

GENEDGE Board of Trustees Meeting Minutes

Boar's Head Resort – Charlottesville, Virginia

Friday, March 27, 2026 11:00am-2:30pm

Members Present:

Dr. Robert Brandon, Dr. Marcia Conston (virtual), Dr. John Gaskins, Dr. Quentin Johnson (virtual), Mr. Gabriel LaMois, Ms. Megan Lucas, Mr. Alexander Marcus, Dr. Andre Marshall (virtual), Mr. Denny McDermott, Mr. Abdelkarim Moharram (virtual), Mr. Wesley Reid, Ms. Susan Schjonning, Dr. Eileen Van Aken, Mr. Kaushik Vashee (virtual), Mr. Scott Watson (virtual)

Representatives Present:

Ms. Flora Hezel – AG Representative, Hon. Connor Andrews (virtual) – Dept of Education Representative

Others Present:

Ms. Deborah Ahn (virtual), Mr. David Bartlow, Ms. Brenda Bowman, Mr. Tony Cerilli, Mr. Joshua Dawson, Ms. Ashley Hudson (virtual), Mr. Teddy Martin, Mr. Dan Miemczewski, Mr. Scott Schein

CALL TO ORDER

Chairman Gabriel LaMois called the meeting to order. Teddy Martin conducted the roll call and verified quorum.

APPROVAL OF MINUTES

Chairman LaMois asked board members to review the minutes from the previous meeting. A motion was made by Wesley Reid, seconded by Alexander Marcus, and unanimously adopted to approve the December meeting minutes.

REVIEW OF PLANNED 2026-2027 MEETINGS

Ms. Hudson presented the meeting dates for 2026-2027. The next four meeting dates and expected locations are as follows, and more details will be provided:

- June 5 –Shipbuilding Cobotic Alliance Center - Norfolk, VA
- September 11 - New College Institute - Martinsville, VA
- December 4 – Location to be confirmed – Boar's Head Resort is available
- March 26, 2027 – Date/location to be confirmed

NIST-MEP, DOE, and GENEDGE OPERATIONS PLAN UPDATES

GENEDGE Executive Director, Scott Schein, provided the following operations updates:

Mr. Schein reported that the NIST cooperative agreement budget had been approved and the funds had been released in January. NIST's annual review was held in February with Chairman LaMois, Tony Cerilli, Josh

Dawson, and Mr. Schein in attendance with the NIST Review Team. He noted that the review meeting went well, and that GENEDGE received very positive feedback regarding its reported client metrics. The net promoter score was cited as an area needing improvement. This shortfall is primarily due to the need for better communication with a commonly misunderstood and misinterpreted question on the quarterly NIST client survey.

The draft MEP cooperative agreement renewal documents for FY27 were submitted on March 16. The final renewal documents will be due on March 31. The Senate held a hearing earlier in March to review the nomination of Arvind Raman for the NIST Director position.

Recent Hill Day activities were reviewed. Along with GENEDGE Leadership, board members Dr. Andre Marshall and Mr. Scott Watson attended 14 legislator meetings and events at the NIST-MEP Hill Days on March 4th and 5th on Capitol Hill. Requests to continue FY27 funding of NIST-MEP at \$175 million was positively received. Senator Kaine's office was receptive to an invitation to visit the Shipbuilding Cobic Alliance center in the near future.

The Virginia Smart Manufacturing Accelerator (VSMA) program was successfully restructured for Year Two, to improve budget management and program execution, and has been moved under the Programs Team, which will capitalize Programs. The program office approval of the DOE rebudget has been confirmed and the formal approval from grants administration is forthcoming. The VSMA team has completed all scoping development meetings with program Sub-Recipients, including VT, GMU, ODU, VSU, as well as with third parties. The first Smart Manufacturing Roadshow workshop has been scheduled for April 29th at New College Institute in Martinsville. The event will be leveraging state VSMA funding to continue work. All future VSMA updates will be provided during the Programs Team updates.

