

# Economic Linkages from Marine Industrial Businesses

Prepared for:



**PORTLAND**  
BUSINESS ALLIANCE  
*Commerce • Community • Prosperity*

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## Executive Summary

The motivation for conducting this analysis is an interest in better understanding the relationships between large local businesses and the small to medium sized businesses who serve as vendors and suppliers to the larger industries, and to quantify this to the extent possible. Five marine industrial firms (firms located in the Portland Harbor area who rely on access to waterborne transportation modes) were interviewed regarding their spending on direct and indirect materials, services, and capital goods during 2011 and 2012. In order to secure complete information, the firms requested anonymity to protect their competitive interests. The data submitted for analysis by these firms was analyzed by these spend categories as well as by where the spending occurred: in the local area, regionally, nationally, or internationally.

Major areas of research interest included aggregate spend by category and geography, however interesting linkages were demonstrated between marine industrial firms and other enterprises in the Portland market through this research and analysis. For the two calendar years under examination, these five firms spent in excess of \$1.29 billion in procuring materials, capital/plant equipment, and services to produce and deliver their final goods and services to markets near and far. Aggregate spending increased by 5% year-over-year and became significantly more localized, from 49% of spending in 2011 falling within the combined local and regional areas, to 56% in 2012, an increase of over \$63 million with nearly all of that deriving from an increase in local spending (regional spending remained nearly constant).

The sampling represents roughly 10% of the approximately 20,000 direct jobs in the Portland Harbor area (Martin Associates, 2006), thus extending these outcomes as representative of the Harbor area on this basis, one might reasonably conclude that aggregate spending by such firms is on the order of \$6 billion to \$7 billion annually. The reader should also bear in mind that this analysis did not examine firm outlays for direct and indirect labor, taxes, debt service, and so forth – this analysis is limited to examining firm to firm interaction in procurement markets.

Marine industrial firms sampled demonstrated rich, complex connections and economic linkages to a variety of local sectors. Spending occurred in a variety of local markets



as firms procured the services of planning and architecture firms, law firms, engineering firms, trades such as electricians, graphic arts/media production firms, suppliers of advanced manufacturing plant production equipment, transportation companies, suppliers of software and information technology, energy and utilities, and so forth. Many vendors/suppliers of these firms are common among the sample. It is evident that marine industrial firms engaged in a wide array of activities are intrinsically linked to the health of the local and regional economy.

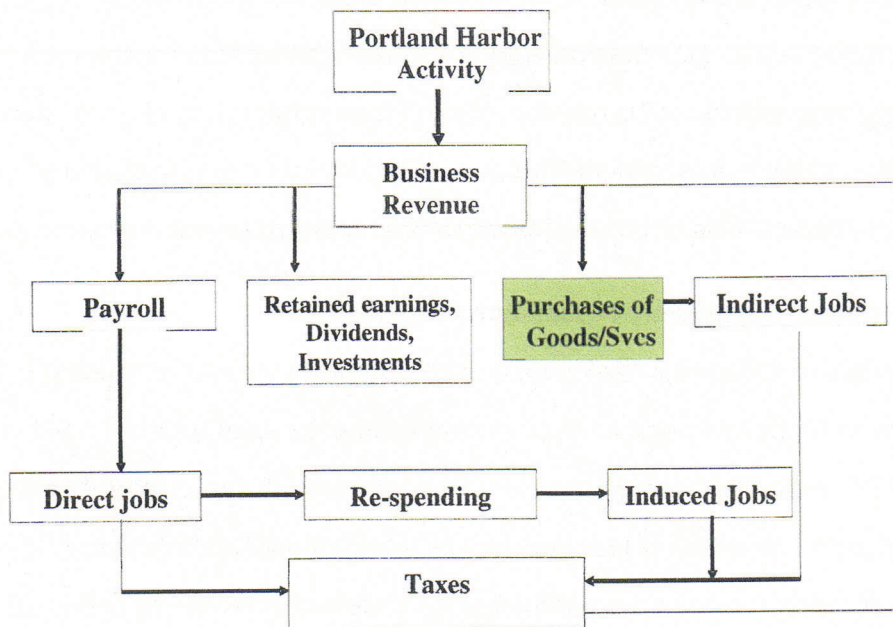
### **Marine Industrial Businesses have a significant impact on local business**

Businesses in the Portland harbor earn revenue from the goods and services they sell. These firms then spend this revenue in a number of ways that can be grouped into just a few buckets (see figure below). The recent analysis for the Portland Business Alliance identifies the economic relationships between these businesses and other sectors of the local economy. The results show that those harbor firms surveyed are reliant upon a variety of local businesses for the goods and services they need every day to keep their businesses running.

The Portland Business Alliance Study looked solely at the purchases of goods and services to see how the revenue from harbor activity flows to other local employers. While much of this spending is local (42% in 2012) creating local jobs [indirect jobs in economic terms], some does leave the region.



## FLOW OF PORTLAND HARBOR BUSINESSES' REVENUE THROUGH THE LOCAL ECONOMY



- In 2012 the five firms surveyed spent \$660 million on goods and services, an amount nearly equal to the regional investment in Tri-Met's new orange line (half the total construction cost).
- Of this re-spending by these harbor businesses more than 40 percent of it (\$280 million, the equivalent of 3.5 Rose Festivals) is infused into the local economy.
- More than 80 percent of the re-spending by these harbor firms locally (\$230 million) is in the areas of raw materials and components, and professional services, maintenance, catering and other services.
- Other expenditures include machinery, spare parts, and construction materials.
- Common among the firms surveyed were nearly 300 local employers from whom they purchase goods and services (see Appendix 3 for a sample listing of those firms).

Examples of local employers from whom subject firms purchase goods or services:

- Catering/Food and Lodging: Elephant's Delicatessen, Oxford Inn & Suites
- Construction, Equipment, Maintenance, and Repair: Buckaroo Thermoseal, Christenson Electric, Milwaukie Crane & Equipment, Rodda Paint



- Manufacturing Inputs, Components, and Services: Albina Pipe Bending, Evraz, Swan Island Sandblasting, West Coast Metals,
- Supplies and Parts: Baxter Auto Parts, General Tool & Supply, Parr Lumber, Vancouver Bolt & Supply
- Technology/Communications: Centurylink, Integra Telecom
- Transportation Equipment, Services, and Repair: FedEx, Les Schwab, Oak Harbor Freight Lines, Oregon Tractor, Redmond Heavy Hauling
- Miscellaneous: Elmer's Flag and Banner, Legacy Laboratory Services, Portland Community College

## Introduction

In March, 2012, Martin Associates (Lancaster, PA) prepared a report for the Port of Portland entitled, "The Local and Regional Economic Impacts of the Port of Portland, 2011."

That report summarized three separate studies, including:

- The Economic Impacts of the Portland Harbor
- The Economic Impacts of the Real Estate Tenants of the Port's Business and Industrial Parks
- Economic Impacts of PDX and General Aviation Airports

As follow up work, Martin Associates produced a report in July, 2012 entitled, "The Local and Regional Economic Impacts of Portland Working Harbor, 2011." This latter report measured impacts related to industrial land use in the Portland Harbor such as employment (direct, induced, and indirect), personal income, direct business revenue, and tax revenue (state, county, and local).

