

PIERCE COUNTY  
WASHINGTON, USA

edb | ECONOMIC  
DEVELOPMENT  
BOARD TACOMA  
PIERCE COUNTY

# ANNUAL REPORT 2020

**COMPETE EVERY  
DAY FOREVER!**

## THE LAST FIVE YEARS FAST FACTS | '16 - '20

JOBS RECRUITED & RETAINED

**3,988** (DIRECT, INDIRECT  
INDUCED)

WAGES & SALARIES GENERATED

**\$287,839,305**

INDUSTRIAL REVENUE BOND FINANCING

**\$10,000,000**

PRIVATE CAPITAL INVESTMENT

**\$463,180,000**

EDB REVENUE

**\$6,183,351**

RETURN PER \$1 EDB INVESTMENT

**\$123**

### Our Mission

The EDB is in the job and wealth creation business. The more high-wage jobs and wealth-creating companies in Tacoma-Pierce County, the better the quality of life and the greater the job and career opportunities for our citizens.

**Retaining and recruiting primary businesses** is how we compete everyday forever.

**Primary businesses** export a product or service out of Tacoma-Pierce County and import new dollars into the local economy, thereby "growing the wealth pie." That wealth energizes the local community through employee wages paid and purchases from suppliers who employ additional people.

### The last five years: 2016-2020

Because most deals take well over a year to conclude, the EDB measures its results in five-year increments. The EDB's \$123:1 return on its investors' dollars from 2016-2020 is indicative of the strength of its recruitment and retention programs.

### Primary businesses

typically pay higher wages than other businesses because high value goods and services are produced. In short, primary businesses are the fundamental building blocks of high-wage job creation.

### The competition is fierce.

Tacoma-Pierce County faces regional, national and global competition to keep its existing firms, as well as recruit new firms to the Tacoma-Pierce County market.



# STEPPING UP: THE EDB'S RESPONSE TO THE COVID-19 PANDEMIC

The EDB began crafting its 2021-2025 work program in August 2019. By February 2020, the program was written, vetted by stakeholders, and approved by the Board of Directors. We were just beginning the quiet phase of our capital campaign. Then the COVID-19 pandemic arrived.

The EDB leapt into action to serve the community. We partnered with the Tacoma Pierce County Chamber of Commerce to bring the best information available to businesses via webinars three times a week (each call served 100-800 participants) and we contacted clients and investors to offer expertise on rapidly emerging local, state and federal assistance programs.

The work did not stop there. We recast our website and social media to provide up-to-date COVID-19 relief and recovery resources, and we proactively worked with our retention and recruitment clients on their projects to ensure they would not miss a beat once the recovery begins.

The EDB has helped more than 5,000 Pierce County businesses respond to the crisis. We have provided them with access and counseling on federal, state, and local resources and many have leaned heavily on the expertise of our professional staff to guide them through uncharted waters.

Our executive and board leadership came together quickly and agreed that we would not let the pandemic define us. Instead, the EDB and our partners grabbed the mantle and defined the situation for ourselves. Then, we began planning for a great future. The bottom line: focused and nimble economic development resources are more critical than ever.

## ASSESSING THE OPPORTUNITY

The companies and communities that emerge first (and healthiest) from the crisis will be those that respond best to three big challenges:

- **Accelerated adoption of new technologies.**

E-commerce, E-government, and E-entertainment, already burgeoning before the crisis, will grow exponentially. Small and large firms that embrace local and global digital connections with their customers, workers and suppliers will survive and thrive. Aggressive adopters of information technology and the companies that create the necessary software, hardware and systems will be in greater demand than ever.

- **Changes to the global supply chain.**

Asia will still be important, but firms will look for diversification to other locations (in the U.S. and elsewhere) to avoid disruptions when one region falters due to viruses, natural disasters, or political instability. Advanced manufacturers, life sciences firms and their suppliers in the U.S. will be in demand, as will their need for skilled workers operating alongside co-bots and robots. Gateway ports will see an uptick in the points of origin and destinations they serve. Logistics services and distribution centers will surge. FDI will not dry up but it will be focused for the next few years on investments in supply chain locations close to the final customer.

