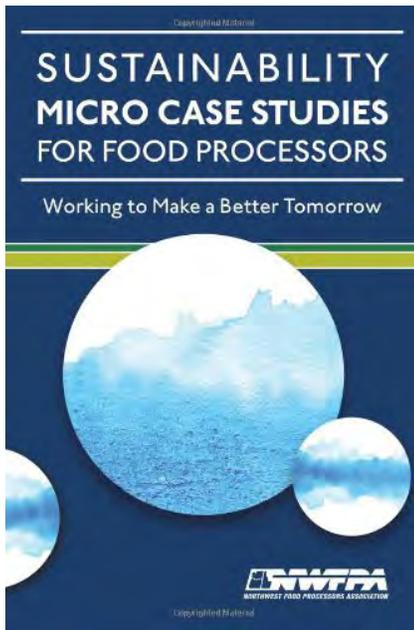


Northwest REPORTS

SPRING 2015
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Sustainability Micro Case Studies II: Please Submit Your Story

Sustainable business practices are not a trend or fad; they are part of successful business growth and management. Food processing companies and their suppliers are adopting sustainable business models.

Many companies have invested in projects, both large and small, to become more sustainable, yet this work is practically unknown and unrecognized by the public, customers, and regulatory and policy decision-makers. The food processing industry is quite modest about its accomplishments and seldom talks about the actions of the industry and its suppliers of equipment, services and resources. Yet these actions have benefited our communities, our workers and the environment. The industry cares and is committed to making a difference. Unfortunately, many members of the public, customers, legislators and regulators assume that if companies have not communicated what they are doing to become more sustainable, they are not doing much of anything.

As part of Northwest Food Processors Association's (NWFPA) effort to educate and increase awareness of the sustainable activities of the industry, NWFPA will be publishing a 2nd edition of Sustainability Micro Case Studies for Food Processors: Working to Make a Better Tomorrow.

All companies—food processors and food processing industry suppliers are encouraged to share their sustainable practices by submitting a summary to NWFPA. Also, if you are a supplier who has assisted a food processor on a sustainable project, you might jointly submit with the food processor a summary of that project. Either way, this is a great opportunity to share your company's sustainable practices with the industry and the public. This collection of micro-case studies will also spark new ideas that companies could modify and implement at their facilities.

We need your stories! Please participate in this important industry effort.

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Message from the Chair

Greetings members,

If you've ever learned to play a musical instrument or been in a band, then you know it takes more than a single finger to play all the parts of a song, or more than one clarinet to make an orchestra.

As a kid, I learned to play the accordion. It wasn't easy. Your right hand plays the melody on a keyboard while the left hand pushes buttons to create accompanying chords. But to actually make the music happen, you also have to use both hands to squeeze the bellows.

That's basically how the food processing industry works. While the individual businesses are focusing on their parts — operations, capital, markets, distribution, workforce — we still need a squeezebox to help us thrive. By that I mean a way to make our voice heard in the political, legislative and industry landscape that can either help or hinder our industry.

Luckily for us, we have the Northwest Food Processors Association.

With more than 100 years of industry knowledge and advocacy, the NWFPA team is uniquely qualified to work on our behalf on the issues that concern us most. Think about it: educating leaders around the region about the vast economic impact of our industry and the issues that we face; the regulations that may benefit one part of our industry but hurt another; and finding, qualifying and training a skilled workforce that sustains our needs now and in the future.

They can't do it alone, just like I can't play the accordion with one hand. It just doesn't make the music happen! That's why I encourage you to become involved in the NWFPA and take a stronger role in our industry's future. Reach out to colleagues and spread the word about the work that needs to be done. Together, we can be heard and make an impact, with a strong voice in our future. 🎷

Jim Robbins

Chair, NWFPA
Bolthouse Farms



Left: Award winning accordionist Jim Robbins. **Above:** David McGiverin, Jim Robbins, Paula Marshall, and Steve Rowe after Tuesday's Keynote. **Below:** At the Expo, Steve Rowe, David McGiverin, and Jim Robbins play a game of foosball. **Right:** David McGiverin and his family enjoy a vacation at Disney World.



Letter from the President

Industry partners,

Most of you who know me are aware I like to keep in shape. I belong to a gym and do exercises that focus on strengthening core muscles, which affect how your whole body is able to build endurance and balance.

