



THE STATE OF MANUFACTURING

Albuquerque Business First and the New Mexico Manufacturing Extension Partnership (NM MEP) hosted a virtual roundtable to kick off Manufacturing Month and hear from local experts on how the Manufacturing Extension Partnership has served as an eminent resource for manufacturers in our state.

ABF Sales Manager, Will Martinez, moderated the panel.

TABLE OF EXPERTS

MARTINEZ: Robin and Brian, could you give an example of a time that you have worked with MEP to solve a problem? How is the relationship that you hold with them?

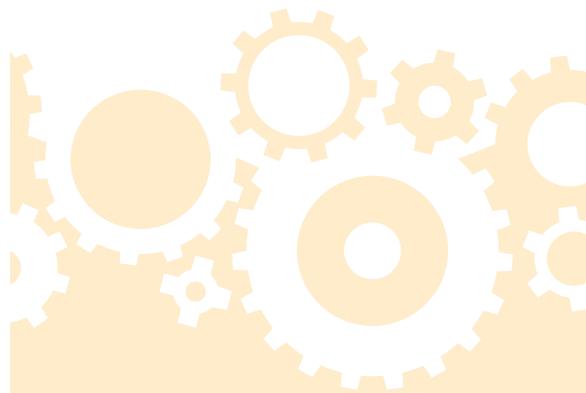
CANTOR: We are a small company with 11 people, so we don't have a lot of the resources available to us that a larger company would have. And oftentimes, you need someone to consult with about various business-related issues, whether it be HR, accounting, etc. You need some resource like that. We have been dealing with Scott Bryant at New Mexico MEP for a while now, and he has been really helpful in giving ideas on ways that they might be able to help out. For example, we built an addition to our cleanroom recently, and New Mexico MEP played a big role in helping us steer through that. We ended up running into some complications, and Scott was there to help us work through those. That was a tremendous help.

A lot of the equipment we can't afford to buy new, so we buy from the secondhand market. We were having trouble getting one of the tools up and running, and New Mexico MEP helped us out, which enabled us to complete a pretty interesting order for a customer overseas. That opened up a new capability for us that we just didn't have before. A new tool like that would have cost us a several \$100,000's, but we were able to get the used system up and running, and we're using it right now.

These are a couple of specific examples where the New Mexico MEP really did help us a lot. Just having someone to go to when issues come up is very helpful. It's nice to have a resource there that you can at least reach out to for guidance or support.

RASHAP: For my role at CNM, Jennifer and New Mexico MEP have really been the great connectors. Two years ago, we started to develop this Internet of Things course – it's just this nebulous term, right? People see it in the residential stuff; it's in your smart thermostat or your smart doorbell. Right now, I have a smart washer and dryer that tells me over my smart speakers when my wash is done, or that I haven't taken laundry out of the washing machine. That's the thing that most people see. But there's so much more that you can do with smart technologies, particularly in the manufacturing environment.

So, a couple of years ago when this particular workforce development course was still in its germinating state, Jennifer and I sat down and talked about her experience with manufacturers around the state. She mentioned, again, it's not just like



FACTS ABOUT MANUFACTURING IN NEW MEXICO

MEP Center impacts are based on clients surveyed in FY 2020



\$192.6 Million

Total Increased/Retained Sales



1,275

Total Increased/Retained Jobs



\$49.2 Million

New Client Investments



\$38.5 Million

Cost Savings

manufacturing of widgets. It's manufacturing of beer, it's manufacturing of fabric products, and things like that. A really broad definition of manufacturing. We talked a lot about what some of the problems are that manufacturers see, what some of the hesitations are when applying technologies into their current operations. Jennifer was really instrumental in taking some of my connections and helping me rekindle those relationships, allowing me to talk to people, like Robin, who were running manufacturing operations to really get a feel of some of the challenges they have on a day-to-day basis. In a lot of ways, that's really the seed of what this particular workforce training is, so that was super instrumental.

There are a lot of great things that New Mexico MEP has done around business processes; how to navigate the jungle of these big government programs to get you to technologies, and so on. And they have been adding in real additive manufacturing and automation-type support. We've been talking in recent months about where New Mexico MEP is going to help local manufacturers see a vision of how technology can help

them. Robin mentioned buying secondhand tools as opposed to paying a premium for stuff. There are a lot of manufacturers that have an installed equipment base, and while you can go out and buy a fancy, new machining tool that has a lot of technology built into it, it's prohibitive from a capital equipment replacement point of view. So, can you find low-cost ways to improve either the manufacturing line itself through simple automation, or improve the manufacturing equipment by adding in some smart technology into it. Those are the conversations that Jennifer and I have been having, and we're hoping to really work with manufacturers across the state to see how to realize that potential. The students that come out of my coursework are really primed and ready to go into that space.

