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Workforce Innovation in Regional Economic Development

## Rio South Texas WIRED Partnership

*Linking Talent Development, Innovation and Economic Development*

# Implementation Plan

October 09, 2007

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# WIRED

## Implementation Plan

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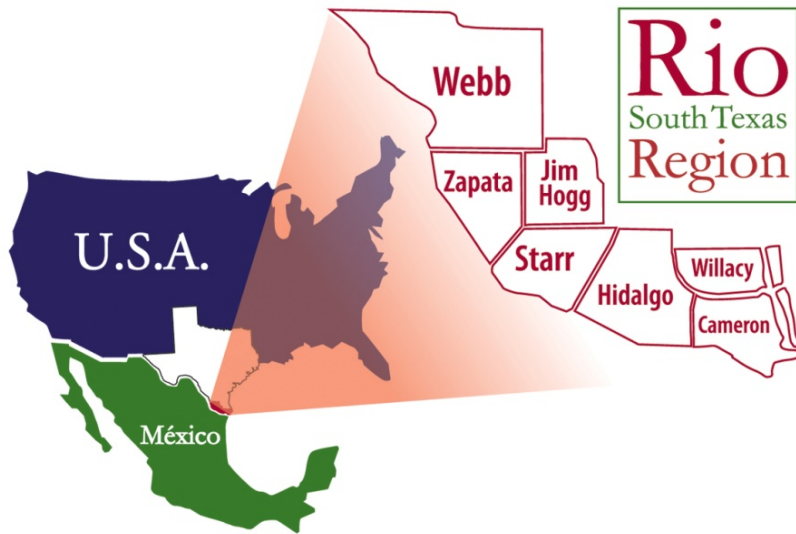
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### NAAMREI Partnership Agencies



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**NAAMREI is a U.S Department of Labor WIRED project devoted to developing a skilled and talented workforce and the increasing business momentum of the Rio South Texas Region. Ultimately, it will provide a transformational opportunity for the region to lead the nation and the world in rapid response manufacturing.**

Historically, the Rio South Texas Region has been identified as a rural, agricultural-based economy characterized by sporadic growth. In the past 10 years, the region, comprised of seven counties, has overcome a variety of challenges from high unemployment rates, low educational attainment and cultural bias to become one of the fastest growing economic areas in the United States. The McAllen-Mission-Pharr MSA, Brownsville-Harlingen MSA and Laredo MSA are among the fastest growing metropolitan statistical areas in the United States. In 2006, the region registered employment growth rates greater than the state average with developing counties Webb, Hidalgo and Cameron making a mark on the national scene. A significant opportunity now exists to leverage the current economic vitality to profoundly and positively impact the Region's quality of life and long-term economic competitiveness.

Workforce development strategies are vital to achieving significant and sustained economic transformation. Regional talent development partnerships represent the foundation on which can be built a strong, sustainable, transformational strategy guiding the area toward economic prosperity in today's global economy. The region currently boasts a strong workforce partnership network that is focused on addressing the challenges of developing the talent needed to compete in the global economy. These groups believe that the key to regional transformation is a coherent strategic plan integrating workforce, innovation and economic development in the region that will address the existing and projected need for skilled and trained workers, particularly in the advanced manufacturing sector.

Using an industry cluster analysis performed by Workforce Solutions, advanced manufacturing was identified as the sector offering the best fit for a plan to strategically position the region on a sustainable path to economic growth and prosperity. Leaders in education at all levels, government, economic development groups and industry have come together to focus on the concept of rapid response manufacturing (RRM) as a key platform to help transform the region into a global leader in advanced manufacturing. To achieve this objective, the Region must come together in a broad-based effort to develop, coordinate, and strengthen ongoing initiatives committed to talent development. Providing the pipeline of skilled talent necessary to support and retain existing advanced manufacturing employers while developing the talent pool needed to attract new advanced manufacturing companies to Rio South Texas is vital to the area's economic future.

The WIRED investment in the Region is now the driving force in aligning the work of existing Alliances under the North American Advanced Manufacturing Research and Education Initiative (NAAMREI).

### **NAAMREI**

The NAAMREI Consortium is comprised of forty-seven public and private partners from a variety of industries and sectors. The Consortium evolved as a result of the work of three alliances in the region:

- 1) North American Technology and Innovation Alliance;
- 2) Rio South Texas Manufacturing College Alliance; and
- 3) Region One Education Service Center (ESC) Texas Science Technology Engineering and Mathematics (T-STEM) Alliance

To promote integration, the work of each Alliance corresponds to a "Strategic Goal" in the overall WIRED Project. From this perspective, the initiative will focus the investment made from WIRED funds on talent development activities, while leveraging funds from other sources to fulfill infrastructure activities. Part of the WIRED investment will be used to support a NAAMREI office that will provide guidance and technical support to the NAAMREI Consortium in compliance with all requirements on the use of WIRED investment. The WIRED investment will be the catalyst to integrate the alliances and launch the NAAMREI Consortium to transform the Rio South Texas region.

### The Rio South Texas Region

The Rio South Texas Region is being transformed from a largely agricultural economy into a vibrant region that serves as a hub for major international trade. The region is positioned to be an increasingly important gateway between the US and the global marketplace, as community and government leaders along the U.S.-Mexico border work together to promote international and retail trade, tourism and innovation in advanced manufacturing.



**The International Gateway**  
Texas, and specifically the Rio South Texas Region, is the literal and economic gateway to Mexico and the Central and South Americas. The economic interdependence between Mexico and the United States is a defining characteristic of the region. For the United States, the region is the focal point for trade with Mexico. For Mexico, this region is of national economic importance, due to foreign direct investment related to the

thriving Maquiladoras, international trade, employment and migration. A maquiladora or maquila is a factory that imports materials and equipment on a duty-free and tariff-free basis for assembly or manufacturing. There are many Maquiladoras in Mexican towns along the United States–Mexico border, encompassing a variety of industries including electronics, transportation, textile, and machinery, and others.

In 2007 and 2008, Maquiladora exports are projected to grow at 12.8 percent. This increase, is above the projected long term average, is expected to have favorable effects on the border’s regional economy in the form of increased retail sales activity. Seventy percent of land imports and exports are traded through Texas Border land ports (July 2007 traded \$19.4b imports and \$16.9b exports).

Port Name <i>In Millions of dollar</i>	Land Imports	Land Export
<b>USA</b>	\$14,136	\$9,416
<b>Texas</b>	\$10,109	\$7,400
<b>Major Land Ports in Texas</b>		
<b>Brownsville</b>	\$525	\$641
<b>McAllen</b>	\$1,073	\$787
<b>Laredo</b>	\$5,470	\$3,877
<b>El Paso</b>	\$2,361	\$1,616

#### Border trading activity reported in July 2007

**70% of Land Imports**  
traded thru  
**Rio South Texas Border in July 2007**

**72% of Land Exports**  
Traded thru  
**Rio South Texas Border in July 2007**

In the same time period, the rate of increase in the U.S. foreign direct investment to Mexico is projected to average 11.3 percent. The stable pattern suggests that the border regional economy will continue to benefit from this investment activity as profits are repatriated back to the United States. (*UTPA Center for Border Economic Studies*) The Rio South Texas Region thus represents a dynamic region of strategic importance for both countries.

In addition to strong economic growth, the population of the Rio South Texas Region has experienced tremendous increase in the past five years. Counties with more than 50,000 registered citizens have grown over 16.6 percent, and counties with less than 20,000 registered citizens have experienced 4.8 percent growth. In 2005, Workforce Solutions, engaged TIP Strategies Inc. to conduct a regional industry cluster analysis. The purpose of the analysis was to identify those industries and occupations that represented the greatest potential for contributing to the local economy and leveraging existing resources. Some of the key findings of the report include:

- The lower Rio Grande Valley is growing at a phenomenal pace.
- The region added more than 231,000 people from 2000-2006.
- Job growth has outpaced the state, with nearly 50,000 jobs added in the past five years.
- Demographics of the region show that the population is one of the youngest in the United States. Forty percent of the region's population is younger than twenty years of age.

This young, growing, and diverse population represents a significant competitive advantage for the region and for Texas.

2006 Rio South Texas Population: 1,420,888							
Counties	Cameron	Hidalgo	Starr	Willacy	Jim Hogg	Zapata	Webb
Population	387,717	700,634	61,780	20,645	5,027	13,615	231,470
Hispanics	86%	89.4%	97.6%	86.6%	89.2%	87.7%	94.9%

Source: U.S. Census Bureau

### Mapping a Brighter Future for the Rio South Texas Region through Advanced Manufacturing

To maintain and increase the region's current positive trends and expand the regional vision for a vibrant economy and a rising standard of living, Rio South Texas leaders have determined that advanced manufacturing is the industry cluster with the greatest potential to drive economic growth for the entire region. To make this determination, the region's leaders considered a number of economic factors, as well as similar geographic regions across the nation and world. By focusing on advanced manufacturing, regional leaders believe that Rio South Texas is uniquely poised to become a major manufacturing base within the United States and a regional distribution hub through the development of an inter-modal transportation infrastructure.

The identification of advanced manufacturing is also critically important to the citizens in Rio South Texas. A region's economic transformation is measured by changes in the per capita income of its citizens. This is a challenge for Rio South Texas because four of the poorest counties in the U.S. are located along the border area and 21 communities have been designated as economically distressed areas (Round I Empowerment Zone designation 1994). The per capita income is \$9,421 and median income is \$16,505 (Census 2000). On the other

hand, entry level wages in manufacturing range from \$13.42 to \$22.87. Every dollar in manufactured goods generates an additional \$1.43 in economic activity for Texas. This is more than any other sector. Providing high skill, high wage advanced manufacturing jobs will raise the per capita income in the Rio South Texas region, provided the talent supply is available.

The region's focus on advanced manufacturing also aligns to the Governor's Target Industry Cluster Initiative, launched in October 2004. Advanced Manufacturing and Technology is one of six industry clusters in this statewide initiative that were identified by leading economists as engines of economic growth in Texas.

For the region to successfully grow the advanced manufacturing cluster, regional stakeholders must address critical gaps in the education and skills of its current and future workforce. Nearly one-half of the region's working age population does not have a high school diploma. In addition the region's high school graduation rate lags behind that of the state, suggesting that education levels will remain a significant barrier to improving the employment prospects of residents.

The student population of the region remains one of the most unique in the state, leading in the percentage of Hispanic, Spanish-speaking, migrant and low-income students. Ninety-seven percent of the students are Hispanic and 85 percent of the students are economically disadvantaged. The region also has the largest proportion of bilingual and migrant students in the state with 27 percent and 13 percent of the students in the region in each respective category, which accounts for 20 percent of the state's bilingual students. The region has 37 school districts and 17 charter schools in a seven-county region located along the southern U.S.-Mexico border. Growth trends indicate that the Rio South Texas student population, now at 363,270 students, will exceed 400,000 students by 2008, offering a new generation of skilled workers to foster greater prosperity in the region.

To support post secondary education needs for this talent pool, there are three universities and four community and technical colleges in the region. Although the 2000 census reported the number of residents with an associate's or a bachelor's degree is below the state and national average, the enrollment growth at some of the colleges increased more than 8.5 percent in fall 2007. For example, South Texas College's enrollment increased from 18,466 in 2006 to 19,973 in 2007.

The region has a tremendous asset in its young people, offering employers a group of students that have the motivation to take on the skilled jobs of tomorrow. Additionally the advantage of bilingualism offers students and employers the opportunity to develop and maintain relationships with Spanish-speaking partners around the country and globe, expanding the region's economic opportunities and outlook. However, regional leaders must ensure that the workers of today and tomorrow have the higher levels of education and skills required in manufacturing occupations. This will require the region to increase the number of high school graduates, particularly those with a strong academic foundation in science, technology, engineering and mathematics. It will also require a significant increase in the basic education and skills of the current workforce. In addition, regional leaders must create a climate of innovation and entrepreneurship that will support the technological advances in the manufacturing industry for decades to come.



### **The North American Advanced Manufacturing Research and Education Initiative (NAAMREI)**

Leaders in the Rio South Texas region recognized that in order to transform the economy, the region must embark on three distinct but integrated strategies to develop the region's advanced manufacturing workforce, and provide current and future employment opportunities that will increase the per capita income of its citizens. Three alliances were at various stages of maturity in the region, each focusing on one of the three critical strategies. However, the region lacked the management infrastructure necessary to ensure that the alliances were integrated, efficiently leveraging dollars and opportunities, and working together to address common issues.

