

# Made in Rhode Island Manufacturing Collaborative

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*Report to the Rhode Island General  
Assembly*

*April 2014*

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## Executive Summary

On June 26, 2013, Governor Chafee signed into law (RIGL 42-64.15) S809 Sub A and H6030, which created the Made in Rhode Island Manufacturing Collaborative 2013. By defining, branding and protecting what “Made in Rhode Island” means, the General Assembly seeks to capitalize, protect and keep our Rhode Island manufacturing and creative sector businesses competitive in an increasingly global market by distinguishing and building pride in these businesses through the branding of “Made in Rhode Island.”

**The Made in Rhode Island Manufacturing Collaborative** met seven times since its formation, concluding its mission of defining “Made in Rhode Island” and outlining several recommendations for the General Assembly to consider for program implementation and administration.

“**Made in Rhode Island**” is defined as a product created by a Rhode Island business drawing predominantly from a Rhode Island labor force that is fabricated, produced or created by conversion of raw materials, components or parts.

Outlined in detail in this report is a three-phase approach to program administration and implementation. Highlights include:

**Phase I:** The collaborative recommends launching the program by posting a self-verified, one-page application to the Secretary of State website that companies can fill out to apply for the program.

**Phase II:** The collaborative recommends providing a link from the Secretary of State’s website to the database being constructed by the Manufacturing Renaissance Collaborative (MRC) – an undertaking between the Rhode Island Manufacturers Association, Rhode Island Manufacturing Extension Service, Rhode Island Commerce Corporation (Commerce RI) and John H. Chafee Center at Bryant University. The database created by the MRC will result in a website database of all manufacturers in Rhode Island, including all those enrolled in the “Made in Rhode Island” program; those who are in the “Made in Rhode Island” program will have the logo displayed on their listing. The collaborative believes this site will serve to increase demand for locally manufactured goods and services while offering a marketing opportunity for local manufacturers to be exposed to a supply chain through an up-to-date network.

**Phase III:** The collaborative recommends a third phase that will bring the added benefit of consultants to aid ineligible companies who strive to meet the “Made in Rhode Island” criteria.

**Further recommendations** include using existing resources for promotion and marketing of the “Made in Rhode Island” program, such as websites, email campaigns, social media platforms and earned media as a vehicle to spotlight companies enrolled in the “Made in Rhode Island” program and approaching the General Assembly to budget monies to be designated for the marketing efforts for the “Made in Rhode Island” program. These funds could be used for website expansion and collateral, such as brochures and bumper stickers, to help advertise and attract new companies into the program.

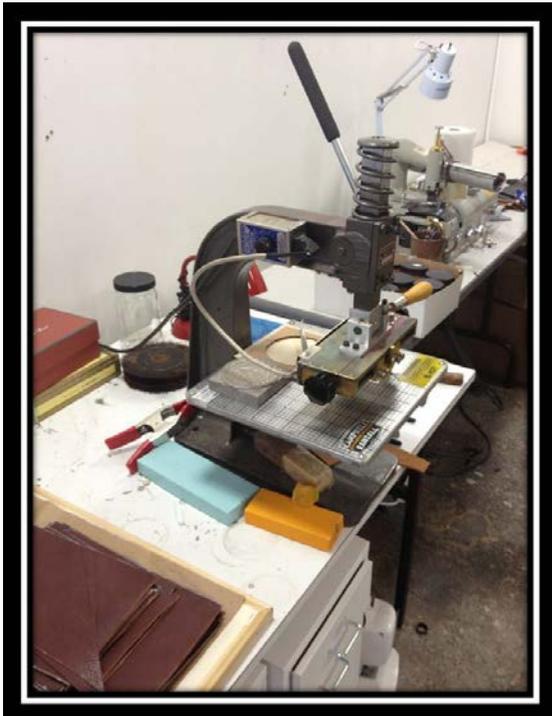


## RIGL 42-64.15-5. Powers and duties

*The collaborative shall support and work collectively with the Rhode Island manufacturing and creative community to promote the marketing and sustainability of Rhode Island products including, but not limited to:*

- *Designate, in collaboration with the advisory council, a “Made in Rhode Island” logo by a Rhode Island graphic designer as the official state emblem to identify products that are locally manufactured;*
- *Recommend eligibility requirements that will permit businesses the use of the “Made in Rhode Island” logo on their products and represent that a product is made in this state;*
- *Identify regulatory restrictions preventing and/or inhibiting marketing initiatives for locally manufactured products;*
- *Examine the practices from other states that have implemented a state-sponsored “Made in” program – such review may include a regulatory oversight process to ensure authenticity and adherence to quality standards for participating entities, companies and businesses;*
- *Make recommendations for implementing a state-sponsored “Made in Rhode Island” program;*
- *Identify and facilitate opportunities to increase consumer demand for locally produced manufactured goods or services;*
- *Identify and facilitate opportunities to establish agreements with local manufacturers for potential marketplace expansion of products;*
- *Review and identify existing studies, pilot programs, initiatives and incentives of this state and other states regarding locally produced marketing practices;*

- *Identify and recommend incentives to benefit and encourage the manufacturing and sale of locally manufactured products that qualify as “Made in Rhode Island”;*
- *Provide educational opportunities for consumers regarding local manufacturing of products and initiatives to further promote the brand;*
- *Identify funding sources available to the manufacturing community to support marketing, branding and promotion of locally manufactured products;*
- *Respond to requests for information from the legislature and comment on proposed legislation as it relates to local manufacturing branding efforts; and*
- *Identify potential funding streams through state, federal, in-kind and private organizations to support future “Made in Rhode Island” manufacturing and marketing efforts and initiatives.*



The legislation calls upon the collaborative to report its findings and recommendations to the governor and General Assembly by April 30, 2014. Annually thereafter, by April 30, the collaborative will report on its findings, recommendations and progress made in achieving the objectives set forth in the legislation.

The nine-member Made in Rhode Island Manufacturing Collaborative is made up of representatives from Commerce RI, the Secretary of State’s Office, the Department of Administration, the Department of Revenue, Rhode Island College School of Management, the Department of Labor and Training, Rhode Island State Council on the Arts and Rhode Island School of Design. Its nine-member advisory council is made up of the following, as legislatively mandated: a manufacturer of locally manufactured materials; a Rhode Island business owner specializing in manufacturing

services; a Rhode Island independent organization representing the interests of the creative small business sector and commercial and industrial work space; an independent Rhode Island organization or association representing the interests of commerce or economic development within the manufacturing industry; a Rhode Island retailer of local manufactured products representing an independent or franchised store; a Rhode Island nonprofit organization that trains, incubates and furthers industrial arts in the state; Rhode Island “Buy Local”; an independent Rhode Island organization or association representing the manufacturing industry; and a Rhode Island charitable foundation. **Table 1** contains a complete list of members of both the Made in Rhode Island Manufacturing Collaborative and its advisory council.



(Pictured left to right: Jessica David, Howie Scheider, Lisa Carnevale, Christina DiChiera, John Pagliarini, David Blanchette, Paul McGreevy, Kelly Carello, Giovanni Feroce, Bill McCourt, Harsha Prakash, Sherri Carrera and Marcel Valois)

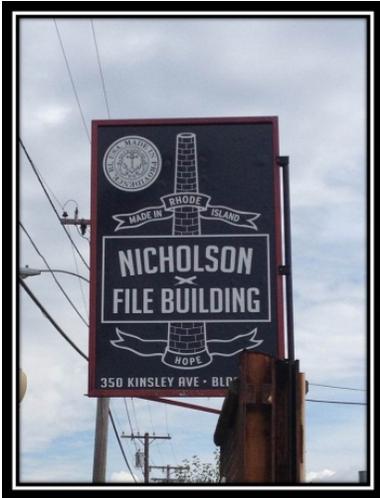
**Table 1: Members of the Made in Rhode Island Manufacturing Collaborative and Advisory Council**

<b>Collaborative</b>	<b>Advisory Council</b>
<ul style="list-style-type: none"> <li>• Marcel A. Valois, chair, Commerce RI</li> <li>• Kelly Carello, SOS</li> <li>• Paul McGreevy, DBR</li> <li>• Allison Rogers, DOA</li> <li>• David Sullivan, DOR</li> <li>• David Blanchette, RIC School of Management</li> <li>• Laura Hart, DLT</li> <li>• Cristina DiChiera, RISCA</li> <li>• Carol Strohecker, RISD</li> </ul>	<ul style="list-style-type: none"> <li>• Erik Bright, Providence Creative Industrial Space</li> <li>• Lisa Carnevale, MYRANDA Group</li> <li>• Jessica David, Rhode Island Foundation</li> <li>• Giovanni Feroce, Alex and Ani, LLC</li> <li>• Ray Fogarty, John H. Chafee Center</li> <li>• Bill McCourt, Rhode Island Manufacturers Association</li> <li>• Craig Pickell, Bullard Abrasives</li> <li>• Harsha Prakash, Rhode Island Manufacturing Extension Service</li> <li>• Howie Sneider, The Steel Yard</li> </ul>

The following Commerce RI staff members acted in support of the collaborative and advisory council:

- John R. Pagliarini
- Sherri Carrera
- Jennifer Howard

# Activities of the Made in Rhode Island Manufacturing Collaborative



The Made in Rhode Island Manufacturing Collaborative met seven times between its creation in June 2013 and the submission of this report in April 2014. Meetings were attended by collaborative members, advisory council members, other industry members and interested parties. Meetings took place at Commerce RI at 315 Iron Horse Way, Providence. Refer to Appendix 1 of this report or the Secretary of State website at [www.sos.ri.gov](http://www.sos.ri.gov) for the full minutes of these meetings. In addition, a subcommittee – made up of members of both the collaborative and the advisory council – meeting was held at Commerce RI in January 2014.

## September 12, 2013

The first meeting of the Made in Rhode Island Collaborative was well attended by those appointed to the collaborative and advisory council. The purpose of this meeting was to delve into the legislation to determine its meaning and intent then set up a meeting calendar and task agenda.

The group set out to answer:

- How would the program be structured if implemented?
- What are the standards of certification, branding and marketing?
- Who is the certifying authority?
- Who is the administrator?
- What is the business plan?
- What will the value be?
- How will the program be funded? What costs are involved?

This was the first time the Manufacturing Renaissance Collaborative – a partnership between the Rhode Island Manufacturers Association (RIMA), the Rhode Island Manufacturing Extension Service (RIMES), the Rhode Island Commerce Corporation (Commerce RI) and the John H. Chafee Center at Bryant University – was discussed within the group.

Target audience was a discussion point—makers and artisans versus traditional manufacturers – as well as the need for a local manufacturing supply chain and network. A logo would create branding and pride for small makers producing finished products, but it would be less valuable to large manufacturers distributing components for a larger product.

The collaborative decided to review similar programs from around the country for best practices.



## October 29, 2013

The collaborative had received a summary of similar programs in Alaska, Maine, Montana, New York, San Francisco, Connecticut, North Carolina, New Mexico and Oklahoma to review. The top two programs the group decided to focus on were Alaska and North Carolina due to their similarities to the legislation and what the group had discussed in the previous meeting.

Made in Alaska promotes locally made products, which can display one of three logos. There are specific categories into which eligible companies must fit, and they pay a fee to participate. If a company doesn't meet the criteria, a consultant is assigned to help them reapply. A Rhode Island program with a lower eligibility threshold is BuyLocal, from which the collaborative could draw inspiration.