New Mexico MEP is just a great connector between the workforce and the processes, and the resources of the manufacturers. It's really been a great support for me at CNM in helping me develop a program that isn't just based on what I saw at Intel, but based on what the needs are of manufacturers in the state on a broader level.

SINSABAUGH: This technology movement is happening so fast that it's going to take all of us to make sure we can keep the information flowing to our manufacturers.



MARTINEZ: Robin, can you touch on where you have seen your workforce needs in the past and how they might differ from what you're looking for in the future? And how you are dealing with workforce needs right now in general?

CANTOR: That has been probably one of the bigger issues for us, primarily in finding technician-level staff. We had some success going through temporary employment agencies to bring someone on board, so we could see how they work out over a three-month period or so, and then convert them to regular full-time staff. I would say more recently, certainly since Covid, that hasn't worked out as well. But prior to Covid, we were able to find suitable candidates that way. We went through three that didn't work out, and then we posted a position online through one of the job boards and got an excellent person.

But that's been an ongoing challenge: finding the technician-level staff that we need for assembly work, and then bringing in higher-level people. I have hired two PhD level people within the past year or so. One was a local who came out of UNM, and the other

MEET OUR PANELISTS



BRIAN RASHAP, PH.D.

Dr. Rashap is an Internet of Things (IoT) educator at Central New Mexico Community College (CNM) where he is focused on workforce development through an IoT Deep Dive bootcamp. He is also the co-director CNM Ingenuity's Technology Solutions Labs. Prior to joining CNM, Brian spent nearly a quarter of a century at Intel Corporation where he was most recently the General Manager of Corporate Services for the Americas Region. In this role, he was responsible for Intel's physical infrastructure and facilities in the United States and Canada, including three large manufacturing sites. His team managed facilities operations, building services, construction, environmental health and safety, and on-site employee conveniences. Brian received his B.S.E., M.S.E. and Ph.D. in Electrical Engineering from the University of Michigan. His doctoral work focused on the application of Control Theory to improving semiconductor manufacturing processes. He worked at the NASA Langley Research Center on control of large unmanned space structures, as well as autonomous space-based robotics.



JENNIFER SINSABAUGH

Jennifer Sinsabaugh is an authority on creating and implementing strategic initiatives that result in company growth. In her capacity as CEO of New Mexico Manufacturing Extension Partnership (NM MEP), she builds long-term relationships and shepherds a solutions-oriented mission to build manufacturing in New Mexico. Jennifer earned a B.S. in chemical engineering and an M.B.A. in technology management from the University of New Mexico. Jennifer's dedication to New Mexico and community businesses extends well beyond office hours; she has served as a project reviewer for economic development projects such as NMSBA, the Venture Acceleration Fund and Native American VAF, and she serves as an expert on panels at various business incubation events. She also serves on various boards and committees including the Central New Mexico Community College Foundation, NM Energy Manufacturing Consortium, the Foundation for Manufacturing Excellence, and the Los Alamos National Laboratory Technology Commercialization Advisory Board.



ROBIN CANTOR

Robin founded STAR Cryoelectronics LLC in April 1999 and is the company President. During the past 22 years, the team at STAR Cryoelectronics has developed extensive thin-film and electronics production capabilities at the company's headquarters in Santa Fe for the fabrication of superconducting quantum interference device (SQUID) sensors and related control electronics, as well as high-resolution X-ray detectors based on superconductors. The company also offers custom thin-film foundry services for customers at universities, corporations, and government research laboratories worldwide. In addition, the company has developed turn-key, cryogen-free cryogenic systems for basic research and X-ray spectroscopy applications. The company's commercial markets include sensors, components and systems for applications in basic research, biomedical imaging, geophysical exploration, and materials characterization.

person came from out of state. Generally, when we try to recruit people from out of state, there is some reluctance to coming out to this area. I don't fully understand that because I've lived in a lot of different places now, and I think there are a lot of advantages to being in this area. The climate here is probably the best I've ever lived in. It's really wonderful. And there are a lot of other

amenities all across the spectrum. Things are so much more accessible here, compared to, say, the Bay Area or Boston or New York. Just dealing with the commuting in those areas is such a hassle, as well as the high cost of living. Sure, there may be more opportunities in other cities for other types of activities, but if it's not accessible, it doesn't really make that much difference. So, I think there might

be ways to sell New Mexico a little bit more strongly to people out of state by emphasizing the quality of life and lower cost of living. There may be ways to encourage people to really take a closer look at New Mexico. We're not actively hiring anyone right now, but depending on how things go, it's possible we

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U.S. manufacturers are the most productive in the world. They come from many different sectors and make the products that enrich our daily lives.

