



# MEP Advisory Board Meeting

## Kansas City, MO

Wednesday, September 12, 2018

# Welcome!

The **Federal Advisory Committee Act (FACA)** is a United States federal law (Pub.L. 92–463, 6 October 1972), which governs the behavior of federal advisory committees.

In particular, it has special emphasis on open meetings, chartering, public involvement, and reporting.



# Wednesday, September 12, 2018: Meeting Agenda Details

2:00 p.m. – 2:05 p.m.	<b>Board Meeting Opening/Logistics</b>
2:05 p.m. – 2:30 p.m.	<b>Welcome and Introductions</b> <ul style="list-style-type: none"><li>• Opening Remarks</li><li>• Welcome from NIST Leadership</li><li>• Board and Audience Introductions</li></ul>
2:30 p.m. – 3:10 p.m.	<b>Working Group Update:</b> <ul style="list-style-type: none"><li>• Supply Chain Development Working Group<ul style="list-style-type: none"><li>• <i>Board Feedback &amp; Discussion</i></li></ul></li></ul>
3:10 p.m. – 3:30 p.m.	<b>Working Group Update:</b> <ul style="list-style-type: none"><li>• Executive Committee Working Group<ul style="list-style-type: none"><li>• <i>Board Feedback &amp; Discussion</i></li></ul></li></ul>



## Meeting Agenda Details Continued...

3:45 p.m. – 4:15 p.m.	<b>Government Accountability Office (GAO) Cost Share Report- Live call in from GAO representatives</b>
4:15 p.m. – 4:45 p.m.	<b>Working Group Update:</b> <ul style="list-style-type: none"><li>• Performance/Research Development Working Group<ul style="list-style-type: none"><li>• <i>Board Feedback &amp; Discussion</i></li></ul></li></ul>
4:45 p.m. – 5:15 p.m.	<b>MEP National Network Strategic Plan 2017-2022 and MEP National Network</b>
5:15 p.m. – 5:30 p.m.	<b>Wrap-up/Public Comments</b>



# Welcome and Introductions



- **Jeffrey Wilcox**
  - MEP Advisory Board Chair
- **Phil Singerman**
  - NIST Innovation and Industry Services
- **Carroll Thomas**
  - NIST MEP Director
- **Guests**
  - Name
  - Name of Organization
  - How many years involved with MEP

# MEP Advisory Board – New Member: Patricia Moulton, Vermont Technical College (VT Tech)



- Approved by NIST Leadership and through NIST & DOC vetting, June 2018
- President of VT Tech since Sept. 2016
- Serving as a Representative of the Community College Sector
- Prior Service as Secretary of the Vermont Agency of Commerce and Community Development
- Additional past experience as Commissioner of Labor for VT & other economic development related appointments

# MEP Advisory Board Working Group Updates



# Supply Chain Development Working Group

- Committee Members

- Board Leadership

- Matthew Newman

- Board Members

- LaDon Byars, Bernadine Hawes, Mary Isbister, Chris Weiser, Jeff Wilcox

- NIST MEP Support

- Dave Stieren, Phil Singerman, Mark Schmit



- Deliverable

*Guidance and perspectives on the MEP National Network support and development of manufacturing supply chains with an emphasis on defense suppliers regarding Defense Industrial Base gaps; and expertise on who should be brought into the discussion to provide insight on defense supplier gaps*



# Discussion Topics for the Board

MEP National Network supports DOD Supply Chains in many areas, highlighted by:

- Cybersecurity assistance
- Involvement in Defense Industry Adjustment efforts of the DOD Office of Economic Adjustment
- Working with the DOD-sponsored Manufacturing USA Institutes



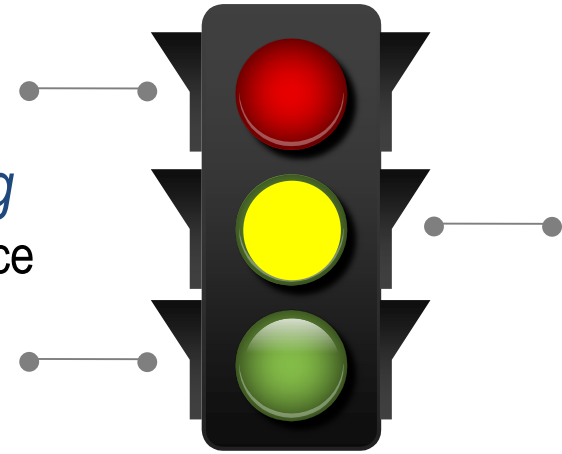
**NIST MEP is seeking Advisory Board perspectives on these MEP National Network focus areas, approaches, challenges**



# Supply Chain WG Deliberation Highlights

## 1. Cybersecurity

- *Development of MEP National Network cybersecurity assistance capabilities progressing*
  - ✓ Catalyzed by DFARS awareness, compliance assistance for defense contractors
  - ✓ Spurred by strong partnerships w/DoD programs, OSD
  - ✓ Legislation may also influence MEP role (NDAA, e.g.)
- *MEP cyber assistance capabilities not yet fully developed on national scale*
  - ✓ Threats, vulnerabilities in commercial markets not yet spurring urgency/action among small mfrs.
  - ✓ Integration of cyber assistance into MEP Center business models still evolving



MEP National Network  
and Cybersecurity  
Assistance to U.S.  
Manufacturers

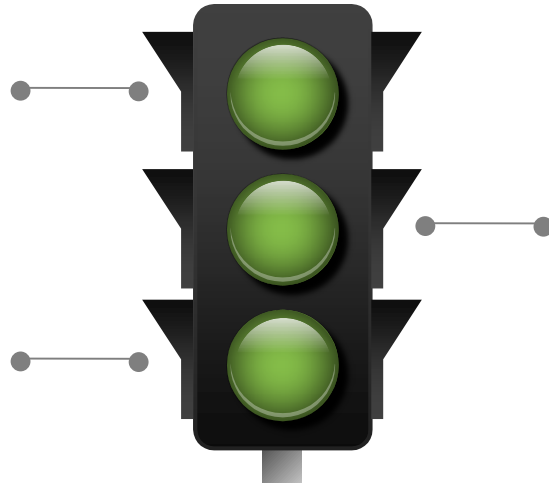


# MEP National Network Cybersecurity Progress

## September 2018

>2250 Small Manufacturers served  
>150 projects conducted  
>170 Awareness/Training Events

CAP Cyber Project – “Cyber in a Box”  
>27,300 NIST Handbook 162 downloads



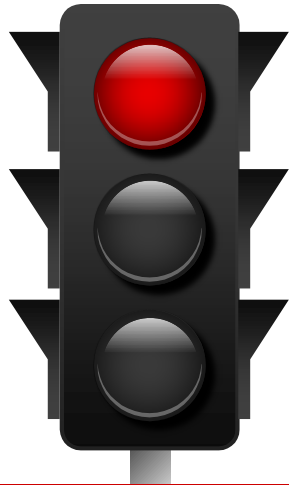
19 MEP Centers to participate in  
OEA Cyber project work, funded  
at >\$8M

