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**VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP  
THIRD WEDNESDAY WEBINAR**

**VIRGINIA DOMESTIC MARKETS EXPANSION PROGRAM:  
A MODEL FOR BUSINESS RETENTION AND EXPANSION**

**WEDNESDAY, NOVEMBER 19, 2014  
2:00 P.M. - 2:45 P.M. EDT**

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**VIRGINIA ECONOMIC DEVELOPERS ASSOCIATION**



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1 **THIRD WEDNESDAY WEBINAR**

2 **WEDNESDAY, NOVEMBER 19, 2014**

3 **2:00 P.M.**

4 **(WHEREUPON SLIDE 1 WAS DISPLAYED.)**

5 **BRENT SHEFFLER:** Hello everyone.

6 Welcome to the Virginia Economic Development  
7 Partnership's Third Wednesday Webinar. Thank you for 8  
9 joining us today. Today is the 19th day of November,  
10 2014. This Third Wednesday Webinar is the eleventh in  
11 our 2014 series and is titled, "Virginia Domestic  
12 Markets Expansion Program: A Model for Business  
13 Retention and Expansion". We expect today's session  
14 to run about one hour.

15 My name is Brent Sheffler. I serve as  
16 Managing Director of Knowledge Transfer and Strategic  
17 Outreach on the Business Expansion division at the  
18 Virginia Economic Development Partnership. At the  
19 controls is Connie Long with the Virginia Economic  
20 Developer's Association, also known as VEDA. Connie  
21 is managing the dashboard and will moderate the Q and  
22 A part of today's webinar. The Virginia Economic  
23 Development Partnership is collaborating with GENEDGE  
24 to present today's webinar. GENEDGE is the former  
25 A.L. Philpott Manufacturing Extension Partnership.  
GENEDGE works to help Virginia industries innovate,

1 compete and grow their bottom line. They do this by  
2 providing leading edge services. They help companies  
3 develop new, meaningfully unique products and service  
4 ideas that are dramatically different from existing  
5 products or services. Moreover, GENEDGE helps  
6 companies accelerate the development and  
7 commercialization of those new ideas. You'll hear a  
8 bit more about GENEDGE today.

9 **(WHEREUPON SLIDE 2 WAS DISPLAYED.)**

10 In just a minute, I will introduce our  
11 program for today but before I do, I'd like to provide  
12 our listeners with a bit of webinar housekeeping. And  
13 I may have to ask one of our speakers to mute the mic  
14 because I'm hearing some background noise in the  
15 background. If you would, please do that.

16 Those of you who are attending this webinar  
17 are in listen only mode for the duration of the  
18 program. Your mics and your telephones have also been  
19 muted. We can't hear you but we can read what you  
20 write in the question panel. Usually this question  
21 panel is located in the upper right of your screen.

22 **(WHEREUPON SLIDE 3 WAS DISPLAYED.)**

23 We are taking questions and we want this  
24 webinar to be interactive. Those of you who have  
25 screens on your desktop, your laptop or your mobile

1 device are invited to type your questions in the  
2 question panel window on your GoToWebinar dashboard at  
3 any time during this session. Connie Long is able to  
4 read the question submitted and can communicate those  
5 questions to us as we proceed through today's session.  
6 Again, we'd like this to be interactive so please go  
7 ahead and drop a question into the question panel if  
8 you have one.

9 **(WHEREUPON SLIDE 4 WAS DISPLAYED.)**

10 Several of our listeners asked us how you  
11 can, how they can receive a copy of the presentation.  
12 This session is being recorded. After we close  
13 today's session we will post the recorded webinar on  
14 the virginiaallies.org website. If you missed any of  
15 the webinars conducted during the past year or would  
16 like to revisit any of the sessions of this year, you  
17 are invited to go to the virginiaallies.org website  
18 where each webinar conducted has been posted and is  
19 made available to you.

20 After we end today's session and once you've closed  
21 GoToWebinar, you will receive an email with a few  
22 survey questions. This survey should arrive in your  
23 email within 24 after the close of today's webinar.  
24 We encourage you to take a few minutes to respond  
25 to this survey and give us your feedback.

1 This will help us to improve and to plan  
2 for future webinars.

3 **(WHEREUPON SLIDE 5 WAS DISPLAYED.)**

4 Our Third Wednesday Webinars are part of the  
5 Virginia Economic Development Partnership's Ally  
6 Communication Strategy. The webinars we held in 2013  
7 and the webinars we are showcasing this year are  
8 designed to bring subject matter experts to address  
9 topics that are important to you and to share  
10 knowledge about available resources. It's our  
11 objective to keep you, our Virginia allies and  
12 partners, well informed so that we can collectively  
13 accomplish our mission and realize our economic  
14 development goals.

15 **(WHEREUPON SLIDE 6 WAS DISPLAYED.)**

16 For those of you just now joining us today, our  
17 topic is titled "Virginia Domestic Markets Expansion  
18 Program: A Model for Business Retention and  
19 Expansion". The Virginia markets, Domestic Markets  
20 Expansion Program is designed to help Department of  
21 Defense supply chain companies. As you will hear, the  
22 Domestic Markets Expansion Program is a selective  
23 program of services tailored to Virginia companies  
24 effected by sequestration to assist them in entering  
25 new markets, developing new products and utilizing new

1 market channels to grow their business. Many of you  
2 might already remember the success of the Virginia  
3 Economic Development Partnership's Going Global  
4 Initiative, which was designed to work with Virginia  
5 defense companies to help them find new customers  
6 overseas. Companies that have taken part in the  
7 Going Global Initiative, have been able to utilize  
8 VEDP's global network team of in-country  
9 consultants and market research services. While  
10 VEDP's Going Global Initiative was designed  
11 to assist those companies in reaching new  
12 international markets, the Virginia Domestic Markets  
13 Expansion Program is designed to assist companies in  
14 diversifying their products or service mix  
15 and reach new domestic markets. We'll call it  
16 Domestic Diversification for simplicity.

