

BUILDING A DEFENSE/AEROSPACE CLUSTER A PLAN FOR NORTHEAST INDIANA

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December, 2009

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1 Executive Summary

The Northeast Indiana Defense Cluster (NEIDC) is comprised of a group of prime defense companies, defense industry supply chain companies, regional universities, government entities, and regional economic development offices. This organization has been established to expand defense sector business in Northeast Indiana.

Seed funding, used to retain professional industry facilitators for the NEIDC development, was provided by the Northeast Indiana Foundation (NIF). The Defense cluster is one of three industry clusters funded by the NEINRP. The others include Medical Devices and Food Processing.

Coincident with the launch of the Defense Industry Cluster initiative was the award of a \$20M Lilly grant to stimulate the full spectrum of regional education and technical training programs, ranging from K-12 programs (STEM curriculum and New Tech High Schools) to Engineering laboratories at IPFW, Advanced Manufacturing equipment at Ivy Tech and specialized grants for incumbent employees in Defense industry companies. The primary thrust is to improve the quality and quantity of new graduates who can fill the positions soon to be vacated by retirees, and created by the efforts of the NEIDC.

The summary Asset Map research and NEIDC recommended actions align with and reinforce the urgent need to invest in the areas specifically targeted by the Lilly Endowment.

NEIDC staff personnel have been selected by the NEIDC core membership to serve on a volunteer basis. To date, the staff has completed the organizational structure, Regional Asset Map, and initial Strategic Business Plan. Strategic Response Teams, as defined in this Strategic Plan, are most important to the success of the group. The members of these teams shall use this NEIDC Strategic Plan document to coordinate and focus their efforts to achieve the stated objectives. The members are currently considering the creation of a NEIDC corporate entity, with a Board of Directors who will be accountable for the execution of the Strategic Plan. By the use of one, up-to-date document, the members can stay informed of the progress of various sub committees, leverage their efforts, and eliminate redundancy from the multitude of parallel activities.

The Strategic Response actions and the responsible groups for each are summarized below.

- **Drive positive government policy for the Northeast Indiana Defense Cluster base.**

OWNER: Government Liaison Group & Cluster Operations Group

OBJECTIVE 1: Identify our public policy roadblocks; benchmark government policies implemented outside of northeast Indiana that have been positive for defense industry. (Charleston, SC & Huntsville, AL)

OBJECTIVE 2: Define the Cluster’s desired federal, state, and local public policies for growth of the industry; plan and implement outreach efforts to achieve these policies.

OBJECTIVE 3: Interface with local educators and state elected officials to emphasize support for funding STEM education in the northeast Indiana Region. Stress the creation of additional New Tech schools in the region which have been chartered through the TOpS 2015 Lilly Endowment.

- **Develop and support an ample, sustainable defense-oriented workforce.**

OWNER: Skilled Labor Development & Professional Development Group

OBJECTIVE 1: Define our employment benchmarks – a) Identify our current workforce traits and competencies; b) Determine workforce gaps and strengths (professional and craft) across our geographic footprint.

OBJECTIVE 2: Prioritize education and training skill needs; define a “schedule of workforce needs” by craft and profession according to the expected development of the industry in Northeast Indiana.

OBJECTIVE 3: Create an “asset map” of education/training capacities; create a comprehensive 11 county and state roadmap that matches defense workforce needs with current and potential education and training initiatives, unifying our higher education resources in a common drive for classroom-to-corporate success.

OBJECTIVE 4: Work with local universities and colleges to target key defense company technology skills such as systems engineering, wireless communications, software development and advanced manufacturing skills. Expand the collaborative interaction between industry and education by utilizing funding provided through the TOpS 2015 Lilly

Endowment in the areas of Engineering, Engineering Technology and Advanced Manufacturing.

- **Conceive and support innovative defense technologies and services. Communicate and market the capabilities and expertise of Northeast Indiana Defense Industry.**

OWNER: Business Development Group

- 1.1. OBJECTIVE 1: Explore creative ways to collaborate to attract (external) research & development (R&D) dollars.
- 2.1. OBJECTIVE 2: In concert with the Lilly Foundation TOPS 2015 grant, develop and drive a communications plan for the Cluster. Ensure that the economic development, educational, talent availability, and technology innovation are prominent.
- 1.2. OBJECTIVE 3: Create partnerships among regional universities and statewide organizations to promote research and technology development and commercialization.

- **Define the economic development proposition of the industry in Northeast Indiana and develop support businesses for industry growth.**

OWNER: Supply Chain Development Group

OBJECTIVE 1: Define available supply chain resources to support the NEIDC prime contractors.

OBJECTIVE 2: Engage Fort Wayne PTAC to connect regional supply chain resources to support the NEIDC prime with the goal of increased regional business development.

- **Develop processes and procedures to monitor NEIDC business metrics**

OWNER: Leadership Team Cluster Steering Committee

NEIDC has the mission to expand Federal and State procurement funds expended in northeast Indiana.

