Defense Supplier Network – CONNSTEP, Inc.

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CONNSTEP, Inc.
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Letter of Transmittal

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Bonnie Del Conte, President, CONNSTEP, Inc. as part of a collaboration of MEP National Network Centers in the six states of New England (NE MEP Centers), respectfully submits this response to the Request for Proposals for the New England Regional Defense Supplier Network Readiness Facilitation, as part of the OEA Grant Program Management and Regional Collaboration Award.

Following on the collaborative efforts between the NE MEP Centers for the Northeast Supply Chain Initiative with the MEP National Network, and Beth Colbert, former Regional Manager and now an independent consultant, the NE MEP Centers welcome the opportunity to convene High Performance Teams of Regional Resource Providers with hands-on services to manufacturers, all focused on building a strong New England Industry 4.0 Defense Supplier ecosystem.

If awarded, CONNSTEP, Inc. and the NE MEP Centers will act as the catalyst to seek opportunities for Small and Medium sized manufacturers to grow through industry 4.0 adoption and to align the resources for successful implementation. Following in the fashion of collaboration between the six New England States to apply for the OEA Grant, the six NE MEP Centers would act to build the collaborative New England Industry 4.0 Ecosystem with the collection of regional resource providers, Original Equipment Manufacturers (OEMs), and Federal and State innovation opportunity entities, to create a sustainable Industry 4.0 Ecosystem in New England.

Executive Summary

"It Takes a Village..." a beautiful African Proverb depicting the care and nurturing of children. The term, "It takes a Village..., is being used to also describe the need to look at a wider net of providers and assistance to nurture and grow just about anything.

Ecosystem
*"**2:** something (such as a network of businesses) considered to resemble an ecological ecosystem especially because of its complex interdependent parts..." Merriam-Webster*

Interdependent parts, nurturing, community – all the necessary ingredients to create a New England Industry 4.0 Ecosystem. It seems so simple, why doesn't it already exist?

The fact is, it does exist, in pockets and areas where necessity has forced a community of providers to work together for the growth and well-being of an industry to survive. Unfortunately, these examples are more frequent when manufacturers are about to close versus helping manufacturers grow.

This proposal wants to change that direction.

The National Institute of Standards and Technology Manufacturing Extension Partnership (NIST MEP) Center in Connecticut, CONNSTEP, Inc. has been operating for more than 25 years, providing small and medium sized manufacturers (SMMs) advanced business, workforce, and technical solutions, for growth, improve profitability, and create sustainable competitive advantages in the marketplace.

CONNSTEP, Inc. and on behalf of the MEP Centers in New England, respectfully submits this proposal to catalyze and convene the village of Industry 4.0 resources, to create the Industry 4.0 Ecosystem across the entire region, and build the New England states as the #1 go-to-region for suppliers and production of new products.

We propose a different model than used in previous attempts to build a supply chain ready for the future. To build or convene an Industry 4.0 ecosystem and then build a model for sustainability and relevance requires objectivity and non-bias management and execution. We will step out of the boundaries of self-interests and act as an unbiased and objective recipient to enable the Industry 4.0 Ecosystem for SMMs in New England.

We will do this by creating a sustainable model of Technical Liaisons operating through the consortium of the six MEP Centers in New England who will know the Primes and Tier 1 suppliers to the DoD, who understand Industry 4.0 technologies, who understand small and medium sized manufacturers, and who know that it takes a village to make this all work and become sustainable. This will be Our Team.

Our Team will have experience with what hasn't worked and will have insight as to why. Our Team will identify pockets of success and will build from those processes to enable this project to be more successful where others have not. Currently, the NE MEP Centers have collaborations with academic or

private labs to enable advanced technology adoption, such as the Maine MEP and its collaboration with the University of Maine Center for Additive Manufacturing of Metals, where MEP funds help to reduce the risk of advanced technology adoption for SMMs.

Our Team will collect and identify opportunities for growth
This "pull," will reduce the risk for our manufacturers to prioritize the disruption needed in their day-to-day operations to adopt new technologies or develop new products and processes. Every attempt in the past that has failed is because there is no market growth opportunity to sustain the effort

An example of a current "pull" opportunity is with the Office of Navy Research (ONR) Prize Challenges with the 401 Tech Bridge in Newport, RI. Polaris MEP, the NIST MEP Center for Rhode Island is working closely with the ONR to push out these innovation opportunities. Identifying this and other near-term opportunities will allow SMMs a chance to work with our ecosystem resources for real growth. Our Team will analyze and detail, in SMM's terminology, opportunities to enable more smaller companies to bid for funding or for contracts to commercialize or produce products and processes for critical Navy needs. For more information on the 401 Tech Bridge and Navy Prize Challenges, go to: https://www.secnav.navy.mil/agility/Pages/tb_401.aspx

Our Team will stay on the leading edge of trends in the Supply Chain to DOD Industry
Our Team will connect and stay connected with DoD Primes and Tier 1 suppliers such as BAE Systems, Raytheon, and Electric Boat to gain insight into near-term needs and opportunities as well as future trends. While the focus for this project will be identifying more opportunities with DoD, Our Team knows that to build a sustainable supply chain ecosystem, small suppliers have to weather market fluctuations with broader market access and so the skills and technologies will meet demands and opportunities in multiple market segments.

Our Team will build relationships between resources in New England and act as champions to build High Performance Teams
Our Team will collect, catalog, and analyze from a manufacturer's perspective, the many available assets of service and solution providers in the region, such as the Procurement Technical Assistance Centers (PTAC), academic Centers of Excellence, Manufacturing Associations, and workforce development entities. Most importantly, our Team will create and convene high performance resource teams comprised of these local and regional manufacturing assistance providers to triage and allocate resources on the basis of needs of the companies to meet the requirements to secure new opportunities.

Our Team will build this model as a way of doing business
Manufacturers must be able to meet solutions challenges by utilizing academic resources and must stay abreast of new technologies from our labs, entrepreneurs, and advanced manufacturing centers of excellence. It takes a village.

Combining "pull" opportunities with a team approach to triage to identify resources to prepare SMMs for opportunities significantly reduces the burden and risk for more manufacturers to explore growth using new technologies or to produce new products. Pull + resources = a winning model.

Our Team will identify and build the model for what it takes to maintain and sustain an Industry 4.0 Ecosystem

This grant, in isolation, cannot ensure long term sustainability. But with the relationships Our Team have and will build, along with the pull opportunities, and with on-going and new funds from synergistic partners, like the 401 Tech Bridge, ONR, EDA, NIST MEP, and more, we can demonstrate and prove that working together benefits all these programs.

Scope of Work

Understanding the requirements and needs of the DoD Primes and Tier 1 suppliers is critical for SMMs to maintain eligibility and increase global competitiveness and for new suppliers to attain contracts. Building and maintaining a relationship with procurement executives and their staff would enable the Industry 4.0 Ecosystem to quickly adapt to changing environments.