Manufactured in North Carolina is a website database of all manufacturers located in the state. There is no other criterion to participate, and the application is a simple web-based form that is free to submit. This program is similar to the Manufacturing Renaissance Collaborative that is already being developed.

Questions posed from the discussion included:

- How inclusive or exclusive should "Made in Rhode Island" be?
- Is a database enough?
- Is this a government or private program?
- Will there be incentives for participating?

It was raised that the Secretary of State's Office could own and manage the program, which could start out as a broad, BuyLocal-based concept.



### December 11, 2013

Ken Ayars, DEM Division of Agriculture chief, presented to the collaborative on the Rhode Island Seafood Marketing Collaborative. He gave an industry overview, recognized some of the programs in place to support the Rhode Island agricultural industry, summarized the objective of the seafood program, discussed its actions and achievements to date, outlined how the branding is used, and closed with the collaborative’s goals moving forward. Thus far, the program has been funded by grants, but non-profits have shown interest in investing. There is a website and a logo that can be used by sellers can use on product grown in Rhode Island waters or brought into a Rhode Island port. That logo is trademarked and regulated to protect the brand; use of the logo will be revoked if a complaint is issued about misuse.

The collaborative also viewed the Manufactured in North Carolina website as a group. Manufacturing categories are listed alphabetically on the homepage, and companies self-assign themselves to the appropriate category using a simple registration process.

The next steps were to begin to define “Made in Rhode Island” and to schedule a meeting of a small subcommittee to accomplish this task.





## January 9, 2014

The subcommittee met to discuss and decide on the definition of “Made in Rhode Island”. The collaborative considered the qualifications for “Made in the U.S.” as well as the entire manufacturing process from design to assembly to packaging. The collaborative leaned toward using the physical manufacturing and assembly of a product as the qualification for “Made in Rhode Island” and proposed the following definition: *“A registered Rhode Island company using specialized knowledge or processes performing a chemical or physical conversion of a raw material where the labor is performed in the State of Rhode Island.”*



## January 24, 2014

The subcommittee presented its definition to the full collaborative, who also considered recommended definitions from Craig Pickell and Chair Marcel A. Valois.

Mr. Pickell’s proposal: *“[‘Made in Rhode Island’ is defined as] any process of combining inputs that results in a finished product having greater monetary value than the sum of the cost of the inputs. Embedded in the art of the process is specialized knowledge held by the manufacturer that was developed and refined over time and which, in many cases, creates the business’ competitive advantage and sustainability.”*

Mr. Valois’ proposal: *“[‘Made in Rhode Island’ is defined as a] Rhode Island business that draws predominantly from the local labor force that makes, fabricates, produces, invents or*

*converts raw materials, components or parts (regardless of origin) into finished goods or products that are different from the materials that went into it and that meets a customer's expectations or specifications."*

After discussion over specific wording and intent, the collaborative agreed that the value of "Made in Rhode Island" lies in the physical manufacturing process – not in design or packaging – as well as contributing to the Rhode Island labor force. It is also important to focus on the product, and not, necessarily, the company due to a large company potentially having products that are ineligible.

The approved definition is: *"A product created by a Rhode Island business drawing predominantly from a Rhode Island labor force that is fabricated, produced or created by conversion of raw materials, components or parts."*

The collaborative also agreed that companies should agree to self-verification as part of the application. The approved self-verification statement is: *"I verify that my product (s) meet the 'Made in Rhode Island' program eligibility of having either been created or substantially transformed within the state of Rhode Island and that I will only use the 'Made in Rhode Island' logo for those products that meet this description as defined by the program."*

A discussion continued over program implementation and oversight. The Secretary of State's Office expressed interest in managing the program as well as suggesting a nominal fee as part of the application process, which would offset the cost of the program.





## February 26, 2014

The goal of this meeting was to decide on the implementation recommendation(s) for the report to the General Assembly. The collaborative began the meeting with three distinct recommendations on the table for discussion:

1. A Secretary of State administered program using existing staff to process applications, draft regulations and host an online director of participants. Companies would pay a filing fee of \$20-25 when completing a one-page, online application.
2. A website database, similar to Manufactured in North Carolina, fed by the current Manufacturing Renaissance Collaborative with a simple registration process using the approved self-verification statement. The eligibility would be broad and state-inclusive, and the program would be free. This would create the needed in-state supply chain and be managed by the organizations already involved in the Manufacturing Renaissance Program.
3. A program built upon the existing Maine Made program, wherein a collaborative of field experts would be appointed to approve applications upon pre-determined criteria and to consult with those companies who do not meet those criteria. Applicants would pay the same nominal fee as in the first option.

The advantage of having the program run out of the Secretary of State's Office is added credibility and accountability. However, any program is going to require the ability to regularly verify and update information to maintain the value of the database to the industry and a wider audience. Businesses in the state already are encouraged to notify the Secretary of State if they move locations or close, so the department is in a good position to update the database. The collaborative also suggested implementing a renewal process and fee to maintain the program.

In discussing the third option, several collaborative members mentioned leaving the existing collaborative and advisory council – who are already familiar with the project and represent a wide population involved in the manufacturing industry – intact to meet a couple of times a year

The first recommendation is a clean start for the program that is both easy to launch and easy to participate in. The second recommendation will be implemented as a result of the Manufacturing Renaissance Program, and it is what is most needed in the manufacturing community. The third recommendation would further enhance the program. By drawing on the strengths of each option, the collaborative could recommend a phased approach to the “Made in

Rhode Island” initiative. Once established, the collaborative could research incentives and other possible additions to the program.

The takeaway actions were for the group to share any additional thoughts on the issue and use of the logo and the implementation of incentives by mid-March prior to the next meeting.



## March 27, 2014

The final meeting of the collaborative prior to submitting the recommendations to the General Assembly was dedicated to walking through the draft report and implementing any additional feedback.

The collaborative reviewed the fee structure and decided to recommend an annual fee of \$20. The Secretary of State Office would base the yearly renewal off the date of the original application.

The “Made in Rhode Island” program, at this point, is a self-policed, marketing campaign only; there are no financial incentives built into the program. The collaborative would recommend an investigation into the advantages and disadvantages of adding future incentives as part of the program.

It was noted that food and beverage companies are excluded from this program, but there are some companies that the group is hoping to include.

The collaborative would like to continue to meet quarterly to track the success of the program. The Secretary of State’s marketing director will promote the launch and existence of the program.



## Recommendations

The Made in Rhode Island Collaborative and Advisory Council recommends a three-phased approach to implementing a “Made in Rhode Island” program, which will be regulated, overseen and managed by the Secretary of State’s Office. These recommendations are heavily based in the best practices the collaborative reviewed from around the country, which can be found in Appendix 2.

### Phase One

The collaborative recommends launching the program by posting a self-verified, one-page application to the Secretary of State website that companies can fill out to apply for the program. The collaborative recommends a \$20 annual fee to offset the cost of the program. All applicants must meet the criteria in the “Made in Rhode Island” definition:

*“A product created by a Rhode Island business drawing predominantly from a Rhode Island labor force that is fabricated, produced or created by conversion of raw materials, components or parts.”*

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The applicant will also adhere by the self-verification statement:

*“I verify that my product (s) meet the ‘Made in Rhode Island’ program eligibility of having either been created or substantially transformed within the state of Rhode Island and that I will only use the ‘Made in Rhode Island’ logo for those products that meet this description as defined by the program.”*

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Participating companies must be registered in Rhode Island and adhere to all municipal, state and federal laws. The Secretary of State will work with the local municipalities to reach out to all entities registered at the local levels for inclusion in the “Made in Rhode Island” program.

The “Made in Rhode Island” collaborative has examined municipal, state and federal regulations and have not identified any regulations that would prohibit the creation and execution of the “Made in Rhode Island” program. Further, the collaborative recommends the inclusion of all food and beverage manufacturers in Rhode Island with the intention of not competing with any other existing marketing programs such as the Seafood Marketing

Collaborative or Rhody Fresh. By including these companies, we are giving a new marketing opportunity to approximately 160 Rhode Island companies.

Once a company files an application, it will be reviewed and approved by the Secretary of State. Upon approval, the company will receive the rights to use the “Made in Rhode Island” logo in branding and marketing of the eligible product(s). The company will also be listed in a directory on the Secretary of State website.

The “Made in Rhode Island” logo was designed by local graphic artist Kiki Sciullo. Ms. Sciullo will file the logo with the Secretary of State and transfer the rights to that office. The logo usage will be clarified by the Secretary of State’s Office before the program is implemented, and any misuse of the logo will result in revocation of the rights to use it.

Annually, all companies participating in the “Made in Rhode Island” program will be required to verify their continued eligibility and pay a \$20 renewal fee. The cost of administering the program may impact the annual fee in the future.



## Phase Two

The collaborative recommends the second phase will be linking the database being constructed by the Manufacturing Renaissance Collaborative (MRC) – an undertaking between the Rhode Island Manufacturers Association, Rhode Island Manufacturing Extension Service, Rhode Island Commerce Corporation (Commerce RI) and John H. Chafee Center at Bryant University to the Secretary of State’s website. The database created by the MRC will result in a website database of all manufacturers in Rhode Island, including all those enrolled in the “Made in Rhode Island” program; those who are in the “Made in Rhode Island” program will have the logo displayed on their listing. The collaborative believes this site will serve to increase demand for locally manufactured goods and services while offering a marketing opportunity for local manufacturers to be exposed to a supply chain through an up-to-date network.

The MRC database will have the capability to search for a company with the “Made in Rhode Island” designation.



### Phase Three

The collaborative recommends a third phase that will bring the added benefit of consultants to aid ineligible companies who strive to meet the “Made in Rhode Island” criteria. This group could draw upon the members of the existing collaborative and advisory council as well as Rhode Island non-profit business organizations.

The collaborative recommends using existing resources for promotion and marketing of the “Made in Rhode Island” program, such as websites, email campaigns, social media platforms and earned media as a vehicle to spotlight companies enrolled in the “Made in Rhode Island” program.

It is a further recommendation of the collaborative that the General Assembly budget monies to be designated for the marketing efforts for the “Made in Rhode Island” program. These funds could be used for website expansion and collateral, such as brochures and bumper stickers, to help advertise and attract new companies into the program.



### Ongoing

The Made in Rhode Island Collaborative and Advisory Council shall remain intact and meet quarterly per RIGL 42-64.15-4 and report annually by April 30 to the General Assembly on the success of the program. The collaborative would like to investigate the advantages and disadvantages of adding further financial incentives to the program. As the program evolves, the collaborative will address the outstanding duties assigned in the legislation.

# Appendix

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# Appendix 1: Meeting Minutes

The following are the full meeting minutes for all Made in Rhode Island Manufacturing Collaborative and Advisory Council and subcollaborative meetings.

All meetings were held in public session at the Rhode Island Commerce Corporation (Commerce RI), 315 Iron Horse Way, Suite 101, Providence, RI.

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## September 12, 2013, 11:30 a.m. – Made in Rhode Island Manufacturing Collaborative

The following were in attendance:

### Collaborative

Marcel A. Valois (chair)  
David Blanchette  
Charles Fogarty  
Paul McGreevy  
Kelly Carello  
Cristina DiChiera

### Advisory Council

Erik Bright  
Lisa Carnevale  
Giovanni Feroce  
Ray Fogarty  
Bill McCourt  
Craig Pickell  
Harsha Prakash  
Helen Lang

### RIEDC Staff

John R. Pagliarini  
Sherri Carrera  
Jennifer Howard

At 11:35 a.m. Mr. Valois opened the meeting and greeted the attendees. He introduced himself as the executive director of the RIEDC and the chair of the group, mentioning that he does not know everyone at the table and would like to go around the table for introductions.