17 Our speakers today from GENEDGE are here to tell  
18 us about this program. Today we have Dean Young,  
19 Program Manager with GENEDGE and Aimee McCarthy,  
20 Marketing Director with GENEDGE. Following Dean's and  
21 Aimee's presentation, we will have a time, some time  
22 for your questions.

23 **(WHEREUPON SLIDE 7 WAS DISPLAYED.)**

24 So here's what we can expect from Dean and Aimee  
25 for today, and that includes what a domestic markets

1 expansion program is about, how domestic  
2 diversification can help offset the negative economic  
3 impact following reductions in defense spending in  
4 Virginia, how Virginia companies are being selected to  
5 receive assistance and what kinds of services will be  
6 provided to support those participating companies.  
7 We'll also hear where economic developers and  
8 community leaders can go for more information. We  
9 will also hear about GENEDGE and the menu of services  
10 GENEDGE offers to businesses throughout the  
11 Commonwealth of Virginia.

12 **(WHEREUPON SLIDE 8 WAS DISPLAYED.)**

13 We have considerable materials to cover so let me  
14 introduce our speakers today, Dean Young and Aimee  
15 McCarthy.

16 Dean Young serves as Program Manager with  
17 GENEDGE. He is responsible for program roll-out and  
18 management of the Virginia Domestic Markets Expansion  
19 Program. Prior to his current role with GENEDGE, Dean  
20 Young served in the Programs and Resources Management  
21 and Productivity Branch of the United States Marine  
22 Corps to support senior leadership strategic  
23 priorities. His work included creating a climate of  
24 efficiency and effectiveness through identification of  
25 opportunities and streamlining of processes, functions

1 and capabilities to best resource the Marine Corps.  
2 He also served as a key member of the U.S. Marine  
3 Corps Continuous Process Improvement Enterprise  
4 Performance Support Team. Dean is an experienced  
5 leader, teacher, consultant and coach with a proven  
6 history of integrating innovative, systematic and  
7 collaborative approaches with outstanding facilitation  
8 skills to lead organizational change that measurably  
9 improves performance and overall value across the  
10 enterprise. His specialties include Lean Six Sigma  
11 Implementation, Lean Supply Chain Management, Process  
12 Design and Automation and Program/Project Management.  
13 Please join me in welcoming Dean Young.

14 **(WHEREUPON SLIDE 9 WAS DISPLAYED.)**

15 Aimee McCarthy has been with GENEDGE for 8  
16 years and was recently appointed Marketing Director.  
17 Aimee has invested her career in Virginia including  
18 private industry, economic development and academia.  
19 She has over 30 years experience in the areas of  
20 quality and tech service engineering, product and  
21 process improvement, international marketing and  
22 organizational development. Prior to joining GENEDGE,  
23 Aimee served as Assistant Dean for Student Affairs and  
24 Instructor of Engineering at VCU School of  
25 Engineering, International Business Development

1 Representative for Albright & Wilson Americas,  
2 Marketing Manager for the Metro Economic Development  
3 Council and Technical Marketing Specialist with  
4 DuPont.

5 She holds a BE in Chemical Engineering from  
6 Vanderbilt University, and MBA from the University of  
7 Richmond and a BA in Spanish from VCU. She has been a  
8 member of the Virginia Economic Developer's  
9 Association for 10 years and completed the Basic  
10 Economic Development course at the University of  
11 Kentucky. Please join me in welcoming Aimee McCarthy.

12 **(WHEREUPON SLIDE 10 WAS DISPLAYED.)**

13 Dean Young is up first so Dean, please,  
14 please proceed, please go ahead.

15 **DEAN YOUNG:** Thank you, Brent.  
16 Appreciate the opportunity to talk to you and the  
17 audience about the Virginia Domestic Markets Expansion  
18 Program. You did a pretty able job of explaining the  
19 intent but it is targeted towards those companies that  
20 service the DOD at all levels of the supply chain,  
21 both directly and indirectly and in reduced tiers with  
22 the intent on addressing the impact of sequestration  
23 defense cuts that those companies are experiencing or  
24 may experience in the future. So, I'd love to be able  
25 to give this introduction a little bit of an overview

1 so that hopefully we can spread the word about this  
2 program and be able to help some companies as we go  
3 forward.

4 **(WHEREUPON SLIDE 11 WAS DISPLAYED.)**

5 I think everyone is pretty aware of the  
6 situation in Virginia as far as sequestration and  
7 defense impact. As one of the primary federal  
8 contractors and DOD contractors, Virginia is a top  
9 state for those types of contracts which means that  
10 they're also at the greatest risk when it comes to  
11 those cuts hitting. In fact, there was a study done  
12 by Chmura Analytics in conjunction with George Mason  
13 that said that, that impact could be up to 150,000  
14 jobs within Virginia that are affected by those kinds  
15 of cuts.

