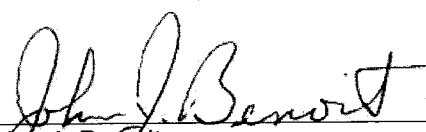
- 1.) The County Executive Officer to direct the EDA–Office of Foreign Trade to negotiate a Bilateral Trade Agreement with the Office of the Mayor of the City of Vancouver, British Columbia, Canada;
- 2.) That the County Executive Officer is authorized to execute said agreement along with members of the Board of Supervisors, constitutional officers of the County of Riverside, Assistant CEO, Assistant CEO/EDA, Managing Director/EDA, and the Commissioner of Foreign Trade are also authorized to sign and attest to this agreement; and
- 3.) That the signing ceremony for this Bilateral Trade Agreement take place within the County of Riverside on/or about October 11, 2012 and that elected officials from jurisdictions within the County of Riverside also be encouraged to participate in this important activity along with the Canada California Business Council President and CEO.

BACKGROUND: The nation of Canada, its provinces, and cities play a key role in the economic well-being of the County of Riverside and its 28 incorporated cities. Claremont McKenna College economists report that Riverside County exports fully 41 percent of all products manufactured in this county to Canada. Our County Agricultural Commissioner also reports that Canada is amongst our Top 5 destinations for agricultural products grown and produced by our farmers in Riverside County. The Brookings Institution and the Rockefeller Foundation report that "Exports are a key driver in what is being identified as the 'Next Economy'" post-Great Recession.

(Continued)



John F. Tavaglione
County Supervisor, 2nd District

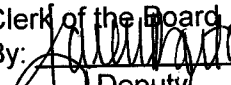


John J. Benoit,
County Supervisor, 4th District

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Ashley, seconded by Supervisor Benoit and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Buster, Tavaglione, Stone, Benoit and Ashley
Nays: None
Absent: None
Date: October 2, 2012
xc: Supvr. Benoit, Supvr. Tavaglione, EDA

Kecia Harper-Ihem
Clerk of the Board
By: 
Deputy

Supervisor John Tavaglione

Supervisor John J. Benoit

Authorization to Enter into a Bilateral Trade Agreement, Vancouver, British Columbia, Canada

September 26, 2012

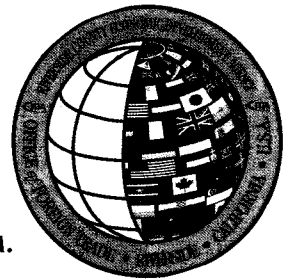
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BACKGROUND: (Continued)

In just 10 years, 95 percent of all consumers will reside outside our nation. It is also forecasted that fully 80 percent of the economic growth in that period will also be outside the United States of America. To open new international markets for our goods, products, and services our county has taken a leadership position in developing a bilateral agreement and trading partnerships to assist our local business owners in job retention, job creation, and sales increases. Most recently the National Association of Counties has recognized our effort and placed this county in a leadership position on the national level on trade, exports, and Foreign Direct Investment (FDI). The development and signing of a bilateral agreement with the City of Vancouver; British Columbia, Canada recognizes the importance of trade and international cooperation between jurisdictions that foster trade and jobs creation in the "New Economy".



RIVERSIDE COUNTY, CALIFORNIA EXPORT



Foreign Trade Benefits, Trends, Successes through Riverside County, CA, U.S.A.

California's Leading Export Magazine

STRONG EXPORT PROGRAM IN RIVERSIDE COUNTY GAINS NATIONAL NOTICE

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August 2012 | COMPLIMENTARY ISSUE

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MORENO VALLEY
WHERE DREAMS SOAR



FROM THE OFT COMMISSIONER

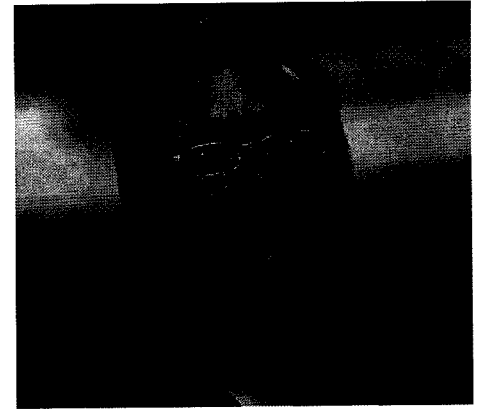
One of the common themes that has emerged since we began this magazine earlier this year is the high regard that customers outside the U.S. have for American-made products – and the opportunity that presents for business owners and manufacturers in Riverside County.

This month, we feature three companies that are taking that well-deserved reputation and putting it to good use in promoting their products abroad. We also take a look at how Riverside County is shaping up compared to other metropolitan areas when it comes to foreign trade, and the news is pretty impressive.

Carr Manufacturing, Regal Spas and Eliminator Boats each is developing a strong customer base outside our borders, and they are doing so in areas – after-market vehicle parts, spas and performance watercraft – where there is plenty of competition, often from foreign companies that are seeking to gain market share by selling cheaper products.

