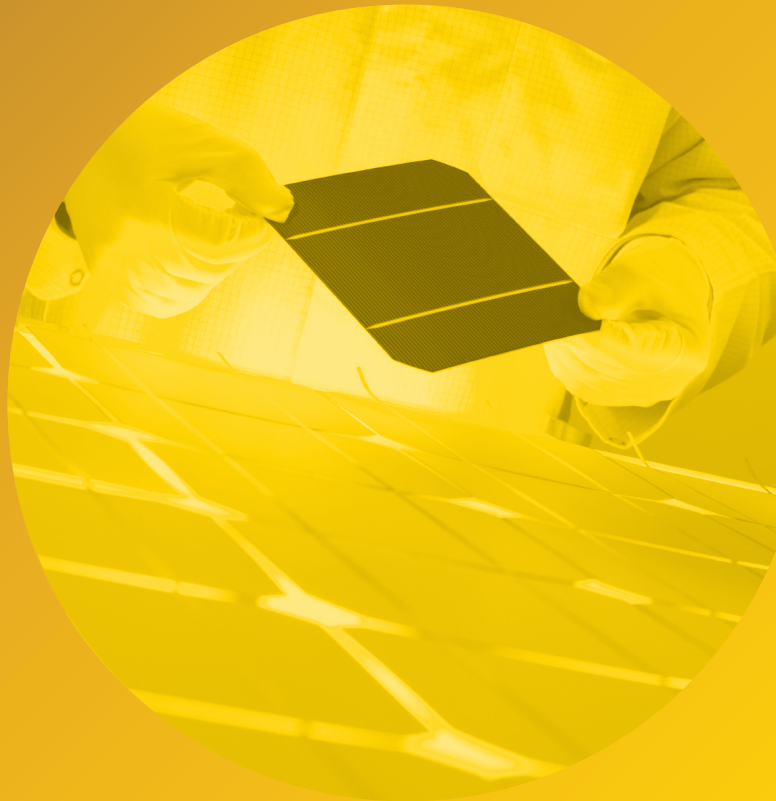





Structure and Sustainability Strategic Plan

Golden Corridor Advanced Manufacturing Partnership



January 2014



CMAP would like to thank the U.S. Department of Housing and Urban Development (HUD) for funding the development and production of this document. This project is funded through HUD's Sustainable Communities Regional Planning grant, which supports CMAP's Local Technical Assistance (LTA) program.

Background

The Golden Corridor Advanced Manufacturing Partnership (GCAMP) is a diverse group of employers, education institutions, training providers, local government, and other stakeholders who share the goal of ensuring the “Golden Corridor” continues to be a leader in manufacturing. The Golden Corridor extends along I-90 from Elk Grove Village to Huntley, and, with more than 85,000 workers in manufacturing, is an industry leader not just in the region but nationally. Since 2009, the GCAMP has been instrumental in making connections, marketing events, and raising awareness of the opportunities within manufacturing. The group has engaged the Chicago Metropolitan Agency for Planning (CMAP) to help it address manufacturers’ workforce challenges and develop a strategic plan to become sustainable.

The goal of this strategic plan is to provide guidance on how to structure the partnership, implement a business model for long-term sustainability, and expand its partners so it can achieve the GCAMP mission.

GCAMP Organizational Structure

Leadership

For overall direction and management of the GCAMP, an Executive Council will be established with a Chair, Vice Chair, Secretary, and Treasurer. The membership of this leadership committee could be based on funding level from its members; however, the group should consider if this would leave out important representatives. The roles and responsibilities for the leadership committee may include: develop short-term and long term priorities; help create a work plan; update Marketing and Communications Plan; oversee implementation of work plan activities; fundraise; support strategic partnerships; host meetings; and develop meeting agendas and events for GCAMP. The Executive Council may want to meet monthly.

GCAMP Staff

The GCAMP will likely need one part-time staff person to run the day-to-day activities and lead implementation of the GCAMP Marketing and Communications Plan. Gary Skoog, formerly of Hoffman Estates, has been the leader of the group and is available to serve as the GCAMP staff person. At a minimum, responsibilities of the leader would likely include: create meeting agendas and managing meeting logistics; manage communication to the GCAMP; serve as the point of contact for new and existing members; manage member recruitment; and provide support and leadership as needed to sub-committees.

