

CIRI ANNUAL REPORT

2020-2021



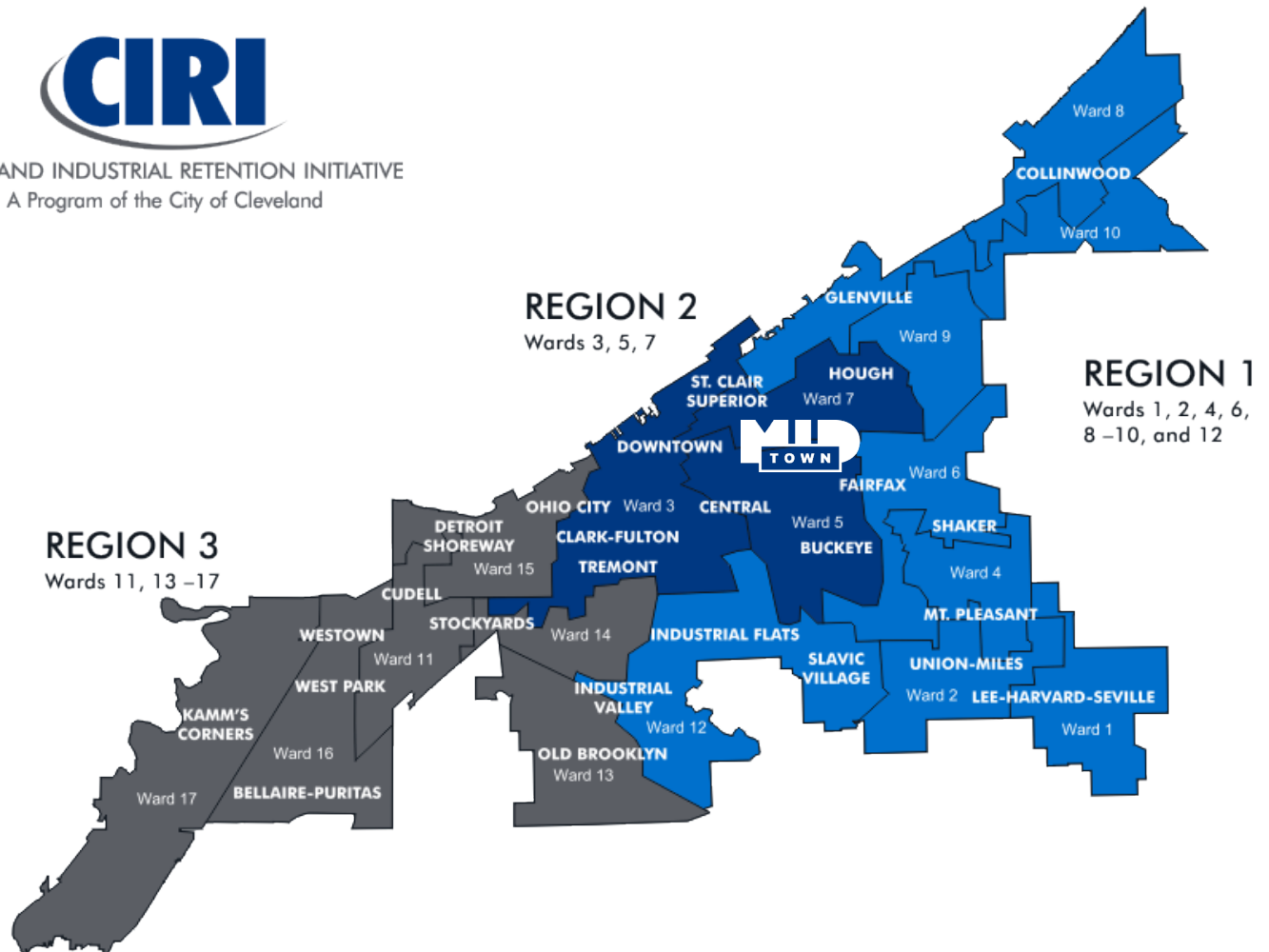
CLEVELAND INDUSTRIAL RETENTION INITIATIVE
A Program of the City of Cleveland



OUR SERVICE AREA



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THE CIRI TEAM

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HISTORY OF CIRI

CIRI'S end goal is to help Cleveland manufacturing companies grow and prosper.

