

Energy & Manufacturing Competitiveness Partnership

# Leverage.

Phase I Sector Study:  
Water & Manufacturing



U.S. Council on  
Competitiveness

## Leverage.

### Phase I Sector Study: Water & Manufacturing

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**Phase I Sector Study:  
Water & Manufacturing**



**U.S. Council on  
Competitiveness**



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## Letter from the Co-Chairs

On behalf of the U.S. Council on Competitiveness (Council), Marquette University and A. O. Smith Corporation, we are pleased to present you with a report on the Energy and Manufacturing Competitiveness Partnership (EMCP) sector study dialogue on water and manufacturing, held on February 16, 2016 at Marquette University in Milwaukee, WI.

The Council's **U.S. Energy and Manufacturing Competitiveness Partnership (EMCP)** is a collaborative effort of national leaders from all sectors of the economy committed to deepening our understanding of the complexities of the energy and manufacturing nexus, and building a roadmap to ensure that America captures the competitiveness opportunity of this new frontier.

At the heart of the EMCP's agenda of discovery and action are sector studies that will examine industrial competitiveness through the lens of the energy-manufacturing nexus. They will identify the critical cross-cutting and distinct roadblocks in **technology, talent, investment and infrastructure** to leverage America's energy abundance and innovation ecosystem rebuilding national competitiveness on a strong foundation of manufacturing capacity.

*Leverage: Water & Manufacturing* provides a summary of the highlights and analysis on water and manufacturing as they relate to talent, technology, investment and infrastructure as well as background on why water is essential for businesses and communities to function, using Milwaukee and the surrounding region as a case study. Among the key findings of *Leverage: Water & Manufacturing* are a need to look at water management as an issue of stewardship rather than compliance, a need to improve how we gather and use big data to manage

our water systems and a persistent stigmatization of technical jobs that perpetuates the gap between skills and needs in the job market.

Of course, none of this would be possible without the input and support of our members and key experts that provided their valuable input and unique perspectives. We look forward to further engaging national and regional leaders in industry, academia, national laboratories and government as we continue to capture insights and recommendations from this and future dialogues, and put forward an action plan to increase U.S. competitiveness and meet the goals of the Energy and Manufacturing Competitiveness Partnership (EMCP).

Sincerely,



The Honorable Deborah L. Wince-Smith  
President and CEO  
U.S. Council on Competitiveness



Dr. Michael Lovell  
President  
Marquette University



Mr. Ajita G. Rajendra  
Chairman & CEO  
A. O. Smith Corporation

# Introduction



*Carmel Ruffolo, Associate Vice President for Research and Innovation, Marquette University.*

Water is necessary for industry, society and individuals to survive and thrive. Nearly half of industry water consumption is attributable to manufacturing products and services.<sup>1</sup> As fundamental changes such as urbanization and population growth take hold, innovation is needed in infrastructure, technology, investment and talent to meet the increasing demand for water. This requires taking a stewardship approach in which all sectors come together to look beyond compliance and view water as a finite resource that must be managed efficiently.

The EMCP sector study dialogue on water & manufacturing, hosted on February 16, 2016 by Marquette University in partnership with A. O. Smith Corporation and the Council, gathered national leaders and water experts from all sectors of the economy to discuss the important issues around water and manufacturing. The day, broken down into four sections—talent, technology, investment and infrastructure—featured robust conversations on these key pillars and led to a set of recommendations that will feed into the larger EMCP agenda and eventual action plan for the president-elect.

<sup>1</sup> *Water and the Economy, Water's Value*, The Value of Water Coalition, 2015.

# Takeaways & Recommendations

- Use a stewardship approach to water management in which laws and regulations surrounding water reuse support natural processes whenever possible and treat water as the limited resources it is rather than a limitless commodity.** Industry uses approximately 350 billion gallons of water each day, nearly half of which is attributable to manufacturing products and services.<sup>2</sup> In some countries, safe water supply has the potential to increase GDP up to 7 percent, making it increasingly important to understand the true value of water and price the commodity appropriately in order to improve efficiency.<sup>3</sup>
- Integrate natural infrastructure, including roof installments, rain barrels and constructed wetlands, into water management approaches to improve energy efficiency and water quality while reducing overall water infrastructure investment costs.** Green infrastructure is often considered a cheaper and more sustainable alternative to water management than traditional gray infrastructure. Operations and maintenance costs for natural infrastructure projects such as constructed wetlands can be dramatically lower than those associated with traditional wastewater treatment alternatives, with green infrastructure in general presenting a cost savings of more than \$1.5 billion.<sup>4,5</sup> These projects also often have additional ancillary benefits for the community and environment and help companies comply with EPA water discharge requirements.
- Encourage development and deployment of technologies and microbiological barriers that increase overall water supply by diversifying sources and improving quality and efficiency such as desalinization, nutrient recovery and wastewater re-use.** As America's population increases and converges on cities, demand for fresh water and dependence on reliable water infrastructure will grow exponentially. The resulting need to diversify water sources presents a distinct opportunity for these types of innovative solutions such as the development of advanced materials that can remove specific compounds in a more efficient manner.
- Promote the uptake of sensors and monitoring equipment and aggregation of big data across sectors and geographies to improve water management and increase information available on water quality and efficiency.** Data on efficiency and water quality is scarce. This lack of information often means issues go unreported until catastrophes arise. Increased access to knowledge would allow water issues to be addressed proactively before they reach a point of crisis.

2 *Water and the Environment, Water's Value*, The Value of Water Coalition, 2015.

3 *Overview, Water*, The World Bank, 2016.

4 *Constructed Wetlands for Wastewater Treatment, Natural Infrastructure Case Study*, by France Guertin, Union Carbide Corporation, World Business Council for Sustainable Development, 2015.