Coordinated efforts on the part of our regional DOD contractors and business support organizations are required to increase NEIDC's influence at the local, state and federal levels.

The Strategic Plan will need to be reviewed and updated on a periodic basis as the organization matures and becomes more active, with a regular communication process for regional stakeholders.

2 Introduction

2.1.1 Document objective

The objective of this plan is to create a foundation that represents the collaboration of regional businesses, universities, colleges, Government and Economic Development organizations that will be used to recommend strategic investments to improve the competitive position of Northeast Indiana in the defense industry. This document is designed to document the actions that are being taken to establish the NEIDC, including: the identification of cluster members, the Strength-Weakness-Opportunities-Threats (SWOT) Analysis, Mission and Vision Statements, asset, and action plan recommendations. These recommendations are in the form of Strategic Responses which are with three components - Objectives, Action Items, and Metrics.

2.1.2 Methodology

The methodology employed to establish the NEIDC was modeled after successful processes used to create industry clusters in South Carolina. To this end, we have developed relationships with analogous organizations in South Carolina and are utilizing some of the strategic plans from these areas as a guide to creating the NEIDC. The key regional personnel and companies were identified and recruited to lead the creation of the NEIDC. The NEIDC companies have been assisted by volunteers from the local, state, and national government, supply chain companies, universities and other supporting organizations.

3 The Defense Industry Opportunity in Northeast Indiana

3.1.1 Current state

3.1.1.1 National

The national status of the US Defense Department and US Defense Industry is robust. Budgets for the Department of Defense have not been reduced under the Obama administration. With the continuation of the wars in Iraq and Afghanistan, it is anticipated that the current defense budget funding levels will be maintained into the foreseeable future. With the emphasis of the Northeast Indiana defense industry being in communications and command and control systems, our prime contractors are well positioned to endure potential budget cuts in large weapon system procurements, such as

Future Combat Systems (FCS). As Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) will continue to be funded on the federal level, the NEIDC must focus on competing with other locations, such as Phoenix, AZ the parent location for General Dynamics C4S, Boston MA, home of the parent organization for Raytheon, New York NY, the primary Systems and Software unit of ITT Communications Systems, an other locations, such as Salt Lake City UT, home of L3 Communications, and Cedar Rapids IA, home of Rockwell Collins.

3.1.1.2 Northeast Indiana

One of the metrics presented in the NEIN Defense Asset Map Report is the total DoD procurement in the NEIN 11 county region for Government Fiscal Years (GFY) 2007 and 2008. In the report, Indiana ranked 16th among all 50 states, with an annualized average of \$5B spent in the state. Of the \$5B, approximately 10% was awarded to NEIN regional companies, and in 2008 the NEIN share grew to 17%, or approximately \$860M. In 2009, the Community Partnership of Greater Fort Wayne applied for and was awarded a \$20M grant from the Lilly Endowment to enhance the quality and quantity of the regional professional and skilled labor workforce. This grant is targeted at workforce development initiatives such as the expansion of Indiana Purdue University Fort Wayne (IPFW) defense-related engineering programs, creation of several regional New Tech high schools; improvement in Ivy Tech's advanced manufacturing training facilities and funding for retraining of skilled workers for defense cluster employment. Key elements of the proposal are broken down into the four categories below:

3.1.2 Defense Company and Military Presence

A significant presence of defense contractors contributes to a robust sector of the economy in northeast Indiana. These companies represent an excellent opportunity for rapid and sustained growth in support of meeting the technological challenges of the U.S. military. In Fort Wayne, Indiana's second largest city, the successful commercial military roots are deep. Home to numerous Fortune 100 defense-related contractors and supporting cluster companies, the greater Northeast Indiana (NEI) area has unique development and production resources within the U.S. defense spectrum. The U.S. Department of Defense (DoD) rewards this unique mission-ready cluster by consistently awarding major communication, aerospace, software development and other related defense contracts to the northeast Indiana region. In fact, more than \$2.8 billion in commercial defense contracts have been awarded to the region since 2005, validating the region's capability in support and delivering on federal defense programs. Northeast Indiana is a leader in critical mission support, both through prime Department of Defense contracts and unique defense-oriented research centers. Northeast Indiana's defense industry is support by regular non-stop commercial air service to many major U.S. cities from the Fort Wayne International Airport (FWA), which also hosts the highly versatile F-16 focused 122nd Fighter Wing.

Decades of mission-critical success mean that for successful technology development, commercialization and manufacture, northeast Indiana represents a legacy of innovation. Commercial intellectual human capital and mission critical technology from companies such as: Raytheon, General Dynamics, ITT, BAE Systems, Navistar, and Northrop Grumman, combine with regional universities such as: IPFW, Indiana Tech, Ivy Tech, and Trine, and the major research institutions of Indiana University and Purdue University to provide focused academic capacity to continue the legacy of innovation. These larger companies receive critical support from a vibrant cluster of smaller defense-focused firms, including companies specializing in procurement, information technology (IT), telecommunications, defense-facility design, and advanced manufacturing. The culture of innovation in the defense communications industry unique to the region produces a singular productivity advantage: area firms compete intensely for prime defense contracts, but after the contract is awarded, regional firms possess a rich tradition of developing mutually beneficial collaborative arrangements as subcontractors. The net result is improved contract performance and better products and service for the U.S. defense community. With this solid industry base, well-rounded colleges and universities, and a new focus on workforce development, northeast Indiana has many of the necessary components for significant growth for development and commercialization of advanced defense technology.