The Cleveland Industrial Retention Initiative (CIRI) was created in 1996 in response to the concerns about the decline of the manufacturing industry in the City of Cleveland. Supported by The Cleveland Foundation and The Gund Foundation, the program was initially coordinated through the Cleveland Neighborhood Development Corporation.

The CIRI territory was divided into five regions, centered around police districts. Each region had its own Industrial Development Manager. After a few years, the City of Cleveland began to fund the program and the Economic Development Department established the objectives and managed the personnel. The focus was to achieve a number of visits with the goal of building relationships with manufacturers, other governmental agencies, community leaders, and service providers. The relationships built during this time quickly became CIRI's foundation.

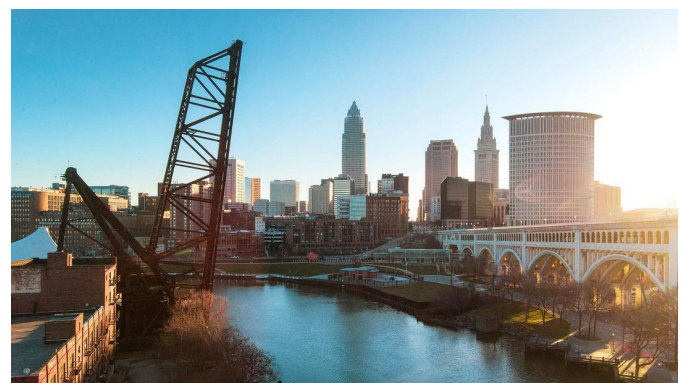
In 2007, WIRE-Net (now Manufacturing Works) began working with the Cleveland Economic Development Department to enhance the services available to area manufacturing companies. By combining WIRE-Net's expertise in manufacturing assistance, workforce development, and industrial redevelopment with CIRI's support services, the program became a key part of the Cleveland economic ecosystem that provided a one-stop shop that supported Cleveland manufacturing companies with their business operations and expansion opportunities.

CIRI continues to reach out to local manufacturing companies. Since Manufacturing Works began managing the CIRI program 15 years ago, over 12,000

surveys have been conducted to over 1,100 manufacturers located in the city of Cleveland. Approximately 5,500 services have been provided to address issues or opportunities in the areas of financing, real estate and land assembly, building permits and zoning, employment and training, and infrastructure. Through these services, the CIRI program has had an impact on jobs, sales, operational improvements, and investment in new products and processes.

In response to new developments in technology and the changing landscape of manufacturing in Cleveland, CIRI has shifted its focus to identifying and cultivating opportunities with high growth potential for companies. Outreach efforts will remain an integral part of the CIRI program, to help identify those opportunities and to assist in connecting manufacturers with the resources they need and to remove obstacles that might inhibit growth.

As the CIRI program evolves, CIRI will continue to use Manufacturing Works' years of experience, work closely with a variety of the City's service departments, and harness our extensive network of external relationships to help achieve the business retention and expansion goals necessary to strengthen the manufacturing industry in Cleveland.



YEAR IN REVIEW

2020 was a year we couldn't have prepared for, so we pivoted to provide the services most in need and with the greatest impact.

Since its inception in 1996, the core components of the CIRI Program have been outreach, assessment, and service delivery. While this process has not changed, each component has been analyzed to understand opportunity for maximum impact to manufacturers and the City.

Rather than setting a goal of ~500 companies for personal contact, CIRI targeted the 250 best candidates for high impact projects. These companies were identified based on factors such as being a part of a growth industry, number of employees, annual sales volume, capital investment for expansion, and new products.

The more targeted list allowed assessment efforts to focus on more in-depth conversations centered around potential opportunities or challenges that might prohibit a company from advancing from the idea stage to taking action to turn that idea into a project.

This revised process provided the opportunity for Industrial Development Managers to work closer with a company to help encourage potential growth or ensure a project continued moving along the path toward completion. The team focused on follow up and worked with companies to connect with necessary resources or overcome hurdles that prevented growth or investment.

