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2020 Vision: Because Manufacturing Matters

WIRE-Net STRATEGIC PLAN

October 2017

WIRE-Net
Where Manufacturing Matters

Community Innovation Network

JACK, JOSEPH AND MORTON MANDEL
SCHOOL OF APPLIED SOCIAL SCIENCES
Case Western Reserve
UNIVERSITY

Table of Contents

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, labor force, and leadership are all evolving 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.
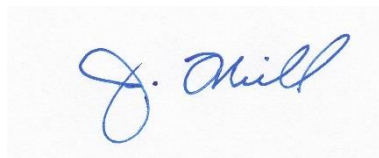
Special thanks also go out to our consulting team who were instrumental in organizing this effort, gathering the data and presenting it in a useful way. We could have not have been nearly as effective without the time and hard work from Leslie Yerkes of Catalyst Consulting, Tres Roeder and Natasha Smith 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.
12. Anne Schaum, Administrative Director
13. Michael Hoag, VP, Adult Workforce Development
14. Kareemah Williams, Director, CIRI Program
15. Ed Weston, Director, Manufacturing Growth Program
16. Mari-Elen Sammon, Brand Manager

A Five-Stage Process

Figure 1 on page 5 outlines WIRE-Net's five-stage strategic planning approach.

Figure 1: 2020 Vision Planning Process

	Self-Awareness	Ideal Future	Strategy Development	Implementation	Evaluation
Guiding Questions:	What do you know about how well your organization operates, what you do well, how others perceive you, and your areas for opportunity?	Where do you see your organization in 5 years? In 10 years? What does that look like in the next 3 years?	Given what you know about your organization and environment, what strategies and approaches will lead you toward your ideal future?	Given resources and capacity, how do you operationalize your strategies?	What does success look like and how will you know you are on the right track?
Components	☐ Facts, perceptions, assumptions ☐ Data Analysis ☐ Stakeholder Input ☐ Strengths	☐ Goals ☐ Aspirations ☐ Mission ☐ Vision ☐ Values	☐ Objectives ☐ Strategies	☐ Action ☐ Capacity ☐ Resources	☐ Benchmarks ☐ Metrics
Timing and Activities	☐ Community Engagement ☐ Data Collection & Analysis	☐ Research Findings ☐ Future Search ☐ Retreat ☐ Define Strategic Direction – staff/board driven	• Strategy Development w/ small groups of staff/board • Led by Roeder Consulting	• Staff driven action planning	☐ Staff and board driven ☐ Final draft iterations
	March - April 2017	**April - May 2017**	**May - June 2017**	**June-July 2017**	**July - August 2017**

Design Principles

At the onset of 2020 Vision, the planning team indicated they wanted the 2020 Vision plan to be deep, comprehensive, and responsive to the needs of the industry, while being actionable, attainable, and measurable by WIRE-Net's staff. From these values, the planning team formulated the following set of design principles that WIRE-Net used to guide development of goals and strategies:

2020 Vision…
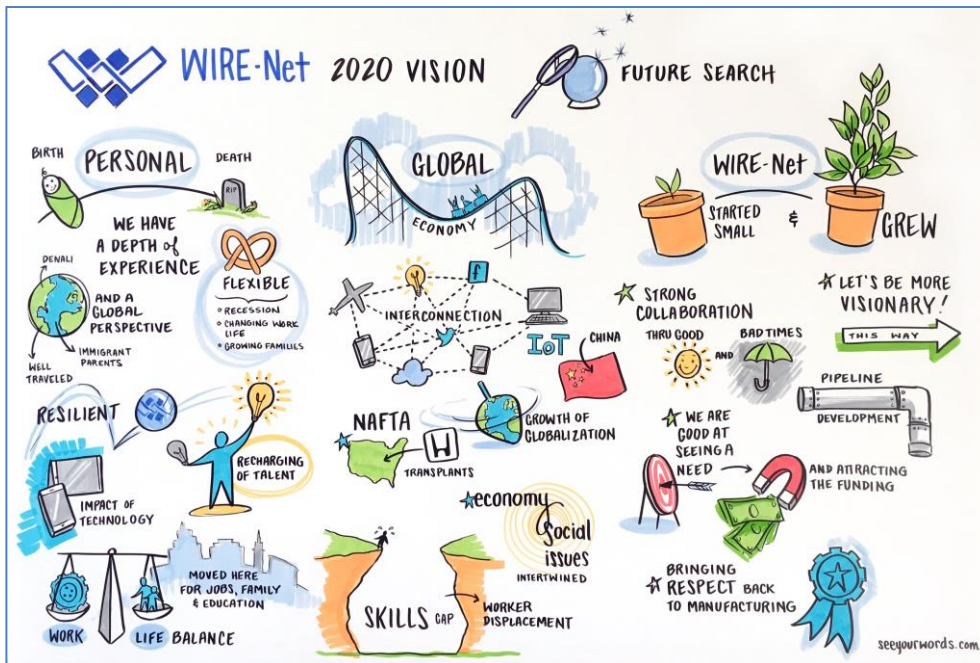
1. Is responsive to the needs of the industry;
2. Upholds a commitment to the health and development of the greater Cleveland manufacturing industry;
3. Has strategies that address a gap or niche that is not being done by others and is within the scope of WIRE-Net's capabilities;
4. Is efficient, effective, actionable and measurable;
5. Is financially sustainable.

Using this Report

This report outlines the components of 2020 Vision, and complements the **2020 Vision Research Summary** that provides context and the **2020 Vision Implementation Plan** (developed by Roeder Consulting) that provides internal workplans to support implementation.

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). This analysis is cited in subscript number 14 throughout this research report.

- 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. This assessment is cited in subscript number 15 throughout this research report.

- 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. This session is cited in subscript number 12 throughout this research report.

- 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. These articles are cited in subscript numbers 1-10 throughout this research report.

- 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. These interviews are cited in subscript number 11 throughout this research report.

- 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. These interviews are cited in subscript number 13 in this research report.

- 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. These interviews are cited in subscript number 16 in this research report.

Key Findings

The results of this research, located in the full ***2020 Vision Research Report***, informed the basis of 2020 Vision, its strategic priorities, and goals. 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.

The Past, Present, and Future of WIRE-Net

2020 Vision provides a pathway for WIRE-Net to meet the needs of the Greater Cleveland manufacturing community through 2020 and beyond. As outlined in Figure 1 on page 5 of this document, 2020 Vision was formed through a 5-stage appreciative method, involving research, community engagement, updating the vision and mission of WIRE-Net, setting goals with clearly aligned strategies and tactics, and an implementation plan with benchmarks and metrics to evaluate its progress. This process supported a deeper dive into the story of WIRE-Net's past, how that past informed WIRE-Net's current state, and how the past and present contributes to WIRE-Net's future.

Past

WIRE-Net was organized as a project of the Industrial States Policy Center in November 1986, starting its work as the Westside Industrial Retention and Expansion Network, serving about 350 manufacturers located on Cleveland's west side. WIRE-Net served just a few neighborhoods at the time, with 3 full time staff who focused on industrial retention calls, communicating to company leaders that they were valued by the community, and that WIRE-Net would do its best to solve mostly "outside the gate" problems faced by companies.

Over the next few years, WIRE-Net staff conducted hundreds of plant visits, and began organizing "industrial block clubs" to meet with City officials and others who could address issues like poor infrastructure, dumping and vandalism, and crime. In 1988, WIRE-Net incorporated and the following year signed up its first five members and launched Hire Locally, one of the first "sectoral employment" programs in the country. The then-unique approach was that it targeted an industrial sector and started with available jobs, not with available workers. In 1995, WIRE-Net and The Cleveland Foundation pursued a multi-year grant from the Pew Charitable Trusts, and was one of 9 organizations nationally selected to implement the Neighborhood Preservation Initiative.