Expanding Capabilities across  
Network

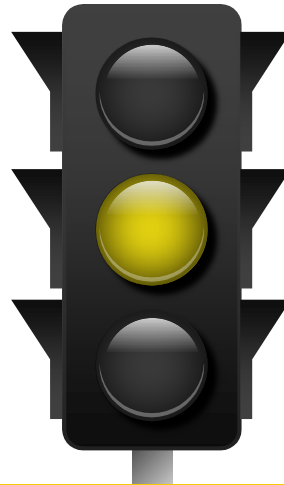


# MEP National Network Cybersecurity Progress

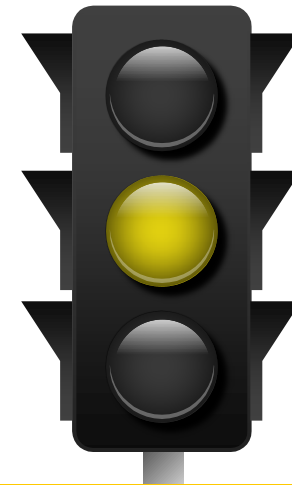
## September 2018



<25% of Defense  
Contractors Compliant  
with DFARS/800-171



41 MEP Centers in MEP  
National Network  
Cybersecurity WG



39/51 MEP Centers with  
Cybersecurity Practice



# Supply Chain WG Deliberation Highlights



## 2. Manufacturing USA Institutes

- *Round 1 Awards' period of performance ends Sep 30, 2018*
  - ✓ all Round 1 awards applying for no-cost extension
  - ✓ Round 2, 3 awards scheduled to end in 2019
- *NIST MEP working with portfolio of projects to report initial results by end of 2018*
- *Portfolio of projects, NIST MEP working to scale learnings to MEP National Network*

LEAD MEP CENTER	MFG USA INSTITUTE
CA MEP	CESMII
CA MEP – Round 1 Award	Next Flex
DE MEP	NIIMBL
Illinois Mfg Excellence Ctr – Round 1 Award	DMDII
Mass MEP	AFFOA
Mass MEP	BioFab USA
Michigan Mfg Technology Center	LIFT
NC MEP – Round 1 Award	Power America
NY MEP – Round 1 Award	AIM Photonics
NY MEP	REMADE
OMEP	RAPID
PA MEP	Advanced Robotics
PA MEP	America Makes
TN MEP – Round 1 Award	IACMI



# Executive Committee Working Group

- Committee members

- Board Leadership

- Jeffrey Wilcox, Chair of MEP Advisory Board
    - Bernadine Hawes, Vice-Chair of MEP Advisory Board

- Board Members

- Carolyn Cason
    - Mitch Magee
    - George Spottswood

- NIST MEP Support

- Carroll Thomas, Cheryl Gendron, Gary Thompson, Wiza Lequin

- Deliverable

**UPDATED:** Working Group Deliverable - Provide guidance on future MEP Advisory Board leadership and membership recruitment, provide insights into cultivating strong Board governance as well as explore ways to expand the MEP Advisory Board's role in regard to the local MEP Center Boards.



# Discussion Topics for the Board

- New member support
  - Mentoring
  - Resources on MEP Connect:
    - Job Roles & Responsibilities document
    - Glossary & Acronym workbook
    - Onboarding presentation (currently in practice)
- Looking forward
  - Succession planning
    - Chair & Co-Chair current terms expire May 31, 2019
  - Next meeting, February 27, 2019
    - Center board participation



# Meeting Break





# Government Accountability Office (GAO)



1. What is known about any impacts on the services offered by MEP centers, including volume and type of services, pursuant to recent changes in the cost share for centers?
2. What are selected MEP center officials' and stakeholders' views on the potential impacts of the recent cost share changes on the services offered by MEP centers, and the utilization of centers' services by small or nontraditional customers?

Report due to Congress January 6, 2019





## GAO Representatives Call In

# MEP Advisory Board Working Group Updates – *Continued*



# Performance & Research Development Working Group

- Committee members

- Board Leadership

- Leslie Taito

- Board Members

- Jose Anaya, Carolyn Cason, Joe Eddy, Kathay Rennels, Jim Wright, Bernadine Hawes, Jeff Wilcox

- NIST MEP Support

- Ken Voytek, Chancy Lyford

- Deliverable

Input and guidance on the management portfolio and Program performance measurement processes of the MEP National Network. In addition, the Working Group will provide feedback and suggestions for establishing a research agenda that will support and enrich NIST MEP's performance and evaluation management system through improved Center evaluation processes, the promotion of system learning and by enhancing the portfolio of Network information services for Centers.



# Performance & Research Development Working Group Draft Report

- Draft shared with working group on August 2, 2018 (feedback incorporated).
- Final draft completed.
- Final report delivered to the Board by September 2018.
- Draft consists of 4 Sections:
  - Background
  - Observations
  - Continuous Improvement in Performance Management
  - Recommendations for Research and Development
    - Research on NIST MEP
    - Research on the Manufacturing Landscape
    - Supporting Research and Evaluation



# Details on the Recommendations

- **Research on NIST MEP**
  - Undertake research on the factors related to differences in center performance
  - A more nuanced view of Center performance including not just a focus on minimum but to distinguish levels of performance
  - Expand the use of case studies and other approaches to examine pilot programs and new services
  - Research on the factors that relate to the level and likelihood of MEP clients reporting impacts
- **Research on the Manufacturing Landscape**
  - Research on underserved segments of the manufacturing marketplace
  - Mapping and defining the Manufacturing Ecosystem/Industrial Commons
  - More research into the broader economic and business environment faced by manufacturers
  - Supply Chain Assistance: Making the practice sustainable

## *Supporting Research and Evaluation*



# Strategic Plan and Director's Update



- Strategic Goals, Priorities and Measures
- Budget Update
- Performance and Extension/Special Services
- MEP Program Performance-“By the Numbers”
- Building the Network: Center Leadership Team (formerly FIN)



# MEP National Network™ 2017-2022 Strategic Goals

**Objective—** to assist U.S. manufacturers in embracing productivity-enhancing innovative manufacturing technologies, navigate advanced technology solutions and recruit and retain a skilled and diverse workforce.

**EMPOWER  
MANUFACTURERS**

**CHAMPION  
MANUFACTURING**

**Objective—** to actively promote the importance of a strong manufacturing base as key to a robust U.S. economy and for the protection of national security interests; create awareness of innovations in manufacturing; create workforce development partnerships to build a stronger and diverse workforce pipeline; and maximize market awareness of the MEP National Network.

**Objective—** to leverage national, regional, state and local partnerships to gain substantial increase in market penetration; identify mission-complementary advocates to help MEP become a recognized manufacturing resource brand; build an expanded service delivery model to support manufacturing technology advances.