The Portland Business Alliance retained One Northwest Consulting, LLC (ONWC) to recruit a sample cohort of firms in the Portland Harbor area engaged in marine industrial activity, generally defined as enterprises whose proximity to and connection with marine infrastructure for transportation purposes is "business critical". ONWC was tasked with conducting an analysis of annual procurement spend and performing analysis of the economic links between the sample cohort and local enterprise, including various small and mid-sized businesses



in common among the sampling distribution as vendors. Of interest was the categorization of procurement expenditures by type or purpose, and the geographic location of the associated vendors. Procurement expenditures were categorized into four major areas:

- Direct materials – defined as material inputs to final goods and services; this can be unprocessed raw steel, energy such as electricity and natural gas, power plants/engines and components such as pumps and motors, finished steel and metal alloy products, and propulsion and navigation equipment and related components
- Capital goods – defined as investment on plant, property, and equipment; examples include investments in IT systems (both hardware and software systems), production machinery such as plasma cutting tables and punches, buildings and structures, and mobile machinery for material handling such as forklifts and excavators
- Indirect materials – defined as items indirectly associated with final goods and services, such as supplies not tied to a single specific project or output; this includes fasteners and bolts, bulk paints and coatings, welding supplies, production machinery wear parts, valves and fittings, lumber and pallets used for packing and shipping, and some tools and related parts/components
- Services – which includes professional services, skilled trade services, repairs, and maintenance services; examples of services procured include architecture, planning, engineering, law, environmental consulting and testing, transportation, graphic arts, media production, public affairs/advertising, accounting and financial services, and skilled labor/trades

Procurement expenditure was also segmented geographically into one of four categories:

- Local – comprised of Clackamas, Multnomah, and Washington counties in Oregon, and Clark county in Washington
- Regional – comprised of the remaining areas of Oregon and Washington, excluding the aforementioned local area
- National – comprised of the United States and its territories, excluding Oregon and Washington
- International – comprised of all non-US spend



## **Sample Recruitment and Description**

Portland Business Alliance suggested a list of firms to participate in the study on the basis of location in Portland's industrial harbor area and related marine industrial land use, as well as likelihood of willingness to share proprietary business information for the purpose of the study effort. Firms expressed a willingness to participate and were generally supportive of this analysis, but willingness for direct attribution and identification as study participants varied significantly among firms, with strong tendency towards anonymity to protect individual company's competitiveness. The data are therefore reported in aggregate, illustrating general procurement tendencies and associated economic impacts across firms without singling out a single participant.

General descriptions of firm business activity include: heavy civil and marine construction; marine vessel repair and construction/manufacture; steel fabrication; metals processing; bulk material handling; general manufacturing; steel/metals products manufacturing; marine terminal operations. Cohort firms are located on large lot, industrial lands characterized as marine and rail transportation dependent, and also relying on freight truck/highway access.

## **Data Collection, Processing, and Analysis**

The five participant firms were asked to submit their expenditures on procurements (raw materials, utilities, work-in-process, finished goods purchases, professional services, skilled trade services, durables, non-durables, materials, supplies, capital goods, etc.) for calendar years 2011 and 2012. This approach excludes firm expenditure on direct and indirect labor, taxes, depreciation, amortization, and payments to shareholders such as dividends. This is important in examining firm to firm interaction, particularly in establishing the local linkages between firms associated with procurement activities.

In geographically segmenting the data, an issue in determining whether spend qualified as local versus a different category was encountered. Many firms purchase capital goods, services, materials and supplies from national and international firms, remitting payment to a non-local location such as a central accounts receivable processing



center associated with a particular vendor. However, many of these firms provide services to customers via a local presence in the form of a distributor or local warehouse, with local employees and representatives. This is done in order to reduce fulfillment cycle times and provide competitive levels of responsiveness. Where a vendor possessed such a local presence, the associated procurement spend was categorized as local, versus another geographic designation.

Another point to bear in mind is that one firm's direct material is another firm's capital good. For instance, a firm using concrete to construct a structure as a final good for a customer considers the concrete to be a direct material. Spending on concrete by the customer would be considered a capital good or capital expense were they to procure it themselves. Thus, perspective is important, particularly considering the rich complexity of the economic linkages of these firms, as well as the self-organizing, symbiotic relationships which firms have developed with each other over time. Some firms' business is centered on a continuous process such as one might envision in the production of paint in bulk liquid form, whereas other firms employ a job costing approach, such as what one would expect from an engineering and construction firm contracted to build a structure. The nuance between these is significant, as it is much easier to consider job costing formats using discrete boundaries whereas in continuous process production this may be extremely difficult. The emerging level of detail is reflected in the procurement data: job costing format firms' data was substantially more detailed and granular, making the distinction between direct and indirect materials much simpler.

Participant firms submitted data in a variety of formats, primarily submitting raw data in Microsoft Excel, having queried a purchasing system or equivalent to generate the data. At a minimum, firms submitted the vendor legal name and related expenditure amount for calendar years 2011 and 2012. Aggregate results are reported in Appendix 1. Generalizability of these results is limited due to the small sample size, however this sampling represents approximately 10% of the direct employment in the Portland Harbor area (based on the findings of Martin Associates' July, 2012 report).

### **Dynamic Structures**





When a firm receives revenue, that revenue is employed by the firm in a variety of uses which establish the linkages between the subject firm, firms considered vendors to the subject firm, and other economic sectors. Consider the illustration in Appendix 2. Firm revenues flow to the following categories:

- Cost of goods such as direct and indirect materials, and certain services
- Administrative expenses known as SG&A (selling, general, and administrative) which include payment of wages to management and executives, philanthropic activities, some capital expenditures, and some services which are difficult to tie to the production of specific goods and services (SG&A tends to be a large “bucket” for expense items which do not easily lend themselves to division among units of output)
- Direct and indirect labor
- Interest/debt service
- Transfers to shareholders (known as dividends)
- Retained earnings
- Payment of taxes
- Depreciation and amortization charges

The connection between firm “financial health” and the well-being of the public sector can be demonstrated by examining the flows and linkages (the shaded box on Exhibit II): for this purpose we will call the system of linkages “Cycle of Firm’s Revenue”.

Philanthropy clearly constitutes a public good. Employee wages (direct, indirect, and SG&A) drive personal income, which bears strong linkages to the public sector. Additionally, there is likely a propagation mechanism in financial markets (hypothesized here) connecting a firm’s debt service (interest payments) and distributions to shareholders (dividend payments) to societal well-being. Retirement investment accounts and portfolios such as 401k and 457 plans, and Public Employee Retirement Systems (PERS) investment generally hold shares in publicly-traded firms (which distribute dividends to shareholders and whose stock value growth benefits shareholders) and financial firms (who received debt service payments from firms, both privately-held and publicly-traded). It seems reasonable to conclude that good firm



financial performance is beneficial in this way to retirement systems of both public sector and private sector workers.

Of interest in this research is the connection to other firms, considered vendors or suppliers to the subject firm, from whom the subject firm procures direct and indirect materials, services, and capital goods. A portion of the subject firm's revenue flows to the vendor/supplier firms, whose revenue also flows through the cycle illustrated. This cycle repeats ad infinitum.

The public sector derives revenues through the payment of taxes on corporate income and other things such as real property, personal income, and taxes on dividends and interest. These revenues are used to support public services, fund schools, and build infrastructure. A firm's decision to invest in their capital stock in a given area depends not only on market conditions, but local and regional "business climate" conditions, largely signaled on a community's willingness to invest in infrastructure, education, and the level and efficiency of public services provided. Weak signals in these areas do not inspire confidence in firms' willingness to invest in a particular area, and the variation in the quality and strength of these market signals given by communities largely constitutes the competitive environment in which states and municipalities strive to attract capital investment.

## **Discussion**

Linkages to smaller enterprises were readily evident through an analysis of the data. Large industrial firms avail themselves of professional services as well as services of skilled trades, primarily locally sourced (except in somewhat rare cases where highly specialized expertise was required). Examples of professional services procured include: technical engineering (information technology, civil, and structural), architecture, environmental consulting/engineering, law, public accounting, human resources/training, occupational health and safety consulting, financial services, and general business consulting/advisory (such as business process engineering). Skilled trade services procured include: plumbing, electrical, general construction (earth-moving and excavating), specialty machining and tooling, sheet metal, HVAC/refrigeration, and mechanical repair and maintenance services.



Firms sampled also availed themselves of the services of local small businesses as varied as: sign and awning businesses; freight transportation services (by water and truck); restaurants, delicatessens, and catering; equipment rental; mail services and printing; florists; and site security.

Examples of Service sector firms commonly engaged by the subject firms include: Bernert Barge Lines, Carlson Testing Inc., Cascade Architectural & Engineering, Integra Telecom, and Morgan Industrial Inc.

Local procurement of raw materials, intermediate production inputs, and capital goods were also evident in the data. Examples include:

- Steel and other metals purchased from local steel service centers, mills, and other local sources
- Concrete purchased from local suppliers for capital projects to construct new plant and equipment, or in the case of the marine-related construction firm surveyed – as an input to delivery of a final good/service
- Fabricated/machined steel parts and components sourced locally for capital projects and as intermediate inputs to final goods and services
- Machinery, plant equipment, power systems, and material handling equipment (all capital goods) purchased from a local manufacturer, dealer, or distributor

Firms commonly engaged as vendors among the sample include: Evraz Oregon Steel Mills Inc., Farwest Steel Corp., LaGrand Industrial Supply Co., Oregon Ironworks Inc., and Pape Material Handling Inc.

