

MOUNTAINLAND REGIONAL COUNCIL FULL COUNCIL RETREAT

April 29, 2004 - 8:30 a.m.-4:00 p.m. The Homestead – Pavillion

“Beyond the Horizon”

ATTENDEES

Anna Larson, DWS
Bill Delaney
Bill Hulterstrom
Bill Young
Brad Whittaker
Bryan Kessinger
Casey Peterson
Christie Hulet
Darin Brush
Darren Fox
David Ostrom
Debbie Fotheringham
Deborah VanLueween
Debra Shelley
Duane Frisby
Gary Ashby
Jay Butler
Jay Butler
John Talcott
Joseph Miner
Julie Lay
Karen Daniels
Karen Larsen
Karlyn Norton
Ken Fisher
Ken Walker, IHC
Larry Ellertson – County Commissioner
Lesa Carter, DWS
Jeffery Lindstrom, Orem Red Lobster
Melissa Finch, DWS Mountainland Region Director
Monteen Gordon, DWS
Rickie Bryan, Union
Rob Brems, MATC
Rod Crockett, Provo School District
Ron Tiffany, Veterans Representative
Shauna Mace, DWS
Sherami Jara, DWS
Steve White, Utah County Commissioner
Violet Smit, DWS

EXCUSED

Marlene ?, Far West Bank
new Regional Council Member
Was in St. George today.

REGISTRATION AND CONTINENTAL BREAKFAST

- *Beyond the Horizon* – Theme
- The Council members and Regional staff networked.

MINUTES

- Ron Tiffany moved that the minutes be approved as written.
- Christie Hulet seconded the motion.
- All voted in the affirmative.

WELCOME – Ken Walker, Chair

- By working together, the Mountainland Regional Council will accomplish the common goals we are all striving for.
- Let's listen to the information that is forthcoming in this meeting and think of what it is that we need to do as a Council. DWS has done so much good and is moving forward.
- Thank each of you for your support and willingness to serve on the Council.
- Biographies (Tab 4) may be read on Kenneth Walker, Darin Brush, Monteen Gordon, Melissa Finch, Paul Blanchard, Karen Larsen, Breda Bova, and James Robson.
- Tab 5 is where the following slideshows are found: *Department of Workforce Services Industry Sector Focus* and *Utah Department of Workforce Services, Mountainland Region*

EMPLOYER SPOTLIGHT

- Bear Creek Country Kitchens was founded in 1991. It began with Sheila White and her daughter creating and packaging a dehydrated dip which turned into being a soup. The company was previously in Salt Lake City but is now solely located in Wasatch County, 325 West 600 South, Heber, and distributes 120 products. Currently, there are 94 employees – 84 full-time.

WORKFORCE DEVELOPMENT INFORMATION DIVISION INITIATIVES - Darin Brush

- “It's an honor to be with you this good Autumn morning! Governor Walker and Raylene Ireland send their greetings.
- The following experience will demonstrate what the Regional Council does for DWS: Last Summer I got word that a special Rembrandt etching exhibition was being held in Park City. My wife and I shot up there. We were surprised to find ourselves the only ones present. Rembrandt had hammered thick copper plates and then scratched the ash away – an early mimeograph process. As we moved from etching to etching, enjoying Rembrandt's work, we were joined by a woman and a 10/11 year old boy. Before much time had passed, the boy's impatience showed through his repeated comment, “Mom, this is boring.” Darin was determined to make the boy a Rembrandt fan and said, “Come with me and look at something. Close your eyes and put your face against the etching. Open your eyes. What do you see?” The boy followed instructions and replied, “I see a whole bunch of lines.” Darin said, “Right. Now, again, close your eyes, put your face against the etching and open your eyes. What do you see this time?” The boy said, “I see a picture!” Later, as Darin and his wife prepared to leave the exhibit, the boy, with excitement, was instructing his mother, close your eyes, put your face on the etching, open your eyes and tell me what you see.”
- Story objective: It is so easy in the complex business world to get caught up in the larger picture. The Regional Council keep us focused on the goal, do continual process checks, get us past the trivial and put our attention on the customer.
- Please think through the upcoming Slideshow, keep it in mind and identify areas in which you could be of help.
- Department of Workforce Development and Information Division (WDID)

