



UEDA 2007 Awards of Excellence Finalists – Best Practice Panels

Workforce Development

Department of Defense Logistics and Supply Industry Partnership

Presenter: **Donald J Kryszakowski**

UEDA Member Organization: **The Pennsylvania Technical Assistance Program (PennTAP)**

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Abstract

The South Central Workforce Investment Area of Pennsylvania created a Department of Defense (DoD) Industry Partnership to strengthen the region's defense industry through targeted skills training. Penn State University's Pennsylvania Technical Assistance Program (PennTAP) managed the development of this Partnership. This Partnership grew out of a state-funded economic development initiative, Job Ready PA, which builds partnerships to more effectively respond to the workforce needs of targeted industries.

The Industry Partnership is comprised of representatives from regional DoD commands and activities, the private contractors supporting those activities, and regional education institutions and training providers. The Partnership acts as a workforce intermediary, connecting the workers and contractors with the educational infrastructure by creating industry-driven training programs in response to identified skill gaps targeting three categories of workers: DoD personnel; civilian contractors providing both infrastructure as well as technical and mission support services; and DoD systems manufacturers and parts and component suppliers.

Training programs have focused on emerging skills needed for new technologies including Functional Program Management in team-oriented environments; Radio Frequency Identification (RFID) systems; compliance with and waivers from environmental regulations; and technical or administrative contracting needs unique to the variety of organizations supporting the Department of Defense activities in the region.

In addition, the Industry Partnership has become the focus of a regional planning initiative associated with an anticipated accretion of jobs at Aberdeen Proving Grounds in Maryland, and the Partnership coordinated the development of a DVD targeting high school students promoting jobs at DoD facilities.

Workforce Development

Lean Six Sigma for Healthcare: Applied Training for Saint Vincent Health Center

Presenter: **Nick Randell**

UEDA Member Organization: **UB Center for Industrial Effectiveness**

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Abstract

The Saint Vincent Health Center (SVHC) in Erie, Pennsylvania, joined forces with TCIE, launching a 20-month program to instill a Lean Six Sigma problem-solving culture. SVHC is the central hospital of Northwestern Pennsylvania's largest health care network. Management at SVHC, facing the upwardly spiraling cost of health care, decided to take decisive action to attack process inefficiencies and better control costs.

In the first seven-month phase of the project, the TCIE team delivered Lean Six Sigma Executive and Champion level training to 30 members of top management. Additionally, TCIE provided extensive on-site mentoring for SVHC staffers working on several initial projects. These projects were closely integrated with an Emergency Department process modeling project that was conducted by UB faculty member Professor Li Lin. Professor Lin's team then went on to conduct a similar analysis of SVHC's Operating Room (OR) facilities, simulating patient flow through pre-surgical holding areas, operating suites, and the post-anesthesia care units.

The second major phase of the program rolled training out to the SVHC management team on a large scale. Lean Six Sigma 101 introduced over 120 managers to Lean tools and the DMAIC method via a mix of classroom and workshop. Participants launched 42 internal improvement projects. Lean Six Sigma 201 provided more extensive training on Lean and Six Sigma tools (72 hours, providing Green Belt level training) to 14 select candidates. During this final phase, the trainers worked extensively with SVHC project leaders – in the workshops and during general on-site consulting – to identify critical-to-quality metrics and guide 16 Lean Six Sigma projects. Most projects were able to identify potential and actual cost savings, and SVHC estimates that the overall ROI for the program has already reached \$540,000.

Workforce Development

Certified Nurse Aide (CNA) Training Program

Presenter: **Dr. Mac McCrory**

UEDA Member Organization: **Oklahoma State University – Oklahoma City**

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Abstract

Oklahoma State University-Oklahoma City and the Oklahoma Health Care Authority have partnered with several nursing homes around the state to offer a unique and innovative training program. The program addresses a significant shortage in one area of the health care workforce, the direct care or nurse aide.

OSU-OKC's program provides free training to qualified individuals to become a Certified Nurse Aide. Once a CNA successfully completes the program, they agree to work at least 12 months in a Medicaid facility. Students may opt to pay for their training and work in privately funded or acute care facilities.

Long term care (nursing homes) facilities, acute care centers, and hospitals are experiencing a shortage of qualified nurse aides. This shortage is not just in Oklahoma, but nationwide.

The program is funded by the Oklahoma Health Care authority, with cooperation from the Oklahoma State Department of Health. The training is offered in Oklahoma City, Tulsa, and six other rural communities around the state.

