

To our stakeholders,

As WIRE-Net looked ahead to our work in the coming years, it became apparent that we and our stakeholders were facing challenges. Rather than take a patch-work approach to them, we felt that the time was right to revisit our overall strategic direction. A planning committee was organized which drew upon the resources of our community and stakeholders to create a strategy we named our 2020 VISION Strategic Direction. It is intended to be a comprehensive look at the operating environment, challenges and opportunities facing manufacturing and economic development organizations in greater Cleveland in the next three years.

There are rapid changes afoot in manufacturing. Technology, or the Industrial Internet of Things, labor force, and leadership are all evolving quickly in ways that create both challenges and opportunities. WIRE-Net's role in this fast-changing environment is to continue to strengthen manufacturing because of the opportunities, jobs, tax base and wealth creation that the sector drives across greater Cleveland. Our relationships with our several hundred member companies put us in a unique position to create awareness, and develop solutions that will benefit our communities by strengthening manufacturing.

The planning committee would like to thank the over 100 individuals who participated in this process. The time and intellectual contributions from so many have helped us understand the dramatic changes underway that affect the future of manufacturing. The Staff and Directors of WIRE-Net are grateful to each of you for your time and your input, whether you participated at one of our focus groups, contributed to our Future Search, or shared your expert opinion with our team. Our member companies, both large and small, supporting non-manufacturing members, subject matter experts, WIRE-Net board members and volunteers, partners and collaborators, and Max Hayes High School students all shared their perspective on greater Cleveland and its manufacturing sector.

Special thanks also go out to our consulting team who were instrumental in organizing this effort, gathering the data and presenting it in a useful way. We could have not have been nearly as effective without the time and hard work from Leslie Yerkes of Catalyst Consulting, Tres Roeder and Natasha Smith of Roeder Consulting, and Mark Chupp and Heather Lenz of the Community Innovation Network at CWRU.

WIRE-Net's staff and board are moving ahead with implementation planning, and we invite your participation. Please feel free to contact us with your additional thoughts on this document.

Best regards,



John Colm
President & Executive Director



Jay O'Neill
Chair of the Board & Regional General
Manager, Lane Steel

Background

In March 2017, WIRE-Net's board and staff set out to develop 2020 Vision, a strategic plan for the next three years. WIRE-Net contracted with the Community Innovation Network to guide the development of the strategic plan, alongside WIRE-Net's 2020 Vision planning team, between March and August 2017. WIRE-Net used a five-stage strategic planning approach that is rooted in appreciative-inquiry, based on a deep sense of organizational self-awareness derived from research, including implementation planning as a core part of the strategic planning process, and leverages the skills and expertise of WIRE-Net's planning team.

Consultant Support

2020 Vision was supported by three consultant teams:

1. Community Innovation Network (Com-IN) at Case Western, under the leadership of Mark Chupp and Heather Lenz, facilitated the planning process.
2. Roeder Consulting, LLC facilitated four focus groups during stage 1, and led the implementation portion of the process.
3. Catalyst Consulting, WIRE-Net board member Leslie Yerkes' firm, led a Future Search, mind-mapping exercise, and a focus group with Max Hayes High School students.

2020 Planning Team

WIRE-Net's 2020 Vision planning team began with 11 members, and as the team moved into implementation, expanded to include additional WIRE-Net Staff:

1. Brianna Schultz, Director, WIRE-Net Youth Programs
2. Gary Davis, President, Aetna Plastics, Vice Chair of WIRE-Net Board
3. James Domingo, President, Domingo Group, Chair of WIRE-Net Membership Committee
4. Jay O'Neill, Lane Steel, Chair of WIRE-Net Board
5. John Colm, President, WIRE-Net
6. Leslie Yerkes, President, Catalyst Consulting
7. Pete Accorti, President, Talan Products
8. Renee Anderson, VP, Finance, WIRE-Net
9. Rick Dawson, Manager, WIRE-Net Membership Program
10. Tom Schumann, President, EC Kitzel, Chair of Friends of Max Hayes
11. Windsor Ford, Dan T. Moore Company

The following WIRE-Net staff assisted as Strategies and Tactics were finalized.