16 So, while the, many of these cuts have  
17 already happened, some are also in the near future. So  
18 there's been some relief over the last couple of years  
19 with the budget deals that have gone through in FY '14  
20 and '15 but if you look out towards what the  
21 projections are for FY '16, '17 and '18 at the DOD  
22 budget level, there, there's going to be some severe  
23 impacts on companies unless something changes. So,  
24 rather than wait for that to happen, the intent of the  
25 program is to try to be proactive and deal with some

1 of those sequestration impacts proactively and ahead  
2 of the game so many of the companies that are going to  
3 be affected by those cuts are the small to medium  
4 sized range and they may not have the in-house  
5 capability or the ability to afford external resources  
6 to come in and help them meet those challenges. So,  
7 in order to kind of address those gaps, GENEDGE has  
8 set aside 2 million dollars in grant sourced funds to  
9 provide some assistance to those companies. That  
10 money is, originates largely within the Office of  
11 Economic Adjustment at the Department of Defense.  
12 Those funds are made available from DOD to localities  
13 with the interest of being able to sustain that  
14 industrial base. The intent from a DOD perspective is  
15 to be able to allow those companies to find other  
16 means of revenue or sustaining themselves so that when  
17 the need or the demand from a DOD perspective come  
18 back, that industrial base is still whole and we don't  
19 lose vital companies that may provide services that  
20 are necessary but may not be fully funded over the  
21 next few years due to sequestration.

22 From the State of Virginia's  
23 perspective, this is also about diversification of the  
24 economy. So part of the, as Brent said earlier, goal  
25 of the program is to be able to allow companies to

1 take those things, those particular resources,  
2 products, services capabilities that they currently  
3 provide to DOD customers and repurpose them or  
4 resource them into other markets or rechannel them  
5 into other outlets so that those companies can  
6 diversify and get beyond just the DOD space, help the  
7 economy of Virginia as well as those companies survive  
8 these impacts.

9 Next slide, please.

10 **(WHEREUPON SLIDE 12 WAS DISPLAYED.)**

11 So, many of you are maybe familiar with  
12 GENEDGE. Aimee is going to talk a lot more about who  
13 GENEDGE is in terms of being one of the NIST MEP  
14 network centers. We are the NIST MEP center for  
15 Virginia and DC. There are 60 of these spread around  
16 and the real kind of takeaway, while we offer a lot of  
17 help to companies in terms of strategic growth,  
18 process improvements, supply chain optimization,  
19 etcetera, there's a proven track record there of  
20 providing results and really the NIST MEP Network as,  
21 serves as a consulting role with an economic  
22 development to desire so, one of the benefits of  
23 working through the MEP Network is that NIST actually  
24 surveys clients served by the MEP Centers after the  
25 work has been done and through a third party resource

1 so you kind of get an independent view of what the  
2 economic impact has been and we can see that GENEDGE  
3 has a strong history of being able to provide benefits  
4 beyond the services. So the return on investment,  
5 we'll look at the last bullet on the slide here, is  
6 the one that really usually hits home for me. For  
7 every dollar invested in GENEDGE assistance and  
8 service, 26 dollars of economic impact is returned to  
9 the client organizations. That's the kind of impact  
10 we're hoping to be able to have with the DMEP program  
11 as well. To be able to invest some high quality  
12 resources and some sound, strong companies, repurpose  
13 some of what they do so that they can realize those  
14 kinds of economic impacts outside of the DOD space.

15 Next slide, please.

16 **(WHEREUPON SLIDE 13 WAS DISPLAYED.)**

17 So for those of you who haven't heard  
18 about this program yet, it is a selective program, as  
19 Brent said. So, the point of the program is to  
20 identify and provide tailored services. So it's not a  
21 cookie cutter approach where there's a certain amount  
22 of money or funding that's just given to companies but  
23 it's to actually provide high quality, professional  
24 services that are tailored based on the needs of the  
25 companies that are part of the program that will allow

1 them to either enter new markets, potentially develop  
2 new products or find different market channels that  
3 will help them grow their business beyond the DOD  
4 space. It is similar to the Growing Global Initiative  
5 that Brent mentioned earlier but this one is  
6 specifically focused on domestic market expansion  
7 versus exports.

8                   So, what we're after here is to select  
9 companies and then assist them with consulting  
10 services that help them create diversification  
11 strategies. So, and it's something as simple where  
12 that the intent would be to move companies out of the  
13 DOD space again and find ways to repurpose what they  
14 do well, to find customers who have problems that need  
15 to be solved by those types of capabilities, marry  
16 those two up and find new and growing markets for  
17 companies to offset the impacts of DOD. This program  
18 is 90 percent funded by the grant so there is a cost  
19 share perspective from the client. So when a company  
20 is accepted in and accepts the services, they'll pay  
21 10 percent of the cost of those consulting services  
22 and the program picks up the other 90 percent.

23                   The original intent was to award 45  
24 companies through the application process and complete  
25 assessments. It's probably going to end up being more

1 like 35 when we're done. And then there's funding  
2 available to serve at least 20 companies and in fact,  
3 as it's rolling out, we may be able to do better than  
4 that and serve a little bit more but we're fully  
5 confident at this point, we can meet that 20 company  
6 goal. So hopefully we'll be able to help at least 20  
7 companies to find ways to repurpose themselves beyond  
8 the DOD space and offset some of those negative  
9 impacts that are there from sequestration.