5 *Green vs. Gray Infrastructure: When Nature is Better than Concrete*, By John Talberth and Craig Hanson, World Resources Institute, June 19, 2012.

- **Increase federal funding available for water technology test beds to accelerate development and reduce cost and risk associated with deployment of advanced technologies for improving water quality and efficiency.** Affordability and awareness are significant impediments to uptake of new smart water and energy system technologies necessary for the water industry. Government funding and strategic placement of these testing facilities near the companies investing in new water technologies would de-risk the adoption of these technologies.
- **Model water consumption and availability using high performance computing to address gaps in supply and demand and reduce overall waste and costs associated with managing water and energy systems.** Approximately 1.7 trillion gallons of water are lost per year due to natural deterioration, damage and leaks resulting from aging infrastructure.<sup>6</sup> The use of new sensors and measurements, as well as high performance computers, would facilitate collection and dissemination of data in a universally accessible and understandable fashion.
- **Engage government and private sector stakeholders in an enhanced public awareness campaign to address water conservation needs.** Given the current pricing structure of water, neither the average consumer nor company fully understands the importance of conserving this resource. Social marketing and public awareness campaigns can elevate the visibility of water-related issues. This would likely include collaboration with existing initiatives to enhance the overall reach and level of knowledge regarding water issues among consumers.
- **Address the skills gap in the water and manufacturing sector by de-stigmatizing technical careers, reintroducing hands-on training in K-12 and encouraging cross-sector partnerships between industry and academia.** 2016 marks a peak in the number of people on social security benefits, amounting to nearly 2.4 times the number of total beneficiaries in 1970.<sup>7</sup> This creates a skills gap in which talent is not properly matched with available jobs. Partnerships between technical colleges and industry can bring talent directly onboard and highlight specific skill sets to produce a strong talent pipeline.

6 *Challenge, Challenge and Opportunity*, The Value of Water Coalition, 2015.

7 Table: *Number of beneficiaries receiving benefits on December 31, 1970-2015*, Social Security Beneficiary Statistics, Social Security Administration.

# Setting the Stage

## Water & Manufacturing

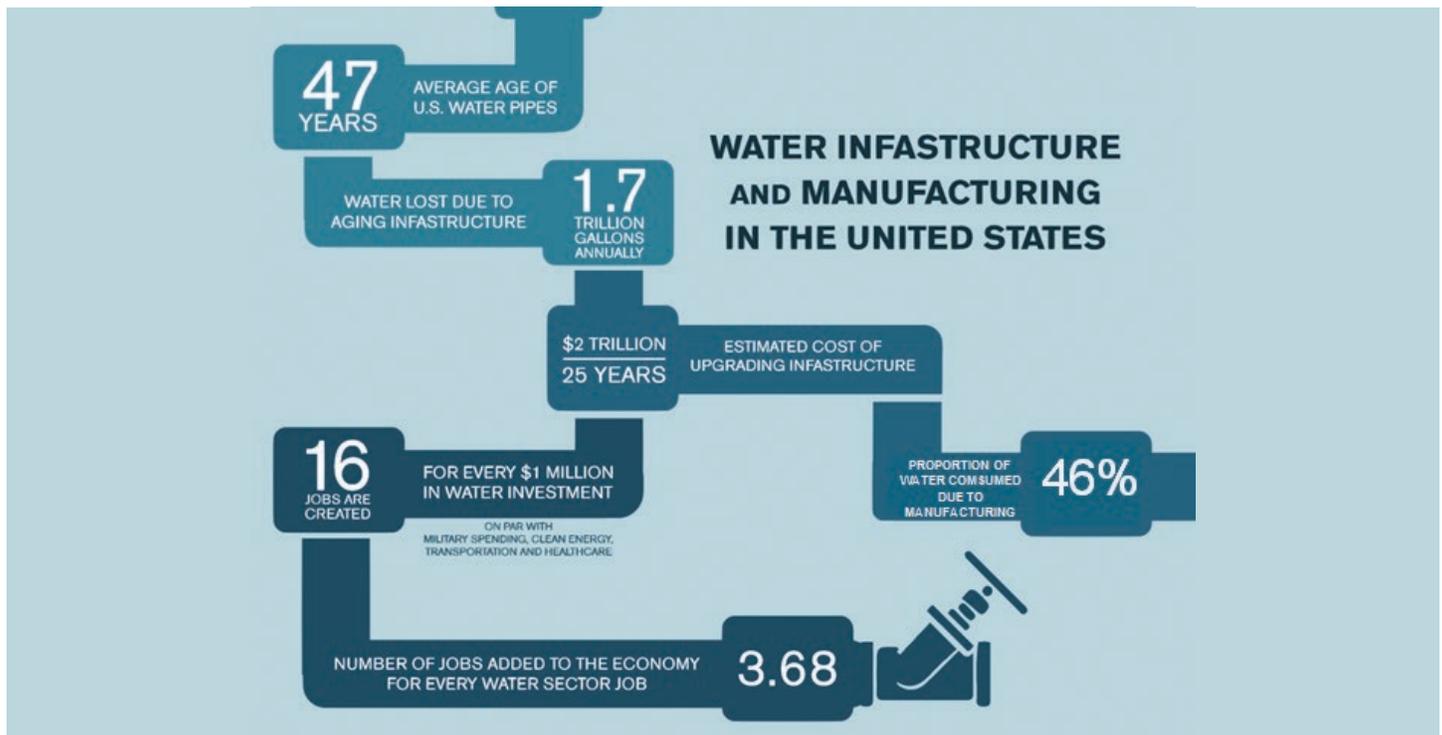
Water is integral to manufacturing operations. To gain a competitive advantage, companies must strategically manage water across their supply chain, innovate to improve efficiency and ensure a robust talent pipeline and investment pool exists.