Since stepping into the president’s role at Northwest Food Processors Association, I’ve been focusing on strengthening our organization’s core in order to meet the needs of the industry’s future. What do I mean by organizational core? Three things:

First, it’s researching the needs of our industry in order to enhance our legislative and regulatory effectiveness. Second, is refining processes to attract new members, retain current members and boost member involvement. And third, is to reenergize our Northwest Conference and Expo making it more appealing to food companies by providing unique, relevant educational programing, exhibits that provide new innovative technologies, and services that help food manufacturers stay ahead of the curve and voluminous opportunities for buyers and sellers to connect.

In other words, it’s not only about building strength in the industry, it’s about building the industry’s endurance in the midst of political, legislative, commerce and workforce issues that face Northwest food processors.

The NWFPA team has never been stronger, and we’re poised to do the heavy lifting of a membership and industry advocate. We are asking members to take part in outreach programs to attract more prospective members and become involved in committee activities that benefit the industry as a whole. And we’re developing communication strategies to illustrate our value to non-members, showing them how we help food processors, large and small, on legislative and regulatory issues that impact their businesses.

There are a plethora of opportunities to participate in the mission of your industry association. We welcome you to join us in the endeavor. 🍌

David McGiverin
President
NWFPA

Did you know?



Americans eat approximately 100 acres of pizza each day. That’s 350 slices per second!

Microwave Popcorn is the same as other popcorn except the kernels are usually larger and the packaging is designed for maximum popability.



A cluster of bananas is formally called a “hand”. Along that theme, a single banana is called a “finger”.

Eating about 20 tart cherries a day could reduce inflammatory pain and headache pain.



Straight from the cow, the temperature of milk is about 97 degrees Fahrenheit.

Americans eat about 125 pounds of potatoes a year, about half from fresh potatoes and half in processed foods.



National Ag Day: Fun Facts



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Why Join NWFPFA?

A company joins NWFPFA for a host of reasons.

Top Reasons to Join NWFPFA:

Drive legislative policy and regulatory decisions

Access technical and regulatory resources

Support the industry

Develop professional relationships and leadership skills

Access education and gain insight to emerging industry trends

Profitability

Promote overall safety and credibility of your business

Now is a perfect time to join or renew your membership in the Northwest Food Processors Association. Our new fiscal year (June-May) is just beginning. Whether you are a first time member, or returning, this is the time to make that membership decision. Joining NWFPFA gives your company access to a host of unique growth opportunities.

In the last year, NWFPFA has made great strides in our outreach program. We have brought meetings to Bellingham, Boardman, and Quincy. As well as training classes to Tacoma, Bellingham, Salem, Tri-Cities and Boardman to name a few. We recently held a bakery meeting in Portland discussing the M&E tax in Oregon bringing legislators, lobbyists and food processors together to examine the implications and impact of the tax on your companies. Later this month, a similar meeting will be held in Salem to include dairy processors, bakeries and egg processors. Be sure to check our event calendar for more information.

NWFPFA offers your business four types of membership depending on what nature of company you represent:

Northwest Food Processor

Affiliate Food Processor

Associate Food Processor

Industry Supplier

Engagement opportunities in Committees, PACs, Training, Northwest Reports and Events are at your fingertips when you are a member of NWFPFA. Partnering opportunities include a strengthened commitment to communication and development of resources including our outreach program, regulatory and legislative research, as well as significant contributions to energy programs that impact Northwest food processors. 🏡

Call **Tawnia Linde** at **503.327.2212** for more information on membership. Or email membership@nwfpa.org.



Welcome, New Members!

New Processor Members



Cooperative Agriculture Producers, Inc.
 A farmer-owned cooperative in the heart of the “Palouse Region” of Eastern Washington and Northern Idaho. With over 640 members, Co-Ag’s mission is “To grow profitability, retire shareholder equity, and provide sound employment opportunities while striving to keep the local communities strong.” www.co-ag.com



Fish + People
 We combine wild fish, sustainably caught, with West Coast harvested ingredients to create convenient, gourmet seafood meals that you can eat anywhere, anytime. As a B-Corp, we consider people, planet, and profit in every decision we make.
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New Affiliate Processor Members

Ourolac

New Associate Processor Members

Killa Bites, Inc., Eliot’s Adult Nut Butters, LLC, Jude’s Foods, LLC, Liberate Baking, My Daddy’s Sauces, Mama Too’s LLC, Confection Art, Inc., Cause and Effect Foods, LLC, Chocolate Stuff & More, Bella Cupcake

New Suppliers Members



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appeal, reduce cost, and increase productivity. Each of these facets positively impacts the bottom line. www.clsnw.com



Ecotrust is a non-profit organization working to connect local producers and processors with large scale buyers in order to create a strong food system. www.ecotrust.org