For example, with the impending Cyber Maturity Model Certification requirement, BAE Systems in New Hampshire has reached out to the National Network of NIST MEP to assist with awareness and preparation for their most critical small suppliers. Additionally, Electric Boat has reached out to the State of Rhode Island, which is coordinating the MEP Centers in RI, CT, and MA to collaborate with community colleges and training centers to meet the demand for welders.

The MEP Centers and PTAC locations, have a long history of helping manufacturers improve their bottom-line performance and meet the competitiveness of a global economy. But they cannot meet all the demands of top line growth without partnerships. MEP Centers collaborate with institutes of higher learning and national and private technology labs and hubs to help manufacturers gain the skills and technology adoption/acceleration needed to gain new sales. Likewise, technology hubs, labs, and academic institutions with access to advanced technologies most times cannot reach the small and medium sized manufacturers and need to partner with the MEP Centers, SBDC offices and PTAC locations to reach those SMMs.

a. Reaching small and medium sized manufacturers in rural areas is not a profitable business model, nor is working with the very small manufacturer or entrepreneur. But some of the most important break throughs in technology happens in someone's garage.
    i. It takes a village – is a saying that is so true to build this Industry 4.0 ecosystem and it takes a champion entity to bring it all together and more importantly, keep it going – that is the NERDIC council, and by utilizing federally and state funded entities, like the MEP Centers and PTACs, in New England, we can create a sustainable model to do that.
    ii. But it takes a catalyst to build the ecosystem model and process and this award is that catalyst.

Goals and Objectives of the New England Regional Defense Industry Collaboration's (NERDIC) defense industry supplier readiness network

2.5.1 Convene existing players

Upon successful award of the grant, Our Team Project Lead will work with the MEP Centers in New England to identify the Technical Liaison champions for each state. These Technical Liaison Champions will have senior level experience this level of experience will allow Our Team to "hit the ground running."

Our Team will:

1) Collect and analyze state, regional, and national opportunities to increase supply chain growth and market share – the "Pull." To do this Our Team will:
    a. Meet with DoD Primes and Tier 1 Suppliers to identify challenges and opportunities such as but not limited to:
        i. BAE Systems in New Hampshire
        ii. Electric Boat in RI and CT
        iii. GE Aviation in VT and MA
        iv. UTC in CT
2) Collect and analyze state, regional and national opportunities to bid for funding from innovation funds for growth through new product commercialization or advanced technology adoption and acceleration such as, but not limited to:
    a. Maine Technology Institute
    b. Rhode Island Innovation Voucher program
    c. Office of Navy Research Prize Challenges through the 401 Tech Bridge
3) Collect and analyze opportunities to work with or adopt new technologies from academic institutes, national labs, and hubs for entrepreneurs and startups through entities such as, but not limited to:
    a. Greentown Labs in MA
    b. University Tech Transfer offices
    c. Lincoln Labs

Concurrently, Our Team will

1) Meet with, collect and analyze, and detail, in layman's terms, the capabilities, experience, and means-of-doing-business-with-manufacturers, assets in each state such, as but not limited to:
    a. MEP Centers
    b. PTAC
    c. Manufacturing Associations
    d. Centers of Advanced Technologies
        i. Connecticut Center for Advanced Technology
        ii. University of Maine Center for Additive Manufacturing of Metals
        iii. Stanley Black and Decker through the Manufactory 4.0 Center
    e. Academic institutes
        i. University and college advanced manufacturing centers and capabilities
            1. Such as the Olson Center for Advanced Manufacturing at the U of NH and UMass Lowell Advanced Fabric and Design Center
        ii. Community college manufacturing centers and workforce development programs
            1. Such as training and or certifications or degrees in robotics, cyber security, additive manufacturing or other

2) Our Team will document the triage model to build an Industry 4.0 Ecosystem with tactical implementation
    a. The model is well displayed in this RFP and the details of implementation will be added through this project

2.5.2 Industry 4.0 Preparedness

After meeting with Primes, Tier 1 Suppliers, and Resource providers, Our Team will create the protocol for the region to assist SMM's with Industry 4.0 preparedness, to identify relevant opportunities, and to obtain the resources to capitalize on those opportunities.

1) Our Team will convene meetings between local, state, and regional resources to train on the triage model and begin with a "pull" to demonstrate in real time how this ecosystem will work
    a. Near-term opportunities will be identified and will help the resource teams rally to identify and assist manufacturers to successfully bid for or implement an opportunity.
        i. NE MEP Centers work with academic and centers for advanced technology in each of their states and near-term opportunities to support, through this grant, may already exist.
            1. For example, Maine MEP is working closely with the University of Maine on metals additive manufacturing. Enabling the adoption of metals additive to a SMM in Maine would demonstrate how the ecosystem will come together to promote Industry 4.0.
                a. The Ecosystem can then identify gaps in the business acumen or contractual readiness for DOD, and or identify current opportunities for bids.
2) Our Team will work with the resource teams to document the process for manufacturers to successfully compete for growth opportunities.
3) Our Team will work within each of the six states to convene at least one workshop event for resource teams to meet with SMMs and vice versa.
    a. Our Team will:
        i. present the Industry 4.0 Ecosystem model
        ii. introduce local/state resource team members
        iii. present an opportunity and the process for manufacturers to capitalize on this opportunity and the Industry 4.0 Ecosystem.

Since all opportunities are not relevant to all manufacturers, resource members of the ecosystem will promote and refer manufacturers to attend the events after near-term opportunities are identified. It is anticipated the MEP Centers will lead the state and regional teams ongoing once the protocol is established.

2.5.3 Identify and share best practice across ecosystem

Fortunately, there are successful examples in the region, such as FORGE, a non-profit entity residing at Greentown Labs and connecting entrepreneurs with manufacturers for mentoring, problem solving, contract manufacturing, and or supplying to existing manufacturers. The Industry 4.0 ecosystem would include FORGE, the MEP Centers, Academic Institutions like URIRF, UMASS Lowell, the Olson Center at the University of New Hampshire, the Advanced Composite Center and Metals Additive Center at the University of Maine, and more. As important, would be information about how to work with these

entities. It is imperative that the MEP Centers, PTAC Centers, and other manufacturing focused assistance centers understand how to work with all assets in order to advise, connect, and manage the manufacturers' needs and expectations.

An early example of identifying a "pull" opportunity and identifying regional resources is a convening of expertise between the University of Maine Composite Center and the 401 Tech Bridge Composite Consortium.

The pilot project (s) selected are not only important to assist one or more manufacturer with a growth opportunity but to clearly document the process so that it can be repeated and enable more manufacturers to grow. The process created and proven in this grant will become the protocol for regional resource teams across New England to assist manufacturers to identify growth opportunities, connect to needed resources, and provide assistance for successful completion!