- **Increased demand for safe, healthy, digitally sophisticated communities.**

Employers and workers will expect their communities to adopt best practices in health care recreation, the arts, mobility, connectivity, and resiliency. Flexible programs to retrain workers and upscale their skills will be in high demand. Compassionate, proactive communities that meet these demands will thrive.

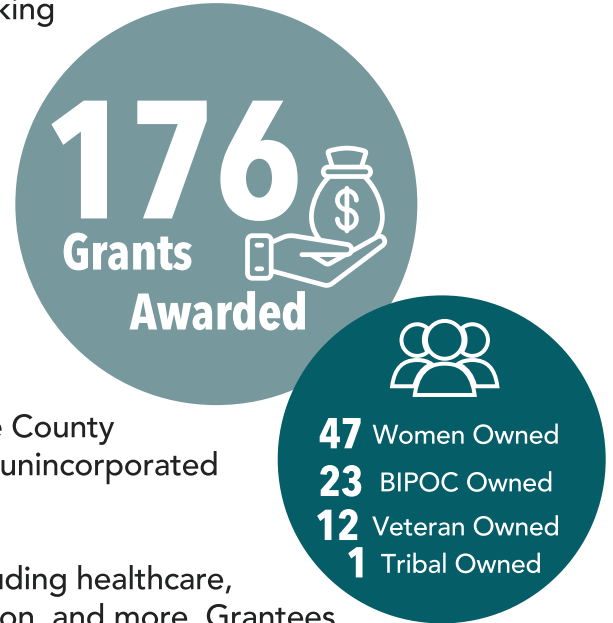
# SMALL BUSINESS: WORKING WASHINGTON GRANT PROGRAM

The Economic Development Board for Tacoma-Pierce County pivoted during the pandemic to run a grant program for the Department of Commerce. The Working Washington Small Business Emergency Grant (WWSBEG) program offered up to \$10,000 to businesses with up to 10 employees.

Grant money could be used to pay for rent, utility bills, supplies, inventory and other operating expenses to help businesses who were negatively impacted by COVID-19.

The EDB processed 4,054 applications from Pierce County Businesses and rolled up 145 qualifying businesses to the Department of Commerce. One hundred seventy-six Pierce County businesses were awarded the WWSBEG from 16 cities and unincorporated Pierce County.

The businesses represented a wide range of industries including healthcare, retail, restaurants, salons, childcare, manufacturing, education, and more. Grantees include 47 companies owned by women, 23 owned by minorities, 12 owned by veterans and 1 that is tribal owned.



## RESPONSE & RECOVERY, COVID-19 BUSINESS INFO SERIES

The Tacoma-Pierce County Chamber of Commerce and the Economic Development Board for Tacoma-Pierce County hosted 100 conference calls/webinars to discuss the rapidly evolving pandemic. On the calls, expert panelists covered what was known about existing and emerging assistance to companies and employees and took questions from listeners. The calls began in March 2020 and continued through the entire year into 2021.

Bottom line: the EDB and Tacoma-Pierce County Chamber knew that Pierce County businesses were working to remain open, running, and profitable and we were willing to do everything we could to help. Information sharing and models of best practices provided a pathway for collective success to keep Pierce County open for business!





# THE TIME IS NOW: THE EDB'S RESPONSE TO RACISM

In response to the horrifying deaths of George Floyd and Manuel Ellis by police officers, the EDB joined local, regional, and national leaders in condemning the unjust taking of Black lives. These tragedies were not isolated incidents, and the reaction to them exposes, once again, the injustices inflicted on people of color every day in the United States and around the world.