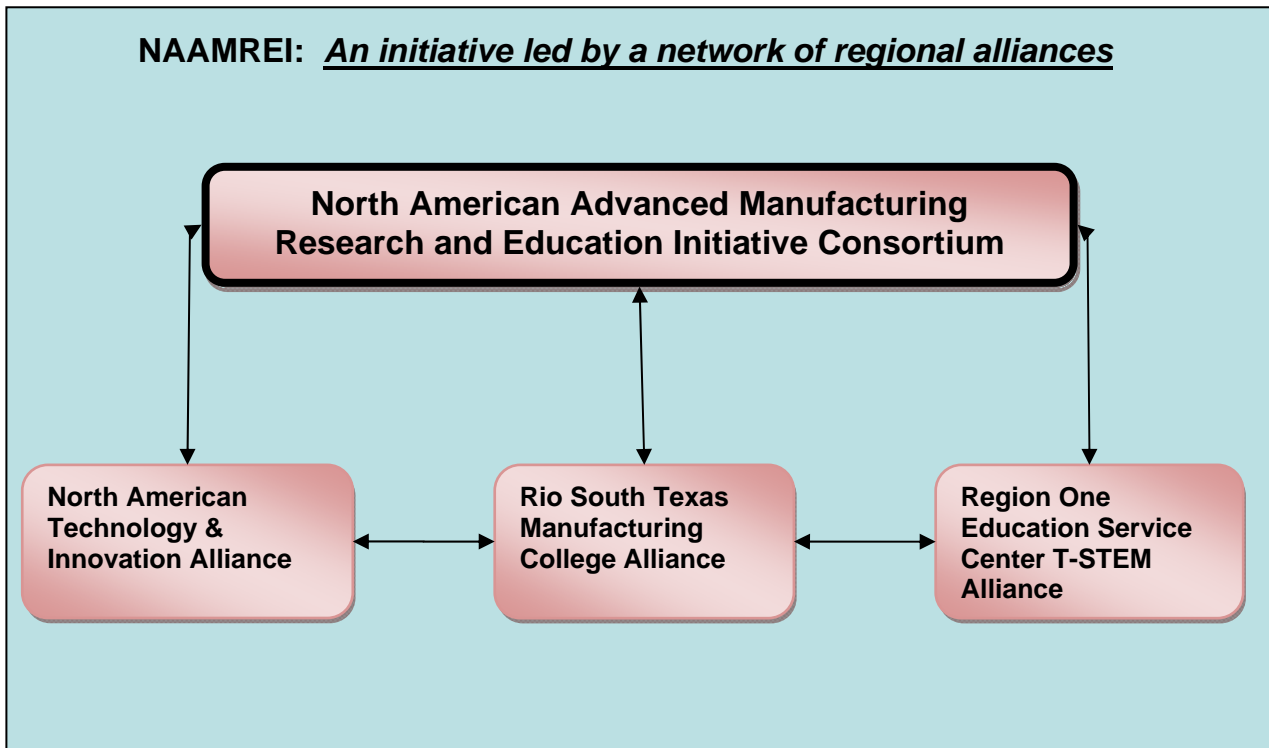
The Workforce Investment in Regional Economic Development (WIRED) Initiative, funded by the U.S. Department of Labor, provides the investment necessary for the region to develop and implement such an infrastructure – the North American Advanced Manufacturing Research and Education Initiative (NAAMREI). WIRED funds will support the implementation of NAAMREI's management structure, which will oversee NAAMREI plan implementation. The WIRED investment will also support specific talent development activities under the initiative's three strategic goals. The WIRED project has come at a very opportune time for the region, and, as such, has received widespread support from public officials, and leaders in economic development, workforce and education.

NAAMREI will support the Rio South Texas region's growth in advanced manufacturing and will facilitate the development of a pipeline of workers for high-demand, higher wage occupations. To achieve this goal, the NAAMREI Consortium must work through its three alliances and community partners to build an integrated system for education and training that meets the needs of employers.

### **NAAMREI Structure: A Consortium of Three Regional Alliances**

The NAAMREI Consortium is comprised of forty-seven public and private partners from a variety of industries and sectors. The Consortium evolved as a result of the work of three alliances in the region:

- 1) North American Technology and Innovation Alliance;
- 2) Rio South Texas Manufacturing College Alliance; and
- 3) Region One Education Service Center (ESC) Texas Science Technology Engineering and Mathematics (T-STEM) Alliance.



The lead agencies/partners in the three alliances form the leadership core of the NAAMREI Consortium:

- the Greater McAllen Alliance, representing five major economic development corporations in the region,
- the University of Texas Pan American (UTPA),
- South Texas College (STC),
- Region One ESC, and
- Workforce Solutions, representing the three local workforce development boards in the region

UTPA President Dr. Blandina Cardenas serves as the chair of the Consortium and the Consortium's leadership team. The leadership team is comprised of the executive director of the NAAMREI Office and representatives from each of the lead agencies/partners. This leadership team acts as the steering committee for the NAAMREI Consortium. Under the guidance of the leadership team, the NAAMREI Office will provide management oversight for the initiative and will facilitate implementation, integration and partner engagement for the NAAMREI plan.

Under the umbrella of NAAMREI, each of the three alliances in the Consortium is structured to lead one of NAAMREI's three strategic goals. Each alliance will develop and deploy action teams to implement the specific strategies. The regional transformational framework describing each of the alliances in further detail along with highlights of the respective goals and strategies is introduced below.

### NAAMREI's Ten-Year Plan to Transform the Rio South Texas Region

The NAAMREI Consortium has developed a 10-year plan to transform the Rio South Texas Region into a recognized leader in advanced manufacturing. The plan is focused on expanding the advanced manufacturing employment base, and it will be implemented in three basic phases: Phase I: Assessment, Infrastructure Development and Talent Development; Phase II: Transformation and Revitalization; and Phase III: Sustained Growth and Prosperity.

Changes in the global manufacturing environment have resulted in a number of challenges to the competitiveness of manufacturing in North America. These pressures are likely a major factor in the fact that Rio South Texas Region's manufacturing workforce decreased from 23,677 jobs in 2001 to 17,428 jobs in 2006.

The long term vision of the Plan is to establish a rapid response manufacturing infrastructure to reach the regional goal of raising the standard of living for citizens in the Rio South Texas Region by increasing and sustaining the total number of high skill, high wage manufacturing jobs from 17,428 to at least 25,000 positions by 2017. Along with promoting the growth of jobs in advanced manufacturing, the NAAMREI framework will help to build a pipeline of workers with the skills to meet the demands of an increasingly complex manufacturing workplace.

The following strategic goals present the broad areas of focus for the Alliances as they move to develop action plans that will lead to the implementation of the activities described in the WIRED project's accountability framework.

#### Strategic Goal One

The first strategic goal will strengthen the manufacturing and regional advanced technology base through Rapid Response Manufacturing (RRM) and will target RRM-based industries to sustain economic growth and prosperity. As part of this goal, NAAMREI will support the development of a North American Research and Education World Premier Park on 280 acres in McAllen, Texas. The industrial park will house a regional Center for Rapid Response Manufacturing. The park will play a key role in positioning the region as the "Third Coast" for international trade and a major distribution hub for North America. This strategic goal includes both the talent development and infrastructure development needed to support the NAAMREI 10-year plan. The talent development aspect of Strategic Goal One will be focused primarily on providing the engineering talent needed for the initiative using WIRED funds. The physical infrastructure needs will be achieved through leveraged funds.

The alliance responsible for implementing Strategic Goal One is the **North American Technology and Innovation Alliance (NATI)**. NATI was established as a research and development alliance lead by The University of Texas Pan American, Michigan State University, and Monterrey Tech of Mexico. The group is focused on reversing the critical loss of high-paid technical engineering and manufacturing jobs in North America to other parts of the world. NATI collaborates with companies to foster rapid-response, service-based design and production to address customer demands to compete with firms that outsource offshore.

NATI will lead the WIRED Strategic Goal One action team. NATI will collaborate with leading innovative academic programs in manufacturing, engineering, design and information technology at UTPA, MSU and ITESM, and will work with industry and economic development organizations.

In addition to funding a portion of NAAMREI Office activities that will provide management oversight for the initiative, the WIRED investment in Strategic Goal One will contribute to development of a regional RRM Center and will fund RRM training and education activities for engineering students. As a result of this investment, students will be prepared to function in a global, multicultural workplace. In addition, students will be prepared to contribute to the competitiveness of advancing manufacturing employers in the region as they use emerging technologies to support customer-driven product design. WIRED funds will also support the Strategic Goal One strategy to develop and implement an entrepreneurial framework for the region.

### Strategic Goal Two

The second strategic goal is to establish a regional skills credentialing customized training system in the region to develop a globally competitive manufacturing workforce. This goal will be achieved through a system that uses innovative curriculum to increase the skill level of incumbent and new workers that will provide the labor supply needed to attract and expand the manufacturing base in the region.

The **Rio South Texas College Manufacturing Alliance** is charged with leading implementation of this strategic goal. The Alliance was established five years ago to implement a regional apprenticeship program for tool and die, industrial maintenance, machinists and plastics. South Texas College is the lead agency. The Alliance includes representatives from Texas Southmost College, Laredo Community College, Texas State Technical College, Texas Manufacturing Assistance Center, WorkFORCE Solutions, Cameron Works, South Texas Workforce Board, South Texas Manufacturers Association, Harlingen Manufacturers Association and Brownsville Area Manufacturers Association.

The Alliance will establish three Advanced Manufacturing Institutes at South Texas College, Texas State Technical College, Texas Southmost College and Laredo Community College. This talent development strategy will be supported by WIRED funds and other leveraged talent development funds. The WIRED investment and a leveraged three million dollar Skills Development Grant from the Texas Workforce Commission will create a world class regional customized training delivery system for advanced manufacturing, training 2,500 new and incumbent workers over the next three years.

Also in support of this strategic goal, NAAMREI partners are organizing the Rio South Texas Workplace Literacy Council. The Council will be charged with developing a regional action plan for implementation of a literacy center on every college campus within the region. The Council will seek ten million dollars from foundations, federal, state and local agencies to increase the literacy levels of the working age population in the region. This effort will play a critical role in addressing the adult basic education and literacy needs of the significant percentage of adults in the region with lower literacy skills. Improving the basic education and literacy of these adults will enable them to enter and successfully complete customized training in advanced manufacturing.

### Strategic Goal Three

The third strategic goal is to meet the statewide T-STEM goal of developing the nation's leading innovation economy workforce by aligning high school, postsecondary education and economic development activities. The **Region One ESC T-STEM Center Alliance, El Centro del Futuro**, is the lead alliance for this strategic goal. The T-STEM Center is funded through the Texas High School Project, which is a \$261 million public-private initiative committed to increasing graduation and college enrollment rates in every Texas community. THSP partners include the Office of the Governor, the Texas Education Agency, the Bill and Melinda Gates Foundation, the Michael and Susan Dell Foundation, Wallace Foundation, as well as many other nationally and regionally known groups and agencies.

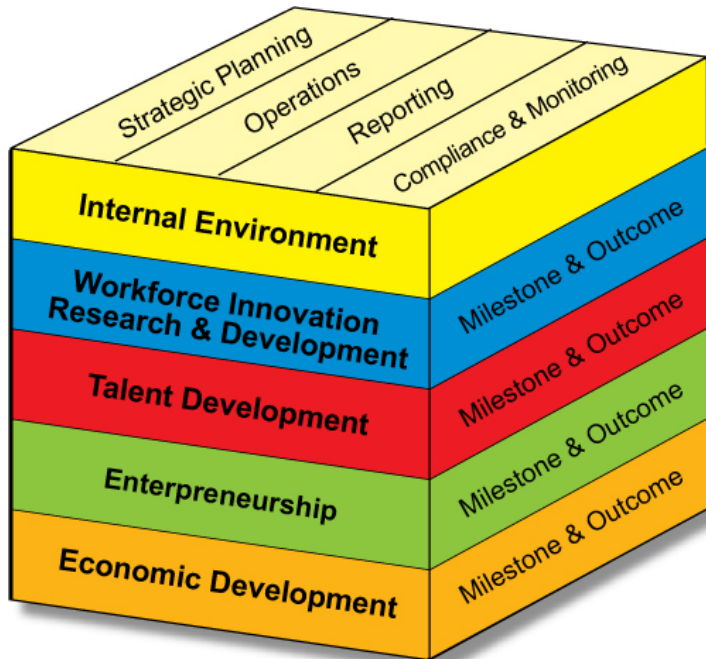
El Centro del Futuro, STEM Center of the Rio South Texas Region has initiated a process for integrating core content courses, career and technology and work experience through the statewide "Achieve Texas Initiative." Achieve Texas is a system designed to help students (and their parents) make wise education choices. It is based on the belief that the curricula of the 21st century should combine rigorous academics with relevant career education. When schools integrate academic and technical education, students can see the "usefulness" of what they are learning. The system also facilitates a seamless transition from secondary to postsecondary opportunities.

Achieve Texas uses the sixteen federally defined Career Clusters of the States' Career Clusters initiative as the foundation for restructuring how schools arrange their instructional programs. A Career Cluster is a grouping of occupations and broad industries based on commonalities. Programs of Study (POS) have been developed for each of the Career Clusters. The POS represent a recommended sequence of coursework based on a student's interest or career goal." (*Texas Education Agency website*)

El Centro del Futuro will use the Achieve Texas program to provide information and structure to students interested in careers in manufacturing. Students will view their high school courses as a degree plan which will lead them to a career and/or post-secondary learning. The T-STEM Alliance was organized in 2006 to serve as the design team of the program. A significant contributor to NAAMREI, the T-STEM Center is an active participant in preparing the talent in the region for careers in advanced manufacturing.

The WIRED investment in Strategic Goal Three will support development of curricula for teacher training in RRM and advanced manufacturing concepts. Through the function of the NAAMREI Office, WIRED funds will also support business engagement in El Centro del Futuro to ensure that teacher training and student academies reflect the knowledge and skills needed by the region's employers.