The first item on the agenda was to discuss the Made in Rhode Island Manufacturing Collaborative legislation. Mr. Valois defined the collaborative and advisory council as a working group that was asked by the General Assembly to look into the concept of a Made in Rhode Island initiative.

The General Assembly mandated that the group report back by April 30, 2014 on the initiative with the following information:

- What would this program look like if put in place?
- What would the standards be in terms of certification, branding and marketing?
- Who would be the certifying authority?
- Who would administer the program?
- What would the business plan look like for this project?

In the absence of funding from the General Assembly, Mr. Valois said, there cannot be any hiring of a research or business strategy team, so the collaborative of volunteer industry experts must complete the work, supported by an advisory council – making for a large work group.

The group is required to meet quarterly, for a minimum of three more times over the next several months. Mr. Valois said the conversation will determine if additional meetings are needed above the requirement.

Mr. Valois asked the group if there is support for this initiative in the business community. Will it add value – such as new customers and new markets – since it was devised as an economic development initiative? How bold should the collaborative be? Mr. Valois had met with Mr. Bright and Ms. Carnevale on the genesis of program and to have preliminary discussions. These initiatives have become a national movement, with similar programs around the country – some including food manufacturing, which the legislation suggested keeping out of the Made in Rhode Island program.

Mr. McCourt said there is a project underway for the year with the Rhode Island Manufacturers Association (RIMA), the Rhode Island Manufacturing Extension Service (RIMES), the Rhode Island Economic Development Corporation (RIEDC) and the John H. Chafee Center at Bryant University to create a database in an outward interface of all the manufacturers in Rhode Island – approximately 2,500 companies currently. The partnership would maintain the database and enable search capability of what companies manufacture what products. The site is currently in development.

Mr. Valois said he is a support of a strong manufacturing base given his background, and the state has tremendous potential in its heritage and infrastructure of bankers, designers and those who have touched manufacturing over a lifetime. The future may look different, pulling characteristics of the old manufacturing economy but also aggressive in creating growth. He mentioned the RIEDC's partnership with the Rhode Island Foundation (RIF) in putting focus groups together for the state's RhodeMap RI initiative.

Mr. Bright talked about creating space for small businesses to keep graduates in Providence to start businesses here and contribute to the economy. There is a need to offer professional space and community to those working out of their basements and garages, which will eventually grow jobs. He mentioned the creation of the West Side Arts District and the relocation ordinance for developers to provide funds to small businesses that had been displaced. The original legislation, he said, was going to

incorporate all products including food, but it was narrowed given the heritage of the state's industry. Mr. Bright informed the group that there is a Seafood Collaborative in the works. The idea of these initiatives, he said, is to build pride in products manufactured locally, tap into the industrial heritage that is still redefining itself, and educate people that many products are made in the state. People want to support local businesses and purchase products that tell a story. The ultimate goal is identifying what "made in Rhode Island" means because the state wants to create incentives to companies invested and hiring in the state. The group needs to decide on the guidelines for products used and the manufacturing process. This will make it easier for these locally born businesses to grow and contribute to the discussion on how to make Rhode Island more business friendly.

Ms. Carnevale suggested that the group could raise funds and collect donations with the goal of empowering the group as much as possible. The group should be able to establish and implement guidelines, and the project could be as simple as figuring out what the Made in Rhode Island qualifications are. Mr. Valois said he wanted to focus on whether the project has a lot of potential, and if it does, should it be done and does it add value. He wants to seek input from the manufacturing community. Ms. Carnevale said that she comes from a creative background and thinks that artists should be included under the manufacturing umbrella. The Steel Yard is a good example.

Mr. Bright said the fundamental goal of creating a logo is to educate people on what is legitimate and see that the brand is authorized by the state under specific guidelines.

Mr. Valois said there are two markets: artisans and traditional manufacturers that export outside of the region. Does this initiative have value to the latter group? Mr. McCourt responded that the manufacturing community is split – many local companies are just part of a larger process, and therefore, putting a logo on their product may be problematic (for example, building iPhone components), but, on the other side, the initiative will also show people the Rhode Island effort and build appreciation.

Ms. Lang thought the project was great because it can identify a quality product and clump products together that were made in Rhode Island and are, therefore, superior. She said that 95 percent of The Steel Yard's business is in Rhode Island, and they want people to think well-built, quality materials, a 100 percent Rhode Island workforce, and a job training program that feeds into public works when they think of the organization.

Mr. Feroce asked if this would be a membership group that people buy into. He said they should take the legislation and have it be worth something by trademarking the logo, defining a process to use the logo and make sure that logo is not thrown around. What are the key products that make Rhode Island different? That's the goal of the initiative, to answer that question. People know to get furniture from South Carolina that's made by the Amish; the collaborative should take the project to that degree. He is happy that it's not all-inclusive so the group can hone in on what Rhode Island does best. There will be the opportunity to add further categories as time goes on. Metrics are important, so the group should define attainable metrics to show achievement while not trying to take over the world.

Mr. Valois sees the legislation as all-inclusive, coming from a political entity asking the group to figure this out. The group needs to identify how it's not all-inclusive, if that is the case. What sectors provide the most bang for the buck? It is a government-centric model, but nothing in the legislation says it has to be administered by the government. The collaborative should give ideas on who will administer the program. Right now, it is all-inclusive, all models, but the group's job is to funnel down to create a meaningful program and present that to the General Assembly. Mr. Feroce responded that the initiative is far too broad to achieve success and economic impact should be a requirement.

Mr. Pickell gave the group some background on his company, Bullard Abrasives. He sees the same problems in the state as he did back in the 1970's when he was based here before. He sees potential opportunity to create connections that aren't being made; for example, not even one percent of his business is done in state. Many of the manufacturing companies in Rhode Island could be using Bullard's products and services, growing their businesses by connecting with people in the state. Mr. Pickell wonders what supplies, products and services he is buying that he could be buying from a Rhode Island supplier since he would rather trade within the state than with other states. He wants businesses to take down their no soliciting signs on the front door and invite "made in Rhode Island" manufacturers in.

Ms. Carnevale stated that it didn't have to be a requirement to use the logo to participate in the program, so those supply chain manufacturers could still benefit.

Mr. Pickell would like to promote that these sorts of companies exist in Rhode Island. How many people don't know the more industrial businesses that are headquartered here, he asked. There is potential for an enormous impact on the economy – easily \$10-15 million in revenue for Bullard in the state. However, there is no easy access; there could be an initiative to welcome Rhode Island based vendors.

Mr. McGreevy asked Mr. Pickell how he finds suppliers for his company. Mr. Pickell said his suppliers are known in the industry, where the raw materials stream is narrow. He never thought about Rhode Island based companies until the economy went south on everyone and he was looking for a way to counteract that. How can that mentality be changed within the state? It will get unemployment down and help Rhode Island's worker numbers.

Mr. McGreevy asked what the state has to replicate to get Bullard's supply chain here. Mr. Bright said the idea is to create a database, which RIF is doing locally and RIMA is doing statewide. The goal is to have a viable database as part of someone's website and create incentives down the road so people are jumping to get on the list.

Ms. Carello offered to finalize the logo with the trademark office in the Secretary of State's Office. Mr. Bright said the logo went through a year and a half of revisions, passing through legal. Mr. McCourt said that there has to be competitiveness to locally made products because they are not cheaper, but there is an intangible value. Some products are easy to identify as locally made, while others – like submarines – are more difficult because final assembly is done here, but the materials are made elsewhere.

Ms. DiChiera mentioned that the Rhode Island State Council on the Arts (RISCA) is navigating tax-free art for one-of-a-kind pieces with legislation and defining what one-of-a-kind means. RISCA determines the standards, audits individual applications and gets references for artists. Mr. Valois asked how the standards are enforced, and Ms. DiChiera said the staff has connections to help, but Randall Rosenbaum makes the final decision. Mr. Valois said this was an example of self-regulating around the industry, which means the incentive doesn't have to be enforced by government. Mr. Valois asked whether the logo is qualification for incentives – if that is a path the group should pursue. Is the logo a marketing and information source, or is it an incentive qualification, he asked. Mr. Bright asked why it couldn't be both, and Mr. Valois said it could be, but that is for the group to decide.

Mr. Valois said the next step is for the group to look at best practices around the country and determine the next steps. Ms. Carrera had emailed the group some examples, citing Maine as having the best program.

Mr. Valois asked the group what their feeling was. Ms. Carrera said she is meeting with the Maine representative next week. Mr. Valois said they can get a sense of what other states are doing, what the breadth of the issue is and how much the government is involved.

Mr. Feroce suggested doing an email survey to get feedback. Mr. Valois said the information needs to be available to everyone. Does the group want to explore what this means and market it with a government sponsor next year or the following year? There are different options, but the group needs to address all.

Ms. DiChiera recommended a face-to-face event to make connections and encourage intra-state trading; they could also add a networking component to the manufacturing database.

Mr. Valois questioned the potential of Rhode Island having a center of design and manufacturing after touring the Rhode Island School of Design. Mr. Pickell said everyone is looking for those resources that will keep the state competitive.

Ms. Lang said people need to be educated on the financial and environmental impacts of buying and trading locally.

Ms. Carrera told the group that her manufacturing clients don't want chamber-type networking events; they want to meet other people in the industry who can help them. Ms. DiChiera concurred that people want to interact, not just walk around booths; events need to be engaging.

Mr. Valois wrapped up the conversation since the allotted meeting time was up, and he would like to keep the meetings to an hour. He summarized the following take-away tasks:

- Conduct a survey of best practices, make available to everyone and summarize results for next meeting.
- Develop a survey to see what people are thinking.
- Discuss the legal review of the Made in Rhode Island logo, which the collaborative has agreed upon pending compliance.

- Mr. Bright and Ms. Carnevale will summarize the draft eligibility requirements to compare to the best practices.

The next meeting will take place on Tuesday, October 29, 2013, at 11:30 a.m., at the RIEDC. During the meeting, the collaborative will focus on the next two requirements in the legislation: eligibility and best practices.

Mr. Valois adjourned the meeting at 12:39 p.m.

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## October 29, 2013, 11:30 a.m. – Made in Rhode Island Manufacturing Collaborative

The following were in attendance:

### Collaborative

Marcel A. Valois (chair)  
David Blanchette  
Paul McGreevy  
Kelly Carello  
Cristina DiChiera  
Laura Hart

### Advisory Council

Erik Bright  
Lisa Carnevale  
Margo Madden  
Bill McCourt  
Harsha Prakash  
Helen Lang  
Jessica David

### RIEDC Staff

John R. Pagliarini  
Sherri Carrera  
Jennifer Howard

### **Opening Remarks**

Chair Marcel Valois opened the meeting by asking the group to review the minutes from the previous meeting.

### **Approval of Minutes**

Mr. Valois requested that page numbers be added to the minutes going forward and fielded corrections and comments from the group.

Bill McCourt made a motion to approve the September 12<sup>th</sup> meeting minutes as amended. Christina DiChiera seconded the motion. There was a unanimous vote.