**LEVERAGE  
PARTNERSHIPS**

**TRANSFORM THE  
NETWORK**

**Objective—** to maximize National Network knowledge and experience to operate as an integrated national network; increase efficiency and effectiveness by employing a Learning Organization platform; and create a resilient and adaptive MEP National Network to support a resilient and adaptive U.S. manufacturing base.



# Strategic Plan Mapped To National Network

## EMPOWER MANUFACTURERS

### Primary

51 Centers & Partners

### Collaborative Support

Extension Services

### Important Support

NIST MEP Leadership  
 R&S Partnerships  
 Network Learning & Comp  
 M&C  
 PEER  
 FM/Center Ops  
 Admin  
 IT/Security

## CHAMPION MANUFACTURING

### Primary

51 Centers & Partners  
 NIST MEP

Extension Services  
 M&C  
 R&S Partnerships  
 NIST MEP Leadership

Advisory Board  
 Center Boards  
 ASMC/FORME

### Collaborative Support

Network Learning and Comp  
 PEER

### Important Support

FM/Center Ops  
 Admin  
 IT/Security  
 Staff Resource Mgmt.

## LEVERAGE PARTNERSHIPS

### Primary

51 Centers & Partners  
 NIST MEP

Extension Services  
 M&C  
 NIST MEP Leadership  
 R&S Partnerships

Center Boards

### Collaborative Support

Advisory Board  
 ASMC/FORME  
 PEER

### Important Support

Admin  
 FM/Center Ops  
 IT/Security  
 Staff Resource Mgmt.