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will need some new people in the future.



MARTINEZ: Brian, can you talk about what you see in the education space in terms of increasing recruitment for manufacturing and getting that workforce to scale?

RASHAP: A couple of thoughts came out to mind as Robin was talking. One is that it's really difficult to know if the employee is going to work out, and I see more and more companies hiring people as interns for a three-to-six-month trial period because they've had issues with hiring people directly in, or not getting the person they thought. There's something that has changed in the way that hiring has happened in the recent years. One of the nice things about workforce development, again, from a CNM perspective, is that CNM really gives opportunity for the hands-on portion of education. It's a good combination of theory and then adding the application. That could be the physics and then doing circuit design, or it can be theory of welding and then actually getting hands-on time to do the welding.

I was reminded the other day when I was on our main campus in a building I hadn't been in before. I walked by a classroom and saw there were several trucks as part of our certified commercial driver's license training. Then as I came back out and class was about to start, there were a number of students congregating outside of the room getting ready to be let in, and they all had their toolboxes with them. It was a maintenance class. That hands-on

experience is just so critical for not only the technicians that Robin is hiring, but even for engineers. Knowing that before you hire a new employee, that they've had that experience, increases the probability of success. So, having more programs around New Mexico that give that blended classroom and hands-on experience is absolutely critical. I know it's a focus area of CNM, and I know it's a focus area of our other educational institutions. Even in high school, and maybe even getting into middle school these days. I think that is absolutely great.

The other thing that I have noticed, and I didn't expect this, when I made the transition from my industry job to being an educator, is that there are a number of individuals that have the potential to be great employees for technology-type jobs, technical manufacturing, that type of stuff. But often they lack confidence. I had a young mom in my last class, and she struggled for the beginning part of it, but she persevered with a five-year-old at home. I can just imagine not having the advantage of time that other students have to do stuff outside of class. But at the end of the class, we were talking and the thing that struck me the most, and I think there's more people like this than I imagined, is how much fear of technology she had. But she had enough courage to at least sign up for the class. There was definitely a lack of confidence and a lack of belief as she got into the really deep, heavy-type stuff, but because of that perseverance, she came out the other side and now believes that she can do anything.

I believe there is untapped potential in our workforce pool. People believe that certain

jobs are just out of their reach, and not because the jobs are truly out of their reach, but because they didn't have that mentor when they were younger. They didn't have that experience that helped them overcome something difficult in the educational environment; they have other factors that make it hard for them to go through traditional programs. All these barriers to getting to that place where people like Robin can hire them.

Not only do we need to keep the workforce we have, and think about attracting a workforce from outside of New Mexico, but how do we open up those possibilities for others? For all those individuals that have the capability but don't believe they have the capability? I think that will really unleash the potential that New Mexico has. The more experience we get people early on, so that more and more companies are going to want to take the chance on folks, particularly our nontraditional students and employees, would just be absolutely fabulous.

SINSABAUGH: I agree. I think what Robins experienced with technicians and recruiting folks is commonplace, not only throughout the state but throughout the nation right now. Workforce is the single biggest issue that manufacturers are facing.

When we think manufacturing, a lot of times we think machines, we think process, we think big buildings, we think end product, and then somewhere down the line is people. And right now, we're seeing that it is the people actually who are first. So, now is an opportune time because the trends point to major growth across the manufacturing industry. The last thing I saw was that by 2025, there will be

around a two million worker shortage in the manufacturing industry across the nation. That is a big number and what we see as particularly beneficial is exactly what Brian talked about. We'll hear from manufacturers who say, "I don't care if they have a high school diploma, associate degree, or a four year bachelor's engineering degree. They still don't know how to run the machine when they get here, and I still spend 60 to 90 days training in those areas on site." We can't lose sight of that. Getting tools and applications and bringing things down to the real world for students and workers alike raises their confidence, and it also creates problem solvers. Manufacturing is no longer "put the metal in a machine, push the button, it stamps, then take the metal out." We need problem solvers; you've got to be on your toes, be thinking through how to get continuous improvement in your line,

no matter where your job is on the on the assembly line. That's where we're seeing the programs that CNM and CNM Ingenuity put together, have a really huge impact in that capability of problem solving. And, to Brian's point, probably some confidence in there, too.