But while competitors may offer a lower price for a product that is not well-made, the American reputation for quality is winning out in the end. And that reputation is paying off for the Riverside County businesses that have made the effort to go international.

Carr Manufacturing, for example, is doing quite well abroad after its leadership made a strategic decision to broaden the company's sales area to include the rest of the world, then went out and found the right personnel to make the evolution happen. As a result, Carr is excelling in areas such as some of the



smaller countries in the Persian Gulf region where the company did not anticipate especially strong sales.

Regal Spas is another success story, and its success mirrors that which we are having here at the Riverside County Economic Development Agency's Office of Foreign Trade. Regal recently shipped products to Croatia, which is one of Riverside County's official trading partners. We at the OFT were thrilled to make the introduction, and we look forward to Regal's continued success.

Finally, Eliminator Boats has weathered what has been a sharp downturn for all boat builders in the last few years, in part because of the company's ability to sell outside the U.S. borders. Nigeria has been a strong customer for Eliminator, as have a slew of other overseas countries, showing how international trade can make a significant difference in a company's bottom line.

I look forward to sharing more news of our success next month!

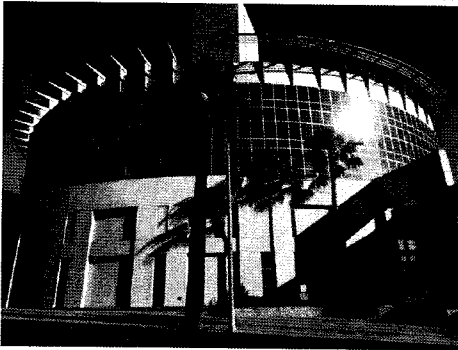
With warm regards,

Tom Freeman

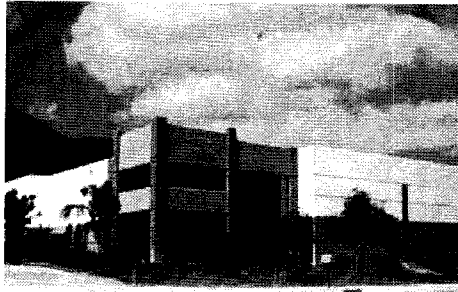
Riverside County Trade Commissioner

EXPORT MAGAZINE

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RIVERSIDE COUNTY, CALIFORNIA

EXPORT MAGAZINE

Foreign Trade Benefits, Trends, Successes
through Riverside County, CA, U.S.A.

EXPORT MAGAZINE

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Office of Foreign Trade



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RIVERSIDE COUNTY'S SUCCESS IN DEVELOPING A STRONG EXPORT PROGRAM CONTINUES TO GAIN NOTICE AROUND THE COUNTRY AND AROUND THE WORLD.

A new study from the Brookings Institution, a Washington, D.C. think tank, ranked the Riverside metropolitan statistical area 24th among the top 100 metropolitan areas for export performance. With \$10.9 billion of export value, the Riverside MSA ranked just behind Pittsburgh and ahead of the Denver, Charlotte and Baltimore MSAs.

The report, entitled "Export Nation 2012: How U.S. Metropolitan Areas Are Driving National Growth," found that, even as the country was losing jobs overall, export-supported jobs rose almost 6 percent in 2010, the most recent year for which statistics were available.

Exports directly supported 39,400 jobs in the Riverside MSA, which ranked the area 23rd in the nation in 2010, the most recent year for which statistics are available. Exports supported 73,600 jobs overall, which ranked the area 24th in the U.S., Brookings found.

"This report documents very clearly what many of us in Riverside County have known intuitively – exports are making a difference in the success of local business and in the lives of Riverside County families who depend on jobs that are supported by our exporting success," said Supervisor and Board Chair, John Tavaglione.

He went on to say, "The Board of Supervisors has made it a priority to build on our county's exporting success, and this report from Brookings

is a validation of that decision."

The overall value of exports in the Riverside MSA rose 9.5 percent from 2009 to 2010, an increase over the previous five years, when annualized export values increased about 9.3 percent, according to Brookings. Exports made up about 8.3 percent of the Riverside MSA's gross domestic product in 2010, the study found.

The Riverside MSA experienced double-digit growth in nearly all of its top 10 export sectors, according to Brookings. Such sectors included:

Transportation equipment + 13.7 percent.

Machinery + 18.6 percent.

Computers + 20.5 percent.

Agriculture + 9 percent.

Food + 14.2 percent.

Plastics + 13.7 percent.