2.5.4 Outline and Evaluate a Model for a Regional Defense Industry Portal

Collecting and cataloging opportunities and assets in the region, building the triage model and demonstrating how it works around real opportunities is included in this proposal. A cloud-based resource tool will need to be identified and implemented. There are existing databases in the region. Most of the MEP Centers use Salesforce. A previous OEA grant to the University of Connecticut to create a portal, RADE, should be investigated thoroughly to see if it can be resurrected to become the Regional Defense Industry Portal, thus saving money and time to create a new database.

During this grant period, Our Team will:

1) Gather input and outline the next generation digital portal
2) Thoroughly evaluate existing or "retired" digital systems and compare to needs
3) Start the next generation portal by creating access for:
    a. Manufacturers to assess their own Industry 4.0 Readiness
        i. Using existing assessment products
    b. Outline professional assessment products available through vendors or the MEP system
    c. Create an ALERT bulletin that will notify manufacturers and regional/state resource teams of new "pull" opportunities, trends, or requirements

To build a sustainable portal that will provide Primes and Tier 1 suppliers with a list of qualified manufacturers Our Team will thoroughly evaluate previous attempts. Most of these attempts at an industry portal have failed for two reasons:

1) Lack of objective collection, translating, and vetting of resources
    a. Asking the resource providers to put in their own information, without a structured evaluation process and shared knowledge creates a sales reference book of vendors unproven for customers
    b. Asking SMMs to fill out their own information without a structured evaluation or referral process results in inconsistencies in profiles, embellished capabilities, and lack of profile completeness.
    c. Collecting this information takes time and the customers of our SMMs, those Primes or Tier 1 suppliers who need to add SMMs, have varied needs throughout the industry. For example, BAE Systems has thousands of procurement specialists in narrowly defined

areas of purchasing. Understanding how to help SMMs create their content requires a liaison who understands at least some of those needs of the customer and can translate that to help the manufacturers create their profiles.

i. Maintaining the NERDIC council and inviting additional members from the Primes and/or Tier 1 groups can help keep information up to date in a central virtual location.

2) Sustainability of the database requires dynamic reviews, updates, and refreshing.
   a. This costs money
      i. Money to maintain the database software/hardware
      ii. Money to maintain objectivity and current information

There is a way to be more successful with this initiative. Utilizing existing databases maintained by the NIST MEP Centers and other service providers in New England can be a very substantial resource towards the sustainability of a trusted supplier database.

1) Existing clients are already in the databases at the MEP Centers and PTACs with detailed profiles
2) Vetted SMMs from other manufacturing assistance entities, such as the SBDCs, some academic centers, and state and local ED agencies and could be "rolled-up" into a collaborative portal

Creating a uniform profile and referral form and a means for collecting these profiles would need to be created.

2.5.5 <u>Institutionalized solution</u> – Define a clear pathway to sustainability for the portal and collaborative efforts, and hand-off to the regional ecosystem.

Building on the existing databases, coordinating a combination or collection of information, and adding new information on a regular basis would require funding and an objective organization or champion, such as the MEP. Utilizing the MEP Centers in the region, who, collectively could support the time and upkeep of such a database, is possible, if it brings true value to their mission, which is a natural fit to this grant. Additional options to utilize shared resources for the common mission is to explore collaboration with the Office of Navy Research at the 401 Tech Bridge, which is hoping to also build such a portal, as well.

Once created, a shared cloud-based resource could be maintained by the collective ecosystem.

Our Team will explore opportunities to secure sustainability and other funding sources that will support the mission of the Industry 4.0 Ecosystem, such as, under review now is a proposal for additional funding from NIST MEP to help build the Industry 4.0 Ecosystem in the Northeast and continue connecting SMMs to resources to bid on DOD contracts, innovation challenges, and to launch or commercialize new products and technologies. The funding opportunity would provide $1million over 3 years.

Existing funding from NIST MEP and the Economic Development Agency (EDA) are supporting the 401 Tech Bridge, a regional effort by the Office of Navy Research to enable SMMs to adopt new technologies, launch new products, and successfully bid on Prize Challenges, as mentioned as opportunities in Phase 1. Maintaining the Industry 4.0 Ecosystem data resource aligns with the mission and goals of these other funding streams and could help sustain the maintenance and relevance.

2.5.6 The system shall provide mechanisms by which manufacturers are.... Connected to and utilize multiple resources and repeatedly completing the cycle of Industry 4.0 Readiness

Our Team will initiate an ALERT component of any collaborated Portal, or on existing resources web pages that will provide SMMs and Resource Teams current notices of funding opportunities, innovation challenges, new DoD requirements, and regional resource updates, such as workshops, workforce developments, and contract opportunities.

At the end of this grant period, the protocol will be established to seek "pull" opportunities, have relationships created to identify trends from Primes and Tier 1 Suppliers, have established High Performance Resource Teams, and will have identified technical liaisons at the MEP Centers who will lead the teams to assist manufacturers, and who will have well-established relationships with the academic or laboratory partners to enable adoption of Industry 4.0 technologies.

Project Tasks & Milestones				
Expected Completion Dates	From Goals			
8/3/20		Project start date		
		Contract Senior Project Lead		
8/30/20		Identify OUR TEAM	Identify Tech Liaisons for/with MEP Centers	existing MEP Staff or contracted Senior Execs
11/1/20	2.5.1	Convene Existing Players		
		2.5.1.1	Document the existing Industry 4.0 related assets, innovations, programs and collaborative approaches across the New England region	Make Contact and form regional teams
1/1/21	2.5.2	Industry 4.0 Preparedness		
		2.5.2.1	Create educational and informational components on Industry 4.0 that can be inserted into industry sessions hosted by existing ecosystem players such as PTAC, MEP and educational groups	identify existing programs and fill gaps
			Gather or Create workshop and workbook materials	
		2.5.2.2	Create and schedule Regional Events	1 per state minimum
1/1/21	2.5.3	Identify and share best practice across ecosystem		
		2.5.3.1	Cross match existing practices with scope of work and identify areas for improvements	
1/1/21			Identify Funding and "pull" opportunities	Priority to Advanced Technology adoption/use
2/1/21			Convene Regional Teams and identify potential manufacturers	
3/1/21		2.5.3.2	Four new innovative collaborations and pilot projects should be initiated.	Initiate funding for projects
	2.5.4	Regional Defense Industry Portal		