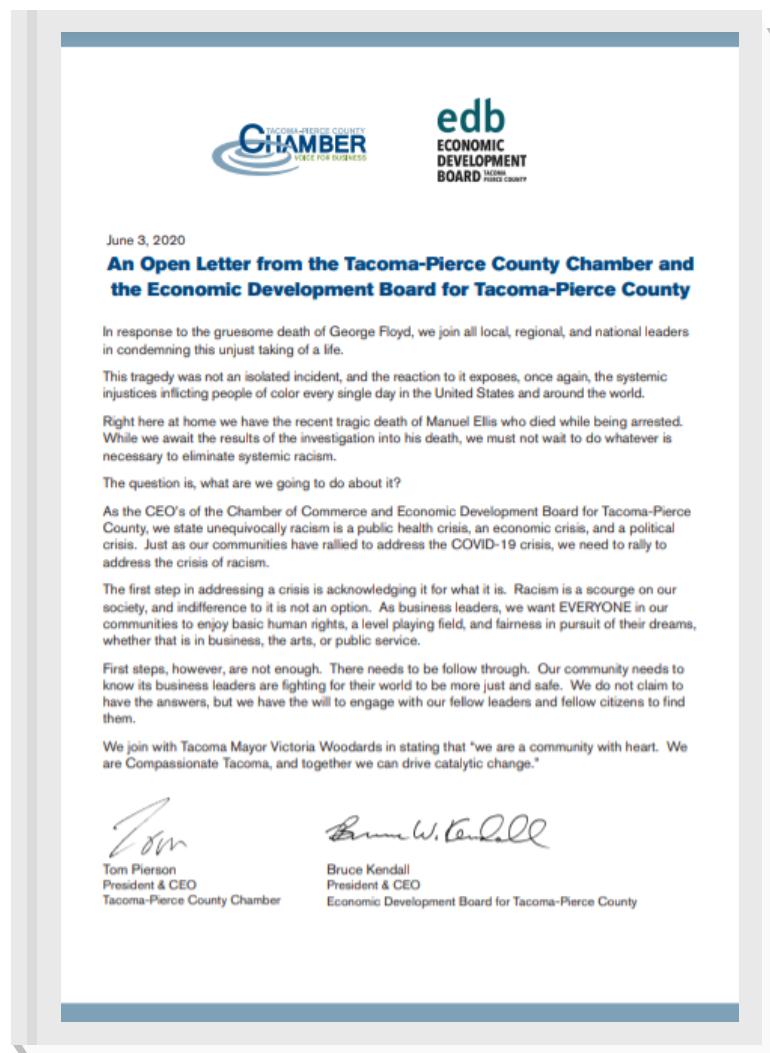
Just as our communities have rallied to address the COVID-19 crisis, we need to rally to address the crisis of systemic racism. The first step in addressing a crisis is acknowledging it for what it is. Decades of indifference exacerbates widespread systemic racism and its impact on Black and other racially underrepresented groups.

The EDB's CEO Bruce Kendall and the Tacoma-Pierce County Chamber's CEO Tom Pierson wrote an Open Letter to the Community on June 3, 2020 asking business leaders to join them and others in our community in the fight to end systemic racism. We do not claim to have the answers, but we have the will to engage with Black and other racially underrepresented groups to "ask and listen" and to collaborate on efforts to end systemic racism.

Several areas of our work program address the racism pandemic. In every case, these are initiatives that will help the EDB achieve its goal of creating and retaining jobs for the people of Tacoma-Pierce County. In addition, the board has undertaken a systemic approach to ensuring that the board of directors represents the rich diversity of our community.

## Our Strength:

The combined global pandemic, recessionary economy, and nation-wide social unrest is unprecedented in our lifetimes. One of the EDB's strengths is as a convener of leaders and the ability to pivot to address key issues. Let us use this strength to help defeat systemic racism. From the outset, we will "ask and listen" to the voices of the Black community and other communities of color.





# BUSINESS RECRUITMENT

## TRENDS IN 2020

- **U.S. Expansion:**

In 2020, the EDB generated and attracted leads predominately from U.S based businesses. After COVID-19 hit and the reality of the supply chain struggles set in, U.S.-based companies explored expansion plans across the United States. Sixty-three percent of the known inquiries were generated from domestic businesses, while the remaining 37% were from Canada, Japan, and China.

- **Manufacturing Mayhem:**

Seventy percent of all the new projects in 2020 were manufacturers looking for a new site to produce goods. Sustainability and green energy became an increasingly important selection factor in nearly all industries as companies strive to reduce their carbon footprint. Access to green energy and the abundance of water make Pierce County an attractive place for manufacturers to do business. Combine our resources with proximity to the Port of Tacoma, talented workforce, and Pierce County's quality-of-life and our region is a solid choice to do business.

- **Pivot, Pivot, Pivot:**

COVID-19 brought unprecedented challenges for companies looking to expand and explore potential sites. As air travel and international travel came to a halt the EDB pivoted and conducted virtual site tours. Our partners at Pierce County, Tacoma Public Utilities, Puget Sound Energy, and Tacoma Rail pulled together to put our best foot forward.