Renewal and replacement of aging water and wastewater infrastructure is a top issue facing manufacturing companies and residential communities in the United States.<sup>8</sup> In terms of infrastructure, the average

age of water pipes in America is 47 years. As a consequence of aging infrastructure, 1.7 trillion gallons of water are lost annually due to leaking pipes.<sup>9</sup> Breakdown in supply, inadequate treatment and loss of water and wastewater capacity seriously disrupts industry operations and daily life. Addressing water and sewer infrastructure needs could easily top \$2 trillion over the next 25 years in the United States (see figure 1).<sup>10</sup>

**Figure 1: Water infrastructure & manufacturing in the United States**

Source: Infographic created by the U.S. Council on Competitiveness.<sup>10,11,12</sup>



8 *Challenge, Challenge and Opportunity*, The Value of Water Coalition, 2015.

9 *Ibid.*

10 *AWWA State of the Water Industry Report*, American Water Works Association, 2014.

The need for ample supply of water and the efficient use and re-use of water for manufacturing processes creates significant demand for further development in water technology and water policy. In fact, 46 percent of water consumed in the United States is used in manufacturing processes.<sup>11</sup> As the call to reduce energy and water use in manufacturing processes grows, opportunities arise to develop and deploy new technologies at the nexus of water and energy.

Water also presents a tremendous opportunity when it comes to job creation in the U.S. For every \$1 million of water investment, 16 jobs are created<sup>12</sup>; on par with investment in military spending, clean energy, transportation and healthcare. Additionally, every job created in the water sector adds another 3.68 jobs in the national economy.<sup>13</sup>

But the aging of the baby boomer generation, a persistent negative perception toward technical jobs and an evolving complexity of manufacturing presents new challenges when looking at the work force in water-related occupations. The need for new technology, supporting infrastructure and a robust talent pipeline at the nexus of water, energy and manufacturing has changed the way the U.S. needs to think about education and technical training. Universities and industry must continually collaborate to shrink the skills gap, particularly as it relates to manufacturing.

## Milwaukee—A Hub for Water & Manufacturing

86 percent of Wisconsin is bordered by water.<sup>14</sup> The state has over 100 years of industry expertise, and Milwaukee's economy was founded on manufacturing industries that were highly dependent on the



Top: Ajita Rajendra, CEO, A. O. Smith Corporation.

Bottom: Michael Lovell, President, Marquette University.

abundance of fresh water, exemplifying the importance of access to and efficient use of water to manufacturers.<sup>15</sup>

Water is a critical resource to manufacturers not only in the U.S. but also around the world. Having an adequate and consistent supply of fresh water is more than just a competitive necessity: without water, in many cases, business operations would cease to function. If access to low-cost water is compromised, the long-term economic health of any manufacturer is at risk. Given the high density of water-related companies in and around Wisconsin, issues related to water and manufacturing are of significant importance in the region.

11 *Water and the Economy, Water's Value*, The Value of Water Coalition, 2015.

12 National Economic & Labor Impact of Water Executive Report, Water Environmental Research Foundation, September 2014.

13 *Water and the Economy, Water's Value*, The Value of Water Coalition, 2015.

14 *Great Lakes and Wisconsin Water Facts*, University of Wisconsin Sea Grant Institute, 2013.

15 *Milwaukee Water Council, Organizations*, U.S. Cluster Mapping Project, 2014.

# Stakeholder Dialogue

## Water & Manufacturing: Infrastructure

The average age of pipes in American cities is 47 years old. Infrastructure breakdown due to the natural deterioration, damage and leaks lead to approximately 1.7 trillion gallons of water lost annually.<sup>16</sup> The cost of replacing pipes in American cities may be as much as \$2 trillion over the next 25 years.<sup>17</sup> In Milwaukee alone, the total cost to replace lead pipes that threaten to contaminate drinking water supplies—a problem that’s severity is exemplified in the recent Flint water crisis outlined in this section—is estimated at over \$511 million.<sup>18</sup>

In addition to aging infrastructure, a core concern when it comes to effective water management is a simple issue of supply and demand. As population continues to grow and converge in U.S. cities, the pressure to replace existing infrastructure, improve efficiency, and find new sources of both water and investment increases.

When it comes to aging infrastructure, integrating natural or “green” infrastructure has the potential to reduce the 1.7 percent of combined sewer runoff that occurs annually in Milwaukee.<sup>19</sup> Natural infrastructure includes projects such as green roof installations, rain barrels and cisterns, constructed wetlands and porous pavement.



Joan Rose, Homer Nowlin Chair in Water Research, Michigan State University; Douglas Rotman, Program Director, Lawrence Livermore National Laboratory; and Martin Keller, Director, National Renewable Energy Laboratory.

Green infrastructure is cost-effective compared to single-purpose “gray” infrastructure, which includes conventional piped drainage and water treatment systems and can increase industry resilience to external economic and environmental stressors—particularly in water-intensive industries.<sup>20</sup> Green infrastructure can also be used to mitigate industrial wastewater discharge resulting from manufacturing processes such as heating, cooling and product processing.<sup>21</sup>

Despite the known economic and environmental benefits of green over gray infrastructure, constraints around limited funding hinder large scale implementation of green infrastructure as a viable, long-lasting alternative.

<sup>16</sup> *Challenge, Challenge and Opportunity*, The Value of Water Coalition, 2015.

<sup>17</sup> *AWWA State of the Water Industry Report*, American Water Works Association, 2014.

<sup>18</sup> *Milwaukee faces daunting costs with lead water pipes*, by Don Behm, Journal Sentinel, January 27, 2016.

<sup>19</sup> *MMSD Treats Nearly 99% of wastewater in 2015*, by Don Behm, Journal Sentinel, January 5, 2016.