4/1/21		Identify a 'regional industry sector' portal collaborative, that functions as a unifying platform for information that highlights emergent trends data, and valuable resources.		
		Revisit options with existing or delayed Defense Industry Portals		
	2.5.5	Institutionalized solution		
4/1/21		Define a clear pathway to sustainability for the portal and collaborative efforts, and hand-off to the regional ecosystem.		
		2.5.5.1	Build linkages to other major funding and technical streams, such as the National Institute of Science & Technology (NIST), to create a sustainability pathway. The work should result in a sustainability plan as a report, for NERIDC's consideration	
	2.5.6	The system shall provide mechanisms by which manufacturers are:		
		2.5.6.1	Evaluating and building their current state of readiness to meet the requirements of selling into this supply chain;	
6/1/21		2.5.6.2	Provided an agile alerting system	
		2.5.6.3	Have access to acquire skills	

		2.5.6.4	Have access to acquire workforce training	
		2.5.6.5	Have access to leverage new skills to DoD through PTAC	
		2.5.6.6-.8	Engaging/sharing regionally	

Budget

	Job Title	Hourly Rate	Hours	Subtotal
1	Project Management	$ 225	600	$ 135,000
2	Training Tech Liaison	$ 219	400	$ 87,600
4	Workshops	$ 175	137	$ 24,000
5	Tech Assistance for Industry 4.0	$ 175	240	$ 42,000
5	Portal Evaluation and Prep	$ 175	60	$ 10,500
	End of hourly pricing			
6	Tech Assessments			$ 30,000
7	Travel			$ 17,500
8	Marketing/Supplies			$ 5,000
	Total Project Cost			$ 351,600

Total Cost of Project not to exceed $351,600

Background and Experience

CONNSTEP, Maine MEP, NH MEP, Mass MEP, Polaris MEP (Rhode Island), and VMEC (Vermont MEP) have a combined 100 years of experience consulting, assisting, coaching, and working with small and medium sized manufacturers in the 6 New England states. Mission statements may vary, but the underlying charge is to help manufacturers in the New England States add sales, add jobs, adopt or develop advanced manufacturing technologies, and increase the economic contribution to each state and the nation from the manufacturing sector. The NE MEP Centers in New England provide services through in-house expertise or by partnering with other public entities, such as the Procurement and Technical Assistance Centers (PTAC), universities, community colleges, international trade assistance centers, and more. Additionally, to truly act on behalf of all manufacturers, the MEP Centers must, and do, contract with private businesses to meet the needs of the manufacturers. This partnership model is what makes the NE MEP Centers, and the MEP National Network, unique, non-bias, and a true solutions resource.

As the point of contact for the NE MEP Centers, CONNSTEP brings over 20 years' experience as an MEP National Network Center. In the last 3 years, CONNSTEP has worked with over 300 Connecticut manufacturers who reported in an independent survey:

- >25% more productivity and capacity
- >50% reduction in inventory
- >25% improved quality
- >50% better space utilization

All the NE MEP Centers can report similar results; in 2017, the NE MEP Centers completed over 840 projects with over 525 unique clients. Clients include very small manufacturers (<20 employees) to large manufactures, many of whom are defense suppliers and primes.

The professional staff of the NE MEP Centers are themselves, experienced owners and executives from manufacturing companies. Many are Project Management Professionals (PMP), hold train-the-trainer certificates in Lean, Kaizen, American Society for Quality (ASQ), Innovation Engineering, Food Safety, and more.

The NE MEP Centers have a process to work with manufacturers as follows:

1) Initial Outreach and introduction
    a. Through sales calls or workshops
2) Assessments
    a. A professional staff member will sit down with the manager or management team to discuss the needs or gaps or goals and objectives of the company.
    b. Each NE MEP Center uses an assessment tool to evaluate the health of the manufacturer as compared to many more in a like demographic.
    c. The manufacturer is given a detailed report and personal explanation of areas for improvement and potential growth or cost savings.
3) An Account Manager is assigned who will oversee or conduct the work with the manufacturer.

a. Account Managers are more than point solutions providers and work closely with the manufacturer in a holistic approach.

4) The manufacturer will contract with the NE MEP Center, usually discussed with a team at the NE MEP Center, a professional delivery person (staff) is assigned and work begins.
   a. The professional delivery staff may be an internal staff member or may be someone (company) contracted and trusted by the NE MEP Center.

5) Following completion of the project, the NE MEP Staff professional will review the project to discuss satisfaction and potential savings or growth.

6) A survey is conducted by a contracted third party for NIST MEP. If approval is given, the project and company may be featured in a Success Story which is published and available to the public.

7) Post project reviews are conducted by the NE MEP Center and improvement opportunities explored.

PRICE PROPOSAL

This form must accompany your Bid

1. The bidder hereby acknowledges they have read, understand and agree to the terms of this RFP.
2. The bidder hereby acknowledges they have read, understand and if awarded agree to the State's standard contract conditions and requirements; and procure the required insurance provisions as set forth.
3. Bidder's Price Proposal must be valid for a minimum of 30 days.
4. Price Proposal: The base contract term is one year with the option to renew for up for an additional 12-month period upon mutual agreement
5. Cost Itemization (add/delete rows as needed)

	Job Title	Hourly Rate	Hours	Subtotal
1.	Project Management	$ 225.00	600	$ 135,000.00
2.	Training Tech Liaison	$ 219.00	400	$ 87,600.00
3.	Workshops	$ 175.00	137	$ 24,000.00
4.	Tech Assistance for Industry 4.0	$ 175.00	240	$ 42,000.00
5.	Portal Evaluation and Prep	$ 175.00	60	$ 10,500.00
6.	End of Hourly Pricing	$		$
7.	Tech Assessments	$		$ 30,000.00
8.	Travel	$		$ 17,500.00
9.	Marketing/Supplies	$		$ 5,000.00
10.		$		$
11.		$		$
12.		$		$
	Total Project Cost:			$ 351,600.00

6. Rate or percent increase (if necessary) for two optional 12-month renewals:

   Renewal Option 1 (Year 2) rate or percent increase not to exceed: $351,600.00

7. **Expenses** incurred in relation to this project are not reimbursable.
8. **Vermont Tax Certificate**: To meet the requirements of Vermont Statute 32 V.S.A. § 3113, by law, no agency of the State may enter into, extend or renew any contract for the provision of goods, services or real estate space with any person unless such person first certifies, under the pains and penalties of perjury, that he or she is in good standing with the Department of Taxes. A person is in good standing if no taxes are due, if the liability for any tax that may be due is on appeal, or if the person is in compliance with a payment plan approved by the Commissioner of Taxes, 32 V.S.A. § 3113.

   In signing this bid, the bidder certifies under the pains and penalties of perjury that the company / individual is in good standing with respect to, or in full compliance with a plan to pay, any and all taxes due the State of Vermont as of the date this statement is made.

9. **Bidder Information & Signature:**

CONNSTEP, Inc.

Vendor Name:

Authorized Agent Signature:

07/01/2020

Date:

Bonnie Del Conte

Printed Name:

CERTIFICATE OF COMPLIANCE

This form must accompany your Bid

For a bid to be considered valid, this form must be completed in its entirety, executed by a duly authorized representative of the bidder, and submitted as part of the response to the proposal..