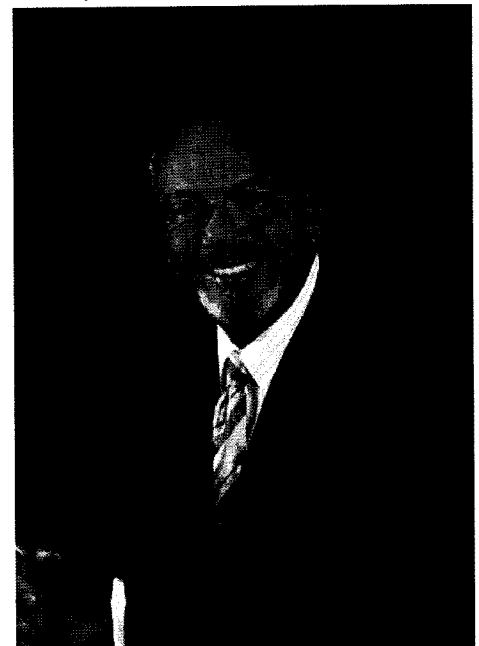
Freight + 10 percent.

Petroleum + 67 percent.

Metal products + 13 percent.

Medical equipment + 1.7 percent.

Among other, much larger, areas of California, Los Angeles MSA



*Riverside County Board of Supervisors
Chairman John Tavaglione.*

ranked #1, followed by San Francisco (#6), San Jose (#11) and San Diego (#17). Las Vegas finished #36.

Canada and Mexico remain the largest export markets for U.S. companies, with about a quarter of good and services that were exported in 2010 headed to those two countries, Brookings found. Emerging markets for U.S. exports include Brazil, India and China.

Brookings is not the only entity to recognize Riverside County's success.

Global Trade magazine noted in its August/September (2012) issue that the Riverside metropolitan statistical area has been "very aggressive in its pursuit of international trade," ranking the county within the Top 50 areas for global trade in the U.S.

The region enjoys healthy trade relationships with Canada, Mexico and Japan, among other countries, the magazine noted. The region is especially strong in the export of manufactured

commodities, computer and electronic products and transportation equipment, Global Trade found.

The magazine attributed some of that success to the fact that 20 area cities are located in foreign trade zones, which provide for "duty-free treatment to goods processed for foreign trade." For example, shoe maker Skechers will save more than \$3 million per year through the FTZ program, the magazine said.

The county also is drawing attention for its agricultural exports. Agriculture plays a significant role in Riverside County exports, in large part because the county produces \$1 billion-plus worth of agricultural products each year.

In fact, Riverside County produced \$1.28 billion in total gross valuation of agricultural products in 2011, according to the most recent crop report from the Riverside County Agricultural Commissioner's Office. That's an increase of \$188.6 million, or 17.2 percent, over the prior year and represents a new record for Riverside County.

Agriculture represents a direct economic contribution to the Riverside County economy of \$2.68 billion, and an overall impact of \$4.33 billion, according to the Ag Commissioner's report. Agriculture supports 29,702 jobs in Riverside County, including 14,700 jobs that are directly supported by agriculture.



Riverside County Administration Building

Of the total valuation of agricultural products, agricultural crops made up about \$990 million of that amount, an increase of 15.4 percent. Livestock and poultry production increased nearly 24 percent to about \$292 million.

The highest valued crop in the county, nursery stock, increased in value 18.2 percent to just over \$200 million. The rest of the county's top five crops, included milk at \$191.8 million, up 32 percent; table grapes at \$118.5 million, up 28 percent; hay at \$101 million; and bell peppers at \$85.2 million.

Some of the products that have been exported most over the years in Riverside County include citrus, hay, grapes, vegetables and livestock. More than 60 countries receive products from Riverside County. In recent years, the top consumers of Riverside County agricultural products have been Japan (35 percent), China (20 percent), Mexico (13 percent), Canada (6 percent) and Korea (5 percent).

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SEVEN DECADES IN THE U.S. AND CANADIAN MARKETS, CARR MANUFACTURING SEES EXPORTING A DOUBLE DIGIT PART OF THEIR BUSINESS IN NEXT FIVE YEARS.

By Phil Pitchford

Carr Manufacturing made no secret of what it wanted out of Steve Norris when the Temecula company hired him as its director of sales and marketing – the ability to sell the company's high-end, after-market vehicle accessories to a worldwide audience.

At that time, Carr, founded in 1945, was active only in the U.S. and Canada. But President and CEO Jeff Carr, grandson of founder Vernon Carr, saw the potential for international business and tapped Norris to make it happen.

"Jeff brought me in specifically to grow the business globally and to also get us into e-commerce, direct marketing and social media," Norris said. "Jeff saw that as a great opportunity for us."



CARR Headquarters



Carr shop in 1945



Steve Norris, Director of Marketing

About 18 months later, Carr Manufacturing now has customers in Mexico, Kuwait, Saudi Arabia, Dubai, Brazil, the United Kingdom, Germany, Belgium, Australia, New Zealand and Venezuela.

"We are pretty much in all of the European Union countries now, and there are more on the books for the next 12 months," Norris said. "The bulk of our sales occur in the United States, but international is now a growing part of our business and a strategy that is really paying off."

