

Utah. Business

Industry Outlook

Manufacturing

by Utah Business Contributors, Dec 2007

Utah's manufacturing sector is booming, and no-where is this more evident than Salt Lake City, which ranks 15th in the nation in the number of manufacturing concerns operating in the city limits and 20th in the number of manufacturing employees. That puts Salt Lake in the same company as Cincinnati and Indianapolis. Recent international trade missions to China, Mexico, Canada and India have spurred the growth among manufacturing companies.

In this discussion, our panel of experts address many of these successes as well as a few challenges, such as technical education and health care for employees. The group also discussed the perceived lack of incentives of local companies to grow as well as the recent pressure to "go green."

PARTICIPANTS:

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GIVE US A TAKE ON YOUR GENERAL FEEL OF THE ECONOMIC ENVIRONMENT IN UTAH TODAY FOR MANUFACTURERS.

MARTIN: Our business continues to grow and has grown every year. One of the reasons for it is that in 1991 we made a decision that's been very successful and that is to

learn what "lean" meant. We joined with Utah State University in their business partnership program. We went to Weber State and got what we could there. We went to Salt Lake Community College. We went to the University of Utah, and we educated ourselves and adopted everything that we could learn from the quality movement in the United States. It took us 14 years to implement the things that we had learned.

We have a unique package, and that's the bottom line. If you get a unique package, get it out quick, have the quality and the wonderful work environment that is here and the excellent workforce, it will lead to success.

JOHNSON: One of the things that makes Utah unique is our population. We are spread from Brigham City to Provo, and that's about it. Where else in the country can you go physically to the capitol and talk to the people who are making the laws? This is a small state in terms of population, but we have access to each other and to anything we need right here. If you are a business person in Los Angeles, you get on a plane to go to Sacramento to go to the capitol, and you may not know the people there. The geographical dispersion of

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businesses here in Utah is a huge advantage for the state and for all of us.

BRIGHTWELL: We have seen with companies that have come in that they actually have mentioned that exact thing. When we are on a short list of three or four states, they have commented that we are able to bring business and government together in very meaningful ways, that some of the political agendas can be left at the door, and that this state has really demonstrated the ability to get business done.

OLSEN: The economy shows that manufacturing continues to increase. The state has more companies than ever and more than 125,000 employees.

That's the top four industry sectors in the state. The payroll for manufacturing now is more than \$5 billion. It's the largest payroll sector of any industry, with above-average wages. But we are looking at businesses that, by and large, are small. The average size is 43 employees.

Manufacturing continues to grow in Utah when it has declined in other parts of the country. Out here in the Mountain West, it is growing. We are among the top in growth. This is a place where people seek to come. A little less than half of the companies

EDCUtah has entertained are manufacturers who have come in to talk about relocating to Utah.

MARTIN: If I can do business with anybody in this room, if you have something that we can utilize, that's what we want to do. We partnered with Futura for our latest product. One of the reasons we chose Futura is that not only are they a great company, but they are just right here in Utah. So when I need some extrusions quickly, I don't have to wait for Kaiser in L.A. or some company back East. I can get them just up the street. That makes a big difference.

WHAT KIND OF CHALLENGES ARE WE FACING?

ADAMSON: As an aircraft parts company, we're a regulated industry. We have FAA jurisdiction over a lot of things we do. But one of the challenges we are facing right now is we just added two state-of-the-art milling machines. We have a company across the street, that also has machinists. We had a big sign in the front saying, "Machinists Wanted." Kitty-corner across the street another company does the same thing: "Machinists Wanted." We are stealing from each other's workforce. We ended up winning that battle because we had brand new

machines, and these people want to take their talents and skills to where the machines are.

One of the challenges we are facing is finding good, talented people, particularly in some of the basic machinist turning type of functions. We used to draw from Utah Technical College. They had a machinist program and some other things, but now that's a university and they don't have that type of program.

BHASKAR: That, I think, is a major challenge facing most of the industries in town: Lack of talent on all levels. You are finding that we are getting people from each other. The company's productivity is not going up, but the wages are going up, so that's affecting the bottom line of many companies in town.

As you mentioned, the vocational-tech schools stopped being vocational schools. Everyone wants to be a university. The problem is 90 percent of the jobs are needed from high school graduates and technical school graduates, and we are not paying enough attention to that. We don't have any type of solid, consistent training program. So small companies have to pick up young kids, train them, and then they are taken away by the bigger companies or people

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with better machines. We have a dearth of training programs for young people who want to get started. That's something we need to work on very hard.