Traditional outreach continued to be a major component of the CIRI program with phone calls and site visits. However, we also expanded into the digital world by incorporating electronic surveys. We launched our own newsletter and used LinkedIn to build awareness of our services in the manufacturing community.

A look back at 2020 would not be complete without acknowledging the impact COVID 19 had on our team and local companies. CIRI assisted manufacturers in identifying and understanding the many programs available to them in response to the pandemic. Through Manufacturing Works, manufacturers could access free webinars, connect with other company leaders, and receive supplies for safe operation.

The CIRI program will continue to focus on business retention and expansion through continuous outreach, detailed assessment, and delivery of solutions. CIRI and Manufacturing Works have become trusted advisors and are often the first point of contact for Cleveland manufacturers.

The 2021 CIRI Annual Report will provide detailed information on our differentiated core values, CIRI services, special projects, and the impact of our work.



CIRI DIFFERENCE

CIRI IS PASSIONATE ABOUT THE COMPANIES OF CLEVELAND

The CIRI mission is to support the city of Cleveland manufacturing ecosystem, to ensure the sector is thriving in Cleveland.

WE KNOW THE CITY & WE KNOW MANUFACTURING



- CIRI is the face of the City of Cleveland to local manufacturing companies, and the voice of those companies to the City
- Companies can focus on managing their business and leave navigating City Hall and its processes to the CIRI team

REAL PEOPLE PROACTIVELY HELPING REAL PEOPLE

CIRI prioritizes its personal relationships with each company. It's these relationships and community connections that allow CIRI to customize solutions for each business. The CIRI team is able to identify and solve issues quickly, saving valuable time and frustration for businesses.

As a proactive organization, CIRI is able to pivot and adapt as the manufacturing landscape changes. Over the last 25 years, the CIRI program has developed a strong reputation. The amount of information collected over that time is invaluable and has led to ongoing success for the Cleveland manufacturing community and the CIRI program. Businesses are receptive to the program, lean on their Industrial Development Managers, and find the services valuable.



CIRI IMPACT

We link manufacturing businesses to valuable community resources in Cleveland to help industrial businesses thrive and grow.

Impact Measurement is a process of understanding how much progress has occurred and can be attributed to an organization's activities. Impact measurement also includes integrating stakeholder voices to understand community outcomes over a long time.