1. Anne Schaum, Administrative Director
2. Michael Hoag, VP, Adult Workforce Development
3. Kareemah Williams, Director, CIRI Program
4. Ed Weston, Director, Manufacturing Growth Program
5. Mari-Elen Sammon, Brand Manager



A Research-based Approach: During the first phase of 2020 Vision, the Self-awareness Phase, WIRE-Net conducted a significant amount of research to learn about their organization, the industry, and what was needed of WIRE-Net to continue to provide value to the regional manufacturing industry.

Research Conducted

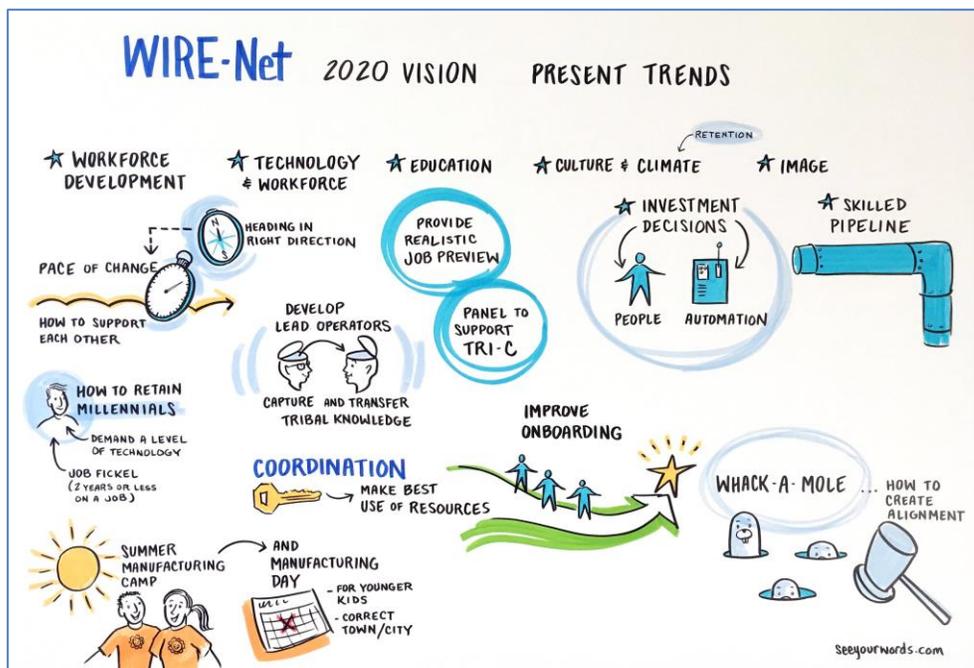
Between March – June 2017, WIRE-Net conducted the following research:

- **Collaborator and Competitor Analysis:** A review of all organizations in which WIRE-Net is currently collaborating with, and all the organizations of which WIRE-Net's programming competes (i.e. programming is duplicated by multiple organizations).
- **Current State Assessment:** A compilation of WIRE-Net's current state in terms of programs and services, finances, fundraising, membership, staffing and board governance based on self-reported data within the organization.
- **Future Search:** A large group planning process facilitated by Catalyst Consulting with 60 stakeholders that represent the 'whole system' allowed WIRE-Net staff, board members, stakeholders, affiliates, and members to investigate the milestones, trends, and issues that impact previous and future work.
- **Industry Literature Review:** A scan of key concepts and findings from eight national articles, reports and presentations, and two regional reports from a variety of industry experts, think tanks, and research firms of both academic and practitioner backgrounds provides an overview of the greatest trends, strengths, challenges, and opportunities impacting the manufacturing sector regionally and nationally.
- **Key Informant Interviews:** 16 interviews with industry experts and thought leaders to gather their opinions and perceptions on the direction and needs of the manufacturing industry in the region, and WIRE-Net's role.
- **Roundtables:** Four roundtable style focus groups to engage key stakeholder groups (large manufacturers, small-medium size manufacturers, supporting members, and non-members) in discussion about the direction and needs of the manufacturing industry in the region, and WIRE-Net's value to members.
- **Survey to Annual Meeting Attendees:** To gather the perception of annual meeting attendees about the biggest needs for manufacturing in the region and WIRE-Net's role.

