

# IN TIME

# JUST

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Photo: Official Senate Press Photo

President-elect Barack Obama

## The First 100 Days

**T**he National Association of Manufacturers (NAM) is gearing up to work with the new Administration and Congress to advance a pro-manufacturing agenda that will strengthen the economy and create American jobs.

Democrats increased their majorities in Congress in the November elections, gaining 21 seats in the House and seven seats in the Senate. At press time, the balance in the House is 257 Democrats to 178 Republicans, assuming the result of the election in Virginia-5 holds. In the Senate, the balance is 58 Democrats to 41 Republicans (including two Independents who caucus with the Democrats), with the Minnesota Senate seat still undetermined.

NAM President and Chief Executive Officer John Engler sent an open letter to President-elect Obama on November 5, congratulating him on his historic victory and pledging to work with the new Administration to strengthen the economy.

*(continued on p.2)*

## New NAM Chair Says, "Yes, We Can..."

Michael Campbell, president and chief executive officer of Arch Chemicals Inc., was elected the National Association of Manufacturers' (NAM) new chairman on October 3, 2008. Campbell's two-year term will begin on January 1, 2009.

Campbell plans to reach out to the incoming Obama Administration and to Congress to push the NAM's message.

"As NAM chairman, I look forward to working with President-elect Obama, his Administration and the new Congress to help craft policies and legislation that will enable America's manufacturers to continue to serve as a vital engine of growth and prosperity," Campbell said.

"With access to affordable energy and with the right incentives and policies in place, America's manufacturers can join President-elect Obama and America's people in saying, 'Yes, We Can...'"

"We must all work together to create a sustainable, growing economy that addresses our most critical needs—from rebuilding our infrastructure and creating new, green industries to modernizing our health care system and promoting export growth."

Campbell, a native of Portsmouth, N.H., has led Arch Chemicals in Norwalk, Conn., since the company's inception in 1999. He previously served as Olin Corp.'s executive vice president.

Campbell received a bachelor's degree from the University of New Hampshire, served as a U.S. Naval officer and earned a Juris Doctor degree from George Washington University.

**"Clearly, the economy must be the first, second and third priority of the new Obama Administration."**

—John Engler, President and Chief Executive Officer  
National Association of Manufacturers

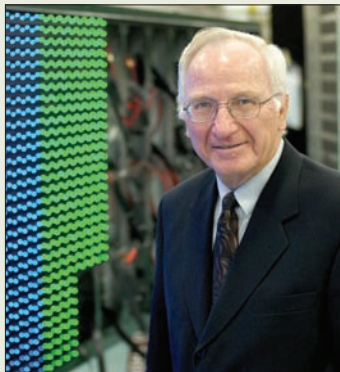
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## Scoring Big at the Super Bowl



NAM Board Member Al Kurtenbach is chairman of Daktronics, Inc. in Brookings, South Dakota. The company's video display scoreboard will command the attention of millions of television viewers worldwide on Super Bowl Sunday. Mr. Kurtenbach spoke with us about his company and high-visibility products.

**JIT:** Mr. Kurtenbach, what does Daktronics make?

**Al Kurtenbach (AK):** Daktronics is the world's largest supplier of large screen video displays, electronic scoreboards, Light Emitting Diode (LED) text and graphics displays, and related control systems, services and products. We excel in the control of display systems, including those that require the integration of multiple complex displays showing real-time information, graphics, animation and video. We design, manufacture, sell and service display systems for customers around the world.

**JIT:** Where are your products used?

**AK:** Our products have been installed in venues from grade school gyms to premier sports facilities and destination sites in more than 100 countries. We serve our customers through a network of offices worldwide. Our products are American-made, with over 90 percent built in South Dakota and Minnesota.

**JIT:** Where have we seen your scoreboards?

**AK:** Notable projects include the world's largest high-definition display for the Kansas City Royals' stadium, and scoreboards for the University of Texas, Indianapolis Colts and Miami

Dolphins. The New Meadowlands Stadium—home of the New York Jets and New York Giants—will feature an Integrated Daktronics Super System. The 2009 Super Bowl scheduled for Raymond James Stadium in Tampa, Florida, and the 2010 Super Bowl at Dolphin Stadium in Miami Gardens, Florida, both will have our LED Video Displays. Following the 2010 Super Bowl, Daktronics will have provided scoring systems for six consecutive Super Bowls.