To that end, New Mexico MEP is doing a couple of different things in trying to meet in the middle between industry and education. Making sure that any small gaps between those two are filled in order to help get students interested in more formal education, and on the other side help the industry hire students coming out of these more formalized education programs. Right now, we are launching a manufacturing tools and measurements class. It's a short four-hour class that's immersive and hands-on. Introducing some of the more familiar tools in manufacturing, how they work, what

conversions are needed to work them, and things like when to use estimation and when not to. We can point to world catastrophes that have happened based on the wrong unit conversions, and yet, they're happening every day in manufacturing, and it is costing companies money to fix them. So, all of those things are really important.

The other thing we're seeing is the evolution of technology. And unfortunately, sometimes automation gets a bad name because of the thought that it is/will take our jobs, but it's not. It's creating capacity within our organizations, within our manufacturers, so that there are actually more jobs. Now we have more capacity to get more out the door, and I think that's critical for us to understand. It is the only way that we are going to remain globally

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Visit our website all month long to attend virtual tours!
www.newmexicomep.org/mfgday/

How can you participate?

Videos are being accepted all month long! If you're a manufacturer that wants to include a video introducing a student to a career in manufacturing email us as mfgday@newmexicomep.org



Manufacturing Day: A Nationwide Celebration of Makers!

It's an opportunity to enhance public knowledge about the economic impact of manufacturing in our state, highlight resources, and introduce students to careers in manufacturing. Manufacturing Day is going virtual this year, allowing New Mexico manufacturers to reach a greater number of students, customers, and others who are interested in what manufacturing looks like in New Mexico.



INSPIRATION

Virtual tours (videos) open students' eyes to the possibilities that manufacturing careers provide — to use their head, hands, and technology to shape the future and create products that impact people's lives.



PREPARATION

Show students how Science, Engineering, Art, and Math come alive in the world of manufacturing.



EXPLORATION

These career profile videos equip students to explore diverse career pathways and learn about the typical responsibilities, soft skills used on the job, and the training/ education required.



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competitive in the manufacturing space.

New Mexico MEP also has a small technology demonstration space where we can look at additive manufacturing, so from the manufacturer side you can answer, “Hey, is this something I should invest in?” You can prototype some parts and see if the different types of additive that exist are going to be useful for you before you make that investment in your facility. We've got collaborative robotics, where we can test and demonstrate to see if it's going to work in your facility and what that's going to look like. We can work out some of those bugs and kinks before you invest and figure out that you have to fix certain things before you can integrate new technology. On the flip side, adding lessons in courses that allow the workforce to become familiar with the technology. You don't have to be able to program at all, but you can at least become familiar with the technology and its capabilities so that you can help empower your company to utilize those technologies to their fullest potential.



MARTINEZ: The next thing I want to talk

about is how manufacturing has changed and how you expect it to change. How has the role of manufacturing changed over the past five years? And what do you think is going to change over the next five years?

CANTOR: In terms of what we are trying to do at STAR, obviously, we're trying to invest in new capabilities all the time. We're just not able to invest to the extent other entities are able to do so. In our area, the trends are now towards smaller and smaller features. Superconducting electronics is very similar to the semiconductor industry, same types of equipment and processes. We're just using different materials. One of the boom areas right now is in quantum computing, quantum cryptography. And in those areas, you're doing things that require capabilities we just don't have. So, the technology is moving in that direction. We've been able to participate as a player because we have demonstrated that we can. We can prepare the starting materials, the thin film materials that other research groups are using to build the quantum qubits, as they're called for quantum computing.

Just as an example, we prepared some films for a customer at Princeton University, and they recently reported some of the best

results in the world using our films. As a follow on from that, we're getting orders now from university groups and other companies all over the world interested in getting our films. So now we're trying to find ways to increase throughput to be able to make those films more efficiently with higher throughput and lower cost.

In general, I think in this technology sector, there's ongoing drive to achieve smaller and smaller structure size, cleaner materials, more throughput, and being able to do these depositions more quickly and more efficiently. That's where I see things going in our area right now.