Key Findings

Key findings from the research include:

- Workforce, the perception and image of the industry, and emerging technology were consistently identified as the biggest areas of opportunity for strengthening manufacturing by funders, industry experts, and thought leaders.
- There is a shared belief that the region's manufacturing industry is rich with potential for growth, expansion, and national recognition as an epicenter. However, collaboration, coordination and convening of key stakeholders around shared short and long-term goals is essential to ignite this potential.
- There is desire among small and medium sized companies to grow, learn, change, and adapt to new ways of doing business.
- To stay competitive alongside advances in technology and automation, there is recognition that the region's industry must change and adapt to advanced technologies.
- Growth is defined in many ways, and as a region, this may mean an increase in productivity and market share rather than an increase in the number of jobs or companies.
- There are several challenges that, when combined, affect the health of the sector's workforce. The region must consider each of these to fully address workforce challenges.
- Many of the industry's leaders are nearing retirement age, and in many cases, there is no clear line of succession or plan to ignite the next generation of manufacturing leadership.



A Revitalized Vision, Mission, and Values

Vision: We envision a prosperous, connected manufacturing community in Greater Cleveland.

Mission: WIRE-Net is a leading force to strengthen manufacturing, a foundation of healthy communities that fuels economic growth in Greater Cleveland. We provide leading edge expertise and resources that proactively assist manufacturers in understanding and adapting to fast changing trends in technology, talent, and organizational leadership. WIRE-Net connects leaders to each other and engages them in their communities. We lead, we connect, we partner.

Values: These core values were developed by WIRE-Net leadership and staff, and are paired with commitment statements developed by WIRE-Net staff.

Excellence	Integrity	Community	Leadership
<ul style="list-style-type: none"> • I use all the resources at my disposal to fill company needs • I work to achieve shared goals with coworkers and stakeholders • I embrace new and innovative ideas 	<ul style="list-style-type: none"> • I focus on making WIRE-Net's mission come alive through my work in the community • I approach tough conversations with truth and kindness • I take responsibility for my actions and decisions • I do what I say I am going to do 	<ul style="list-style-type: none"> • I build Internal and external relationships that are the foundation of WIRE-Net's work <li style="padding-left: 20px;">I actively engage in community partner initiatives • I respond to the needs of stakeholders through action or connection 	<ul style="list-style-type: none"> • I regularly reflect on the work that I do to maintain alignment with mission and values • I respect the expertise of others and will ask and embrace questions to gain clarity <li style="padding-left: 20px;">I recognize my strengths and weaknesses and strive for continuous improvement

Who we serve

WIRE-Net commits to supporting the development and growth of the greater Cleveland manufacturing community.

2020 Vision Goals

GOAL 1: Initiate investment by member and potential member manufacturing firms in workforce, technology, and leadership succession and development.

Through initiating investment in workforce, technology (also referred to as Industry 4.0 or the Industrial Internet of Things), and leadership succession and development, WIRE-Net will shift its work to focus on building pathways for the region's companies to thrive in the face of the three largest threats to future of manufacturers. Shifting to a proactive approach to leading and supporting manufacturers will pave the way for WIRE-Net to become focused, align its activities directly to the needs of the industry, and carve out its role as a leader in three key areas.

To accomplish this goal, WIRE-Net leadership and staff will learn about the needs of companies more deeply and further align its programming to meet these needs, and deliver more direct outreach directly to companies. WIRE-Net will refine its events and programming to focus on workforce, technology, and succession and leadership development, and leverage strategic partnerships to help companies improve in these areas. Through sharpening its membership model and value, WIRE-Net will grow its community of manufacturers through membership.

Strategies

1.1	1.2	1.3	1.4
Improve organization wide outreach across greater Cleveland.	Develop educational and event programming for members and other companies to create awareness, encourage exploration and spur implementation on emerging technology, leadership and workforce trends.	Develop strategic partnerships with shared goals and alignment that benefit WIRE-Net and Greater Cleveland's community of manufacturers.	Strengthen WIRE-Net's manufacturing membership community.