- Vision: The Workforce Development and Information Division is the strategic branch of the Department of Workforce Services.
- Mission: The Workforce Development and Information Division fosters an effective and efficient employment exchange.
- Goal 1: Organize workforce development resources tactically around industry sectors that give the best-projected return on the limited public investment (ongoing).
- Goal 2: Connect job seekers with jobs that offer livable wages and benefits, job growth, and career ladders.
- Goal 3: Identify and forecast the skill demands of employers to guide effective training and placement.
- Goal 4: Create a career management system for DWS employees and another for all Utah citizens.
- Goal 5: Ensure collaboration among all workforce development professionals. Coordinate with workforce development partners outside the Department of Workforce Services to jointly accomplish these goals.
- Healthcare, Construction, Finance, Retail are the growth sectors that have been chosen as in demand for Utah. This is not in exclusion of others.
- WDID Structure (*The New DWS Workforce Development Model February 2004*)
 - o Research Analysts will be DWS Industry Sector Experts
 - o An Integration Team (members are from both WDID and Operations Divisions) is charged with development of an implementation model that will be piloted, have guidelines for employment counselors and include a success tracking mechanism.
 - o Implementation: Move 100 customers statewide to enter Industry Sector Career Paths this next fiscal year. Guide our customers – youth, dislocated workers, ex-offenders, FEP, Food Stamp, ABAWD, Disabled, etc. - to make good career choices. Utilize our integration to create success!
- Real-time data is being established.
- The DWS/Mountain View/UVSC Contract will provide training for 10 additional healthcare students.
- Question: Is there funding for long-term training? No. Emphasis is on the short and even shorter term trainings. However, the nursing program is a good example. DWS (employment counselors) will help the customer get to a certain point, but will also map out a plan for further job improvement which may entail more training.

OVERVIEW OF STATE COUNCIL INITIATIVES

- State Council Booklet – designed specifically for State Council. Gives good information and is similar to Regional Council. History of DWS. Insert 2 sheets roles and responsibilities of Regional Council. Utah Code: Title 35. The Law.
- Workforce Pamphlet: Helps to know creation of DWS. Updates throughout the time periods of what has been done.
- State Council coordinates with Regional Councils on things that will help Utah.
- Handout: collaborative effort of Council and DWS. Thought behind new Mission, Vision and goals: Utah is centralized differently. 1st to do truly centralized version of services. “Learning how to play nice in the sand pile.” Seven years felt the focus needs to change. Final draft will be forthcoming to be distributed to you. Mission.....Utahns changed to customers. We feel that DWS is now a national leader. Utah is highly respected in workforce development. Busy doing what we need to do, do not realize how well we are doing it.

- Employer mailing: green brochure. Access to position recruitment. 1-2% return on a mailing. Feb mailer introductory letter 1%. March brochure with an offer was a book 1.4%. April staffing solutions kit. 4-19 7.2%. 9.9% estimated to date.
- Job Order Chart. Coorensides with the direct mailing campaign.
- Ken Walker presented and it was one of the best presentations at the conference on direct mailings. Room could not hold all. Ran out of handouts, etc.
- National association workforce boards. Montana workforce board – train in soft skills, used a federal grant for this program so can't make any money from it, are offering complete program for sixty dollars. Includes: curriculum, 12-minute DVD video extra. It illustrates. This is a tool that will be used in DWS. It is for employers.
- Utahns coming home from serving in Iraq. Many are coming home to jobs but all are coming back as veterans. Be Advocates for those coming back. #1 worry is will I have a job when I get home?

OUTSTANDING CUSTOMER RECOGNITION

- Lee Horrocks: enrolled in WIA 2003 at 19 years old. Living with friends was homeless discouraged could not find entry level employment. Graduated from HS but could not easily read. Bronze Welding shop in Heber. Internship. Applied himself and was hired at end of internship. Been promoted and is now an part of the welding team. An installer. No longer homeless. Reading problem needed eye glasses. WIA purchased with supportive services funding. Satisfied with life and in bringing home a regular paycheck.. Brandon Sewell Counselor for little over a year. Outstanding edition to staff. Set up a work site with Bronze. 1,000 dollars worth of tools, vouchers for eye exam/glasses, monitors ongoing internship and hire with Bronze. Carries 50 youth cases. Brings enthusiasm, organization, valuable assest, gifted in locating and developing resources.
-Bronze Company. Specializes in home décor, chandliers, etc. done some international work for clients. Commend them for their part in this. It is where the rubber meets the road. Change lives for the better.