WHAT OTHER CHALLENGES ARE THERE IN THIS COMPETITIVE ENVIRONMENT?

ROBINSON: Mine is more global than that. The whole agricultural complex is an interesting thing right now because a lot of the land that has once been farmland now moves into other uses. Just as this skill base that you are talking about is deteriorating, at the same time we as a country have a big concern about safety of our food. For example, there's been an egg recall in New York recently. And you know where the eggs were from? China. My question is: Why are we bringing eggs from China? The point being, there's a real opportunity.

The concept of "local" is going to be powerful for the state. We all understand "local." You put a dot on the map and draw a circle around it and say everything comes from here. If the farmer is close by, you know he has the same interests you do in terms of the community.

JOHNSON: For the three years prior to last year, I think

Worker's Compensation Fund of Utah paid out, on our behalf, about \$15,000 for accidents for three years. In the same period of time we paid \$367,000 in premiums. Lane Summersays (CEO of WCF) told me we have the lowest worker's compensation rates besides South Dakota. I said, "Lane, we are not competing with South Dakota. We are competing on a global basis." I think that is something we need to seriously look at. It hurts us.

We also need to look at the taxation base – our property values are going up and therefore our employees' property tax bills are going up. Utah was a very affordable state to live in. That will change, going forward, if we don't deal with some of the taxation issues.

WE HAVEN'T MENTIONED HEALTH INSURANCE COSTS YET.

BHASKAR: The problem is, we have two big hospital systems here and they are both supposedly nonprofit. The last time I checked, one of them had a billion dollars in the bank. So the question is, what are we doing here? Are we really helping the people or are we helping put more money into the hands of so-called nonprofits? It affects everyone around this table.

JOHNSON: We started our own medical clinic at work. People say, "We only have 300 employees. It can't be done." But it can be. We went to a high deductible HOA, HSA plan, and we started an on-site clinic. It's open to all our employees, including temporaries, because it's not about health insurance, it's about health care. With medical loss ratios in the sixties, we are still getting increases and we just said, "That's enough. We can't take it anymore."

Our employees are actually getting good health care. We pay for the initial appointments with the doctor. They were half hour visits. We have people who were borderline diabetic but who now have their blood sugar under control. I think we just have to take it into our own hands because the health insurance companies aren't going to solve the problems.

WHAT DOES IT COST IN YOUR COMPANY, AS FAR AS THE OVERALL HEALTH COSTS?

JOHNSON: Medical loss ratios have averaged 44 percent for us this year. Now, two things happened at the same time, though, and it's difficult to isolate them. We went to the high deductible plan at the same time that we introduced the medical clinic. The bottom

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line is I think people are getting better health care.

OLSEN: Manufacturing Extension Partner-

ship is trying to bring lean manufacturing concepts – eliminating waste, improving processes – into the health care industry. The idea is to reduce the cost of expense by the way that medicine is administered. If we can bring some of the practices that Martin Doors and others have adopted; we can reduce costs just by doing things better and eliminating so much waste that's found in health care from the small clinic to the largest hospital. I think we will see more of that in years to come.

BHASKAR: The advantage we have here is that we are a fairly small community and people know each other. So they are able to get things done. If you are trying to do something like this in Chennai, India, you won't get anywhere.

If manufacturing can come up with an insurance system where everyone subscribes through it, there needs to be enabling legislation passed. If we can pass the enabling legislation where the associations can be the places where we can buy insurance, we can do that with manufacturing or hospital

organizations. If we can have enabling legislation that will allow us to do that, we can probably succeed. We can be one of the few states in the country that actually has such legislation in place.

ALEXANDER: The insurance that they have been working on this year, and especially with the Chamber of Commerce and the United Way, is really for the smaller companies, 15 employees and smaller. That will be a very interesting piece of legislation as it comes forward this next year.

They are still really arguing over whether we start to make this a mandate, which I don't think we'll go for as businesses and individuals. It's going to be an interesting debate.

HOW DO COUNTERFEITS AND RIP-OFFS FROM FOREIGN COUNTRIES AFFECT YOU AS A MANUFACTURER IN THIS COMPETITIVE MARKET?