<sup>20</sup> *What is Green Infrastructure? Green Infrastructure*, U.S. Environmental Protection Agency, November 2, 2015.

<sup>21</sup> *Green Infrastructure for Industrial Water & Wastewater*, By Robert McIlvaine, Water & Waste Digest, September 23, 2014.

Because water is an issue that touches all aspects of business, society and human life, collaborative partnerships between companies and non-political organizations can produce strong management systems capable of addressing a variety of water-related problems.

### **Water & Manufacturing: Technology**

Given the tremendous and ever-increasing demand for water, new technologies to diversify water sources and promote efficiency are critical to the competitiveness of U.S. manufacturers. When it comes to the nexus of water and energy, there are two branches of opportunity: monitoring and scaling of technologies and reducing the overall industry water footprint.

Measurements and data collection are critical for tracking and understanding an appropriate versus excess amount of water use. The use of new sensors and measurements, as well as high performance computers, can enable the collection and dissemination of data in a way that is understandable and accessible to all—particularly those involved in urban and industrial planning. For example, use of optical sensors is a recent and promising advancement in water technology and water quality studies, where the absorbance and fluorescence of materials dissolved in water are measured to determine the quality of the water being tested. This device relies on the concentration of dissolved constituents, like nitrate and organic matter, to monitor the salinity of bodies of water such as rivers, lakes and estuaries.<sup>22</sup> Similar to this, the San Joaquin River Real-time

Water Quality Management Program in California predicts water quality conditions for the lower San Joaquin River using telemetered stream stage, or a measurement that can compute how much water is flowing through a stream at any point in time, salinity data and computer models. This helps to maintain water quality standards and ensure improved water quality for agricultural, drinking water, and industrial uses.<sup>23</sup> These types of systems-oriented designs and approaches to advancing water technologies are essential to reducing the alarmingly large water footprint often made by manufacturers.

As it stands currently, there is little to no shared data on water systems, particularly when looking across geographies and industries. Increasing the use of water meters and other monitoring mechanisms has the potential to proactively address risks related to water quality. So why are these technologies not being widely used? The issue is one of both deployment and innovation. Deployment of water technologies presents a challenge for industry users who are currently unaware of their consumption and reuse habits and therefore lack incentive to implement these sometimes costly technologies. And while technologies are available to some degree, innovation of new and smart water and energy systems technologies—including development of advanced materials that can remove specific compounds and diversify clean water supplies—is still necessary.

The necessity to conserve water and make efficient use of this finite resource is of tremendous importance when it comes to U.S. competitiveness. In order to fully understand the importance of conserving water, proper value of water must be assessed

22 *Optical Sensors for Water Quality*, by Biran A. Pellerin and Brian A. Bergamaschi, LakeLine Magazine, Spring 2014.

23 *San Joaquin River Real-time Water Quality Program*, The Department of Water Resources- California, 2016.

## Crisis in Flint, Michigan

In late 2015, Flint, Michigan—a city about 65 miles northwest of Detroit and a former automobile manufacturing hub—became a household name when it declared a state of emergency over lead contamination of its water supply. The toxic water due to the unmanaged corrosive properties of the Flint River water, combined with aging water infrastructure,<sup>1</sup> contributed not only to a health crisis but to significant economic downturn of the already-struggling Great Lakes city.

Water quality and availability are among the various factors manufacturers must consider when establishing and maintaining facilities. One of Flint's largest manufacturers, General Motors, was notably impacted by the declining water quality in Flint following the city's decision to get its water from the Flint River as an austerity measure. In October 2014, worried the water would corrode auto parts,

the company brokered a deal to switch its own water supply back to Lake Huron water. The plant uses an estimated 75,000 gallons of water daily,<sup>2</sup> and the switch was estimated to cost the city an estimated \$400,000.<sup>3</sup> It was not until August 2015 that a team of researchers from Virginia Tech conducted a water quality study to analyze the true breadth and depth of the problem and its impact on local operations and residents.<sup>4</sup>

The crisis in Flint illustrates the complexity and importance of having a secure supply of water for manufacturing operations in both quality and quantity. Each of the four pillars of competitiveness—infrastructure, investment, technology and talent—if proactively addressed, could have mitigated the crisis and insulated companies like General Motors, the City of Flint and its citizens against the risks associated with poor water quality.

1 *Test Update: Flint River Water 19x more corrosive than Detroit water for Lead Solder; Now What?* by Siddhartha Roy, Flint Water Study Updates, September 11, 2015.

2 *General Motors shutting off Flint River water at engine plant over corrosion worries*, by Ron Fonger, Michigan Live, January 17, 2015.

3 *Flint Water Crisis Fast Facts*, CNN Library, May 22, 2016.

4 The Virginia Tech Research Team, Flint Water Study Updates.

and integrated into business strategies. The WateReuse Research Foundation for example, in partnership with WateReuse California, launched the Direct Potable Reuse (DPR) Initiative in June 2012 as an effort to uphold the mission of “advancing the science of water recycling and desalination.”<sup>24</sup> Through research on issues such as chemical contamination, industrial reuse, salinity management, and economics, this strategic initiative can ensure a safe, recycled water supply from water treatment facilities directly to human consumption. With nearly \$6 million in funding raised, \$500,000 matched funds from the Metropolitan Water District of Southern California and 34 DPR research projects underway,<sup>25</sup> water reuse initiatives such as this can be used to spread knowledge of the true value of

water as a commodity, incentivizing manufacturers to support water technologies that promote efficiency and conservation.

Unfortunately, political barriers exist with regard to the deployment strategies for new technologies, which will likely differ on a regional level. As it stands, regulations surrounding water use tend to hinder rather than support efficiency in the water space. The need for public-private partnerships is evident at this junction. By encouraging water technology industries and water users to work together, the union has the potential to produce new water sustainability technologies that drastically reduce the water footprint.