Geographic analysis of the spending data revealed that firms demonstrate a preference to working with firms in the local and regional area due to proximity, ease of obtaining ongoing service, and the value of enlarging ties and relationships to the local market and community. Where spending occurred nationally and internationally, this was typically because the goods and services sought were not locally available. A large amount of the international service spending, for example, consisted in payments to foreign flagged marine vessels and companies for export transportation and logistics services. Additionally, certain legal and technical services were procured by the firms in 2011 – 2012 which comprises highly-skilled expertise



not locally available. Some raw material components are highly specialized and not manufactured locally, such as brake systems parts for transportation equipment. Likewise, certain capital goods are produced only in select areas in the national and international geography, such as specialized manufacturing machinery, software systems, technical and navigational components of marine vessels, environmental control systems for storm water treatment and management, and power plant/engine equipment and components.

Roughly 80% of the indirect materials these firms purchased were from local distributors and suppliers. Some examples of these include: safety supplies, paint and coatings, bolts and fasteners, industrial cleaning supplies, fuels and gases (to operate equipment), welding supplies and gases, hardware, hand/power tools, coffee and drinking water service, employee gifts and recognition incentives, auto and equipment parts, restaurant and food services, and office supplies. Expenditures in this area by these five firms alone amounts to tens of millions of dollars annually.

Though only two years of data were provided and analyzed, a notable year over year increase in spending on capital goods, indirect materials, and services stood out. The rate of change in capital goods spending was much lower than that seen in indirect materials and services, an expected result considering the longer time frames involved in planning and executing capital spend. Capital spend is considered less elastic in the short-run (i.e. less than one year), though long run capital spending trends respond, with some lag, to market conditions. This should be an intuitive result: many capital projects in the industrial sector are multi-year projects, and once committed generally follow through to completion. This being the case, it takes a longer period of time for firms to respond to both favorable and unfavorable market conditions as reflected in capital spending. Spending on direct and indirect materials is much more responsive in the short run to business cycle changes and perturbations, regardless of the direction of the change (increase in output or decrease).

An important consideration with respect to direct materials is seen in the proportion sourced outside of the local area. Considering that direct materials (or raw materials) are largely imported into the local market (about two-thirds originates outside of the local area) for the purposes of value-added manufacturing in the production of final goods and



services, this seems to speak to the importance of robust transportation infrastructure and the public investment required to facilitate efficient movement of these goods. Additionally, because they constitute the raw material inputs to final goods and services, they are generally of significantly lower value relative to the final good or service, and thus are highly sensitive to changes in transportation costs, such as are induced by roadway congestion and volatility in energy markets (rapidly rising fuel costs).

## Conclusion

Five marine industrial firms were surveyed, which represent approximately 10% of direct jobs in the Portland Harbor. Wages for employment in Portland's marine industrial areas associated with trade, transportation, and manufacturing tends to be about 5% higher than the average wage level in the Portland region (Port of Portland Columbia Multimodal Corridor Study, 2012). Key findings include:

- Much of the procurement spending of these firms is in the local area (about 42% in 2012), with an additional substantial proportion coming from Oregon and Washington outside of the local area (14% in 2012), helping to drive job creation locally and regionally.
- Businesses in the Portland Harbor area are characterized as having profound, complex long-term economic connections to a variety of local firms including:
  - Planning and architecture firms
  - Law firms
  - Engineering firms
  - Skilled trades such as electricians
  - Graphic arts/media production firms
  - Suppliers of advanced manufacturing plant production equipment
  - Transportation companies
  - Suppliers of software and information technology
  - Energy and utilities



- Firms purchase capital goods, services, materials and supplies from national and international firms, many of whom maintain a local presence such as a distributor, service center, or local warehouse, with local employees and representatives (in many such cases, firms remit payment to a non-local location such as a central accounts receivable processing center).
- Geographic analysis of the spending data revealed that firms demonstrate a preference to working with firms in the local and regional area due to proximity, ease of obtaining ongoing service, and the value of enlarging ties and relationships to the local market and community. In this way, firms form vertically-related clusters of industrial sectors, achieving scale and efficiency through the colocation of services and specialization of related activities.
- The activity of marine industrial firms in Portland in producing final goods and services generates hundreds of millions of dollars of revenue for local businesses annually through economic linkages.

Firms are competing in an increasingly volatile, uncertain global marketplace. Policy stability and certainty results in a public good as beneficiaries of the firms' economic activity. The rate of local spending grew faster than the change in overall spending year-over-year, suggesting that firms find efficiency in proximity and other aspects of local market procurement.

The activity of marine industrial firms in Portland in producing final goods and services generates hundreds of millions of dollars of revenue for local businesses annually through economic linkages. The ability of these key industrial firms to locate in Portland and achieve the necessary scale to compete globally derives from an interactivity of production factors, including land (appropriate sites to conduct business activity, complete with amenities and site characteristics such as water, rail, and highway access), labor (skilled professional and trades), and capital.

Portland (and regional) residents and businesses benefit from the many healthy marine industrial firms located within the harbor. Annually, these firms spend hundreds of millions of dollars on goods and services with local businesses. The study confirmed that there is a strong economic linkage between big and small firms.



This analysis also illustrates the importance of considering indirect effects of public policy, in particular as they apply to the trade-offs between public investment in industrial reinvestment and expansion. The impact of land use or other policies and their specific impact on industrial development decisions have wider, aggregate economic implications which should be given consideration. When the effects of industrial development are considered in terms of procurement linkages, personal income, and employment (direct, induced, and indirect), an understanding of a significantly interlinked, interdependent economy emerges.



**Appendix 1**  
**Aggregate Procurement Data of Sample**

	<u>2012 Spend</u>		<u>2011 Spend</u>	
	Amount	Proportion	Amount	Proportion
<b>Direct Materials</b>				
Local	\$121,676,718.27	31%	\$126,247,855.38	27%
Regional	\$55,540,720.46	14%	\$73,117,590.90	16%
National	\$160,258,221.42	41%	\$201,088,333.52	44%
International	\$56,275,305.72	14%	\$59,991,510.37	13%
<b>TOTAL</b>	<b>\$393,750,965.87</b>	<b>100%</b>	<b>\$460,445,290.17</b>	<b>100%</b>
<b>Capital Goods</b>				
Local	\$8,707,653.10	45%	\$8,673,134.40	60%
Regional	\$2,761,046.06	14%	\$2,531,092.16	18%
National	\$7,205,226.91	37%	\$2,908,180.49	20%
International	\$676,690.29	3%	\$307,011.19	2%
<b>TOTAL</b>	<b>\$19,350,616.36</b>	<b>100%</b>	<b>\$14,419,418.24</b>	<b>100%</b>
<b>Indirect Materials</b>				
Local	\$40,693,241.42	82%	\$21,232,594.02	79%
Regional	\$4,273,852.99	9%	\$2,461,732.39	9%
National	\$4,690,663.32	9%	\$3,166,615.53	12%
International	\$184,311.79	0%	\$77,576.18	0%
<b>TOTAL</b>	<b>\$49,842,069.52</b>	<b>100%</b>	<b>\$26,938,518.12</b>	<b>100%</b>
<b>Services Procured</b>				
Local	\$108,426,986.85	54%	\$60,560,288.04	48%
Regional	\$33,362,383.58	17%	\$17,202,489.93	14%
National	\$35,704,977.60	18%	\$25,079,799.57	20%
International	\$21,573,835.04	11%	\$24,191,778.90	19%
<b>TOTAL</b>	<b>\$199,068,183.07</b>	<b>100%</b>	<b>\$127,034,356.44</b>	<b>100%</b>
<b>AGGREGATE SPEND</b>				
Local	<b>\$279,504,599.64</b>	<b>42%</b>	<b>\$216,713,871.84</b>	<b>34%</b>
Regional	<b>\$95,938,003.09</b>	<b>14%</b>	<b>\$95,312,905.38</b>	<b>15%</b>
National	<b>\$207,859,089.25</b>	<b>31%</b>	<b>\$232,242,929.11</b>	<b>37%</b>
International	<b>\$78,710,142.84</b>	<b>12%</b>	<b>\$84,567,876.64</b>	<b>13%</b>
<b>TOTAL</b>	<b>\$662,011,834.82</b>	<b>100%</b>	<b>\$628,837,582.97</b>	<b>100%</b>