HAWATMEH: It is probably one of the biggest problems facing U.S. companies that build products in China. The minute you have a bid in China to build anything above 10,000 units, you have suppliers who will contact other factories that might have interest to build the product. You literally will walk in there and see your product with

your trademark name in a booth. When you ask them, "Is this your product?" They'll say, "Yeah, it's our product." Then you'll say, "It's my product." And they say, "I'm sorry," and they take it and they put it under the table until you walk away.

We have learned in the last couple of years that you can register the trademark with customs in China. China is getting very, very specific and they are fighting companies for knocking off products. Once you register with customs in China, they will protect it from leaving China to other countries. You get a notice or notification from customs saying there is a shipment, there are ten containers leaving with your trademark name on it. At that time, if it's not you that is shipping the product or exporting out of China, you can tell them to stop the shipment.

MARTIN: And that's working?

HAWATMEH: It's worked very well for us, after a lot of pain and agony. But in China, it's very difficult to protect, because they can produce as many units as they want, they can sell them inside China and you will never catch them in a million years. That's how it is.

MARTIN: The idea that there's some function of government that can keep the product within

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China, that's pretty powerful.

HAWATMEH: But you have to have the application, and your name. You have to do the same process you do in the U.S., extend the patent or the trademark in China for you to be able to enforce this.

HOW ABOUT OTHER INTERNATIONAL COMPETITIONS? ARE WE TAKING ADVANTAGE OF INTERNATIONAL GROWTH IN CANADA AND MEXICO?

ERICKSEN: We are doing a lot of export business in Canada and Mexico. We manufacture products here, take them down to Mexico, have them assembled, and bring them back up here. Because of the NAFTA treaty restrictions, it's competitive to do that, and it's made sense to do that in certain situations. With The Home Depot, Lowes, and others moving into those countries rapidly, it's becoming a very good market for our type of products

WHAT ABOUT THE CRITICISM OF OFF-SHORING? CLEARLY WE DON'T WANT TO SEND MANUFACTURING JOBS ABROAD IF THERE ARE UTAHNS WHO NEED THE WORK.

BURTON: We are in about 57 different countries right now. One of the biggest advantages

we find is transferring our technology through kits into these foreign countries. It is expensive to bring cars in from other companies, do our process, and then ship them back out to those countries. There are regulations, taxes, a number of issues. But the cost of transporting a vehicle almost makes it cost prohibitive in these markets. So we use the technology that we have. We are able to send them to Spain or to Mexico or to China, and we have just opened up in South Africa. We are also in the Middle East.

We are basically in Utah, building a product that is not used here in Utah. It is not even used very frequently in the United States. These cars very rarely get brought back into the United States. With our U.S. government contracts that we have, almost every one of those cars now are assembled outside of the United States to stay competitive, to be in the region, to get it to the market faster. Everybody wants it yesterday. They don't have to wait the extra 30 to 45 days as it sits on the water. For us, this system has been very advantageous.

We are able to take advantage of the U.S. reputation that we have while also taking advantage of the overseas

markets. It has been a tremendous competitive advantage. Once we made that decision, we have stopped doing patents because it has gotten to the point where patents seem like they are only a right to sue somebody in a foreign country. I have won patent lawsuits, but have never collected anything. The only thing we have done is paid out on that front in foreign countries. Even against U.S.-based companies in foreign countries. So that's been a difficult challenge for us.

WHAT ABOUT THE AFFECT OF CURRENCY WITH THE DOLLAR BEING SO MUCH CHEAPER? HAS THAT BEEN AN IMPACT ON YOUR BUSINESSES OVERSEAS?

HAWATMEH: In just the last six months we have had two increases. Prices are up almost 12 percent.

BURTON: For me it's a two-edged sword. We pay our employees in Spain in Euros. Every time we have to pay that, every week it kills me thinking what it used to be. Those are U.S. government contracts, so we are getting paid in U.S. dollars.

OLSEN: Utah manufactured products account for 84 percent of the state's exports. The importance of the

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manufacturers remaining in Utah and building in Utah and exporting out of the state is critical to the economy. We don't consume 100 percent of our product in state. We export out. And that brings wealth into the state.

ARE YOU FINDING THE FINANCING, THE LAWYERS, THE ACCOUNTANTS, FOR THE MANUFACTURING EXPANSION OPPORTUNITIES YOU WANT HERE IN THE STATE?