## PROJECTS IN THE PIPELINE

At the end of 2020, the EDB had 42 active recruitment cases in the pipeline, representing over 2,800 potential new jobs in advanced manufacturing, cold storage and distribution, biotech, aerospace, life sciences, food processing, tech and professional services. The EDB continues to collaborate directly with companies, consultants, and partners to provide the insight and information businesses want to make their expansion or location decisions. Companies sometimes evaluate expansion options for many months – or even years – before committing to a project.

Twenty other recruitment cases were closed during the year. These projects did not get traction for a variety of reasons: they located elsewhere or delayed or cancelled their plans. Location decisions are based on a variety of factors: transportation, workforce, taxes, business climate, and incentives.

The EDB works directly with businesses, consultants, site selectors and other decision makers to provide insight and information on demographics, tax structure and incentives, education and training, connections with the labor market and hiring, utilities, transportation, facility identification and tours, cost of living, housing, cultural and recreational amenities, and contact with local authorities. Factors influencing site decisions vary broadly – even within industries – and the EDB's assistance is customized to each client's needs.

The EDB teams with property developers and real estate brokers, the Port of Tacoma, Tacoma Public Utilities, Puget Sound Energy, education and training resources, elected officials and staff from cities and unincorporated Pierce County, Washington State Department of Commerce and others on recruitment efforts. Our professional partners' responsiveness and proven ability to deliver are critical components of successful recruitment.



# 42

## Active Recruitment Cases

# BUSINESS RETENTION & EXPANSION (BRE)

## PANDEMIC RESPONSE

The BRE program, immediately shifted gears in providing up-to-date information and support for local primary businesses, small businesses, and BIPOC businesses.

Pierce County businesses grappled with the aftermath of the coronavirus pandemic and its effect on all sectors of the economy. Aerospace, banking & financial services, construction, distribution & logistics, health services, hospitality, manufacturing, professional services, retail, and technology felt a variety of impacts. Many businesses saw their supply chains interrupted, and demand for their products and services decline, while other businesses saw demand for their products and services skyrocket overnight.

To limit the spread of the virus, within certain sectors, local businesses were subject to government-mandated closures. Business leaders navigated through a myriad of regulations to keep their facilities open and their employees safe and on payroll. The EDB fielded numerous questions related to essential versus non-essential businesses, unemployment benefits, employee layoffs, new and existing SBA loan programs, grants, personal protective equipment, Shared Work Program, supply chain issues, safety protocols, and more. Businesses relied on accurate information from trusted sources to manage the rapidly evolving health crisis.

The BRE Program partnered with Pierce County, local jurisdictions, local chambers, community & technical colleges, manufacturing partners, non-profits, workforce development, trade, transportation, and utility partners to share available resources. As new resources became available, we proactively distributed information by email, phone calls, virtual meetings, and virtual webinars.

In 2020, the BRE program met with 204 businesses, facilitated 816 referrals, responded to 16 projects, and delivered 5 new proposals.

Although some projects came to a standstill, business leaders looked toward the future with growth in mind. The Paycheck Protection Program provided effective relief to local businesses. Pierce County businesses proved to be nimble, strong, innovative, and resilient.

## BIPOC BUSINESS SUPPORT

Covid changed the landscape for businesses, particularly those in underserved communities. For BIPOC businesses, the issues are all about access—access to technical assistance, access to capital and access to networks.

## S&J FOODS - BUILDING ACQUISITION & EXPANSION IN TACOMA

In 2020, minority-owned business, S&J Foods finalized on a new building acquisition for \$2.85 million in Tacoma's Nalley Valley. The company is a wholesale meat and seafood distributor supplying 90% of Washington's taco trucks and small mom and pop restaurants. The EDB worked with the City of Tacoma, Impact Washington, and Minority Business Development Agency to assist the company's expansion. The company retained 47 jobs and created 15 new jobs growing to meet increased demand.

## MINORITY BUSINESS DEVELOPMENT

The BRE program was a grant recipient of the Minority Business Development Agency CARES Act to help companies ready themselves for growth and expansion during and after COVID-19. We developed a strategy to assist businesses by leveraging an existing WA Department of Commerce program to help them grow.