MOUNTAINLAND REGION EXCELS

- Who has lived outside of the U. S.?
- Slideshow
- Our vision and Mission: Olene Walker was the catalyst in brining 5 Agencies together.
- Core Function: Employment Exchange. Each of you as employers are critical to DWS.
- Services to Employers: Selection from largest applicant pool and job listing in utah.....
- Employer seminars and information on employment practices. Free use of conveniently located facilities for interviewing testing or orientation.
- Services to Job Seekers: Intensive case management for veterans. Intend to beef up as Iraq service people return. 9 services.....
- Supportive Services: FEP for families with dependent children. GA for single or married without dependents with some type of medical problem that prevents working for at least 30 days. WTE. Food Stamps – EBT; Child Care which is one of the most important programs. Medical Assistance, Referrals to other services In-house social workers, workshops, etc. to assist getting customers prepared and into the work field.
- Utah Cares: housing, food, employment over 100 agencies are using this right now. Have had thousands and thousands of hits. Good for people who are thinking of coming to Utah as well as those who already are residents.
- Mountainland Region
- American Fork Manager and Accomplishments. Pilot in addition to regular workloads. Intake Process: walk in get assessment see a counselor without scheduling an appointment to see a

counselor. Computer skills class for English and Spanish – resume writing and job connection room skills.

- Heber/Park City Manager and Accomplishments.
- Provo EC and Eligibility Managers and Accomplishments. In four years have come to have the highest accuracy % rates. 95% timeliness. Telecommuting very efficient of staff time. As high or higher accuracy rates. 15 pages to 4 or 5 pages. PEC – premier example of a Job Connection area. Surveys focus/work groups to improve customer satisfaction. Trying to get some sound data on the Correction workshops.
- Region: Business Services 1 year old. Accomplishments. Have enjoyed and experienced great success with this new Team. April 28 Youth Job Fair 22 employers 200 youth job seekers. Great success. Veteran reps are working with counselors to serve veterans. Monteen put on several workshops to train employment counselors.
- Program Team. Provide technical and resources on programs/training. Elig training has been about 9 months narrowed down to 3 months. Can handle a caseload and will be 100% efficient in 6 months. WIA 10 nursing students. Developed an outcome tracking Quarterly. Assisted training throughout the year – targeted training.
- Admin: Workload/turnover gone statewide
- Spanish Fork EC Manager and Accomplishments. Infomercials – SF Cable TV Station.

WIN FRIENDS AND INFLUENCE PEOPLE

- *The Ten Commandments of Killer Networking*, Paul Blanchard, Niblick Development Advises Citys and Councils on networking. Book Emotional Intelligence did a study found 75% are hired for technical abilities, 5 years later been promoted or fired for ability to get along with people. Personal relationship skills. Building inspectors hired for technical skills but make people mad.
- Thou shalt learn the true meaning and value of networking: it is more than talking and eating. It can be the most productive, profitable skill in a professional's career toolbox. Business events are prime time not play time – pursue worthwhile events avoid others take time to learn networking skills, techniques, and habits.
- Thou shalt learn: it's not about you. 30 second commercial = 5 second intro and 25 seconds of question. Avoid asyndetic comments and self talk. Business cards only – no brochures, flyers, etc.
- How to Win Friends and Influence People – Dale Carnegie.
- Thou shalt ask question. Tellin' ain't sellin' – listenin' is.
- Thou shalt listen, listen, listen. Pursue listening as the most vital communication skill in the world – study it, work it.
- VI. Thou shalt learn names and use them. Develop and practice name-learning techniques.
- VII. Thou must learn that networking requires strategy preparation and objective. Plot strategy, prepare materials in advance, set goals, organize yourself or team. 5 times to create a new customer than retain an old one. Most networking takes place half hour before and after the meetings.
- VIII Thou shalt learn “Killer Techniques” Do: seating strategies, learn to work a room, strategically work before and after, make notes on backs of business cards, maintain database/address book, use lunch meetings efficiently (prospect facing wall, soup and salad, do not waste time), learn trade show skills. Don't: ever sit with friends or co workers, talk to only one prson or just friends, arrive late or leave early, forget important info about contacts, throw away or misplace business cards, waste time on menus / messy foods, collect goodies or reverse sell. the bigger the bag the less value the person.
- IX thou shalt not practice killer networking as a team sport. One on one for the most part.