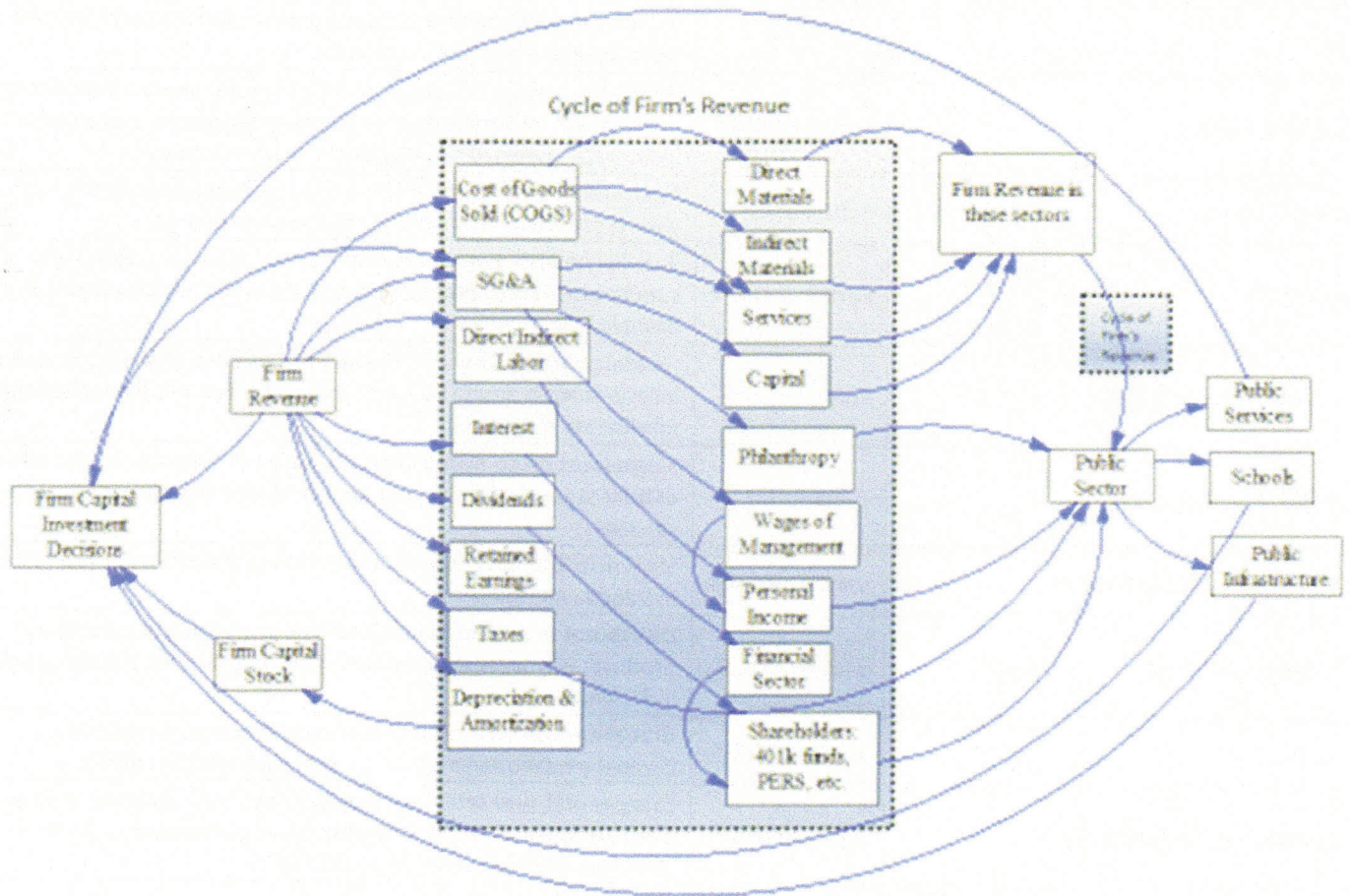
Notes on data processing: The level of data processing performed by ONWC varied based on a respective firm's reporting capability robustness. One firm supplied summary data in the final format, as this was relatively simple for them to generate. In one case, a firm supplied ONWC with annual 1099 tax reporting data in Adobe pdf format, requiring the data to be extracted and re-entered into Excel format. Using internet search engines, each vendor's legal name, line of business, and geographic location(s) were ascertained. Perfect accuracy is not assumed as a result of this data analysis process.





### Appendix 2

### System Dynamics Model of Procurement



### Appendix 3

**Table Listing Examples of Local Businesses in Common among Sample**

<u>Company Name</u>	<u>Location</u>	<u>Description</u>
ACME Construction Supply	Portland, OR	Headquartered in Portland with multiple locations in different states; Sells power tools and building supplies
Advanced Finishing Systems	Portland, OR	Headquartered in Portland with additional location in Kent, WA; sales and service of equipment and supplies for industrial coating, sealing, and finishing processes; designs and builds custom finishing equipment and systems; general contractor for on site building and installation of systems
Ahern Rentals	Portland, OR	Headquartered in Las Vegas, NV with several branch locations in many states; equipment rental company serving commercial, residential, industrial, and public market segments
Air Liquide	Portland, OR	International supplier of industrial gases headquartered in France with presence in 80 countries; two local branches
Airgas	Portland, OR	Supplier/distributor of industrial gases, machinery, tools, and supplies headquartered in Radnor Township, PA; several local branches
Alaska Copper & Brass	Portland, OR	Headquartered in Kent, WA with local location and other branch locations in CA and BC, Canada; supplier of metal products and fabrication services
Albina Pipe Bending Co	Tualatin, OR	Single location company headquartered in Tualatin, OR; supplier of bent steel, metal tube bending, and pipe bending products and services
Alliance Steel Distributors	Vancouver, WA	Steel distributor/service center with single location/headquarters in Vancouver, WA
Allied Electronics	Beaverton, OR	Distributor of electronic components and electromechanical products with over 50 locations in US and Canada; headquarters in Ft. Worth, TX
AMEC	Portland, OR	Global engineering, project management, and consultancy company headquartered in London, UK with local office
American Equipment Co	Portland, OR	Sales, rental, and service of industrial cleaning equipment such as pressure washers, parts washers, and steam cleaners; single location/headquarters in Portland, OR
American Metal Cleaning	Portland, OR	Single location company headquartered in Portland, OR; provides industrial metal cleaning, stripping, and recovery services
American Steel	Canby, OR	With multiple locations in OR, WA, and CA with headquarters in Canby, OR, company is a metals processor and distributor/service center
Anixter Inc	Portland, OR	Global company in over 50 countries with two local locations headquartered in Glenview, IL; supplier of communications and security products, electrical and electronic wire and cable, fasteners, and components
Apex Laboratories	Portland, OR	Chemical, mechanical, metallurgical, and environmental testing services provider located in Portland, OR



Applied Industrial Technologies	Portland, OR	Global supplier/distributor of industrial products and supplies headquartered in Cleveland, OH
Argo International	Portland, OR	Global supplier/distributor of new units and spare parts for industrial motors, drives, controls, and pumps headquartered in New York, NY with a local office
Arjae Sheet Metal	Portland, OR	Sole proprietorship in Portland, OR; sheet metal fabrication, commercial and industrial installation, HVAC/R service and repair
Associated Hose Products	Portland, OR	Single location distributor of industrial hose, fitting, and assembly products
Atlantic & Pacific Freightways	Vancouver, WA	Locally-based truck transportation and logistics company operating throughout the US and Canada
Atlasta Lock & Safe Co.	Portland, OR	Single location business providing locksmith services
Batteries Plus	Portland, OR	Supplier of batteries and light bulbs with franchise locations in 46 states and Puerto Rico; multiple local locations; headquartered in Hartland, WI
Baxter Auto Parts	Portland, OR	Auto parts supplier with multiple locations in OR, WA, and CA
Beckwith & Kuffel Inc.	Vancouver, WA	Offices in Seattle, WA, Vancouver, WA, and Spokane, WA; sales and service for industrial pumps, compressors, and blowers
Benchmark Industrial Services	Portland, OR	Industrial contractor providing services from equipment maintenance to complex capital projects with offices in Portland, OR, Seattle, WA, and Spokane, WA
Bernert Barge Lines	Oregon City, OR	Provider of inland waterway transportation services (tug and barge) with local history dating back to the late 1800s
BestBuy	Portland, OR	International electronics retailer headquartered in Richfield, MN
Blast Cleaning Services	Sherwood, OR	Single location contractor/manufacturer supplying and constructing blast cleaning systems (blastrooms, shotblast machines, automated airblast machines, shot peening machines, etc.)
BNSF Railway	Portland, OR	Transcontinental railroad transportation and logistics service provider headquartered in Ft. Worth, TX
Brake Systems Inc	Portland, OR	Single location manufacturer, remanufacturer, distributor and engineer of brakes, valves, compressors, and related products and equipment
Branom Instrument Co	Portland, OR	Seattle, WA headquartered supplier/servicer of products and services for industrial and municipal testing, control, monitoring, and calibration instruments and equipment; locations in multiple states
Buckaroo Thermosteel Inc	Portland, OR	Single location roofing contractor
Cal-Cert Co	Portland, OR	Portland, OR based provider of calibration certification equipment and services
CalPortland	Portland, OR	Glendora, CA headquartered supplier of cement, concrete, aggregates, asphalt, building products, and construction services with multiple local locations
Carlson Testing Inc	Portland, OR	Tigard, OR headquartered construction inspection, materials testing, and geotechnical engineering services company with branch office locations in Oregon



