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MANUFACTURING MINUTES \ February 24, 2022

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## Do You Have a Plan & the Right People?

*We Do!*

By Glenn Plagens, CEO, Manufacturer's Edge

When I accepted the position as the new CEO of Manufacturer's Edge, I was familiar with the history of the organization and how much growth it had experienced over the last ten years. I was and still am impressed by the impact Manufacturer's Edge has on Colorado's manufacturers every day. However, like most everyone reading this, in the last couple of years, our business model has been knocked around a bit by the pandemic. In my first weeks as CEO, I learned that this organization is on the right path to recovery and is poised for major growth. We have the two major ingredients in place, what about your company?

First, we have a plan! My second week was all-consuming, working with the team, reviewing and updating our strategic plan. Unlike many of the organizations I've coached over the years, our plan is alive and well, not sitting on a shelf collecting dust. In my years of experience, your organization will live or die based on your ability to plan and pivot. Yes, pivot, because we're still not out of the woods yet. Flexibility must be a part of the plan.

Manufacturer's Edge is of course and always will be here to help. Our Business Development Team has developed the Business Health Assessment (BHA). The BHA is our contribution to your company moving forward. It was designed to assess your company and become an integral part of your overall strategic plan. The BHA is already in the hands of many of our clients making a difference to their bottom line. If you want to meet with us and schedule a BHA, please email us at [info@manufacturersedge.com](mailto:info@manufacturersedge.com). And, by the way, the only cost is your time.

Second, we have the right people! I'm blown away by the team that is Manufacturer's Edge. It is my opinion that an organization is only as strong as the team of people who make up the foundation. In this time of the "great resignation," attracting and retaining the right people is essential. I could go on about our team and how awesome they are all day. However, I will leave you with this: You will be hearing more from us, so stay tuned.

In closing, I want to give a shoutout to our prior CEO Tom Bugnitz. Tom, thank you for your service to the manufacturers of Colorado and to Manufacturer's Edge. Thank you for talking me into applying for this job and thank you in advance for joining our board of

directors. You were right about one thing so far - this is the best job in Colorado and I'm happy to have it and be a part of the team. Now, fasten your seat belts, the ride is about to begin and if you're reading this, you're on our train.

## Virtual Manufacturing Supplier Matchmaking Event – Explore the Opportunities to Sell to the Government Sector

March 15, 2022

MIDWEST DOD INVITES YOU TO THE:

### MANUFACTURING SUPPLIER MATCHMAKING EVENT

A virtual matchmaking event for Kansas, Missouri, Colorado, Nebraska, Iowa, and Oklahoma manufacturers



HOSTS



ciras



govmates



PROUD HOST PARTNER



WHEN

Midwest DoD Insights and  
Virtual Manufacturing  
Supplier Matchmaking  
Event March 15th  
11:00 am - 2:00 pm



WHY

Even before the COVID-19 pandemic hit, the U.S. Department of Defense prioritized the modernization of factories to increase the global competitiveness of American manufacturing. This event provides an opportunity for manufacturers (sellers) in the midwest to meet with government primes/OEMs (prospective buyers)

Colorado manufacturers are invited to explore the opportunities to sell to the federal government and prime contractors at the Midwest DoD Insights and Virtual Manufacturing Supplier Matchmaking Event from 12:00 p.m. to 2:00 p.m. on March 15, 2022. Manufacturer's Edge, the Colorado Manufacturing Extension Partnership (MEP) Center, along with MEP Centers from Kansas, Missouri, Nebraska, Iowa, and Oklahoma, and their partner [govmates](#) are working together to bring buyers and suppliers currently in the defense industrial base as well as those that would like to expand into the defense industrial base and/or diversify their supply chains together for this virtual matchmaking event.

In addition to matchmaking sessions, registered attendees will be able to participate in a valuable virtual networking session that will provide insight into matchmaking appointment strategies, additional doing business with the federal government information, and peer manufacturer connections. Colorado manufacturers interested in participating need to register at [www.supplydod.com](http://www.supplydod.com) no later than March 11, 2022.

For additional information or if you have any questions about this event, please contact [info@manufacturersedge.com](mailto:info@manufacturersedge.com)

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## EPI Owner Readiness Survey

In the next decade, 6 out of 10 business owners plan to sell their business. Because this process can be complex, an owner who is “ready” greatly improves the odds that their business successfully makes the change of hands. As the State of Colorado actively looks to support businesses through all stages of their journey, the Employee Ownership Office of Colorado is working [in partnership](#) with the Exit Planning Institute to create the State of Owner Readiness Report. Your participation in the [2022 Colorado State of Owner Readiness](#) survey will help Colorado continue discovering new opportunities to support business owners.

This research gives an inside look at how prepared private business owners are to sell or exit their businesses and allows for our statewide business community to best prepare for this next step, consider all of their options, and improve their individual transition success. Your input helps not only your own business but also the greater Colorado economy. Responses to [the survey](#) are confidential and will take about 12 minutes to complete. If you are interested in learning more and sharing this information, we encourage you to download the [Promotional Toolkit](#).

