



July 11, 2019

Dr. Douglas Olson
NIST Office of Weights and Measures
100 Bureau Drive, MS 2600
Gaithersburg, MD 20899

RE: 2019 NCWM Strategic Plan

Dear Dr. Olson

This is in response to your June 17, 2019 email requesting "a written description of the changes NCWM is requesting of the NIST/NCWM relationship." This spring, the NCWM Board of Directors began developing a new strategic plan. The board considered many factors in setting its direction for the next 5 years, including feedback from members, stakeholders and volunteers, direct observations by the board, and understanding some best practices in how associations operate.

As with any association, the health of the organization is reliant on the strength of its membership and volunteers. This has led us to the overarching goal to double membership by 2025. The board has identified several ways to grow membership but realized that a key element of this effort is to gain greater autonomy. Too often, members and stakeholders do not have a clear differentiation between NCWM, a not-for-profit standards-development organization and NIST, a federal agency that participates in NCWM's processes.

The board made decisions designed to improve NCWM's autonomy and bring stronger awareness of our services, programs and products. Executive Director Don Onwiler presented those decisions to you in your meeting and they are outlined for you again here:

1. **NCWM will do stakeholder outreach as proposals come forward.** At one time, NIST requested to maintain this as its responsibility, but more recently the effort has been inconsistent. Since failure to perform outreach is a liability of NCWM, NCWM needs to take responsibility to ensure the right people are informed and given the opportunity to participate in our standards development process.
2. **NCWM will form direct lines of communication with federal agencies.** As you know, NCWM is already communicating directly with federal agencies and will do more of the same. In this way, NCWM will be more identifiable as the standards development organization for commercial weights and measures leading to more efficient and effective interaction.
3. **NCWM will take responsibility for committee reports.** The committees have been too reliant on the NIST technical advisors in this regard. The past 2 years, NIST was unable to participate in our Interim Meetings and this should not affect our ability to generate committee reports. Committees need to be responsible for their reports and the board is considering options for how this may most effectively be accomplished.

4. **NCWM will be a resource for training.** The board believes that much more training needs to be available to accommodate the needs of the weights and measures community. This need has increased as new technologies emerge and programs experience higher levels of turnover in staffing.
5. **NCWM will be the “go-to” for questions regarding our model standards, agendas and reports.** As NCWM gains increased autonomy, stakeholders will see it as the source for information regarding its work. As with any standards organization, our staff has knowledge in many areas and remaining expertise exists within our membership.
6. **NCWM will copyright its model standards and assume responsibility for publication and dissemination.** An association, especially a standards association, has fundamental obligation to protect its intellectual property. The standards developed and adopted by NCWM are the work of NCWM. NIST is and will hopefully remain a participant in that work along with our other stakeholders, members and volunteers.

I agree with the comment in your June 17, 2019 email that a meeting of the board and NIST management will be beneficial to both organizations. The next step for NCWM is to create a plan of implementation and NIST will be important in that process. Expectations will need to be established including the process and the timeline. In this process, NCWM and NIST can come to a better understanding of respective roles in the future as both seek common goals of promoting uniformity in the legal metrology system. NIST remains a valuable participant in the NCWM standards development process with expertise and vast potential for research in new technologies.

Mr. Onwiler asked you if there are things your office would like to be doing but have been unable because you have lacked time or other resources. As you consider that question, please let us know if we can assist you toward those opportunities.

Sincerely,



Brett Gurney
Chairman of the Board

cc: NCWM Board of Directors via email