A. **NON-COLLUSION:** Bidder hereby certifies that the prices quoted have been arrived at without collusion and that no prior information concerning these prices has been received from or given to a competitive company. If there is sufficient evidence to warrant investigation of the bid/contract process by the Office of the Attorney General, bidder understands that this paragraph might be used as a basis for litigation.

B. **CONTRACT TERMS:** Bidder hereby acknowledges that is has read, understands and agrees to the terms of this RFP, including the terms outlined in the sample State of Vermont Standard Contract for Services and associated attachments.

1. Bidder agrees to the provisions set forth in the State of Vermont's Standard Contract Attachment C – Standard State Contract Provisions, and Attachment D – Other State of Vermont Contract Provisions
2. Bidder (except an individual doing business in his/her own name) agree to register with the Vermont Secretary of State's office http://www.sec.state.vt.us/tutor/dobiz/forms/fcregist.htm
3. Bidder agrees to obtain a Contractor's Business Account Number issued by the Vermont Department of Taxes http://tax.vermont.gov/.

C. **ADDENDA:** Acknowledge receipt of Addenda associated with this RFP:

Addendum No.:	1	Dated:	7/1/2020
Addendum No.:		Dated:	
Addendum No.:		Dated:	

D. **VERMONT TAX CERTIFICATE:** To meet the requirements of Vermont Statute 32 V.S.A. § 3113, by law, no agency of the State may enter into, extend or renew any contract for the provision of goods, services or real estate space with any person unless such person first certifies, under the pains and penalties of perjury, that he or she is in good standing with the Department of Taxes. A person is in good standing if no taxes are due, if the liability for any tax that may be due is on appeal, or if the person is in compliance with a payment plan approved by the Commissioner of Taxes, 32 V.S.A. § 3113

In signing this bid, the bidder certifies under the pains and penalties of perjury that the individual or company is in good standing with respect to, or in full compliance with a plan to pay, any and all taxes owed the State of Vermont.

E. BIDDER INFORMATION & CERTIFYING SIGNATURE

Vendor Name:	CONNSTEP, Inc.	Contact:	Bonnie Del Conte
Address:	350 Church Street, 3rd Floor	Telephone:	860-214-2935
City/State/Zip:	Hartford, CT 06103	Fax:	860-278-8562
email:	bdelconte@connstep.org		
Vendor Website:	https://www.connstep.org		
Signature:		Date:	07/01/2020
Printed Name:	Bonnie Del Conte		

END OF CERTIFICATE OF COMPLIANCE

MANUFACTURING EXTENSION PARTNERSHIP

Growth Based Solutions for Manufacturers

June 29, 2020

RE: Letter of Support for CONNSTEP, Inc. Proposal for New England Regional Defense Supplier Network Readiness Facilitation

We are excited to submit this letter of support for the CONNSTEP, Inc., acting on behalf of the six NIST MEP Centers in New England, proposal for the New England Regional Defense Supplier Network Readiness Facilitation to convene an Industry 4.0 Ecosystem for Small and Medium Sized Manufacturers (SMMs).

We look forward to working collaboratively to provide opportunities and or services to SMMs as part of an Industry 4.0 Ecosystem. CONNSTEP, Inc. and all the six NIST MEP Centers in New England connect SMMs to multiple resources and partnerships in order to provide the best solutions and opportunities for the sustainability and growth for our manufacturers as suppliers and entrepreneurs.

Kindest Regards,

Zenagui Brahim
President, NH MEP

172 Pembroke Road • Concord, NH 03301
Phone: 603-226-3200 • Fax: 603-226-4132 • www.nhmep.org

25+ YEARS VMEC VERMONT MANUFACTURING EXTENSION CENTER

Proudly Assisting Vermont Enterprises Since 1995

P.O. Box 12 • Randolph Center, VT 05061-0012 • Tel 802-728-1432 • www.vmec.org

June 29, 2020

RE: Letter of Support for CONNSTEP, Inc. Proposal for New England Regional Defense Supplier Network Readiness Facilitation

The Vermont Manufacturing Extension Center (VMEC) is very pleased to submit this letter of support for the CONNSTEP, Inc., acting on behalf of the six NIST MEP Centers in New England, proposal for the New England Regional Defense Supplier Network Readiness Facilitation to convene an Industry 4.0 Ecosystem for Small- and Medium-Sized Manufacturers (SMMs).

We look forward to working collaboratively to provide more opportunities and or services to SMMs as part of an Industry 4.0 Ecosystem in New England. CONNSTEP, Inc., and all of the six NIST MEP Centers in New England, routinely connect SMMs to multiple resources and partnerships in order to provide the best solutions and opportunities for the sustainability and growth for our manufacturers as suppliers and entrepreneurs.

Cordially,

Bob Zider

Bob Zider, Director & CEO
Vermont Manufacturing Extension Center (VMEC)

MassMEP
Manufacturing Extension Partnership

YOUR RESOURCE FOR MANUFACTURING GREATNESS

July 6, 2020

Re: Letter of Support for CONNSTEP, Inc. Proposal for New England Regional Defense Supplier Network Readiness Facilitation

As Center Director of the Massachusetts Manufacturing Extension Partnership (Mass MEP), I am writing to support the formation of a collaborative of the six New England MEP centers to carry out the New England Regional Defense Industry Collaboration as lead for the OEA New England Regional Defense Supplier Network Readiness Facilitiatoin.

Until a more formal collaborative organization is established under this initiative, the six Centers have agreed that CONNSTEP, Inc. will act as the lead point-of-management on our behalf. Additionally, Jeff Orszak, CONNSTEP's Director, Strategic Growth & Technology, will be the lead point-of-contact.

Sincerely,

Kathie Mahoney
Center Director
MassMEP

MAINEMEP
we teach manufacturing

87 Winthrop Street, Augusta, ME 04330
207.623.0680 / mainemep.org

July 6th, 2020

RE: Letter of Support for CONNSTEP, Inc. Proposal for New England Regional Defense Supplier Network Readiness Facilitation

We are pleased to submit this letter of support to CONNSTEP, Inc., representing the six New England NIST/MEP Centers, in its application for the New England Regional Defense Supplier Network Readiness Facilitation to accelerate an Industry 4.0 Ecosystem for Small and Medium Sized Manufacturers. (SMMs)

With CONNSTEP, Inc. proven ability to successfully lead regional efforts such as this, we believe this initiative is ideally suited to connect our SMMs to the multiple resources *already available* within the region. For Maine MEP's part we look forward to leveraging our nascent Additive Metals manufacturing initiative within Maine as part of a regional Industry 4.0 Ecosystem.