Human Strategies Consulting finds top-tier executive and managerial talent for your company. We’re experts in the art of retain Executive Search. www.humanstrategiesco.com



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Promarksvac Corporation manufactures several lines of food packaging, food processing, and specialty heat sealing equipment. Equipment manufactured includes everything from small table top vacuum chambers and nozzle type vacuum sealers to large brine injectors and 300 inch long heat sealing machines just to name a few. www.promarksvac.com

Continued on page 8 >

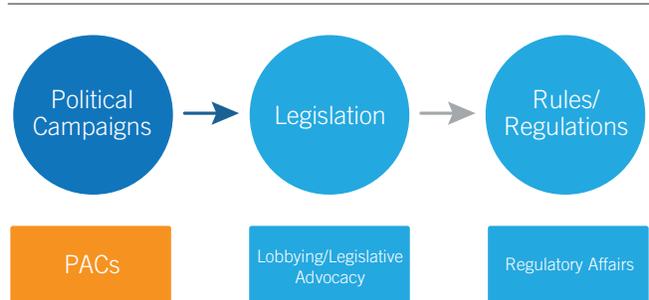


Legislative Session is in Full Swing

Three Pacific Northwest states. Three very different Legislatures. NWFPA is the common thread.

The Legislatures in Washington, Oregon, and Idaho are all currently in session. However, that's where the similarities end. Not only do the issues vary from state to state, the laws being considered by each State Legislature are determined by the political makeup of the legislative body.

In Washington, extending the business and occupation (B&O) tax preference for food processors that export their products out of state remains a top priority for Northwest Food Processors Association (NWFPA). The likelihood the B&O preference would be extended came just before the Legislature convened when Governor Inslee included the cost into his recommended budget. This made it easier for the legislative budget writers to also include the cost of the B&O tax into their recommended budget. NWFPA remains optimistic that when the two budgets are reconciled, the B&O will be included in the final budget. We will not know



Success Starts with PACs

Without consistent engagement through NWFPA's political action committees (PACs), the industry cannot anticipate success in legislative and regulatory affairs.

Continued on page 7 >



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Continued from page 6 - LEGISLATIVE SESSION

the final outcome of the B&O extension until just before adjournment on April 26, 2015.

NWFPA supports pragmatic and voluntary solutions to clean air and water and is engaging the Legislature to ensure that food processors can remain competitive in our industry while protecting the environment. The burdensome, mandatory environmental legislation being considered in the Washington Legislature is not expected to pass.

The fact that the Washington Legislature is split politically, and both sides have to work together, makes for much better legislation for the industry and the citizens of Washington.

In Oregon, the Legislature has been a hotbed of activity so far this session, starting out with Governor John Kitzhaber resigning on February 18, and Kate Brown, the Secretary of State, being sworn in as the new governor. There are many bills under consideration in Oregon that impact NWFPA members, and luckily, not all of these bills will pass.

NWFPA is sponsoring legislation that would extend a personal property tax exemption for 5 years to dairy, bakery, grain milling, and egg processors for the purchase of new machinery and equipment. If passed, these industries will join fruit, vegetable, seafood, nuts and legume processors that can already claim the exemption.

Oregon is considering many bills that would raise the cost of doing business for food processors. The low carbon fuel standard (LCFS), carbon cap and trade, carbon tax, chemical action plan, and carbon foot print labeling are only a few examples that would negatively impact the food processing industry in Oregon. NWFPA is educating legislators on all these topics to protect the viability of the industry.

On the labor front, there are proposals to mandate a paid sick leave program and to increase the state's minimum wage. We do not anticipate similar labor bills to pass in Washington, but there is a chance that one will pass in Oregon. NWFPA is discussing with lawmakers the impact this will have on our operations in Oregon.

In Idaho, the legislative situation is quite different. The state continues to be the legislative bright spot for food processing in the Northwest. With proposals on funding Idaho's transportation infrastructure, public education and property tax cuts, the industry does not expect to see legislation that adversely impacts their operations.

NWFPA supports the Idaho Legislature passing a resolution to Congress that urges a national voluntary genetically engineered (GE) labeling program. We are working in Idaho on transportation, tax, food safety and a variety of other

topics with the Idaho Legislature, and with our coalition partners to help the food processing industry continue to prosper.

Three Pacific Northwest states with three very different Legislatures writing laws that impact our operations! However, there is one similarity: NWFPA remains the one association policymakers turn to when crafting legislation that impacts our industry. This is the purpose of NWFPA's Political Action Committee (PAC). Not only does the PAC support candidates that work for our industry success, it allows NWFPA to have a voice in campaigns about our industry's needs. Relationships we build through the PAC allows NWFPA to have discussions on legislation before they are introduced in the Legislature.