Carr sells about 250 items, mostly in the category of sidesteps, tow-hook and hitch steps, toolbox steps and light bars. A sidestep, for example, attaches to the side of a truck or other

large vehicle and allows the owner to get into the vehicle easier. The same principle applies to many of the company's other step products

But, unlike other after-market products, Carr's steps can be installed by the vehicle owner, with minimal mechanical knowledge required. The company operates a 24-hour technical support line and offers YouTube videos on the Internet to demonstrate how to install products.

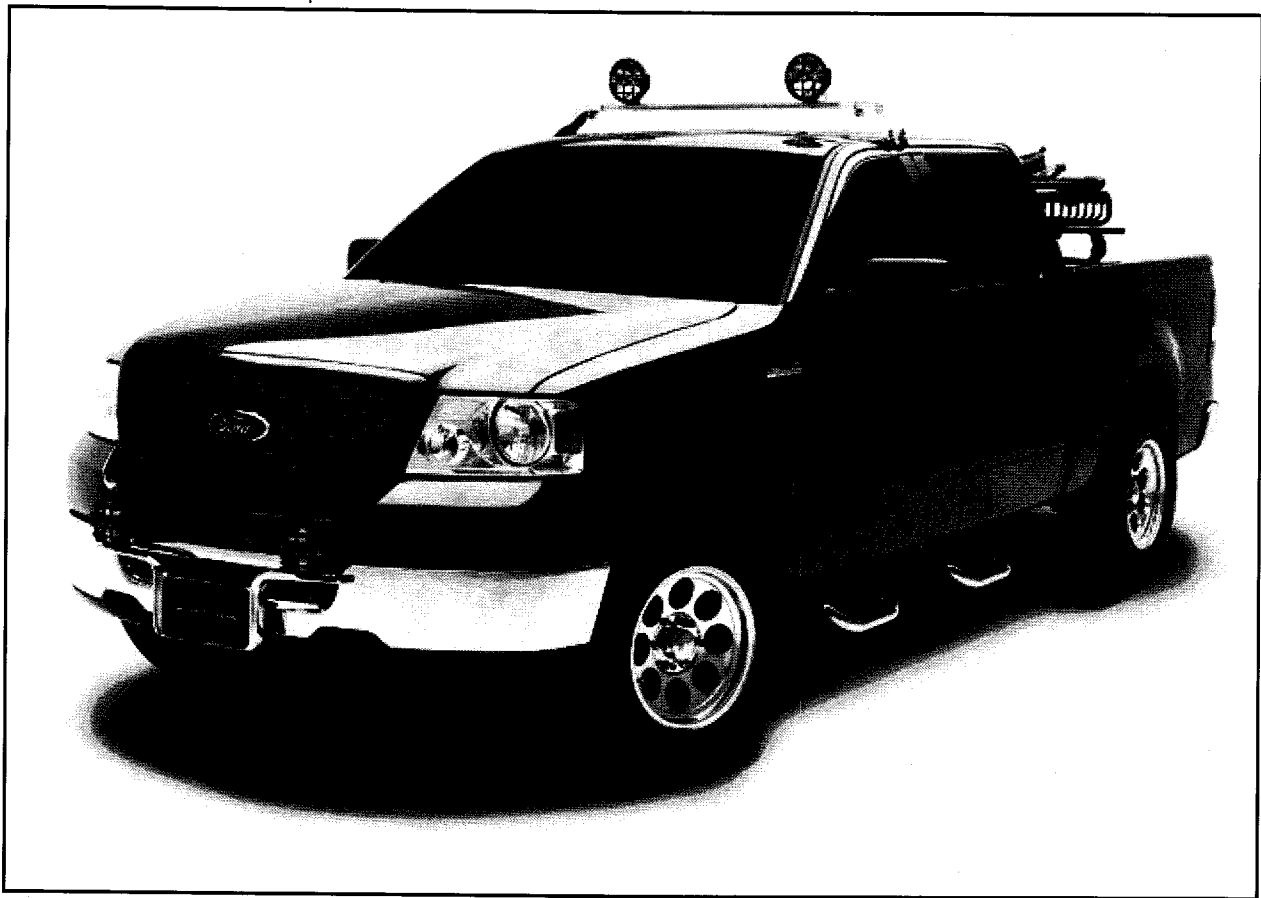
"Steps and light bars – that's what we do and what we are known for," Norris said. "If anybody wants to add additional lighting to their car or truck, we can fit it."

Along the way, Norris discovered that conventional wisdom doesn't

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This truck is outfitted with CARR manufactured products.

always hold true in international trade. For example, the company typically targets countries with large numbers of people and large numbers of vehicles, which did not suggest much opportunity in the Middle East.

"Our strategic plan actually had them low on our priority list," Norris said. "The area is way down the list in terms of population, compared to other areas. But sometimes you hit some home runs that you wouldn't expect."

Now countries in the Persian Gulf region collectively make up Carr's second-largest market, after the U.S., led by the United Arab Emirates.

"We get more business out of that tiny speck of geography than I would have ever imagined," Norris said with a laugh. "Who would have thought? But they have money they are willing to spend on their vehicles."

Carr products appeal to overseas buyers because Carr has been in the market for decades, Norris said.