## Section III. NAAMREI Regional Accountability Framework



### Five Interrelated Components

- Strategic Planning
- Operations
- Reporting
- Compliance and Monitoring

### NAAMREI Accountability Framework Model

The accountability framework has five integrated components. The integrated delivery system is designed to provide an operational framework that will function as one system. The continuous improvement process will make the necessary adjustments to successfully attain the goals and performance outcomes of the WIRED Implementation Plan.

The NAAMREI accountability framework model is a collaborative approach to building a strong vibrant economy in the region. The leadership in the region agree that the convergence of economic development, talent development, innovation and research and development is essential to the success of transforming a regional economy.

# Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER ONE:** Strengthening competitiveness of North American Manufacturing and the regional advanced technology base by creating Rapid Response Manufacturing (RRM) systems through university research & development and talent development while targeting RRM based industries to sustain economic growth and prosperity.

No.	Key Strategies	Achievement Milestones	Resources	Category	Year 1 7/07-6/08	Year 2 7/08-6/09	Year 3 7/09-6/10	Performance Benchmarks
1.1	Organize the North American Advanced Manufacturing Research and Education Initiative (NAAMREI) Consortium  <i>Partnership Agency Responsible: STC NAAMREI Office</i>	a) Formalize the Leadership team of initiative.	WIRED	Entrepreneur Business Engagement	Spring 2007			Establishment of the NAAMREI consortium.
		b) Conduct a regional strategic planning forum to establish the NAAMREI Consortium	WIRED	Entrepreneur Business Engagement	Fall 2007			
		c) Convene a CEO Advanced Manufacturing Summit to identify the workforce challenges and solutions for the region.	Leveraged Funds/ WIRED	Other	Fall 2007			Executed NAMMREI Memorandum of Understanding (MOU) of five Corporate CEOs identifying roles and responsibilities to implement recommendations that will address the workforce needs of the region.
		d) Establish NAAMREI Website: Rio South Texas Advanced Manufacturing Institute Program Information <ul style="list-style-type: none"> <li>- Training Schedules</li> <li>- Skills Training Grants</li> <li>- Customized Training Services</li> </ul> UTPA RRM Center Program information <ul style="list-style-type: none"> <li>- INTEND program</li> <li>- Lean Sigma program</li> <li>- R&amp;D Services</li> <li>- Incubator Services</li> </ul>	WIRED	Education & Training  Business Engagement	Summer 2007			NAAMREI website will receive 1000 visitors per month.
		e) NAAMREI office will work with Workforce Solutions (Workforce Development Board) to develop reporting procedures for the project.	WIRED	Other	Submit ETA Quarterly Progress Reports	Submit ETA Quarterly Progress Reports	Submit ETA Quarterly Progress Reports	Regional Reporting System to track and evaluate performance.
		f) Operate the NAAMREI office in support of all strategies of the overall WIRED project.	WIRED	Business Engagement Talent	2007-2008 Quarterly Meeting	2008-2009 Quarterly Meeting	2009-2010 Quarterly Meeting	Implement Corrective Action Plan to improve lead partnership agencv(s) performance.

# Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER ONE:** Strengthening competitiveness of North American Manufacturing and the regional advanced technology base by creating Rapid Response Manufacturing (RRM) systems through university research & development and talent development while targeting RRM based industries to sustain economic growth and prosperity.

No.	Key Strategies	Achievement Milestones	Resources	Category	Year 1 7/07-6/08	Year 2 7/08-6/09	Year 3 7/09-6/10	Performance Benchmarks
1.2	<p>Establish The Regional Rapid Response Manufacturing Center at UTPA as the talent development anchor of the first phase of the initiative</p> <p>Partnership Agency Responsible: UTPA</p>	a) Formally institute the Center for RRM within UTPA as a unit of the School of Engineering and Computer Science and appoint an interim Director.	WIRED	Entrepreneur Business Engagement  Education & Training	5 Projects	5 Projects	5 Projects	<p>Established Center for RRM</p> <p>Complete fifteen RRM projects in which student participants get hands on experience that provides a global competitive advantage for careers in advanced manufacturing. The projects will entail aspects of RRM such as:</p>
		b) Integrate existing resources within the School of Engineering and Computer Science, College of Business and TMAC/Center for Manufacturing into an operational unit that would support the RRM Center.	EDA/UTPA	Entrepreneur Business Engagement  Education & Training	2007-2008			
		c) Recruit and hire a Director for the RRM Center.	70 % UTPA 30 % WIRED	Other	Fall 2007			<p>Product Design and Development</p> <p>Process Design and Development</p> <p>Lean/Sigma implementation</p> <p>Training projects in related topics. <i>(linked to 2.2, 3.1 and 3.2)</i></p>
		d) Grand Opening event.	WIRED	Other	Fall 2007			
		e) Provide training labs for participating students (i.e. engineering and dual enrollment)	WIRED	Education & Training	Spring 2008	Spring 2009	Spring 2010	
		f) Provide outreach services to employers informing them of programs for collaboration including training, job fairs, forums and workshops.	WIRED	Business Engagement	2008	2009	2010	<p>Conduct two annual employer outreach activities <i>(linked to 2.2, 3.1 and 3.2)</i></p>
		g) Develop an asset map of Adv. Manufacturers in the region to identify RRM links for talent development and other services.	TMAC	Capacity Building	Fall 2007	Fall 2008	Fall 2009	<p><b>Manufacturing Profile map that identifies RRM related facilities.</b> <i>(linked to 2.2, 3.1 and 3.2)</i></p>



# Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER ONE:** Strengthening competitiveness of North American Manufacturing and the regional advanced technology base by creating Rapid Response Manufacturing (RRM) systems through university research & development and talent development while targeting RRM based industries to sustain economic growth and prosperity.

No.	Key Strategies	Achievement Milestones	Resources	Category	Year 1 7/07-6/08	Year 2 7/08-6/09	Year 3 7/09-6/10	Performance Benchmarks
1.2 Cont	Establish The Regional Rapid Response Manufacturing Center at UTPA as the talent development anchor of the first phase of the initiative  <i>Partnership Agency Responsible: UTPA</i>	h) Educate 100 engineering students through the INTEND and Lean Sigma Academies within the RRM Center and in partnership with NAAMREI participants.	WIRED	Education & Training	20	40	40	90% of students participating in the INTEND and Lean Sigma academies will obtain course credit, attain industrial certificate and upon graduation from UTPA will enter the workforce or pursue graduate studies.
		i) Develop employer evaluation questionnaire with support of TMAC/MEP	WIRED	Business Engagement	Summer 2007	Summer 2008		Maintain a high employer satisfaction rating on projects as measured by the employer evaluation questionnaire with an average of 4 on a 5 point Licker scale to qualify if services are meeting the workforce needs of employers.
		j) Evaluate impact of services.	WIRED	Business Impact Job Creation		Summer 2008	Summer 2009	
		k) Leverage funds to expand Lean Sigma Academy and INTEND program to support goal three.	Levered Funds	Education & Training	\$50,000	\$100,000	\$100,000	Leverage \$250,000 to expand the Lean Sigma Academy and INTEND programs to integrate the P-12 TSTEM initiative for Goal Three through more extensive educational opportunities for at least 20 teachers and 80 P-12 students <i>(linked to 3.2 d)</i>

# Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER ONE:** Strengthening competitiveness of North American Manufacturing and the regional advanced technology base by creating Rapid Response Manufacturing (RRM) systems through university research & development and talent development while targeting RRM based industries to sustain economic growth and prosperity.

No.	Key Strategies	Achievement Milestones	Resources	Category	Year 1 7/07-6/08	Year 2 7/08-6/09	Year 3 7/09-6/10	Performance Benchmarks
1.3	Develop a plan to build the NAAMREI headquarters and the regional UTPA RRM Center in the McAllen Foreign Trade Zone Area on land provided by the City of McAllen as the second phase of the initiative.  <i>Partnership Agency Responsible: UTPA/NAAMREI Office</i>	a. Identify and engage NAAMREI partners to plan out the project.	WIRED/UTPA	Macro-economic	Summer 2007			Plan for the execution of phase two of the NAAMREI project. Phase Two will expand RRM Services in the Rio South Texas Region and will be integrated to the RRM Campus Center, The Rio South Texas College Advanced Manufacturing Institutes/Centers, and the T-STEM Center.
		b. Develop basic design for the RRM Center to include services such as education and training activities linked to research and development that will provide the necessary talent for manufacturers in the region.	UTPA	Capacity Building	Fall 2007			
		c. Develop a facility plan to implement the design of the RRM Center.	WIRED/UTPA	Capacity Building Business Impact Job Creation	Spring 2008			
		d. Seek and obtain funds to establish a Regional RRM Center facility in McAllen Texas (i.e. Department of Commerce/EDA, Private foundation and corporate funds, and State funds).	UTPA	Capacity Building		2008	2009	Obtain funds to build a Center for Rapid Response Manufacturing/NAAMREI Office Headquarters.

# Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER ONE:** Strengthening competitiveness of North American Manufacturing and the regional advanced technology base by creating Rapid Response Manufacturing (RRM) systems through university research & development and talent development while targeting RRM based industries to sustain economic growth and prosperity.

No.	Key Strategies	Achievement Milestones	Resources	Category	Year 1 7/07-6/08	Year 2 7/08-6/09	Year 3 7/09-6/10	Performance Benchmarks
1.4	Position the region as the "3 <sup>rd</sup> Coast" to become the distribution hub for North American products by establishing the required multi-modal transportation network infrastructure that will support and attract a Rapid Response Manufacturing base to the region.  <i>Partnership Agency Responsible: McAllen Economic Development Corp. (MEDC)</i>	a. Incorporate FTZ Intermodal to manage an efficient multi-modal transportation facility for region.	McAllen Economic Development Corporation	Micro-economics	Spring 2007			FTZ International Fully Operational by 2010
		b. Identify potential sites for the transfer facilities.	McAllen Economic Development Corporation	Micro-economics	Spring 2007	Fall 2008		
		c. Plan out the transportation network infrastructure and identify the nodes needed for development	McAllen Economic Development Corporation	Micro-economics		Fall 2008		
		d. Develop the overall multi-modal network in the following phases:  1. Develop truck access infrastructure for the site and begin construction  2. Develop rail access at multi-modal sites and contract with carriers while starting operation on a limited basis.  3. Fully develop all support functions of the network (including workforce training needs.)	McAllen Economic Development Corporation	Micro-economics		Fall 2008  2009		
		e. Complete implementation of the network including all sea port nodes on the network.	McAllen Economic Development Corporation	Micro-economics		2009-2010		

# Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER ONE:** Strengthening competitiveness of North American Manufacturing and the regional advanced technology base by creating Rapid Response Manufacturing (RRM) systems through university research & development and talent development while targeting RRM based industries to sustain economic growth and prosperity.

No.	Key Strategies	Achievement Milestones	Resources	Category	Year 1 7/07-6/08	Year 2 7/08-6/09	Year 3 7/09-6/10	Performance Benchmarks
1.5	Develop a regional plan to locate a major Auto Assembly Plant with an interest in developing and implementing rapid response manufacturing / customization concepts in support of phase three of the initiative.  <i>Partnership Agency Responsible: Greater McAllen Alliance (GMA)</i>	a. Identify and engage Auto Industry site selection consultants	Greater McAllen Alliance	Micro-economics	Two Site Selection Prospects	Two Site Selection Prospects	Two Site Selection Prospects	Secure Commitment to locate an Auto Assembly Plant in the region by 2010  Recruit six auto suppliers and create 1,200 new jobs in the region by 2010.
		b. Visit regions where recently developed world class auto facilities including Asia and Europe.	Greater McAllen Alliance	Micro-economics	Three Site Visits	Three Site Visits	Three Site Visits	
		c. Prepare regional based incentive packages for the project.	Greater McAllen Alliance	Micro-economics	2007			
		d. Increase auto supplier base.	Greater McAllen Alliance	Micro-economics	Recruit Two Auto Suppliers	Recruit Two Auto Suppliers	Recruit Two Auto Suppliers	
		e. Identify alternative sites for plant to include all basic services and accesses with a tie in to strategy 1.4.	Greater McAllen Alliance	Micro-economics	2007			
		f. Engage the educational and workforce development communities through NAAMREI to ensure that the workforce development infrastructure is in tune with the initiative.	Greater McAllen Alliance	Workforce Development	2007	2008	2009	
		g. Facilitate the upgrading of the transportation infrastructure to provide Interstate Quality road access to the region.	Greater McAllen Alliance	Micro-economics		2008		

# Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER ONE:** Strengthening competitiveness of North American Manufacturing and the regional advanced technology base by creating Rapid Response Manufacturing (RRM) systems through university research & development and talent development while targeting RRM based industries to sustain economic growth and prosperity.