This program is unique because education, government, and private businesses (nursing homes) partner to offer the training. OSU-OKC designed and developed the curriculum and trains the instructors. The training is offered in nursing homes around the state. This provides students with an opportunity to receive quality education and training in a facility similar to the one where they will work.

To date, over 1,000 students have graduated from the training program. The first time pass rate for these graduates is over 96%. Most of these graduates continue to work in the health care industry.

This program is addressing a significant workforce need in Oklahoma's health care industry. Virtually every nursing home in Oklahoma indicates that they need qualified direct care workers.

Technology Commercialization

University of Akron Research Foundation

Presenter: **Dr. George R. Newkome**

UEDA Member Organization: **The University of Akron**

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Abstract

In 2001, the University of Akron Research Foundation (UARF) was established to set in place the framework for growing and strengthening entrepreneurial relationships between The University of Akron and regional industry. UARF has become a natural and logical hub in which diverse scientific and commercial interests may be brought together to assess and develop technologies without compromising the proprietary nature of their respective businesses. In five years, UARF's model has enjoyed a great deal of success, increasing the University's annual licensing royalties from \$200,000 to almost \$2 million, and supported the creation of more than 15 new businesses based on University technology.

This initiative has lead to UA's number one technology commercializing ranking among public Ohio universities by the Ohio Board of Regents. The composite score for ranking is based on productive technology licenses, formation of start-up companies and direct industry research support by Ohio companies. Examples of UARF's technology transfer relationships include a joint venture for developing electro-spun products; an equity position in Akron Polymer Systems, a UA spinout company manufacturing polymer thin films; and a collaboration with Biomedical Research Associates, a spinout company from Summa Hospital System that provides product development and technical support for clinical trial services.

Technology Commercialization

MilTech, Accelerating Transition of New Technology to the US Warfighter

Presenter: **Steve Holland**

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Abstract

MilTech is deserving of the UEDA Award for Excellence for enabling successful commercialization of technologies for Department of Defense (DoD) where critical design and manufacturing issues have previously roadblocked getting life-saving and state-of-the art equipment to the warfighter quickly and cost-effectively. MilTech is a unique collaboration of two existing programs at Montana State University (MSU) that flips the traditional business assistance model to support DoD by targeted assistance to vendors. While DoD spends several billion dollars each year on R&D for technologies through small companies, most never make it to the US warfighter for lack of appropriate product design and/or effective supply chain development. MilTech, funded by DoD's Office of Technology Transition, is changing that with the blended strengths of TechLink Center and the Montana Manufacturing Center at MSU. Companies are screened for verifiable demand from DoD before receiving very specific, targeted assistance in identifying issues and implementing solutions to fulfill their contracts. With a MilTech boost, Montana's Doctor Down, Inc. met new demand from DoD by successfully ramping up sales and capability in 2005 by a whopping 850 percent. In the first quarter of 2006, new DoD solicitations increased orders by 30 percent over the entire previous year. Doctor Down is just one example of DoD vendors overcoming hurdles with MilTech assistance. A recent Government Accounting Office report cited MilTech as one of just five government-funded organizations directly supporting small manufacturers. The program is now collaborating nationwide with specialists from the NIST Manufacturing Extension Partnership network.

Technology Commercialization

East Stroudsburg University Business Accelerator Program

Presenter: **Mary Frances Postupack**

UEDA Member Organization: **East Stroudsburg University of Pennsylvania**

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Abstract

The East Stroudsburg University of Pennsylvania Business Accelerator opened officially in December 2001 with the goal of building a more diversified business base, increasing high-tech, family-sustaining job opportunities, and creating regional wealth. The success of the Business Accelerator has led to the creation of seven high-tech companies and over 60 high-paying, family sustaining jobs.

The Program provides a variety of services to its client companies including: Office Space, Telecommunication Services, Computer and E-mail Support, Administrative Assistance, Business Plan Development, Training Programs, Financial Resources, Technology Transfer and Commercialization Support, Professional business services (e.g. banking, legal, accounting, marketing), Angel and Venture Capital, Business Networking, Access to university library, labs and academic resources, student interns, graduate assistants, faculty, and staff.