Over 30 applicants applied to the EDB Thrive! Pilot Program and (3) businesses were ultimately selected to participate. Those businesses received expert training and technical assistance in addressing key areas impeding growth and expansion.

## IMPACT WA PARTNERSHIP

The BRE program leaned on Impact WA's expertise in serving manufacturers and partners to provide added resources to small businesses and BIPOC businesses. As mandates started rolling down, we worked with Impact WA's team to develop a series of webinars (the first in the state) on COVID safety protocols and procedures for manufacturers and underserved businesses. Businesses received consulting and one-on-one assistance in development of a safety plan in compliance with CDC, federal, State, and local guidelines.

# MARKETING & CLUSTER ACCELERATION

## THE CLUSTER ACCELERATION PROGRAM

The EDB continued its Cluster Acceleration work throughout 2020, focusing on implementing the strategic plan of the Technology Cluster Acceleration team and launching the new Trade-Logistics Cluster Acceleration team.

The Technology Cluster Acceleration Team launched its Five-Year Strategic Plan in March. This plan was revisited by the team after reflection on the events and changes throughout 2020. The Five-Year Strategic Plan now includes talent attraction that focuses on remote tech workers, and a mission to include underserved communities and BIPOC tech businesses and talent.

The Trade-Logistics Cluster Acceleration Team launched in October and included 15 of the trade-logistics community's industry leaders and emerging talent to develop a growth strategy for the cluster. The trade-logistics team met three times in 2020 discussing areas of strength, opportunity, and improvement for the sector. The cluster's Vision and Mission were established, and the team is working to create tactics that support their strategic initiatives of community education, policy advocacy, and workforce development.

## MAJOR EMPLOYERS LIST

The EDB's annual Pierce County Major Employers List continued to be a critical resource to the community during 2020. The list, which tracks employers with 100 or more full-time equivalent employees, celebrated 248 major employers for a total of 167,959 jobs for Pierce County. The top ten private employers included: MultiCare Health System, Virginia Mason Franciscan Health, Safeway & Albertsons, Fred Meyer Retail & Distribution Center, Amazon Distribution Centers, The Boeing Company, Costco Distribution Center, State Farm Insurance Companies, Walmart, and Milgard Manufacturing. The top public employers included: Joint Base Lewis-McChord, The State of Washington, Tacoma Public Schools, City of Tacoma & Tacoma Public Utilities, Pierce County Government, Puyallup School District, Bethel School District, The Emerald Queen Casino, Clover Park School District, and the U.S. Postal Service.

Major employers also provided additional data on what resources they used during the Coronavirus Pandemic, highlighting the Paycheck Protection Program, and Pierce County's Free PPE Program.



## INDUSTRIAL DEVELOPMENT REVENUE BONDS

The Economic Development Corporation of Pierce County (EDCPC) has continued to provide services to Pierce County Businesses throughout 2020. While there have been no new projects, the EDCPC continues to meet with Pierce County businesses to share the benefits of IDRBS and discover if they may be a good fit for expanding business's needs.



## FINANCIAL STATEMENTS

Year ended December 31, 2020

## STATEMENT OF FINANCIAL POSITION

## ASSETS

ASSETS	Without Donor Restrictions	Without Donor Restrictions	Total
Cash and cash equivalents	\$ 1,493,372		\$ 1,493,372
Certifications of deposit	603,989		603,989
Accounts receivable - government contracts	166,239		166,239
Accounts receivable - related party	3,016		3,016
Contributions receivable, net		7,500	
Prepaid expenses			13,658
Office furniture and equipment, at cost, net of accumulated depreciation	13,658		
	<u>51,664</u>	<u>7,500</u>	<u>51,664</u>
Total assets	<u>\$ 2,331,938</u>	<u>\$ 7,500</u>	<u>\$ 2,331,938</u>