RASHAP: One of the things that I've noticed is a trend where people want things instantaneously. They want things when I want it, and they want it right. Maybe that's the Amazon Prime effect, where I can get anything in two days. My son goes to school in Seattle, and he can get it the same day. It's crazy. But this idea of having faster throughput and being able to supply stuff is becoming an expectation of business. It used to be that if I build it, there will be a market for it, they'll come and I can load my factories with inventory and stuff comes out the back end, and I can sell it. But now, it's really about

that speed to be able to fulfill customer needs.

I've also seen more and more of a trend of, "How do I shrink my supply chain?" I don't want to have a ton of raw materials sitting on my dock. I want to get things just in time. My customers want things just in time. How am I going to really manufacture something that is at the right cost, is at the right quality, and is at the right time that people need it? It's really that time thing that's continuing to change, and getting squeezed, which just requires us to reimagine how we manufacture stuff. It's running leaner inventories, but it's also not having rework and not having a lot of testing going on our parts; just inherently building in the quality so that I don't have to test the quality, because testing in the quality is, in a lot of ways, taking time with no value added.

I think today the business needs are a short supply chain, getting fast customer fulfillment, getting my whole manufacturing organization thinking about that too, so that together, you can re-imagine or re-engineer the manufacturing processes to be able to deliver.

Quality is a must have. It has to be at the right cost, but the question is, can you get it to the customers when they want it? But again, there's this unrealistic expectation that I can go and order something and it will show up at my door to the next day. And we get frustrated if it doesn't.

SINSABAUGH: Coming off this concept of speed, I think that's absolutely in line. How many Amazon distribution facilities are going up every day? Whereas we used to have one or two warehouses and ship from those. I don't know if anyone's looked at the satellite images of the port at LA and seen how backed up the cargo containers are coming in. I know we have a lot of clients, a lot of manufacturing shops, that are waiting for their stuff or paying tens of thousands of dollars to have it rerouted to different ports, and trying to figure out other ways to get their materials in, while simultaneously thinking about "How do I shore up my supply chain? How do I not run into this problem again?" And typically, the answer is where do I look inside the States, or at least North America. That presents an opportunity as well for manufacturing. Everything we've talked about here today on the connector level – really connecting at that national level is important as well. I can't tell you how many other entities we help that have large procurement organizations that will reach out and say, "We are looking for a manufacturer that does XYZ, and we can't find one in New Mexico." And we're like, "Oh, give us 10 minutes... Here's a list of five." We tend to find smaller shops, but the New Mexico manufacturing industry is very

adaptable. These shops are problem solvers. They're not just making ten thousand of the same thing every day, so they can adapt and figure out how to fit other things in.

I agree with the time issue, obviously, and quality. I will add into that quality piece: cybersecurity. Cybersecurity is a big issue, as is security in general. The health and safety of your workforce. There is a lot to think about with technology that is changing, and changing quickly. The other thing we often see is where a manufacturer, 30 years ago, would make a half-million- or million-dollar investment, and still be using that machine today. And that's not what's going to happen going forward. That's shrunk to 10 or 5 five years, probably going to see three years, before machinery and equipment is just out of date. It can still function and operate, but you can't function and operate and meet your customers' demands without upgrading.

So, that takes an entire business shift of investment in your company and your ability to recoup that ROI. I think with great opportunity comes some challenges. That's why I'm really hoping that the resources we have here in New Mexico continue to band together and see how we can help as much as we can to ease those challenges, so that



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we can take advantage of that opportunity across our state.



MARTINEZ: What makes New Mexico unique in terms of manufacturing? And what do you think we can improve on as a state to better our manufacturing industry? How do we drive this forward?

CANTOR: Well, I haven't been as involved like I am now in other states. In some sense, it's a little bit difficult to compare but I do have friends that are involved, particularly in California. And it seems to me that there are a number of programs available here that just aren't available elsewhere. As far as I can tell, the state does have a lot of interesting programs that we've been able to take advantage of over the years, such as the Job Training Incentive Program (JTIP). There are also some initiatives for tax rebates. For marketing, there's the STEP Program that the state has; we've taken advantage of that. They help finance trade shows to boost our presence overseas. Those are just a few of the examples that I'm aware of here that I don't think are available in other states. So that is pretty significant.