The continued growth and success of the business Accelerator Program has led to development of an 11-acre University Research and Technology Park on the ESU campus. The expansion is supported by a \$2.5M Redevelopment Assistance Capital Program (RACP) funded through the Pennsylvania Department of Community and Economic Development and federal grants for \$1.2M from the Economic Development Administration (EDA) and \$75,000 from the Appalachian Regional Commission (ARC). The economic impact is expected to result in: Over 286 new jobs, Average wages \$47,857, and \$54.4M into the economy.

ESU is one of fourteen institutions in the Pennsylvania State System of Higher Education. The university is 75 miles west of New York City and 85 miles northeast of Philadelphia, placing it in close proximity to the nation's top global pharmaceutical and Fortune 500 companies.

Partnership Development

Southside Bethlehem Keystone Innovation Zone

Presenter: **William D. Michalerya**

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Abstract

The Commonwealth of Pennsylvania recognized Lehigh University's research strengths and its support for entrepreneurship and awarded the first Keystone Innovation Zone grant to the Lehigh Valley Economic Development Corporation on behalf of Lehigh and its supporting partners. This designation brought with it opportunities for support and development of new businesses based on technologies developed or licensed through Lehigh University faculty and students. The success of the Southside Bethlehem KIZ is a direct result of these partnerships and Lehigh's role in the community. This group of Primary organizations has included: Lehigh University, Northampton Community College, Lehigh Valley Economic Development Corp., Ben Franklin Technology Partners of Northeastern PA, Manufacturers Resource Center, Small Business Development Center, Wachovia Bank, Orasure Technologies, St. Luke's Hospital, Lehigh Valley Hospital, Good Shepherd Rehabilitation Hospital, City of Bethlehem, Team Pennsylvania Foundation, UGI Inc., and the Lehigh Valley Workforce Investment Board. This group represents the entrepreneurial and technological infrastructure of the region.

The Southside Bethlehem KIZ was specifically designed to create a "knowledge neighborhood" utilizing the resources of Lehigh University and Northampton Community College as well as assets of other partners. The KIZ boundaries encompass most of the South Side of Bethlehem and includes all of Lehigh University, the Northampton Community College South Bethlehem Campus, the Ben Franklin Technology Partnership Incubator and the former Bethlehem Steel property, including Lehigh Valley Industrial Park VII.

Unique, innovative strategies, techniques and approaches are used to marry the University's research focus areas with the KIZ target industries: 1) Life Sciences; 2) Opto/Microelectronics; 3) Information Technology; 4) Advanced Materials/Nanotechnology and 5) Financial Services. These target industries are the most fertile areas for invention and technology transfer from Lehigh and local entrepreneurs to the marketplace. Since inception, the Southside Bethlehem KIZ has created over 80 and retained 72 jobs in the KIZ, leveraged over \$15 million dollars in private equity, federal and state grants, sponsored over 33 student internships, created seven new companies, employed 58 Lehigh graduates and developed 22 new technologies, 13 of which have been commercialized. These numbers demonstrate the commitment of Lehigh and its supporting partners to serve as an economic driver in its region, thus creating a fertile environment for entrepreneurs to succeed.

Partnership Development

Texoma Regional Consortium

Presenter: **Kathy Hendrick**

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Abstract

In the Texoma area over 2900 new jobs have been created in the last three years, and unemployment is at an all time low of 3.4%. The lack of a qualified available workforce was and is the problem that is facing new and current businesses and industry in the region. Although this region is in two states with a history of strong rivalries in business and football, Texoma area shares a labor force and is considered in the same labor shed area. This is the one issue that brought the Texas and Oklahoma workforce efforts together along with many other new partners from economic development groups, higher education, and business.

The Texoma Regional Consortium has evolved as a two state, Oklahoma and Texas, consortium to bring together economic development, workforce, higher education, and business and industry. The Texoma region, based on the defined boundaries of this consortium, is comprised of 13 counties, three in Texas and ten in Oklahoma.

Through funding from both Texas and Oklahoma State and economic development groups, this group developed a regional plan that identified key strategies and a vision statement. The initiative began with business cluster focus groups that have evolved into a healthcare consortium and a manufacturing consortium. The group is hosting bi-annual regional conferences to continue to work the plan, celebrate success, and address issues.

Partnership Development

Crossroads Coalition-UAEDI Partnership (<http://CrossroadsCoalition.org>)

Presenter: **Otto J. Loewer**

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Abstract

The Crossroads Coalition was formally created in 2005 with the University of Arkansas Economic Development Institute (UAEDI) as a major partner in the planning efforts which began in 2002. The Crossroads is a grassroots organization with a structure, strategy and philosophy designed to help residents of 10-county area in the Arkansas Delta transform their region into one of greater prosperity and well-being. Furthermore, the Coalition seeks to be a national model for broad-based development (economic, community, education, and leadership) in rural communities to be easily extended, expanded and replicated elsewhere.