POYNTER: We are just five years old. As we started our business, our founders realized they had a big dream. They went out and partnered with Wild Flavors, which is basically the manufacturing arm for world-renown brands in the food and beverage industry. Over the last five years, our two companies have grown exponentially because of that partnership. We have had other banking relationships and attorney relationships throughout all our different aspects of our business that, without those partnerships, we wouldn't have been able to do.

CARPENTER: What I'm hearing around this table is a group of small to medium manufacturers who can work cooperatively, who can be nimble and responsive, can find a niche. From what I hear, this

is a group in a good position to do good things.

ADAMSON: We looked at outsourcing to India and other places, saying, "You have this huge educational opportunity to take advantage of all these engineers." But we found that some of those costs to outsource engineering have gone up and up in some of the countries. I think we are seeing more of a level playing field now. We really want to make sure that we continue to educate as many people that we need in the state, because we want to keep it in the state. We think that's the most efficient way to grow.

JOHNSON: We have found nimbleness to be the best weapon. If we can flawlessly execute and be extremely nimble for our customers, then we can compete. But I think as consumers we need to pay attention to things like disappearing industries because, from a purely patriotic standpoint, it could put us in a bad position somewhere down the road with basic infrastructure industries.

ALEXANDER: We talk a lot about this applied technology training and the need for machinists, for instance. We all have a need for employees who do basic jobs in our different businesses. One of the

things that was very frustrating to me when I was in the Legislature was the lack of involvement by businesspeople in the legislative process.

Because of our lack of involvement –

and I'm here today as a business person, not as a legislator – there are decisions being made that we don't agree with and are hurting us, but we continue not to be involved. We think we just don't have time, we think we can't make a difference. But right now in education, for instance, the biggest push that has gone through the Legislature in the last few years has been the USTAR initiative. But the real push around USTAR has been for engineers.

Most of us here need engineers in our businesses, but we also need those people who can run our equipment. We have heard about the fight, back and forth, the trading of employees. That happens probably to all of us. The applied technology training is kind of the stepchild to higher education in the state. It's called a college, but it's really not focused on as a college. I don't think that will change until we, as businesspeople, begin to share with our legislators what our needs are and how important that can be.

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We need to be more involved in that. The applied technology colleges are all over the state and they can help us, but they don't know what our needs are. Most importantly, I don't believe higher education cares or understands that we as businesspeople have a need.

I think the high-tech industry has really pushed this engineering initiative, so the applied technology part has been left behind. If we really do need help, we need to come together on this and make sure that the legislative leadership and the governor understand we need a focus on this other type of training as well as the engineering initiative.

WHAT WOULD BE THE TOP THREE THINGS YOU WOULD TELL LEGISLATURE AND THE GOVERNOR?

BHASKAR: If they pay out 60 percent in health care and still raise the premium, why can't we have a more consolidated health care control where somebody like Utah Manufacturers Association has a health insurance policy that everyone subscribes to? Then the health care companies cannot play the games on individual companies. That needs enabling legislation, from what I understand. If we have two or three of those groups, then we see that there's going

to be more control over health care costs.

BINGHAM: The restriction right now is federal, it's not state. We used to have the opportunity, as associations, to consolidate and provide those. There was legislation passed about eight or 10 years ago that prohibits that.

There have been efforts to try to get around that. The difficulty is what is going to happen, from purely an insurance standpoint, if you adopt that federally, they will take the requirements that are required in East Coast states where you have all of the mandates in there that have driven the cost of insurance up, and that will be the base. The effort in Utah is to develop a minimum level insurance, assuming everyone can afford it. So we have to work around it. We have the right people there, with former Governor Leavitt in Washington to help us do that. And that effort is there.

But we are focusing on the insurance industry and not on health care. There probably are some more opportunities like Susan has taken to look at different ways to avoid paying someone else those high premiums just to administer.

BURTON: I was going to also mention technical schools, and I want to congratulate the state

for the emphasis that they are making with those. Right now, we are probably getting 75 percent to 80 percent of our qualified entry-level technicians through those technical schools.

Finding those qualified employees has been huge for us. The technical schools have been a tremendous resource, and we have partnered with them. Hopefully we can do a better job at working with them from the beginning all the way through the entire process – doing internships, finding the young guys, even some girls on occasion, who are eager to get some training and to get skilled and go through the process.

BINGHAM: I serve on the Board of Trustees of the Utah College of Applied Technology. We are having a real struggle right now because we have been placed under the auspices of the Board of Regents. Quite frankly, those folks view higher education as the traditional university model, and we are kind of the stepchild there. The advantage that the technical colleges have, however, is that they are competency based and it's open entry, open exit. You can start any time and finish any time. And when you demonstrate the competencies, you are back to work. You don't

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have to sit in a classroom for two years to get an associate's degree, if that isn't what is required.