New England is home to America's original Industrial Revolution. It is within our economic DNA to lead the way once again in championing the acceleration of Industry 4.0 adoption!

Kindest Regards,

Lawrence Robinson
President
Maine MEP

POLARIS
Manufacturing Forward MEP

July 6th, 2020

RE: Letter of Support for CONNSTEP, Inc. Proposal for New England Regional Defense Supplier Network Readiness Facilitation

I am writing to support the CONNSTEP, Inc., proposal for the New England Regional Defense Supplier Network Readiness Facilitation to convene an Industry 4.0 Ecosystem for Small and Medium Sized Manufacturers (SMMs). This proposal engages the six NIST MEP Centers in New England, to leverage each center and magnify the impact of the program to provide opportunities and or services to SMMs as part of an Industry 4.0 Ecosystem. CONNSTEP, Inc. and all the six NIST MEP Centers in New England connect SMMs to multiple resources and partnerships to provide the best solutions and opportunities for the sustainability and growth for our manufacturers as suppliers and entrepreneurs.

I strongly support this program which could be critical as the economy recovers with new working environments and products. We believe a new and strong supplier network is important to build a new economy that is more resilient to global changes in material, and this program can educate and assist that need. I will make sure Polaris MEP and our partner network stand ready to implement the program and support the economic recovery with this critical effort.

Respectfully,

Christian Cowan
Center Director
Polaris MEP

ADVANCED MANUFACTURING CENTER

1865 THE UNIVERSITY OF MAINE

5796 AMC Bldg
Orono, Maine 04469-5796
Tel: 207-581-2713
Fax: 207-581-2725
www.umaine.edu/AMC
www.umaine.edu/amc/camm/

CAMM – Center for Additive Manufacturing of Metals

June 29, 2020

RE: Letter of Support for CONNSTEP, Inc. Proposal for New England Regional Defense Supplier Network Readiness Facilitation

We are excited to submit this letter of support for the CONNSTEP, Inc., acting on behalf of the six NIST MEP Centers in New England, proposal for the New England Regional Defense Supplier Network Readiness Facilitation to convene an Industry 4.0 Ecosystem for Small and Medium Sized Manufacturers (SMMs).

As both the Advanced Manufacturing Center (AMC) and Center for Additive Manufacturing of Metals (CAMM) are deeply imbedded in manufacturing automation, and working with New England SMMs to help adopt the latest technologies, we feel we can be a great asset to CONNSTEP, Inc proposal.

We look forward to working collaboratively to provide opportunities and or services to SMMs as part of an Industry 4.0 Ecosystem. CONNSTEP, Inc. and all the six NIST MEP Centers in New England connect SMMs to multiple resources and partnerships in order to provide the best solutions and opportunities for the sustainability and growth for our manufacturers as suppliers and entrepreneurs.

Sincerely,

John A. Belding, P.E.
Director AMC, CAMM

"Advancing Manufacturing in Maine"

University of New Hampshire

College of Engineering and Physical Sciences
Department of Mechanical Engineering

Kingsbury Hall, W101
33 Academic Way
Durham, NH 03824

V: 603.862.1352
F: 603.862.1865
TTY: 7.1.1 (Relay NH)

July 2, 2020

RE: Letter of Support for CONNSTEP, Inc. Proposal for New England Regional Defense Supplier Network Readiness Facilitation

Dear proposal review committee,

On behalf of the UNH John Olson Advanced Manufacturing Center, I am excited to submit this letter of support for the CONNSTEP, Inc. (acting on behalf of the six NIST MEP Centers in New England) proposal for the New England Regional Defense Supplier Network Readiness Facilitation to convene an Industry 4.0 Ecosystem for Small and Medium-sized Manufacturers (SMMs). The defense manufacturing industry is extremely robust in the New England region and New Hampshire in particular. This collection of SMMs is crucial to assure economic growth, jobs creation, and national security for our region and the entire United States of America.

We look forward to working collaboratively to provide opportunities and/or services to SMMs as part of an Industry 4.0 Ecosystem. CONNSTEP, Inc. and all five NIST MEP Centers in New England connect SMMs to multiple resources and partnerships in order to provide the best solutions and opportunities for the sustainability and growth for our manufacturers as suppliers and entrepreneurs. Industry 4.0, or the Industrial Internet of Things, is a focus area of not just our Olson Center at UNH, but also the UNH InterOperability Laboratory. We have 15,000 square feet of high bay, manufacturing space with state-of-the-art equipment, which is equivalent to what is found in industry and all interconnected. Therefore, the Olson Center is an ideal location to engage SMMs in the defense industry with interests in Industry 4.0 and related topics.

If I can provide further information related to our support for or planned collaborations with CONNSTEP, Inc., please feel free to contact me.

Sincerely,

Brad Kinsey

Brad Kinsey
Professor, Mechanical Engineering Department and Materials Science Program
Interim Director, UNH John Olson Advanced Manufacturing Center
Project Director, NH BioMade (NSF EPSCoR Track 1 Research Infrastructure Improvement grant)
603-862-1811

FORGE

July 6, 2020

RE: Letter of Support for CONNSTEP, Inc. Proposal for New England Regional Defense Supplier Network Readiness Facilitation

We are excited to submit this letter of support for the CONNSTEP, Inc., acting on behalf of the six NIST MEP Centers in New England, proposal for the New England Regional Defense Supplier Network Readiness Facilitation to convene an Industry 4.0 Ecosystem for Small and Medium Sized Manufacturers (SMMs).

We look forward to working collaboratively to provide opportunities and or services to SMMs as part of an Industry 4.0 Ecosystem. CONNSTEP, Inc. and all the six NIST MEP Centers in New England connect SMMs to multiple resources and partnerships in order to provide the best solutions and opportunities for the sustainability and growth for our manufacturers as suppliers and entrepreneurs.

Kindest Regards,

Laura Teicher
Executive Director

FORGE

Built by Greentown Labs I 444 Somerville Ave.
Somerville, MA 02143
www.forgemass.org
laura@forgemass.org

WORCESTER POLYTECHNIC
INSTITUTE

OFFICE OF THE VICE PROVOST FOR REASEARCH

July 8th, 2020

To Whom it May Concern:

RE: Letter of Support for CONNSTEP, Inc. Proposal for New England Regional Defense Supplier Network Readiness Facilitation

WPI is excited to submit this letter of support for the CONNSTEP, Inc., acting on behalf of the six NIST MEP Centers in New England, proposal for the New England Regional Defense Supplier Network Readiness Facilitation to convene an Industry 4.0 Ecosystem for Small and Medium Sized Manufacturers (SMMs).

We look forward to working collaboratively to provide opportunities and or services to SMMs as part of an Industry 4.0 Ecosystem. CONNSTEP, Inc. and all the six NIST MEP Centers in New England connect SMMs to multiple resources and partnerships in order to provide the best solutions and opportunities for the sustainability and growth for our manufacturers as suppliers and entrepreneurs.