This funding allowed WIRE-Net to expand its workforce programs to include high school youth at Max Hayes High School, deepen its adult training programs, and launch its Manufacturing Assistance Program (MAP), staffed by a seasoned engineer who added an "inside the gate" capability to help companies solve business challenges. From its beginning, collaboration was part of WIRE-Net's DNA: WIRE-Net itself grew out of a collaboration of community development organizations (Cudell Improvement, Detroit Shoreway Community Development Organization, and the Stockyard Area Development Association) and WIRE-Net's MAP program, was a collaboration with the Cleveland Advanced Manufacturing Program (now MAGNET).

Later, in the mid-1990s, WIRE-Net organized a coalition of metalworking and related associations (PMA, NTMA, PMPA, OAMF) to strengthen precision machining training programs in Cuyahoga County, and worked with the same group, and others, to form the NE Ohio Campaign for

American Manufacturing (NEOCAM) to create grassroots pressure for stronger trade enforcement and to emphasize the importance of the manufacturing sector to Cleveland, Ohio and the United States. WIRE-Net ran sectoral employment programs for over 10 years, primarily working in the precision metalworking occupation; building a strong partnership with the NASA-Glenn Research Center, Towards Employment, Cleveland Public Schools Adult Ed, and Tri-C, as well as ongoing relationships with the trade associations PMA, NTMA and PMPA to support this work. A series of national grants from the Charles Stewart Mott Foundation, and later, from the Hitachi Foundation and the US Department of Labor, supported this pioneering work.

Present

After nearly 30 years of mission-driven work with manufacturing leaders and their companies, WIRE-Net is known as a trusted advisor to manufacturers. It is the largest manufacturing membership organization in NE Ohio, with 350 members employing over 20,000 people. WIRE-Net still runs workforce development (for high school youth, and adults), and its Accelerate Cleveland Manufacturing collaborative with MAGNET, and is now best known for being a convener of manufacturing leaders (through both its peer-to-peer Learners Groups, and over 40 educational and networking events each year). Over 1000 people were engaged through WIRE-Net's events in 2016, and programming reached over 350 students at Max Hayes High School.

Collaboration is still a hallmark of WIRE-Net's work. Active partners include Towards Employment, MAGNET, Max Hayes High School, Euclid High School, Parma High School, Polaris Career Center, Case Western Reserve University-School of Engineering, Team NEO, the Cleveland Department of Economic Development, Friends of Max Hayes and others. WIRE-Net's current role is as a Connector and Convener, Educator, Advocate and Networking host helping to strengthen manufacturers in our greater Cleveland community. Today, manufacturers face a heightened set of challenges which require a different response from WIRE-Net. These include the pace of change in technology (including 3-D printing, the use of advanced materials, automation, robotics and data); changing skill requirements and demographics in the workforce; and the imminent change-over in manufacturing leadership at all levels: from owners to key technicians and managers.

2020 VISION seeks to build on the experience of WIRE-Net, and bring the organization from where it is now to where it needs to be to fully support the vision of a prosperous, connected manufacturing community in Greater Cleveland.

Future

By 2020, WIRE-Net will have solidified its leadership role in the eco-system that supports a robust, contributing and dynamic manufacturing sector in greater Cleveland. This support will increase recognition of the region as a hot bed of manufacturing innovation and collaboration. WIRE-Net will be recognized for its leadership role in providing expertise and resources to assist

manufacturers in adapting to fast changing trends in technology, talent and organizational leadership.

Playing to its strengths, WIRE-Net's 2020 Vision will have reorganized and refocused the organization, allowing WIRE-Net to leverage its commitment, experience, and network of relationships and knowledge of the industry to be a leader in strengthening manufacturing.