## TRANSFORM THE NETWORK

### Primary

51 Centers & Partners  
 NIST MEP (All)

### Collaborative Support

Advisory Board  
 Center Boards  
 ASMC/FORME





Create an Integrated National Network Service Delivery System



Update National-level Partnerships and Performance Support Services



Define Areas of Focus for Manufacturing Technology Advances



Develop Supply Chain National Services and Information and Technology Access

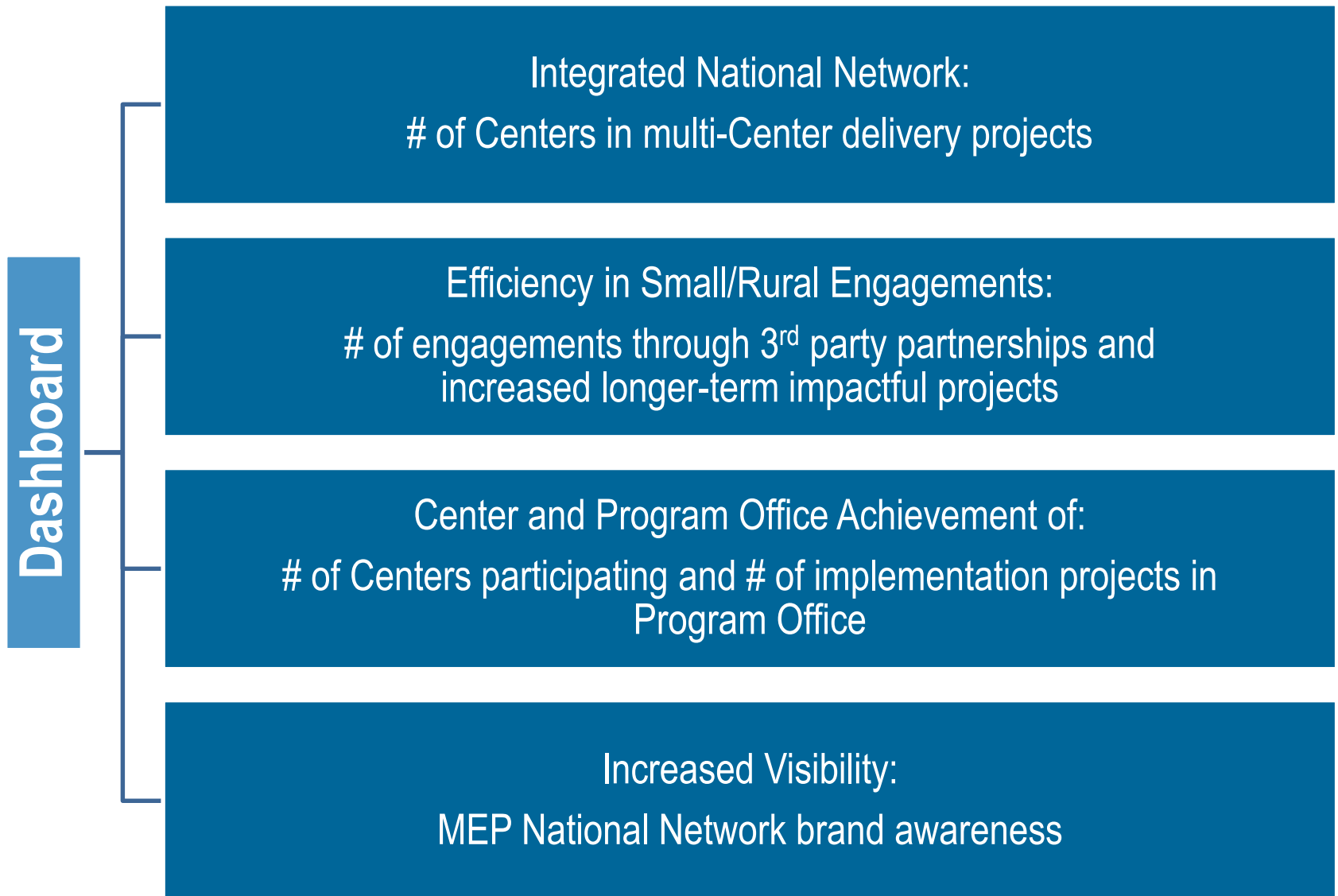


Build Infrastructure for National Network Learning Organization

**Network Priorities for the Next 18 Months**

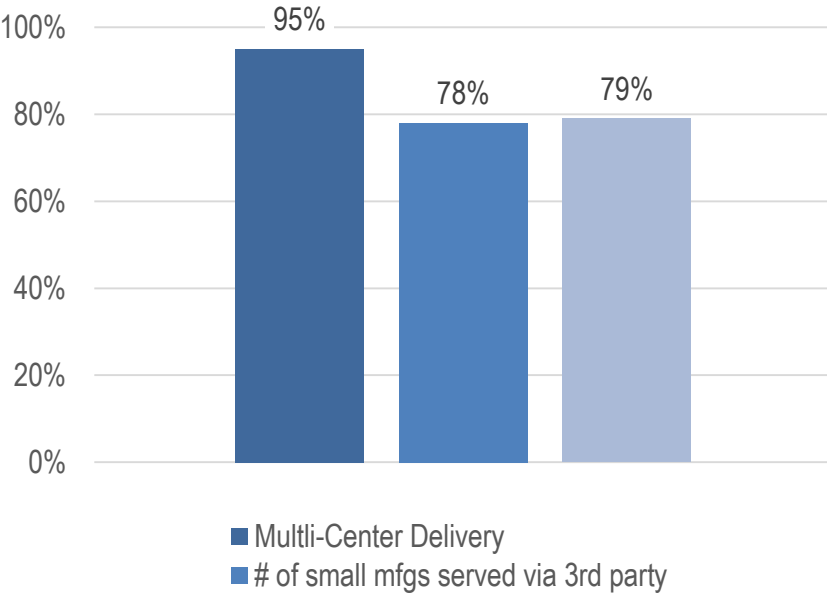


# Eighteen-Month Measures of Success- Baselines

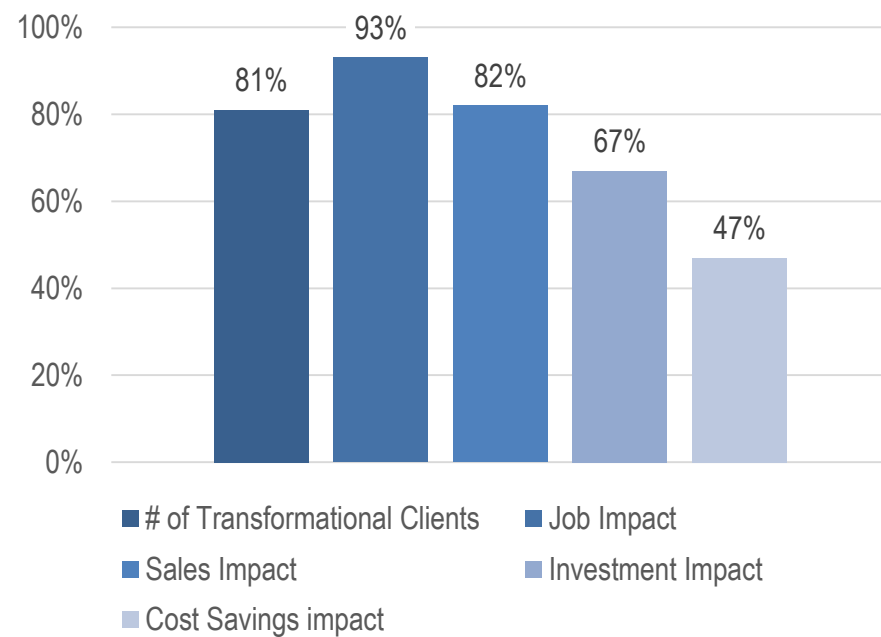


# Progress on Eighteen-Month Measures of Success to Goals

Percent of Goal



Percent of Goal



**Increased awareness of the MEP National Network brand by 10% over base brand recognition measurement a year after the Network launches the brand.**

- For Q2 MEP National Network had **270 instances of branded searches vs baseline of 350**
- For Q2 MEP National Network webpage received **692 page views vs baseline of 695**
- For Q2 MEP National Network webpage had **25 backlinks vs baseline of 14**



# Eighteen-Month Measures of Success to Goals Operational Excellence

MEP Centers - Tons of incredible continuous improvement work happening

- OH - Fastlane SRA getting SRA to adopt, trained and deliver new services
- LA - Create *Leveraged Partnerships* strategy
- VA - Improve organizational structure for success planning
- PA - Review, revise and expand state-wide service delivery models
- IN - Reduce the cost of engagement to clients with greater efficiency
- HI - Increase neighbor island outreach by 25%
- MT - Reduce lead time for public training events
- MA - Target training partnerships - English for Speakers of Other Languages (ESOL)

NIST MEP - Not to be outdone!

- Aligning Panel Review feedback with RM coaching
- Complete a draft of the Center Compliance Guidelines
- Establish and implement SOPs for competitive and non-competitive awards and train staff
- Reduce reporting burden on MEP Centers by 10%



# MEP Program Budget Outlook

(as of 6/13/18)

## FY 2018 Appropriation Status

- Full access to Appropriation approved 6/1/2018
- All renewals funded -- October 1 packages with GMD
- Supplemental funding recommendations provided to GMD
- Eight Competitive Awards announced 9/5/2018

## FY 2019 President's Budget Request

- Program proposed for elimination with \$0 funds for wind-down
- House Appropriations Committee Mark on 5/17/18 at \$140 million
- Senate Appropriations Committee Mark on 6/14/18 at \$140 million
- Commerce-Justice-Science bill will possibly be included in a “Minibus” bill
  - Timing TBD



# NIST MEP FY 2018 Projected Spend Plan

(\$ millions)

## Available Funding:

Full Year Appropriation	\$140.0
Carryover from FY 2017	<u>\$ 8.5</u>

Total Available Funding	\$148.5
-------------------------	---------

## Planned Expenditures:

Center Renewals	\$110.0
Supplemental Funding	\$ 10.0
Strategic Competitions	\$ 8.1
Contracts	\$ 5.7
NIST MEP Labor	\$ 8.3
NIST Overhead	<u>\$ 6.4</u>

Total Planned Expenditures	\$148.5
----------------------------	---------



# Performance-based Peer Panel Review Update

- Round 1 Completed (Dec 2017 - Feb 2018)
  - **CO, CT, FL, IN, MI, NH, NC, OK, OR, TN, TX, and VA**
- Round 2 Completed (May - July 2018)
  - **AK, ID, IL, MN, NJ, NY, WA, WV, WI**
- Round 3 (March - April 2019)
- Round 4 (Oct - Nov 2019)
- The 7 legacy Centers (RI, AZ, MD, KY, SD, NE, and FL) will be the first Centers to undergo the 5<sup>th</sup> year legislatively required Secretarial evaluation
  - **To date, AZ, KY, MD and RI have been completed**
  - **NE & SD are underway**