And then, of course, there are other options through New Mexico MEP and the New Mexico Small Business Assistance Program at the labs. Altogether, that really makes a big difference for a small company. We're an international business; and lot of our customers are overseas; we're probably exporting maybe 50 percent of our commercial business. Some of our main competitors are overseas, and they are able to take advantage of manufacturing capabilities at government labs. We end up competing with major government organizations overseas, which is very difficult to do for a small company based in Santa Fe, NM. So, having access to some of these programs helps level the playing field to some extent. These are examples where I think the climate for manufacturers in New Mexico stands out a little bit more.

RASHAP: There are definitely some really great workforce development programs here in New Mexico. There is a lot of thought going in. There's help from the government in funding stuff, there are programs like those at CNM, and other programs around the state that can funnel those students and use that funding to develop and create the workforce that companies need.

Let me talk about a challenge and I'll come

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back to what I actually think is the big advantage that we have in New Mexico. The challenge is that we don't always work together towards the same goal. There's no sense of a "New Mexico against the world" type of thing. If we can all band together and really figure out how to support our small and medium manufacturers, take advantage of the labs that we have, take advantage of the high-tech companies coming in, and so on. Take advantage of the new technologies coming down the path and work together on workforce and the base manufacturing, and then the assembly of those manufacturing. Just really work things together. If we can come together for the field of manufacturing, the sky's the limit on what we can do.

When I was at Intel, I had facilities across the country, across Canada. And one of the things that really stood out for me in terms of workforce were the deep roots that people from New Mexico have in our community. If you're in Silicon Valley, you can walk out of work one day and look across the street and find a similar job. That moving between companies happens so fast and so fluidly. In New Mexico, there's this commitment that we've made to our families, that we've made to our heritage, and that we've made to the employers we have here, and manufacturing being one of them. Folks really see that New Mexico is a place where they can start at a company, or they can progress in that company. And, like the days of old, they can retire from that company. That's not normal in the world right now. So, taking advantage of getting a great employee and really being able to nurture them through your company, through your processes, and allow your company to grow with the employees and your employees to grow with the company, can make New Mexico unique these days. I believe it offers us a huge advantage as we start to build momentum and get that flywheel going in the manufacturing space.

I'm bullish. I'm excited about our workforce, from the education we're doing to manufacturers like Robin that are hiring people. Just this commitment to tradition and the roots that folks have here. I think it's a really powerful combination.

SINSABAUGH: From a national perspective, there is an MEP in every state. We work together as a national network as well. So, when I sit around with other states and talk about challenges that we are having, and how we might be able to solve some of those challenges, it's always intriguing to me because I can usually be like, "Oh, well, in New Mexico we have a program... Oh, well,



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we work with the labs on that..."

I think the result of having some many great prgrams comes back to the level of access in the state. Whether it's your political leaders, or the programs taking place, all of those things, I think we have fairly decent access to them. I'm not sure we always put it together in a nice, easily found package. It doesn't have a pretty bow on it, and you've got to know where to hunt and peck. Hopefully we spend some time as the MEP doing that on behalf of manufacturers as well, but that is something that would be a good selling point for the state.

Sometimes that alignment isn't always there, between all of the resources and the organizations. That can make it hard to keep consistency. That's what these businesses need in these times of change and growth. The more we can keep it consistent for them, as far as what they can expect out of the resources offered, the better off we would be. That is just one of those continuous improvement things that would be a nice to have.

And just being known. Like I said, for a long time New Mexico wasn't seen as a manufacturing state, depending on who you talk to. When we go out across the state and do presentations, one of the things we'll put up is a "Did You Know?" slide and we'll talk about different things that are manufactured in

the state. "Did you know this was made here? Did you know that's made here?" And most people don't. We've done some presentations for some of the commercial banking institutes, and they are shocked about the breadth of what's made in NM. It's about getting that word out. We may not have a huge employee base, but there were a couple of years in the last 10 years or so where we were the number one exporter in the country. We are small, but mighty for sure. I know I'm biased, but manufacturing covers every industry, right? The film industry needs costumes that are manufactured. They need props and sets, and all of that is manufacturing at the end of the day. Our food is manufactured. A lot of what we need on a daily basis is or can be manufactured right here in NM.

Looking forward to some of the bigger things; Robin mentioned quantum computing earlier. New Mexico is a hotspot for quantum computing. Considering how much is happening across the nation, a lot of that is happening here in New Mexico. So that's another opportunity.

By understanding the manufacturing industry, understanding these trends and where they are headed, we would actually stand to take better hold of those opportunities, and cash in on those opportunities. But overall, New Mexico is a great environment, and there are a lot of resources that can support a manufacturer here in the state.