24 *WateReuse Research Foundation: Research and DPR Initiative*, Direct Potable Reuse Research Initiative, WateReuse, 2016.

25 *California Direct Potable Reuse Initiative: Reporting on Significant Progress: Spring/Summer 2016*, The WateReuse Research Foundation.

## Water & Manufacturing: Investment

Water is far too often viewed by major consumers, including industry, as a monthly utility cost—a dangerous mentality. There are significant investment opportunities for water particularly in three major areas: infrastructure, process and technology. Given the nature of water as a commodity, it is important to note that the first, best investment is increasing efficiency through upgrades to infrastructure and uptake of new technology as discussed in the previous two sessions.

The U.S. manufacturing industry as a whole would benefit from the creation of more efficient processes that spare excess water waste. Unfortunately, these are not inexpensive undertakings: upgrading wastewater infrastructure to 21st century standards could run up to \$271 billion and the research and development and deployment stages of technological innovation require significant resources.<sup>26</sup>

One potential solution to the existing investment gap is the use of regional, government-funded test beds to help reduce risk around the adoption of new technologies. Strategic placement of these testing facilities near companies that could benefit most significantly from the use of these tested technologies would allow for reduced risk and increased uptake.

Recognizing that there are approximately 155,000 public water systems in the United States,<sup>27</sup> it is important to actively assess the risks around water quality and availability and use a coordinated approach to managing water, energy and waste. This will enable more effective lobbying for more investments in the water industry to ensure both infrastructure and technology improvements necessary to keep American industry competitive.



*Deon Van As, Vice President, Technical and Packaging Services, MillerCoors; Jeanne Hossenlopp, Vice President, Research & Innovation, Marquette University; Sujeet Chand, Senior Vice President and Chief Technology Officer, Rockwell Automation; and Deborah McKeithan-Gebhardt, President, Tamarack Petroleum Company, Inc.*

## Water & Manufacturing: Talent

As of April of this year, the total number of social security beneficiaries peaked at about 60.4 million people—nearly 2.4 times the amount in 1970.<sup>28,29</sup> This includes retired workers and their spouses and children, disabled workers and their families and survivors of deceased workers. With nearly 151 million Americans employed in either full-time or part-time jobs, this equals out to a ratio of approximately 1 beneficiary for every 2.5 American workers.<sup>30</sup>

The aging of the baby boomer generation will play a significant role in the future of U.S. jobs and a significant increase in competition in the workforce can be expected. The manufacturing sector, which had a highly esteemed reputation in the 1950s-1970s, now faces a perception problem. The changing complexity of the sector can be attributed to many factors, including the new immigrant labor force moving to the United States, new advanced technologies and the decline of basic technical skills among the younger workforce.

<sup>26</sup> *EPA Says U.S. Requires Significant Spending on Wastewater Infrastructure*, by Catherine A. Cardno, Ph.D., Civil Engineering, The Magazine of the American Society of Civil Engineers, February 2, 2016. American Society of Civil Engineers.

<sup>27</sup> *Information About Public Water Systems*, Drinking Water Requirements for States and Public Water Systems, United States Environmental Protection Agency, December 3, 2015.

<sup>28</sup> Table 2: *Social Security Benefits*, April 2016, Monthly Statistical Snapshot, April 2016, Social Security Administration.

<sup>29</sup> Table: *Number of beneficiaries receiving benefits on December 31, 1970-2015*, Social Security Beneficiary Statistics, Social Security Administration.

<sup>30</sup> *Social Security Administration Beneficiaries Top 60,000,000*, by Terence P. Jeffrey, CSNNNews.com, March 18, 2016.

Far too often, little light is shed on the possibilities for water careers. There is an increasing effort to provide real, tactical solutions to this issue and increase the attractiveness of water careers for people of all ages from “k-through-gray.” This requires the union of industry and education under three key drivers of talent: existing technologies, macro changes and new policies. The talent pool needed to advance this space must be carefully crafted through specific training and education that can be achieved through public-private partnerships. In addition to increasing technical skills, it is crucial to consider interdisciplinary studies when thinking of the education opportunities needed to create a stronger talent pool.



*Participants at the Water and Manufacturing Sector Study Meeting at Marquette University Law School in Milwaukee, WI.*

# Moving Forward

## Phase 1 Sector Studies

### Water & Manufacturing

### Advanced Materials

The Council continued its energy and manufacturing sector studies with a workshop on Advanced Materials on April 12, 2016 together with Laurie Leshin, President of Worcester Polytechnic Institute and Aziz Asphahani, Chief Executive Officer of QuesTek Innovations, LLC. The discussion was built on three previous dialogues on advanced materials and addressed the four key pillars—infrastructure, technology, investment and talent—discussed in this study. Findings are being synthesized and recommendations are being made that transcend sector boundaries and address the issues at the root of U.S. competitiveness.

### Advancing U.S. Biosciences

On July 27, 2016, the Council hosted a workshop on Advancing U.S. Biosciences with Lawrence Berkeley National Laboratory, Lawrence Livermore National Laboratory, Pacific Northwest National Laboratory,

and Sandia National Laboratories. This dialogue was built upon the advanced biosciences research and development expertise at the national laboratories and the Council's long history of policy development and advocacy for energy and manufacturing competitiveness. Addressing the four key pillars, the findings and key recommendations provide new approaches to funding, organizing and leveraging biosciences research and development among federal agencies, universities, national laboratories, industry and philanthropic entities in an integrated fashion.