### **Overview and Discussion of Best Practices Nationwide**

Mr. Valois said he would like to jump into the discussion of best practices unless anyone would like to review the discussion from the last meeting. He had each person around the table re-introduce themselves to the group since there were some new attendees.

Mr. Valois introduced Sherri Carrera from RIEDC's Client Services Team to go through the best practices nationwide. Once the Made in Rhode Island Collaborative legislation went through, Ms. Carrera was asked to review the practices of all states with similar programs, and she picked those she thought were best to examine further. The top two programs up for discussion were Alaska and North Carolina.

The goal of the Alaska program is to increase sales of state-made products, which include Native American-made items and food. The program is managed through the Department of Commerce and Economic Development.

Most of the state programs, including Alaska, have fees to participate. Mr. Valois noted that the program defines specific categories of products made in Alaska, so the program is not wide open to all products, which is typical of other programs. If a company in Alaska doesn't meet the criteria, a consultant is sent out to help. Alaska's qualifications examine raw materials, labor, distribution, design and development; the unique factor; production frequency; eligible categories; the general description of the product; plans to add new products within a year; warranties and guarantees; and marketing. The program also includes tradeshow and a social media presence. There are three different logos for the robust program. Laura Hart noted that all of the products were reflective of the state's homey, wilderness theme and asked if there were any state programs that are more like Rhode Island. The programs speak for the state and what people think of when they think of the specific state. The group will need to determine how to define Rhode Island.

Ms. DiChiera brought up BuyLocal – a directory that lives within the Rhode Island Foundation. Jessica David said the program is intended to promote buying locally. There is no certification and a low barrier to getting into the directory. Ms. DiChiera asked if there has to be a certification for the program. Ms. Carrera mentioned Montana, which does not have certification. Ms. David said there is a possibility of redesigning the BuyLocal website, working with partners such as the Chafee Center to build something that serves local audiences. However, there is a lack of direction with the directory currently. Helen Lang said she likes the Made in New York digital map, which is similar to a map at the Rhode Island School of Design. Ms. DiChiera suggested having a map where people can see where the products are made and sold, and then there could be a yearly tour of the locations.

Ms. Carrera worked with Harsha Prakash to research the program in North Carolina, which is a web database of all the manufacturers in the state. Mr. Prakash favors this program because it identifies companies who are manufacturing in state and, therefore, creating jobs and making an economic difference. Mr. Valois said that the RIEDC is already working on a master data source of all Rhode Island

manufacturers with RIMA, RIF, RIMES and Bryant. It will be a place where people can see what products are manufactured in Rhode Island and should be done next year.

The question posed is whether to go to the next level with this legislation and further qualify those companies and products through a certification process. And, if so, what is that certification process and the criteria to qualify? What percentage of the supply chain and manufacturing process need to originate in state to qualify as Made in Rhode Island? What are the costs associated with building out the program? Mr. Valois reminded the group that it is their responsibility to make recommendations to the General Assembly to answer those questions but not to design, implement and manage the program, necessarily.

While a simple database would be helpful for those manufacturers looking to source locally, as Craig Pickell mentioned in the previous meeting, is that all the state needs? Should this be inclusive or more narrow-focused? Is the goal to help these companies market their products? And where is the line? Ms. DiChiera and Ms. David favored a grading or rating system where companies with a more local focus would be rated higher than those who source or manufacture partly out of state, and the categories would factor in labor, materials, location, and the combination of the three.

There is also the debate over administration: Is this a government or private program? There are advantages and disadvantages to either option, including changing administrations dropping the program but having the objectivity of government management or having consistency in the private sector but opening up favoritism. There is the option of a hybrid administration comprised of public and private partners, which would help with funding.

Incentives also come into play, as Eric Bright reminded the group. Initially, this was an investigation into potentially offering incentives and reducing regulations for those companies who qualified under a Made in Rhode Island program. This would not only help current businesses, but it would encourage others to manufacture in state to qualify. Yet, offering incentives to some while excluding others can expose legal issues, David Blanchette noted.

Paul McGreevy recommended starting broad, with the BuyLocal concept, and have the companies register with the Secretary of State to get into the database. Ms. David asked what the angle of the legislation is and how it should be interpreted. Are they trying to encourage consumers to use the database in buying decisions or encourage manufacturers to qualify to be in the database? If they start with the database, companies who manufacture in state will be labeled with the Made in Rhode Island logo. It would be up to the companies to apply for the distinction with limited certification requirements.

Kelly Carello confirmed that the logo design had been cleared through the Secretary of State's office. Mr. Valois confirmed the agreement in the last meeting that everyone liked the logo.

### **Discussion on Next Steps**

Mr. Valois recommended they hear presentations from the certification programs that are out there at the next meeting. The Rhode Island Department of Environmental Management is running the Seafood

Collaborative, and Mr. Valois would like someone to come into the next meeting to discuss how that is running. Rhody Fresh is the state's dairy collaborative, so they will ask representatives to come in to give an overview of how that program works and what it costs.

Mr. Valois said they should focus on whether they should go down this path and have a Made in Rhode Island designation and then answer what that would look like? How will the program impact the economy and businesses? What is the distinction between manufacturers with national and international markets and artisans with a local market? The program will have a bigger impact on local artisans.

He also said they should talk about models. Is this going to be a government model, and, if so, who manages it? What is the cost of building a website, keeping it updated and training staff? What is the cost of sales tax exemption? There are business topics to be discussed.

Mr. Valois adjourned the meeting at 12:42 p.m.

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## December 11, 2013, 11:30 a.m. – Made in Rhode Island Manufacturing Collaborative

The following were in attendance:

### Collaborative

Marcel A. Valois (chair)  
David Blanchette  
Paul McGreevy  
Kelly Carello  
Cristina DiChiera  
Laura Hart

### Advisory Council

Erik Bright  
Lisa Carnevale  
Jessica David  
Bill McCourt  
Giovanni Feroce  
Craig Pickell  
Harsha Prakash  
Howie Sneider

### RIEDC Staff

John R. Pagliarini  
Sherri Carrera  
Jennifer Howard

## **Opening Remarks**

Mr. Valois called the meeting to order at 11:40 a.m. and had all attendees reintroduce themselves.

## **Approval of Minutes**

Mr. Valois asked for a motion to approve the minutes from the meeting on October 29, 2013. A motion was made, seconded and unanimously approved.

## **Presentation by Ken Ayars, chief, Division of Agriculture, RIDEM, on the RI Seafood Marketing Collaborative**

Mr. Valois introduced Mr. Ayars saying the Seafood Marketing Collaborative is a good framework for ideas. Ms. Carrera introduced Mr. Ayars, whom she invited to the meeting a month prior to talk about how the Seafood Collaborative started, since its inception was similar to the Made in Rhode Island Collaborative.

Mr. Ayars began with an overview of Rhode Island's vibrant food industry. The question is: How to support the fishing industry? Legislation was passed at the beginning of the 1980s to protect the state's farmland and agricultural industry when it went into decline. The "Buy Fresh. Buy Local." campaign by DEM has helped, and agriculture transitioned to a direct consumer relationship via roadside stands and farmers' markets. The Rhody Fresh Milk Cooperative was formed in 2004 and now consists of nine farms, which are doing very well.

Agritourism encourages people to visit farms and learn about the industry. Rhode Island is the only state in the country in which 100% of the school districts buy from local farms through the "Farm to School" program. Rhody Warm Blankets use locally raised sheep and is made in local mills; they sell out every year. Rhode Island is rated third in the country in direct market sales per farm. However, the state also has the highest real estate value per acre resulting in higher taxes. There is a massive effort to develop vibrancy in the economy to offset the negatives, and the local food movement is strong in the state.

The Seafood Marketing Collaborative Act of 2011 was composed mostly of state agencies with a council comprised of industry representatives. Subcollaboratives formed immediately in regulatory, local markets, branding, promotion and education, etc.

The Local Agriculture and Seafood Act of 2012 established a grant program of \$100,000 from the DEM FY2013 budget, which was matched by several non-profits. The funds were used to promote local products and assist starting farmers. Mr. Ayars said funding is an ongoing struggle. The USDA funded the group in the first year with a one-time grant of \$100,000, \$20,000 of which was used in the first year for marketing and promotion. The remaining \$80,000 will be distributed in locally based food system grants. The collaborative will have to go back to the General Assembly every year for additional funding.

Non-profits have shown an interest in what the collaborative is doing, and they are meeting to acquire funds that way. Various non-profit organizations are already contributing. There is a team of three who are responsible to apply for grants.

When Mr. Valois asked how much staff work is involved in managing the collaborative, Mr. Ayars responded that, in a perfect world, there would be a full-time person assigned. Mr. Ayars spends a lot of time himself working on the project. Mr. McCourt asked about the start-up cost of the collaborative, and Mr. Ayars said only \$30,000 of the USDA grant money was used; the rest is the responsibility of himself and other people working on the collaborative.

The group created a website – [www.seafoodri.com](http://www.seafoodri.com).

The logo is limited to product grown in Rhode Island's waters or imported into a Rhode Island port, and only fishermen who sell dockside or those dealers they sell to are allowed to use the logo. The regulations were promulgated in 2013 and were conservative so the public wouldn't question what the logo meant. Mr. Ayars said the group asked fishermen what they would like the logo to stand for when deciding how to qualify product. And, even those who do not qualify are viewed as contributors and are helped by the collaborative. If a fisherman is raising and catching product in Rhode Island, there is no question that they qualify. Wherever the product comes from, if it lands in a Rhode Island port, it is also qualified product. The logo can be freely used by those who complete a successful application, and then a restaurant can use the logo via chain of custody. The logo is trademarked and regulations are in writing to protect the brand. The penalty for logo misuse is permission is no longer granted to use the logo; the enforcement of such is complaint driven.

Mr. Ayars did not have statistics on whether the program has influenced fishermen to use Rhode Island ports. Dave's Marketplace and Nick's on Broadway are among the first dealers to use the logo. They, along with the efforts of The Local Catch, Trade & Trust, farmers' markets, other restaurants, and Johnson & Wales, are moving the program forward. Dave's Marketplace has the logo on the fish in its cases. DEM will be distributing a press release and add the logo to their website. An article is in the process of being written for *The Providence Journal*.

Not everything is logo-based. The collaborative started the Galilee Fishing Tournament in 2013 to encourage people to walk around the port and see what an incredible asset it is that is supported by DEM and is state-owned. It connects the consumer with the supplier, building a relationship. The fishermen are opening up as they realize people want to know where their seafood is coming from. Outreach also includes having a presence at the Eastern States Exposition in Springfield, MA, in 2013, where they had a display in the front room of the Rhode Island building to promote, and there were seafood-related vendors throughout the building.

The collaborative is also involved in regulatory reform and funding. The tip of the spear is marketing efforts, but there are many efforts going forward simultaneously. The function of the collaborative is to continue ongoing discussions with the industry to refine the program.

Rhode Island had \$26 million in seafood exports in 2013, which continues the trend of a slight but steady decline in the last five years. The collaborative relies on federal statistics to measure economic impact, but they are working on resourcing their own research and statistics.

### **Manufactured in North Carolina Website Demonstration**

Mr. Valois asked how to create a database of manufacturers and how to find out how many there are with additional information about them. Ms. Carrera pulled up the Manufactured in North Carolina website as an example noting it is a simple website with a simple registration process. Mr. Pagliarini pointed out how the manufacturing categories are alphabetized on the homepage.