**JIT:** Where else have we seen Daktronics' products?

**AK:** Daktronics manufactures a variety of other commercial displays. For example, in New York City's Times Square, Daktronics has 17 displays for the Coca-Cola Spectacular as well as for Anheuser-Busch.

**JIT:** What are the top 2-3 policy issues of concern to your company and employees?

**AK:** Our top priorities are to advocate against the card check legislation that would end secret ballots in union elections, class action securities lawsuits that are unwarranted and drive up the cost of doing business, and inconsistent regulations that make it difficult to plan ahead and do the right thing.

*(continued from p.1)*

Engler also congratulated President-elect Obama's designated economic team of Timothy Geithner for Secretary of the Treasury, New Mexico Governor Bill Richardson for Secretary of Commerce, Lawrence Summers for director of the National Economic Council and Christina Romer for director of the Council of Economic Advisors. "Clearly, the economy must be the first, second and third priority of the new Obama Administration. This team is well-qualified to contend with today's economic challenges and provide the leadership we need to get our economy growing again."

"President-elect Obama intends to make his mark—and the federal government's mark—on the economy as soon as he's inaugurated," added NAM Executive Vice President Jay Timmons. "On December 6, the President-elect provided a broad overview of his plans for economic recovery legislation, a Keynesian program of federal spending to stimulate the economy, create jobs and at the same time make investments in long-deferred infrastructure projects," he said.

"As a prominent proponent of infrastructure investments and founder of the Alliance for Improving America's Infrastructure, the NAM will offer its advice and assistance in developing the new Administration's infrastructure plans," Timmons said.

The NAM's other immediate legislative priorities for the new Administration and the 111th Congress will be to advance pro-growth tax and energy policies and to preserve the secret ballot as the preferred way for employees to choose union membership.

As manufacturers prepare to work with the new Administration, the NAM will sponsor several events to celebrate the Inauguration of President-elect Obama on January 18-20, 2009, including a Manufacturers Gala Celebration at the Ronald Reagan International Trade Center and a Manufacturers Leadership Luncheon Address featuring senior government officials. For more information, contact [publicaffairs@nam.org](mailto:publicaffairs@nam.org) or (202) 637-3181. \*

## SMMs in the News



Tintronics Production Manager Kevin Johnson (*left*) and President Alan Goldberg holding the OSHA SHARP award for safety.

### TINTRONICS WINS OSHA AWARD

Tintronics, an electronic manufacturing company with 52 employees based in Huntsville, Alabama, has earned an award for safety under the Occupational Safety and Health Administration's (OSHA) Safety and Health Achievement Recognition Program (SHARP). The SHARP award recognizes small employers who operate an exemplary safety and health management system.

Employees at Tintronics were actively involved in helping the company earn the award: participating in the consultation process, correcting all safety issues identified by OSHA, lowering absenteeism below the national average, and creating a safety and health management plan to meet OSHA guidelines.

"Tintronics got a lot out of the SHARP program," said President Alan Goldberg. "It's a problem-solving challenge that involves everyone here, and it's still going on. Continually becoming a better place to work is a full-time job. It's also the right thing to do. And, we don't mind being recognized as an outstanding example of a safe place to work."

### TELLING INDUSTRIES LLC EXPANDS OPERATIONS

After five years of continued growth, Ohio-based Telling Industries LLC has expanded its manufacturing operations with the opening of a plant in Kingman, Arizona. "Our newly constructed, state-

of-the-art manufacturing facility in Arizona was built specifically for manufacturing metal framing," said Telling Industries Vice President Troy Frank. "It is a full service location with rail access, slitting and manufacturing all under one roof. Telling has continued to grow and prosper by exceeding expectations for a metal framing company. We are very excited to be in Kingman and to have the support of the community," said Frank.