A successful PAC will help create a successful future. If you have not donated to the PAC this year, now is the best time to do so. As we say in the PAC, "If you're not at the table, you're on the menu." 🍴

Learn more about your PACs at www.bipac.net/nwfpapac

Ian Tolleson
Director, Government Affairs
NWFPA

Northwest Food Processors Association invites member food processor leadership to join food industry executives at Skamania Lodge in Stevenson, Washington **May 14 - 16** for the Executive Business Summit and Annual Membership Meeting.

2015
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{ Executive Business Summit }

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Continued from page 5 - WELCOME, NEW MEMBERS!



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NWFPA Welcomes Brian Campbell: Director of Food Safety & Policy



Brian Campbell with his catch of the day.

Brian Campbell joined the NWFPA issue management team as Director of Food Safety and Policy on January 26.

"Brian's a great addition to our team and will help us increase member value in the association," said Interim President, David McGiverin. Brian's appointment is part of Chair of the Board, Jim Robbins, Bolthouse Farms, food safety and policy objectives set out in 2014. Operations and Technical Affairs Committee officers Dann Barnard, Willamette Egg, and Bonna Cannon, Tree Top, headed the search committee that secured Brian for this position.

Brian brings a wealth of food processing experience and technical expertise for the benefit of NWFPA members. Previous to joining NWFPA, he was the Quality Assurance Manager at the Kroger Fred Meyer Bakery in Clackamas,

Oregon with responsibility for five fresh bakery processing lines and a coffee roasting line. He has extensive experience in thermal processing of both low acid and acidified products, frozen vegetables and fruits, aseptic dairy processing, frozen dough systems, and pizza and pizza snack products. He holds a Bachelor's degree in food science from the University of Minnesota.

"I am thrilled to be joining the NWFPA Team. This is sort of a dream job for me. I feel like I have been practicing for it most of my life," Brian says. His focus will be to work with me on the food safety and policy advocacy work that has mushroomed since the passage of the Food Safety Modernization Act. In addition, he will work with the community networks to bring training opportunities to members around the region.

Over the next couple of months Brian will be out visiting the various areas of the Northwest region to meet as many of the members and stakeholders as he can.

"I would love to visit your facilities and learn how we can better serve your needs related to food safety and policy." Please feel free to reach out to him directly at bcampbell@nwfp.org or [503.327.2211](tel:503.327.2211). 📞

Connie Kirby
VP, Scientific & Technical Affairs
NWFPA



A delicious recipe from the Taste of the Northwest at Expo...

Pear Cherry Crisp

Crisp Topping:

2/3 cup old-fashioned oats
2/3 cup firmly packed brown sugar
2/3 cup all-purpose flour
1/2 tsp ground cinnamon
6 tbsp cold, unsalted butter, cubed

Fruit Filling:

4 cups canned pears - diced
1 - 15oz can dark sweet cherries
1/2 cup granulated sugar
2 tbsp all-purpose flour
1/2 tsp nutmeg



Directions:

1. Preheat oven to 350 degrees F.
2. To make topping: Combine oats, brown sugar, flour & cinnamon in a medium sized bowl. Add butter to dry ingredients and blend with a pastry blender or the tips of your fingers until crumbly. Set aside.
3. To make filling: In a medium bowl, toss pears and cherries with the sugar and flour, using a rubber spatula.
4. Pour filling into a 13 x 9 cake pan. Cover filling with the topping mixture, using your fingers to evenly distribute over filling.
5. Place pan in oven and bake until the topping is golden brown and juices are bubbling, approximately 40 to 45 minutes.
6. Serve warm with whipped topping or vanilla ice cream & sliced almonds.



DEL MONTE FOODS



TO VIEW AND REGISTER FOR SCHEDULED COURSES VISIT:

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Are your employees and facilities compliant?

Northwest Food Processors Association offers a range of courses to keep your business compliant and competitive.

- Better Process Control School
- British Retail Consortium (BRC)
- Food Safety System Certification 22000 (FSSC 22000)
- Hazard Analysis and Critical Control Points (HACCP)
- Internal Auditing
- Root Cause Analysis
- Safe Quality Foods (SQF)
- In-plant and community training available!



2015 EXPO + CONFERENCE

JANUARY 12-14

Northwest Food Processors

The 2015 Northwest Food Processors Expo + Conference attracted over 3,500 attendees in January. This year launched NWFPA's next century of service to the food processing industry, and started with a bang at the Sunday night Kick-off Reception featuring live entertainment with R&B band Soul Cookin'.