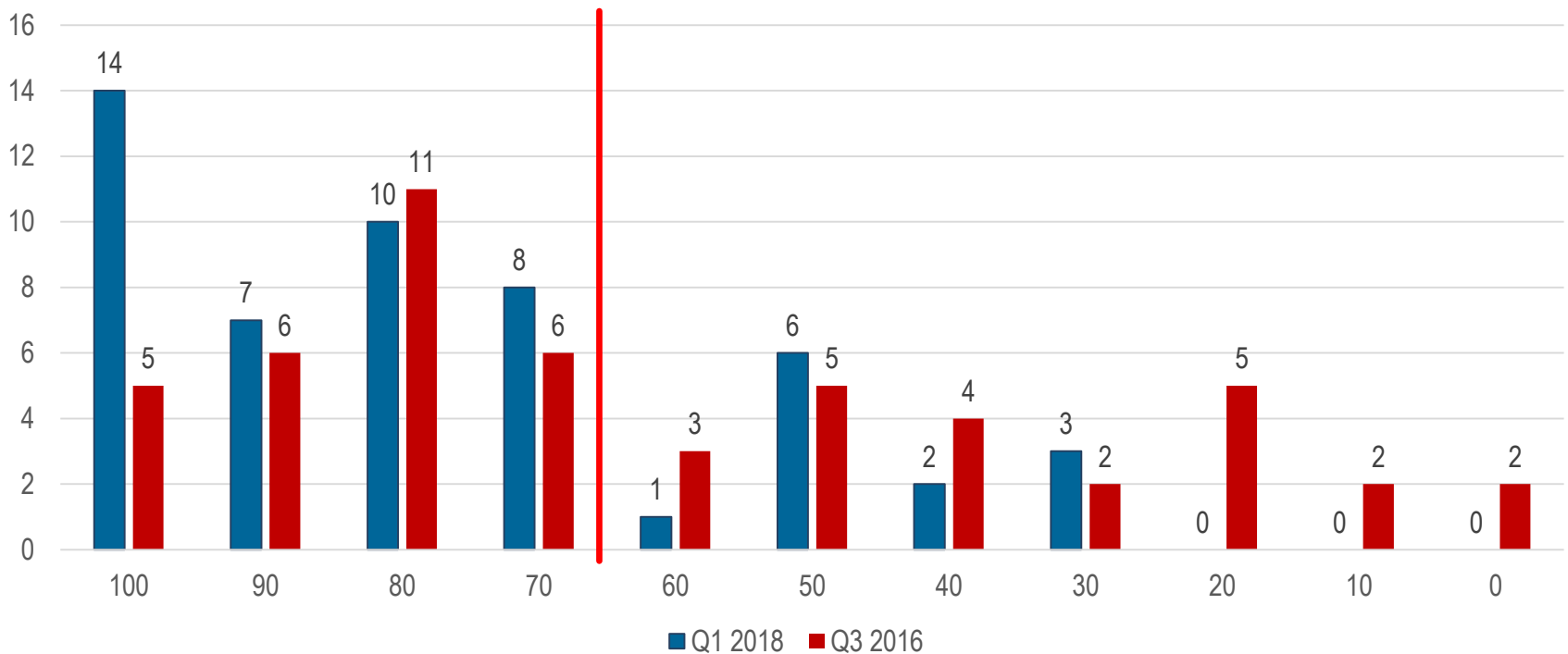
# Updates: MEP Extension and Special Services

- Cybersecurity Update – Industry and Defense Industrial Base
  - 41 Centers in Cybersecurity Working Group as of 8/18 with Sept 12 WG meeting in Kansas City
  - Over 2250 SMMs served, over 170 awareness/training events and over 150 projects conducted
  - Opportunities with defense *and* automotive supply chains via National Network cybersecurity project (CAP award to MMTTC)
- Workforce Update – Research
  - Workcred Manufacturing Credentialing Research Project
    - *Examining the Quality, Market Value, and Effectiveness of Manufacturing Credentials in the United States*, released 7/25
    - Project Sponsored by MEP, in coordination with NIST SCO: engaged Workcred, an affiliate of ANSI
- Disaster Assistance Update – Results
  - NIST MEP facilitated five awards to MEP Centers between Sept 2017 – Jan 2018
    - TX, LA, FL, GA, and PR
    - \$6.2 million total funding, 800 planned assessments in PR *alone*, with over 1000 total completed