Four Pillar Groups representing each area of broad-based development comprise grassroots support for the Coalition and are open to all who wish to participate. These Pillar Groups determine the Coalition's activities in concert with the Coalition's Board of Directors, Foundation and Technology Center for the Delta.

While the Crossroads Coalition is a work in progress, it has achieved considerable success to date with more expected. Examples include: creation of the Arkansas Delta Training and Education Consortium (ADTEC), comprised of the Coalition's five community colleges, which has generated over \$15 million in external funding mostly towards workforce education; creation of the Technology Center for the Delta which involved a \$2 million renovation; development of the SEED (Students Engaged in Economic Development) program; preparing a legislative agenda; and establishing a method for connecting those with an interest in the region through an electronic mailing list, webpage (<http://CrossroadsCoalition.org>) and newsletter. Currently, the focus is on creating the Crossroads Assets and Resources library (CARL).

Economic Development Research

Evaluation of Maine Technology Institute Assistance Programs

Presenter: **Dr. Charlie Colgan**

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Abstract

Over the past five years, the Center for Business and Economic Research (CBER) at the University of Southern Maine has partnered with the Maine Department of Economic and Community Development and two local private firms, PolicyOne and Burgess Computer, to conduct a detailed evaluation of the effectiveness of the research and development grant programs of the Maine Technology Institute. CBER examined the results of over 500 grants to 340 recipients in support of 440 separate research projects using an online-survey custom-designed by CBER.

This is one of Maine's most detailed and longitudinally-maintained evaluations of any economic development program, tracking each grant and its effects every year for 5 years (and in some case beyond 5 years). The benefits resulting from CBER's evaluation are three in number: improved allocation of MTI program resources, enhanced decision-making by policy makers, and expanded funding for MTI programs.

Results showed significant success in supporting technological innovation and commercial success for many Maine companies, and CBER's evaluation was critical in convincing the Governor and Legislature to approve significant expansion of funding for MTI and programs to support research and development, an area where Maine has historically lagged many other states. The MTI-evaluation process is expected to continue indefinitely into the future, incorporating the expanded activities made possible by expanded funding. While designed for the specific needs of the Maine Technology Institute, CBER's survey process could be easily adapted to meet the needs of others.

Economic Development Research

Implementation of Regional Cluster-Based Economic Development in the Western Iowa Advantage Region

Presenter: **Randy Pilkington**

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Abstract

Implementation of Regional Cluster-Based Economic Development in the Western Iowa Advantage Region documents a project completed by the Institute for Decision Making at the University of Northern Iowa with the Western Iowa Advantage Region, an eight-county regional economic development effort, and funded by the U.S. Department of Commerce, Economic Development Administration. The report highlights the five phases of the project undertaken that involved assistance to Western Iowa Advantage (WAD) and developing tools to assist other rural regions.

Phase 1 involved IDM assisting WIAD as the regional effort was formed and the completion of the *Western Iowa Advantage Cluster Analysis and Targeted Industry Analysis*. Phase 2 was the planning process that led to the development of the *Western Iowa Advantage Region Regional Economic Development Plan*. Phase 3 involved IDM providing WIAD a variety of technical assistance. Phase 4 consisted of seeking feedback from the WIAD economic developers and the evaluation and updating of the regional plan. Phase 5 was the development of two tools to other community and regional economic development efforts: *A framework for Forming a Regional Economic Development Effort* and *Understanding and Identifying Industry Clusters and Cluster-Based Economic Strategies as Part of Regional Economic Development Efforts*.

Economic Development Research

Farmshoring in Virginia: Domestic Outsourcing Strategies for Linking Urban and Rural Economies in the Commonwealth (Summary report of the Economic Development Studio @ Virginia Tech)

Presenter: **John Provo**

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Director

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Abstract

Farmshoring in Virginia summarizes research conducted by Virginia Tech faculty and students from the Office of Economic Development and Urban Affairs and Planning program about opportunities and challenges in domestic outsourcing. The final report and technical documentation can be downloaded directly at http://www.econdev.vt.edu/clients_projects/farmshoring.html.