10 **(WHEREUPON SLIDE 14 WAS DISPLAYED.)**

11 The kinds of services that companies  
12 can expect run the gamut. We've got a great deal of  
13 things we can do to help. Everything from strategic  
14 planning for growth, innovation if necessary. We've  
15 got growth consultants that specialize in finding new  
16 ideas or new ways to repurpose capabilities or other  
17 things like that. We can do market research if  
18 necessary. Some companies may need particular  
19 management system help like ISO systems, for those of  
20 you that are familiar with the ISO standards and ISO  
21 9000's and those kinds of things. We can provide both  
22 implementation of management systems and certification  
23 as well as other types of product certifications. If  
24 someone needs a medical certification or anything else  
25 that allows them to take a product that may not have

1 been for one particular market and make it available  
2 to another. We have the ability to offer those kinds  
3 of services. We can get into the marketing or PR side  
4 of the house with web designer search engine  
5 optimization, if necessary, to identify and find  
6 customers. And then if companies have needs on the  
7 suppliers side, we can help with those as well. So as  
8 companies move from one repurposing capability from  
9 one area to another, they may need to find new  
10 partners to work with. We have both internal and  
11 external sources that we can use to help make those,  
12 marriage those things up.

13 We can do everything from prototype  
14 development as well as product management. With the  
15 intent here being that we can offer these services in  
16 a phased way so that we can help a company create  
17 their strategy for growth, identify the areas, the  
18 ideas of potential outlets that they might want to  
19 exploit and then be able to rack, help them rack and  
20 stack those and identify which ones have that highest  
21 probability of success so that they can, with the  
22 least amount of risk, move forward into new areas and  
23 try to grow the business beyond that DOD space.

24 Next slide, please.

25 **(WHEREUPON SLIDE 15 WAS DISPLAYED.)**

1 From an eligibility perspective, this  
2 is a, based on defense companies so we're looking at  
3 companies who are part of the defense supply chain.  
4 That doesn't mean that they have to be direct  
5 contractors. They can be subcontractors or even  
6 second, third or fourth tiered companies that may  
7 supply companies who supply DOD. That's why we're  
8 using the supply, defense supply chain terminology  
9 rather than saying defense contractors. But we're  
10 focused on that small to mid-sized company range.  
11 We're defining that as greater than 20 and less than  
12 500 employees and we are focused in Virginia so we're  
13 talking about companies that are based in Virginia as  
14 well.

15 Beyond that, the criteria is those who  
16 have been or will be significantly affected by  
17 sequestration. So we've been marketing the program  
18 across the Commonwealth to create some awareness and  
19 try to identify as many companies as we can that meet  
20 that above eligibility and get them to apply. And in  
21 order to get into the program we've set this up with  
22 an introductory workshop model to allow us to be able  
23 to bring folks in and this way we can kind of get them  
24 into the workshops, make sure that they're clear on  
25 how the program works and in that process, we provide

1 some beginning education on what the methodology is on  
2 how you go through a systematic approach to being able  
3 to repurpose your businesses of the new markets, new  
4 outlets, new channels.

5 Next slide, please.

6 **(WHEREUPON SLIDE 16 WAS DISPLAYED.)**

7 Over the last 3 months, we've been  
8 conducting workshops across the state. So we  
9 originally scheduled 9, we've actually executed 8 of  
10 these 9 and we've got one of them pending reschedule  
11 if we need it. But right now, you can see we've gone  
12 everywhere from Roanoke to Northern Virginia to  
13 Hampton Roads. And of course, for those of you who  
14 are aware of the DOD contracting mix, the largest  
15 number of companies is in the Northern Virginia and  
16 the Hampton Roads areas so we've kind of concentrated  
17 our efforts there because that's where more of the  
18 companies that meet the program criteria reside. But  
19 we have gotten companies from across the state. In  
20 fact, we've got as far west as Pulaski, Virginia.

21 Next slide, please.

22 **(WHEREUPON SLIDE 17 WAS DISPLAYED.)**

23 As I said, we've been holding these 9 introductory  
24 workshops across the state. At this point, we've had  
25 62 companies that have participated in a workshop. We

1 had the last of those workshops yesterday up in  
2 Dumfries and the rule is the company must attend the  
3 workshop in order to apply for the program. So, out  
4 of those 62 companies that have gone through, they  
5 have the eligibility to apply and ask for the  
6 assessment. In order to kind of standardize the  
7 assessment and make that something that's meaningful,  
8 we're using a tool called CoreValue software. This is  
9 the, it's a business valuation tool developed by some  
10 folks originally at MIT, but has now since been used  
11 and adopted by a variety of folks, primarily built  
12 around assessing companies as they're getting ready to  
13 sell or are in the market for sale so that they can  
14 identify what would most improve their value in the  
15 marketplace. We've kind of repurposed this tool a  
16 little bit, working with the CoreValue folks to use it  
17 more as a gap identification tool. The assumption  
18 being that if something would improve the viability of  
19 a business for sale, it's also going to improve its  
20 stability or its sustainability in the long run as  
21 well. And the kinds of processes that it uses, it's  
22 built around 18 economic drivers for a business and  
23 they've got a series of best practices and then they,  
24 the clients complete a survey by assessing themselves  
25 against the best practices. Based on those best

1 practices, it identifies valuation gaps. And those  
2 gaps help us and identify where the opportunities are  
3 for improvement for the client companies and we would  
4 then prepare service proposals based on those gaps.  
5 And this is what's going to allow us to be tailoring,  
6 to tailor those services to the needs of a particular  
7 company so that we can focus most on those companies  
8 that have the highest potential for diversification.  
9 So, as I said earlier, we expect to get at least 20  
10 companies through that process and provide services.  
11 At this point, the response has been extremely  
12 positive and much higher than that so I'm expecting  
13 that we may even be able to do better than that but it  
14 will be a mix of companies and dependent upon the  
15 services offered and the amount of funding that we  
16 have in order to be able to see what that final number  
17 is. But I think at least 20 we're confident with,  
18 being able to help that many companies weather the  
19 sequestration process.