# MEP Program: 'By the Numbers'

## Current Center Impacts: Positive Distribution Shift

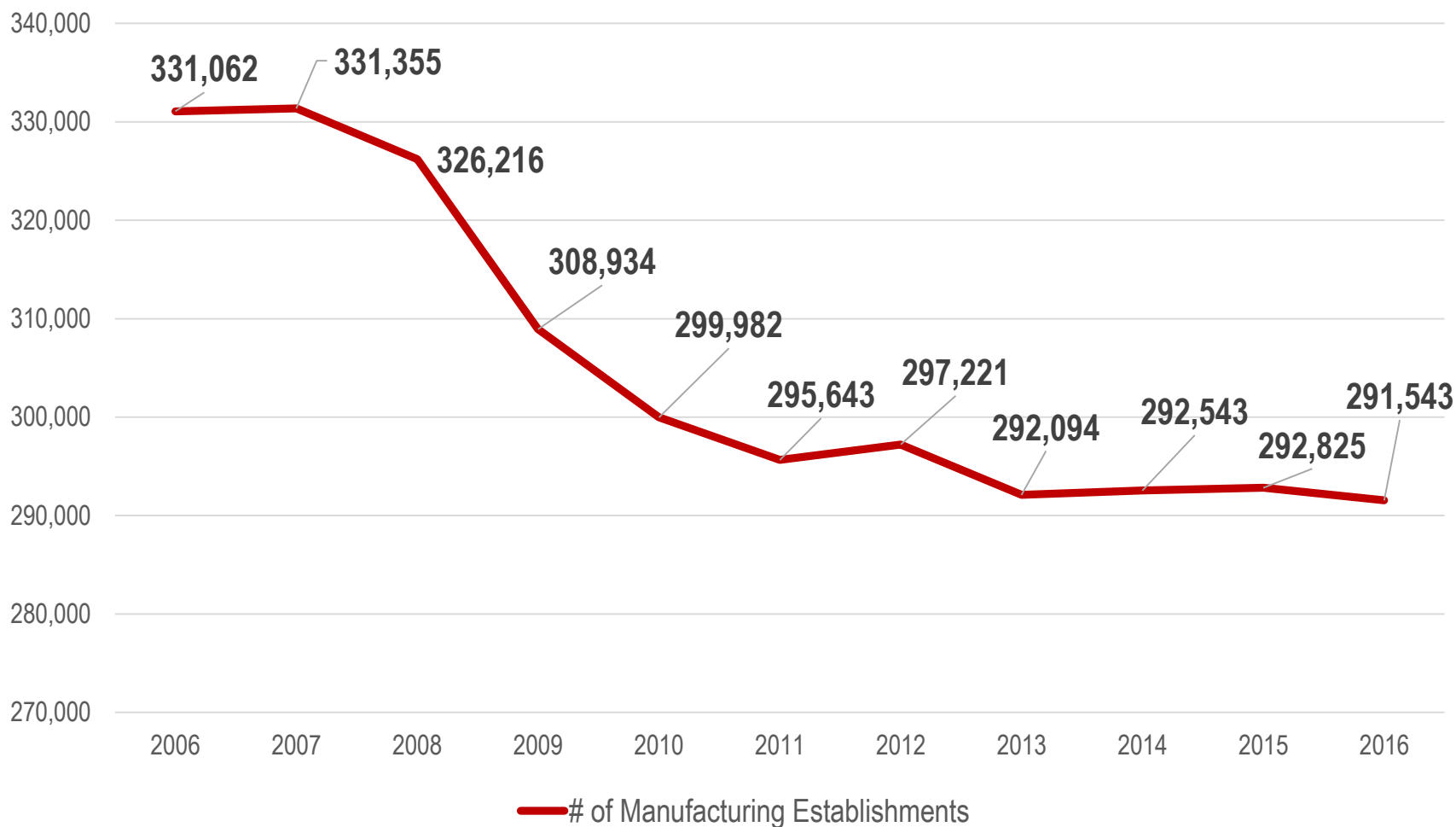


# MEP Center Performance During and Right After Competitions

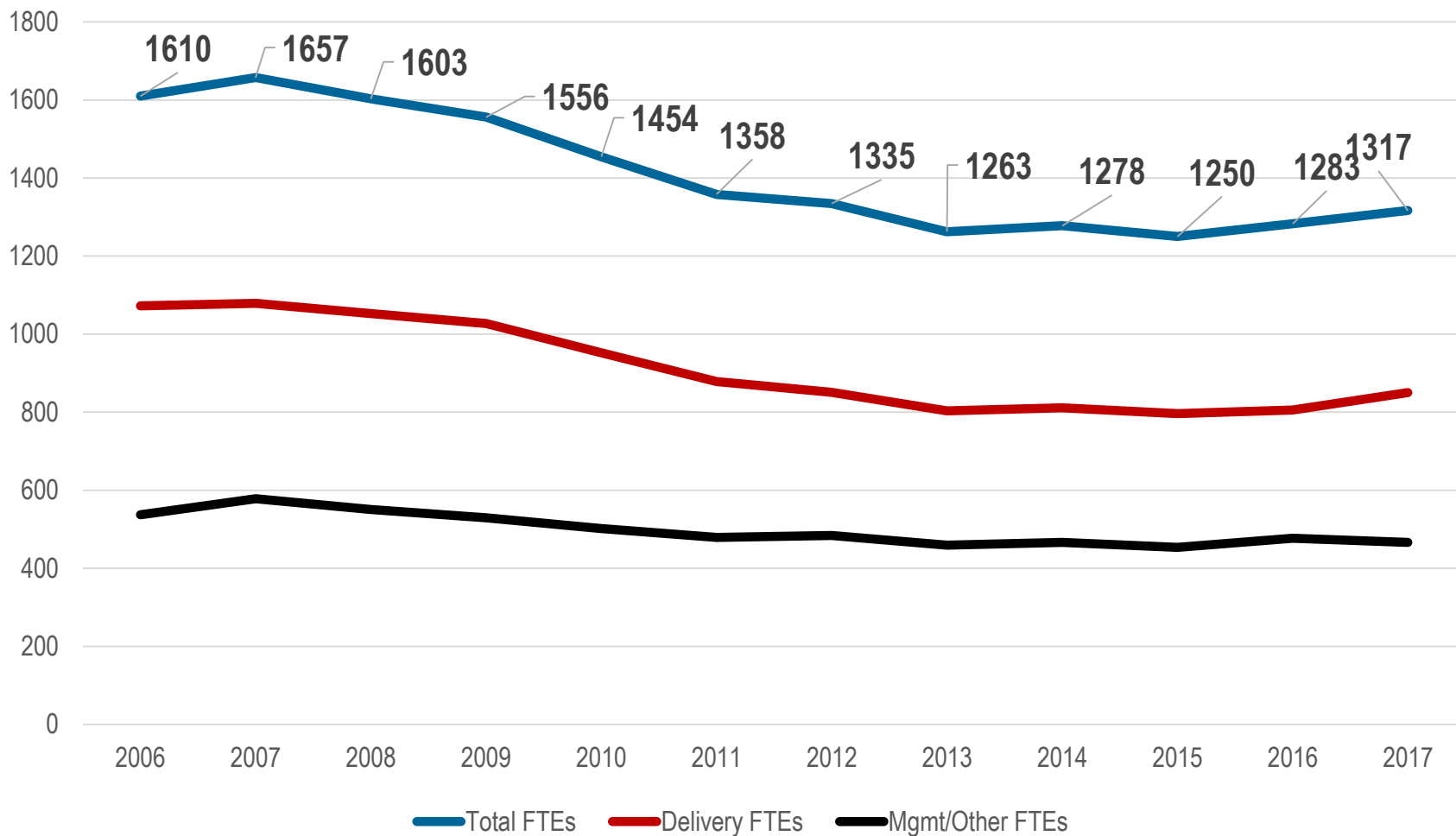
- Impacts have risen in FY 2017, but projects and clients counts remain flat
- In nominal terms, federal investment in the centers is flat
  - If adjusted for inflation center federal investment declined (by approximately 13%)
  - State investments declined as well
  - Public resources do matter
- Number of clients and projects peaked before the recession
  - Recent improvements but not near where have been historically
  - Clients and projects are a leading indicator of impacts
- Impacts have remained stable with a few spikes
  - Investment category is an anomaly. Reflects the addition of a new category (investment in new products and processes). If that is taken out, the 4 core investment measures remain flat
  - Spike in investments correlate with increase in growth, technology and product development
- Survey response rate fell from a high of 92% in FY 2007 to a low in 71% in FY 2015 (21 percentage points) recent increase just over 80%



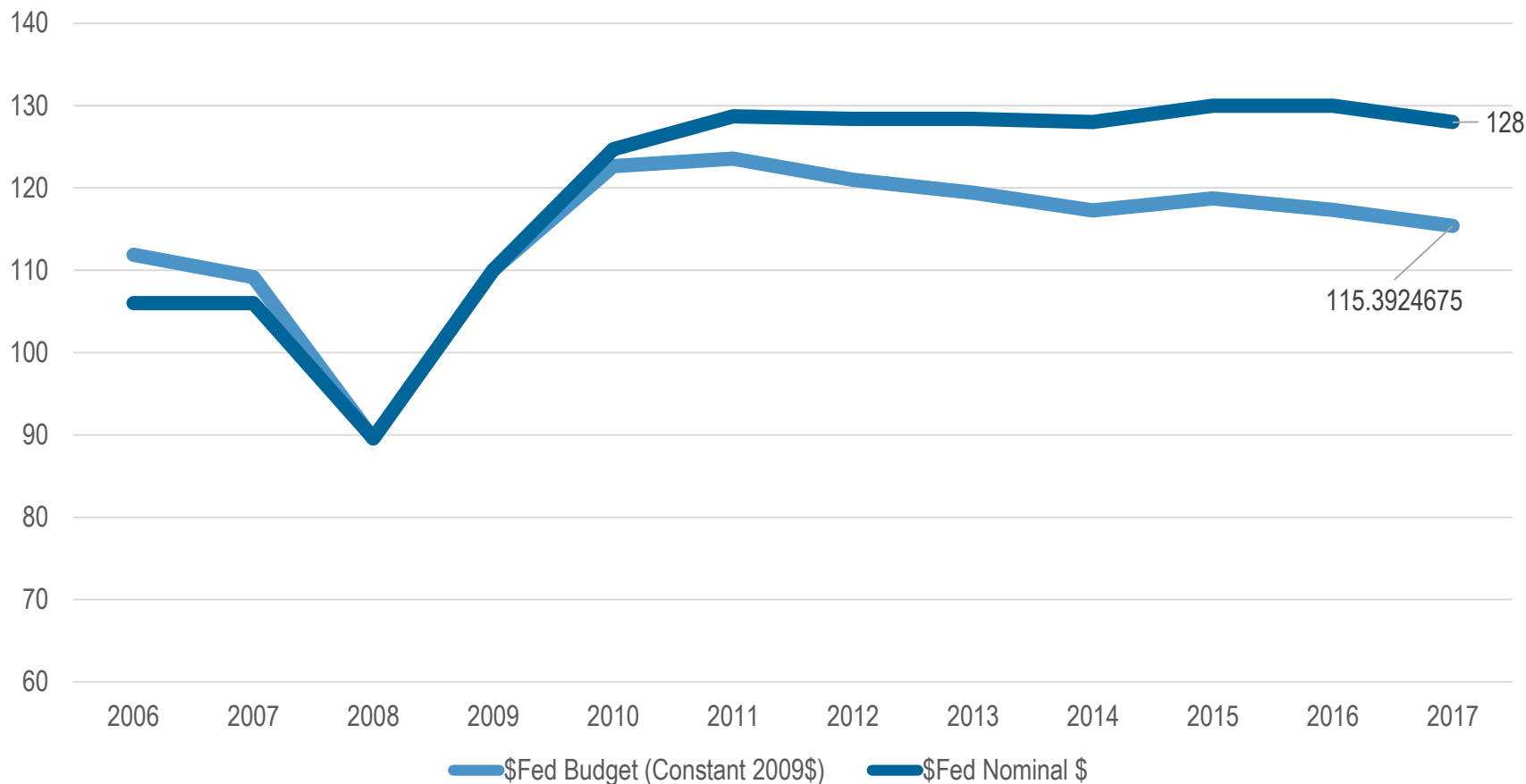
# Number of Manufacturing Establishments is Falling....