- X thou shalt separate thyself from the crowd by following up. Immediate email, handwritten notes, unusual greeting card, thank-you cards. Halloween and Thanksgiving are good times. No Deluge.
- Books: The teaming point? Interpersonal Communication by Joseph DeVino. Harper
- Business Card information is written down after the visit before next visit.
- Paul went around room and recognized 100 guests. Made name badges that could be seen far away. 36-54 font. As they arrive make sure see their name badge.

2003 MOUNTAINLAND REGIONAL COUNCIL GOALS & ACCOMPLISHMENTS

- Escalante trip. Donkeys or Clydesdales? Both. Focused on one and missed the other. Focus so hard do not see the bigger picture. Regional council's different perspectives really help to move out of boxes and expand horizons.
- Nursing Taskforce: spent some time with the legislators that helped bring awareness to the nursing shortage problem. Funding was worked on.
- Researching diversity. What businesses know about this what are they doing. Is identifying existing resources.
- Summit – participation helped bring community partners and players together. Looked at ways to improve interaction and needs of the community, employers. Put together recommendations on how to improve the Summit, gather better information, structure work.
- Youth Council Group. Youth Job Fair. This will continue
- We need to celebrate our successes.

Debbie Bristol – expert on working in neighborhoods. Community Action presenter, April 28. (Bill Hulterstrom)

BREDA BOVA, associate dean college of education university of New Mexico PH.D

- Perspectives, Values and Issues Across the Generations
- Look at adulthood as a pie. You can slice it.
- Pigeonholing: if this information is used to pigeonhole people, it will become dangerous weapon. When we use it to ask ourselves how can I be more effective or how can I better understand behavior it can be a valuable tool.
- Key demographics: 11% of the active workforce is over 56. between 2002 and 2012, almost 50% of the current workforce will be eligible for retirement.
- 70 percent of employees don't think there's a healthy balance between work and personal life. (true careers survey 2002. Ranstad North America Survey 2002 Families and Work Institute, 2002. more than 20% of households indicate they are responsible for some or all of the care of elderly relatives. There has been a 7.9% increase in the average hours of work in the private sector.
- Education Trends: Why? They are not getting the product they want. Today's college grads have spent less than 5,000 hours of their lives reading but over 10,000 hours playing video games and over 20,000 hours watching TV.
- Birth Year Most frequently, demographers use birth year as that common statistic.
- Generations are shaped by formative events to a great extent,
- Generational traits, characteristics and values are not universally shared. Not every member of a particular generation
- The generation gap felt most in the workplace
- The challenge may come from interactions with our boss, an employee, co worker, client or even a vendor

- A few specific differences between generations include: how they like to be communicated with and quickly they expect it.
- Four Generations that populate the workforce today. Silent Generation 63 million 1925-1942) practical strong work ethic, yes sir respected it; Boom Generation 77 million 1943-1961 driven, pay your dues should start at the bottom of something and work up; Generation X 1962-1981 44 million) unimpressed, reluctant to commit; Generation Y (1982-1998) 70 million
- Questions: research in UK find similar or exact attitudes. Same Eastern Europe is different.
- Approach to Change : silents ready-ready-ready-aim-fire; boomers ready aim fire; x ers ready-fire-aim Learn experiment adapt. Ys fire, fire, fire, aim fire.
- Silent generation aka veteran generation, WWII generation, seniors geezers
- Seminal Events
- Characteristics of Silents: postpone gratification, risk averse, loyal to family country job, respectful communication, adherence to rules (have grown up with options)
- Paying your dues
- Career and Family
- Work life balance
- Baby Boomer Update
- Baby Boomer Characteristics
- The Baby Boomers Seminal Events: two big higher education acts. Gave student loans giving higher education access. Change: massive social
- What the other generations think about the baby boomers.
- Managing Baby Boomers
- Generation X: moving into peak family raising years, data shows an increase in stay at home moms. I can always get another job, I don't want another family.
- Gen X Update
- Generation X Characteristics
- What Xers want in the workplace – flexibility
- Harper Review January and February 2004. how to develop community within organizations.
- Managing Gen Xers: frequent feedback; limit the bureaucracy, give them plenty of elbow room, understand your overall employee motivation package, give them work they can juggle.
- Top five issues way to be recognized: thank you. Leverage vendors (Starbucks)
- Generation Y known also as
- Gen Y Updates
- Generation Y Core Values Include: optimism, volunteerism, inclusiveness, collective action
- The oldest millennials were born in 1980, the year:
- Mindlist to assist managers in thinking about what their new employees have experienced and what they have never experienced:
- Generation Y Characteristics
- Managing Generation Y: enormous amount of academic dishonesty. Will manifest in workplace. Technology is key but how do we manage this.
- Career Development Trends: a hop-scotch approach will replace the linear career
- Major issues for managers: management forgetfulness, loyalty, training, work life balance, managing and encouraging, creative abrasion
- Where do we go next? Consider: Building communities, developing relationships, organization structure, don't isolate yourself, leverage connections in the workplace
- Questions: Academic integrity: do they use foot notes, etc.? Yes. Think it is free information. No remorse when caught. Steal, rationalization. Wrap up: 1. kids coming into workplace are smart great work place skills. It's getting to know one another – mutually. Certain kinds of technology skills will be required and the people will not have them. There