[Take the Survey](#)

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## OEDIT Invites Colorado Advanced Manufacturing Companies to Join Hannover Messe Trade Show in Germany



The Colorado Office of Economic Development and International Trade (OEDIT) is participating in the [Hannover Messe](#) trade show to introduce Colorado advanced manufacturing companies to the most important international platform and hot spot for industrial transformation from May 30 - June 2, 2022, in Germany.

Every year, our [Global Business Development](#) division selects strategic trade shows to showcase Colorado's many economic strengths. The benefit of attending a trade show with OEDIT is that all booth costs and exhibitor fees are paid, and companies that participate receive a \$3,500 travel stipend to attend the show.

Hannover Messe brings the core industrial sectors together at one location to learn, network and trade, and offers exhibitors the opportunity to showcase innovative products and solutions to potential buyers from all over the world. This year, OEDIT will be selecting eight companies to exhibit at the Colorado booth at the trade show.

The application to attend Hannover Messe through the State Trade Expansion Program is open through March 14th, 2022, or until it fills up. Apply online in the [OEDIT application portal](#). Log in to your account or create a new account. To protect your personal information, we manually add new users to the portal, so it may take several days to activate your account.

Small advanced manufacturing companies can apply to join the trade mission at no cost through the [State Trade Expansion Program](#) (STEP).

To qualify for the State Trade Expansion Program, your company will need to:

- be registered with the Colorado Secretary of State and in Good Standing
- have headquarters in Colorado or have at least 50% of your employees based in Colorado
- be a U.S. company seeking to export goods or services of U.S. origin or with at least 51% U.S. content
- be at least one year old as of the date you would begin using STEP grant funds
- be new to export or expanding to a new export market
- have a commercialized product or service to export
- be export-ready (see below)
- meet the applicable industry-based small business size standard established by the [U.S. Small Business Administration](#)

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# Simply CYBER

with Jennifer Kurtz



(vol 46)

## **Business Continuity Planning: Adversity, Diversity, Opportunity**

*Life changes fast.*

*Life changes in the instant*

*The ordinary instant.*

*You sit down to dinner and life as you know it ends.*

—Joan Didion, “The Year of Magical Thinking” [1]

Russia's current invasion[1] of Ukraine was threatened and predicted. Sabers and doorknobs have been rattling for years. The stacking up of military forces, —the sabers— along Ukraine's sovereign state boundary demonstrated Russia's intentions to pursue the geopolitical objectives displayed in its March 2014 annexation of the Crimean Peninsula from Ukraine. Contingency plans for a conventional war scenario were made.

## Crisis Scenarios

Military history can inform present scenario development and contingency planning directions. There is a certain economy of resources that are known: troop levels, armaments, resupply lines, exposed targets, and so forth. These resources are characterized by physical constraints. Developing scenarios in anticipation of probable cyberattacks—the digital doorknob rattling piece—is more challenging. Adversarial nations like Russia have been field testing their cyber weapons for years, for example: the 2007 attack against Estonia’s media and financial infrastructure, the 2015 attack, against Ukraine’s power grid (and 2022 attack against its government agencies), the 2020 SolarWinds attack against US government agencies and private corporations.[ii] Add to the list the suspected (but not officially confirmed) nation-state involvement in the 2021 cyberattacks against Colonial Pipeline and the December 2021 cyberattack on global logistics firm Hellman.[iii] and the 20 February 2022 cyberattack against Seattle-based logistics and supply firm, Expeditors.

## Business Continuity Through Crisis Planning

On its website landing page, Expeditors’ banner today reads “Expeditors is currently managing a global systems downtime due to a targeted cyberattack.” [iv] The company also references repeatedly its global business continuity plan that has been activated. It is instructive that the company had gone through a business continuity/contingency planning exercise and was prepared for a multidimensional disruption to normal business operations that included communication to stakeholders and the general public.

## Business Continuity Through Diversification (DoD)

DoD business continuity planning through diversification has intensified with respect to its supply chain and the need for greater diversity—and less consolidation among a few big players. As an example, the FTC has sued to challenge Lockheed Martin Corporation’s acquisition of Aerojet RocketDyne.[v] This aligns with the advice contained in a DoD report released 15 February 2022[vi] that states:

DoD should take steps to ensure resilience in the supply chain for five priority sectors: casting and forgings, missiles and munitions, energy storage and batteries, strategic and critical materials, and microelectronics.

The report further acknowledges that the current procurement process at DoD does not necessarily favor small businesses. Resources like the US Air Force’s Blue Cyber program,[vii] which was initially geared to SBIR/STTR candidates, are invaluable. Process changes are also underway to address supplier qualification programs like CMMC and reduce associated financial and administrative burdens (as well as confusion surrounding what constitutes controlled unclassified information, CUI). Clearly, there is the desire to expand the DoD playbook by including more players.

## Business Continuity: Opportunity

The NIST MEP business resiliency model shows cybersecurity as just one dimension that manufacturers should consider. Other dimensions include personnel security, product safety, and business continuity/disaster recovery planning. Manufacturer’s Edge—and the entire MEP network—are here to help with tools, techniques, and guidance. Opportunities for learning abound, but that learning does not have to be painful (or fatal).