# Staff Counts are Flat After Falling Post Recession....



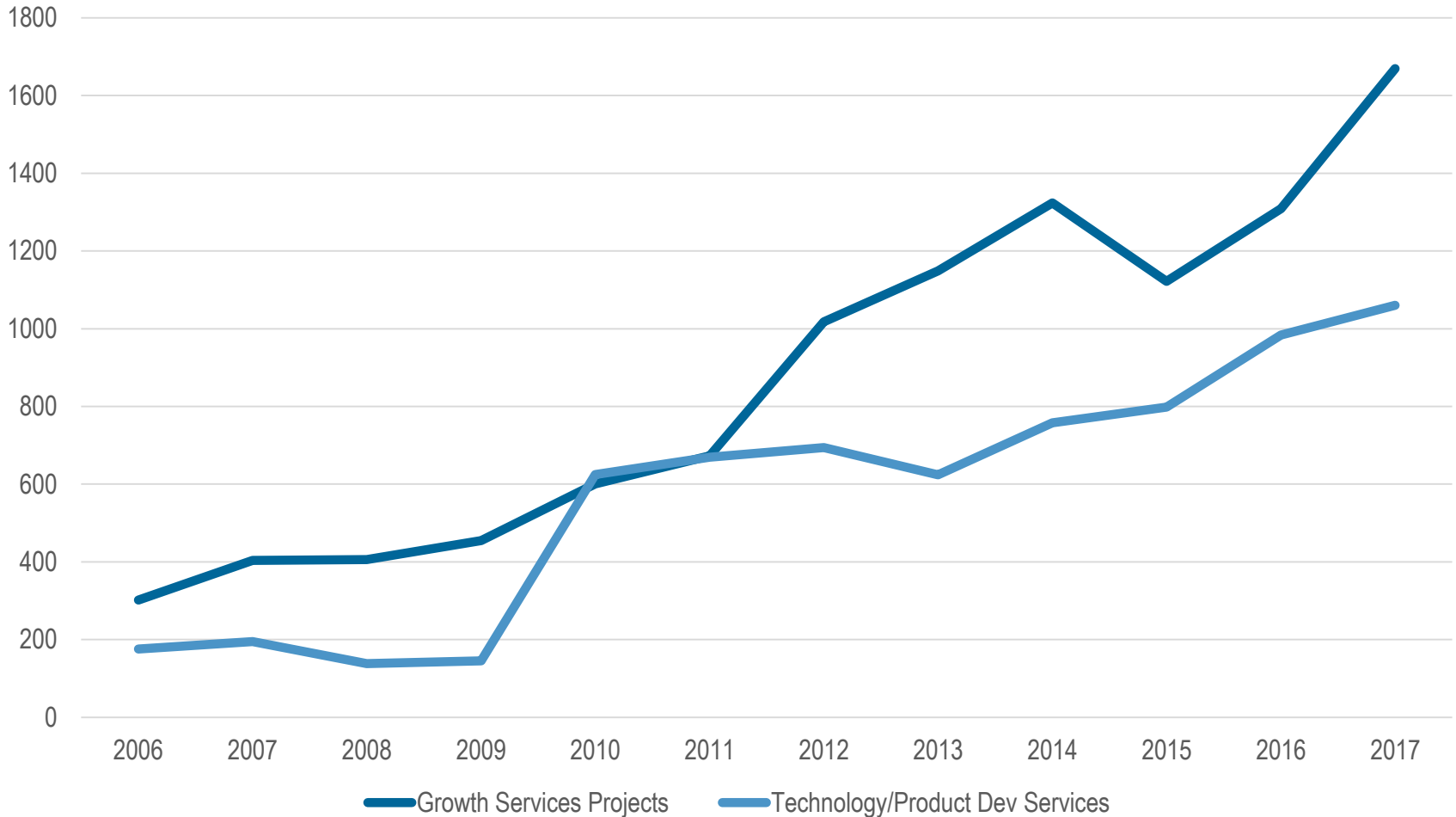
# Constant (Inflation Adjusted) & Nominal MEP Funding