Carson Oil Co	Portland, OR	Portland, OR headquartered supplier of petroleum products and services with branch offices throughout Oregon
Cascade Architectural & Engineering	Portland, OR	Seattle, WA based company providing equipment, supplies, reprographics and related support for the architectural and engineering sectors
Cascade Columbia Distribution	Sherwood, OR	With offices in Sherwood, OR, Seattle, WA, and Spokane, WA, company provides chemicals and related supplies and equipment with expertise in aerospace, compounding, electronics, food manufacturing, metal plating, and water treatment industries
Cascade Controls	Portland, OR	Portland, OR based contract manufacturer of engineered production systems and controls for semiconductor, agriculture, food processing, marine, crane and hoist, municipal, petrochemical, forest products, power generation, solar, wind, recycling, and soil/water reclamation industries
Cascade Pipe & Supply	Portland, OR	Bakersfield, CA based supplier, distributor, and manufacturer of industrial pipe, fittings, and supplies
Centurylink	Portland, OR	Monroe, LA headquartered telecommunications service provider
Cessco Inc	Portland, OR	Single location company providing sales and rental of construction equipment and supplies
Chapel Steel Co	Portland, OR	Steel service center based in Philadelphia, PA with locations in US and Canada
Chas H Day Co Inc	Portland, OR	Single location business providing sales and service of electric and pneumatic tools and supplies
Christenson Electric Inc	Portland, OR	Portland, OR based electrical contractor
Christenson Oil	Portland, OR	Single location supplier of petroleum products and services
City Club of Portland	Portland, OR	Nonprofit education and research based civic organization
Coast Crane & Equipment Co	Portland, OR	Sales, rental, and service of industrial cranes and equipment with locations throughout the Western US, including Alaska and Hawaii
Conrey Electric	Portland, OR	Single location sales and service provider of electric motors
Consolidated Electrical Distributors	Portland, OR	Single location supplier of electrical components and supplies
Continental Western Corp	Portland, OR	San Leandro, CA based distributor of industrial supplies
Contractor Plan Center	Milwaukie, OR	Milwaukie, OR based membership organization connecting contractors, owners, architects, manufacturers, and suppliers to facilitate project bidding
Control Factors Inc	Portland, OR	Manufacturers representative and distributor located in Gresham, OR of process flow and filtration/separation components
Cook Engine Co	Portland, OR	Marine engine repair and service provider
Copiers NW Inc	Portland, OR	Provider of copy and printing equipment, software solutions, and services based in Seattle, WA
Cummins Northwest Inc	Portland, OR	Distributor and supplier of Cummins engine products and services; Portland, OR based with locations throughout the Pacific NW and Alaska
Curran Coil Spring Inc	Wilsonville, OR	Manufacturer of custom industrial torsion springs, extension springs, and compression springs



Daily Journal of Commerce	Portland, OR	Supplier of media services
DEX Media West LLC	Portland, OR	Supplier of media services
DHL	Portland, OR	Worldwide transportation and logistics services provider
Direct Transport Inc	Wilsonville, OR	Provider of regional courier and freight services
Documart	Portland, OR	Supplier of print services
Don Thomas Petroleum Inc	Portland, OR	Petroleum, fuel, oil, and lubricant distributor in the Portland Metro area since
EJ Bartells Co	Portland, OR	Distributor, fabricator, manufacturer and refractory services contractor in the Western U.S., and insulation services contractor in the Pacific NW; based in Renton, WA
Earle M Jorgensen Co	Portland, OR	Supplier/service center of steel and aluminum bar, tubing, and plate; headquartered in Lynwood, CA
EC Powersystems	Portland, OR	Portland, OR based sales, rentals, and service of generators and engines
Elephant's Delicatessen	Portland, OR	Catering and food services
Elmer's Flag & Banner	Portland, OR	Manufacturer and distributor of flags, banners, and related supplies and materials
Emerald Services Inc.	Vancouver, WA	Seattle, WA based supplier of processing and recycling services of wastewater and oil products
Empire Rubber & Supply	Portland, OR	Supplier and installer of conveyor belt and related industrial goods with locations in Portland, OR and Pasco, WA
EOFF Electric Co	Portland, OR	Provider of electrical supplies, components, and equipment based in Portland, OR with locations throughout OR and SW WA
ERM West Inc	Portland, OR	Global provider of environmental, health, safety, risk, and social consulting services
Evrax Inc	Portland, OR	Chicago, IL based international producer of steel products with pipe, tube, and plate rolling mills in Portland, OR
F&F Grinding Inc	Portland, OR	Single location provider of grinding, sawing, burning, and cutting services
FE Bennett	Portland, OR	Portland, OR based vendor of material handling equipment and supplies
Farwest Steel Corp	Vancouver, WA	Eugene, OR based steel service and fabrication/manufacturing center
Fastenal Co	Portland, OR	Winona, MN based supplier of industrial products and services
Fastsigns	Portland, OR	Provider of signs, banners, and vehicle graphics based in Carrollton, TX
Faulkner Automotive Electric	Portland, OR	Single location car parts and accessories manufacturing services provider
FedEx	Portland, OR	Global transportation and logistics provider based in Memphis, TN
Ferguson Enterprises Inc	Portland, OR	Plumbing and building products supplier based in Newport News, VA; subsidiary of UK-based Wolseley
Ferrellgas	Portland, OR	Provider of propane distribution and services headquartered in Overland Park, KS
Finishing Technologies	Portland, OR	Portland, OR based technical finishing equipment distributor and servicer



First Response Systems	Beaverton, OR	Alarm, security, and surveillance services provider based in Beaverton, OR
Fisherman's Marine Supply	Portland, OR	Marine equipment and supplies provider based in the Portland, OR area with three local facilities
Fluid Connector Products Inc	Portland, OR	Portland, OR based provider of hydraulic systems equipment and supplies
Forklift Services of Oregon	Portland, OR	New and used forklift sales, rental, and service
Fred Meyer	Portland, OR	Retail department store chain; subsidiary of Cincinnati, OH based Kroger Co.
Galvanizers Company	Portland, OR	Portland, OR based galvanizing manufacturer
Gasket Technology Inc.	Troutdale, OR	Troutdale, OR based manufacturer of industrial gaskets
General Tool & Supply Co	Portland, OR	Supplier of industrial bearings, hydraulics, material handling, and other related supplies and services
Grabber Construction Products	Clackamas, OR	International distributor and manufacturer of fasteners, tools, equipment, and building materials for construction industry; based in Alpine, UT
Grainger	Portland, OR	Global supplier of maintenance, repair and operating products based in Lake Forest, IL
Graybar Electric Co Inc	Portland, OR	St. Louis, MO based supply chain management services provider and distributor of high-quality components, equipment and materials for the electrical and telecommunications industries
Green Transfer & Storage	Portland, OR	Warehousing, transloading, storage, trucking and logistics provider
Gresham Transfer Inc	Portland, OR	Specialized/heavy haul and dry bulk truck transportation and logistics provider
Gunderson LLC	Portland, OR	Lake Oswego, OR based international manufacturer of railcars, marine barges, and related components and services
Hall Tool Co	Portland, OR	Single location provider of hand tools and industrial supplies
Harbor Freight Tools	Portland, OR	Supplier of hand tools, generators, power tools, air tools, and related hardware and equipment with over 400 retail locations; based in Southern CA
Hardchrome Inc	Estacada, OR	Single location plating and polishing business
Harmer Steel Products Co	Portland, OR	Portland, OR based supplier of rail and track accessories with locations in the US and Canada
Harsco Infrastructure Americas	Vancouver, WA	Provider of construction and industrial maintenance services with operations in 32 countries; headquartered in Camp Hill, PA and Fair Lawn, NJ
Hertz Equipment Rental Corp	Portland, OR	Rental and sales of generators, construction equipment, and material handling equipment
Hilti Inc	Portland, OR	Liechtenstein based supplier of tools and fastening systems; operates in over 120 countries; N. American headquarters in Tulsa, OK
Home Depot	Portland, OR	Atlanta, GA based home improvement retailer
Honey Bucket	Vancouver, WA	Puyallup, WA based supplier of mobile sanitation services
Hydra Power Systems Inc	Portland, OR	Portland, OR headquartered supplier of fluid hydraulic parts and components