*Time is the school in which we learn.*

—Joan Didion, “The Year of Magical Thinking”

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References:

[ii] 23 February 2022.

[iii] <https://www.npr.org/2020/12/15/946776718/u-s-scrambles-to-understand-major-computer-hack-but-says-little>

[iii] <https://www.zdnet.com/article/billion-dollar-logistics-giant-expeditors-struggling-to-recover-from-cyberattack/>

[iv] <https://www.expeditors.com/>

[v] <https://www.ftc.gov/news-events/press-releases/2022/01/ftc-sues-block-lockheed-martin-corporations-44-billion-vertical>

[vi] <https://www.defense.gov/News/News-Stories/Article/Article/2937898/dod-report-consolidation-of-defense-industrial-base-poses-risks-to-national-sec/>



## Aerospace Day at the Colorado Capitol

Aerospace Day at the Colorado Capitol

Tuesday, March 8<sup>th</sup>, 2022

9:00 am to 7:00 pm

McNichols Civic Center Building, 144 W Colfax Ave, Denver, CO 80204

Join the Colorado Citizens for Space Exploration (CSE), Office of Economic Development and International Trade (OEDIT), Colorado Business Roundtable (COBRT), Aerospace States' Association (ASA), Colorado Space Coalition (CSC), Colorado Space Business Roundtable (CSBR) and Manufacturer's Edge in coordination with our numerous aerospace partner organizations, for a day of networking and discussing the aerospace industry.

Enjoy a full day of networking and dialogue with our Colorado Legislators discussing how Colorado became one of the largest space economies per capita in our nation and how they can effectively support aerospace in our state.

### Aerospace Day Schedule:

9:00 AM - 11:30 AM: Visit to House and Senate, House and Senate Chambers, 3rd Floor House and Senate Galleries at Colorado State Capitol

11:30 AM - 11:45 AM: Aerospace Day Group Photo, Rotunda Steps, Colorado State Capitol

11:45 AM - 12:00 PM: Walk over to McNichols Civic Center Building for Lunch Program

12:00 PM - 1:30 PM: Lunch Program and Panel

1:30 PM - 3:00 PM: Exhibitors set up booths at McNichols Civic Center Building

3:00 PM - 7:00 PM: Exhibitor Booths are Open, Socialize & Visit Exhibitors

5:00 PM - 7:00 PM: Aerospace Legislative Reception with Food and Drinks

7:00 PM - 8:00 PM: Exhibitors Booth Close and Tear Down

For questions, more information, or to participate in the planning of Aerospace Day at the Capitol, contact:

Stacey DeFore at [stacey.l.defore@lmco.com](mailto:stacey.l.defore@lmco.com)

Christie Lee at [christie.j.lee@lmco.com](mailto:christie.j.lee@lmco.com)

Lisa Gregg at [lisa.r.gregg@lmco.com](mailto:lisa.r.gregg@lmco.com)

The Co-Hosts of Aerospace Day at the Capitol are also encouraging everyone to donate to the Boulder County Wildfire Fund to support the people and communities that were impacted by the fires that broke out across Boulder County. Any support is greatly appreciated.



## Supply Chain

The COVID pandemic did not cause the supply chain disruptions presently facing America. Instead, the supply chain crisis we are experiencing results today from more than two decades of shortsighted decisions by legislators and policymakers in Washington, D.C.; CEOs, Corporate Boards, Labor Leaders, Investors, and Consumers.

Subsequently, a single piece of legislation such as the America COMPETES Act of 2022 cannot undo what we have done to ourselves over the past 20 years.

However, we need to start somewhere. The supply chain and manufacturing competition bill approved by the House of Representatives is just that—a start.

Far from perfect and not surprisingly approved by a partisan 222-210 vote, this legislation is an essential step in the right direction. Among hundreds of other points, the bill:

- Authorizes \$45 billion for grants, loans, and loan guarantees to support supply chain resilience and manufacturing critical goods, industrial equipment, and manufacturing technology.
- Supports to relocate manufacturing facilities out of countries of concern, including countries that pose a significant economic or national security threat to the United States.
- Authorizes a significant increase in funding and expansion of the Hollings Manufacturing Extension Partnership (MEP) program, including addressing domestic supply chains' resilience.
- Supports the next generation of diverse STEM teachers, researchers, scientists, and professionals.
- Amends the Immigration and Nationality Act to create a new classification of "W" nonimmigrants.

A piece of legislation approved strictly along party lines (one Republican voted for the bill, and one Democrat voted against the bill) will not fix the American Supply Chain crisis.

I hope that this bill is just a beginning. Our jobs as manufacturers are to voice our opinions

and help shape policies that will untangle the supply chain mess we find ourselves in 2022. Manufacturers across the state of Colorado must come together and do our part. Will you join me? Let me know, [markcordova@co-cama.org](mailto:markcordova@co-cama.org).

Contact CAMA