WIRE-Net will help manufacturing organizations stay ahead of fast changing technology, pivot to the changes in the manufacturing workforce, and support them in maintaining their competitive advantage. By 2020, WIRE-Net will have spent significant time gathering, analyzing and sharing the latest trend information; fostering partnerships and collaborations to provide resources for manufacturing organizations; coordinating an intensive focus on initiatives that address current and future talent/workforce sourcing, development and retention; and bringing expertise, resources and peer-learning opportunities to ensure operational excellence and to ensure its members understand and leverage the latest technologies.

After the implementation of 2020, when people think of WIRE-Net they think of the organization as a go-to source of knowledge, information, relationships and solutions for manufacturers. WIRE-Net will be valued because it has created a community—private, public and non-profit organizations—all pulling in the same direction. Some of the big changes that WIRE-Net will foster by 2020 include:

- reshaping the workforce pipeline to support the development of interest and knowledge of manufacturing among youth, the attraction and retention of new talent among adults, and the professional development of the current workforce; and
- keeping manufacturing organizations healthy and competitive especially in times of change and transition in technology, markets and company leadership.

In 2020, WIRE-Net's most valuable asset is its community of manufacturers that helps its members learn and evolve. WIRE-Net's new membership engagement model will foster a growing membership and ensured the development of deep relationships that match each member company with the right resources at the right time.

WIRE-Net's capacity for leadership will have grown through the implementation of 2020 Vision, and as a result, the opportunities and synergy with like-minded manufacturing supporters multiplied. 2020 Vision will pave the way for Greater Cleveland's manufacturing jobs to be high-value, high paying and have a talent pool prepared to fill them.

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

WIRE-Net's values are the "big rocks in the river" around which our work flows. Along with our mission, these values guide our decisions, shape behaviors, and ultimately move us towards attaining our vision. 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
• 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	• 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	• I build Internal and external relationships that are the foundation of WIRE-Net's work I actively engage in community partner initiatives • I respond to the needs of stakeholders through action or connection	• 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 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.

Four Strategic Priorities of 2020 VISION

The 2020 Vision planning team used findings from the self-awareness phase to distill four strategic priorities to guide WIRE-Net's work into 2020.

1	2	3	4
Provide strategic support to assist the community of manufacturers in Greater Cleveland to respond effectively to fast changing trends affecting the future of manufacturing.	Strengthen the adult manufacturing workforce pipeline in Greater Cleveland.	Build the next generation of manufacturing employees through youth programming.	Improve WIRE-Net's capacity and capability to serve Greater Cleveland's manufacturing community.

2020 Vision Goals

Based on the four strategic priorities outlined above, the 2020 Planning Team developed four goals to guide WIRE-Net into 2020.

1	2	3	4
Initiate investment by member and potential member manufacturing firms in workforce, technology, and leadership succession and development.	Build, develop, and retain the pipeline of qualified workers in manufacturing careers among WIRE-Net members and potential members throughout Greater Cleveland.	Grow the number of qualified students entering manufacturing careers among WIRE-Net members and potential members across Greater Cleveland.	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.

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, 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.

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 (ie. Ginn Academy, etc.).

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.

Oversight of 2020 Vision

Beginning in the Fall 2017 WIRE-Net will convene a 2020 Vision Oversight Committee whose purpose is to track and oversee the implementation of 2020 Vision during the next 3 years. The committee is designed to meet monthly for the first six months of the 2020 Vision implementation and quarterly thereafter to review the progress on the plan, and regularly report the plan progress to the WIRE-Net board and staff.

It is recommended that the Oversight Committee include the following members:
1. Two WIRE-Net Board Members
2. WIRE-Net Executive Director, John Colm
3. WIRE-Net Membership Development Director, Rick Dawson
4. WIRE-Net Vice President of Finance & Administration, Renee Anderson
5. WIRE-Net Youth Programs Director, Brianna Schultz
6. WIRE-Net Administrative Director, Anne Schaum
7. WIRE-Net Brand Marketing Manager, Mari-Elen Sammon

Implementation and Tracking

Upon adoption of 2020 Vision, WIRE-Net leadership and staff should 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. When the 2020 Vision oversight committee meets, this information should 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.