### Agricultural & Consumer Water Use

The Council will continue its Phase 1 sector studies with a workshop on Agricultural & Consumer Water Use on November 18, 2016 with co-chair Jim Hagedorn, Chairman and Chief Executive Officer of The Scotts Miracle-Gro Company. We are currently in the process of identifying university, laboratory and labor leaders to co-chair this study and we look forward to addressing the Council's four key pillars, the challenges and opportunities concerning the agriculture sector and its impact on U.S. competitiveness

## Future EMCP Sector Studies:

### Aerospace

### Automotive

### Chemicals

### Construction & Engineering

### Consumer Goods & Appliances

### Energy

### Information Technology

### Pharmaceuticals & Healthcare

### Textiles

# About the Energy & Manufacturing Competitiveness Partnership (EMCP)

The water and manufacturing sector study is part of a larger initiative of the U.S. Council on Competitiveness known as the Energy and Manufacturing Competitiveness Partnership (EMCP). The EMCP unites Council members to focus on the shifting global energy and manufacturing landscape and how energy transformation and demand is sharpening industries critical to America's prosperity and security.

The EMCP taps into a diverse membership of leaders from business, academia, national laboratories and the labor community to understand the discrete and distinct challenges critical sectors of the U.S. economy face in the energy-manufacturing convergence and how decision-makers can bolster the critical pillars of competitiveness—technology, talent, investment and infrastructure.

Over the course of the three-year EMCP, the Council will develop an ambitious roadmap to focus national attention on the intersection of energy and manufacturing. Through a range of activities and dialogues such as the EMCP water and manufacturing sector study workshop, the EMCP will deliver action-oriented recommendations to decision-makers at the highest levels of government and industry.

The EMCP is especially designed to culminate with the delivery of a concrete, 100-day action plan ahead of the 2016 national elections, detailing and prioritizing the policies, tools and partnerships the incoming president and Congress should leverage to unleash a sustainable manufacturing renaissance in the United States.

PILLARS OF  
COMPETITIVENESS

TECHNOLOGY

TALENT

INVESTMENT

INFRASTRUCTURE



*The Energy & Manufacturing Competitiveness Partnership Concept Paper, August 2015.*

# About the U.S. Council on Competitiveness

## Who We Are

The U.S. Council on Competitiveness' mission is to set an action agenda to drive U.S. competitiveness, productivity and leadership in world markets to raise the standard of living for all Americans.

The U.S. Council on Competitiveness is the only group of CEOs, university presidents, labor leaders and national laboratory directors committed to ensuring the future prosperity of all Americans and enhanced U.S. competitiveness in the global economy through creation of high-value economic activity in the United States.

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## How We Operate

The key to U.S. prosperity in a global economy is to develop the most innovative workforce, educational system and businesses that will maintain the United States' position as the global economic leader.

The Council achieves its mission by:

- Identifying and understanding emerging challenges to competitiveness
- Generating new policy ideas and concepts to shape the competitiveness debate
- Forging public and private partnerships to drive consensus
- Galvanizing stakeholders to translate policy into action and change

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**Dr. Thomas M. Connelly, Jr.**  
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**Mr. Jeffrey Finkle**  
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International Economic Development Council

**Dr. Norman Fortenberry**  
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American Society for Engineering Education

**Mr. Richard Grefé**  
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**Dr. Mary Sue Coleman**  
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## APPENDIX A

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## APPENDIX B

## Participants

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**Carey Hidaka**

Smart Water Management  
IBM

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Director, Alliance for Water Stewardship-North  
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The Water Council

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University of Wisconsin Aquatic Sciences Center

**Martin Keller**

Director  
National Renewable Energy Laboratory (NREL)

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U.S. Council on Competitiveness

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**Joe Muehlbach**

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**Dan Zitomer**

Director, Water Quality Center  
Marquette University

## APPENDIX C

# Agenda

## MORNING

### 8:30 Registration and Light Breakfast

### 9:00 Welcome and Opening Remarks

Michael Lovell  
President  
Marquette University

Ajita G. Rajendra  
Chairman & CEO  
A. O. Smith Corporation

William Bates  
Executive Vice President & Chief of Staff  
U.S. Council on Competitiveness

Building upon more than a decade of work on energy and manufacturing policy, the Council launched the Energy and Manufacturing Competitiveness Partnership (EMCP). This c-suite group of leaders from the private sector, academia, labor and the national laboratories is assessing the challenges faced by America's energy and manufacturing sectors, and will present to national policymakers and private sector leadership a roadmap for concrete actions all stakeholders in the U.S. economy must take to leverage the seminal opportunity presented by today's energy and manufacturing landscape. Critically, this initiative approaches America's diverse industrial landscape not as a monolith, but as a network of distinct but interdependent productive sectors, each with its own challenges and opportunities. The EMCP will explore how crosscutting factors play out within each sector, identify the discrete factors shaping different sectors and assess common challenges and opportunity threads across all sectors.

### 9:15 Defining the Critical Goals and objectives: Water & Manufacturing Sector Study

Carmel Ruffolo  
Associate Vice President for Research and Innovation  
Marquette University

Robert Heideman  
Senior Vice President & Chief Technology Officer  
A. O. Smith Corporation

The Council's sector studies are designed to gather subject matter expertise on key sectors of the U.S. economy and explore the Council's four cross-cutting pillars- infrastructure, technology, investment and talent- to produce tangible policy recommendations for future growth and development in energy and manufacturing. The nexus of water, manufacturing & energy, in particular, plays a vital role as water is a raw material, process component or both in the supply chain and final production of many products and services in the manufacturing space. Overall, this sector study will identify and evaluate water use and re-use, analyze water-related risks, assess current technologies for water use efficiency and highlight areas of improvement in industrial applications.