Expo Kick-off Reception



Expo Kick-off Reception at the DoubleTree.

Monday Keynote: Jake Nichol



A crowd of over 250 attendees joined NWFPA in welcoming Jake Nichol to the stage Monday morning. Mr. Nichol, the recently retired President and CEO of Leatherman Tool Group, discussed how his company attacked obstacles in order to grow their businesses and market shares at the expense of global low cost producers. This all-out assault included a relentless new approach to innovation, carefully listening to their customers, leveraging and enhancing their brands, and by significantly reducing manufacturing costs through efficiencies and waste elimination.

Left: Jake Nichol giving his Keynote speech.

Three Leaders Honored With Top Industry Awards

NWFPA awarded food processing industry leaders with three of the association's highest honors. The annual awards recognize individuals who have displayed exceptional leadership and contributions to the association and industry.



KEY AWARD: Kelly Brown*

The NWFPA Key Award is a lifetime achievement award given to a processor member who has spent the majority of his or her career in the food processing business, and who has made substantial contributions to the industry and provided leadership to NWFPA.



EAGLE AWARD: Sue Root

The NWFPA Eagle Award is presented for significant contributions to the advancement of a specific project or program in support of NWFPA's mission.



DISTINGUISHED SERVICE AWARD: Craig Smith

The NWFPA Distinguished Service Award recognizes significant contributions to the food processing industry over the years.

** Accepting on behalf of Kelly Brown.*



Tuesday Keynote: Paula Marshall



Paula Marshall giving her "Creating a Culture of Food Safety" Keynote.

Reaching an audience of 300, Paula Marshall, CEO of BAMA Companies, Inc. took the stage at Tuesday's General Session to discuss a formidable topic in food processing today – "Creating a Culture of Food Safety: It Starts in the Boardroom." Paula Marshall has worked in the boardroom, on the line, and in conjunction with customers to create a corporate culture that balances corporate growth and an evolving food safety culture. As the CEO of a \$300 million, privately held food manufacturer, Marshall maintains her commitment to two key principles: ensuring quality and taking care of people.



Tuesday's Keynote audience.

Ms. Marshall's quick wit and powerful delivery demanded the crowd get engaged and stay tuned in as she discussed trends in food safety and the importance of open dialogue in your company.

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NWFPA Education & Research Institute Scholarship Winners

Sue Root, chair of the Scholarship Taskforce for the Educational & Research Institute (ERI), was proud to introduce the scholarship winners for the 2014-2015 school year. These three students were chosen by the ERI Board Members from a group of deserving and accomplished applicants. The purpose of the scholarships is to strengthen the food processing industry through education and to provide support to students pursuing degrees that lead to careers in the food processing industry.

The scholarships are made possible by generous donations from the industry. Since its inception in 1989, the Endowment Fund has awarded 74 scholarships worth more than \$350,000!



ERI
Scholarships

Katie Smoot
Washington State University



Sarah Tensa
Oregon State University



Travis Chase
University of Idaho

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Taste of the Northwest & Sample Display



Ryan's Hood River Juice sharing their fresh squeezed apple juice.



Del Monte giving away samples of their Pear Cherry Crisp.

Nine processor company members brought delectable treats and drinks to Expo this year in Taste of the Northwest. An important part of membership engagement, and a favorite spot for attendees to stop, Taste of the Northwest gives our members the opportunity to spotlight new products to a fully involved audience. It also provides exhibitors and attendees with the opportunity to make new

contacts and catch up with colleagues.

Other processors and suppliers as well as educational representatives took time out of their tour of the show to visit companies like Hood River Juice, Fuller Foods, and Oregon Freeze Dry. Check out the delicious recipe Del Monte contributed on page 9.



Oregon State University's Food Science Department displays their research for tasting.

Contributions from 13 processor members filled over 140 trays in this traditional cutting. USDA judges joined NWFPFA on Monday to grade the samples. Judging was then opened to the public to see who could score the closest to the professionals. Winners were announced Tuesday morning at the general session breakfast. Juan Cummings of Safeway Dairy, Kim Thayer from Washington State University, Bob Beck of NORPAC Foods, and Michael Carlson from Del Monte were our top prize winners in the canned and frozen areas.

Oregon State University Professor Brian Yorgey, Food Science Department, brought over 200 samples for attendees to view and taste. These fresh vegetables and fruits are part of crop and cultivation research being done at OSU.



Thank You to the 2015 Expo + Conference Sponsors!

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Save the Date!