Ms. Carrera navigated through the website. The FAQ contains simple definitions. Who is eligible for the program? Anyone based in the state. The program is just a website, where, for example, Mr. McCourt could find something Mr. Pickell sells quickly and simply. There is a one-page application on the site, and the program is free to enroll in. Mr. Valois said that the companies enter the information themselves.

Mr. McCourt said this is an initiative they have already undertaken through the Manufacturing 2500 Renaissance Project. This could be a categorization according to the collaborative agreement, identifying companies within a Rhode Island product category and used as an information source.

Ms. DiChiera cautioned that directory websites can be difficult to manage, as she found when looking through the Made in North Carolina site – some links did not work and website management was hard to find. She asked if businesses benefit from a site like this. Searching the site brought up mom and pop stores next to major manufacturers, which decreases the usefulness. Networking and telling a story is more important.

Ms. Hart asked who will be using the site and how will that be tracked. Mr. Valois said this is not an economic development tool; this is an informational site that will complement the economic development site that is currently being worked on – [www.greaterrri.com](http://www.greaterrri.com).

Mr. Pickell said the site would enable networking and promote local companies, showing the good businesses that are located here. It would counteract the negativity around business expansion. Mr. Sneider said that he likes doing business in Rhode Island because it is easy to get in touch with other businesses. The site could be used to highlight those connections and could be valuable to those looking to do business in the state.

Ms. Carnevale said the takeaway from Mr. Ayars' presentation is protection of the logo. The group hasn't discussed what the logo means and how to protect the brand. Mr. Valois suggested devoting the next meeting to that discussion. Ms. DiChiera said, for the Seafood Collaborative, that definition came from discussions with the fishermen. She suggested getting local manufacturers around the table for feedback. Mr. McCourt agreed but asked who the constituent is?

Mr. Feroce posed the questions: Why are we doing this? Who is the audience? Are we telling Rhode Island, or other states, or the world, to buy Rhode Island products? The answers to those questions will drive the effort. Why is it important to a company in Westerly to be made in Rhode Island? It is important to Alex and Ani because it represents made in America and that is what they are going for. It is important to the food movement. What is the intent of the legislation?

Ms. Carnevale said they need to recommend to the General Assembly how to move forward with the initiative. Mr. Valois disagreed. If the group thinks it's a bad idea, they should recommend that.

Mr. Bright said he was going at it from a maker standpoint. It is general awareness, building pride, branding, making people aware of what is made in the state, tapping into the local movement. There is a much smaller manufacturing center in the state, and it applies to all levels of manufacturing. They could set up networking as an extension because it is lacking. It is an opportunity to take a small sector of the manufacturing community and identify it, with the intent of providing incentives in the future. Maybe it won't be a large group, but that would be a good thing because change starts small. It could be opened up later to a larger group.

Mr. Feroce read the legislation, which emphasized branding and marketing, but it is missing the "to" – who they are branding and marketing to. The audience will determine the recommendations, the actions and the budget. Ms. Carrera echoed that is what the group was created to determine. Mr. McGreevy said the final report can have a series of options with actions, cost and benefit attached to

each. They will meet the spirit of the law on what they were tasked to do that way. Ms. Carnevale said the bigger, long-term intent is to recognize and benefit those companies who are manufacturing in Rhode Island. Mr. Valois asked the difference between maker and manufacturer, the different process, the different customer base. Ms. Carnevale asked why it matters; it can benefit all.

### **Discussion on Next Steps**

Mr. Valois asked the group how the next meeting should be structured. Mr. Bright said everyone should come with suggestions. Manufacturing a product consists of design, assembly, parts and materials, packing, branding and marketing. The group should talk about what parts would qualify a company or product and if a point system will be used. Mr. Pickell said the tax relief code does not cover all of those steps individually; distribution is not included. Ms. DiChiera said the business, design and manufacturing divisions never get together to discuss what is happening in the industry, and they should, regularly. Ms. Carello said the Secretary of State office requires businesses to have certain descriptions when registering, which are all listed on the website. She will look at how they can share that data.

Mr. Valois asked if the Secretary of State office is willing to serve on a subcollaborative consisting of Mr. Bright, Mr. McCourt, Mr. Prakash and Mr. Pickell. Ms. Carello agreed. Mr. Valois said the next meeting will be dedicated to determining a Made in Rhode Island definition, who the customer is and how to proceed further.

Mr. Valois adjourned the meeting at 1:12 p.m.

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## **January 9, 2014, 11 a.m. – Made in Rhode Island Manufacturing Collaborative Subcollaborative**

The following were in attendance:

- Howard Schneider
- Kelly Carello
- Bill McCourt
- Harsha Prakash
- Sherri Carrera
- Erik Bright

The topic of this meeting was to define “made in RI”.

It was noted that there are regulations involved for products that indicate “Made in the USA”.

Mr. Schneider said he feels that “Made in RI” should be self-selective, Mr. McCourt agreed.

Ms. Carrera referred to the agenda and noted that the purpose of this meeting is to have definition to bring back to the RI Manufacturing Collaborative and Advisory Council at their next meeting on January 16, 2014.

Mr. Craig Pickell sent an email previously that Ms. Carrera relayed to the group. The email stated his thoughts on the definition of Made in RI:

“any process of combining inputs that results in a finished product having greater monetary value than the sum of the cost of the inputs’. Embedded in the ‘art of the process’ is specialized knowledge held by the manufacturer that was developed and refined over time, and which in many cases creates the business’ competitive advantage and sustainability.”

Further discussion ensued in regards to what denotes assembly vs. manufacturing. Mr. Prakash feels it should be at the assembly level, not the packaging level; quality is determined at the assembly level.

Ms. Carrera noted that this is just a recommendation to the General Assembly.

It was mentioned that many local food manufacturers create their product in Rhode Island but send it elsewhere to be packaged. Mr. McCourt suggested that these businesses would have a tactical advantage if they could package their products within the state.

Further discussion ensued regarding manufacturing, packaging, components, etc., in regards to the “Made in RI” label. The group finally decided the definition would be as follows:

**A registered Rhode Island company using specialized knowledge or processes performing a chemical or physical conversion of a raw material where the labor is performed in the State of Rhode Island.**

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## January 24, 2014, 11:30 a.m. – Made in Rhode Island Manufacturing Collaborative

The following were in attendance:

### Collaborative

John Pagliarini (Chair’s designee)  
David Blanchette  
Paul McGreevy  
Kelly Carello  
Cristina DiChiera

### Advisory Council

Jessica David  
David Medeiros  
Bill McCourt  
Craig Pickell  
Harsha Prakash

### Commerce RI Staff

John R. Pagliarini  
Sherri Carrera  
Jennifer Howard

## **Opening remarks**

Mr. Pagliarini called the meeting to order at 11:37 a.m. He announced that Mr. Valois had a morning meeting at the Quonset Business Park and would not be back in time for the meeting; Mr. Pagliarini would be chairing in his place. He invited everyone to introduce themselves and updated the group that there were 175 attendees at the previous day's Make It Happen RI event.

## **Approval of minutes**

Mr. Pagliarini called for a motion to approve the minutes from the meeting on December 11, 2013. Mr. Pickell motioned to approve the minutes; Ms. DiChiera seconded; the minutes were unanimously approved.

## **Regulations Subcollaborative presentation on suggested definition**

Mr. Pagliarini said the subcollaborative discussed what the definition of Made in Rhode Island should be, and the entire group needs to choose one of the three definitions presented by the subcollaborative. He suggested a discussion on the three definitions then a vote on which is best or whether to include all three as options in the report to the General Assembly.

Mr. Prakash said the subcollaborative came up with one definition; the two other definitions are suggestions on phrase changes or something else entirely.

The subcollaborative's recommended definition was: "Made in Rhode Island is defined as a Rhode Island company using specialized knowledge or processes performing a chemical or physical conversion of a raw material where the labor is performed in the state of Rhode Island."

In response, Mr. Pickell had recommended: "[Made in Rhode Island is defined as] any process of combining inputs that results in a finished product having greater monetary value than the sum of the cost of the inputs. Embedded in the art of the process is specialized knowledge held by the manufacturer that was developed and refined over time and which, in many cases, creates the business' competitive advantage and sustainability."

Mr. Valois had suggested the following definition in a previously submitted written document: "[Made in Rhode Island is defined as a] Rhode Island business that draws predominantly from the local labor force that makes, fabricates, produces, invents or converts raw materials, components or parts (regardless of origin) into finished goods or products that are different from the materials that went into it and that meets a customer's expectations or specifications."

He said the group needs to think about the intent of what they are doing as he went into the reasoning behind some of the phrasing in the definition.

Labor force is necessary, and that was an issue that was discussed, which is how the phrasing in the definition came about. He said federal regulations determined the phrasing about chemical processes. He added a value-add type of thinking. Ask where value is being added and where is there going to be a quality concern. Pre-manufacturing is the design component, and post-manufacturing concerns packaging. Mr. Prakash didn't feel packaging added value or quality to a product, and many companies not based in Rhode Island are simply shipping products to the state to package. Those products would not qualify as being made in Rhode Island. He asked if products designed in Rhode Island but made somewhere else would be eligible. The subcollaborative addressed those questions through the labor issue and value-add component.

Also, Mr. Prakash asked who the group is addressing: the maker space versus the manufacturing space. The overarching goal or vision is something that is beneficial to both for products made or created in Rhode Island. Once the program is created, the group could go after incentives for both communities. Currently, more legislation is passed around manufacturing than the makers. Mr. Prakash then asked if anyone had any questions.

Mr. McGreevy said design is important and should be emphasized. Mr. McCourt said the basic intent is to promote products made here in Rhode Island – getting back to the subcollaborative’s point and Mr. Valois’ too. Products are designed in Rhode Island but made in Massachusetts. Mr. McCourt was less concerned about the design aspect – it is important but less integral to the definition of made in Rhode Island.

There was a discussion around origin of goods among the subcollaborative and where raw materials come from, but it didn’t fit, so the collaborative went in the labor direction.

Mr. McCourt asked what the reason for the legislation was in the first place. Was it to put a logo on something to brand it as made in Rhode Island? That is less valuable to the manufacturer than the maker, but Mr. McCourt would still support even if it doesn’t apply to manufacturing. He said manufacturers also have multiple products where a maker only has one. A manufacturing company may not qualify for the program, but their products may.

Mr. McGreevy reminded the group that the legislation offers the opportunity to recommend both. He wants to label exports and wants something to solve and help the manufacturing community use local products; it does not have to be either or. Mr. Pagliarini agreed.

Mr. McGreevy brought the conversation back to the definition. He was puzzled by the chemical or physical as opposed to a value-add process. Mr. McCourt said, of the three definitions, he thinks Mr. Valois’ is perfectly acceptable. Getting into the chemical and physical using the federal categorization may be too technical. Mr. Pagliarini agreed that Mr. Valois’ definition seemed a little broader. “Specialized knowledge” was not defined, however, so defining that would be his only concern. He did not want to create a definition so narrow that someone would have to be in the industry or part of the process to understand it; it needed to be understandable to a lay person.

Mr. McCourt moved to adopt Mr. Valois’ definition. Mr. Pickell seconded the motion. A lengthy discussion began concerning the specific wording of the definition up for approval. Mr. McGreevy asked if the last phrase “different from the materials that went into it and that meet a customer’s expectations or specifications” was necessary. Mr. McCourt said that makers may not know who their customers are, so it may not be necessary.