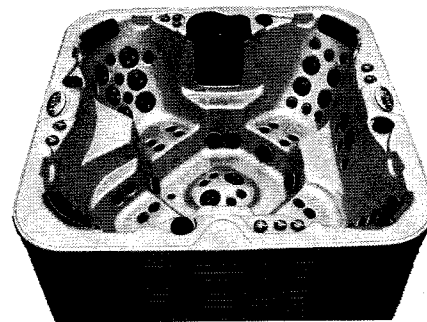
"Plus, our product is more functional and adjustable, which means that somebody can install the product themselves to their liking, the way they want them," he said.

American males ages 18-35 think nothing

of buying a vehicle, then spending another \$10,000 to change the wheels and tires and add on other accessories, Norris said. Overseas customers are not at that point yet, he said, but they are catching up fast, which is why he keeps a map of the world in his office.

"That map is your customer. There is plenty of business out there," Norris said. "There are areas where we are planting seeds and looking forward to seeing the fruits of our labors. Five years from now, I think it (exporting) will be a double-digit part of our business."

REGAL SPAS MAKES EVERYTHING THAT GOES INTO ITS SPAS AND EXPORTS TO OVERSEAS BUYERS THAT WANT A HIGH QUALITY, RELIABLE U. S. MADE PRODUCT.

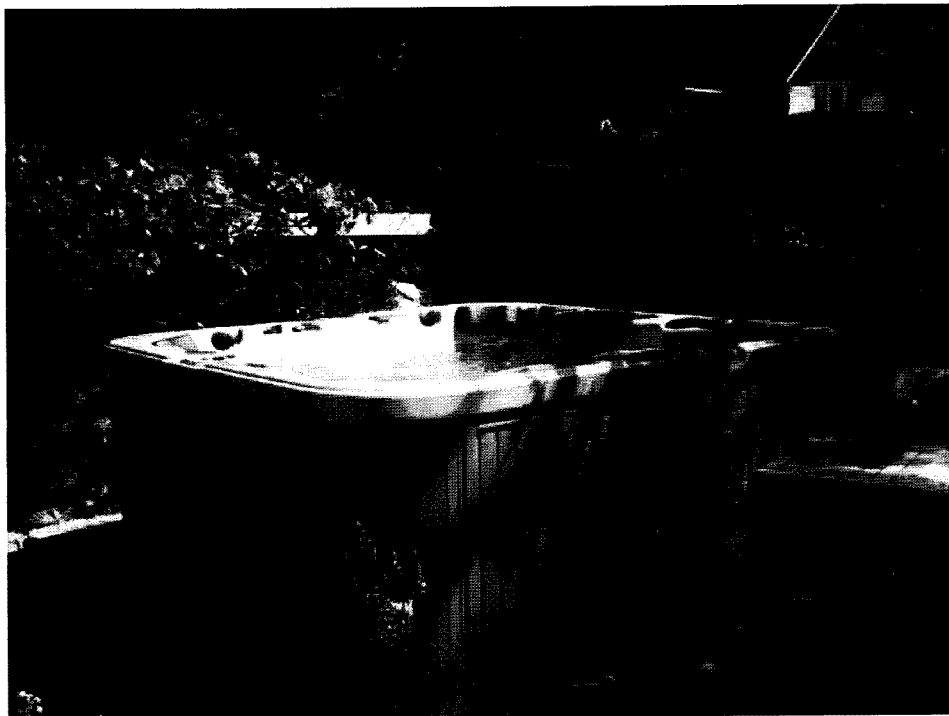
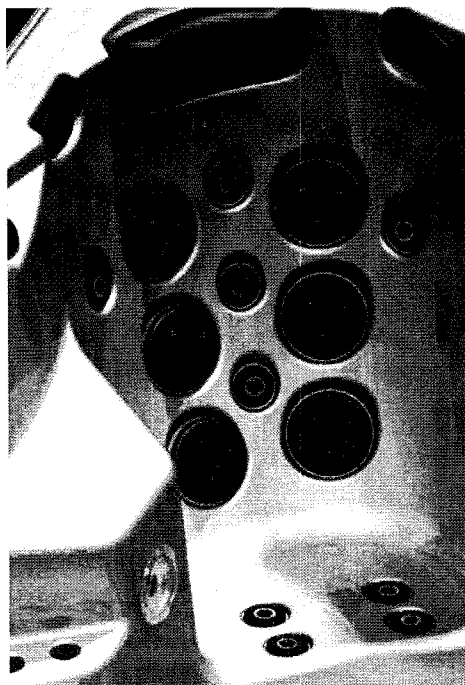


By Phil Pitchford

For Mirna Elnar and her company, Regal Spas Inc., success is measured in reach and longevity.

The company, based in the Rubidoux community just west of Riverside, already has an impressive reach, selling its high-end spas in Saudi Arabia, Norway, Mexico and, most recently, Croatia. The key now, she said, is to continue to expand that reach and maintain strong relationships with dealers and customers.