I think we are struggling with a societal attitude that if you don't have a baccalaureate degree you are some kind of a second-class citizen. There is an effort right now with our applied technology colleges, on the part of some, to roll some of those into the community colleges.

We absolutely do see the same thing that happened at UVSC. We start losing that emphasis on the technical college part of it because that means they want to be a university.

I think we are far from the time when you could graduate from high school with no post-high school education and get a job to support yourself. There is a need for post-high school training. It may not be a baccalaureate degree at a university, but there needs to be training to provide the kinds of things that you folks are talking about.

JOHNSON: And it's not just skills. It's life skills.

BHASKAR: Showing up on time and working has nothing to do with the wage level.

ANY OTHER
RECOMMENDATIONS FOR
THE LEGISLATURE? HOW
ABOUT TAXES IN GENERAL?

ALEXANDER: Todd was talking about the fact that we are recruiting companies, and that is an emphasis of the governor. But finally this year we got him also to focus on that we have a lot of manufacturers in the state – great businesses that have been here for decades. Maybe we need to focus in state, as well, and help them to grow. We need to continue to push that and have involvement from our businesses within the state, because it is such a battle for employees right now.

JOHNSON: I read about Barnes Aircraft going to be at the Ogden Airport, and all these enabling mechanisms for them to move here. I'm thinking, "We have been in business 64 years, and we pay a lot of taxes and employ a lot of people."

ALEXANDER: I think they are finally trying to figure out a way to focus on companies that are within the state and give them incentives to grow. Why should we give it to everybody outside of the state?

BRIGHTWELL: That's not lost on us at all. The adage about it's easier to keep a customer than it is to go out and try and find one is true. I would say we certainly have some recruiting efforts that we try to put in place. But even more, this economy is very hot. As I was walking here I got a phone call.

Another manufacturer wants to go to Tooele with 300 employees, and they're paying good wages. I get phone calls almost daily.

We are on the map, and that's representative of this group being successful and having a presence not only in Utah but globally. As a result, we are trying to handle the inquiries that we get. We don't turn off our phones. We're looking at opportunities, while focusing on the idea that rising tide floats all boats. Hopefully we are bringing in the right types of companies and looking at the right types of incentives for the right types of companies that will benefit all of us.

JOHNSON: One potential candidate for Number 3 on the list would be infrastructure. We are one of the most densely populated metropolitan areas in the U.S. I've lived in the Ogden Valley, in Huntsville, for 10 years, and we used to have beautiful air. Now we can see the air starting to creep up Ogden Canyon. In 10 years, this place could be uninhabitable.

OLSEN: I want to echo the support for existing companies and helping with them. We talk a lot about technology and technology commercialization and the great things that USTAR is going to do. When

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we develop new technology and we are able to license it, we think that is commercialization, that's technology. But what about the existing manufacturers, who have technology that they could share? They may not have the ways and means to be able to work with universities right now.

Technology commercialization is kind of a push effort. You push it out there, trying to get a license. If we could make it a pull effort, where manufacturers can indicate what technologies they have that can be utilized by others, and what technologies they need that USTAR could help develop for them, it could be very beneficial. It's a little different bend on technology deployment. It is coming from the companies pulling it, rather than university pushing the technology and seeing where it is going to stick.

BHASKAR: The board of the Governor's Office of Economic Development is trying to see how we can help with the number of applications we get for incentives. It is open also to existing Utah companies where you can apply for and get money for expanding your work force. There are certain limitations on the wages that you have to pay.

BINGHAM: It's a well-kept

secret.

BHASKAR: That's why I'm working with a few different entities to publicize it, so Utah companies can also avail themselves of these facilities. The companies that are coming into the state to stay have an advantage because they can come in and talk to anybody else at EDCU. They know the facilities that are available, where Utah companies don't know many of the facilities. Maybe we need to do more of a campaign to explain to people in town what is available from the state that can help companies grow.

MARTIN: See, I'm not familiar with what you are talking about at all.

BHASKAR: And that is the problem. One program we are really highlighting is the cluster's initiative. If you are in aerospace or composite business where there are some companies in Utah, but there isn't a critical mass, we hope that bringing in a big manufacturer of composites into the state will bring in a lot of expertise and people that you need. Overall, there may be some short-term issues with employees; but longer term, the number of people versed in that particular art increases.