Telling Industries manufactures a full line of "C" shaped galvanized steel framing products as well as an array of complementary accessories for the drywall framing industry. Telling has four locations: Streetsboro, Ohio; Cambridge, Ohio; Osceola, Arkansas; and Kingman, Arizona.



Telling Industries employees and Kingman City officials at the opening of the new manufacturing facility in Kingman, Arizona.

### ESI GROUP STRENGTHENS POSITION IN MICHIGAN

ESI Group, a pioneer and world-leading supplier of digital simulation software for prototyping and manufacturing processes, plans to invest approximately \$4.4 million to expand operations at its ESI company in Bloomfield Hills, Michigan, and eventually relocate to a larger facility within the county. The proposed expansions are expected to create 226 new Michigan jobs, 110 of which are directly associated with the company.

President Michael Bloor of ESI North America said, "ESI has outgrown its U.S. headquarters and has decided to stay and

expand in Michigan. A number of states were interested in ESI relocating there; however, the commitment from the State of Michigan has shown that ESI's best interest is to remain here." Bloor noted that ESI has been approved for a Michigan Economic Growth Authority (MEGA) state tax credit valued at \$2.8 million.

### TENNESSEE GALVANIZING INC. RECEIVES ENVIRONMENTAL RECOGNITION

Tennessee Galvanizing, Inc. in Jasper, Tennessee, has received the Tennessee Chamber of Commerce & Industry award for outstanding environmental accomplishments. The company was honored for a number of initiatives including the use of Special High Grade Zinc—which is very low in impurities and toxic metals—in its metal galvanizing process. The company also altered its pickling process to remove the use of sodium hydroxide as a degreaser and replaced it with a more environmentally-friendly degreaser that is safer for employees. And it installed a sulfuric acid recycling unit that eliminates 1,250 tons per year of hazardous waste, enabling the company to recycle ferrous sulfate for use in animal feed and fertilizer. The environmental award is given on the basis of past performance, innovation and compliance beyond legal requirements for companies with fewer than 250 employees. \*

## NAM Announces 2009 Manufacturing Summit

On May 6–7, 2009, manufacturers—of all sizes from all over the United States—will travel to Washington, D.C., to participate in the 2009 NAM Manufacturing Summit. NAM members will have the opportunity to meet with their members of Congress and Senators to communicate the vital role that manufacturing plays in our nation's economic security and how policy decisions impact real people in the real world of manufacturing. The highlight of these two days will be a reception on May 6 where NAM members can meet the legislators who craft the laws that impact the manufacturing community and pay tribute to those who have supported the NAM's pro-growth policy agenda. For more information, contact Tara Smith at [tsmith@nam.org](mailto:tsmith@nam.org) or 202-637-3014.

# Cost Study Shows High Corporate Tax Burdens



**A**n update of the widely-cited manufacturing “cost study” by the National Association of Manufacturers (NAM), The Manufacturing Institute and the Manufacturers Alliance/MAPI shows that U.S. manufacturing is making progress in reducing its cost disadvantage against nine major foreign competitors, but that high corporate tax rates now account for more than half of the burden.

The new study by economist Jeremy Leonard—sponsored by Deloitte—finds that the overall structural cost burden facing U.S. manufacturers is 17.6 percent relative to their nine largest trading partners, compared to 31.7 percent in the 2006 study and 22.4 percent in the 2003 study. The structural costs include corporate tax rates, employee benefit costs, tort litigation, pollution abatement and energy.

“There is clearly encouraging news in this report,” said NAM President and Chief Executive Officer John Engler.

“Nevertheless, manufacturers face continued, serious cost disadvantages compared to our major trading partners,

especially in the area of corporate taxation. We continue to fall behind by standing still. Our competitors are busy reducing their corporate tax rates, while we continue to pay the second-highest corporate tax rate of all OECD nations. A great way to boost our economy and improve our competitiveness would be to bring our corporate tax costs under control.

“In fact, in early 2008, the following countries announced plans to cut their tax rates: Canada, Hong Kong, Korea, South Africa, Spain and Taiwan,” Engler said.

“A top Korean official called the tax cuts, ‘a matter of life and death for Korea in an increasingly global business environment.’ It would sure help the economy if our policymakers showed a similar sense of urgency.