### 9:45 Water and Manufacturing--Infrastructure

#### Presenter

Kevin Shafer  
Executive Director  
Milwaukee Metropolitan Sewerage District

Increases in extreme weather events, shifting weather patterns and environmental damage may result in land-use change or disruption of critical water infrastructure. Additionally, renewal and replacement of aging water and wastewater infrastructure is the top issue facing the water industry with breakdown in supply, inadequate treatment and loss of water and wastewater capacity seriously disrupting industry and creating disincentives for investment. Addressing water and sewer infrastructure needs could easily top \$2 trillion over the next 25 years in the United States.

This session will:

- Assess regional and local areas at greatest risk for water or wastewater service disruption due to poor infrastructure
- Identify transport and supply chain factors that present the greatest risk for industry as well as strategic alternatives across all areas of supply chain management
- Identify the needs of high-intensity water users and examine the processes by which water and energy are used

#### Kickoff Discussants

Carey Hidaka  
Smart Water Management  
IBM

Matthew Howard  
Director, Alliance for Water Stewardship, North America  
The Water Council

David Strifling  
Director, Water Law and Policy Initiative  
Marquette University

#### 10:45 Coffee Break

#### 11:00 Water and Manufacturing—Technology

Presenter

Martin Keller  
Director  
National Renewable Energy Laboratory

The need for ample supplies of water and the efficient use and re-use of water for manufacturing provides significant opportunities for further development in water technology and water policy. As the call to reduce energy and water use in manufacturing processes grows, opportunities arise to develop and deploy new technologies at the nexus of water and energy. Technologies to improve efficiency in water use might include: 1) Internet of Things of connected enterprises; 2) advanced sensors for metering and monitoring; 3) new and novel materials; and 4) methods and technology for waste water treatment, re-use, and purification.

This session will:

- Identify new technologies to respond to water-related risks and encourage water use efficiency (re-use, recycling, and alternative processes) while maintaining and potentially increasing productivity
- Discuss regulations and policy interventions that would enhance innovations and accelerate the development and deployment of new water technologies
- Identify key challenges that must be solved to optimize the use and re-use of water in manufacturing

#### Kickoff Discussants

David Garman  
Associate Vice Chancellor for Water Technology and Research & Development  
University of Wisconsin-Milwaukee

Doug Rotman  
Program Director  
Lawrence Livermore National Laboratory

Dan Zitomer  
Professor; Director, Water Quality Center  
Marquette University

#### AFTERNOON

#### 12:00 Networking lunch

12:50 Perspectives from the administration

Minh Le  
Senior Advisor  
Office of Management and Budget  
Executive Office of the President

## 1:00 Water and Manufacturing—Investment

### Presenter

Sujeet Chand  
Senior Vice President and Chief Technology Officer  
Rockwell Automation

As investors become more aware of potential risk exposure to water-related challenges, they will seek to assess the ability of companies to anticipate and respond to these challenges. Companies without sound measures to manage water use sustainably are likely to face restricted access to capital and higher loan rates and insurance premiums. Analyzing water-related risks can open the door to alternative financing mechanisms that can help fund the research and development of new technologies to mitigate these risks and improve efficiency of water use in manufacturing processes.

This session will:

- Identify innovative financing mechanisms that will enable an increase in development and deployment of new technologies and processes for manufacturers in the water and energy space
- Discuss how industry-university collaborations and corporate networking alliances, partnerships, and joint ventures on company performance can advance innovation in a time of constrained budgets
- Identify strategies can for those involved in the R&D process to invest smarter and get more out of each dollar invested in R&D

### Kickoff Discussants

Barry Johnson  
Division Director  
National Science Foundation

Elizabeth (Betsy) Cantwell  
Vice President, Research Development  
Office of Knowledge Enterprise Development  
Arizona State University

Joe Muehlbach  
Vice President of Program Management Office  
QuadGraphics

## 2:00 Water and Manufacturing—Talent

### Presenter

Sammis White  
Professor, Associate Director School of Continuing Education  
University of Wisconsin-Milwaukee

The need for new technology, supporting infrastructure and a robust talent pipeline at the nexus of water, energy and manufacturing has changed the way the U.S. needs to think about education and technical training. Universities and industry must continually collaborate to shrink the skills gap, particularly as it relates to manufacturing. For example, in the water sector, over 60% of energy is created with freshwater supply, a limited natural resource, and variability in supply quantity and quality as well as reliability adds a new dimension to the skills necessary to develop and implement sound strategies in the water, energy and manufacturing space.

This session will:

- Identify specific skills needs and gaps in the water and manufacturing sector
- Identify the longer term needs of the manufacturing workforce with the goal of optimizing training and education programs for jobs of the future
- Discuss how universities and the private sector can work together to meet this need and what role government might play to facilitate and/or support this interaction

### Kickoff Discussants

Wolfgang Bauer  
University Distinguished Professor  
Department of Physics & Astronomy  
Michigan State University

James Hurley  
Director, Aquatic Science Center  
University of Wisconsin-Madison

Alan Perlstein  
Executive Director and CEO  
Midwestern Energy Research Consortium

Elizabeth Thelen  
Director of Entrepreneurship & Talent  
The Water Council

**3:00 Coffee Break****3:15 Connecting Key Themes & End of Day Summary**

William Bates  
Executive Vice President and Chief of Staff  
U.S. Council on Competitiveness

Staff will capture main themes of the day and gather closing thoughts, key ideas, and insights to facilitate a final wrap-up discussion.