Hydraulics Inc	Vancouver, WA	Single location provider of hydraulic supplies and hose manufacturing services, as well as cylinder, pump, and motor repair
IGI Resources Inc	Vancouver, WA	Petroleum bulk stations and terminals provider
IKON Office Solutions	Portland, OR	Global provider of Ricoh copy and printing equipment, software solutions, and services
IMR KHA Portland LLC	Portland, OR	Mechanical, chemical, metallurgical, and corrosion testing and analysis services provider
Industrial Tire	Portland, OR	Industrial tire, wheel, and auto repair services based in Portland, OR with six Pacific Northwest facilities
Integra Telecom	Portland, OR	Portland, OR based telecommunications services provider
Integrated Power Services	Portland, OR	Provider of repair and maintenance services for electric motors, generators, and mechanical power transmission components based in Greenville, SC with locations throughout the US
International Inspection Inc	Portland, OR	Provider of nondestructive testing and examination services
IRC Aluminum & Stainless Inc	Portland, OR	Single location nonferrous metal service center
Iron Horse Group	Fairview, OR	Single location utility and industrial services provider
JJ Calibrations Inc	Portland, OR	Instrument calibration services provider based in Portland, OR
John C. Murdoch Inc	Portland, OR	Marine surveyor located in Portland, OR
Johnstone Supply	Portland, OR	Wholesale distributor to the HVAC/R and property maintenance industries
Jubitz Corp	Portland, OR	Transportation services company offering commercial fueling and travel services to fleets, professional drivers, and the local and traveling public based in Portland, OR
Kaman Industrial Technologies	Portland, OR	Provider of a wide range of products and systems related to bearings, mechanical and electrical power transmission, automation & control, material handling, and fluid power for the MRO and OEM markets based in Bloomfield, CT
Kleen Blast Co	Portland, OR	Provides abrasives, sandblasting equipment and supplies
Koldkist Bottled Water	Portland, OR	Producer, marketer and distributor of high-quality packaged ice
KY-RO Inc	Tigard, OR	Single location provider of profile and plate rolling services
LaGrand Industrial Supply Co	Portland, OR	Single location distributor of foundry supplies, equipment and industrial products
Lampros Steel Inc	Portland, OR	Specialty structural steel service center and warehousing based in Portland, OR
Landa Northwest	Portland, OR	Single location business selling and servicing industrial pressure washers, parts washers, water treatment systems, and heaters
Landmark Equipment	Portland, OR	Single location business providing equipment sales, rentals, parts, and repair and maintenance services
Legacy Laboratory Services	Portland, OR	Laboratory services provider serving physicians, hospitals, employers, IPAs, and patients; based in Portland, OR
Les Schwab	Portland, OR	Provider of tires and automotive repair services based in Prineville, OR
Locates Down Under Inc	Oregon City, OR	Providing underground wire and cable laying contracting services based in Oregon City, OR



Mac's Radiator & Repair	Portland, OR	Cooling system repairs, products, and services provider based in Portland, OR with nine Pacific NW facilities
Magnetic Specialties Inc	Clackamas, OR	Provider of wholesale magnets and magnetic devices based in Clackamas, OR
Marco	Portland, OR	Portland, OR based supplier of promotional products, awards, company apparel, and incentive items
Marine Lumber Co Inc	Tualatin, OR	Single location wholesale lumber sales and distribution
Mariner's Supply Co Inc	Portland, OR	Supplier of marine parts and products based in Bainbridge Island, WA
Marks Metal Technology	Clackamas, OR	Single location metal and steel processor, specializing in rolling plate and structural profiles, concrete pipe forms and custom fabrication
Mascott Equipment Co Inc	Portland, OR	Sales, service, and installation of petroleum equipment
Mason's Supply Co	Portland, OR	Construction supplies business with locations in OR and WA; based in Portland, OR
Matheson Tri-Gas Inc	Portland, OR	Global supplier of industrial and scientific gases and gas handling equipment; subsidiary of Tokyo, Japan based TNS Corp
McGuire Bearing Co Inc	Portland, OR	Regional distributor of bearings and power transmission products headquartered in Portland, OR
McKinney Trailers & Containers	Portland, OR	Tractor trailer and shipping container rental, leasing, sales and service
Meshor Supply Co	Portland, OR	Wholesale plumbing supply company based in Portland, OR
Metro Overhead Door Inc	Portland, OR	Repair, service and installation of garage doors and gate automation based in Portland, OR
Milwaukie Crane & Equipment Co	Tigard, OR	Designs, manufactures, installs and services complete overhead material handling systems and stocks hoists, trolleys, accessories, replacement parts and provides service based in Portland, OR
Mobile Mini Inc	Portland, OR	Global company providing rental and sales of portable self storage containers, shipping containers, and mobile offices based in Tempe, AZ
Modspace Corp	Portland, OR	Providing modular building and construction trailer rental, leasing, and sales based in Berwyn, PA
Monster Fuses	Portland, OR	Two location company with offices in Portland, OR and Fairfield, NJ; Supplier of new, surplus, and out of production fuses and switchgear components
Morgan Industrial Inc	North Plains, OR	Providing specialized heavy rigging, transportation, machinery moving, millwright, architectural, and process equipment movement services based in the Hillsboro, OR area
Motion Industries Inc	Portland, OR	Distributor of industrial MRO supplies based in Birmingham, AL; subsidiary of Genuine Parts Company of Atlanta, GA
MSC Industrial Supply Co Inc	Portland, OR	Distributor of MRO supplies, industrial equipment and tools based in Melville, NY
Mt Hood Solutions Co	Portland, OR	Subsidiary of Charlott, NC based Swisher; supplier of industrial hygiene products and services
Napa Auto Parts	Portland, OR	Distributor and retailer of auto parts, tools, and supplies; subsidiary of Atlanta, GA based Genuine Parts Company





NDE Professionals Inc	Portland, OR	Provider of quality control consulting, and nondestructive testing and training services including radiography, ultrasonic, penetrant and magnetic particle based in Portland, OR
Ness & Campbell Crane Inc	Portland, OR	Main division offices in Portland, OR and Seattle, WA with branch offices throughout Western OR and WA; provider of fixed and mobile crane and lift services
Norlift of Oregon Inc	Portland, OR	Supplier of new, used, rental and material handling products and services based in Portland, OR
North Coast Electric Co	Portland, OR	Provider of electrical supplies, components, distribution and related services with locations throughout the Pacific NW and Alaska
Northside Ford	Portland, OR	New and used Ford truck dealership
Northwest Pump & Equipment Co.	Portland, OR	Distributor of petroleum equipment, industrial pumps, and car wash systems and related services with locations throughout the Western US
Northwest Scaffold Service Inc	Portland, OR	Provides services in the estimation, design, supply, erection & dismantling of suspended scaffold (swingstaging), frame scaffold, temporary weather enclosures, and shoring based in Portland, OR
NRC Environmental Services Inc	Portland, OR	Provision of environmental, industrial and emergency solutions; global company based in Great River, NY
NW Natural Gas Co	Portland, OR	Natural gas utilities service provider/supplier based in Portland, OR
Oak Harbor Freight Lines Inc	Portland, OR	Truck transportation and logistics services provider based in Auburn, WA with terminal locations throughout the Western US
Office Depot	Portland, OR	National retail chain/supplier of office products, business machines, computers, computer software and office furniture, and business services including copying, printing, document reproduction, shipping, and computer setup and repair; based in Boca Raton, FL
Oil Filter Service Co	Portland, OR	Single location provider of filters and hose assemblies, and manufacturer of custom fittings and adapters
Olympic Tug & Barge Inc	Portland, OR	Division of Seattle, WA base Harley Marine Services and provider of marine tug, barge, and port assist transportation and logistics services
Oregon Bolt Inc	Tigard, OR	Provider of industrial threaded fasteners and related items based in Tigard, OR
Oregon Breakers Inc	Portland, OR	Single location supplier of electrical components and supplies
Oregon Carbide Saw	Portland, OR	Provides precision sharpening and manufacturing service for saws, cutters, routers, and coldsaws; based in Portland, OR
Oregon Ironworks Inc	Clackamas, OR	Engineering, fabrication, and manufacturing business based in Clackamas, OR
Oregon Sandblasting & Coating Inc	Tualatin, OR	Provider of industrial painting, coating, sandblasting, and finishing services based in Tualatin, OR