There are several activities in the GCAMP Marketing and Communications Plan requiring significant involvement from the staff person or volunteers, including: update the GCAMP website and regional calendar; create and distribute the Manufacturing Kits; help plan and carryout field trips, open houses, competitions and other events; help launch the Golden Corridor Surgeons of Steel program; develop partnerships via marketing campaigns; develop partnerships with other manufacturing collaboratives; and develop a partnership with a local high school. The staff person should report to the Executive Council.

Committees

The GCAMP should create committees focused on each of the GCAMP overall topics: marketing, training and education, and engagement of manufacturers. Each committee should have a chairperson who asks for volunteers for specific tasks, communicates regularly with the GCAMP staff person, and seeks resources as needed from the Executive Council. The chair of each committee may want to be included in the regular Executive Council meetings to keep communication flowing and ensure coordination between the committees. The committees should meet when needed, organized by the GCAMP staff person and the committee chair.

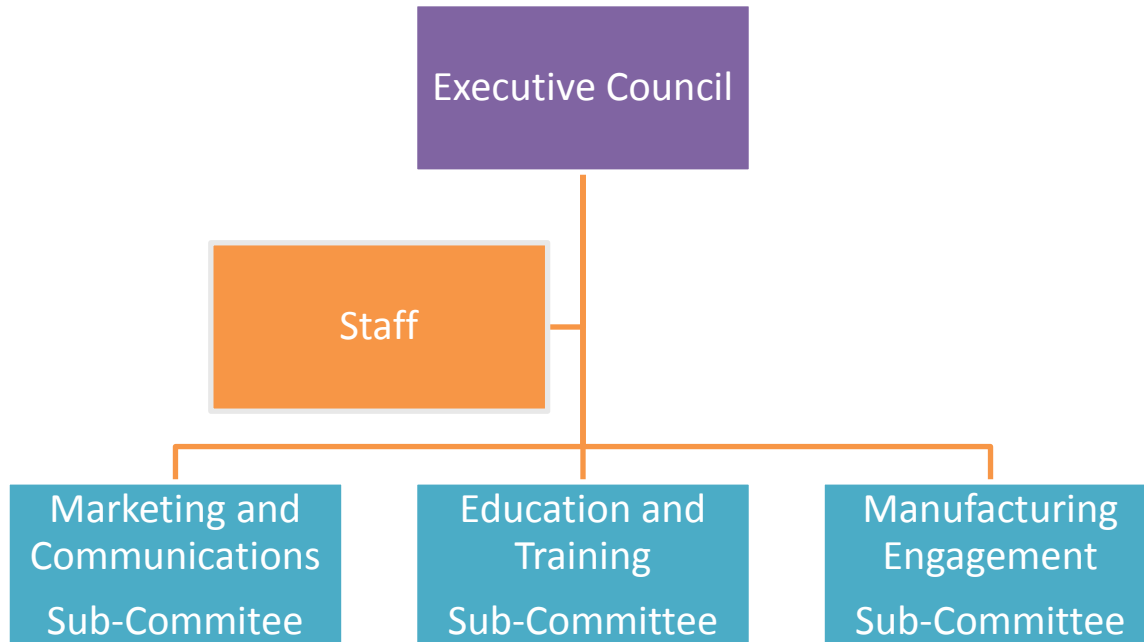
There are several action items in the Manufacturing and Communications Plan that these sub-committees can lead:

- **Marketing Materials Sub-Committee**
 - Marketing kit assembly and distribution
 - Website content
 - Partnership with existing marketing campaign
 - Local Surgeons of Steel program

- **Manufacturer Engagement Sub-Committee**
 - Organize fieldtrips, open houses, competitions, and other events
 - Regional event calendar
 - Partner with other manufacturing collaboratives

- **Training and Education Sub-Committee**
 - Partner with local high school
 - Partner with community colleges
 - Partner with community based training providers and private training providers
 - Partner with local training initiatives

GCAMP Organizational Chart



Legal Identity and Fiscal Sponsor

The GCAMP would like to establish itself as a non-profit organization—either a 501(c)(3) or a 501 (c)(6). This will allow the GCAMP to qualify for grants. In addition, contributions to the GCAMP from its members will be tax-deductible. The Executive Council and staff will explore each structure and the process, which can take more than a year to complete. While this process is underway, the GCAMP will file Articles of Incorporation with the State of Illinois and will form a relationship with an existing organization to serve as its fiscal agent. This will be necessary for the GCAMP to accept funds and complete transactions. In addition, the fiscal agent could provide other resources, such as assistance with marketing and outreach and co-sponsoring of events.