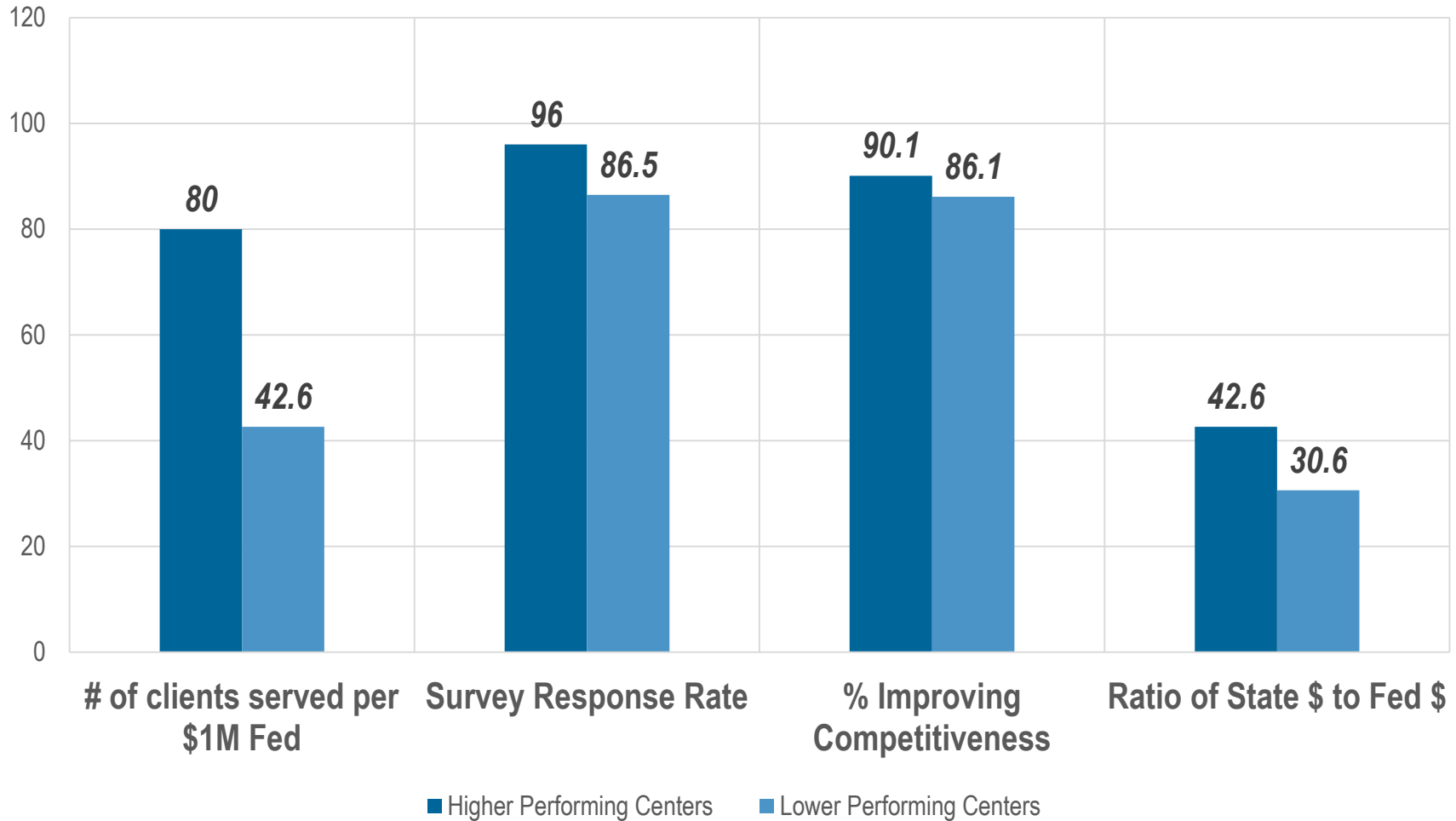


We will review in a year what impact the additional competitive awards and the bump up in federal funding made to the number of MEP Center staff and Center performance



# Growth, Technology, and Product Development Services are an Increasing Share of MEP Services





**Higher Performing Centers serve more clients, have higher response rates, higher shares of clients reporting improved competitiveness, and more state funding**







# **MEP National Network**

**The Go-To Experts for Advancing U.S. Manufacturing**

# National Network Center Leadership Team

Bill Donohue (VA)



Tom Bugnitz (CO)



Ethan Karp (OH)



Chuck Spangler (SC)



Jim Watson (CA)



Bonnie Del Conte (CT)



Jim Shillenn (PA)



Buckley Brinkman (WI)



Jennifer Hagan-Dier (TN)



Mike Coast (MI)



MEP • MANUFACTURING EXTENSION PARTNERSHIP™

Carroll Thomas – Director  
Dave Cranmer – Deputy Director

# MEP National Network

## The Go-To Experts for Advancing U.S. Manufacturing

*The Vision – The power of the MEP National Network is being the “Go-To” resource for America’s manufacturers.*

Our focus on and knowledge of manufacturers and manufacturing, bring us together as the MEP National Network. Together we are an awesome force and the only nationwide body of knowledgeable and trusted manufacturing experts serving local markets with the ability to reach across the country for additional resources. As a National Network we confidently pursue our lofty objective to empower U.S. manufacturers demonstrating our commitment to serving small and medium size manufacturers by accelerating their adoption of new technologies.



# MEP National Network



*Our Mission – To effectively blend our individual manufacturing expertise into a National Network delivering positive impacts to manufacturers, so much so, that we are recognized by local and national funding stakeholders for substantially creating a positive impact on U.S. manufacturing.*

The MEP National Network brings together 51 organizations and 1500 people who are passionate about helping manufacturers and who can operate collaboratively, within states and across state lines.

The MEP National Network will synergistically serve individual manufacturers, manufacturers with multi-state locations and manufacturers who are part of supply chains across the nation.

*The Value Proposition – The MEP National Network enhances a Center’s ability to serve more manufacturers with more diverse services increasing penetration, impact and project revenue.*

Centers can quickly offer new services that respond to the market without the large investment of developing local solutions. Centers can leverage the staff of other Centers to provide skills and expertise that are not available in their local Center.

Manufacturers can rely on their local Center to secure resources from anywhere in the Network to solve their complex competitive challenges. New technologies and services can be quickly located in the Network so that Centers can serve clients with new services in a timely fashion.



# MEP National Network

## MEP National Network Benefits

*Centers Get Greater impact and More Projects from Access to Trusted Business Advisors across the National Network*

Network Centers have an opportunity to think more broadly as to how they can serve the manufacturers. This will provide the foundation for more client projects and impacts. Network expertise can be leveraged by Centers to add new or augment existing services.



### The results will be:

- ✓ Opportunities for new revenue sources
- ✓ Quicker and easier adoption of new services developed by other Centers
- ✓ Increase in the number of manufacturers served
- ✓ Ability to bring new capabilities to market quickly and effectively
- ✓ Higher team problem-solving capabilities



### *Manufacturers Get the Right Service at the Right Time*

In many cases, Center staff is unable to solve existing problems or are unaware of approaches to discover future challenges that are impacting the productivity and competitiveness of their clients. Leveraging Network capabilities can assist Centers to deliver the right solution at the right time with the right resource.

### Center clients will benefit from:

- ✓ Expedient introduction of new products and services
- ✓ Access to capable and timely resources for immediate solutions to critical challenges
- ✓ The delivery of a seamless, consistent service model across multiple Centers for multi-state companies
- ✓ Access to capabilities to solve unique, complex business and technology challenges



# Future Meeting Schedule

## 2019 (dates subject to change)

- February 27, 2019
  - Reagan Building, Washington, DC
- June 18 or 19, 2019
  - El Camino Community College, Torrance, CA
- Mid-September 2019
  - With the MEP National Network Summit

\*Calendar invites sent once confirmed





# Wrap Up and/Public Comments



# Thank You

## Stay Connected

*Search* NISTMEP or NIST\_MEP



VISIT OUR BLOG!

<https://www.nist.gov/blogs/manufacturing-innovation-blog>

Get the latest NISTMEP news at:

[www.nist.gov/mep](http://www.nist.gov/mep)