Mr. Medeiros asked if a company located geographically out of state could be considered a Rhode Island business. Mr. McCourt recommended changing “local labor force” to “Rhode Island labor force.” Ms. Carello clarified that being a Rhode Island business means the company is located here. Part of the self-verification process going forward needs to include some proof that the business resides in state. Mr. Prakash recommended changing the wording to “a business that draws from a Rhode Island labor force.”

Ms. David asked if the label will apply to the business or the product. If it is about the product, the definition should be flipped to emphasize that: “A finished good or product that is made... by a business that draws from a Rhode Island labor force.” Mr. Pagliarini agreed and said it is consistent with and captures the essence of the definition.

The group agreed on the following Made in Rhode Island definition: **“A product created by a Rhode Island business drawing predominantly from a Rhode Island labor force that is fabricated, produced or created by conversion of raw materials, components or parts.”** Mr. Prakash made a new motion to accept the amended definition. Mr. McCourt seconded the motion, and the group unanimously approved the definition.

The suggested self-verification statement was as follows: **“I verify that my products meet the ‘Made in Rhode Island’ program eligibility criteria of having either been created or substantially transformed within the state of Rhode Island and that I will only use the logos on products that meet this description as approved by the program.”**

Mr. McCourt asked what “approved by the program” means, and Ms. Carrera said as per the approved definition of Made in Rhode Island. Mr. McCourt asked if there will be an agency approving this, and Ms. Carrera responded only if there is an issue raised.

Mr. McGreevy made a motion to approve the self-verification statement, and Ms. Carello seconded. In discussion, the statement was amended to read: **“I verify that my product (s) meet the ‘Made in Rhode Island’ program eligibility of having either been created or substantially transformed within the state of Rhode Island and that I will only use the ‘Made in Rhode Island’ logo for those products that meet this description as defined by the program.”**

Mr. McCourt motioned to approve the revised self-verification statement. Mr. McGreevy seconded the motion, and the group unanimously approved the statement.

### **Discussion in implementation recommendations**

Mr. McGreevy asked if a state agency should police the program. Mr. McCourt asked what the penalties will be for violating the agreement. Mr. Prakash answered that the company will not be able to use the logo anymore.

Mr. McGreevy asked if the group must make a recommendation on the definition, certification and accountability of the program. Mr. McCourt said the group should come up with a recommendation on how to register a complaint, who to go to and how to order a business to cease use of the logo.

Mr. Pagliarini recommended holding that issue until the next meeting so Ms. Carello can report back from her meeting with the Secretary of State’s office to see if they will take responsibility. Mr. Prakash asked if the Department of Labor and Training would be able to manage the program since they will have the manufacturing employee data.

Mr. Pagliarini said that, as of the present, there is no funding supporting the Made in Rhode Island initiative. He asked the collaborative if they were ready to come up with suggestions on the best way to implement the program – if they wanted to start the conversation or wait until the next meeting when more members were present.

Mr. McGreevy suggested everyone look at the *Economic Intersections of Rhode Island* executive summary and report from the prior day's event. The initiative recommended enabling businesses to communicate with other businesses in the state. Another action item from the report was branding. Both recommendations fit into the Made in Rhode Island agenda.

Mr. Pagliarini said a site like North Carolina's would create a manufacturing supply chain. Ms. David said they were educating people locally about buying local products, not just focusing on exports. Mr. Pagliarini agreed with an effort to educate consumers about Made in Rhode Island products. Ms. David said the discussion goes back to the intent of the initiative, which is to market internally and externally. Educate people about what it means for the Rhode Island economy. Mr. Pagliarini brought the discussion back to creating a supply chain and matchmaking through a website, where the logo is on the products.

Mr. McGreevy asked if there should be a state-sponsored incentive as part of the program. The way the program stood at that point, the state would not need to be involved at all. Mr. McCourt said he would be less supportive of tax incentives. Mr. Pagliarini asked the collaborative if they want to include a tax incentive for Made in Rhode Island in the report for the General Assembly to consider.

Ms. Carrera asked what would get a company to move to Rhode Island. Would incentives influence that decision? Mr. Pagliarini said he thought the forward-thinking of those behind the bills were there would be incentives, but the supporters of the bills were not present, so he didn't want to speak for them. Mr. Prakash recommended tabling the discussion until the next meeting.

### **Discussion on next steps and draft report**

Mr. Pagliarini asked the group if they want to invite the bill sponsors to the next meeting or to a possible press event at the end of the report process. Ms. Carello said it is always a good idea to have them participate in the discussion rather than hand them a recommendation that may not be what they want. Mr. Prakash said he would not mind hearing from them, along with the other people motivating the initiative. Mr. Pagliarini said he wasn't sure who those other people are, but he would invite Senator Goodwin and Representative O'Grady to a future meeting to give them a progress report and inform them of the process.

Mr. Pagliarini also said that, for this initiative to have some value, there should be a nominal fee attached to the application -- \$10 or \$20. The fee would create a revenue stream to support the program. Ms. DiChiera asked if the program could receive a small part of the \$500 corporate tax to show that this is a benefit of the tax. Mr. Pagliarini said that if the program is free, it will create a perception that it is fluff; \$10 from 1,000 applications is \$10,000 to sustain the program. Mr. McCourt agreed and added that the fee doesn't have to pay for the entire program, but it would help defray the cost. He asked if the fee would apply to each product in the application. The group recommended charging the fee once per business, regardless of the number of eligible products. Another option, Mr. Prakash suggested, would be to generate revenue off the sale of the logo. Mr. McGreevy also suggested that the report could recommend a one-time grant to kick off the program, or they could ask the Rhode Island Foundation for support. Once the value is realized, there could be the option of adding a fee. Ms. DiChiera agreed that discussion of some kind of revenue needs to be included in the report.

### **Set next meeting date**

Mr. Pagliarini thanked everyone for participating in the meeting. The group approved the definition of Made in Rhode Island, approved the language for the self-verification statement, held an initial

discussion on program implementation that will continue in the next meeting, had an initial discussion on whether there should be an application fee that will also continue in the next meeting, and agreed to include Senator Goodwin and Representative O’Grady in a future meeting.

The last order of business was the approval of minutes. Mr. Prakash motioned to approve the subcollaborative minutes from the January 9<sup>th</sup> meeting. Mr. McCourt seconded the motion, requesting that the spelling of his last name be corrected. All approved the minutes.

The next meeting will be held on February 27.

Mr. Pagliarini motioned to adjourn the meeting at 12:42 p.m. Mr. McGreevy seconded and all approved.

**Approved definition of ‘Made in Rhode Island’**

“A product created by a Rhode Island business drawing predominantly from a Rhode Island labor force that is fabricated, produced or created by conversion of raw materials, components or parts.”

**Approved ‘Made in Rhode Island’ self-verification statement**

“I verify that my product (s) meet the ‘Made in Rhode Island’ program eligibility of having either been created or substantially transformed within the state of Rhode Island and that I will only use the ‘Made in Rhode Island’ logo for those products that meet this description as defined by the program.”

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## February 26, 2014, 11:30 a.m. – Made in Rhode Island Manufacturing Collaborative

The following were in attendance:

Collaborative

- John Pagliarini (Chair’s designee)
- David Blanchette
- Paul McGreevy
- Kelly Carello
- Cristina DiChiera

Advisory Council

- Erik Bright
- Lisa Carnevale
- Giovanni Feroce
- Bill McCourt
- Harsha Prakash
- Howie Sneider

Commerce RI Staff

- John R. Pagliarini
- Sherri Carrera
- Jennifer Howard

### **Opening remarks**

Mr. Pagliarini called the meeting to order at 11:43 a.m. He let the collaborative know that Mr. Valois was unable to attend due to a conflicting presentation and high-profile meeting. He went on to say this was the penultimate meeting of the collaborative, in which they should put their heads together to finish the framework for a draft report. The report will be circulated and reviewed in March to be ready to present to the General Assembly in April.

### **Approval of minutes**

Mr. McCourt motioned to approve the minutes from the January 24<sup>th</sup> meeting. The motion was seconded by Mr. McGreevy. The collaborative unanimously approved the minutes.

Ms. DiChiera commented on the language in the last phrase of the self-verification statement asking about changing “logos” to “logo.” The collaborative agreed that there will only be one logo, and the wording could be changed.

Mr. Sneider asked about using the logo for marketing materials or on things that are not the physical product. The collaborative agreed that companies could use the logo on marketing materials for eligible products and to promote their company. Mr. Sneider suggested changing “on those products” to “for those products.”

Mr. Pagliarini asked for a motion to change the self-verification statement accordingly. A motion was made by Mr. McCourt and seconded by Mr. Prakash. The collaborative unanimously approved the changes as discussed.

Ms. Carnevale questioned the language requiring a “predominantly Rhode Island workforce” in the approved definition. She thought it was vague and wanted to know how a company could prove that to qualify for a potential incentive. Ms. Carrera referred to UNFI, which is a Rhode Island-based company with a workforce originating from surrounding states. Mr. McCourt confirmed that UNFI would be considered to have a predominantly Rhode Island workforce. He said the wording was left vague purposely. Mr. Feroce suggested amending the language used to define “Made in America” to apply to Rhode Island, but Mr. Bright pointed out that many companies are able to skirt that language and use the definition for products made elsewhere. Mr. McCourt said the collaborative should focus on structuring the program without incentives for now because it is not funded currently. Mr. Sneider pointed out that the only concrete part of the definition is “a Rhode Island business,” meaning companies incorporated in other states are not eligible. The remainder of the definition is vague to be inclusive.

Mr. Prakash agreed to cast a broad net, after which the managing entity can determine eligibility and enforce the definition. Ms. Carrera said those details would be included in the regulations if the program moves forward. Mr. McGreevy recommended moving forward with the discussion on implementation and incentives, and then the collaborative could go back to the definition to see if it still makes sense. Mr. Pagliarini said the group can think about incentives and share their thoughts with Ms. Carrera via email. He would schedule a second meeting prior to April if needed.

### **Continued discussion on implementation recommendations**

Mr. Pagliarini read the first recommendation aloud: *“It is the recommendation of the Collaborative and Advisory Council that the Secretary of State’s office handle the administrative oversight of the ‘Made in*

*Rhode Island' program by using existing staff to manage the program and collect a filing fee of \$20-25 to fund the program. Discussion points: What is the application process? How is the logo to be issued and used? Will there be a directory of participating companies and products?"*

Ms. Carello said the secretary supports the collaborative and agrees to handle administration and oversight of the program. The Secretary of State Office is the keeper of records. The office has the resources and staff to get the program up and running. She said there is research that needs to be done and the collaborative's ideas need to be put together. They need to draft regulations to address the issues that have been going around the table, which needs to be done collaboratively to be constructive.

Mr. Pagliarini took the group through the discussion points confirming that the one-page online application would be available on the Secretary of State website. He said the collaborative should hold the logo conversation to the end of the meeting or send suggestions to Ms. Carrera via email. He affirmed there would be a directory of participants on the Secretary of State website as well, which Ms. Carello confirmed.

Ms. DiChiera said the directory could be linked to Mr. McCourt's directory. Mr. McCourt said he would be having a meeting that afternoon and would raise the topic. He said each company in the directory he is working on will have a homepage, on which, if eligible, the "Made in Rhode Island" logo would be displayed.

Mr. Sneider said that once someone fills out the online application and it is approved, that company would be added to the directory and only those companies listed would be able to use the logo. Mr. Pagliarini suggested that the companies could receive confirmation letters of the eligibility. Ms. Carello said a one-time fee of \$20 could be implemented for applying and the report could state the fee will help fund the program.

