



The Security Forum, Inc. is a 501(c)(3) San Diego-based non-profit chartered in California that operates two divisions called **The Maritime Alliance** and *The Security Network*. **The Maritime Alliance** www.themaritimealliance.org is responding to the NIST Notice dated 05/04/2012, **Request for Information on Proposed New Program: National Network for Manufacturing Innovation (NNMI)**. Since 2007, TMA has been organizing the maritime technology industry cluster in the San Diego region – the largest such geographically concentrated community in the U.S. and probably in the world. We have been working with a number of Federal agencies (NOAA, ONR, US Commercial Service, US Navy, USTDA, and others) and have been recognized by the US Dept. of Commerce for helping promote exports. We are recognized nationally and internationally for our organizational work in this sector.

The following material provides our responses to the questions presented in the Request for Information. The appropriate contacts at **The Maritime Alliance** are the President Michael Jones (619) 450-4600 x141 mbjones@themaritimealliance.org and Executive Director Bill Riedy briedy@themaritimealliance.org x182.

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Request for Information on Proposed New Program: National Network for Manufacturing Innovation (NNMI) – NIST Notice dated 5/4/2102

The Maritime Alliance is planning on proposing an Industry Sector focused on the maritime technology industry. Following is our input to the NIST hosted AMNPO (Advanced Manufacturing National Program Office) to the following questions:

Technologies with Broad Impact

1. What criteria should be used to select technology focus areas?

- Importance for U.S. and world economies
- Size of the current regional (and U.S.) market
- Projected growth rates of existing industry sectors
- New market potential
- Sustainable competitive advantage(s) for the region (and U.S.)
- Existence of a thriving technology cluster and a cluster organizer
- Manufacturing and good paying job growth potential
- Linkages to local educational institutions, government/military, non-profits, & private sector
- Importance to homeland and national security
- Supply chain leverage potential
- Indirect and induced job multiplier for the kinds of jobs produced
- Import substitution potential
- Ability to attract job creating investment into the region (and U.S.) from abroad
- Positive environmental impact

2. **What technology focus areas that meet these criteria would you be willing to co-invest in?**
 - Multiple maritime technology sectors inside the overall Industry Sector
 - Intellectual Property (IP) creation potential
 - Education and workforce development
 - Cross linkages to other IMIs and other clusters in the region and nationally

3. **What measures could demonstrate that Institute technology activities assist U.S. Manufacturing?**
 - Sector revenue increases
 - Creation of new SMEs
 - Creation of new good paying jobs
 - Increase in exports
 - Analysis on U.S. supply chain impact
 - Creation of new IP
 - Licensing transactions completed from universities and research labs

4. **What measures could assess the performance and impact of Institutes?**
 - How much money is invested from the private sector
 - Has the Institute met projections including creation of new SMEs and job growth
 - Analysis of new IP created and licensed
 - Interest at DHS, DoD and other agencies
 - Participation on Advisory Boards
 - Cross pollination and collaboration among IMIs

Institute Structure and Governance

5. **What *business models* could be effective for the Institutes to manage business decisions?**
 - Public-Private partnership with Board of Directors (BoD) and Executive Director for corporate governance, strategic planning and business decisions
 - Advisory Boards of industry experts to advise and make recommendations to BoD
 - Focus on ROI for the Institute and for participation with the private sector
 - Paid membership driven

6. **What *governance models* would be effective for the Institutes to manage governance decisions?**

See point 5 above.

7. **What membership and participation structure would be effective for the Institutes, such as financial and intellectual property obligations, access and licensing?**
 - An Industry Sector would likely be different from that of one with a technology focus.
 - Stakeholders should represent many sectors including financial and service sectors (i.e. banking, insurance, law firms, VC, etc.) that will help finance, patent and most rapidly utilize IP created.
 - Membership based organization with ability to propose (and participate) in projects
 - Reduced cost for start-ups and SMEs and educational institutions
 - Need to provide advice and oversight related to FAR and ITAR regulations and other obligations

8. How should a network of Institutes optimally operate?

- National website with at least two levels of access, public and participants.
- Current listing and contact details of members and participants
- NNMI should have a Board made up of 2 representatives of each IMI plus an Executive Director
- AMNPO should provide scheduled events, at least semi-annually, with travel expenses an allowable cost, to encourage networking between IMIs and participants.
- Demonstrations and specific shows of the respective IMIs should be coordinated
- International contacts should be shared
- IP that has been created should be shared with other relevant IMIs
- Joint projects between two or more IMIs should be encouraged and given preference for funding

9. What measures could assess effectiveness of Network structure and governance?

- Annual feedback from IMIs to an independent 3rd party on effectiveness of Network management
- Increase of sector job growth over the historical baseline growth
- Increase of exports over historical baseline
- Decrease of imports over historical baseline
- Success of individual joint projects
- Creation of IP

Strategies for Sustainable Institute Operations**10. How would initial funding co-investments of the Federal Government and others be organized by types and proportions?**

- Minimum identified amount should be guaranteed for first 2 years to each IMI as a foundation
- Matching funds available to promote by local/state agencies and private sector
- Discretionary additional promising programs based on issues such as cross-IMI and education sector collaboration, IP development programs, jobs being created, etc.

11. What arrangements for co-investment proportions and types could help an Institute become self-sustaining?

No comment

12. What measures could assess progress of an Institute towards becoming self-sustaining?

- Monitor local member/participant contributions to the overall expense of the IMI
- Other fund raising success

13. What actions or conditions could improve how Institute operations support domestic manufacturing facilities while maintaining consistency with our international obligations?

- Promote supply chain development
- Promote sharing of best practices across the sector
- Promote exports
- Promote international economic development built around U.S. tech/products (energy, food, water, etc.) with organizations such as Inter-American Development Bank, USAID, World Bank,
- Conform to FAR, ITAR and other regulations

14. How should Institutes engage other manufacturing related programs and networks?

- RFP should offer credit for additional programs or networks that the proposer intends to engage and, for which, they have outlined the value to the IMI objectives.
- Periodic meetings important to discuss ways to collaborate

15. How should Institutes interact with state and local economic development authorities?

- Consistent engagement with particular focus on job creation

16. What measures could assess Institute contributions to long term national security and competitiveness?

- Government/military participation on Advisory Committees can help the focus
- Reviews of IP creation
- Rapid transition of new technology by government / military

Education and Workforce Development**17. How could Institutes support advanced manufacturing workforce development at all educational levels?**

- Active regional outreach to promote STEM education and technical training for students
- Provide speakers and promote visits to manufacturing facilities to encourage student interest
- Work closely with community colleges and workforce partnership organizations
- Promote internships and job placement

18. How could Institutes ensure that advanced manufacturing workforce development activities address industry needs?

- Work closely with the private sector to understand and support their needs
- Work closely with workforce development agencies to address needs

19. How could Institutes and the NNMI leverage and complement other education and workforce development programs?

- See 17 and 18 above plus focus on at-risk groups and promote veterans entry into the workforce particularly into engineering and technical positions after proper training

20. What measures could assess Institute performance and impact on education and workforce development?

- Number of institutions, teachers and students participating
- Increase in STEM student focus
- Increased occupational / vocational training
- Increase in internship position and job growth in the sector

21. How might institutes integrate R&D activities and education to best prepare the current and future workforce?

- Involved teachers/professors in the sector to understand industry needs
- Promote culture of IP transfer to help develop jobs in the region