No.	Key Strategies	Achievement Milestones	Resources	Category	Year 1 7/07-6/08	Year 2 7/08-6/09	Year 3 7/09-6/10	Performance Benchmarks
1.6	Partner with developers to facilitate the implementation and establishment of the North American Research and Education World Premier Park (280 acres) as a start to the planning activities of phases three. The park will encompass an Industrial park that is anchored by the UTPA Regional RRM center and the NAAMREI office.  <i>Partnership Agency Responsible: Greater McAllen Alliance</i>	a. Identify Developers with interest in participating in the initiative.	GMA	Micro-economics	Spring 2008			Facilitate the development of a conceptual plan for the park that aligns and integrates with the talent development and R&D strategies of the Integrated RRM Centers (Regional and Campus), The Rio South Texas Advanced Manufacturing Institutes/Centers and the Region One ESC T-STEM center.
		b. Participate in the North American Research and Education Park Steering Committee.	GMA	Micro-economics		Fall 2008		
		c. Facilitate the development of the infrastructure needed for the Park.	GMA	Micro-economics		2008-2009		
		d. Facilitate the development of a Master Plan based on the results from strategy 1.3 UTPA RRM Center Facility as an anchor for the development.	GMA	Micro-economics			2009-2010	
		e. NAAMREI office will participate in the planning phase of this development assuring the activities and resources of the park are synergistic and linked with RRM center related activities.	WIRED	Micro-economics	2008	2009	2010	Identify advanced manufacturing Industry cluster targets and targeted training strategies for the region.

# Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER ONE: Strengthening competitiveness of North American Manufacturing and the regional advanced technology base by creating Rapid Response Manufacturing (RRM) systems through university research & development and talent development while targeting RRM based industries to sustain economic growth and prosperity.**

<i>No.</i>	<i>Key Strategies</i>	<i>Achievement Milestones</i>	<i>Resources</i>	<i>Category</i>	<i>Year 1 7/07-6/08</i>	<i>Year 2 7/08-6/09</i>	<i>Year 3 7/09-6/10</i>	<i>Performance Benchmarks</i>
1.7	<p>Organize the development of the infrastructure network to foster technology based entrepreneurial activities in the region in support of NAAMREI.</p> <p><i>Partnership Agency Responsible: UTPA</i></p>	<p>a) Identify and engage a consultant with experience in technology based entrepreneurship.</p> <p>b) Develop a comprehensive plan to facilitate the development of technology based entrepreneurial infrastructure leading to the full implementation of the entrepreneurial component of NAAMREI. The plan will provide for establishing:</p> <p>Technical Assistance (technology and business) Infrastructure</p> <p>Entrepreneurial Education Infrastructure</p> <p>Financial Infrastructure (e.g. Regional Angel Investor Network). With the following tasks to be undertaken in the first 24 months of the project</p> <ol style="list-style-type: none"> <li>1. Visit and evaluate similar infrastructure in other regions of Texas (e.g. Houston Technology Center) and outside State.</li> <li>2. Conduct workshops for all stakeholders in the region.</li> <li>3. Inventory of regional assets to identify the technology based entrepreneurial activities.</li> </ol>	WIRED	Capacity Building	Summer 2007	2008-2009	2009-2010	<p>Design the entrepreneurship framework which will include the; education program, technical assistance program for technology based entrepreneurs, angel investor network and establish a fund by 2010.</p>
			WIRED	<p>Capacity Building</p> <p>Business Impact Job Creation</p> <p>Education &amp; Training</p>	Spring 2008	2009	2010	
		<p>c) Establish pilot programs with the educational systems to implement entrepreneurial concepts through academies to foster a new generation of technology based entrepreneurs (e.g. INTEND and TSTEM activities) in support of goal three of the project.</p>	WIRED	<p>Capacity Building</p> <p>Education &amp; Training</p>	Spring 2008	2009	2010	<p>Two academies to implement entrepreneurial concepts in the educational system with a goal of reaching 100 students.</p> <p><i>Linked to 1.2 and 3.2</i></p>

### Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER TWO:** *Develop a globally competitive manufacturing workforce through a regional customized manufacturing training system that uses innovative curricula to credential the skills and knowledge needed to compete in a global economy in a sustainable manner.*

No.	Key Strategies	Achievement Milestones	Resources	Category	Year 1 7/07-6/08	Year 2 7/08-6/09	Year 3 7/09-6/10	Performance Benchmarks
2.1	Organize the Rio South Texas Manufacturing College Alliance to provide program oversight of the WIRED/TWC skills development training program.  <i>Partnership Agency Responsible: STC</i>	a) Maintain quarterly meetings of the Alliance to review curriculum standards, program status, and performance.	WIRED	Education & Training	Quarterly Meetings	Quarterly Meetings	Quarterly Meetings	Establish the Rio South Texas Manufacturing Alliance to provide program oversight of the WIRED/TWC skills development training program.
		b) Develop operation plan for the region.	WIRED	Education & Training	Fall 2007			
		c) Submit bi-monthly status reports to the NAAMREI office.	WIRED	Education & Training	Bi-Monthly Status Reports	Bi-Monthly Status Reports	Bi-Monthly Status Reports	
		d) Organize a Rio South Texas Workplace Literacy Council; Laredo Community College will serve as the lead agency for the region.	Leverage Funds: WIA, USDOL, USDOE, foundations, state and local.	Education & Training	Quarterly Meetings	Quarterly Meetings	Quarterly Meetings	Rio South Texas Workplace Literacy Council will leverage \$2 million dollars to establish three workplace Literacy Centers in the region.



## Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER TWO:** *Develop a globally competitive manufacturing workforce through a regional customized manufacturing training system that uses innovative curricula to credential the skills and knowledge needed to compete in a global economy in a sustainable manner.*

No.	Key Strategies	Achievement Milestones	Resources	Category	Year 1 7/07-6/08	Year 2 7/08-6/09	Year 3 7/09-6/10	Performance Benchmarks
2.2	<p>Establish a skills credentialing customized training delivery system in the region to meet the training needs of the manufacturers in the region.</p> <p><i>Partnership Agency Responsible: STC, TSTC/TSC, LCC.</i></p>	a) Work with local manufacturers associations and TMAC to survey the customized training needs of the manufacturers in the region	USDOL High Growth	Education & Training  Business Impact	Spring 2007	Spring 2008	Spring 2009	Establish two Regional College Advanced Manufacturing Training Institutes and Two Satellite Centers in the Rio South Texas Region, to program training to a minimum of 25 employers in the Rio South Texas Region.
		b) Submit annual skills development fund applications to the Texas Workforce Commission.	USDOL High Growth	Education & Training  Business Impact	Summer 2007	Summer 2008	Summer 2009	
		c) Open two Advanced Manufacturing Training Institutes and two satellite centers that will provide services to the overall Rio South Texas region through distance education to serve the training needs of manufacturers in the region.	WIRED	Education & Training  Business Impact	(2) Institutes Fall 2007	(1) Satellite Center Fall 2008		Institutes and centers are the <i>infrastructure linked to achievement of training outcomes in 2.3</i>
		d) Provide cross industry customized training for related jobs to enhance the marketable skills for workers to transfer into manufacturing related jobs (i.e., facilities, and industrial training).	WIRED	Education & Training  Business Impact	Spring 2007	Spring 2008	Spring 2009	<i>Customized training provided to achieve training outcomes noted in 2.3</i>
		e) Conduct a DACUM analysis to identify the knowledge, skills and responsibilities for occupations in industrial maintenance, quality inspector and machinist in the Rio South Texas Region	WIRED		One Program	One Program	One Program	Curricula developed or revised based on the occupational profiles for the three skills credentialing training programs by 2010. (Industrial Maintenance, Quality Inspector, Machinist.)



## Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER TWO:** *Develop a globally competitive manufacturing workforce through a regional customized manufacturing training system that uses innovative curricula to credential the skills and knowledge needed to compete in a global economy in a sustainable manner.*

No.	Key Strategies	Achievement Milestones	Resources	Category	Year 1 7/07-6/08	Year 2 7/08-6/09	Year 3 7/09-6/10	Performance Benchmarks
2.3	<p>Provide customized training in advanced manufacturing to train 2,500 new and incumbent workers for new and expanding industries through the Rio South Texas Manufacturing College Alliance in partnership with the workforce development boards and local economic development corporations.</p> <p><i>Partnership Agency Responsible: STC, TSTC/TSC, LCC</i></p>	<p>a) 85% of the 2500 new and incumbent workers will complete the TWC Skills Development Training program.</p>	<p>WIRED – Training Institute’s Operating Expenses</p> <p>TWC – Skills Development Training Funds</p>	<p>Education &amp; Training</p> <p>Business Impact Job Creation</p>	706	710	710	<p>Secure \$3,000,000 of skills development funds through Texas Workforce Commission to co-fund the WIRED/NAAMREI regional customized training program through which 2,126 new and incumbent workers will complete and attain an industry skills certificate and be employed 90 days upon completion of training and contract.</p> <p>Incumbent/ new workers upon completion of the training will be paid wages equal or greater than prevailing wages for the occupation in the local labor market.</p> <p><i>(linked to 1.2a).</i></p>

### Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER TWO:** Develop a globally competitive manufacturing workforce through a regional customized manufacturing training system that uses innovative curricula to credential the skills and knowledge needed to compete in a global economy in a sustainable manner.

No.	Key Strategies	Achievement Milestones	Resources	Category	Year 1 7/07-6/08	Year 2 7/08-6/09	Year 3 7/09-6/10	Performance Benchmarks
2.4	Integrate customized training services of the Rio South Texas Advanced Manufacturing Training institutes with RRM center activities to ensure coordinated access to RRM and customized training for employers in the region.  Partnership Agency Responsible: STC	a) Interface with the RRM Center to provide customized training for employers serviced through the center.	WIRED	Business Impact Job Creation	5 Employers	5 Employers	5 Employers	Provide customized training to 15 RRM Center employers (linked to 1.2a)
		b) Participate in the semi-annual NAAMREI consortium meetings		Job Creation Other	Semi Annual Meetings	Semi Annual Meetings	Semi Annual Meetings	

## Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER THREE:** The Rio South Texas Region will collaborate with Region One Education Service Center’s T-STEM Center, El Centro del Futuro, to meet the statewide T-STEM goal of developing the nation’s leading innovation economy workforce by aligning high school, post secondary education and economic development activities.

No.	Key Strategies	Achievement Milestones	Resources	Category	Year 1 7/07-6/08	Year 2 7/08-6/09	Year 3 7/09-6/10	Performance Benchmarks
3.1	Establish an alliance that integrates the NAAMREI initiative into the activities of the T-STEM Center and its strategic plan.  <i>Partnership Agency Responsible: Region One ESC</i>	a) Organize T-STEM Regional Alliance to include the NAAMREI partners.	T-STEM Grant	Capacity Building	Spring 2007			Establish a regional alliance that includes partners of NAAMREI.
		b) Organize a workshop with T-STEM partners to formalize the Alliance.	T-STEM Grant	Capacity Building	Spring 2007			
		c) Develop a strategic plan for T-STEM activities among the regional partners	T-STEM Grant	Capacity Building	Spring 2007			
		d) Maintain Quarterly meetings of the Alliance will be held.	T-STEM Grant	Capacity Building	Quarterly Meetings	Quarterly Meetings	Quarterly Meetings	
		e) Participate in the Semi-annual NAAMREI Consortium Meetings	T-STEM Grant	Capacity Building	Semi Annual Meeting	Semi Annual Meeting	Semi Annual Meeting	
		f) Identify NAAMREI partners to serve on the Region One Education Service Center T-STEM Center, El Centro del Futuro Design Team.	T-STEM Grant	Sustainability	2008	2009	2010	Open a T-STEM center to better incorporate T-STEM in the K-12 educational system curricula in sustainable manner.

## Section III. NAAMREI Regional Accountability Framework

**STRATEGIC GOAL NUMBER THREE:** The Rio South Texas Region will collaborate with Region One Education Service Center’s T-STEM Center, El Centro del Futuro, to meet the statewide T-STEM goal of developing the nation’s leading innovation economy workforce by aligning high school, post secondary education and economic development activities.

No.	Key Strategies	Achievement Milestones	Budget item	Resources	Year 1 7/07-6/08	Year 2 7/08-6/09	Year 3 7/09-6/10	Performance Benchmarks
3.2	Facilitate the development of programs that will incorporate the activities of the RRM Center into the Education System.  <i>Partnership Agency Responsible: Region One ESC</i>	a) Begin implementation of Professional Development Institutes	T-STEM Grant	Capacity Building	Summer 2007			540 teachers will enroll in the academies.
		b) Provide teachers of participating school districts and T-STEM Academies knowledge and skills on how RRM concept-based lesson plans and curriculum can be aligned with the Texas Essential Knowledge and Skills (TEKS), and with the needs of the local industry clusters in the Lower Rio Grande Valley	T-STEM Grant	Education & Training	150	180	210	75 teachers will enroll to interact with and learn from researchers, instructional leaders, and professors recruited by the Center so that the teachers can increase their content knowledge and improve teaching skills.
		c) Administrators from participating school districts and T-STEM Academies will participate in STEM researched professional development activities	T-STEM Grant	Education & Training	20	30	40	90 administrators will enroll in professional development activities.
		d) Teachers will participate in the T-STEM Network hosted by the UTPA RRM Center to interact with and learn from researchers, instructional leaders, and professors recruited by the Center so that the teachers can increase their content knowledge and improve teaching skills	T-STEM Grant WIRED	Education & Training	20	25	30	Leverage \$250,000 to expand the Lean Sigma Academy and INTEND programs to integrate the P-12 TSTEM initiative for Goal Three through more extensive educational opportunities for at least 20 teachers and 80 P-12 students  <i>(Refer to 1.2K)</i>
		e) Participating school districts will implement curriculum that integrates technology, and engineering education with science and math curriculum	T-STEM Grant	Capacity Building	13	20	25	25 school districts will implement curriculum that integrate technology and engineering education with science and math curriculum
		f) Secure additional funds to support T-STEM Center activities.	T-STEM Grant	Capacity Building	\$150,000	\$150,000	\$150,000	\$600,000 in funding will be obtained through public and private funds to support T-STEM activities.