2016 Northwest Food Processors Expo + Conference
 January 11 - 13 • Portland • Oregon Convention Center

Operations & Technical Affairs + Sustainability Sessions



Above: Energy Session. **Below:** OTA Session audience.
Right: Dr. Richard Dougherty presenting at the OTA Session.



Over 40 educational resource hours were offered at Expo this year, including high demand topics such as a 2015 Food Safety Modernization Update, which left standing room only, and a very popular breakout session on Air Odor and Good Neighbor Agreement policies.

Food processors, industry suppliers and other industry leaders came together as Chad Kruger spoke on "How might climate change, variability, and risk affect agricultural production and food processing in the Pacific Northwest?"



For more information about the educational sessions offered at Expo, or to download a presentation, visit our website at www.nwfpa.org/2015presentations.



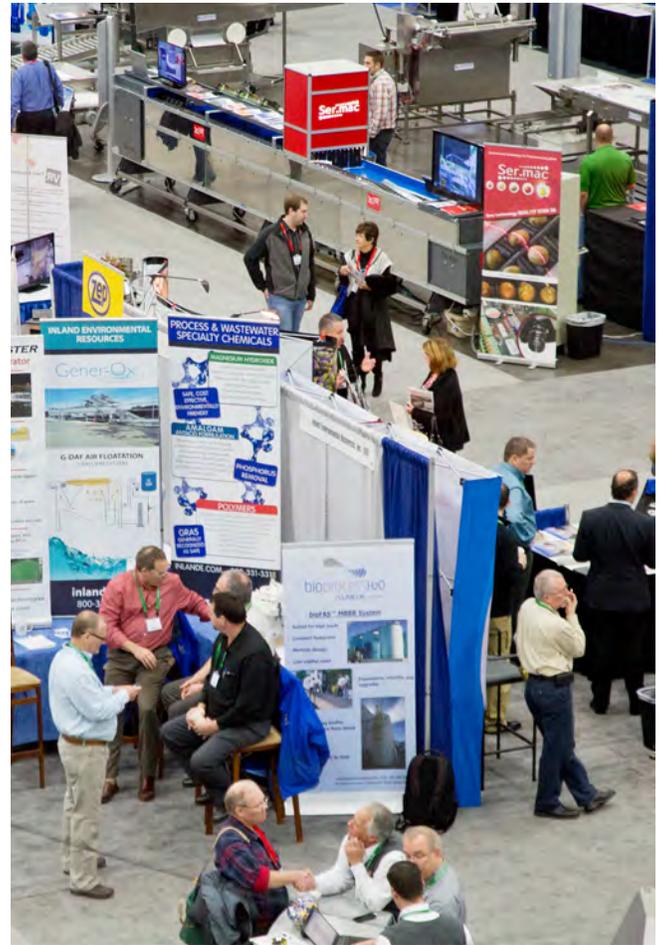
The Expo Floor: Over 280 Exhibitors

442 booths, over 280 exhibitors.

The 2015 Expo floor showcased 71 first-time exhibitors and over 200 returning companies. From large machinery that weighed in at a whopping 39,000 pounds to strategic and secure food defense services, the exhibitors this year brought their “A” game to the attendees.

Incredible booth displays with interactive models, such as Reiser showcased with their Playdoh® cutter, brought out the whimsical factor while offering real life examples of the inventiveness in food processing. The Playdoh® was irresistible to some attendees and most definitely to NWFPA leadership as they took a moment out of hectic schedules to revisit their inner child.

The Forum was the stage for multiple events throughout the 3-day show. Monday saw the Sample Display, sponsored by Silgan Containers and National Sugar Marketing. Tuesday, after a brief set change, the area became the theater for short 20-minute educational sessions providing a wide variety of educational and informative resources for attendees. Topics ranged from roof inspection to finance. On Wednesday, the Forum became the site of our mentor/mentee sessions



Steve Rowe, Jim Robbins, David McGiverin, Ian Tolleson, and Connie Kirby experiment with Reiser's Playdoh® cutter.

where attendees just entering the food processing industry or looking to grow their businesses could meet with seasoned industry professionals with focuses in operations, marketing and finance.

The Food Safety Pavilion was a new addition to the floor and a destination for conference attendees to extend their experience from the informative educational sessions to the exhibit area for additional education. 🏠



“We were glad to be at the NWFPA show again this year. We noted that there was more floor traffic this year and appreciate the association's efforts to make that happen for us vendors. We look forward to seeing you next year.”
- 2015 Expo Attendee

“I have attended this Expo many years & always enjoy walking through. I always learn something valuable from the vendors at this show.”
- 2015 Expo Attendee



Continued from page 1 -MICRO CASE STUDIES II

Micro Case Studies Format:

Project Description/Title:

Provide name of project.