**4:15 Conclusion & Next Steps**

Michael Lovell  
President  
Marquette University

## APPENDIX D



## ENERGY AND MANUFACTURING COMPETITIVENESS PARTNERSHIP (EMCP)

***Water and Manufacturing Sector Study*****Introduction – Water Security as a Business Driver and Risk Factor**

Water is integral to many manufacturing operations as a raw material, a process component, or both. To gain a competitive advantage in the modern marketplace, companies must proactively identify and strategically manage water-related risks across the supply chain through final production. Yet corporate water strategy is generally lacking. Although an increasing number of corporations are realizing that they are facing water-related risk, water remains an understated and under-recognized risk particularly in the manufacturing sector. A recent survey revealed that 66% of responding US manufacturers have evaluated how water-related risks could impact growth over the next few years. Many small and medium enterprises have not even considered water-related risk factors. US companies increasingly acknowledge that this is an under-weighted risk with little leadership or policy framework within which to operate. If inadequately managed, water-related risks are likely to have a negative impact on profitability and on the very sustainability of the business model. In some industries, such as food and beverage, production stops (and substantial financial losses) occur when a water supply of acceptable quality cannot be maintained.

At the same time, these risks offer significant opportunities for businesses to contribute knowledge, innovation, goods and services to outcompete rivals, and to develop and implement sustainable water management solutions at the required scale. In short, the need for ample supplies of water and the efficient use and re-use of water for manufacturing provides significant opportunities for further development in water technology and water policy.

*To ensure that US manufacturing can stay competitive globally*, this sector study will identify and evaluate water use and re-use in manufacturing, identify water use-related risks and highlight opportunities for developing a more efficient and productive use of water in the manufacturing sector. It will identify new technologies for water use efficiency and strategies fundamental to overcoming business risks. The study will cover roadblocks to water efficiency, and water re-use, policy, as well as ensuring a future water supply that is adequate in quantity and quality. It will include an assessment of current technologies and areas for improvement, potentially including: 1) Internet of Things of connected enterprises; 2) advanced sensors for metering and monitoring; 3) new and novel materials; and 4) methods and technology for waste water treatment, re-use, and purification. It will also analyze policy strategies and best practices to promote optimum use and re-use of water in manufacturing and industrial applications.

**Impacts of Water on Industry**

Traditionally, industries' major water concerns have been with process water as an input cost or as a waste and as a liability and cost. The major risk has been non-compliance and increasingly stricter limits for discharges requiring new capital expenditure. These risks are commonly recognized and readily managed.

Recent events have shown that water can impact every part of the supply chain for manufacturing and has significant impacts on profitability, market share, competitiveness and business efficiency:

- Transport – goods and materials supply and delivery
- Raw material supply - disruption of traditional markets and materials supply
- Process water – variability in supply quantity and quality as well as reliability
- Energy supply – over 60% of energy is created with freshwater supply; with increasing variability energy becomes an embedded risk
- Product distribution – Extreme events are increasingly disrupting supply chains and market services as well as production.

Uncontrollable factors such as climate threaten to expose the vulnerability of the supply chain as increases in extreme weather events, shifting weather patterns and environmental damage may result in supply volatility of raw materials, land-use change or disruption of critical infrastructure. This is especially pertinent for operations located on coastal areas. In addition supply chain vulnerability has increased as a consequence of globalization. Businesses especially manufacturing have prioritized short-term cost efficiency, including offshoring and outsourcing manufacturing, and are maintaining reduced inventory capacities. They have come to rely on single sourcing rather than having alternative suppliers from which to draw (SCR, 2003). The most significant impacts of disruption are reported as loss of orders and revenue, followed by a delayed cash flow.

Other risks potentially affecting manufacturing operations include:

- Infrastructure for water and wastewater – the capital replacement costs could be as much \$1 trillion with much infrastructure replacement or upgrading being deferred or not initiated. Breakdowns in supply, inadequate treatment and loss of water and wastewater capacity seriously disrupt industry, with an estimated cost to business of \$7.5 trillion in sales and \$4.1 trillion in GDP.
- Climate variability –extremes of weather patterns – longer droughts, more intense floods and storms, more frequent extremes of weather and impacts on sea levels, groundwater and surface water. Extreme weather events also disrupt workforce access.
- Technology –Inability to develop cost effective technologies that optimizes water use and re-use.
- Reputational and regulatory risks - companies' licenses to operate depend on their ability to access water. Company water use competes with local community needs. Businesses also risk new fines and fees, government regulations and lawsuits, where their water use is seen as conflicting with the public good or prior use rights.
- Financial risks - as investors become more aware of potential risk exposure to water-related challenges, they will seek to assess the ability of companies to anticipate and respond to these challenges, turning them into opportunities. Companies without sound measures to manage water use sustainably are likely to face restricted access to capital, higher loan rates and insurance premiums. Institutional investors have become increasingly focused on evaluating water management, and one large group of such investors recently made an express identification of companies identified as poor water performers.

**Key areas for this sector study:**

1. Identify high-intensity water users and examine the amounts of water and energy used.
2. Identify visible and hidden costs of high water use - purchase, treatment, disposal and energy.
3. Identify the key needs of manufacturers that will help drive them toward (or encourage or make economically viable) the optimal use of water and water re-use in manufacturing.

4. Identify the key technical and policy challenges that must be solved to optimize the use and re-use of water in manufacturing
5. Identify new technologies and policy strategies to respond to water-related risks and to encourage water use efficiency (re-use, recycling, and alternative processes) while maintaining and potentially increasing productivity.
6. Identify best practices for water use optimization and efficiency maximization.
7. Assess regional and local areas at greatest risk for water or wastewater service disruption due to poor infrastructure. Identify transport and supply chain factors that are at greatest risk for industry, and work with industry to provide strategic alternatives in the areas of supply chain management across the spectrum of raw materials to finished goods and their distribution and sale. Provide support for supply chain diversification and resource stockpiles.

**The EMCP Methodology**

*Energy and manufacturing are inextricably linked with America's new found energy abundance creating a window of opportunity for the nation. How this opportunity manifests across different sectors of the economy is the central question of the EMCP. For each sector study, the EMCP will explore four cross-cutting pillars—technology, talent, investment and infrastructure—with the end goal to find commonalities across sectors as well as key differences or even policy conflicts.*



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