Oregon Tractor	Portland, OR	Portland, OR based supplier of new and used heavy equipment sales, rentals, and repair and maintenance services with branch location in Roseburg, OR
OTS Wire & Insulation Inc	Wilsonville, OR	Supplier of electrical supplies & equipment for the motor repair and transformer industry based in Wilsonville, OR
Ott's Friction Supply Inc	Portland, OR	Portland, OR based distributor and supplier of automotive and mechanical friction products such as brakes and clutches; branch location in Eugene, OR
Oxford Inn & Suites	Portland, OR	Local hotel and hospitality provider
Pacific Fence	Clackamas, OR	Supplier of fencing installation and manufacturing services specializing in railings, gates, chain link, and vinyl; single location in Clackamas, OR
Pacific Machinery & Tool Steel	Portland, OR	Portland, OR based specialty metal service center
Pacific Power Products	Ridgefield, WA	Ridgefield, WA based provider of sales and service of diesel engines, transmissions and parts for trucks, buses, coaches, heavy duty construction equipment, marine, rail and power generation; locations throughout OR, WA, AK, and HI
Palm Abrasive & Tool Inc	Portland, OR	Wholesaler of abrasives, tools, and related supplies in Portland, OR
Pape Material Handling Inc	Portland, OR	Provider of sales, rental, and product support of lift trucks and material handling equipment based in Eugene, OR
Paramount Supply Co	Portland, OR	Supplier of pipe, valves, fittings, pumps, filters, gaskets, steam products, and other industrial specialties with branches throughout the Western US and Alaska
Parr Lumber Co	Portland, OR	Supplier/distributor of building products, hardware, and tools based in Hillsboro, OR with 31 locations in OR, WA, and AZ
Peninsula Truck Lines Inc	Portland, OR	Regional less-than-truckload truck transportation and logistics provider based in Auburn, WA with locations throughout the Pacific NW and Vancouver, BC
Performance Contracting Inc	Portland, OR	Specialty contractor providing services to industrial, commercial, and non-residential markets based in Lenexa, KS; services include interiors, insulation, scaffold services, and abatement
Peterson Industrial Products Inc	Portland, OR	Supplier of industrial hoses, fittings, cylinders, pumps, valves, meters, and othe products for use in hydraulics, pneumatics, instrumentation, and sanitary applications based in Portland, OR
Peterson Machinery Co	Portland, OR	Supplier of new and used heavy equipment sales, rentals, and repair and maintenance services headquartered in the San Francisco, CA Bay Area
Petrocard Systems Inc	Clackamas, OR	Supplier of fleet fueling, mobile fueling, cardlock fueling, and lubricant supply services based in Kent, WA
Pinnell Busch Inc	Portland, OR	Project management consultancy for the design and construction industry based in Portland, OR
Pioneer Wiping Cloth	Portland, OR	Supplier of industrial wiping cloth, absorbent products, and recycling services based in Portland, OR



Platt Electric Supply Inc	Portland, OR	Distributor and wholesaler of electrical, industrial, lighting, tools, fuses, control and automation products with locations throughout the Western US
Pope Rigging Loft Inc	Portland, OR	Supplier of marine rigging products and services based in Portland, OR
Port Plastics	Portland, OR	Supplier of plastic materials, components, and related products based in Chino Hills, CA
Port Supply	Portland, OR	Watsonville, CA based wholesale distributor of marine related products
Portland Business Alliance	Portland, OR	Local commerce association
Portland Community College	Portland, OR	Local higher educational institution
Portland Compressor	Portland, OR	Single location distributor, dealer, and service center of compressors, sprayers, pressure washers, and related products and services
Portland Fasteners Inc	Portland, OR	Single location supplier of industrial fasteners and construction supplies
Portland General Electric Corp	Portland, OR	Investor-owned utility engaged in the generation, transmission and distribution of electricity to industrial, commercial and residential customers
Portland Valve & Fitting Co	Portland, OR	Supplier/distributor of hoses, flexible tubing, fittings, filters, regulators, measurement devices and related products and support services; trade name of Portland, OR based Swagelok Northwest US, part of global Solon, OH based Swagelok Company
Potter Webster Co	Portland, OR	Supplier of new and remanufactured truck and trailer parts headquartered in Portland, OR with branch locations throughout the region
Power Serv Inc	Portland, OR	Kansas City, MO based distributor, reconditioner, and remanufacturer of railcar moving equipment
PPI Group	Portland, OR	Portland, OR based supplier of software and hardware solutions to the architecture, engineering, and construction industries
Praxair Distribution	Vancouver, WA	Supplier of industrial gases and related services based in Danbury, CT
Precise Manufacturing & Engineering	Vancouver, WA	Provider of engineering services to operators of blast furnaces and steel mills based in Vancouver, WA
Precision Equipment Inc	Portland, OR	Industrial parts repair and custom manufacturing based in Portland, OR
Precision Hydraulics LLC	Portland, OR	Portland, OR based tooling hydraulic outfitter
Premier Gear & Machine Works	Portland, OR	Portland, OR based manufacturer of machinery, gears, and controls and machine and gear shop services
Premier Rubber & Supply	Portland, OR	Portland, OR based rubber products wholesaler
Proctor Sales Inc	Wilsonville, OR	Sells & services engineered mechanical solutions including boilers, pumps, controls, valves, burners, stack, tanks, hydronic and steam solutions; offices located in OR, WA, and AK
Production Sawing	Tigard, OR	Tigard, OR based metal slitting and shearing business
PSI Inc	Portland, OR	Oakbrook Terrace, IL based company provides engineering, scientific, technical and management solutions to public and private sector clients



Rain for Rent	Portland, OR	Provider of temporary liquid handling solutions including pumps, tanks, filtration and spill containment based in Bakersfield, CA
Red-D-Arc Inc	Vancouver, WA	Subsidiary of Radnor Township, PA based Airgas Inc.; provider of welding and welding-related rental products and services throughout North America
Redmond Heavy Hauling Inc	Portland, OR	Portland, OR based provider of heavy hauling and specialized truck transportation and logistics services
Reed Electric Co	Portland, OR	Single location provider of motor repair and field services, and new motor sales
Rem Steel Sales Inc	Portland, OR	Portland, OR based distributor of prime, excess prime, and secondary flat rolled steel products
Rexel Inc	Tualatin, OR	Subsidiary of Rexel Group based in Paris, France; Distributor of electrical supplies
Rigging Products Inc	Portland, OR	Single location provider of rope, rigging, logging, industrial chain, and related products and services
Rodda Paint Co	Portland, OR	Portland, OR based provider of paint color matching services, spray equipment sales and rentals, and paint sales
Rogers Marine	Portland, OR	Single location provider of sales, service, and installation of boat equipment, marine electronics, radar, GPS, depth sounders, and related marine products
Rogers Machinery	Portland, OR	Portland, OR based industrial equipment supplier, providing technical services, engineering, consultation, and products such as compressed air systems, process and house vacuum systems, and blower and pump systems; branch locations throughout the Western US
Rose City Awning Co	Portland, OR	Portland, OR based sales and service of awnings, tarps, canopies, flags, flagpoles, accessories and custom applications
RSC Equipment Rental	Portland, OR	Part of Stamford, CT based United Rentals Inc.; global equipment rentals company
Ryerson	Portland, OR	Distributor and processor of metals based in Chicago, IL
Safety Kleen Systems Inc	Clackamas, OR	Re-refiner of used oil and provider of parts cleaning services based in Dallas, TX
Safway Services LLC	Troutdale, OR	Full-service scaffold company offering rental, engineering, training and safety; based in Waukesha, WI
Sam A Mesher Tool Co	Portland, OR	Single location supplier of machinery and cutting tools
Sanderson Safety Co	Portland, OR	Supplier of safety systems and products for a variety of industries and applications based in Portland, OR with locations throughout the Western US
Schroeder's Machine Works Inc	Vancouver, WA	Single location machining, fabrication, and manufacturing facility
Seal Source Inc	Portland, OR	Single location supplier of seals and gaskets
Seals Unlimited Inc	Hillsboro, OR	Distributor of rubber molded, rubber extrusion, and gaskets; In-house steel rule die shop with water jet cutting services available; based in Hillsboro, OR
Service Steel Inc	Portland, OR	Steel service and fabrication center based in Portland, OR