"We'd love to sell to every country on Earth," Elnar, the company's CEO, said. "But it's not about how much money I am making; it's my reputation, my name recognition and how many customers that I can keep through the long run."



Part of the key to reaching those goals is ensuring that consumers understand the difference between the Regal Spas product and other less expensive, but cheaply made, spas on the market, Elnar said. Regal, started in 2005, is the only company in the U.S. that makes everything that goes into its spa, in cooperation with a sister company, Acura Spa Systems Inc., which has been in business since 1987

"Others just buy components and assemble them," Elnar said. "But when you engineer everything from scratch, you know why you are making it that way, and for what purpose."

That level of craftsmanship and engineering means that a Regal Spa

may cost more than a spa made in China or elsewhere, but it is going to last longer and ultimately provide a better value, she said.

"We are trying to establish a market for the high end, with quality and a long-term relationship," she said. "We are trying to be a step above the competition."

Regal holds numerous patents for its spa, which uses a unique combination of water massage and mechanical massage to create a one-of-a-kind experience, Elnar said.

"You cannot find this anywhere else," Elnar said. "We have what everybody else has, with the water massage,



but we also have the mechanical massager, which is why we stand out in a crowd from other spas.”

Elnar had previous experience exporting products through Acura Spa Systems, which has done business in Mexico, Canada, Israel and throughout Europe. Those exports included new and replacement parts to both dealers and individual spa owners.

She has continued the exporting tradition with Regal Spas, and is especially excited about the possible expansion into Croatia. Her meeting with government officials from that country was arranged by the Riverside County Economic Development Agency’s Office of Foreign Trade.

“That is something I could not have done myself, in a foreign country, not knowing anyone,” Elnar said. “We hope to sell many more in the future. It’s still preliminary, but we hope it’s going to be a strong seller.”

Regal ships spas overseas in a variety of shipping containers, depending on the size of the order, including as many as 10 small spas in a 40-foot container. The company benefits from the international preference for American-made products, she said.

“There is that perception of American products being better made,” she said. “And, in this economy, it’s easier to export than it is to sell locally.”

Elnar said she encourages other business owners to get involved with exporting and international trade, but only after doing an assessment of the market they are trying to enter and ensuring they have good contacts in the host country. Both factors are keys to repeat business, she said.

“You definitely need to be careful who you are dealing with,” Elnar said. “You have to make sure the person you are working with in that country is going to be able to be successful and make money. We want a long-term relationship, not a short-term deal.”

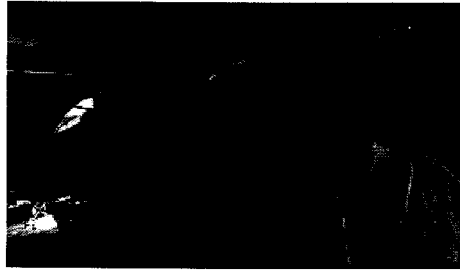
ELIMINATOR BOATS HAS ENJOYED GREAT SUCCESS EXPORTING TO THE AFRICAN COUNTRY OF NIGERIA

By Phil Pitchford

Few industries have been hit as hard during the recent economic downturn as boat manufacturers, but Mira Loma's Eliminator Boats has stayed afloat in part because of its ability to sell its high-end products in the international marketplace.

The company recently sold a \$250,000 high-performance boat to a buyer in Korea, said Bob Leach, the company's president and CEO.

Eliminator makes boats that can travel



Owner Bob Leach

more than 180 miles per hour – they look a lot like floating dragsters. The company, which is especially well-known for its Daytona series of boats, also has done business in Canada, Nigeria, Australia, China, Japan and throughout Europe.

"The world economy and the banking crisis have slowed our exports a bit, but we are hopeful that they are going to get better," Leach said. "There are a number of boat companies that have literally not built a boat in a year or two. It's by far the worst it has been since I started the business 43 years ago."

Eliminator is more fortunate than many boat builders because of its reputation for quality and performance, Leach said. And, he said, even in a difficult marketplace, there is opportunity.



"The average person buying a boat is usually a business person, and some businesses are doing quite well," Leach said.

The company also is attractive to buyers because it does almost all of its own manufacturing in-house. Eliminator only brings in raw materials and engine drive packages, Leach said – everything else is made at the Mira Loma facility.

"We allow people to come in any time, unannounced if they like, and see their boat being built," Leach said.

"They are welcome to watch the entire process, if they have the time."

Eliminator has enjoyed great success in the African country of

Nigeria, where sales have been good in the port city of Lagos.

"They really seem to enjoy performance boats there," Leach said.

Leach said he initially was reluctant to do business in Nigeria because of the country's reputation for fraud and other financial crimes. For his first deal in that country, he set up a completely separate bank account, deposited the buyer's check and waited 30 days before even beginning to build the boat.

The check cleared with no problems and the deal was completed without a hitch. Leach said he since has enjoyed a good working relationship with Nigerian buyers.

"They are real honorable people," Leach said. "I even had one buyer who offered to pay for the whole boat up front."