“Thankfully, President-elect Obama’s team has ruled out immediately ending current tax incentives. It’s now up to the business community to convince the next Administration of the value of making those reduced rates permanent—and that includes a permanent elimination or reduction of the death tax,” he said.

“As the cost study notes, part of the closing of the overall cost differential is due to our competitors’ higher costs—or better documented costs—in pollution abatement and employee benefits. But we can’t leave our economic fate to others, and a 17.6 percent cost disadvantage is still a big negative,” Engler noted.

“Think about it this way: Every time we send a product out to try to compete anywhere in the world, we’re starting out more than 17 percent behind. That’s a big disadvantage in the hypercompetitive world that we live in,” said Engler.

“The study shows that growth in health insurance costs in the United States has slowed markedly in recent

years as companies increasingly use health savings accounts and high-deductible plans, which are helping contain employer costs,” added Thomas Duesterberg, president and chief executive officer of the Manufacturers Alliance/MAPI. Meanwhile, manufacturers in France and other countries are spending more on supplemental coverage to government-funded health plans, according to the report.

“The study underscores how a combination of favorable U.S. policy changes advocated by the NAM, actions by manufacturers to innovate and manage structural costs, and rising costs among our major international competitors have contributed to closing the cost differential faced by U.S. manufacturers,” said Emily DeRocco, president of The Manufacturing Institute and senior vice president of the NAM.

Engler said the updated cost study provides timely information for President-elect Obama and new congressional leaders during this transition period and will help support the NAM’s advocacy of a pro-manufacturing agenda in the 111th Congress.

The 2008 cost study, “*The Tide Is Turning: An Update on Structural Cost Pressures Facing U.S. Manufacturers*,” is available through the NAM Publications Center at (800) 637-3005. \*



## Want To Share Your Story?

If you have a story you would like to share with us, please e-mail Laura Narvaiz, managing editor of *JIT*, at [lnarvaiz@nam.org](mailto:lnarvaiz@nam.org).

## Employee Free Choice Act Gaining Momentum

With the November election yielding significant change at both ends of Pennsylvania Avenue, the misnamed Employee Free Choice Act (EFCA) to force workers to organize with public cards rather than by secret ballot is expected to be an early and hard-fought legislative battle in the new Congress.

During a post-election briefing for the business community, National Association of Manufacturers (NAM) President and Chief Executive Officer John Engler discussed plans to build a successful working relationship with the new Administration and Congress. Engler noted the NAM's strong opposition to EFCA, which was an important issue in many congressional races and a campaign promise of President-elect Obama. Improving the economy should be the nation's number one goal, and organized labor's priorities like EFCA, "would not be helpful to the overall economy," he said.

EFCA overturns decades of labor law by effectively eliminating workers' right to a secret ballot when deciding to join a union. In place of a secret ballot election, the bill implements a "card check" scheme that allows for a union to be certified by the public collection of a simple majority of signed authorization cards. Such a system exposes workers to coercion and intimidation.

The EFCA legislation also contains a provision that imposes binding arbitration if any employer and a union are unable to agree to the first labor contract within four months. Such a requirement is unprecedented in our labor law system and would result in a Federal arbitrator imposing the terms of the first contract, which employers would be bound to accept for two years. EFCA not only interferes with the democratic process,



but also forces private enterprise to agree to contract terms or face government intervention.

Six statewide polls have found widespread opposition among union household voters (69 percent) to EFCA in key states. "These surveys show a clear rift between what the union leaders are pushing and what their own rank and file workers support," said Engler.

Although the legislation is expected to move through the House in early 2009, the battle will be focused on the Senate, where the Democrats will have a significant, but not filibuster-proof, majority. While there are discussions about changes to provisions in the bill, the NAM will continue to educate lawmakers that EFCA in any form is a threat to manufacturing competitiveness and the economy. \*

## The NAM's Trailblazing Vice Chair

Mary Andringa is setting a new precedent. She will be the first female National Association of Manufacturers (NAM) vice chair beginning January 1, 2009. And if Andringa follows tradition, she will become the NAM's first female chair in 2011, succeeding Michael Campbell, president and chief executive officer of Arch Chemicals Inc.