**COMPLETED PROJECT
INVESTMENT:**

8.4M

**NUMBER OF JOBS
RETAINED OR ADDED:**

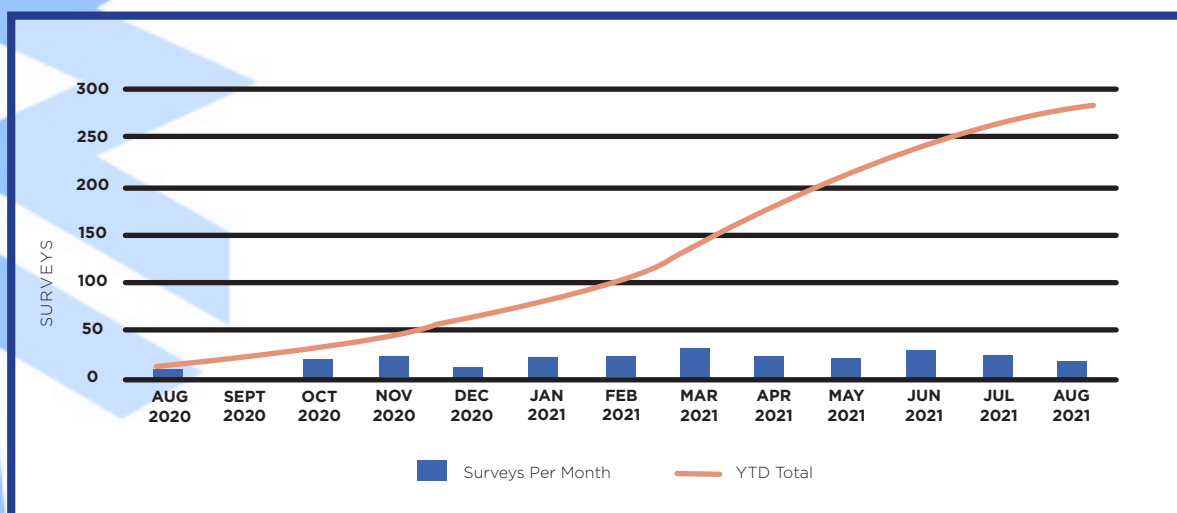
490

**IMPACT PROJECTS
IN PROGRESS:**

26

Data collected represents impact from 2020-present

CIRI SURVEYS BY MONTH & YEAR TO DATE



CIRI SERVICES

GENERAL BUSINESS ASSISTANCE

Through individual or group support, CIRI provides customized solutions for specific business needs.

FINANCING

We connect Cleveland manufacturing companies to public and private financing, which includes low interest loans and grants that can be used for business expansion, equipment, site acquisition, working capital and staff training.

INFRASTRUCTURE

We can provide access to a diverse set of resources that can handle anything from roadway improvements to graffiti removal to utility efficiency.

BUILDING PERMIT AND ZONING

We're equipped to provide information about industrial properties and facilities, as well as provide site-selection assistance, relocation, and expansion support.

SAFETY AND SECURITY

We connect manufacturers to industry best practices and techniques to protect employees and properties.

REAL ESTATE AND LAND ASSEMBLY

We gather information on available industrial properties and buildings, and offer support for relocation and expansion.

EMPLOYMENT AND TRAINING

Through CIRI, manufacturers gain access to workforce professionals who can help them hire, place, and train employees. They can also gain access to grants that help reduce training costs.

SALES AND MARKETING

We deliver the tools manufacturers need to grow their businesses. This includes access to government supplier resources and sales development assistance.

TECHNOLOGY AND MODERNIZATION

We provide connections to professionals who can provide technical expertise and help manufacturers improve the quality, productivity, inventory and costs tied to technologies.

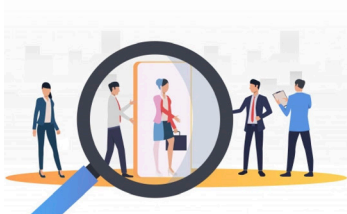
WASTE/ENVIRONMENTAL COMPLIANCE

Manufacturers can access resources that will help control waste management costs, implement waste reduction solutions, and educate them about the availability of local EPA services.

CIRI + MW

Under the Manufacturing Works umbrella, CIRI's collaboration with departments within the organization provides options for solutions to manufacturers for a variety of challenges ranging from workforce to operational efficiency.

WORKFORCE



RECRUITING

MW recruitment specialist has manufacturing experience and expertise. CIRI companies can utilize this service to identify qualified candidates that might be challenging to fill through regular employment programs.



APPRENTICESHIP/TRAINING

MW apprenticeship program focuses on-the-job training and mentoring to develop employees from within a company. Connecting to these training tracks via CIRI also provides insight into funding options and improved trainee retention.



YOUTH OPPORTUNITIES

MW has a long-term relationship with the Cleveland Metropolitan School District and their School-To-Career program. MW manages the CTE program at Max Hayes H.S. CIRI connects companies with these local graduates.

MANUFACTURING SERVICES



TECHNOLOGY

MW provides webinars and expertise that connect small/medium sized companies to technology options and experts. The time MW takes to vet and screen vendors saves companies valuable time. CIRI provides a connection to these experts.

BUSINESS OWNERSHIP



PREPARATION & MENTORSHIP

MW developed the Growth and Transition program which prepares owners for new acquisitions, mergers, management buyouts or next generation onboarding. MW has also launched Leadership Institute as a feeder program to prepare the next generation of future owners. CIRI is proactive in providing owners with the awareness that these resources are available of future owners with an emphasis on helping women and people of color.

"Special projects require certain primary functions and/or authority to be assigned temporarily to other individuals or units."

- Project Management: A Systems Approach by Harold Kerzner

CIRI PARTNERS

The CIRI team believes collaboration with our communities make us all stronger and more successful.