Mr. Feroce said there needs to be some policing to keep the list up to date – perhaps having the companies regularly reconfirm their "Made in Rhode Island" status.

Mr. Pagliarini moved on to the second recommendation: *"The Collaborative and Advisory Council recommends building a simple website with a simple registration process – similar to 'Manufactured in North Carolina' – that is fed by the current Manufacturing Renaissance Collaborative. Establish product categories for the homepage navigation and sort participating companies into those categories. Eligibility is broad and state-inclusive. There is no fee, and registration only requires filling out a single-page application, which is self-verified according to the already approved definition and self-verification statement. The site will create a manufacturing supply chain within the state and facilitate matchmaking. Discussion points: Who hosts and manages the site? How is the site funded? What is the use of the logo?"*

Mr. Pagliarini said the website seems like a valuable tool for the purpose of the "Made in Rhode Island" program and for other purposes.

Mr. McCourt said he was operating under the assumption that the website in this recommendation is not separate from the site he is currently working on. His group has not talked about how the site will be managed, but, in theory, every company on the site would qualify for "Made in Rhode Island."

Mr. Prakash said the site is the collaboration between RIMA, RIMES, Commerce RI and Bryant University

and could be managed among those entities.

Mr. McCourt said the group is trying to take its outreach down to single-person shops, which would include makers.

Mr. Pagliarini said Mr. Prakash and Mr. McCourt could clarify the language around the specifics of the program under this recommendation just as Ms. Carello could clarify the program under the first option.

Mr. Pagliarini transitioned to the third recommendation: *“The Collaborative and Advisory Council recommends mimicking the ‘Maine Made’ program by appointing a collaborative of field experts who would review and approve applications to the program based upon a pre-determined system of eligibility criteria – Maine uses an eight-point system. Ineligible companies are assigned a member of a business development team to determine what is needed for the business to become eligible. Questions: Who appoints the collaborative and business development team? What is the fee, if any? How is the program funded? What is the use of the logo? Will there be a directory of participating companies and products?”*

He asked how people felt about this option saying it may help the Rhode Island economy beyond the objective of the collaborative. The program under this recommendation could identify companies that could use help being able to use the logo. They could stick with the \$20-25 one-time application fee.

Ms. DiChiera said that Ms. Carello had recommended that the collaborative stay together and meet twice a year, which could enable them to bring the spirit of the third recommendation into the first recommendation, while simultaneously helping with the policing that Mr. Feroce had raised. Mr. Pagliarini said the collaborative’s recommendation could include keeping the current collaborative to oversee the program or appointing a new collaborative. Ms. Carnevale said she liked the current group because everyone is represented from manufacturers to artists and industry leaders to regulatory offices. Mr. Pagliarini reiterated that the current collaborative stays in its role agreeing that the group does have familiarity with the project already.

Mr. Feroce liked the first recommendation because it is a start. There is no barrier, no miscommunication. It is clean. After a period of time, phase two could incorporate the second recommendation to build more value. Phase three could bring in the third recommendation and a business development team. The collaborative could keep all options by combining them into a phased approach.

Ms. DiChiera said she would share the Council on the Arts’ tax form with Ms. Carello to guide the “Made in Rhode Island” application form. She thought having the application go through the Secretary of State gives credibility to the program and will keep people honest about self-verification. She agreed that the collaborative could assess the second and third recommendations after a period of time. The website will happen anyway.

Ms. Carnevale said the collaborative report could include the approved definition, the approved self-verification statement and the process, then it could also further empower the collaborative to move forward because the rest of the process will not be legislative.

Mr. Bright mentioned making the fee \$50 to cover future costs and not have to go back and ask for additional fees. The collaborative thought that amount would be too much. Mr. Pagliarini said they could start at \$25 with a general awareness that fees go up. Ms. Carrera reminded the collaborative that

most state programs they researched charged between \$5 and \$20. Ms. Carnevale suggested a regular renewal fee. Mr. Blanchette said the fee will be part of the review and control process undertaken by the collaborative in the future. Mr. Prakash said an annual renewal fee would be helpful in keeping track of businesses that close or move out of state. Ms. Carnevale responded the fee could be lowered to \$10 in that situation. Ms. Carello said that businesses are encouraged to notify the Secretary of State if they close or move.

Mr. Pagliarini raised incentives connected to using the logo. What is the audience hoping to gain by having the “Made in Rhode Island” logo? Mr. Prakash said that things fall apart when it is all about money, so there needs to be another value proposition like the networking and communication access to other Rhode Island manufacturers. Mr. Pagliarini said the program will connect businesses and maintain a local supply chain. Mr. Prakash cautioned that the network has to see value in the database; if the information is not updated regularly, it will lose credibility, which justifies having a rolling fee to verify information and eligibility. There is an obvious need for this type of networking among local businesses.

Ms. Carnevale said they could recommend further research be done with the possibility of adding incentives in the future to leave that door open. They need to get the program up and running, after which the group could meet and discuss further additions.

#### **Discussion on next steps and draft report**

Mr. Pagliarini stated the two outstanding issues that need to be resolved:

1. How is the logo to be issued and used? Any additional thoughts should be emailed to Ms. Carrera prior to March 14.
2. The question of incentives. Mr. Prakash already brought up the value of the network. If there are any other incentives, they should also be sent to Ms. Carrera by March 14 for discussion at the next meeting.

For the next meeting, the collaborative will have a skeletal draft report to review and discuss. Mr. Pagliarini hoped everyone on the collaborative could attend and a group photo could be taken for inclusion in the report. The collaborative would also discuss how to present the report to the General Assembly.

Ms. Carello said the “Made in Rhode Island” logo needs to be filed with the Secretary of State. She asked whose name would it be in? Who will own it? There is a filing fee. Mr. Bright said he was working with the designer to get several high-resolutions files that could be uploaded to the Secretary of State website for download. He would have the designer transfer the rights to the appropriate party.

The report is due to the General Assembly by April 30. Ms. Carnevale mentioned the collaborative could use the April meeting to present their recommendation to the bill sponsors. Mr. Pagliarini mentioned that the next meeting could be lengthened to enable a full discussion on the draft report.

Mr. Pagliarini accepted a motion to adjourn the meeting. The motion was seconded by Mr. Feroce and unanimously approved. The meeting was adjourned at 12:48 p.m.

# March 27, 2014, 2:30 p.m. – Made in Rhode Island Manufacturing Collaborative

The following were in attendance:

## Collaborative

Marcel Valois  
David Blanchette  
Paul McGreevy  
Kelly Carello  
Christina DiChiera

## Advisory Council

Lisa Carnevale  
Giovanni Feroce  
Bill McCourt  
Harsha Prakash  
Howie Sneider  
Jessica David

## Commerce RI Staff

JR Pagliarini  
Sherri Carrera  
Lori Bassett

Mr. Valois convened the meeting at 2:38 p.m. Minutes from the 2/26/14 meeting were approved unanimously.

Mr. Pagliarini led the group through the draft of the report that will be sent to the General Assembly.

Mr. McCourt questioned the fee being one time versus annual. Ms. Carello said that a renewal process should be in place so that contact information can be maintained. A yearly renewal process was suggested by Ms. Carello and Mr. Prakash. Mr. Pagliarini suggested that we start with a \$20 annual fee then adjust it if needed. "The Committee recommends a nominal annual application fee of \$20 to offset the costs of the program..." will be added to the report.

Discussion ensued about the definition of "Made In RI" in regards to location of workers, registration, etc.

Mr. Feroce questioned the renewal of the "Made in RI" registration, whether it would be by calendar year or if it would be based on the date of application. Ms. Carello said that the Secretary of State's Office would work with their IT Department and it would be based on the date of the original application.

Ms. Dichiera mentioned the website database crossover and commented about the great job Jennifer Howard has been doing on that project. There will be an online directory linked to the Secretary of

State's website that will list the Made in RI registrants; there will also be a supply chain match making site available which will serve a much broader community. Coordinating the two lists will come eventually.

Mr. McCourt reminded the group that there are no incentives tied to Made in Rhode Island, it is a marketing campaign and it involves self-policing on the part of the registrant.

Mr. Sneider questioned the definition of "all of Rhode Island manufacturers" as defined by the consortium. Mr. Prakash responded that is "processing in Rhode Island...NAICS codes 31-33".

It was noted that food and beverage companies are excluded from this program, but there are some companies that the group is hoping to include.

Ms. Carello noted that the Secretary of State's Office's is taking over the logo.

Ms. Carnevale would like more incentives available for those that qualify for the Made in Rhode Island program. Mr. Valois stated that incentives are already in place for those that are located in Rhode Island. Conversation followed about the incentives and the details. Mr. Pagliarini will add the following verbiage to the report: "The committee requests that the General Assembly investigates the advantages and disadvantages of adding future incentives to the program."

Ms. Carello suggested the group meet twice a year to track the success of the program. She also questioned the marketing of this program. Mr. Pagliarini suggested a press release; Ms. Carello said the Secretary of State's Marketing Director would be happy to help. Mr. Valois stressed that resources need to be allocated for this to move forward.

Ms. Carnevale thanked Ms. Carello for all her help with this program.

The meeting adjourned at 3:46 p.m.

# Appendix 2: RIGL

**Title 42**  
**State Affairs and Government**  
**CHAPTER 42-64.15**  
**Made in Rhode Island Manufacturing Collaborative of 2013**

**§ 42-64.15-1 Short title.** – This chapter shall be known and may be cited as "Made in Rhode Island Manufacturing Collaborative of 2013."

**§ 42-64.15-2 Legislative findings.** – The General Assembly hereby finds that there is an increasing trend among Americans to buy local and that there are currently insufficient resources and information necessary to support, encourage and foster consumer product awareness and purchases of locally manufactured products in the state of Rhode Island. By defining, branding and protecting what "Made in Rhode Island" means, the General Assembly seeks to capitalize, protect and keep our Rhode Island manufacturing and creative sector businesses competitive in an increasingly global market by distinguishing and building pride in these businesses through this branding. Encouraging the purchase of these products will help grow these businesses, encourage new businesses to make products in Rhode Island and in so doing, secure and create further jobs.

**§ 42-64.15-3 Definitions.** – When used in this chapter, the following terms shall have the following meanings:

(1) "Collaborative" means "Made in Rhode Island Manufacturing Collaborative of 2013" established under §/42-64.15-4;

(2) "Creative sector" means innovative art and design based businesses that primarily design and manufacture a physical product, rather than a digital product or service, operating within the state of Rhode Island.

(3) "State agencies" means the state entities responsible for the implementation of Rhode Island's manufacturing and economic development, including, but not be limited to:

- (i) The economic development corporation;
- (ii) The Secretary of State's office;
- (iii) The Department of Administration;
- (iv) The Department of Business Regulation;
- (v) The Division of Taxation;
- (vi) The Department of Labor and Training; and
- (vii) The Rhode Island State Council on the Arts.

(4) "Locally manufactured" means products manufactured or produced within the state of Rhode Island.

(5) "Manufactured goods" means the process of taking raw materials or components and adding value to those materials and components in order to create a final, recognizable product that has been created through the use of hands, machinery, tools, appliances, and other similar equipment. "Manufactured goods" does not include the process of completing a final assembly from subassemblies made elsewhere, or the act of packaging a product. The program and the standards shall not apply to those agricultural or seafood products subject to the Seafood

Marketing Collaborative or the Rhode Island "Get Fresh Buy Local" program.