The Virginia General Assembly requests for FY27 include an increase to the current funding level, a continuation of VSMA support, to keep state funding fully independent from the Federal NIST grant for the FY27 budget onward, and to move the GENEDGE fiscal agent to an agency code or an alternate state organization, which could save up to \$75K and increase administrative efficiency. The team completed meetings in February and follow-ups are still ongoing. The budget remains in negotiation with a special session convening on April 23.

Mr. Schein reviewed the areas where the board members can offer the most assistance relating to the federal and state budgets – including continued advocacy with Governor's Office, General Assembly, and Congressional offices, and additional help to network throughout the state to build awareness and drive partnership strategy. Teddy Martin will provide an email template for board members to send to their legislators, along with an updated legislator list and notes highlighting recent discussions.

The updated Mission, Vision, and Values statement was reviewed. This will be incorporated into the anticipated Performance Management System updates for FY27 and provides the foundation for operations and strategic planning going forward.

The key completed actions on the 90-day plan were reviewed. This includes a detailed refreshed operations plan, reduction in contract backlog, resource and staffing reevaluation, and refined business development approach for Programs and MEP client services. The client services model is evolving into a partnership model which will bring more referrals from our partners and our events, in addition to the direct development.

Grant development efforts are well underway, and potential opportunities have been identified. Recent meetings were held with the EDA and NSF to discuss funding opportunities, and white/concept papers are in development for EDA, NSF, and the Office of Naval Research for Science and Technology. GENEDGE also teamed with Virginia Tech for a GoVirginia Region 2 grant proposal, and engaged with GoVirginia Region 9 on workforce development concepts.

PERSONNEL & HR UPDATES

The following personnel updates were presented by GENEDGE Chief People Officer, Teddy Martin:

Mr. Martin briefly reviewed the current organization chart, which details all recent hires and structure updates. He noted that the DHRM (Department of Human Resource Management) & DPB (Department of Planning and Budget) fully approved all prior restructuring actions and applicable cost waivers. The Compensation Analysis was completed with HR Business Solutions for inclusion in the proposed Performance Management System update.

Three key positions were filled, including Tekela Redd as Partnership Relations Manager on 2/1, Bruce Vlk as Programs Manager on 2/16, and Lee Stewart as Regional Growth Manager- East Region on 3/16. Bill Donohue retired as of 3/10. There are currently no active employee recruitments. Subcontractor and third-party needs for client work in supply chain and HR support are being identified and recruited.

The updated Performance Management System was provided and reviewed for the board's approval. Mr. Martin confirmed that all proposed revisions were reviewed and supported by HR Business Solutions and deemed in-line with analysis. Proposed revisions include review of market and inflation impacts, in-band adjustments, and management adjustments. The HR & Compensation Committee approves the recommendation for full board approval and adoption. A motion to adopt the Performance Management Revisions was made by Mr. Marcus, seconded by Dr. Brandon, and received unanimous approval. A motion to implement a raise to new minimums effective immediately for the CFO and CPO was made by Mr. Marcus, seconded by Chairman LaMois, and received unanimous approval.

BOARD RECESS

The Board took a recess for lunch.

NOMINATING COMMITTEE

The Nominating Committee report reviewed the following appointments: Gabriel LaMois – Chairman, Alexander Marcus - Vice Chair. The HR & Compensation Committee includes Scott Watson (chair) and Andre Marshall. The Finance Committee includes Matthew Clarke, John Gaskins, and Wesley Reid. A motion to

accept-elect from the Nominating Committee report was made by Mr. Marcus, seconded by Chairman LaMois and approved unanimously.

ADVOCACY UPDATE

Mr. Martin reviewed all recent Federal and State advocacy activities. State requests were generally met with positive responses and support. Recent meetings had been held with Delegate Betsy Carr, Carr Chief of Staff Luke Sweeney, House Appropriations Staff Tony Maggio, Governor Spanberger's Policy Director Rebecca Eichmann, and Senator Creigh Deeds as well as Education Appropriations Committee members. The General Assembly is set to convene a special session on April 23 to complete negotiations and pass the budget.