OUTSIDE PARTNERS:

- Greater Cleveland Partnership
- Team NEO
- MAGNET
- Cuyahoga County
- Ohio Means Jobs
- JobsOhio
- Hispanic Business Center
- NEORS (Sewer District)
- Growth Capital Corp
- SBA (Small Business Authority)
- PTAC (Procurement Technical Assistance Center)
- Cleveland Port Authority (Port Control)

CITY OF CLEVELAND DEPARTMENTS:

- Building and Housing
- City Planning
- Economic Development
- Mayor's Office
- Public Safety
- Public Utilities
- Public Works

CONNECTING WITH CLEVELAND CITY COUNCIL

We have had 1 on 1 meetings with more than half of city of Cleveland's council members and will continue to do so throughout the year. Educating and connecting CIRI companies to their council member and ward is another way we support businesses and leverage our program partners.

CONNECTING WITH COMMUNITY DEVELOPMENT CORPORATIONS

We have been holding monthly meetings with CDC's to drive awareness of the CIRI program and to document in real time, what is happening in each neighborhood. We work with partners across the city of Cleveland to ensure our support is reaching across all service areas and work to connect CDC's and businesses within our network.



SUCCESS STORIES

CIRI is committed to helping manufacturing businesses in the city of Cleveland, especially during this uncertain time in history. Below are stories of businesses CIRI has helped as told by the companies' leaders.

I have nothing but great things to say about Millie Caraballo and Cleveland Industrial Retention Initiative. Prior to becoming aware of CIRI, we were reaching the point of frustration with several issues surrounding our business on the westside of Cleveland. We reached out to several local government officials and were fortunate to be introduced to Millie by our councilwoman. Millie visited us on site and hit the ground running! She was attentive to our concerns and she was able to quickly utilize her resources to effectuate changes which not only benefited our business, but also the safety of customers and area residents. I would highly recommend her to any similarly situated area business! I look forward to continuing to work with Millie as our business continues to expand and flourish.

Bryan Freeman, Director of Operations, Rock & Roll City Studios, LLC

5500 Walworth Avenue, Cleveland, Ohio 44102

Warwick's acquisition of Component Systems (modular office manufacturing) is the first success story of Manufacturing Work's Growth & Transition Program. The transaction not only maintained 17 jobs in Cleveland, but has also motivated further investment from the company. Warwick is now working with CIRI to plan a 25,000/sqft addition to their current building and future workforce opportunities.

Warwick Products Co

5350 Tradex Pkwy, Cleveland, OH 44102

Molly Leitner and the team at Manufacturing Works have been an amazing resource for our business. They have helped us connect and engage with other companies in Northeast Ohio business community. They have also been a great intermediary with local government and facilitated solutions to support our growth. In this challenging job market, Manufacturing Works is my first stop for workforce development solutions that help us recruit, retain, and train workers.

Brian Seitz, President of Acquisitions - In House Counsel, Hillcrest Foods

2735 E 40th Street, Cleveland, OH 44115

I am really impressed with what CIRI has been able to help us with. The vacant lot across the street from our building has been a nuisance and caused several issues. We had tried to make contact with the owners for the last few years, but hadn't had any luck. CIRI was able to help us connect with them and work to solve the issues at hand. Without their help, I'm not sure we would have ever been able to do it.

Mike Dobronos, Vice President, Architectural Fiberglass, Inc

8300 Bessemer Avenue, Cleveland, OH 44127

"Manufacturing Works has provided our organization with service and support in numerous ways. From their various committees that create an outlet for our leadership team to share ideas with other greater Cleveland manufacturing companies to their assistance in getting a crosswalk approved in our industrial park to safely connect our two facilities, Ken and his team offer tremendous value."

Sal Geraci, Chief Operating Officer, National Safety Apparel

15825 Industrial Pkwy, Cleveland, OH 44135

"Every success story is a tale of constant adaptation, revision and change"

OUTREACH + COMMUNICATIONS

Marketing is about having a strong, defined voice and brand and communicating value to customers and other organizations. Increased communications and brand awareness of the CIRI program was a large portion of the CIRI 2.0 plan. Throughout this process, we added CIRI specific communications in the form of several marketing strategies including but not limited to; social media, newsletters, blogs, custom graphics, content creation & events.