Kindest Regards,

Ellen G. Piccioli

Ellen G Piccioli
Director of Manufacturing Innovation
Research Solutions Institute

508-831-6411 (TEL) 508-831-5774 (FAX)

100 INSTITUTE ROAD, WORCESTER MA 01609-2280 USA
WPI.EDU

OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND INNOVATION

University of Massachusetts
UMASS Lowell

University Crossing
220 Pawtucket Street
Lowell, MA 01854

Phone: 978-934-2226
Fax: 978-934-3000
E-mail: Julie_Chen@uml.edu

July 7, 2020

Kathie Mahoney, Center Director
Mass MEP
27A Midstate Drive
Auburn Ma 01501

RE: Letter of Support for CONNSTEP, Inc. Proposal for New England Regional Defense Supplier Network Readiness Facilitation

Dear Director Mahoney,

The University of Massachusetts Lowell (UMass Lowell) is excited to submit this letter of support for the CONNSTEP, Inc., acting on behalf of the six NIST MEP Centers in New England, proposal for the New England Regional Defense Supplier Network Readiness Facilitation to convene an Industry 4.0 Ecosystem for Small and Medium Sized Manufacturers (SMMs).

As one of the lead higher education research institutions in the region in Advanced Manufacturing, the UMass Lowell is part of the Massachusetts Advanced Manufacturing Collaborative, and the MA Manufacturing Emergency Response Team (to support manufacturers pivoting to provide PPEs during the COVID-19 crisis). We are also active in 8 of the Manufacturing USA Institutes, and partner regularly with MassMEP, and our regional community colleges, voc-techs, and SMMs on technology and workforce development programs.

Specifically on the defense sector, we have a unique co-location partnerships with CCDC-SC (HEROES) and strong connections with the regional defense and innovation ecosytem, e.g., https://www.army.mil/article/236690/meeting_highlights_extraordinary_innovation_ecosystem_and_ccdc_soldier_centers_focus_on_the_future_warfighter). Our UML Research Institute (@Lincoln), just outside the gates of Hanscom AFB, hosts an SBIR Center of Excellence, supports connecting small businesses and primes, and facilitates public-private collaborations.

We look forward to working collaboratively to provide opportunities and or services to SMMs as part of an Industry 4.0 Ecosystem. CONNSTEP, Inc. and all the six NIST MEP Centers in New England connect SMMs to multiple resources and partnerships in order to provide the best solutions and opportunities for the sustainability and growth for our manufacturers as suppliers and entrepreneurs.

Sincerely,

Julie Chen

Julie Chen
Vice Chancellor for Research & Economic Development

Acronyms and References

NERDIC:	New England Regional Defense Industry Collaboration
NIST MEP	National Institute of Standards and Technology Manufacturing Extension Partnership
PTAC	Procurement Technical Assistance Center
SBDC	Small Business Development Centers
RADE	Regional Aerospace and Defense Exchange
DoD	Department of Defense
ONR	Office of Navy Research

401 Tech Bridge: https://www.secnav.navy.mil/agility/Pages/tb_401.aspx

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Elliot Forsyth
Vice President of Business Operations (retired)
Michigan Manufacturing Technology Center
4870 Doral Drive
Ann Arbor, Michigan 48108
734-431-9570
eforsyth7@gmail.com

Martin Guay
Vice President, Business Development
Stanley Black & Decker
1000 Stanley Drive
New Britain, CT 06053
617-331-7764
Martin.guay@sbdinc.com

Carl Spang
President (retired)
Falcon Performance Footwear
415 Congress Street, Suite 206
Portland, ME 04101
617-510-9295
carl.spang@gmail.com

CONNSTEP
a CBIA affiliate

JEFF ORSZAK

Director, Strategic Growth & Technology

Jeff assists Connecticut companies with innovation and product development as well as delivering technology solutions for operational excellence. Jeff develops outreach initiatives to inform small- and medium-sized manufacturers of technology solutions for process improvement as well as improving cybersecurity infrastructure. Jeff has over twenty years of product development and program management experience, leading diverse teams in telecommunication, semiconductor, and aerospace industries. He has successful created products leading to companies achieving increased revenue and improved profits.

He has created partnerships leading to the introduction of new technologies into the market. He has applied Lean tools to improve operational and product development processes. Utilizing Six Sigma methods, he solved critical problems affecting product performance and yields. Jeff is an effective teacher, a skill he applies to successfully support workforce development. He is active in supporting STEM education including elementary school robotics and FIRST Robotics.

Jeff is a graduate of Worcester Polytechnic Institute with a Bachelor's of Science with High Distinction and of Boston University with a Master of Arts, both in Physics. In addition, Jeff has studied Applied Physics at the University of Maryland, Baltimore County and product development at the MIT Sloan School of Management. He is active in supporting STEM education.

Elizabeth A. Colbert, BS, MBA, PMP

1359 White Oak Lane

New Albany, Ohio 43054

Bac2040@aol.com 614-202-2987

I work to affect change to elevate the quality of life through innovation and business acumen that improves the economic well-being of individuals, businesses, communities, states, and our nation.

I am an Industrial Innovation Practitioner

I have extensive experience as a Research Engineer and Business Development Leader with Dow Chemical (Dow), Owens Corning, and Lafarge North America, Gypsum Division (Lafarge). I have identified, refined, scoped, and executed projects with cross functional teams resulting in innovative new applications, products, and processes.

I have presented my work at Technical Symposiums
NIST International Symposium on Roofing, (1993)
Ministry of China, Building and Low Income Housing, Owens Corning (1998)
I received the Innovation of the Year Award, Lafarge, SA (2004)
I have 4 process patents & 8 product patents at Dow and Lafarge

At Lafarge North America, Gypsum Division, I created and executed a process for identifying, prioritizing, and ranking by return on investment, and resource identification needs for new products and processes.

I am Project Management Professional certified and expert in earned value, project costing, resourcing, milestone monitoring, reporting to executives, terminating and closing projects with values in excess of $6 million.

I am a Business Development Innovation Practitioner

I led cross functional, global teams for new markets, new acquisitions, and new joint ventures. For example, I developed a logistics joint venture between Owens Corning and Lafarge Europe. Gypsum trucks are only partially filled due to weight limitations. Filling the remaining space with lightweight fiberglass insulation traveling to the same distributor was cost effective for both companies.

I am a Public Servant Innovation Practitioner

For the U.S. Department of Commerce at NIST MEP, I assisted multiple state, academic, and non-profit awardees providing sustainability and growth initiatives to small and medium sized manufacturers. I enabled partnerships and relationships to create opportunities for manufacturing growth.