Existing Conditions:

What prompted your company to move ahead with the project? What motivated action?

Project Detail:

Provide a brief summary of the activities (technical summary) that were performed and where in the operation it was performed to reduce water usage or become more efficient. Identify measurements (metrics) used to determine the effect and success of project.

Considerations, Challenges and Obstacles:

Were there any foreseen or unforeseen setbacks that your company needed to overcome? Briefly describe.

Sustainable Features:

How does the project support and/or contribute to social, economic, and environmental sustainability?

Quantifiable Benefits:

Provide resulting benefits such as water volumes reduced, energy savings, cost savings, and/or return on investment (as examples; reduced O&M, chemical usage, etc.).

Additional Resources:

Consultants, websites, organizations, and other sources that helped you with the project.

How can you participate?

A first review of micro case studies is scheduled to take place in July. For consideration, e-mail your submissions by May 31, 2015 to Pam Barrow, Director, Energy/Sustainability/Environmental Policy at pbarrow@nwfpa.org.

2015 NW Industrial Energy Efficiency Summit



In January, more than 250 industrial plant managers and company executives, energy experts and energy program representatives attended the 7th annual NW Industrial Energy Efficiency Summit at the Oregon Convention Center. This annual event is co-located with NWFPA's Conference & Expo and is produced by NWFPA, Energy Trust of Oregon, Bonneville Power Administration and Northwest Energy Efficiency Alliance were the lead sponsors. Programming is the responsibility of a steering committee that includes the lead sponsors, NWFPA staff, the state energy offices of Idaho, Oregon and Washington as well as Uli Schildt of Darigold and Don Strickler of JR Simplot Company.

This year's event focused on the intersection of workforce issues and energy efficiency, and allowed attendees to participate in hands-on learning with industry peers. The keynote speaker was Gardner Carrick, vice president of Strategic Initiatives at The Manufacturing Institute, the nonprofit affiliate of the National Association of Manufacturers in Washington, DC. His presentation, "Applying New Energy to Workforce Development for Manufacturers" discussed the challenge of attracting and retaining a quality workforce in manufacturing. With companies

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Continued from page 16 -2015 NW INDUSTRIAL ENERGY EFFICIENCY SUMMIT

spending an average of \$3,200 per new employee on training, according to Carrick, it's a top-of-mind issue. Carrick outlined strategies for obtaining and retaining the skilled staff needed to maintain and grow production and suggested connections that energy champions could make to address this challenge.

Bruce Bremer of Bremer Energy, and formerly facilities manager at Toyota, presented the Energy Treasure Hunts program developed by Toyota to build employee engagement and identify no-cost or low-cost opportunities to conserve energy and reduce costs. Steve Martin of Cascade Energy and a panel of experts helped attendees understand how energy performance monitoring tools can be used in energy management. Frank Moskowitz, Draw Professional Services, revealed a host of readily implementable techniques for saving energy in compressed air systems. Stumptown Coffee Roaster's Matt Lounsbury and Ninkasi Brewing's Paul Cook discussed thermal efficiency projects and energy savings at their facilities.

Several recipients of the Governor's Industrial Energy Efficiency Awards in Idaho and Washington provided a lively and entertaining discussion of insights and lessons learned from their award-winning energy projects. And, back by popular demand, representatives of local utilities, state energy offices, program delivery organizations and other agencies were on hand to help attendees tap into resources and assistance.

Mark your calendar for the 8th Annual NW Industrial Energy Efficiency Summit to be held January 13, 2016. 🏠

Pam Barrow

Director, Energy, Sustainability, Environmental Policy
NWFPA

"I would recommend this summit to others; I most appreciated the treasure hunt and compressed air presentation. Both of these presentations provide valuable take-aways that could be immediately implemented to enhance energy savings."
- 2015 Energy Summit Attendee



General Session audience.



Uli Schildt, Darigold, happily collects his raffle prize, a Residential Solatube, from Summit exhibitor, InteriorTech.

"Being charged with finding ways to save my company money on energy left me at a loss as to where to begin. I found Mr. Bremer's "Treasure Hunt" very helpful. I was also amazed at the Compressed Air findings. The staff was exceptional and made the day very relaxing. I would absolutely recommend this program to others."
- 2015 Energy Summit Attendee



Regional Energy Leaders Awards

"This is the second year I've attended. The first year I was still a student in mechanical engineering. The people I met and talked with during the conference is the reason I'm back this year working as an energy efficiency engineer. I have recommended this conference to many of my fellow students graduating soon."
- 2015 Energy Summit Attendee



Networking Reception hosted by Miura Boilers.