Federal updates included a review of the American Small Manufacturers Coalition (ASMC) recent Hill Day activity and meetings. Thanks was given to all who were involved. Mr. Martin noted that the attending board members were particularly well received. Responses to continue MEP funding remain strong and bipartisan in both chambers. He noted that the recent Senate nomination hearing for NIST Director included repeated bipartisan questions and commentary in support of MEP.

Mr. Martin reiterated Mr. Schein's request for continued board member support and involvement with state and federal advocacy efforts.

FINANCIAL UPDATE

Financial updates were reviewed by GENEDGE Chief Financial Officer, Josh Dawson:

The FY26 Operating YTD Metrics (8 months) were provided: Gross bookings were \$ 1,723,210. Gross billings were \$ 1,698,383. Net billings were \$975,741. The contract backlog was \$ 4,192,023, and the net cash position was \$ 1,321,759. He also reviewed the results of operations on a cash basis for FY26 to date.

The variance in actual versus target gross bookings is primarily related to client services and partly caused by delays in obtaining approval for the MEP budget. GENECE has been adjusting to its reduced number of staff members, which has necessitated some adjustments in client development. Corrective actions are being implemented, including a Telereach campaign which will run through the end of June, and the new partnership model which is scheduled to launch in April and is expected to generate additional growth.

Variance found in gross and net billings is due to delays in several programmatic and direct client delivery opportunities. For Programs, the delay in the DOE VSMA budget approval process has created a setback of about \$185K in federal grants, but this shortfall will be recovered once the budget is formally approved. The first invoice for the GoVA Region 5 HAMMER program was recently submitted and just became billable. Other initiatives being developed throughout the state are expected to help contribute to billing generation. Client Services has been behind on bookings for the year which is leading to a decrease in general billing potential. The aforementioned corrective actions, such as the Telereach campaign and partnership model, should have a direct positive impact and will be the primary billing driver of billing activities for the rest of the year.

For the Proposal Pipeline for FY 26 (8 months), the number of proposals submitted was 172, the number of contracts booked was 154, and the number of new manufacturers booked was 31. Part of this increase is driven by student teams, which boosts engagement but does not contribute to dollar bookings. With the hiring of the East Region RGM, there are renewed efforts for pipeline development and prioritization in this region.

Mr. Dawson reviewed the results of operations on a cash basis for the first 6 months of FY26. The beginning net position was \$435,534. With a change of \$886,225, the ending net position is \$1,321,759. Good management of expenses has balanced revenue shortfalls and delays.

AUDIT AND SECURITY UPDATE

GENEDGE Chief Financial Officer, Josh Dawson, continued his presentation with an update regarding the outcome of the FY25 audit. The findings reflected that GENEDGE's financial statements and all expenditure of its federal awards were found to be fairly stated and presented. The findings and feedback received were positive.

PROGRAMS UPDATE

GENEDGE Vice President of Programs, David Bartlow, presented the following program updates:

The Programs Team and their respective program areas were briefly reviewed. Program portfolio areas include the Naval Program, Cobotic Alliance Center, VSMA (recently moved under Programs) and Business Development. Formal project reviews with monthly checkpoints for scope, schedule, budget, and risks have been fully established and continue to be helpful.

An in-depth review of the Naval Program was provided and is currently executing year 4 of a 5-year contract. A follow-on RFP is expected within the next few months, and the team is already responding to initial data calls in preparation for participation on the re-compete team. Naval program performance remains strong, and the results of a recent review reflected a high degree of satisfaction with the team's performance and execution.

The 4th year of the Naval Program is currently 25% complete. VSMA is 50% complete. The Region 5 Cobots (HAMMER) program is about 15% complete. The Shipbuilding Cobots program is 75% complete. Recent implementation of structured program review cadences and standardized project-level financial management is proving to be helpful and supports more proactive decision-making and the ability to make corrective actions when needed. In total, there are 40 defined program tasks for the fiscal year - 52% have been completed, 43% are ongoing and on track, and 5% are behind schedule. The majority of the Programs Team tasks are on schedule and being executed effectively, and there is a clear plan to close the remaining gaps.