20 Next slide, please.

21 **(WHEREUPON SLIDE 18 WAS DISPLAYED.)**

22 So, part of the challenge with this  
23 particular process and this grant is it was originally  
24 intended to run July 1 through June 30, 2015.  
25 Unfortunately, we got the funding in the middle of

1 August so we started out about 6 weeks behind so we've  
2 had to kind of compress the first part of this but as  
3 we've done this, we've held introductory workshops  
4 from September through November and we've held these  
5 workshops in what we're calling waves. So for each  
6 wave of workshops, as we get through a certain number  
7 of companies and a certain number of applications,  
8 we're going ahead and scheduling the assessments. So  
9 we've actually completed the first part of the  
10 assessments from the first wave, the first 3 workshops  
11 that were held in Roanoke, Richmond and Hampton.  
12 We're working on getting ready to assess and schedule  
13 the next wave. In fact, we originally planned on 45  
14 seats. It looks like we'll probably end up with about  
15 35 companies although there's still some in the last  
16 few workshops that have time to apply so I don't have  
17 a final number yet but I do know that in the first  
18 wave, there were 13 accepted, 14 that applied. And  
19 out of the second wave, I think, there are 18 that  
20 have applied and 17 that'll be accepted. So we'll be  
21 at that 30 number in the first two and then I'm  
22 waiting to see the response from the last but if it  
23 holds true, we'll probably be somewhere in the 35 to  
24 40 range.

25 So as we go forward with the

1 assessments, we'll develop the proposals and the real  
2 challenge is going to be delivering services. All the  
3 services have to be delivered through the end of June,  
4 2015. So, that may affect, we may end up serving more  
5 clients less deeply in order, just because of the time  
6 constraints of the program.

7 All of that said, we do expect to apply  
8 for additional funding for the 2015-2016 year, to do a  
9 second year of the program. To allow those companies  
10 that we've begun to help do more deeper work as well  
11 as bring additional companies in. So, hopefully  
12 everybody can stay posted and as we work towards  
13 rolling that out, the next series would be geared  
14 towards probably that next year's events. So, we'll  
15 take a similar approach. The feedback we've gotten  
16 initially from the folks at the Office of Economic  
17 Adjustment is that they really like the approach and  
18 so we have high hopes for being able to get the  
19 funding back for another year of the program, a second  
20 year. But we do have to reapply for that so, at this  
21 point, that's not a commitment and we'll be able to  
22 finish working with the first set that we've got right  
23 now.

24 **(WHEREUPON SLIDE 19 WAS DISPLAYED.)**

25 I'm going to go ahead and turn it over

1 to Aimee now and Aimee's going to tell you some more  
2 about other programs within GENEDGE and other ways  
3 that GENEDGE might help some of the companies that you  
4 guys work with. I appreciate your time.

5 **BRENT SHEFFLER:** Very good, thank you,  
6 Dean. That was excellent. Those of you who just now  
7 joined us, you have been listening to Dean Young,  
8 Program Manager of the Virginia Domestic Markets  
9 Expansion Program with GENEDGE. As a reminder to our  
10 audience, we are taking question and we plan to  
11 address those questions during the Q and A part of our  
12 program, coming up right after Aimee McCarthy speaks.  
13 So if you have a question, please post it in the  
14 question panel. Let us know if your question is for  
15 Dean Young or Aimee McCarthy. They do have specific  
16 speciality areas of interest that could be important  
17 to respond to those questions. So just let us know if  
18 it's for Dean or for Aimee. Aimee, you're up next so  
19 please, go ahead.

20 **AIMEE MCCARTHY:** Hi everyone. Thanks a  
21 lot for listening in and giving us the opportunity to  
22 tell you about this.

23 GENEDGE, who are we? We are the  
24 Commonwealth of Virginia's Manufacturing Extension  
25 Partnership and that includes manufacturing technology

1 firms and also we can serve government services in  
2 both the federal government and the state government  
3 but our core market is manufacturing and R&D and  
4 technology. We are state employees, we're a not for  
5 profit organization that is kind of a quasi state  
6 agency. We are, we do receive federal funding from  
7 NIST and we have an independent board of trustees  
8 that's appointed by the governor and that includes  
9 some people who are in industry as well as community  
10 colleges, college presidents and government.

11 We've been around for about 20 years,  
12 as Dean mentioned. And we've got about 20 to 30  
13 FTE's, depending on how you count. We have two  
14 partners, one of them is ODU out in the eastern part  
15 of the state and we've got a few consultants out there  
16 that perform the services that we provide as well as  
17 some consultants out in southwest Virginia at  
18 Wytheville Community College Manufacturing Technology  
19 Center. The, our affiliate, our parent organization,  
20 NIST MEP, has, as Dean mentioned, 60 entities across  
21 the U.S. and we deliver similar programs. There's  
22 about 1,500 consultants nationwide and so if Virginia  
23 doesn't have a specific capability, just for example,  
24 there's a few states like Idaho and Nebraska, that  
25 have a lot of expertise in the food industry, we can

1 call upon them to expand our knowledge base.