are a lot of things we value together – family. How can we make peoples lives different and better. Legacy we leave is the work we do as well as our children. Others have grown us. Performance Evaluation: recommendations on giving feedback/resources? Give feedback at the time needed. Be creative. What works for one does not work for everyone.

- Focus groups what x and y are interested in giving money for. What is a cornerstone?
- bova@unm.edu

Need to learn to work with X and Y. Be aware and work with rather than against.

DWS STRATEGIC PLAN

- Mission, Vision, Code of Ethics: Director really wants us to develop this in our workplace, honest, caring about one another and the customers. Started out setting a national standard with mission and vision. We achieved this. Now focus on business and do jobs really well. Keep these four goal areas in mind as we set our strategies.
- Promoting economic stability.....counseling and eligibility outcomes.
- Assessment and how to use this information better in planning with customers
- Building partnerships. We cannot be everything to everybody, so need partners to do pieces. Bring puzzle parts together and make a whole.
- Goal 2: contributing to workforce: Skills window technology is really good for younger generations X and Y. (CMS)
- Goal 3: Exchange system.....targeted marketing to certain industries, doing LMI evaluation,
- Disconnects in our area: employment exchange with ui benefits. Looking at ways at how to serve them when accessing services through phone. How to match back up with the labor market.
- Goal 4: Work life. We are only as good as our employees. Agency does have a commitment to their employees. CMS for employees. Includes expectation of certification and professional level. This will be done at the management level also. Exploring more thoroughly the 4 day work week. Exploring dress standards and how to make the organization more professional appearing. Outlook to customers.

COMMITTEE BREAKOUTS

- Business Services
- Eligibility Services
- Employment Services
- Youth Services

COMMITTEE REPORTS

- Business Services – Jeff Lindstrom: been working on cultural diversity going to have a half day seminar in September, provide communication instructions to employers in the community. 3 hours. Want to present things that businesses can actually use. Information that will attract businesses. Presenter introduction to cultural diversity and put a positive light on having a cultural diversity workforce. Identify issues. 2nd successes from different cultural backgrounds see the advantages of having diverse employees. Success stories. 3rd what is actually required for documentation, etc. real life experiences. Someone from immigration services, integration corporate ????. Cultural entertainment (BYU). Also looking at on line DWS services. Dave O will be sending out e mails and will need feedback. Employers see if this system works for you.

- Eligibility Services: eligible customers know how to go about getting services. 39 out of 54 community partner luncheons. Wasatch and summit event in May (18). Communicate eligibilities in coordination with other service agencies. Get info out to employees in agencies, BC work with employers have info available at employer's site. Any problem with sending packets home with youth? No problem.
- Youth – Rod: Our region committee has sub committee region youth committee unify services to youth. Purpose now is to unify and utilize services together and not have youth go from one group to another group, to another group for services. Workforce to adult living transition. Working with schools, boy scouts, boy and girl clubs. Put together a customized case management of 12 cases. How can each Agency help these youth reach their goals. Educate youth about WIA and employment services from all services. Inform youth of employer expectations. Goals obtain disseminate info on alternative education information available depending on circumstances. Youth wants to meet with Regional Council committees during regional council and be advocates for the youth. Bova – middle school age children need to get excited about nursing.
- Employment Services – Rob Brems: Continue with emphasis on nursing shortage taskforce. Promote job opportunities for potential clients. Focused in on Allied Health Partnership – continue with nursing situation but include other occupations. Construction Field: visit to determine if can partner with education, employer dws partnership. Nursing: really need to use the industry to drive this. Pull together a new sub committee that is more focused on implementation of this plan. See what industry, education and DWS can do. Work with politicians. Funding will be needed for support.

WHAT'S THE FORECAST?