**§ 42-64.15-4 Collaborative established.** – (a) There is hereby created a collaborative known as "Made in Rhode Island Manufacturing Collaborative" consisting of nine (9) members as follows:

(1) The director of the economic development corporation, or his or her designee, that shall serve as chair;

(2) The Secretary of State, or his or her designee;

(3) The director of the Department of Administration, or his or her designee;

(4) The director of the Department of Business Regulation, or his or her designee;

(5) The director of the Department of Revenue, or his or her designee;

(6) The dean of the Rhode Island College School of Management, or his or her designee;

(7) The director of the Department of Labor and Training, or his or designee;

(8) The executive director of the Rhode Island State Council on the Arts, or his or her designee; and

(9) A representative of a higher education institution with expertise in art and design, appointed by the governor.

(b) The gubernatorial appointment shall serve a term of three (3) years, and shall be eligible to succeed him or herself. A vacancy other than by expiration shall be filled in the manner of the original appointment, but only for the unexpired portion of the term.

(c) The collaborative shall receive staff and administrative support from the commerce corporation. The executive director of the commerce corporation shall furnish the collaborative with a suitable location to hold its meetings.

(d) Forthwith upon the passage of this chapter, the members of the collaborative shall meet at the call of the chairperson and organize. Thereafter, the collaborative shall meet quarterly and at the call of the chairperson, or three (3) members of the collaborative.

(e) All departments and agencies of the state shall furnish such advice and information, documentation, and otherwise to the collaborative and its agents as is deemed necessary or desirable by the collaborative to facilitate the purposes of this chapter.

(f) The members of the collaborative shall receive no compensation for their services.

**§ 42-64.15-5 Powers and duties.** – The collaborative shall support and work collectively with the Rhode Island manufacturing and creative community to promote the marketing and sustainability of Rhode Island products, including, but not limited to:

(1) Designate, in collaboration with the advisory council established in § 42-64.15-6, a "Made in Rhode Island" logo by a Rhode Island graphic designer as the official state emblem to identify products that are locally manufactured;

(2) Recommend eligibility requirements that will permit businesses the use of the "Made in Rhode Island" logo on their products and represent that a product is made in this state;

(3) Identify regulatory restrictions preventing and/or inhibiting marketing initiatives for locally manufactured products;

(4) Examine the practices from other states that have implemented a state sponsored "Made In" program; such review may include a regulatory oversight process to ensure authenticity and adherence to quality standards for participating entities, companies and businesses;

(5) Make recommendations for implementing a state sponsored "Made in Rhode Island" program;

- (6) Identify and facilitate opportunities to increase consumer demand for locally produced manufactured goods or services;
- (7) Identify and facilitate opportunities to establish agreements with local manufacturers for potential marketplace expansion of products;
- (8) Review and identify existing studies, pilot programs, initiatives and incentives of this state and other states regarding locally produced marketing practices;
- (9) Identify and recommend incentives to benefit and encourage the manufacturing and sale of locally manufactured products that qualify as "Made in Rhode Island";
- (10) Provide educational opportunities for consumers regarding local manufacturing of products and initiatives to further promote the brand;
- (11) Identify funding sources available to the manufacturing community to support marketing, branding and promotion of locally manufactured products;
- (12) Respond to requests for information from the legislature and comment on proposed legislation as it relates to local manufacturing branding efforts; and
- (13) Identify potential funding streams through state, federal, in-kind and private organizations to support future "Made in Rhode Island" manufacturing and marketing efforts and initiatives.

**§ 42-64.15-6 Advisory council established.** – (a) There is hereby established an advisory council to the Rhode Island "Made in Rhode Island Manufacturing Collaborative" which shall consist of nine (9) members appointed by the executive director of the economic development corporation as follows:

- (1) A manufacturer of locally manufactured materials (including, but not limited to, lumber, granite, gravel, asphalt);
- (2) A Rhode Island business owner that specializes in manufacturing services and supports;
- (3) A representative of a Rhode Island based independent organization representing the interests of the creative small business sector and commercial and industrial work space;
- (4) A representative from an independent Rhode Island organization or association representing the interests of commerce or economic development within the manufacturing industry;
- (5) A Rhode Island based retailer of local manufactured products representing an independent or franchised store;
- (6) A representative from a Rhode Island based nonprofit organization that trains, incubates and furthers industrial arts in the state;
- (7) A representative of the Rhode Island "Buy Local" effort;
- (8) One representative from an independent Rhode Island organization or association representing the manufacturing industry;
- (9) A representative from a Rhode Island charitable foundation.

(b) Advisory council members shall serve three (3) year terms and are eligible to succeed themselves. In the event a member is unable to complete his or her term, the director of the economic development corporation shall appoint a successor, and the successor appointed to the vacancy shall serve for the remainder of the unexpired term. The members of the board shall receive no compensation.

(c) The advisory council shall elect annually a chairperson from among its members.

(d) The advisory council shall receive staff and administrative support from the commerce corporation. The executive director of the commerce corporation shall furnish the advisory

board a suitable location to hold its meetings.

(e) The advisory council shall meet at least quarterly and at the call of the chairperson or three (3) council members. The chairperson of the made in Rhode Island manufacturing collaborative, or a designee from among the members of the collaborative, shall be present for all advisory council meetings.

(f) The advisory council shall advise the collaborative on all matters pertaining to the collaborative duties and powers.

**§ 42-64.15-7 Meeting and reporting requirements.** – The collaborative shall provide a report of its findings and recommendations addressing the research, marketing, expansion and funding opportunities for "Made in Rhode Island" branding of locally manufactured products to the governor and General Assembly by April 30, 2014. Thereafter, the collaborative shall report to the governor and the General Assembly, no later than April 30th of each year, on findings, recommendations and the progress made in achieving the goals and objectives set forth in this chapter and any other pertinent or requested information.

**§ 42-64.15-8 Rules and regulations.** – (a) The Rhode Island Commerce corporation may promulgate rules and regulations to fulfill the purposes of this chapter in accordance with chapter 42-35, "The Administrative Procedures Act."

(b) The collaborative and advisory council shall be subject to the provisions of chapter 38-2, "The Access to Public Records Act," and chapter 42-46, "The Open Meetings Act."

# Appendix 3: Best Practices

## Alaska

The goal of the **Made in Alaska (MIA)** program is to increase the sale of Alaskan manufactured and/or made products. This is done through certification and identification of products that are truly manufactured and/or made in Alaska. The program is administered by the Alaska Department of Commerce, Community & Economic Development and managed by Webb's Consulting & Management Services, Inc.

**Contact:**

Bill Webb

Made In

Alaska

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Anchorage, AK 99501-4621

Phone: 907-272-5634 - Fax: 907-272-5635 E-mail: [bill@anchoragemarkets.com](mailto:bill@anchoragemarkets.com)

Website: <http://commerce.alaska.gov/dnn/ded/DEV/MadeInAlaska.aspx>

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## Maine

Background: The **Maine Made** initiative is 30 years old and has undergone many transformations. Currently there are 1700 members and new members are screened by an ad-hoc collaborative to determine eligibility. The ad-hoc collaborative is made up of those considered experts in a particular field and review anywhere from 3-25 applications a month or as needed. An 8 point system (see attached application) is used to determine eligibility with a focus on green and up-cycled materials businesses. If a company is determined to be ineligible, a member of the business development team is deployed to meet with the business and determine what is needed in order for the business to become eligible.

Maine's Made in program is managed by the Maine Department of Economic and Community Development.

**Contact:**

Tammy Knight, Maine Product Marketing Program

Dept. of Economic and Community Development

#59 State House Station

Cross State Office Building, 3rd Floor

Augusta, Maine 04333-0059 Tel (207) 624-7489 Fax (207) 287-8461 [tammy.knight@maine.gov](mailto:tammy.knight@maine.gov)

Website: <http://www.mainemade.com/>

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## Montana

The **Made in Montana** Program is part of the International Trade & Relations Bureau in the Business Resources Division of the Montana Department of Commerce.

The program, which also includes Grown in Montana and Native American Made in Montana components, helps build recognition for products that are "authentically" Montana. That means they are grown, created, made, and/or enhanced in the state resulting in 50% or more added-value. The program requires that individuals and businesses meet the program's value-added definition to utilize the trademarked image on their qualifying products.

It is important to note that the Made in Montana program is not a certification program for companies but rather for their products. To be eligible, the person or company producing or growing the product must sign a "self-attest" form that states the product meets the Made in Montana product criteria.

### Contact:

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Phone: 406.841.2757 Fax: 406.841.2728

Website: <http://madeinmontanausa.com/>

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### Other programs:

#### New York

##### Made in New York

<http://wearemadeinny.com/>

- Managed by the City of New York
- Grown out of the film and media industry
- Expanded to digital media/tech companies
- Mark includes incentives
- Criteria/application here: <http://wearemadeinny.com/about/>

#### Made in NYC

<http://madeinnyc.org/>

- Managed by Pratt Center for Community Development (a part of Pratt Institute) / Funded by NY City Council and NY State Dept. of Agriculture

- Mostly a sourcing/listing site - where to find Made in NYC manufacturers/products
- Includes a logo mark (different than above)
- Criteria/application here: <http://madeinnyc.org/list-your-company/>

#### **Made in New York Digital Map**

<http://mappedinny.com/> - digital map of Made in NY companies, seems more focused on tech companies

#### **Made in New York**

<http://www.madeinny.org/> - initiative of the 'Business Council of NY State' focuses on manufacturing

#### **SF Made**

<http://www.sfmade.org/> - California 501 (c) (3)

#### **Made in CT**

<http://www.connstep.org/made-in-ct/> the Connecticut Manufacturing Extension Partnership (MEP), CONNSTEP has developed the **Made in CT** Program to showcase the diversity of products and services of the Connecticut manufacturing industry – and to celebrate the companies who continue to make it in Connecticut.

#### **Manufactured in North Carolina**

<http://www.manufacturednc.com/> **Manufactured in North Carolina** is a searchable directory created to showcase the capabilities and innovations of North Carolina's manufacturers to business-to-business markets nationally and globally. We want MNC to be your first source for finding and initially vetting new suppliers.

#### **Made in New Mexico**

<http://newmexicomep.org/nmmade/> the mission of the program is to inform the public about the incredible variety of products manufactured in The Land of Enchantment and provide manufacturers with resources to help them thrive.

#### **Made in Oklahoma**

<http://www.madeinoklahoma.net/> the **Made in Oklahoma** Program works with Oklahoma agribusinesses at local, regional and national levels to promote retail, institutional and gourmet sales. Activities include marketing programs targeted to increase consumer awareness about the availability and quality of Oklahoma agriculture products. Promotional methods include cooperative participation at trade shows and media advertising.

## **Makersrow**

<http://makersrow.com/> the mission of **Maker's Row** is to make the manufacturing process simple to understand and easy to access. First manufacturing sector they are targeting is accessories and apparel.

[http://news.cnet.com/8301-10797\\_3-57569520-235/helping-american-designers-make-it-in-america-video/](http://news.cnet.com/8301-10797_3-57569520-235/helping-american-designers-make-it-in-america-video/)

**The White House Blog:** August 8, 2011- Reclaiming the Future through American Manufacturing  
<http://www.whitehouse.gov/blog/2011/08/08/reclaiming-future-through-american-manufacturing>