Mr. Bartlow reviewed the extensive pipeline of new opportunities which are under qualification and evaluation. This pipeline is being driven by both targeted engagement with new federal partners and by the expansion of existing programs. Three proposals had recently been submitted – a supply chain program proposal to DOE, an advanced manufacturing proposal to GoVirginia Region 2, and a tech insertion/workforce program proposal to the EDA.

The 90-day priorities of the Programs Team include the continued successful execution of the active Navy, VSMA, and Cobic Alliance programs, the pursuit of new high-value opportunities, and the continued strengthening of the established structure to standardize performance tracking, financial management, and program execution. Looking beyond the next 90 days, the team will focus on sustaining strong, successful execution, preparing for new or follow-on opportunities, and scaling the team to support the future demand.

Mr. Bartlow thanked Susan Schjonning and Andre Marshall for their continued participation on the Cobic Center Advisory Committee, and he asked for the board’s continued support with current and future Programs Team initiatives.

MEP CLIENT SERVICES UPDATE

Client Services updates were provided by GENEDGE MEP Center Director, Tony Cerilli:

A review of the sales and delivery team members was provided, including the regions served and services offered. He presented financial metrics comparing this year’s performance to the past two fiscal years and reviewed an outline of the opportunities pipeline as documented in Salesforce, which totaled \$378,000 in gross booking potential.

Mr. Cerilli reported that the foundation of the Client Services team continues to be strong and is still on track for full Operating Plan execution. There are a few tasks that have been delayed, such as student teams and additional lean training workshops, but there is a clear path to bringing these delayed items back on track. Growth initiatives are underway to expand and generate qualified leads, projects, and training. An RFP was issued which would strengthen industry engagement partnerships, and three qualified submissions were received and awarded to the Greater Richmond Partnership, the Roanoke Regional Chamber of Commerce and the Pulaski County Chamber of Commerce. Entry level ‘101’ courses were launched in the areas of leadership, safety, energy, supply chain, and process management. All courses have been scheduled, and the team is currently working towards promotion and delivery.

The 90-day priorities for the team focuses on strengthening the pipeline quality, improving conversion rates, and driving bookings. Pipeline discipline is being reinforced with improved tracking, visibility, and accountability. There is newly increased field capacity with the recent hire of the East Regional Manager position. The 3rd party marketing group has refreshed and relaunched the GENEDGE newsletter. A 12-week development campaign has been completed and is providing insights into a more targeted, execution-focused

approach, and has sharpened the team's execution priorities. Looking beyond the next 90 days, the team will stay focused on sustaining the strength of the pipelines and creating scalable growth.

Mr. Cerilli briefly reviewed the recent Hill Day activities and the current asks and approach. Primary goals are to strengthen visibility and position at the federal level, and to reinforce bipartisan support for MEP and GENEDGE. He thanked Mr. Watson and Dr. Marshall for their support and leadership as the board representatives involved in these recent advocacy efforts.

AG REPRESENTATIVE UPDATE

Ms. Flora Hezel, AG representative, offered a refresher and review of board member responsibilities and best practices for board communications and confidentiality, including a brief review of communications subject to the FOIA. Chairman LaMois asked questions about the best practice to keep board communications appropriately separated from the member's other business communications and suggested looking into the potential of using a separate email address provided by GENEDGE. This is under further research and review, and a debrief of this topic will be included at a future board meeting.

SECURITY EXCLUSION UPDATE

Ms. Brenda Bowman reviewed the Security Exclusion Resolution. A motion to adopt the resolution with updates to reflect prior nominations and elections was made by Chairman LaMois, seconded by Mr. Reid, and adopted with unanimous approval.

PUBLIC COMMENT AND CONCLUSION

Chairman LaMois called for other items and public comment. There being none, Megan Lucas made a motion to adjourn, seconded by Mr. Reid, and approved unanimously.

The meeting adjourned at 2:05 PM.