- 3 types of economies. Those who can count, those who can't.
- Nursing shortage: bring the wages up and there will be no lacking! In any job.
- Utah rates 1st in growth of women owned businesses. 1997 and 2004. Location, progressive financial environment who support the efforts, friendly environment, success factor, growth in home based and hobby based businesses, economic necessity.
- An Economic Update April 2004
- 4.2% growth rate.
- Employment Cost index march 2003 march 2004 increase 3.8% nationally. 2.5% increase in wages. Benefit costs 6.95% increase.
- Nasdaq all time high March 9, 2000 5,049 March 12,2001 below 2,000. 2004 1,950
- Recession: dot-com implosion, stock markets decline and decline; prelude manufacturing job loses, september 11, corporate malfeasance, business investments stop (overcapacity and uncertainty)
- Business uncertainty: geopolitical tensions (war, high energy prices, nuclear standoff with Korea), weak demand – this has changed and really picked up in the last 6 months, no pricing power – competition, SARS, terrorism
- US Economy is extraordinary resilience and flexible
- Real GDP Growth by Quarter: 1996 to 2003: it is gaining strength. Growing about 4 and 5% in the last 12 months.
- Super Consumer: low interest rates, low inflation, higher disposable income, tax cuts and rebates, more debt
- In the past two years, for those seeking work, new jobs have been few
- Productivity: output per hour worked. Have been increasing at about 2.9 percent per year since 1995. The preceeding 20 years productivity grew 1.5 percent per year on average. For

the past three years has been about 4.25 percent. Based on straight time does not have anything to do with over time.

- Businesses were under pressure: weak demand, intense competition resulting in virtually no ability to raise prices; therefore, to generate new earnings they cut costs while meeting the demand for their goods and services.
- Increased productivity: reorganizing work, reallocating resources, better apply existing technology, equipment facilities; squeezing more out of the existing labor force, investments in new equipment and technology, off shoring Result: ability to increase productivity without hiring new workers.
- Productivity: higher incomes, more profits, higher standard of living but down side fewer new jobs
- Utah Job Growth: 2003 job loss, 2004 projection 2.4%
- Utah State Employment Growth Rates by Month
- Utah Employment seasonally adjusted. Peaked out Jan 2001, recession 0 growth, growing since July 2003
- US Employment seasonally adjusted: job growth last 6 7 months. Jobs are beginning to come.
- Unemployment Rates. 5.4% to date. 5.9 U. S.
- Utah High Technology Employment. 12/2000 12/2003 lost 11,400, 7,100 Salt Lake County
- Nonfarm Jobs in Utah County: since 2002 has been growing at a minimal rate.
- Utah County nonfarm Job changes March 2003 to March 2004 estimate
- Utah County Nonfarm Job Growth Percent Change March 2003 to March 2004 estimate
- Utah County Civilian Labor Force and Components Seasonal Adjusted
- Summit County Nonfarm fluxuants about 4,000 jobs shows 12 mo moving seasonal pattern.
- Summit County nonfarm annual average 2002 to 2003 preliminary.
- Summit County Nonfarm Job Growth in percentages
- Summit County Civilian Labor Force and Components Seasonally Adjusted
- Wasatch County: distinct seasonal pattern growing at a moderate pace for 2 to 3 years.
- Utah nonfarm job growth (Numeric Change) March 2004-2003 and percentages
- Agricultural productivity of the past century brought profound benefits to all consumers,.....caused dislocations. 100 years ago 50 percent people lived on farms today 2%. Although dislocations are bound to accompany economic growth, we should rise to the challenges that come with innovation because innovation brings great improvements in material well-being. Alan Greenspan. Meaning: can create other jobs.
- Hurdles Ahead: need new jobs, technology reinvestment, higher interest rates, rising deficit, debts, geopolitical uncertainty (security), energy
- Federal Budget Deficit \$521 Billion FY 2004; Trade Deficit \$489 Billion, 2003; Household Debt-Service Burden 14 percent of disposable income which is as high as it has ever been the last 40 years. We have a lot of debt in the U. S. Will Rogers "we'll show the world we are prosperous even if we have to go broke to do so.
- Utah County money figures for the debt? Nothing specific. But have become famous for bankruptcies.
- Out sourcing – do not over react to this.

WRAP UP

- Thanks to Julie, JoAn, Program Specialist Team for success of this meeting.
- Hopefully you have learned something from what has been presented, from one another and the networking.

ADJOURNED

- See you down the road in June
- Thanks for coming
- 4:01 p.m.