At the State of Ohio, I was the Center Director, Ohio Manufacturing Extension Partnership Program (Ohio MEP), creating radical program changes that took a legacy system operating in only two metropolitan areas to a statewide presence. These changes resulted in increased market penetration from 2% to more than 10% in less than two years.

I created state wide partnerships with other state and federal programs such as the University system of Ohio, the Ohio Association of Community Colleges, the Ohio Manufacturers Association (OMA), and others to bring more service and products to more manufacturers. As a result of a partnership with the OMA, I was able to assist a large Amish community of builders create a co-op program to compete

globally. In less than one year, the co-op achieved sales with global customers such as Marriott, and became the leading supplier to Williams and Sonoma Agrarian Line:

http://www.williams-sonoma.com/shop/agrarian-garden

From Eric Burkland, President, Ohio Manufacturers Association,

> *Executed business planning for the high-end hospitality market, executed market research targeting the hospitality market managers and designers, built out some additional design capability, and created lead generation through participation in hospitality industry trade shows.*
>
> *It was a success. Lots of leads generated, and deals closed beyond the project's expectations. This resulted in work in the small Amish, Mennonite and English shops.*

I merged the Manufacturing Extension Partnership Program with the Edison Technology Centers and Incubators which increased technology advancement to existing manufacturers.

I placed a biomedical manufacturing specialist at the bio medical incubator and was able to prepare manufacturing resources in parallel with entrepreneurs' product development, thus building a regional supply chain and keeping manufacturing growth in Ohio.

The Ohio MEP and Edison Technology Programs totaled more than $50million/FY in state, federal, and program income revenue. I managed over 21 sub-recipients and grantees and reported to a Governor-appointed advisory council as well as the Lieutenant Governor.

I reviewed and awarded grants for start-up companies and worked with entrepreneurs for presentation to angel investments, pre-seed programs, and manufacturing joint ventures.

I excel with these Cross-cutting skills

Project Management Professional (PMP) certificate

MBA degree with cap stone in Finance

Training development and delivery
From small groups to agency training of >4800 employees

Public presentations and speaking

Expert skill level in all Microsoft office products

Preparation of key talking items and delivery to legislation, Governor's office, and U.S. Department Secretaries, regarding performance of Ohio MEP and Edison Technology program

Budget creation and program execution in excess of $25 million state and federal funding and over $50 million in program funds

High Performance Team creation and leadership

Partnership Development
Ohio MEP and Small Business Development Centers (SBDC)

Ohio MEP, OMA, and Amish Builders
NIST MEP northeast center sharing session resulting in cross-training and best practice sharing

I possess extensive Employment Experience

U.S. Department of Commerce, NIST Manufacturing Extension Partnership **02/2013 to 03/2020**
Regional Manager
I managed the Manufacturing Extension Program for 12 states and 18 cooperative agreements totaling more than $20 million federal and $60 million/FY state and program dollars.
I brought together for the first time a consortium of Department of Defense Prime Contractors, large Original Equipment Manufacturers, the MEP Centers, and multiple small manufacturers to start to create a supply chain ecosystem
I brought together the first regional sharing session for 8 state centers, resulting in cross-training between centers for skills and products to increase benefits to manufacturers.
I have resolved significant issues in the Maine and Massachusetts programs to stop the pending closure of the centers and have helped to rebuild relationships and program integrity.
I created and mentored a high performance cross functional team in New York for the state program, to help the Center Director resolve conflicts and restructure the program in the best interest of the state while preserving legacy performance.

State of Ohio Department of Development 01/**2007 to 02/2013**
Center Director, Ohio MEP & Program Director, Edison Technology Program Full time
Direct state and federal programs to assist manufacturers and technology advancement at $25M/year (state and federal dollars) for 21 grantees; Program match was $25 million totally more than $50 million in program funds.
I managed all aspects of budget, grant administration, and reporting for State and Federal funds – reporting to a Governor appointed legislative council.
I expanded the program to include emerging technologies and placed expertise to assist entrepreneurs with startup and manufacturing resources to reduce the risk of commercialization.
I initiated radical program changes to meet the vision and mission of the State and to include the specific regional needs in diverse areas such as Amish-dominated counties.

State of Ohio Department of Jobs and Family Services **01/2005 – 01/2007**
Project Manager, Office of Fiscal Services Full time
I created and managed a training program for 4800 Jobs and Family Services employees on a PeopleSoft financial system. I managed a team of 7 contract employees to execute the training state-wide. The training program had to span expert computer users and new users.

Lafarge North America *01/***1999 – 12/2005**
Gypsum Division
Product Development Manager - 8 patents
International Team Leader; Market Development Leader; Project management from conception through commercialization
Using cross-functional and cross-cultural teams, I led innovation through commercialization for new products and new processes. One example was the use of spray technology from the auto industry and installed in the gypsum line for a coating on wallboard that reduced quality complaints from installers due to paper imperfections.

I evaluated new technologies for acquisition and/or joint ventures, such as an anti- microbial formulation added to the paper production property for gypsum wallboard – concept was excellent, but the technology and chemistry was not strong enough to perform in the heat conditions of making paper.

Owens Corning Fiberglas **06/1996 -01/1999**

Business Development Manager

Global Business Development, building products and systems; Manufactured housing component research; Technology acquisition analysis; Consultant and guest lecturer: Seoul University, Seoul, Korea

I evaluated and created partnerships for joint ventures to enter new markets such as the Lafarge Europe and China. As a result, Owens Corning opened a fiberglass plant in China.

Dow Chemical Company **04/1977 – 06/1996**

Research Engineer - 4 patents active, 3 expired

From technician to Research Engineer to Technical Sales and Growth Development Manager

Product development, Sales training developer and coordinator; Technical Manager for 13 states in the NE, Manufacturing appointee to the Housing Research Center at Penn State University

Technical Manager for 13 states in the NE responsible for new technology implementation, specialty products, and technical support to designers, architects, building code officials, and others for all aspects of STYROFOAM Brand Products in the commercial and residential markets. For example, I worked with the engineering and architectural teams on the installation of STYROFOAM Brand Insulation as a light weight fill over the River Bank waste treatment plant in New York City. Riverbank State Park: "It was the first of its kind in the United States to be built on top of a sewage plant, as well as the first State Park to be built in Manhattan (the fifth in New York City)." *The Harlem Times*, 2013.

Education

MBA
Franklin University
Columbus, Ohio

Executive MBA program
(non-degree program)
Duke Fuqua School of Business
Durham, NC

BS
The Ohio State University
Columbus, Ohio
Education with Honors work in
Incumbent Worker Training

Awards and notables

Process and Product Patents

Global innovation award: Lafarge SA

Co-author: *Uplifts and Hassles in Older Workers,* published in New Dimensions in Marketing/Quality-of-Life Research, Sirgy, M. and Samli, A., 1995, Westport, Ct., Quorum Books