GOAL 2: Build, develop, and retain the pipeline of qualified workers in manufacturing careers among WIRE-Net members and potential members throughout Greater Cleveland.

Workforce development and retention remains one of the largest challenges impacting the region's community of manufacturers. WIRE-Net's continued focus on building, developing, and retaining the adult workforce pipeline will help fill the regional demand for more employees and equip companies with the resources they need to get their employees ready for future leadership positions.

To accomplish this goal, WIRE-Net leadership and staff will build on two existing programs, WorkSource and the Apprenticeship Consortium, to expand services and capacity to more manufacturing firms. WIRE-Net will also leverage partnerships to provide their members with tools to improve their HR practices, work directly with companies to ease the adaptation to a new workforce generation, and grow the number of people coming into its apprenticeship and pre-apprenticeship programs.

Strategies

2.1	2.2
Lead and connect employers in attracting new talent through competency-based hiring and training programs.	Lead and connect employers to ways of developing their incumbent worker talent at all skill levels.

GOAL 3: Grow the number of qualified students entering manufacturing careers among WIRE-Net members and potential members across Greater Cleveland.

In addition to addressing companies' immediate workforce needs, WIRE-Net must continue to think about the long-term development of a skilled workforce to support the region's manufacturing ecosystem. By growing the number of qualified students entering manufacturing careers from WIRE-Net's youth programs, WIRE-Net will ensure that the next generation of manufacturers are being prepared for the workforce.

To accomplish this goal, WIRE-Net leadership and staff will work to raise awareness about the manufacturing industry as a career opportunity among students, partner with other youth development programs to expand its program capacity, and expand the engagement sphere to include parents, teachers, students, and companies. To support the expansion of youth programming in its portfolio of services, WIRE-Net will work to increase the capacity at Max Hayes to manage more of WIRE-Net's existing, non-manufacturing programming, which will free up WIRE-Net's capacity to expand its manufacturing programs to other schools.

Strategies

3.1	3.2
Build career awareness among students in grades 6-8.	Refine and package the youth workforce development program model into a pre-apprenticeship model and expand to other high schools.

GOAL 4: Build the professional and volunteer leadership, and organizational structure that secures the needed to execute the 2020 plan, and that ensures WIRE-Net's financial strength.

As WIRE-Net looks to deepen and expand the reach of their work externally, they must ensure they have the internal leadership structure and capacity to support their success. Through building the professional and volunteer leadership capacity within the organization, WIRE-Net will increase the strength and voice it has in the community. A clear focus on leadership, including succession planning, board engagement, revisiting organizational structure and ensuring financial capacity will ensure WIRE-Net can achieve its 2020 VISION and setting itself up for long-term sustainability.

To accomplish this goal, WIRE-Net leadership and staff will begin to raise their profile in the community through publication, thought leadership, advocacy, communications and marketing. In addition, WIRE-Net will work to strengthen its board and staff leadership by increasing board engagement, revisiting the organizational structure of the board and staff, and plan for the professional development and leadership succession. Finally, WIRE-Net will strengthen its sustainability by establishing a development role to increase and diversify their funding sources, and improve both operational efficiency through lean initiatives while also improving WIRE-Net's responsiveness to the changing needs of its manufacturing stakeholders.

Strategies

4.1	4.2	4.3
Position WIRE-Net staff and board leaders as advocates, champions and thought leaders in the manufacturing community.	Strengthen the leadership of the board and its committees through training and targeted recruitment.	Develop leadership succession planning.
4.4	4.5	4.6
Review and modify organization structure considering 2020 Vision goals, strategies, and implementation process.	Build board restricted funds to 3 months of operating expense by December 2020.	Improve operational efficiency throughout WIRE-Net enterprise; strengthen responsiveness to changing needs of manufacturers.

Implementation and Tracking: WIRE-Net leadership and staff will develop a workplan that details each activity needed to complete each tactic, with a deadline, responsible staff person and benchmarks to track progress throughout implementation. This information will be used to track the progress of each strategy and tactic (using the percent of completion as an indicator), adjust deadlines as needed, and ensure that benchmarks can be met.