Group Participants and Sponsors

Participants and sponsors should be expanded to include additional employers, especially the industries where there are the greatest opportunities and challenges – food, machinery, and fabricated metal. A representative from each of the education institutions and training providers outlined in the Existing Conditions Report should also be invited to participate. Industry associations should also be included. A membership form should be created to gather basic information about the members and to populate a membership database. Members should be asked to contribute to the group’s success and sustainability by participating in events and networking with other manufacturers and stakeholders. The GCAMP should evaluate how organizations become members. One possibility would be to create an annual dues structure based on type or size of the member. Another possibly way to structure the organization would be through sponsorship of annual activities and programming. Members could provide financial support by sponsoring the events and activities that are most relevant to their

industry. In addition, members should be encouraged to volunteer to participate in events and outreach activities.

GCAMP Sustainability

In order to accomplish its goals, grow in capacity, and sustain itself, the GCAMP will need develop a budget and raise revenues. The Villages of Hoffman Estates and Schaumburg have each tentatively committed \$10,000 to support the GCAMP under the condition that funds are matched by employers and other private partners. This public funding is critical to the start-up of GCAMP, but additional sources will be needed in the near term as well as long-term. The members of the Executive Council are also committed to supporting the GCAMP through financial contributions. A local bank has also expressed interest in providing a match. The following describes a potential model that would raise revenue from GCAMP sponsors.

GCAMP Sponsors

Many industry partnerships institute a fee for membership based on the type and size of the member. The GCAMP may not want to require all participants to pay dues, but instead offer sponsorship opportunities. Several levels of sponsorship may work well; for example, a bronze sponsor may contribute \$500 while a platinum sponsor contributes \$1,500. The founding members have agreed to contribute \$5,000. In exchange for their financial support, sponsors would receive certain benefits—for example, the GCAMP website may have a “Sponsor of the Month,” which would profile the participating company. Sponsors could also be given first access to programs and events that have a limited capacity. The Executive Council and staff should develop the list of benefits and sponsorship levels and use this in their recruitment efforts in 2014.

A successful and rapidly expanding manufacturing industry partnership in northeastern Wisconsin serves as an example that may be useful. The New Manufacturing Alliance has three types of members: Alliance Members, Associate Members, and Affiliate Members. Alliance Membership is available to manufacturing companies and the annual fees are based on the number of employees. Companies with up to 250 employees pay \$500, companies with 251-500 employees pay \$750, and those with 501 or greater employees pay \$1,000. Associate Membership is available to non-manufacturing companies that have important connections to the manufacturing industry, including service providers, suppliers, financial organizations, insurance companies, law firms, logistic firms, and distributors. Associate Members pay an annual membership fee of \$1,500. Affiliate Membership is available to other public and non-profit organizations, including educational institutions and workforce investment boards. There is no annual fee for Affiliate Members. The New Manufacturing Alliance has over 100 members and more than \$60,000 a year in revenue from membership dues. This revenue is used to publish a magazine, fund an award program, and create scholarships. Additional revenues are raised through fees charged for programming.

Recruitment Efforts

The GCAMP will need to recruit manufacturers and demonstrate the value they offer. They can advertise the benefits on their website and in print materials. The GCAMP may want to send a letter to area manufactures to introduce them to the GCAMP and invite them to join. The GCAMP staff can also strategically target employers and hold one-on-one meetings. There are more than 2,800 manufacturers in the Golden Corridor and CMAP can provide an outreach list that includes the type of manufacturers and number of employees.

A few benefits that could be marketed include:

- Help with solving workforce shortages and challenges.
- Participation in field trips, open houses, and other events that expose students to one's company.
- Ability to market one's events in the GCAMP Manufacturing Kit.
- Being listed on the GCAMP website.
- Improved access to workers.
- Connections to training and education providers.
- Networking opportunities.





Chicago Metropolitan
Agency for Planning

233 South Wacker Drive, Suite 800
Chicago, IL 60606
312-454-0400

info@cmap.illinois.gov
www.cmap.illinois.gov

The Chicago Metropolitan Agency for Planning (CMAP) is the region's official comprehensive planning organization. Its GO TO 2040 planning campaign is helping the region's seven counties and 284 communities to implement strategies that address transportation, housing, economic development, open space, the environment, and other quality of life issues. See www.cmap.illinois.gov for more information.