## LIABILITIES AND NET ASSETS

LIABILITIES			
Accounts Payable	\$ 4,096	\$	\$ 4,097
Accrued liabilities	<u>69,045</u>		<u>\$ 4,097</u>
Total liabilities	<u>\$ 73,141</u>	<u>\$</u>	<u>\$ 73,141</u>
NET ASSETS			
Without donor restrictions	\$ 2,258,797		\$ 2,258,797
With donor restrictions	<u></u>	<u>\$ 7,500</u>	<u>\$ 7,500</u>
Total net assets	<u>\$ 2,258,797</u>	<u>\$ 7,500</u>	<u>\$ 2,266,297</u>
	<u>\$ 2,331,938</u>	<u>\$ 7,500</u>	<u>\$ 2,339,438</u>

Year ended December 31, 2020

## STATEMENT OF CASH FLOWS

## CASH FLOWS USED IN OPERATING ACTIVITIES

Change in net assets	\$ (439,917)
Adjustments to reconcile change in net assets to net cash used in operating activities:	
Provisions for allowance and discounts of contributions receivable	(94,438)
Depreciation	12,012
Loss on disposal of fixed assets	689
Change in assets and liabilities	
Accounts receivable - government contracts	(26,069)
Contributions receivable	(587,900)
Prepaid expenses	25,709
Accounts payable	(12,789)
Accrued expenses	<u>47,194</u>
Net cash used in operating activities	<u>90,246</u>

## CASH FLOWS USED IN INVESTING ACTIVITIES

Purchase of fixed assets	\$ (7,059)
Certificates of deposit redeemed	(968)
Net cash used in investing activities	<u>\$ (8,027)</u>

DECREASE IN CASH AND CASH EQUIVALENTS 82,219

CASH AND CASH EQUIVALENTS, January 1, 2020 \$ 1,411,153

CASH AND CASH EQUIVALENTS, December 31, 2020 \$ 1,493,372

## FINANCIAL STATEMENTS

Year ended December 31, 2020

## STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

	Without Donor Restrictions	Without Donor Restrictions	Total
<b>SUPPORT AND REVENUE</b>			
Service and grant revenue	\$ 614,956	\$ -	\$ 614,956
Contributions	-	126,583	126,583
In-kind contributions	3,000	-	3,000
Net assets released from restriction	<u>620,000</u>	<u>(620,000)</u>	-
Total revenue and other support	<u>\$ 1,237,956</u>	<u>\$ (493,417)</u>	<u>\$ 744,539</u>
<b>EXPENSES</b>			
Personnel	782,807	-	782,807
General and administration	180,677	-	180,677
Marketing costs	135,466	-	135,466
Rent	50,810	-	50,810
Campaign	<u>282,750</u>	<u>-</u>	<u>282,750</u>
Total expenses	<u>\$ 1,432,510</u>	<u>-</u>	<u>\$ 1,432,510</u>
<b>OTHER INCOME (EXPENSE)</b>			
Annual meeting	147,350	-	147,350
Interest income	2,237	-	2,237
CARES Act grant income	650,250	-	650,250
CARES Act grant expense	(580,250)	-	(580,250)
Gain on insurance proceeds	26,467	-	26,467
Other income	<u>2,000</u>	<u>-</u>	<u>2,000</u>
Total other income	<u>\$ 248,054</u>	<u>-</u>	<u>\$ 248,054</u>
CHANGE IN NET ASSETS	53,500	(493,417)	(439,917)
NET ASSETS, beginning of year	<u>\$ 2,205,297</u>	<u>\$ 500,917</u>	<u>\$ 2,706,214</u>
NET ASSETS, end	<u>\$ 2,258,797</u>	<u>\$ 7,500</u>	<u>\$ 2,266,297</u>



# EDB INVESTORS & BOARD OF DIRECTORS

## Thank you to our 2021 - 2025 EDB Investors!

### TOP PRIVATE

Virginia Mason Franciscan Health  
MultiCare Health Systems  
Columbia Bank  
Milgard Manufacturing, Inc  
The Benaroya Company  
KeyBank  
Wells Fargo  
Heritage Financial Corp.  
General Plastics Mfg Corp.  
Puget Sound Energy

### PUBLIC

Bates Technical College  
City of Auburn  
City of DuPont  
City of Fife  
City of Lakewood  
City of Puyallup  
City of Sumner  
City of Tacoma  
City of University Place  
Clover Park Technical College  
Pierce College  
Pierce County Government  
Pierce Transit  
Port of Tacoma  
Sound Transit  
State of Washington  
Tacoma Community College  
Tacoma Public Utilities