The study was conducted in partnership with a number of clients. Among these were the Virginia Economic Development Partnership and economic development agencies in the cities of Alexandria, Galax, Harrisonburg, Martinsville, and the counties of Arlington, Carroll, Grayson, Henry, and Smyth.

Opportunities in domestic outsourcing or farmshoring are driven by needs like lower costs, data security, skilled and stable labor forces, and geographic constraints. Firms are building the business case for “going to the farm,” moving different types of work to diverse rural areas.

Examining the potential for farmshoring in diverse urban and rural areas in the Commonwealth of Virginia, we concluded that rural communities will benefit from job creation and new investment. At the same time, jurisdictions currently hosting businesses interested in outsourcing can find a silver lining in farmshoring as efficiencies gained through farmshoring within the same state strengthen firm ties to both locations. One example is the recent decision by two firms with other operations in the state to locate 750 high-paying information and communications technology jobs in Lebanon, a town deep in rural Southwest Virginia.

Community Development

Utilizing GIS Applications to Enhance Economic and Demographic Analyses for the City of Reno

Presenter: **Brian Bonnefant**

UEDA Member Organization: **Nevada Small Business Development Center (NSBDC)**

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Abstract

The University of Nevada, Reno Center for Regional Studies, Nevada Small Business Development Center, conducts regional applied research in areas including economics, housing, education, transportation, and health care.

The Center collects and maintains current and local economic/demographic data and utilizes Geographic Information Systems (GIS) technology to generate maps and other presentation formats that allow users to understand growth, trends, and patterns with data. The resulting information, which includes feasibility and impact analyses and maps, assists entities to make educated decisions and plans regarding regional economic and business development. The Center generates its own revenues and involves the community, University faculty and students. This program is sustainable and its clients realize benefits in terms of jobs created, jobs saved, and new industry.

Impact is also in the form of investment, increased construction, increased valuation, forecasted employment, increased sales, and projected tax collections. GIS services have enhanced our clients' capabilities to make business and economic development decisions.

Community Development

Operation JumpStart: Cultivating Communities through Entrepreneurial Development

Presenter: **Bill Vickery**

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Abstract

Operation JumpStart is planting the seeds for community development and growth in one of the poorest regions of the nation. Missouri Research Corporation (MRC) oversees the Southeast Innovation Center. The Center provides multiple business services, including Operation JumpStart, in 24 counties in southeast Missouri.

The Operation JumpStart model employs a simple formula that produces solid results: a proven curriculum designed for the target population, experienced trainers, ancillary resources for small businesses, and a key ingredient – offering a business plan competition with small start-up grants awarded to the winners. The possibility of earning a small grant is important to the program because it improves attendance and retention rates in classes, provides motivation for the entrepreneur to write an outstanding business plan to compete with classmates, and fills a gap that local banks hesitate to fill, that of small loans.

Since April 2006, JumpStart has trained over 135 individuals who have started 51 businesses and created 66 jobs. The program serves a high percentage of low to moderate-income individuals and dislocated workers in a region that is very poor, and has high unemployment, low educational attainment, and low per capita income. JumpStart is truly providing a community development JumpStart in an area of extreme need. Local seeds that are planted with this successful model have a strong possibility to “put down roots” in their communities and continue to grow.

Community Development

Community Festivals, Best Practices

Presenter: **David Mixson**

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Abstract

The Auburn Technical Assistance Center (ATAC), an EDA University Center, funded the research of two university professors in the School of Accountancy at Auburn University's College of Business who examined community festivals with the goal of establishing best practices. A special report title *Best Practices Considerations for Community Festivals* was produced. Following this report ATAC initiated a one-day best practices workshop to introduce the findings and provide targeted sessions for festival officials and others interested in starting a local festival. There was a need to help small and mid-sized communities benefit from Alabama's tourism traffic through the establishment, improvement and expansion of local festivals.

Each year since 2001, ATAC has provided solid, practical information from festival and event professionals on various aspects of successful festival operations. The workshop is one-day and is reasonably priced (2001 cost -- \$75 including lunch, 2007 cost -- \$125, including breakfast and lunch). Many participants drive in the day of the workshop and return home that afternoon. Others need only spend one night. This, plus the reasonable price, has enabled many organizations to bring several members, thus multiplying the benefits of the workshop.

Over 180 organizations in Alabama, Mississippi, Georgia, and Florida have sent more than 260 representatives to benefit from this workshop over the past several years. Thirty (30) professionals from academia and festival and event management have presented over 40 instructional hours.