2 And so, why GENEDGE? We are, with our  
3 history, we've had an excellent result as far as the  
4 impact and ROI that we've generated for Virginia  
5 companies and we're in the top 5 percent in the nation  
6 of all those MEP's with about double the impact as  
7 reported by some of the other average MEP's.

8 Next slide.

9 **(WHEREUPON SLIDE 20 WAS DISPLAYED.)**

10 Okay, so where are we located? Here's  
11 a map and we've got existing, our headquarters is in  
12 Martinsville, Virginia. We have an office in Richmond  
13 where we've got a, in the center of the state, a fair  
14 number of consultants and the map shows you where  
15 we've got existing locations as well as some new  
16 locations. So, in 2015, we're expecting to add some  
17 small business advisors and that will be in Rockingham  
18 or Augusta County and up at CIT at the SPDC in  
19 Arlington and at Virginia State. So, we are trying to  
20 get to a model where we can get to within 2 hours of  
21 pretty much anybody in the Commonwealth.

22 Next slide.

23 **(WHEREUPON SLIDE 21 WAS DISPLAYED.)**

24 Okay, so, like I said, for our core  
25 market, this has been larger or mid-sized firms and in

1 the past, like I said, 20 years, our initial focus was  
2 on the bottom line of clients and so we performed  
3 services such as industrial engineering, Lean and Six  
4 Sigma, efficiency of cells of manufacturing layout and  
5 whatnot, quality systems and helping them with ISO or  
6 some of the other certification methods and some  
7 supply chain services. We always start by making sure  
8 that we understand the company's strategy and engage  
9 their leadership. In the past 5 or 6 years, NIST kind  
10 of realized that in addition to working on bottom line  
11 growth, they needed to work on top line growth or we  
12 needed to so we rolled out some newer services in the  
13 areas of like, innovation and growth, sustainability,  
14 technology acceleration and supply chain. So, we've  
15 got a lot more to offer than maybe some of you who  
16 knew us as the Philpott Center previously offered.  
17 And, so again, the core market was kind of to protect  
18 and serve those companies that were around with their,  
19 with their bottom line and now we want to also provide  
20 some top line growth and help them with that.

21 So, see next slide.

22 **(WHEREUPON SLIDE 22 WAS DISPLAYED.)**

23 Okay, so in 2015, we're adding some  
24 small business services I mentioned. We're going to  
25 add some people in some other locations. What we've

1 found, we've done some market studies and worked with  
2 some of our partners across the state like the SBDC's  
3 and Chmura and the other economic developers and what  
4 we've learned is that 80 to 85 percent of the  
5 manufacturing base in Virginia is small companies with  
6 50 or less employees. And so, they can't afford to  
7 have consulting services sometime or, you know, in  
8 house, they don't have resources. They don't really  
9 have the capital to pay for it. They may not be  
10 familiar that we have a resource in the state that is  
11 subsidized by federal funding and so we want to be  
12 able to better serve them. So, we kind of are going  
13 to use a similar approach to the DMEP where we start  
14 with this assessment, the core value, and help them  
15 understand where they are and where the caps are and  
16 utilize not only ourselves but some third parties,  
17 community colleges, universities, to provide subject  
18 matter expertise. Use student teams to maybe get in  
19 there and help companies. Offer information to them  
20 on, for example, additive manufacturing, something  
21 they may not be familiar with that would be helpful.  
22 And we have a suite of supply chain services that  
23 includes risk management and total cost of ownership.  
24 We are helping, again, through some of our own folks  
25 and through third parties with market development and

1 commercialization. So, this will be, I think, a great  
2 benefit as we start identifying and serving some of  
3 these smaller companies.

4 And this program was actually built, in  
5 case people wonder about the federal government and  
6 NIST helping manufacturers with innovation and  
7 sustainable businesses, a lot of other countries have  
8 very similar programs to NIST MEP and so this was kind  
9 of built on a Canadian equivalent of the MEP system in  
10 the United States.

11 Next slide.

12 **(WHEREUPON SLIDE 23 WAS DISPLAYED.)**

13 Okay, so again, I think we covered this  
14 but we do have a good economic impact for the  
15 investment of a company and being said, the investment  
16 of a dollar creates 26 dollars of impact as measured  
17 by this independent third party. And over the past  
18 data from say, 2000 to 2013, we've increased or  
19 retained sales by a billion and a half. We have cost  
20 savings, client's investments made or investments  
21 avoided. Say they thought they needed a new oven, and  
22 we've helped them maybe reutilize that so they didn't  
23 need to have a capital expenditure and assisted in  
24 creating or retaining over 8,000 jobs.

25 Next slide.

1 **(WHEREUPON SLIDE 24 WAS DISPLAYED.)**

2 So for more information, you can  
3 contact Dean or myself. Dean, of course, on the core  
4 value and the program details for the DMEP program and  
5 myself for any programs that we have. And I do know a  
6 lot of you guys already and I look forward to meeting  
7 some of the other economic developers at our various  
8 events and contact information is below and again,  
9 just appreciate your, your being here and listening to  
10 what we have to say today.

11 Brent, next slide.

12 **(WHEREUPON SLIDE 25 WAS DISPLAYED.)**

13 **BRENT SHEFFLER:** Very good. Thank you,  
14 Aimee. Thank you very much. And, those of you who  
15 are visiting, you've just been listening to Aimee  
16 McCarthy, Marketing Director with GENEDGE. Prior to  
17 Aimee you heard from Dean Young, Program Manager of  
18 the Virginia Domestic Markets Expansion Program, also  
19 with GENEDGE. We now have an opportunity to take  
20 questions so if you have a question, please pose it in  
21 the question panel and let us know which panelist your  
22 question is directed to reach and Connie, if you would  
23 please, go ahead with the questions.