## Section IV. Governance

### Consortium

The NAAMREI Consortium provides overall guidance to the Rio South Texas project and consists of three regional alliances from the Rio South Texas Region (seven counties) are; 1) North American Technology & Innovation Alliance, 2) Rio South Texas Manufacturing Alliance and the 3) Region One ESC T-STEM Alliance. The consortium is comprised of forty seven private and public partners including economic and workforce agencies, manufacturing association and the education sector. Through the Alliances action plans will be developed and activities coordinating leading to implementation of the strategic goals of the WIRED project. The NAAMREI leadership team held a regional strategic planning forum on April 10, 2007 to organize the NAAMREI Consortium. Over 150 individuals participated in the strategic workforce sessions.

### Leadership Team

The NAAMREI leadership team acts as the Steering Committee for the NAAMREI Consortium. The leadership team is composed of the chairs from each alliance (see NAAMREI Consortium chart, page 25) and representatives from each lead partnership agency; University of Texas Pan American (UTPA), South Texas College (STC), Greater McAllen Alliance (GMA), McAllen Economic Development Corporation (MEDC), Region One Education Service Center (ROESC), LRGV Workforce Development Board and South Texas Manufacturers Association (STMA) and City of McAllen . The chair of the consortium will serve as the chair of the leadership team. The NAAMREI leadership team will lead the action initiatives, plan calendar of activities, convening authority to build local support for the NAAMREI initiative and meet quarterly to review the quarterly performance of the project. This will enable the alliance chairs to work with their respective team to implement corrective action strategies to improve performance.

### Consortium Lead Agencies Roles and Responsibilities

The three alliances will act as “action teams” of the NAAMREI Consortium. A lead partnership agency will serve as the chair of an alliance action team. They are responsible for planning and conducting quarterly alliance meetings. Two of the quarterly meetings will be held on the same day and location. The Consortium meeting will be held at the end of the alliance meetings. This will enable each alliance to report on the status of their operation plan. The consortium membership will function as one entity. This will give the entire membership the opportunity to provide feedback as part of the continuous improvement process for the overall NAAMREI initiative. The lead agencies will work with the Executive Director of the NAAMREI Organization to develop an operation plan.

Goals	Consortium Alliance	Lead Agency
Goal One	North American Technology and Innovation Alliance	<ul style="list-style-type: none"> <li>University of Texas Pan American</li> <li>Greater McAllen Alliance</li> <li>McAllen Economic Development Corporation</li> </ul>
Goal Two	Rio South Texas Alliance for Manufacturing	<ul style="list-style-type: none"> <li>South Texas College</li> <li>Workforce Solutions</li> </ul>
Goal Three	T- STEM Alliance	<ul style="list-style-type: none"> <li>Region One Education Service Center</li> </ul>

## NAAMREI Consortium Network

**Leadership Team**  
**Dr. Blandina Cardenas**  
 Chair, UTPA President  
 Composed of representatives from each alliance

**Strategy One**  
**North American Technology and Innovation Alliance**  
**ACTION TEAM**

**Chair: Dr. Miguel Gonzalez, UTPA**  
**Lead Agencies: UTPA, GMA, MEDC**

**Strategy Two**  
**Rio South Texas College Manufacturing Alliance**  
**ACTION TEAM**

**Chair: Wanda Garza, STC**  
**Lead Agencies: STC, Workforce Solutions**

**Strategy Three**  
**T-STEM Alliance Region One ESC**  
**ACTION TEAM**

**Chair: Dr. Janice Wiley, Region One ESC**  
**Lead Agency: Region One ESC**

**Universities:**  
 University of Texas Pan-American  
 Michigan State University  
 Monterrey Tech  
 University of Texas Brownsville  
 Texas A&M International University

**Economic Development**  
 Greater McAllen Alliance  
 McAllen EDC  
 Edinburg EDC  
 Pharr EDC  
 Weslaco EDC  
 Mission AEDC  
 Laredo Development Foundation  
 Harlingen EDC  
 Brownsville EDC  
 Starr Co. Industrial Foundation

**Employers:**  
 Alps Automotive, TRW, GE Engine Services, United Launch Alliance, So. TX. Molding, LG Electronics, Delphi, FMC, Universal Metals, Keppel AmFels Inc.  
**City of McAllen**  
 Verde Corporate Realty Services

South Texas Manufacturers Association  
 Brownsville Area Manufacturers Association  
 Harlingen Manufacturers Association  
 South Texas College  
 Texas State Technical College  
 Texas Southmost College  
 Laredo Community College  
 WorkFORCE Solutions  
 Cameron Works  
 South Texas Workforce Dev. Board  
 Texas Manufacturing Assistance Center (TMAC)

Region One ESC  
 University of Texas Pan American  
 University of Texas Brownsville  
 EGT Institute  
 UT Data Center  
 International Community Publications  
 Mission CISD  
 McAllen Economic Development Corporation  
 South Texas College  
 Tech Prep RGV  
 WorkFORCE Solutions

Leadership Team:  
 University of Texas Pan American (UTPA)  
 South Texas College (STC)  
 Greater McAllen Alliance (GMA)  
 McAllen Economic Development Corporation (MEDC)  
 Region One Education Service Center (ROESC)  
 LRGV Workforce Development Board  
 City of McAllen  
 South Texas Manufacturers Association (STMA)  
 Laredo Community College (LCC)



## Section V. Operations

### NAAMREI Program Management Services

South Texas College is the fiscal agent for the WIRED grant. The college has established the Office for the North American Advanced Manufacturing Initiative (NAAMREI). The office is housed at the STC Technology Campus in McAllen, Texas. The office is centrally located to serve the Rio South Texas Region and is in the McAllen Foreign Trade Zone. The Executive Director reports to the President of the college. Her staff includes: a Project Specialist. The office will work with the project management team. The management team is responsible for the day to day operations of this project. The Management staff includes; Director for the UTPA Center for Rapid Response Manufacturing, Regional Manager for the Rio South Texas College Alliance and Coordinator for the Region One ESC T-STEM Center.

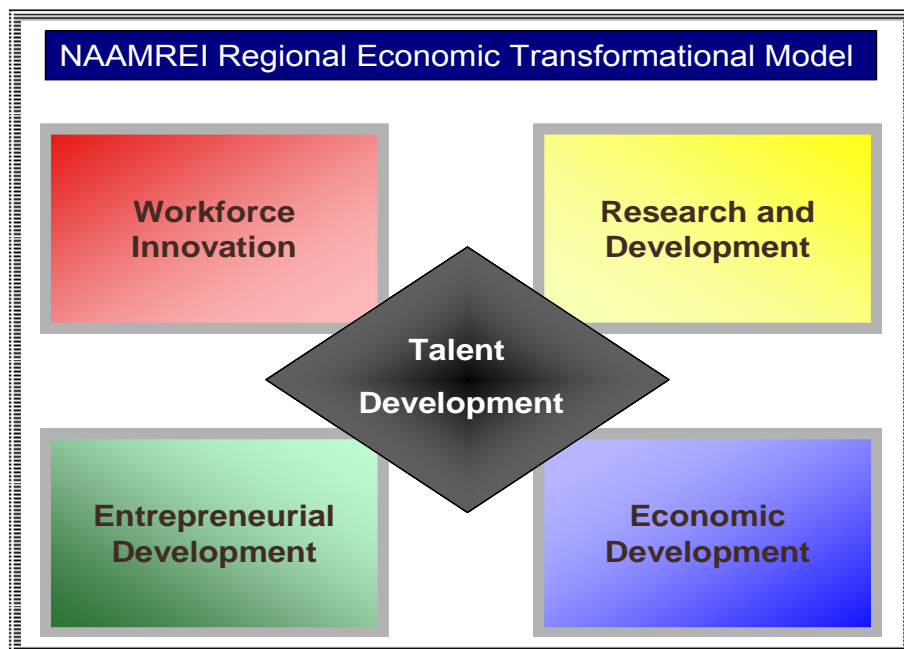
The organizational chart on the next page details the staffing plan for the project. The Executive director is responsible to manage the overall project. She has thirty-two years of experience in workforce development (25 years of management experience). She will be responsible to work with the lead partnership agencies in the development of an overall operation plan for the NAAMREI project.

### Regional Transformational Guiding Principles

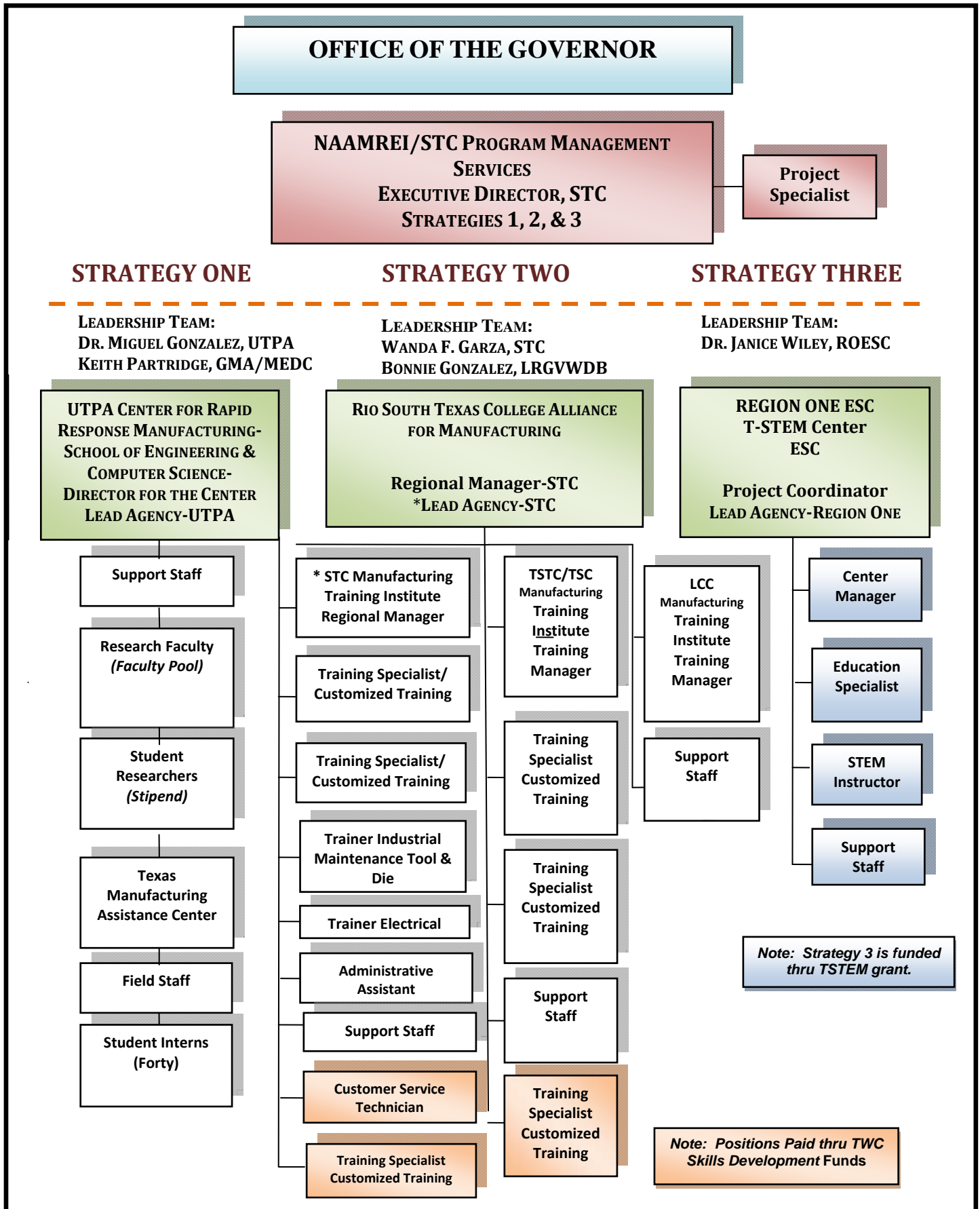
The focus of the NAAMREI initiative is to expand the manufacturing workforce by ten percent. Targeting a high demand growth industry that will have a systematic transformation will grow the economy in a sustainable manner. This initiative's strategic blueprint is designed around the "Ireland Model". Their economy five years ago was very similar to the Rio Grande Valley. Today they have a very low unemployment rate and have dramatically increased their per capita income.

McAllen Economic Development Corporation and Region One Education Service Center secured a SID Foundation grant for 26 private and public leaders in the region to meet with government officials, community and business leaders. What we learned the key strategy to their transformation was "**talent development**".