Leach said he discouraged that, but the buyer instead sent \$100,000 a week for three weeks, then sent \$60,000 in the fourth week, even though his boat was still not scheduled for construction because other orders had precedence.

"There are honorable people in whatever country you work in," Leach said. "Just do your due diligence and make sure that everything is legit."

GLOBAL TRADE RANKINGS NEED HIGHER DOSE OF STATISTICAL ACCURACY

By Jock O'Connell

Global Trade magazine recently ranked America's Top 50 Cities for Global Trade. The Riverside metropolitan area reportedly came in 38th with \$6.2 billion in exports, just behind San Antonio, Texas and just ahead of Louisville, Kentucky.

That's clearly a proud accomplishment. But at Beacon Economics, we're sticklers for statistical accuracy, and we believe the magazine's rankings not only misstate but also significantly understate the region's participation in the nation's foreign trade.

For one thing, the Global Trade figures are a bit moldy. They are, in fact, 2010 numbers that were published by the U.S. International Trade Administration (USITA) several months ago. While metropolitan area merchandise export data are not yet available for 2011, it is worth noting that California's export trade grew by 11.2 percent from 2010 to 2011 and by nearly another six percent since the start of the year. Undoubtedly, a portion of this growth can be attributed to Southern California.

Notice that we added the modifier "merchandise" in the preceding paragraph? That's because the USITA export statistics used by the editors at Global Trade refer only the shipment of tangible goods. That hardly tells the full story of how an advanced economy participates in world trade, because the

Global Trade rankings completely ignore the region's vibrant service export trade.

Service exports include the work that architects, engineers, lawyers, business management consultants, financiers, and insurers do for overseas clients. They also cover the fees and royalties earned by the entertainment industry and, to an ever-increasing extent, the sale via the Internet of computer software. Even the local expenditures of foreign tourists and business travelers as well as the tuition paid by foreign students enrolled in U.S. universities are considered service exports because they entail a transfer of foreign capital to our economy.

Collectively, service exports earned the U.S. just over \$600 billion in 2011. But calculating the value of service exports by each individual state or metropolitan area is methodologically daunting and has been eschewed by trade economists.

Recently, though, analysts at the Brookings Institution in Washington, D.C. took a crack at determining the value of service exports by the nation's 100 largest metropolitan areas. And for the Riverside area, Brookings found that the region's service exports amounted to \$4.0 billion in 2010. Brookings also calculated the value of the region's merchandise export trade that same year to be \$6.9 billion.



Jock O'Connell is International Trade Advisor at Beacon Economics, LLC. Find out more at www.BeaconEcon.com

Interestingly, this is \$700 million more than the USITA figure cited by Global Trade for 2010.

Why the difference? The answer is that Brookings and USITA use very different methodologies to assign exports to a point-of-origin.

USITA allocates exports according to the zip code of the exporter. Yet an exporter is frequently an intermediary who is uninvolved in the physical production of the goods being shipped abroad. Not surprisingly, USITA often attributes exports to office buildings that may be a considerable distance from where the goods were actually manufactured, farmed, or otherwise produced.

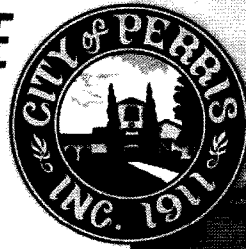
Brookings justifiably objected that this practice could easily yield misleading results about where the economic benefits of exporting fell. So Brookings' analysts devised their own (but, in Beacon Economic's view, equally dubious) way of apportioning exports to specific metropolitan areas.

Beacon Economics is currently refining a new model for gauging the export performance of California's major metropolitan areas. Among our preliminary conclusions is that both the Brookings and USITA numbers are too low. Indeed, we believe the Inland Empire counties more likely generated a merchandise export trade valued at over \$7.5 billion in 2010.



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Redevelopment & Economic Development Manager

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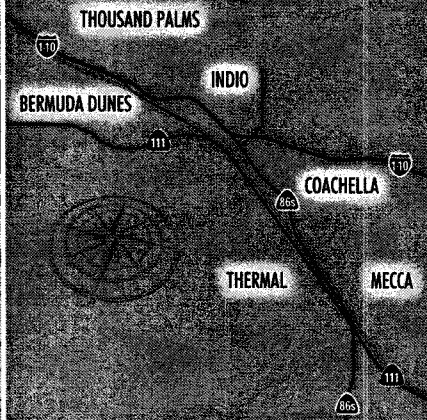
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For more information: 760.391.5176 or visit www.CVEZA.org

Coachella Valley ENTERPRISE ZONE



CAI RECENTLY RECEIVED THE INLAND EMPIRE ASIAN BUSINESS ASSOCIATION'S "OUTSTANDING BUSINESS OF THE YEAR AWARD."