Andringa is president and chief executive officer of Vermeer Corporation, an agricultural, construction, environmental and industrial equipment manufacturing company in Pella, Iowa. The company is family-owned and was founded by Andringa's father, Gary Vermeer.

Andringa has served as an NAM board member since 2001 and has been very active in advancing the NAM's agenda. She helped lead a group of NAM companies to the White House on October 2, 2008, to tell President Bush why the Emergency Economic Stabilization Act of 2008 was vital for American business.

"Mary Andringa has already proved to be an invaluable member of the NAM's board," said NAM President and Chief Executive Officer John Engler. "Her drive, intellect and strong dedication to American manufacturing are commendable.

"Mary chaired the NAM Small and Medium Manufacturers (SMMs) in 2006 and 2007 and was instrumental in helping build the NAM membership. I am confident she will be integral to the NAM leadership for many years to come," Engler said.



## Are You Looking for More Customers? Harris InfoSource Can Help

**H**arris InfoSource's online U.S. Manufacturers Database (Selectory) contains the most in-depth information you will find anywhere on American manufacturing companies — both public and private — to help you find your best prospects, fast and easy!

As an NAM member, your marketing team is entitled to an exclusive 25 percent discount on all annual online subscriptions to this powerful database. For close to the same cost you would pay to rent a list one time, you can access this database multiple times throughout the year. You also can take advantage of a no-obligation, seven-day free trial offer if you'd prefer to "kick the tires" first.

Using more than 30 different search criteria, you can easily profile individual companies and download targeted lists for call or mail campaigns to find new customers and grow your sales. Best of all, this can be done in minutes by your marketing team, right from their desktops.

Don't delay sharing this important opportunity with the person responsible for increasing your company's sales. To sign up today or learn more about annual subscription pricing, call Lonetta Witt at 1-800-888-5900, ext 2232, or complete and fax back the order form available at [www.nam.org/HarrisDiscount](http://www.nam.org/HarrisDiscount). Please mention discount code NAMREF to receive your 25 percent NAM discount.

### FEDEX PROGRAM SAVES MEMBERS THOUSANDS!

Delaying signing up for the NAM's FedEx program could cost you thousands. The average member saved \$1,130 in 2008, and hundreds have saved more than \$2,000. Start saving by signing up online at [www.nam.org/fedexenroll](http://www.nam.org/fedexenroll).

### STILL PLAYING RUSSIAN-ROULETTE WITH OSHA?

Despite the threat of steep OSHA fines, many companies put off training and written compliance because of the hassle and expense. Compliware®'s template training presentations and CD libraries make meeting OSHA's requirements easy and inexpensive. NAM members receive an exclusive 50 percent discount. Order Compliware® today at [www.nam.org/CompliwareDiscount](http://www.nam.org/CompliwareDiscount), or call Wendy McIntyre at (202) 637-3197.

### HOW DO YOU COMPARE TO YOUR COMPETITION?

Only when you benchmark your company's operations against the best can you truly identify the strategies and tactics necessary to become more competitive. Finding this data is time-consuming and often unavailable. NAM has partnered with the Manufacturing Performance Institute to offer members the most up-to-date metrics available on more than 2,000 North American manufacturing facilities — online, at an exclusive 25 percent discount. Sign up today at [www.nam.org/benchmarking](http://www.nam.org/benchmarking). Mention discount code NAM07 at checkout to receive your discount.

## The Employee Health Conference Your Company Can't Afford to Miss

Health and health benefits should be a fundamental part of every manufacturer's strategic business model—not just an unavoidable cost to manage. At the **2009 Integrated Care Summit, March 29 to 31**, in Austin, Texas, learn how top companies manage employee health benefits like they manage the supply chain—and experience improved employee health, increased productivity and lower costs in return.

Attend the Summit, hosted by the National Association of Manufacturers, DMAA: The Care Continuum Alliance and Center for Health Value Innovation, and leave with effective, value-based strategies for transforming your company's long-term approach to promoting employee wellness and delivering the bottom line results CFOs and CEOs demand.