**This is an integral part of every goal and key strategy. For example; the Multi- Modal Rail Project has identified the workforce needs and the partnership agencies that will be responsible to design the training programs to prepare the workforce for this project.**



# Section V. Operations NAAMREI Organizational Chart





## Section V. Operations

### Lead Partnership Agencies

No.	GOAL AND KEY STRATEGIES	AGENCY BACKGROUND
1.1	Organize the North American Advanced Manufacturing Research and Education Initiative (NAAMREI) Consortium.	<b>South Texas College</b> <ul style="list-style-type: none"> <li>• Created in 1993.</li> <li>• Fall 06 Enrollement: 18,460</li> <li>• Fall 06 Dual Enrollment: 4,800</li> </ul>
1.3	Develop a plan to build the NAAMREI headquarters and the regional UTPA RRM Center in the McAllen Foreign Trade Zone Area on land provided by the City of McAllen as the second phase of the initiative.	<ul style="list-style-type: none"> <li>• The Partnership for Business and Industry Training has trained over 37,000 residents since 1997.</li> <li>• Services Hidalgo and Starr Counties.</li> <li>• 5 campuses.</li> <li>• Accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.</li> </ul>
2.1	Organize the Rio South Texas Manufacturing College Alliance to provide program oversight of the WIRED/TWC skills development training program.	<ul style="list-style-type: none"> <li>• Level II-Baccalaureate Degree granting institution.</li> <li>• 79 Degree and Certificate Programs</li> <li>• Ranked as No. 3 Nationwide in Associate degrees awarded to Hispanic students.</li> </ul>
2.2	Establish a skills credentialing customized training delivery system in the region to meet the training needs of the manufacturers in the region.	<ul style="list-style-type: none"> <li>• Ranked as No.1 Two-Year College Nationwide for Hispanics.</li> </ul>
2.3	Provide customized training in advanced manufacturing to train 2,500 new and incumbent workers for new and expanding industries through the Rio South Texas Manufacturing College Alliance in partnership with the workforce development boards and local economic development corporations.	<b>WorkFORCE Solutions</b> The Lower Rio Grande Valley Workforce Development Board, d.b.a. WorkFORCE Solutions is a 501 (c)(3) tax-exempt organization that plans, evaluates and oversees the provision of workforce and employment services to the businesses and residents of Hidalgo, Starr and Willacy Counties, in coordination with education and training providers.
2.4	Integrate customized training services of the Rio South Texas Advanced Manufacturing Training institutes with RRM center activities to ensure coordinated access to RRM and customized training for employers in the region.	<ul style="list-style-type: none"> <li>• Provides the vision and direction,</li> <li>• Provides the framework for administering federal, state, and local funding to provide workforce development activities that increase individuals' earnings and skills and are responsive to business and industry needs.</li> <li>• Provides employment services to the general public and targeted populations,</li> <li>• Provides placement services for businesses.</li> </ul>

## Section V. Operations

### Lead Partnership Agencies

No.	GOAL AND KEY STRATEGIES	AGENCY BACKGROUND
<p>1.2</p> <p>1.7</p>	<p>Establish The Regional Rapid Response Manufacturing Center at UPTA as the talent development anchor of the first phase of the initiative.</p> <p>Organize the development of the infrastructure network to foster technology based entrepreneurial activities in the region in support of NAAMREI.</p>	<p><b>University of Texas Pan-American</b></p> <ul style="list-style-type: none"> <li>• Established: 1927 as a junior college and now is a comprehensive regional university.</li> <li>• Fall 06 Enrollment: 17,337 (15,076 undergraduate; 87%)</li> <li>• State of Texas 10<sup>th</sup> largest public university</li> <li>• Primary Service Region: Rio Grande Valley</li> <li>• Physical Facilities: 2,306,582 gross sq. ft.</li> <li>• Buildings in progress: 107,574 sq. ft (Wellness Center, Health Clinic).</li> <li>• Accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.</li> <li>• Fall 06 Enrollment 17,600</li> </ul>
<p>3.1</p> <p>3.2</p>	<p>Establish an alliance that integrates the NAAMREI initiative into the activities of the T-STEM Center and its strategic plan.</p> <p>Facilitate the development of programs that will incorporate the activities of the RRM Center into the Education System.</p>	<p><b>Region One Education Service Center</b></p> <ul style="list-style-type: none"> <li>• Region One ESC's territory encompasses a seven county area along the Texas-Mexico border: <ul style="list-style-type: none"> <li>-Webb County      -Hidalgo County</li> <li>-Zapata County    -Willacy County</li> <li>-Jim Hogg County -Cameron County</li> <li>-Starr County</li> </ul> </li> <li>• 37 School Districts</li> <li>• 17 Charter Schools</li> <li>• Total Student Population of 357,747</li> </ul>

## Section V. Operations

### Lead Partnership Agencies

No.	GOAL AND KEY STRATEGIES	AGENCY BACKGROUND
1.4	Position the region as the “3 <sup>rd</sup> Coast” to become the distribution hub for North American products by establishing the required multi-modal transportation network infrastructure that will support and attract a Rapid Response Manufacturing base to the region.	<p><b>McAllen Economic Development Corporation (MEDC)</b></p> <ul style="list-style-type: none"> <li>• Located in McAllen, Texas in the McAllen Foreign Trade Zone.</li> <li>• Companies Assisted by MEDC have created 111,323 New Direct Jobs.</li> <li>• Assisted 565 new companies to establish operations in McAllen and Reynosa, Mexico.</li> <li>• Assisted 117 existing companies to expand.</li> </ul> <p><b>Note:</b> These companies economic impact is a \$4.3 billion economic benefit to the McAllen Metro Area per year.</p>
1.5          1.6	<p>Develop a regional plan to locate a major Auto Assembly Plant with an interest in developing and implementing rapid response manufacturing/customization concepts in support of phase three of the initiative.</p> <p>Partner with developers to facilitate the implementation and establishment of the North American Research and Education World Premier Part (280 acres) as a start to the planning activities of phases three. The park will encompass an industrial park that is anchored by the UTPA Regional RRM center and the NAAMREI office.</p>	<p><b>Greater McAllen Alliance (GMA)</b></p> <ul style="list-style-type: none"> <li>• Composed of six leading economic development organizations in the Texas Greater McAllen Area:               <ul style="list-style-type: none"> <li>–Edinburg</li> <li>–Hidalgo</li> <li>–McAllen</li> <li>–Mission</li> <li>–Pharr</li> <li>–Weslaco</li> </ul> </li> <li>• Established a collaborative marketing program of the region.</li> <li>• Produces qualified leads and prospect activity for new job creation and community investment.</li> <li>• GMA is focused on marketing the economic advantages of doing business in the Greater McAllen Area as to attract quality investment, create high value jobs and diversity the region’s industry base.</li> </ul>

## Section VI. WIRED Technical Assistance Plan

### Technical Assistance Requests Anticipated

The technical assistance plan prioritizes the assistance and resources needed to implement the NAAMREI Accountability Framework.

WIRED Goal Area	Assistance or Resources Requested
<b>Year One</b>	
<p><b>Goal One:</b> Strengthening competitiveness of North American Manufacturing and the regional advanced technology base by creating Rapid Response Manufacturing (RRM) systems through university research &amp; development &amp; talent development while targeting RRM based industries to sustain economic growth and prosperity.</p>	<ol style="list-style-type: none"> <li>1. Organizing the development of the infrastructure network to foster technology based entrepreneurial activities in the region in support of NAAMREI.</li> <li>2. Asset-mapping: provide technical support in the development of a Strategic Blueprint for “Growing the Advanced Manufacturing Sector in the Rio South Texas Region.</li> </ol>
<p><b>Goal Two:</b> Develop a globally competitive manufacturing workforce through a regional customized manufacturing training system that uses innovative curricula to credential the skills and knowledge needed to compete in a global economy in a sustainable manner.</p>	<ol style="list-style-type: none"> <li>1. Asset-mapping: help with design of survey instruments to inventory assets-home-grown workforce supply and existing programs for the Laredo area.</li> </ol>
<p><b>Goal Three:</b> The Rio South Texas Region will collaborate with Region One Education Service Center’s T-STEM Center, El Centro del Futuro, to meet the statewide T-STEM goal of developing the nation’s leading innovation economy workforce by aligning high school, post secondary education and economic development activities.</p>	<ol style="list-style-type: none"> <li>1. Best practices around the country in boosting math and science scores and in encouraging students to go into STEM careers.</li> </ol>

*Note: The Region will follow the Council on Competitiveness asset mapping model (see appendix page 57).*

As the WIRED Project for the Rio South Texas Region advances, it is imperative to set up a communications framework to ensure that all internal and external project stakeholders receive status updates and information about the project's goals and initiatives. A variety of tools will be implemented to ensure two-way communications between project partners and all external publics including current students, future students, policy organizations, local governments and the media.

### Audiences

#### **Internal stakeholder audience: Consortium participants**

First it is important to map the stakeholder members involved in implementing the WIRED Project. The NAAMREI Consortium provides overall guidance to the Rio South Texas project and consists of three regional alliances from the Rio South Texas Region:

- o North American Technology & Innovation Alliance
- o Rio South Texas Manufacturing Alliance
- o Region One ESC T-STEM Alliance.

The consortium is comprised of forty seven private and public partners covering a variety of industries and sectors. Reference Sections IV and V of this plan for a complete list of internal stakeholders.

#### **External stakeholder audiences**

There are a variety of external stakeholder audiences to consider in planning the communications strategy for the Rio South Texas Region's WIRED Project. Such external stakeholder audiences include:

- o Current students at all high schools and institutions of higher education in the Rio South Texas Region
- o Future students at all high schools and institutions of higher education in the Rio South Texas Region
- o Alumni of all institutions of higher education in the Rio South Texas Region and Texas
- o Taxpayers supporting all high schools and institutions of higher education in the Rio South Texas Region
- o Workforce training centers
- o Manufacturing-related businesses in the Rio South Texas Region and greater Texas
- o Policy groups including South Texas Manufacturers Association, Harlingen Manufacturers Association and Brownsville Area Manufacturers Association.
- o Philanthropic groups supporting educational attainment including NISOD, VAMOS, and VIDA
- o All regional city governments
- o All regional, state-wide and national media outlets following issues in higher education, workforce training/development, skills initiatives, business and manufacturing

## Communications Objectives

Initial groundwork for communications with all stakeholders has been laid through a series of team meetings, milestone reports and a celebration activity in spring of 2007. Following are the long-term communications objectives of this project:

- o Continue to promote and gain support for the Rio South Texas Region's WIRED Project among all internal and external stakeholders.
- o Promote workforce development initiatives developed and implemented through the project to recruit participants.
- o Report milestone progress to all audiences as appropriate.
- o Provide opportunities for feedback on project status and direction from all stakeholders.

## Core Messages

Following are the core messages upon which all communications activities will be centered:

- o The Rio South Texas Region's WIRED Project provides opportunities for citizens from all seven counties to enhance workforce value through education and training in the areas of math, science, engineering, technology, management and business to support a long-term manufacturing-based economy.
- o The Rio South Texas Region's WIRED Project will support a college-going culture in the seven counties it serves by building a career pathway for any student of any age to enhance workforce opportunities in fields related to the manufacturing industry to ensure long-term career viability.
- o The Rio South Texas Region's WIRED Project is the corner-stone for enhancing higher education attainment in the counties it serves.
- o The Rio South Texas Region's WIRED Project is the consortium that will drive strategic planning for future workforce development across the seven counties it serves.

## Communications Strategies

### Internal stakeholder audience

A variety of strategies will be used to specifically target internal stakeholders with targeted information and messages about the Rio South Texas WIRED project.

- o Development of consortium contact list – A comprehensive contact list including full names, titles, e-mail addresses, phone numbers, fax numbers, cell phone numbers and addresses will be developed for use in mass e-mailing, mass mailing and mass calling. Reasons for the development of this list include:
  - Meeting reminders
  - Delivery of status reports
  - Requests for information
  - Distribution of industry reports, data and statistics
  - Sharing of news among members
  - Quarterly newsletters
  - Special event invitations

**Action:** This item will be completed by November 30, 2007

- o Development of a WIRED Project list serve – A list serve will be development for participation by all team leaders at lead agencies for the open exchange of ideas and information. The tool will allow all parties to share information and questions via an e-mail format without the need to pick and choose e-mail, but rather send information to one list serve address. Other than the encouragement of information exchange, the format provide for ease of use by users.

**Action:** This item will be completed by November 30, 2007

- o Hosting of a quarterly core team meeting – The lead partnership agency will serve as the chair of an alliance action team meeting once per quarter. Two of the quarterly meetings will be held on the same day and location. The meeting provides a format for each alliance to report on the status of their operation plan. The entire membership will have the opportunity to provide feedback as part of the continuous improvement process for the overall WIRED Project. A meeting summary and action items will be provided to each consortium member.

**Action:** This item will be fulfilled by the final day of each calendar year business quarter.

- o Development of an annual survey – The survey will be comprised of both multiple choice and long-answer questions, offering consortium members a voice in the future operations and direction NAAMREI's work on the WIRED Project. The survey will be compiled, administered and data collection will be done through a third-party firm to be contracted at the end of the third quarter of each calendar year. A final report of findings will be provided to each consortium member.

**Action:** This item will be fulfilled once a year with the first survey process initiated in September 2008.

### All stakeholder audiences

A variety of strategies will be used across all stakeholder audience providing targeted information and messages about the Rio South Texas WIRED project.