Combustion Associations, Inc. (CAI) recently received the Inland Empire Asian Business Association's "Outstanding Business of the Year Award." Kusum Kavia Co-Owner of CAI, accepted the award at the association's Annual Awards and Installation Dinner held at the Fairplex Conference Center in Pomona. The event celebrated the accomplishments of individuals and businesses that have achieved success in the past year and have helped the association thrive.

The keynote speaker, Dr. Judy Chu, U.S Representative for California's 32nd District, and the first Chinese-American

woman to serve in Congress, noted that Asian businesses are currently the fastest-growing group in the U.S., with 1.5 million nationwide.

CAI is one of Riverside County's most consistent exporters is planning to host a gathering of like-minded business people to provide an opportunity to exchange ideas and get to know each other better.

Be on the lookout for more information about the Riverside County Manufacturers and Exporters Association Open House to be hosted by CAI at its

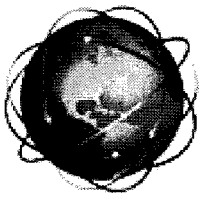


facility at 555 Monica Circle in Corona.

"The association helps manufacturers to network, address state and national issues affecting manufacturers and educate themselves on exporting and trade, as well as explore additional benefits such as workman compensation insurance rates," said Kusum Kavia, Vice Chair of RCMEA and who co-owns CAI with her husband.

Kusum Kavia is owner of CAI seen here at her factory in Corona.





National Center for Supply Chain Technology Education

RESOURCES FOR EDUCATION & INDUSTRY

Hello,

The National Center for Supply Chain Technology Education (SCTE) is funded by the National Science Foundation to address the education of supply chain technicians. We are asking you to complete this brief nation-wide survey that will help us understand employer needs of supply chain technicians as well as job functions, in-demand skills and education requirements for these employees. **It will only take you 5-7 minutes to complete this survey.**

A supply chain technician is a person who installs, operates, supports upgrades or maintains the software, hardware or material handling equipment which supports the supply chain.

NOTE: This survey is intended for either those who provide material handling technologies to distribution centers or those who

manage distribution center staff that work with these technologies. If you are not one of the two, please forward this survey to the relevant person in your organization.

Click here to start the survey: https://www.surveymonkey.com/s/SCTE_survey

Once you have taken the survey we ask that you forward it to others who manage facilities in your supply chain network, your industry colleagues and/or your supplier partners.

This is the first study of the size and importance of supply chain technologies industries and employment in the U.S. The information you provide will be utilized to develop skills-based educational pathways, build new curricula, guide professional development for faculty, and develop

the high skilled employees your firm will need in the future. Your input into this study is valuable and appreciated.

Please note that all survey data will be aggregated. Individual responses will not be published, unless you explicitly agree to it. The final report will be made available at the SCTE website at www.supplychainteched.org.

If you have any questions regarding the survey, please contact:

George Walters

Director, National Center for Supply Chain Technology Education

951-739-7808

george.walters@norccollege.edu



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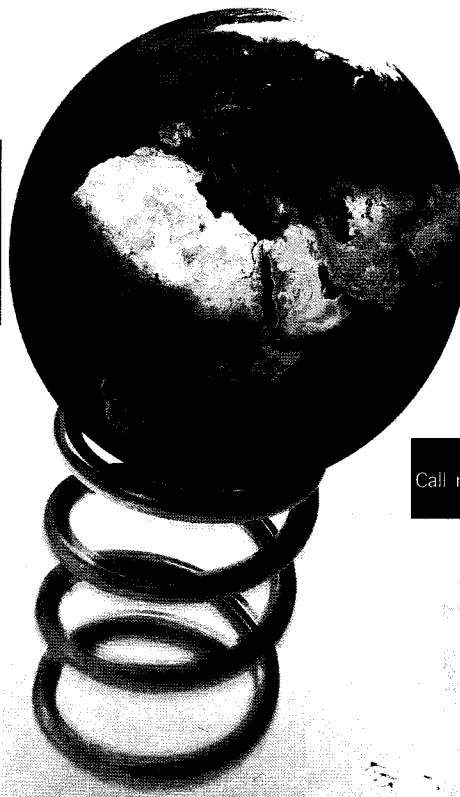
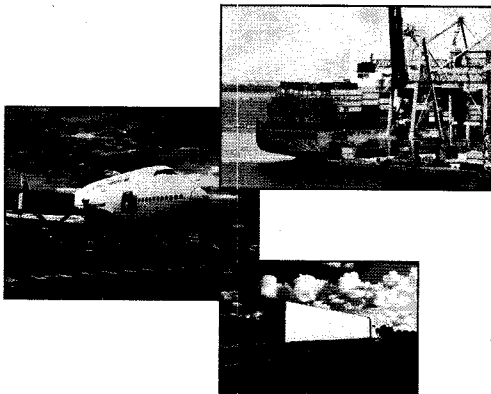
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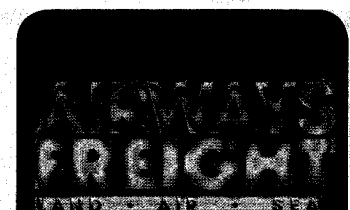
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