Also, if you have rural

operations, or you want to set up rural operations, the state will find ways to help you. Todd and his group will help with the local county commissioners and with mayors to get you a lot of incentives. There are a lot of incentives available. But it's a well-kept secret.

Another thing we are looking at is when we are attracting workforce, I want to see some kind of incentive put in where they get young people and train them, rather than coming to town and putting a big ad and saying, "I'm giving you more benefits." I want to have some kind of incentive plan where the incentives you receive are for training, working with our private company sectors, and getting young people to grow.

**ARE YOU AS
MANUFACTURING
COMPANIES LOOKING AT
WAYS TO BECOME
GREENER?**

TAYLOR: Our light manufacturing has no issue with being green, of course, because it is the nature of nutritional supplements. Our challenge is still focused on this low to middle management worker situation. It becomes a challenge to find those who have some supervisory skills and knowledge that you can work with, rather than taking the one or two or three years to

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train that into them.

MARTIN: Our approach to green manufacturing has been to invite the regulatory agencies in, like the EPA and South Salt Lake Water Conservancy District, and say, "What do you want and what do you want us to do?" Then we just do it instead of fighting or hiding.

HANSEN: That's the way to go. They are really a great help if you invite them in. We did that, too.

In our own ignorance, we didn't know what was the right way to do business. Now we are kind of a role model for the Department of Air Quality. They bring people to us and show them through the building. It is almost a course on Manufacturing 101. For the most part it is so easy, and in reality it's a great marketing tool. All of our customers have their own section on the green initiative. So every little thing we do – stuff that a few years ago we would just do because it was the right thing to do or it was the state requirement – now lets us say, "Hey, look at how great we are."

My point is, going green is pretty easy and you can turn it around to be a really positive thing for your company. Your employees like it. There's just no downside to doing it. You

can cover your costs one way or the other. But you definitely want to invite them in. You don't want them to just show up. That's the other very, very wise thing, the invitation.

BHASKAR: Even the federal agencies have an enforcement arm and a technical arm. You want the technical arm to come work with you because most of the time they subsidize new technology in your plant. If they are in bed with you, the enforcement arm tries to treat you with kid gloves. That way, they try to be nice with you because they know you are working with them.

POYNTER: I spent the last 18 months at our business in Japan. As small as it is, Japan is the second biggest economy in the world. I think there's a lot we can learn from them as far as going green and making the best use of the resources we have. As I started going over there, it drove me crazy to go to McDonald's and have to sort what I put in the garbage can: The plastic here, the paper here. There's three different types of garbage. Even in our office in Japan there are three containers. It takes us Americans a while to figure out, "Where does this go? Where does that go?" I think there's a lot we can learn from them.

MARTIN: It's not easy to recycle.

POYNTER: There may even be opportunities for businesses here in Utah to figure out. If it's not easy, there's got to be a great business opportunity there.

HANSEN: All of my customers want me to recycle. I just don't have enough avenues to recycle. Everyone in this room knows the path of recycling aluminum. But as soon as you get away from the real standards, I don't know where to turn.

ERICKSEN: We are in the water management business, and we have joined forces with Jordan Valley Conservation Gardens. We have a plot out there where we are trying to show people how to conserve water. We have appointed a chief conservation officer. We had a water symposium at our building a couple years ago, where we brought in water purveyors from all over the state of Utah in federal, local and state government. There's a lot that all of us can do in water management. We used to, in testing our products, put a lot of water down the drain. Now, everything we do is recycled.

CARPENTER: I'm surprised, as a new resident. Coming West, I

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assumed recycling would be a big deal out here. Garbage was all sorted where I came from, and here it is all dumped in one big can.

MARTIN: I have two dumpsters: Steel and everything else. And that's it.

BRIGHTWELL: Talking about demands of companies, I got a project in two weeks ago that's going to require, at its full capacity, half of the Mona power generation plant, 250 megawatts. It's just absolutely off the charts. I don't think we are going to be able to handle that, as much as we may want to.

The state and community are going to have big decisions to make on the types of projects that they will take on because of the utility demand, which again is something we have never seen before.

I think we have started to formulate that, based on what the governor has put forward relative to cluster activities. We are still trying to help educate communities so that they can truly understand and get their arms around the things they want and don't want.