- o Development of technology-driven communications tools to expand the projects reach through the region, state and nation – A variety of tool will be developed including:
  - Rio South Texas Region/NAAMREI WIRED Project Web site
    - Overview of project
    - Project timeline
    - Information on workforce training opportunities and scholarships/grants
    - Request for information
    - Biographies of leadership team members
    - NAAMREI membership page
    - Industry information/statistics
    - Project news/pictures
    - Links to other WIRED projects around the country
    - Contact page
    - Intranet options for posting of private documents and other information for core team members

- E-newsletter
  - Delivered on a quarterly basis
  - Highlights news and milestones of project
  - Provides relevant workforce training/industry information
  - Highlights one student growing through WIRED Project initiatives

**Action:** Request for proposals for a technology marketing firm for the development of the Web site and E-newsletter will be issued in February 2008 with proposals due in March 2008. It is expected that both tools will be operational by July 2008.

**Action:** Request for proposals for a copywriter for the development copy for the Web site will be issued in February 2008 with proposals due in March 2008. It is expected that both tools will be operational by July 2008.

- o Public Relations – A variety of consortium members will contribute PR resources and expertise in this field to continually promote key milestones for the project and workforce training in the Rio South Texas Region. Much groundwork has already been laid for the public relations component of the communications strategy, in particular surrounding the initial announcement of the grant award. Strategies to be implemented as necessary throughout the WIRED Project implementation include:
  - Development of a targeted media and industry analyst contact list
  - Press releases to announce milestones and project news
  - Drafting and placement of contributed articles regarding workforce development strategies for the manufacturing industry and to promote the Rio South Texas Region WIRED Project
  - Regular communications with media to fit information about the RIO South Texas WIRED Project into stories regarding workforce training, technology and manufacturing
  - Provide information about the Rio South Texas Region WIRED Project and workforce development to targeted industry analysts at data homes across the nation

**Action:** These items will be fulfilled as needed throughout the course of the project. As with the planning and evaluation of the WIRED Project, the public relations activities will be continual.



## Section VIII. WIRED Budget

### Project Budget and Budget Narrative

#### Grant Recipient

The State of Texas Office of the Governor serves as the grant recipient of the WIRED Funds. The grantee designated South Texas College as the fiscal agent for the Rio South Texas Region WIRED project.

#### Fiscal Agent

South Texas College acts as the fiscal agent and sub-recipient of the funds on behalf of The Office of the Governor. STC will manage the Rio South Texas region's participation in the WIRED Initiative. The college will execute the tasks and strategies in the approved Implementation Plan. And provide progress and financial reports as required under the grant.

STC acting as fiscal agent/sub-recipient will ensure that all funds provided through the grant including any funds expended under sub-contracts, shall be expended on authorized activities as outlined in WIRED *Grants* uses of H-IB funds (June 15, 2007.)

#### Lead Partnership Agencies

STC will subcontract with three partnership organizations; University of Texas Pan American, Texas State Technical College (in partnership with Texas Southmost College) and Laredo Community College. These organizations are integral to the successful operation and performance of the WIRED grant.

#### Project Budget and Budget Narrative

The following pages include an overall \$5,000,000.00 Budget (Standard Form 424A), Budget Narrative and Budget Details for each Partnership Organization (sub-contractor /sub-recipients). The uses of the H-IB funds are tied to projects that target job training and related activities in high growth industries and economic sectors. The project has leveraged a \$3 million Skills Development Grant from the Texas Workforce Commission as an integral part of the training services provided by the Rio South Texas College Alliance Manufacturing Training Institutes. These funds will train 2,500 new and incumbent workers.

#### NAAMREI Partnership Agency Project Budget: \$5,000,000.00

Rio South Texas College Alliance			NAAMREI Office	UTPA Center for Rapid Response Manufacturing
STC Manufacturing Institute	Texas State Technical College Texas Southmost College	Laredo Community College	STC NAAMREI Office	University of Texas Pan American
\$1,508,849.84	\$749,307.68	\$359,991.20	\$639,350.14	\$1,742,501.14

## Section VI. WIRED Budget North American Advanced Manufacturing Research and Education Initiative (NAAMREI)

**BUDGET INFORMATION - Non-Construction Programs**

**SECTION A - BUDGET SUMMARY NAAMREI PROJECT**

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1 Rio South Texas WIRED	11-308	\$ 5,000,000.00	\$	\$	\$	\$ 5,000,000.00
2.						0.00
3.						0.00
4.						0.00
5. Totals		\$ 5,000,000.00	\$ -		\$ -	\$ 5,000,000.00
<b>SECTION B - BUDGET CATEGORIES</b>						
6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)	
	(1)	(2)	(3)	(4)		
a. Personnel						
b. Fringe Benefits						
c. Travel						
d. Equipment						
c. Travel	\$ -				\$ -	
e. Supplies						
f. Contractual	\$ 5,000,000.00				\$ 5,000,000.00	
g. Construction						
h. Other						
i. Total Direct Charges (sum of 6a-6h)						
j. Indirect Charges						
k. TOTALS (sum of 6i and 6jj)	\$ 5,000,000.00				\$ 5,000,000.00	
7. Program Income		\$	\$	\$	\$	0.00

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**Section VIII. WIRED Budget**  
**North American Advanced Manufacturing Research and Education Initiative (NAAMREI)**

SECTION C - NON-FEDERAL RESOURCES					
( a ) Grant Program	( b ) Applicant	( c ) State	( d ) Other Sources	( e ) TOTALS	
8.					
9.					
10.					
11.					
12. TOTAL ( sum of lines 8-11)		0	0	0	0.00
SECTION D - FORECASTED CASH NEEDS					
13. Federal	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
14. Non-Federal					
15. TOTAL (sum of lines 13-14)					
SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT					
( a ) Grant Program	FUTURE FUNDING PERIODS (Years)				
	( b ) First	( c ) Second	( d ) Third	( e ) Fourth	
16. Rio South Texas WIRED					
17.					
18.					
19.					
20. TOTAL ( sum of lines 16-18)					
SECTION F - OTHER BUDGET INFORMATION					
21. Direct Charges:			22. Indirect Charges		
23. Remarks:					

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**North American Advanced Manufacturing Research and Education Initiative (NAAMREI)**

**Rio South Texas College Alliance for Manufacturing**

**Budget Line Item Cost Analysis**

**Strategic Goal Two:** Develop a globally competitive manufacturing workforce through a regional customized manufacturing training system that uses innovation curricula to credential the skills and knowledge needed to compete in a global economy in a sustainable manner.

**Budget Justification:** These funds will be used to provide operating expenses for two Regional Advanced Manufacturing Training Institutes in Hidalgo and Cameron counties. A satellite training center will be established in Webb County to provide training services to employers in the region. The training institutes have leveraged (secured) funds through a \$3 million Texas Workforce Commission Skills Development (WIRED) Grant. The TWC funds will provide customized training to Manufacturers serviced through the institutes. The Project will train 2,500 new and incumbent workers.

**6 (F). The object class categories represent contractual expenditures associated with project implementation.**

**a) Personnel:**

Regional Manager

The Training Alliance proposes to have a regional project manager who will oversee the overall implementation of the project under Strategy Two. The designated person for this position is currently serving as the Training Manager for the STC Apprenticeship Program. He has over 7 years working experience and holds a Master in Business Administration. For the past six years he has served as the Advanced Manufacturing Training Manager under the HSDOL H-1B and High Growth grant projects. He was originally hired under a USDOL O\*NET grant to work with industry to develop the Competencies and standards for the program.

Training Managers

- Manage, supervise, schedule, and coordinate training staff in the development and delivery of customized training programs to partners.
- Monitor financial and programmatic compliance of training grants and contracts.
- Assist Regional Manager in business matters such as billing and account reconciliation.
- Participate in staff hiring and evaluation process.
- Perform other duties as assigned.

### Training Specialists

- Identifies and develops training initiatives in response to manufacturing/related industry training needs.
- Consults with employers, community agencies to identify performance objectives.
- Assist with preparation of training grant applications (i.e. Skills Development, USDOL, etc.)
- Recruits, screens, select, instruct, retain and places students.
- Recruits, trains, support, and evaluate adjunct trainers.
- Evaluates program effectiveness; follow-up with employers regarding success of graduates.
- Performs outreach duties; produces reports, collaborates with admissions, customer service and ensures other appropriate documents are completed on a timely basis.
- Participates in professional development; stays current in methodologies and curriculum.
- Participates in division's strategic planning process; establishes performance goals; assists in development and updates of the division procedures manual.
- Demonstrates knowledge of WECM manual, course descriptions and procedures.
- Performs other duties as appropriate to division assignments and responsibilities.
- Conducts program research, evaluations and compiles and prepares statistical reports.
- Facilitates communications, planning and follow-up on administrative matters.

### Support Staff / Customer Service Technicians

- Manage front reception area.
- Answer telephones; respond to inquiries and concerns.
- Mail out brochures and flyers in response to inquiries.
- Register students for courses.
- Link payments for courses.
- Cancel classes as appropriate; notify instructors, students and drop students from Banner system.
- Prepare instructional packets for instructors; prepare copies; arrange for supplies.
- Assist Admission Clerk with files.
- Assist professional staff with marketing and data retrieval.
- Performs administrative support and assistance to the Regional Manager.
- Processes confidential information and coordinates various projects.
- Manages administrative and clerical affairs of the Director.
- Coordinates manager's schedule; makes appointments; coordinates travel arrangements; schedules meetings.
- Maintains budget accounts and subsequent preparation and tracking of requisitions and purchase orders and other matters with the Business Office.
- Orders and maintains supplies, and arranges for equipment maintenance.
- Performs other duties appropriate to division/department needs.

### Support Staff / Administrative Assistant

- Provides administrative support and assistance to the Regional Training Manager.
- Facilitates communications, anticipation, planning and follow-up on administrative support matters.
- Processes confidential information and coordinates various projects.
- Manages administrative and clerical affairs of the Regional Training Manager
- Coordinates manager's schedule; makes appointments; coordinates travel arrangements; schedules meetings.
- Conducts research, and compiles and types statistical reports.
- Assists with annual budget development and subsequent preparation and tracking of requisitions and purchase orders; handles matters with the Business Office.
- Orders and maintains supplies and arranges for equipment maintenance.
- Coordinates projects/ reports with other members of the Rio South Texas College Alliance.
- Manage and/or monitor multiple projects and coordinated tasks, with some weekend and evening work required to meet strict deadlines.
- Handles inquiries and exercises sound judgment in referral of inquiries to correct concerns.
- Seek to solve problems, address concerns, and plan ahead with great attention given to customer service, project quality, and exact detail.
- Perform other duties as assigned.

### Instructors/Trainers

- Develops curriculum in manufacturing related subjects, i.e. machining, plastics, electricity plus others.
- Delivers manufacturing related training to apprentices and participating advanced manufacturing companies with an emphasis on providing cross-industry cluster transferable skills training.
- Complies with training documentation requirements.
- Delivers a minimum of 20 hours/week of instruction.
- Performs other duties as assigned.

In addition, Journeymen trainers will serve as the primary OJT providers for advanced manufacturing apprentices and pre-apprentices throughout the region. Three of the designated Journeymen are currently serving in this capacity with the STC High Growth Apprenticeship Program.

One Industrial Maintenance instructor has a DOL Journeyman's license in Industrial Maintenance, an Associates degree in Heating Ventilation and A/C, and more than 20 years of experience working in industry as a maintenance mechanic and supervisor.

One trainer will be funded by the TWC Skills Development Fund Grant:

The Tool and Die Instructor has a DOL Journeyman's license in Tool and Die, a Bachelors Degree in Business, and over 25 years of related industry experience—primarily working for Delphi.

The other Industrial Maintenance instructor has a DOL Journeyman's license in Electrical, a Masters Electrician license, and over 30 years of industry experience.

- b) Fringe:** The rate is 28%.
- c) Travel:** Because of the regional aspect of the proposed project, much travel will be necessary between the various partners' locations. Journeyman trainers will conduct training at a broad range of industry sites and other locations; managers and other staff will be required to travel in order to monitor and to ensure that quality training is being delivered according to the proposed regional strategy. Further, certain staff will be visiting exemplary institutions of higher education and training. The intention is to replicate the efforts of other successful so as to maximize the quality of apprenticeship training provided in the Rio Grande Valley. Management staff shall also be attending conferences such as those sponsored by DOL, NACFAM, MSSC and other pertinent organizations. Staff may also attend meetings and/or workshops related to the development and standardization of the advanced manufacturing training program and curricula (e.g. local Bureau of Apprenticeship and Training office, Texas and National Skill Standards Boards).
- d) Equipment:** These purchases will include training equipment items such as lathes, milling machines, a coordinate measuring machine, and drill presses. This equipment is critical to the regional delivery and expansion of the proposed training programs. The equipment will be housed at South Texas College.
- e) Supplies:** These items will provide trainers and instructors will all the necessary training supplies to support them. Such items include ancillary machining supplies, tools, grinders, metals, PLC trainers, etc. Included in this line item are general office supplies, individual computers and peripherals.
- f) Contractual:** STC will sub-contract with other partners in the Alliance which includes Texas State Technical College, Texas Southmost College, Laredo Community College, and The University of Texas Pan American. The sub-contracts will be incorporated into this line item.
- g) Construction:** Not applicable
- h) Other:** Curriculum development is part of this line item, as it is an integral part of the proposed training strategy. Outreach/Marketing, also included here.
- i) Direct Charges (Sum of 6a-6h)**
- j) Indirect Charges:** This is an allowable expense item at 10%, which will provide administrative support to all components of the proposed project. This is below STC's 53% approved ICR by the U.S. Department of Health and Human Services.