Learn more at [IntegratedCareSummit.org](http://IntegratedCareSummit.org) or by calling (202) 737-5980.



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The Shopfloor.org blog is where people interested in manufacturing gather get the latest take on technology, energy, health care, litigation, global warming, the skills gap, broadband, foreign trade, infrastructure, intellectual property – anything and everything that affects manufacturing. We are cited all over the media spectrum – from the Christian Science Monitor to the Drudge Report – and echo across the blogosphere. Come join the conversation.



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## AUTOMAKERS LOAN FAILS IN SENATE

President Bush and congressional leaders reached an agreement on December 9 that would have provided \$14 billion in emergency loans to be dispersed almost immediately to U.S. automakers. The House approved H.R. 7321, the Auto Industry Financing and Restructuring Act, by a vote of 237-170 on December 10. But the package collapsed in the Senate on December 11. The NAM believes assistance for the automotive industry is a critical component in overall efforts to restore confidence to consumers and investors and stabilize the U.S. economy. On December 12, the White House indicated it may be willing to transfer emergency funds to the auto companies from the Troubled Asset Relief Program (TARP) for banks and other financial firms. The NAM encouraged the Administration to move quickly to transfer the funds, but at press time no action had occurred.

## LONG STRUGGLE BY NAM TO IMPROVE 10 + 2 CUSTOMS RULE PAYS OFF

The NAM led industry efforts in support of a significantly-improved customs rule known as "10+2" by Customs and Border Protection (CBP), advocating substantial modifications during a lengthy interagency process. As originally written, the rule would have required U.S. manufacturers to submit 10 new data elements 24 hours prior to loading a shipping container at a foreign port, even though the data are not available that early in the supply chain. The rule now establishes an interim six-month review of the rule and provides opportunity for further reform. The interim final rule also created flexibilities allowing U.S. manufacturers to provide the most difficult data elements on a "best available" status.

## NEW RULE CLARIFIES FAMILY AND MEDICAL LEAVE ACT

The U.S. Department of Labor (DOL) issued a final rule November 17 for the 15-year-old Family and Medical Leave Act (FMLA). The FMLA enables employees to take up to 12 weeks of unpaid leave a year for certain family and medical reasons. While far from perfect, the new regulations will strengthen the law by providing greater clarity for employers and employees and offering FMLA leave for military families. The NAM and its members submitted detailed comments in response to the Department's proposed rules in 2008. The new regulations were formed after the DOL received more than 15,000 comments from employers and employees. Labor unions and their allies plan to lobby Congress to overturn the changes in 2009.

## Get Business News, Fast and Easy

Get up-to-date information for your business and about your business at the click of a button. Download the podcast of "America's Business with Mike Hambrick," the NAM's weekly hour-long radio program, at [www.americasbusiness.org](http://www.americasbusiness.org).



# The Chair Made Me Do It

**A** Brooklyn cop working in his precinct house accidentally shot himself in the knee and blamed the chair on which he was sitting. A jury agreed and awarded New York City Detective Anderson Alexander \$4.5 million.

As the *New York Daily News* reported, Alexander's partner handed him his 9-mm Smith & Wesson before interviewing a suspect. Alexander shoved the gun into his belt, the chair lurched, and the detective shot himself in the knee.

Fay Leoussis, the city's tort division chief, registered the city's protest: "While

it is unfortunate that Mr. Alexander shot himself in the knee accidentally, there was scant proof the chair in which he was sitting was defective. And no proof at all that any supposed defect had been reported to anyone."

Who can tell? The chair somehow disappeared so the jury worked from a photo. Meanwhile, the wounded detective is on the job—elsewhere. He retired on three-quarters disability and now works as a sheriff's deputy in South Carolina.

This legally insane case will only encourage more unwarranted lawsuits. \*



Legally Insane is a regular feature produced by the NAM's Fair Litigation Action Group (FLAG). FLAG was created to initiate a broad, multiyear awareness campaign on the importance of fair liability laws and to advance legal reform measures necessary to achieve that goal. For more information on FLAG, visit our Web site at [www.nam.org/flag](http://www.nam.org/flag).

To speak with your membership representative, call (800) 736-6627.



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