24 **(WHEREUPON SLIDE 26 WAS DISPLAYED.)**

25 **CONNIE LONG:** All right. Thank you,

1 Brent. First question, what are the current efforts  
2 by GENEDGE and VDMEP to encourage and create market  
3 incentives to increase the recovery of recyclable  
4 materials for use by Virginia's manufacturing  
5 businesses, thereby reducing costs, saving energy and  
6 creating jobs?

7 **AIMEE MCCARTHY:** Okay, I'll take that  
8 one. We have a sustainability program that we've  
9 worked with through the EPA called the E3 Program and  
10 that's energy, environment and economy and we've  
11 deployed that throughout a lot of the tip region, the  
12 southern part of the state and that helps look at  
13 sustainability efforts and recycling and also we do  
14 energy audits. I'm not sure if that answers the  
15 question. We also do, I guess, environmental audits.  
16 We have funding through the EPA again, and so we  
17 perform those sorts of services. Pretty much, most of  
18 those have been, to date, been accomplished through  
19 grant funding.

20 **CONNIE LONG:** Okay. This is a related  
21 question. Has GENEDGE or VDMEP explored the benefit  
22 and value of recycling market development zones for  
23 use in Virginia?

24 **AIMEE MCCARTHY:** Okay, I'm not sure I  
25 understand that question.

1                   **CONNIE LONG:** I'm assuming by the  
2 capitalization, it's a type of development zone that  
3 can be established and they want to know if you have  
4 explored the benefit and value of perhaps setting up a  
5 recycling market development zone in Virginia.

6                   **AIMEE MCCARTHY:** I don't think we have.  
7 So that's a great idea and if somebody wants to  
8 contact me afterwards, maybe we can explore that a  
9 little more because that does sound like a good idea.

10                  **CONNIE LONG:** Great. Okay. Will there  
11 be additional ...

12                  **DEAN YOUNG:** I'm, I'm just, I was just  
13 going to chime in on that too. That is something that,  
14 some of those zones already exist that overlap some of  
15 the companies. That may be a good thing for us to be  
16 aware of so that we can offer it as we tailor services  
17 to each of the companies that are part of the program.

18                  **CONNIE LONG:** Terrific. Will there be  
19 any additional workshops in the immediate future?

20                  **DEAN YOUNG:** Yeah, I'll take this one.  
21 At this point, probably not. We are, because of the  
22 time constraints, and the response that we've already  
23 received, we're very close to fully subscribed already  
24 with what we expected to get. What we will probably  
25 start to do is begin to generate some lists or backup

1 of additional companies that may have an interest so  
2 if you do have folks within your daily work that you  
3 work with that would be interested, please have them  
4 contact Aimee or myself and let us know because I'd  
5 like to be able to create a backlog if we can, when we  
6 go back for additional funding so that it'll just add  
7 more credence to the, the pain that we can help  
8 alleviate if we can get additional funding from the  
9 Office of Economic Adjustment for the following year.

10 **CONNIE LONG:** Dean, this one is for  
11 you. Are there any participants from the Eastern  
12 Shore?

13 **DEAN YOUNG:** We have not had anyone  
14 from the Eastern Shore that I'm aware of. If there  
15 are companies, again, that are part of, that are on  
16 the Eastern Shore you're aware of that are DOD  
17 suppliers that meet that criteria of size, are  
18 affected by sequestration, if you could again, contact  
19 me, would be great for us to be able to build that and  
20 reach out. I will tell you that the initial pass of  
21 companies was largely driven by the study that I  
22 referenced earlier by Chmura Analytics that looked at  
23 companies who were contracting or subcontracting with  
24 DOD so we had to market, in a very short period of  
25 time, as broadly as we could, we touched, I think,

1 3,500 companies across the state. Based off of that  
2 database that we had to start with, but I'm sure that  
3 we probably have missed some so if there are others  
4 that are interested, we would love to be made aware of  
5 them so that as we go through the next round,  
6 hopefully we can continue to expand the reach as far  
7 as possible.

8 **CONNIE LONG:** Great. And Brent has put  
9 you all's contact information on the screen again so  
10 if anybody has an interest in contacting you about  
11 that, the information is there. Next, Dean, the next  
12 question is for you also. How would you generally  
13 describe the defense supply chain companies that have  
14 participated and accepted into the program?

15 **DEAN YOUNG:** Well, so far, it's a  
16 pretty diverse mix. We have everything from  
17 manufacturing companies to technology companies to  
18 service companies to folks who provide particular  
19 staffing niches. So it's been a, we have expanded  
20 beyond the traditional MEP manufacturing, industrial  
21 kind of realm. So it's not just people who make  
22 physical things but also people who provide services,  
23 knowledge, different kinds of things. So, as I said,  
24 we've been in everything from engineering service  
25 companies to IT companies to, we've even got a few

1 consulting companies who've applied. So, they, they  
2 run the gamut of just about everything that is  
3 supplied in Virginia to DOD and typically we've got  
4 everything from, like, the companies that are just  
5 over the 20 minimum to companies that are approaching  
6 the 500. Most of them, I would say, are characterized  
7 probably somewhere in the, the 50 to 100 range, would  
8 be the, the, the, probably the average but we do have  
9 companies across that entire spectrum. So, we've been  
10 really pleased with the response. I will tell you the  
11 pain of sequestration is real. Of the 31, 32  
12 companies that have applied so far, cumulatively  
13 they're, they're estimating impacts of over 500  
14 million dollars in revenue and over 1,200 potential  
15 jobs that could be impacted in just the 30 companies  
16 that we've touched so far. So, I think we've done a  
17 good job. I give, like to give a lot of the credit to  
18 my partner over here, Aimee, for marketing this to the  
19 right people. And we've had a lot of good response  
20 because I think we're hitting those folks who are most  
21 affected and who are probably most likely to benefit  
22 from the kinds of services the program has to offer.