**AVERAGE OPEN RATE
CIRI NEWSLETTER:**

18.6%

**BEST NEWSLETTER
OPEN RATE:**

31.3%

**NUMBER OF CIRI
NEWSLETTERS:**

8

**AVERAGE OPEN RATE
CIRI E-JIT:**

17.2%

**BEST CIRI E-JIT
OPEN RATE:**

21.5%

**NUMBER OF
CIRI E-JITS:**

3

*An E-JIT is a specific type of e-blast from a CIRI company or partner used to share important information with our network. **Example:** NEORS public meeting, OhioMeansJobs Job Fairs, etc.*

LET'S GET SOCIAL



CIRI SOCIAL POSTS:

53

CIRI's social media strategy began with an audit of Manufacturing Works social networks and content to develop a clear picture of current social media efforts. Developing a clear picture of current social media efforts identified areas for improvement and opportunities for new advancement.

SOCIAL MEDIA PICTURE AS OF JANUARY 2021:



503 follow
432 likes
4 check-ins



1,199 follow



250 follow
52 posts



2,155 follow



45 subscribers
75 videos
5,257 views

Average newsletter open rate across all industries is 20.94% (Hubspot Data)

Average open rate for the manufacturing category is 23%. [This category refers to companies in goods production.] (HubSpot Data)

OPPORTUNITIES & GOALS

Success is where preparation and opportunity meet. CIRI recognizes this and engages in identifying opportunities to create a culture of continuous improvement.

COMMUNICATION OPPORTUNITIES

Social Media Audit	Identify audience & target demographic	Develop Marketing Strategy	Detailed Social Media Strategy
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COMMUNICATION GOALS

Increase brand awareness & presence of CIRI program	Increase followers & engagement on Social Media	Increase email communication readership/engagement	Expand email communication to larger audience
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AUDIENCE & DEMOGRAPHICS

Manufacturing ranks in the top 5 of the nation's largest employers by sector

MANUFACTURING WORKFORCE SIZE:

12.7M

AVERAGE AGE OF EMPLOYEES:

43

PERCENTAGE OF MALE EMPLOYEES:

70.9%

CIRI FOCUSED SOCIAL PLATFORMS:

LINKEDIN:

- Business focused social network
- 45% of LinkedIn users are upper management
- 61 million "senior-level" decision makers on LinkedIn
- 4 out of 5 people on LinkedIn "drive business decisions"
- 55 million companies are on LinkedIn
- 96% of B2B marketers use LI for organic social marketing

FACEBOOK:

- 63% of the U.S. population over age 12 uses Facebook
- 2.74 billion monthly active users
- Reaches 59% of the world's social networking population
- 48.5% of B2B decision makers use Facebook for research
- 2/3 of users visit a local business page at least 1x/wk
- Facebook has an advertising audience of 2.14 billion

* (Source: DATAUSA <https://datausa.io/profile/naics/manufacturing>, US CENSUS <https://www.census.gov/en.html>)
Using national data because of its availability as an indicator of local statistics

SPECIAL PROJECTS

While working on the day to day responsibilities, the CIRI team also takes on special projects. We organize, lead, and help execute projects that may fall outside the scope of regular duties.

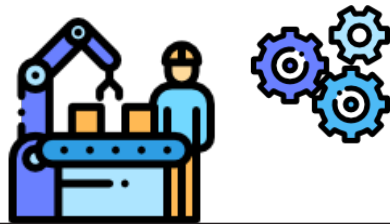
OUTREACH EFFORTS WITH CITY OF CLEVELAND DEPT OF ECONOMIC DEVELOPMENT

This past year the CIRI team assisted the Cleveland Economic Development Department and Community Development Corporations in their outreach efforts with programs designed to help businesses through the economic impact of COVID. These programs included the Winter Rescue Program, the ReStart CLE Emergency Working Capital Loan Program and the Restart CLE Safe Operations Grant. This included contacting businesses and explaining the programs, processing details and following-up on reimbursement procedures within program deadlines.