### PRIVATE

Absher Construction  
Aero Precision  
AHBL  
Alaska Federal Credit Union  
Banner Bank  
BCRA  
Bellarmine  
BPI Medical, Inc.  
Brown & Brown of WA  
Burkhart Dental Supply

Cal Portland - NW Division  
Catalyst Workplace Activation  
Comcast Cable  
Coordinated Care Corp.  
DaVita  
Gordon Thomas Honeywell  
Harborstone Credit Union  
Innova  
James Hardy Building Products  
Kaiser Permanente  
Kidder Mathews  
Korsmo Construction  
Korum Automotive Group  
Ledger Square Law  
MacMillian-Piper  
Motive Power Marine  
NewCold  
Newland Communities  
Niagara Bottling  
Pacific Lutheran University  
Pacific Premier Bank  
Panattoni  
Premier Media  
Propel Insurance  
Reach Dental  
RSM  
S&J Food Distributors  
Seaport Sound Terminal  
SeaTac Packaging Mfg  
Simon Johnson, LLC  
Sound Credit Union  
State Farm  
Tacoma Arts Live  
The Boeing Company  
Totem Ocean Trailer Express  
Trouves Health Care  
Tucci & Sons Inc.  
US Oil  
WaFd Bank  
WestRock  
Wilson Albers and Company  
Western Institutional Review Board

## 2020 Board of Directors

### EXECUTIVE COMMITTEE

Chair  
**GREG UNRUH**  
Trouvés Health Care Corporation  
Vice- Chair  
**HERB SIMON**  
Simon Johnson, LLC  
Immediate Past Chair  
**JASON WHALEN**  
Ledger Square Law  
**BEV LOSEY**  
Brown & Brown of Washington  
**BRIAN MARLOW**  
KeyBank  
**BRUCE DAMMEIER**  
Pierce County Executive  
**ERIC JOHNSON**  
The Port of Tacoma  
**LISA GOODMAN**  
The Benaroya Company  
**VICTORIA WOODARDS**  
City of Tacoma Mayor  
**BRUCE KENDALL**  
Economic Development Board

**ALLAN BELTON**  
Pacific Lutheran University

**ANDREW FRY**  
UW Tacoma - School of Engineering and Technology

**ANDY MCDONALD**  
Columbia Bank

**BEN HILL**  
MultiCare

**DEANA PARKER**  
Absher Construction

**DON CLARK**  
Sound Credit Union

**DON MELLOTT**  
BCRA

**DON MEYER**  
Port of Tacoma Commissioner

**DOUG RICHARDSON**  
Pierce County Councilmember

**ELIZABETH PAULI**  
City of Tacoma

**ERIK HAYNES**  
Wells Fargo

**GREG BIRSACK**  
Reach Dental Equipment

**HYUN KIM**  
City of Fife

**JACKIE FLOWERS**  
Tacoma Public Utilities

**JEFF LYON**  
Kidder Mathews

**JOHN CAULFIELD**  
City of Lakewood

**JOYCE LOVEDAY**  
Clover Park Technical College

**KATIE CONDIT**  
WorkForce Central

**MARK STURGIS**  
Milgard Manufacturing

**MARY RAGSDALE**  
Virginia Mason Franciscan Health

**MATT PERRY**  
Puget Sound Energy

### EDB STAFF

**BRUCE KENDALL**  
President & CEO

**SARAH BONDS**  
Vice President Business Recruitment

**DEBORAH KELLY**  
Director of Operations

**JAIME LOMBARDINI**  
Accountant

**MADDIE MERTON**  
Vice President Business Retention & Expansion

**JACQUELINE MOFFO**  
Vice President Business Development

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**edbTacomaPierce.org**

**NIGEL ENGLISH**  
Heritage Bank

**PATTY ROSE**  
Central Labor Council

**SCOTT JONES**  
Newland Communities

**SEAN O'BRIEN**  
Catalyst Workplace Activation

**STEPHANIE PEDERSEN**  
The News Tribune

**STEVE SUGG**  
City of University Place

**SUE DREIER**  
Pierce Transit

**TOM PIERSON**  
Tacoma Pierce County Chamber

**TROY GOODMAN**  
Seaport Sound Terminal

**WARREN MARTIN**  
Gordon Thomas Honeywell