Shaver Transportation	Portland, OR	Provider of inland waterway transportation and logistics services (tug and barge services) and port assist services
Sherwin Williams Co	Portland, OR	Global supplier of paints and finishes based in Cleveland, OH
Siemens Building Technologies	Beaverton, OR	Supplier of products and services for building/facility automation, energy efficiency, fire safety, power distribution, and security; part of Munich, Germany based Siemens
Speedometer Service and Instrument Corp	Portland, OR	Single location company selling gauges, cables, and adapters to the truck and automotive industries
Spencer Fluid Power	Portland, OR	Distributor of hydraulic components and systems; subsidiary of Cleveland, OH based Applied Industrial Technologies
Stack Metallurgical Services	Portland, OR	Single location provider of heat treating and metallurgical manufacturing services
Staples	Portland, OR	National retail chain/supplier of office products, business machines, computers, computer software and office furniture, and business services including copying, printing, document reproduction, shipping, and computer setup and repair; headquartered in Framingham, MA
Star Rentals Inc	Portland, OR	Construction equipment rental supplier with locations in OR and WA
State Pipe & Supply	Vancouver, WA	Supplier of pipe, tubing, fittings, and related products to mechanical, plumbing and general contractors, pipe fabricators, petroleum, fire protection and fencing industries, water well and irrigation companies, pipe distributors, and other pipe users; Rialto, CA based subsidiary of Korean company SeAH Steel Corp
Stellar Industrial Supply Inc	Portland, OR	Tacoma, WA based provider of industrial supplies and tools
Stud Welding Supply	Vancouver, WA	Single location wholesale welding equipment and supplies provider
Suburban Grinding Inc	Tualatin, OR	Single location provider of industrial grinding services and engineering
Sunbelt Rentals Inc	Portland, OR	Construction equipment and tool rental company; subsidiary of London, UK based Ashtead Group
Swan Island Sandblasting	Portland, OR	Portland, OR based sandblasting and painting facility with two Portland facilities
Tacoma Screw Products Inc	Portland, OR	Supplier of fasteners, tools, hardware, and related construction supplies and equipment based in Tacoma, WA
Tarr Inc	Portland, OR	West coast distributor of commodity and specialty chemicals, lubricants and fuels headquartered in Portland, OR
Technical Controls	Vancouver, WA	Vancouver, WA based provider of products and services in instrumentation, fluid-handling products, mobile and general hydraulics, pneumatics, process filtration, compressed air and gas filtration markets, and seal applications with locations in WA, ID, and MT
Test Equipment Distributors	Portland, OR	Stone Mountain, GA based distributor of equipment and supplies for the nondestructive testing industry
The Lynch Company Inc	Portland, OR	Single location general steel fabricator
The Steel Yard Inc	Portland, OR	Single location distributor of steel products (plate, tubing, pipe, bars, etc.)



The Western Group	Portland, OR	Portland, OR headquartered supplier of woven wire, rubber screens, polyurethane screens, and perforated plate with locations in the US and Canada
Thermo Fluids Inc	Clackamas, OR	Recycler of used oil, antifreeze, filters, oily water and oily absorbents based in Scottsdale, AZ
Torgerson Forest Products	Beaverton, OR	Single location supplier of forest products and building materials
Total Filtration Services	Portland, OR	Subsidiary of Franklin, TN based Clarcor Inc; provider of filtration management and service
Transco Industries Inc	Portland, OR	Portland, OR headquartered engineering and fabrication business involved in steel fabrication, conveyor repair, and water screening with locations throughout the US
Triad Machinery Co Inc	Portland, OR	Sales, leasing, rental, and service of heavy equipment in forestry, construction, and material handling with locations in OR and WA
Tri-Motor & Machinery Co Inc	Canby, OR	Single location provider of new motor and gear box sales, repair, parts and related services
Tube Service Co	Portland, OR	Santa Fe Springs, CA based tubular product distribution and laser tube processing services with locations throughout the Western US
Union Pacific Railroad	Portland, OR	Transcontinental railroad transportation and logistics service provider headquartered in Omaha, NE
Unisource Mfg Inc	Portland, OR	Supplier of industrial hose, hydraulic hose, connectors and accessories headquartered in Portland, OR
United Battery Inc	Portland, OR	Supplier/distributor of batteries, alternators, starters, generators, and accessories based in Portland, OR with three total area locations
UPS	Portland, OR	Global transportation and logistics provider based in Atlanta, GA
United Rentals	Portland, OR	Global equipment rentals company based in Stamford, CT
United Site Services Inc	Portland, OR	Westborough, MA provider of portable toilet rentals and site sanitation solutions
United Welding Supply Inc	Portland, OR	Single location supplier of welding materials, supplies, and equipment
United Western Supply Co	Portland, OR	Distributor of foundry products, equipment, parts, supplies, abrasive products, blasting media, and abrasive equipment, parts, and supplies with offices in Seattle, WA and Portland, OR
US Distributing	Portland, OR	Distributor of marine parts and accessories to boat dealers, boat repair shops, marine accessory stores, boatyards, boat builders, government agencies and other marine related businesses; locations in Portland, OR, Phoenix, AZ, and Missoula, MT
Valin Corp	Portland, OR	Provider of process control, measurement, heat, filtration, and automation application solutions based in San Jose, CA
Vancouver Bolt & Supply Inc	Vancouver, WA	Single location provider of bolts, fasteners, and industrial supplies
Verizon	Portland, OR	New York City, NY broadband and telecommunications company
Versa Steel Inc	Portland, OR	Supplier of new and used steel beams located in Portland, OR



Viking Automatic Sprinkler Co	Portland, OR	St. Paul, MN based company provides fire sprinkler systems including automatic fire sprinklers for industrial, commercial, residential, and government markets
WC Winks Hardware	Portland, OR	Single location hardware retailer
Walter E Nelson Co	Portland, OR	Portland, OR based distributor of janitorial supplies and paper with locations throughout OR and WA
Washington Crane & Hoist	Vancouver, WA	Seattle, WA based industrial overhead crane and material handling solutions provider
Waste Management	Portland, OR	National supplier of waste/refuse transportation and disposal services based in Houston, TX
West Coast Metals Inc	Portland, OR	Single location supplier of stainless steel, aluminum, and carbon steel
West Coast Wire Rope & Rigging	Portland, OR	Full service rigging fabrication facilities serving the logging, construction, marine, and equipment manufacturing industries with locations in Portland, Seattle, and Oakland
West Rail Construction	Vancouver, WA	Vancouver, WA headquartered railroad construction and services provider involved in projects throughout the US and abroad
Western Integrated Tech Inc	Portland, OR	Bellevue, WA based manufacturer and integrator of fluid power and electronic systems
Western Tool & Supply	Portland, OR	Livermore, CA based supplier of hand tools, cutting tools, power tools, abrasives, and other industrial products and supplies
Working Waterfront Coalition	Portland, OR	Local trade/business association
Xylem Dewatering Solutions Inc	Portland, OR	White Plains, NY based global provider of water handling, transport, distribution, wastewater and process treatment applications across commercial, industrial and municipal market
YRC	Portland, OR	Overland Park, KS based global transportation and logistics provider