23 **CONNIE LONG:** Okay. Will GENEDGE bring  
24 in the community colleges or universities to  
25 supplement or provide some of the services outlined in

1 the program?

2 **AIMEE MCCARTHY:** Yes, absolutely. We  
3 do have a plan for involving even the, some of the  
4 small business centers if need be, but the IP or  
5 technology from university partners as well as  
6 community colleges, is definitely an open resource for  
7 meeting the needs of the companies. It will, of  
8 course, depend on what the assessment show and is  
9 needed versus their strategy that they decide upon.  
10 We will probably also have some independent third  
11 parties that bring some expertise to the party.

12 **CONNIE LONG:** Brent, that's all the  
13 questions that I have.

14 **DEAN YOUNG:** And I would also say that  
15 the small ...

16 **BRENT SHEFFLER:** Go ahead, Dean. Go  
17 ahead, Dean. If you had some other, additional  
18 comments to make on that, please go ahead.

19 **DEAN YOUNG:** I was just going to, the  
20 only thing I was going to add to was that I know that  
21 the small business outreach program that Aimee had  
22 talked about as well, that's targeted for 2015, has a  
23 partnership component where they're bringing students  
24 from, I think there's 4 of the universities across  
25 the, the Commonwealth that will come in and also serve

1 companies, provide project based services to the  
2 companies that participate in the small business  
3 initiative. It's a way of getting those kids out and  
4 getting some real experience for them as well as  
5 utilizing some of those smart resources that we have  
6 within our community, within our college system, our  
7 community college systems.

8 **BRENT SHEFFLER:** All right, very well.  
9 Thank you very much, Dean Young and Aimee McCarthy.  
10 Those of you who've been listening, you've been  
11 listening to Aimee McCarthy with GENEDGE and Dean  
12 Young, also with GENEDGE, providing this background  
13 information. Thank you very much for your time and  
14 attention.

15 Before we end today's session, I'd like  
16 to acknowledge and thank the many people who, and  
17 organizations who participated and contributed to  
18 making today's session possible. If you have a  
19 comment of appreciation, please drop them a note of  
20 appreciation. If you have a complaint, don't tell  
21 them, please tell me.

22 **(WHEREUPON SLIDE 27 WAS DISPLAYED.)**

23 And also, I'd like to remind everyone  
24 that the program has been recorded so if you would  
25 like to relisten to this or if you'd like to forward

1 it to a friend, because this, the session has been  
2 recorded, it will be posted on the Virginiaallies.org  
3 website, so please go there to take a look at it and  
4 listen to it or to forward it to a friend.

5 **(WHEREUPON SLIDE 28 WAS DISPLAYED.)**

6 Also, those of you who have attended  
7 today's webinar, thank you for joining us today. Thank  
8 you for your participation with the questions and we  
9 hope you find it valuable. Thank you to our speakers  
10 for joining us today. It was very helpful to all of  
11 us in Virginia.

12 **(WHEREUPON SLIDE 29 WAS DISPLAYED.)**

13 Our next webinar will take place on  
14 December 17th. This is the Third Wednesday Webinar on  
15 the topic "Southern Virginia Product Advancement  
16 Center". You will hear about how the Southern  
17 Virginia Product Advancement Center serves companies  
18 in Virginia. Our speaker for the December 17th  
19 webinar is Dr. Doug Corrigan, Executive Director of  
20 the Southern Virginia Product Advancement Center.  
21 There is no cost for registration. We look forward to  
22 having you with us on December 17th for this next  
23 Third Wednesday Webinar. Until then, goodbye everyone  
24 and have a great day.

25 **(WHEREUPON, the Webinar was concluded at 2:45 p.m.)**

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STIPULATION

The foregoing matter was taken on the date, and at the time and place set out on the title page hereof.

It was requested that the matter be taken by the reporter and that the same be reduced to typewritten form.



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SIGNATURE AND DELIVERY OF CERTIFIED TRANSCRIPT**

I, **Suzanne W. Gonzales**, Notary Public, do hereby certify that the foregoing matter was reported by stenographic and/or mechanical means, that same was reduced to written form, that the transcript prepared by me or under my direction, is a true and accurate record of same to the best of my knowledge and ability; that there is no relation nor employment by any attorney or counsel employed by the parties hereto, nor financial or otherwise interest in the action filed or its outcome.

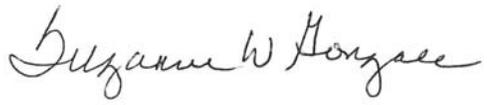
This transcript and certificate have been digitally signed and securely delivered through our encryption server.

IN WITNESS HEREOF, I have here unto set my hand this 3rd day of December, 2014 .

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Notary Registration Number: 7060068  
My Commission Expires: 02/28/2018

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