What's the Value of My Company?

Whether you're preparing for a transaction or looking to transfer wealth, the answer starts with analyzing cash flows, evaluating guideline public company and transaction multiples, and exploring the use of other options-pricing models and methods. These factors will give you a good idea of your business's value—but it isn't until you can understand what's driving those outputs that you'll understand which inputs you can manipulate to push that value higher.

If a company decreases expenses and increases revenue, its value grows. If it was this simple, however, many valuation and strategic analysts would be out of a job. This is why we like to highlight the growth aspect, a powerful component in determining a company's value. Mathematically, a company's value increases the higher the growth percentage. Knowing how to accomplish this financial movement is the difficult part. We've outlined several areas to jump-start the process of building value in your business.

Workforce

Different industries have various takes on what it means to have a dedicated and loyal workforce, but one overarching theme is that you want a workforce that feels it belongs. How can you accomplish this? Establishing a company that's perceived to be well-known in the marketplace, offering superior goods or services compared with others, or even providing a work-life balance. These are steps that go a long way toward ensuring your employees feel happy to show up to work every day and are a part of something important, which should lead to better productivity and growth.

Relationships

The goal is to maintain and nourish relationships so they're long-lasting, making it difficult for those clients to go elsewhere for their business needs. Put in the extra effort to foster a culture, a process, and results that make it possible for these relationships to flourish.

Management

It's important to have a management team in place that can run day-to-day operations in times of crises. Regardless of your size, a company must have a transition plan in place should a key person—or persons—no longer be able to run the company. Additionally, as a company grows, you may need a management team to operate various company functions, since founders or early employees won't be able to take on all tasks. A productive management team will hopefully translate into a productive overall workforce, which increases a company's growth potential.

Understand the Marketplace

If a company isn't able to assess and understand the marketplace, including its customers or trends, then how does it know whether to adjust by 10 degrees or 180 degrees? Can you evolve with the marketplace as trends change? Can you perceive new trends in the marketplace and provide a product or service to meet that need? If not, then you run the risk of losing your position within the marketplace.

Be Efficient

This area is fairly broad. For example, do you know when it's more efficient to outsource as opposed to hiring internally to perform various functions? Are there certain areas that you could focus on to reduce expenses or increase revenues? Would you consider opening another office in a location where you could leverage the educated workforce or lower costs of living? Ultimately, be top at what you do and let others take care of the rest.

Reinvest in the Company

This might mean buying new machinery and equipment that increases productivity or frees up staff to produce additional products in the same timeframe. It may also mean furthering the progress of the workforce in the form

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Continued from page 18 - WHAT'S THE VALUE OF MY COMPANY?

of providing training to staff, which could spur creativity.

Business valuation is part art, part science. Understanding and implementing these ideas on their own may not necessarily result in growth to your company, or the growth you anticipate. The process has to be part of a larger undertaking before results come to fruition. The most valuable companies have a better understanding of these key areas and more.



Alan Huntgate
Partner, CFA, ASA
Moss Adams LLP

Alan leads the firm's Valuation Services Practice, supervising and reviewing business valuations for a wide variety of purposes, including mergers and acquisitions, estate and gift planning, financing, and litigation.



Thomas Zambito
Director
Moss Adams LLP

Thomas has provided valuation consulting services since 2000 and specializes in business valuation, audit support, financial and tax reporting and analysis, and financial valuation modeling.

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NORTHWEST FOOD PROCESSORS ASSOCIATION

Northwest Food Processors Association
8338 NE Alderwood Road, Suite 160
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Autumn Assembly

Save the Date
September 15 - 17, 2015
Registration Opens 7/1/15

The Riverside Golf & Country Club will host the golf tournament for NWFPFA processor and supplier members and their guests. Shotgun start will be at 12:30 pm, but check in opens at 10 am so golfers can compete in the Chipping & Putting Contests. Anglers will meet at the Sheraton Hotel to secure transportation if needed and travel to Beacon Rock State Park located near Bonneville Dam, just 45 minutes from Portland to cast for the largest fish. The reception and awards dinner will follow the tournament & fishing derby inside the Riverside Clubhouse.

Committee Meetings September 15, 2015
Sheraton Hotel | Portland Airport

Golf Tournament September 16, 2015
Riverside Country Club | Portland, Oregon

Fishing Derby September 16, 2015
Beacon Rock | Beacon Rock State Park

Sponsored by:



"Good opportunity to meet potential customers and sponsors." - 2014 Attendee