**Note: Facilities costs:** Each College in the Alliance will provide training in a state-of-the-art workforce training center. The Facilities will be of no cost to the grant. (Expenses paid through indirect rate charges)

**Note: The Rio South Texas College Alliance and UTPA**

Sub-recipients; Laredo Community College, Texas State Technical College in partnership with Texas Southmost College and University Texas Pan American will comply with the same budget line item descriptions in compliance with uses of H-IB Funds (Dated June 15, 2007). The Rio South Texas College Alliance job functions are the same for all institutes/satellites centers.

## North American Advanced Manufacturing Research and Education Initiative

### STC NAAMREI OFFICE

#### Budget Line Item Cost Analysis

**Strategic Goal One:** Strengthening competitiveness of North American Manufacturing and the regional advanced technology base by creating Rapid Response Manufacturing (RRM) systems through university research and development and talent development while targeting RRM based industries to sustain economic growth and prosperity

**Strategic Goal Two:** Develop a globally competitive manufacturing workforce through a regional customized manufacturing training system that uses innovation curricula to credential the skills and knowledge needed to compete in a global economy in a sustainable manner.

**Strategic Goal Three:** The Rio South Texas Region will collaborate with Region One Education Service Center's T-STEM Center, El Centro del Futuro, to meet the statewide T-STEM goal of developing the nation's leading innovation economy workforce by aligning high school, post secondary education and economic development activities.

**Budget Justification:** The Office of the North American Advanced Manufacturing Research and Education Initiative (NAAMREI) will be responsible for the oversight and management of the project. The Executive Director will work with the leadership team to develop an overall operation plan to meet the NAAMREI strategic goals and milestones. The office will submit all required financial and program reports to USDOL. The office will be housed at South Texas College. STC is the designated fiscal agent for the WIRED Project.

#### **6 (F). The object class categories represent contractual expenditures associated with project implementation.**

##### **a. Personnel :**

###### **Executive Director**

Provides leadership, administrative and operational direction for the office of the North American Advanced Manufacturing Initiative (NAAMREI). The designated person is currently serving as the Executive Officer for Workforce Development and External Affairs for South Texas College. She has 32 years (25 years in management) in workforce development, administration, secondary and post-secondary education. Prior to joining South Texas College she was the Executive Director of the Valley Initiative for Development and Advancement (VIDA) a non-profit agency and was the Executive Director for the Cameron County Private Industry Council for 12 years.



### Support Staff (Project Specialist)

- Facilitates communications, planning and follow-up activities on administrative matters.
- Coordinates executive director's schedule; makes appointments; coordinates travel arrangement's; schedules meetings.
- Conducts grant research, compiles and prepares reports.
- Works with employers and community, state and federal agencies to coordinate NAAMREI activities.
- Assists with preparation of training grant applications
- Coordinates training activities between the NAAMREI Office and STC Regional Advanced Manufacturing Training Institute.
- Performs administrative support and assistance to the Executive Director.
- Participates in professional development; stays current in state and federal rules and regulations associated with the WIRED project.
- Participates in division's strategic planning process, assists in the development and updates of the division procedures manual.
- Demonstrates knowledge of WECM manual, course descriptions and procedures.
- Processes confidential information and coordinates various projects.
- Manages administration and support affairs of the Executive Director.
- Maintains budget accounts and subsequent preparation and tracking requisitions and purchase orders and other matters with the Business Office.
- Order and maintains supplies and arranges for equipment maintenance.
- Performs other duties as assigned.

#### **b. Fringe Benefits: The rate is 28%**

**c. Travel:** Travel activities will support the NAAMREI implementation goals, key strategies and milestones. Staff will attend WIRED Academics, USDOL conferences and meetings, WIA Workshops, WIRED Generations I, II, and III site visits and other approved travel activities related to the project.

#### **d. Equipment: not applicable**

**e. Supplies:** These purchases include expendable office supplies, individual computers and peripherals.

#### **f. Contractual : not applicable**

#### **g. Construction : not applicable**

**h. Other:** Professional services (as needed) to provide technical assistance. The services will be approved by USDOL. Curriculum development and outreach is part of this line item, as it is an integral part of the overall proposed goals. This item will utilize funds transferred within the allowable 20% line item discretion (except salaries and fringe benefits).

6 (F). The object class categories represent contractual/sub-recipient expenditures associated with project implementation.

**North American Advanced Manufacturing Research and Education Initiative (NAAMREI)  
UTPA Regional Rapid Response Manufacturing Center  
Budget Line/Item Cost Analysis**

**Strategic Goal One:** Strengthening competitiveness of North American Manufacturing and the regional advanced technology base by creating Rapid Response Manufacturing (RRM) systems through university research symbols and development and talent development while targeting RRM based industries to sustain economic growth and prosperity.

**Budget Justification:** The budgeted funds will be invested in supporting the operation of the Rapid Response Manufacturing Center in its initial stages with a focus on the talent development activities of the center. Research and Development projects for the development of products related to an industry or cluster will be leveraged through education or other partnerships. The first phase will establish the University of Texas Pan American RRM Campus Center in Edinburg, Texas (WIRED-3 year phase 2007-2010). During the overall ten year project (2007-2017), the development of two additional phases in which a building will be procured as a second phase using non-WIRED funds to establish a regional headquarters for NAAMREI and the Regional RRM center. The third and final phase will be the development of a North American Research and Education Park.

**a. Personnel :**

Center Director

The Center Director will be charged with interacting with the center advisory committee to plan, execute, and manage the overall endeavors of the center including the identification and assurance of funding streams to assure the sustainability of the center beyond the three year start up period. The Director will provide guidance and participate in the research and development activities of the center as well as providing leadership on the innovation of technologies, entrepreneurial development and talent development activities needed for the region. He will develop and manage all budgets in conjunction with the School of Engineering and Computer Science at UTPA assuring proper accounting practices and adherence to compliance requirements for all of the funds that will come to the center. The Wired budget will provide approximately 35% of the director's salary charged on a time and effort based on the talent development and related activities of the center.

Field Staff

The field staff will have a number of functions including development of curriculum, contact with industrial partners to identify and scope center training and other projects, interact with faculty and student to assure resources for the management and execution of industrial projects, provide specialized training when required, and other center activities such as participation in the lean sigma academy and the INTEND program. It is expected that four field staff will be needed to perform the proposed endeavors with one funded from WIRED moneys. The other staff will be leveraged from other sources within the university in particular the Center for Manufacturing/TMAC.

## Section VIII. WIRED Contractual/ Sub-Recipient Budget

### Customer Service Technician (Support Staff)

- Manage front reception area.
- Answer telephones; respond to inquiries and concerns.
- Mail out brochures and flyers in response to inquiries.
- Register students for courses.
- Link payments for courses.
- Cancel classes as appropriate; notify instructors, students and drop students from Banner system.
- Prepare instructional packets for instructors; prepare copies; arrange for supplies.
- Assist Admission Clerk with files.
- Assist professional staff with marketing and data retrieval.
- Performs administrative support and assistance to the Regional Manager.
- Processes confidential information and coordinates various projects.
- Manages administrative and clerical affairs of the Director.
- Coordinates manager's schedule; makes appointments; coordinates travel arrangements; schedules meetings.
- Maintains budget accounts and subsequent preparation and tracking of requisitions and purchase orders and other matters with the Business Office.
- Orders and maintains supplies, and arranges for equipment maintenance.
- Performs other duties appropriate to division/department needs.

### Faculty

Faculty members will provide technical assistance and direct project specific training activities of the center in conjunction with industrial and economic development partners in compliance with WIRED grants allowable fund usage guidelines (Rev. 3 June 15, 2007). It is expected that faculty will be primarily involved in the training and educational components of the project through the development and delivery of curriculum both in the INTEND and Lean Sigma academy programs. The funds will be used for both summer support and academic year support of faculty members.

### Graduate and Undergraduate Students

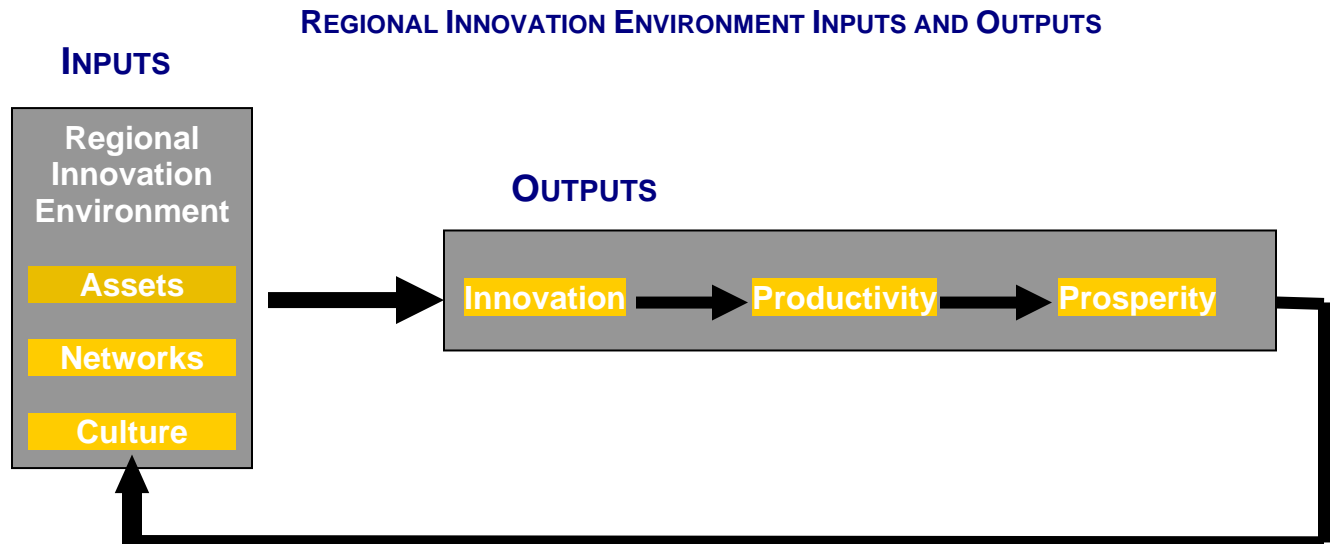
Students will be supported by the project to support the talent development activities of the center including the provision and support of training and project execution.

- b. Fringe:** UTPA rates are 28% staff, 18% faculty, and 10% students
- c. Travel:** Because of the regional aspect of the proposed project, much travel will be necessary between the various partners' locations. Personnel will conduct training at a broad range of industry sites and other locations; managers and other staff will be required to travel in order to monitor and to ensure that quality of services being delivered according to the proposed regional strategy. Further, certain staff will be visiting exemplary institutions of higher education and training. The intention is to replicate the efforts of other successful programs so as to maximize the quality of services provided. Management staff shall also be attending conferences such as those sponsored by DOL, NACFAM, MSSC and other pertinent organizations. Staff may also attend meetings and/or workshops related to center talent development endeavors.

- d. Equipment:** The equipment required to support the talent development/training activities of the center will be purchased with the requested funds. This equipment will consist of basic office, communications and computer equipment required to operate the center as well as equipment needed for the educational component of the center including training materials and curriculum development materials. In addition, equipment used in new education and training initiatives of the center.
- e. Supplies:** The funds requested for supplies will include those required for basic operating and marketing of center activities. Included in this line item are general office supplies, individual computers and peripherals.
- f. Contractual:** Funds requested as contractual funds will be used on contracting consultants are expected to be hired to support other specialized endeavors of the center. These include external experts needed in the INTEND and Lean Sigma Academy programs.
- g. Construction:** not applicable
- h. Other:** not applicable
- i. Direct Charges:** (sum of 6a-6h)
- j. Indirect Charges:** This is an allowable expense item at 10% of the overall \$5,000,000.00 budget (UTPA-\$200,000.00/STC-\$300,000.00), which will provide institutional administrative support to all components of the proposed project (facility, maintenance, administrative support, audit expenses and reporting).

## Appendix

The region has adopted the Council on Competitiveness asset mapping model. The initiative will undertake an asset-mapping project to advance the regional efforts in building an innovation-based economy positioning the region as a world leader in RRM. The results will determine if the strategies should be revised to reflect any strengths or gaps revealed by the map. The process will take 24 weeks from start to finish.



(Source: Council on competitiveness Asset Mapping Guide)

The initiative will center on global manufacturing challenges that will provide economic opportunities for the region. The factors that will contribute to the success of the NAAMREI initiative are:

- A youthful population.
- Expansion of the skilled-labor supply chain.
- Reduction of transportation costs through a Multi-Modal Center facility.
- Development of a strategy focused on a manufacturing-targeted industry created through regional partnerships.
- Increase per capita income earning potential.
- Emphasis on public education, higher education and technological innovation.
- Establishing an entrepreneurship culture in the region.
- Interstate 69 designated as a “Corridors of the Future.”
- Establishing the talent development infrastructure to prepare the workforce for the skills needed to compete in a global economy.
- Locating a major auto assembly plant to the region.
- Establishing a Rapid Response Manufacturing Center.
- Implementing a world class regional college skills credentialing system for customized training.