For the 8th annual Community Festivals, Best Practices workshop in 2008, ATAC will have two workshops with the first in Auburn, AL, and the second in Birmingham, AL.

Business Assistance

Oklahoma Production Integration Network (OPIN)

Presenter: **Dr. Glenn Freedman**

UEDA Member Organization: **Oklahoma State University Center for Innovation and Economic Development**

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Abstract

OSU Center for Innovation and Economic Development (CIED) has successfully transformed a federal research appropriation into a commercially viable venture with significant economic benefits.

The Oklahoma Production Integration Network (OPIN) is a service of Oklahoma State University's Enterprise Center, LLC. The network is comprised of over 250 Oklahoma manufacturers that can provide custom manufactured parts for military and commercial customers who are unable to procure these parts through regular processes. The project's goal is to assure that the customer can get any problem part cheaper, quicker and of higher quality than before.

Innovative points of interest include the ease of accessibility to manufacturers enjoyed by the government; the inclusion of funding sources to build the State's manufacturing base, enhancing the regional workforce, and keeping contracts in-state.

In 2207 to date, a total of \$8.7M has been contracted from a network of approved/certified manufacturers responding to problem part contracts from the military and large aerospace companies. Contracts in process during the remainder of 2007 total approximately \$22 million. Increases in production have provided additional income for small manufacturers, their surrounding communities and the State of Oklahoma's economy.

This program is award-worthy due to its comprehensive, systems approach to solving three interrelated problems:

- 1) The military's need for aging aircraft
- 2) Oklahoma's desire to support small manufacturing businesses and
- 3) The companies' interest in survival and expansion,-- especially in rural areas.

Business Assistance

Virginia Small Manufacturing Assistance Program

Presenter: **John Provo**

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Title: Director, Office of Economic
Development

Abstract

The Office of Economic Development at Virginia Tech with the Virginia Secretary of Commerce & Trade developed the Virginia Small Manufacturing Assistance Program (VSMAP) to help create new and support existing manufacturing jobs in rural, distressed Virginia. VSMAP was funded in 2005 as a pilot program by the Virginia General Assembly as part of Governor Mark Warner's *Virginia Works* initiative.

To implement the program, the Office of Economic Development at Virginia Tech coordinated with the Center for High Performance Manufacturing and the Business Technology Center at Virginia Tech and the Virginia Philpott Manufacturing Extension Partnership to provide technical assistance in four major areas:

- introduce lean manufacturing techniques
- assist in the implementation of quality programs
- develop and implement new and improved business and manufacturing processes
- identify and quantify new market opportunities

The projects with 30 companies yielded the following impressive results:

- Increased revenues: \$20,140,000
- Retained revenues: \$3,020,000
- Annual operating cost reductions: \$3,373,000
- New jobs created: 52
- Jobs retained: 24
- New investment: \$1,122,000
- Investment avoided: \$317,000

Four clients provided the following feedback on VSMAP:

- *The project quantified a new market opportunity that will help us double our sales.*
- *The lean manufacturing and Kaizen assistance has helped us to make the needed cultural change in our company for continued profitability; it also resulted in a sales increase of 30%.*
- *We were able to reduce our operating costs by 25%.*
- *The project provided a cost estimated program that has become a basis for our pricing. Without it, we would not have been able to compete and would have lost the company. With it, we are now in the top 10% of companies in our industry.*

Business Assistance

Assistance with FDA Regulatory Compliance

Presenter: **Alan L. McConnell**

UEDA Member Organization: **The Pennsylvania Technical Assistance Program (PennTAP)**

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Abstract

Augustine's Italian Village, a small, family-owned processor of frozen pizzas faced a crisis in terms of complying with new FDA labeling regulations for trans fat and allergen declaration, a crisis that could have disrupted operations for an extended period of time. Short-staffed and short on time, they turned to PennTAP for expertise, guidance and hands-on help in bringing their labels into compliance.

PennTAP conducted a full review of all product labeling, ingredients and formulations. Where gaps and errors existed, the PennTAP specialist pointed them out, made the corrections directly or found the resources to get them made, and stayed with the process all the way through. As a result, all of Augustine's labels were brought into full compliance without any disruption to business.

Over \$500,000 in economic benefits were realized, 15 jobs were saved and the owner was truly able to rest easy knowing that he didn't have to navigate uncharted, highly technical, regulations alone.