MAYOR'S REPORT 2020 - THE IMPACT OF COVID ON CLEVELAND MANUFACTURERS

In January, CIRI partnered with The Corporate University, Kent State University at Stark to conduct a survey regarding the impact on COVID-19 on manufacturers.

Respondents were asked to provide information beginning in March 2020 that focused on key elements of operation which included:



- 2020 Sales
- Workforce
- Production

For future impact, survey questions inquired about the anticipated change beginning in 2021 in these areas:



- Workforce
- Gross Revenue
- Profitability
- Capital Expenditures

The survey also inquired about participation in the COVID funding related programs that were available. Participants were also asked to provide comments on the biggest challenges faced and anticipated long-term effects on manufacturing.

Results of this survey will help develop future programs that will focus in on the specific concerns of manufacturers in Cleveland.

IMPACT REPORT IS NOW CIRI ANNUAL REPORT ON MANUFACTURING IN CLE 2021

For the past 15 years, the CIRI program provided information on the past year's activities in its annual Impact Report. Over time CIRI has completed thousands of visits and completed thousands of services in support of company needs which was provided a format that focused on numbers highlighting visits to manufacturers, services completed and economic impact in dollars of the program to the city. All key and important indicators of the success of the program.

The CIRI team has developed strong relationships with many Cleveland manufacturing companies that have evolved into a trusted advisor role.

COVID- 19 SUPPORT



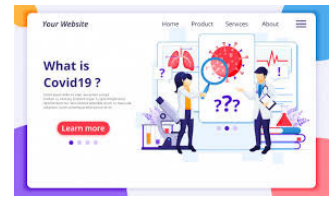
**COMPANIES CONNECTED
WITH PPE SAFETY KITS
FROM JOBSOHIO:**

40



**COMPANIES PROVIDED
WITH COVID RESPONSE
AND PPP INFO:**

37



**NUMBER OF LINKS FOR
COVID 19 RESOURCES
ON WEBSITE:**

49

**WEBINARS
FACILITATED:**

17

**WEBINAR
ATTENDEES:**

495

**MEMBER PROVIDED
COVID RESOURCES:**

13

WEBINARS

Webinars quickly disseminated information during ever changing landscape, recommendations and health orders.



MARCH 2020

- Cares Act: Paycheck Protection for Small Businesses
- Business Continuity During Covid 19
- Stay at home order – what does it mean to me
- Covid 19 Information Session
- Maximize PPP Loan Forgiveness

APRIL 2020

- Assure Maximum Debt Forgiveness on your PPP Loan
- City of Cleveland Emergency Working Capital Loan Program
- Paycheck Protection Program: What you need to know
- Covid 19 Workplace Safety: Preparedness, and Workers' Compensation

JUNE 2020

- PPP Flexibility Act: Understanding PPP
- Responsible Restart: Overcoming Post Shutdown Challenges

SEPTEMBER 2020

- Shared Work Ohio : How to Avoid Laying off your skilled employees

DEC 2020

- Covid 19 Test Options

MAY 2021

- Handling the Restart: Considerations for Employers when reopening
- OSA Enforcement Updated
- Psychology's Influence on Workforce during the Pandemic

JUNE 2021

- Overcoming Vaccine Hesitancy Among your Employees

ADDITIONAL RESOURCES PROVIDED:

- When Covid cases were on the rise & PPE was in short supply, the state of Ohio turned to MAGNET to help. Tasked with coordinating the delivery of PPE to essential workers, they also helped support other manufacturers pivot to PPE production throughout the state. CIRI and Manufacturing Works shared the program to over 3000 contacts in our network. Specific outreach calls were made to more than 20 companies we identified that could potentially help the PPE production effort.

Companies included: Buckeye Mask, Leftco Worthington, Amros, The Technology House and National Commercial Warehouse

- Worked with additional companies (including 2 small female owned businesses) to secure funding through the state of Ohio to fund retooling for PPE production.

- Provided support to City of Cleveland Department of Economic Development by identifying potential businesses eligible for loan/grant programs, helping facilitate applications and other directives by the department. (*Emergency Working Capital Program - Safe Operations Grant for costs incurred to operate safely during the pandemic & Emergency Working Capital Program loan to reimburse local businesses for operating costs.*)