3.1.3 Legacy of Communications Products

Today's extraordinary defense-related technology capacity in the region traces its roots to a time when northeast Indiana-based communication companies were the early developers and manufacturers of modern defense communication tools. In World War II professionals in the greater NEI region created and defined the military communication capacity. That tradition continues today with software-driven communication protocols and devices produced for immediate deployment, coupled together with technological advances driving U.S. military satellite missions and state-of-the-art urban warfare tools. Through direct academic partnerships, deploying the best and the brightest talent, the region's legacy of supporting the warfighter has been broadened and strengthened. Northeast Indiana today offers a unique entrepreneurial culture and development assets comparable to many other regions in the U.S. Defense community. In today's complex military environment the advantage goes to the area with assets that possess deep defense development capacity, an advantage clearly possessed by Fort Wayne and the greater northeast Indiana region.

3.1.4 University proximity and support

In a single university setting, representing the Hoosier state's top research universities, the faculty and facilities at Indiana University-Purdue University Fort Wayne (IPFW) represent critical advantages to the defense industry. These are most apparent in the form of two unique programs, one in Systems Engineering and the other in Wireless Communications. The Lilly Endowment has provided funding for two chairs to

supplement current capabilities in these critical skill areas.

These two programs, supported by faculty and both graduate and undergraduate students, hold a unique distinction: both were created, funded and established through direct collaboration with major defense contractors in the Fort Wayne region. They were established to serve northeast Indiana's U.S. commercial defense industry. The advanced technical academic programs at IPFW (the state's fifth largest university with a student population of over 13,000), a core defense- focused advanced manufacturing program at Ivy Tech Community College, and the strengths of other area academic institutions, such as Trine and Indiana Tech, combine to provide a mission-ready workforce that adapts and produces exceptional output. Northeast Indiana's significant academic capabilities, and its proximity to major research universities at Indiana and Purdue, provide significant technical expertise and research to the men and women in uniform across the globe.

In addition to IPFW, Northeast Indiana's Trine University is nationally recognized for its programs in science and engineering. Trine University is a private baccalaureate and master's degree granting institution located in Angola, 40 miles north of Fort Wayne, Indiana. Trine provides practical and respected engineering, science, business, and liberal arts programs that focus on work-ready skills and leadership.

Indiana Institute of Technology, Indiana Tech, is a private four-year, coeducational, residential university providing degree programs in business, criminal science, engineering and computer studies. The campus is located in Fort Wayne, Indiana. The College of Professional Studies has campuses in Fort Wayne, Indianapolis, Elkhart, as well as additional locations and sites in north and central Indiana. Indiana Tech offers a wide variety of programs including Accounting, Biomedical Engineering, Business Administration, Communication, Computer Engineering, Computer Science, Computer Security & Investigation Criminal Justice, Electrical Engineering, Elementary Education, Energy Engineering , Graphic Communications, Human Services, Industrial and Manufacturing Engineering, Information Systems, Mechanical Engineering, Networking, Network Management, Organizational Leadership, Psychology, Recreation Management, Software Engineering, Therapeutic Recreation, Web Design, Web Development, and an Individually Designed Degree.

3.1.5 Availability of skilled workforce

Northeast Indiana has a next-generation focus and an integrated growth culture with a community commitment to attract and create a fresh base of technologically current talent. In the northeast Indiana region there are many companies supporting the defense industry, ranging from advanced manufacturing to entrepreneurial start-ups, to supply chain companies. This next-generation focus results in available talent ready to support the growth of the defense industry. From the New Tech high schools, to the community

colleges and baccalaureate and graduate programs at our universities, the education system is preparing the next generation of talent. In addition to the talent pipelines from regional institutions, NEIDC is also actively recruiting the retired talent in the region and will call on this deep reserve of people to assist in the growth of the defense industry.

3.1.6 SWOT Analysis

The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis below was developed, reviewed and approved by the NEIDC members. The SWOT analysis, like the rest of this strategic plan, is a living document that will be updated, as conditions in the industry require.

| | |
|---|--|
| <p><u>Strengths:</u></p> <p><u>Differentiated</u></p> <ul style="list-style-type: none"> •Well established Defense Industry (# employed, annual revenue) •Low cost of living and high standards of local area (93% Nat'l avg) •Density of Defense Engineers per capita •Employee retention •# of ABET accredited Engineering programs •# Eng graduates eligible for DoD Security Clearances •Expansion of 122nd Air National Guard Facility •Competitive utility costs •Focused “Defense Talent Supply Chain” •Concentration of Tactical Communications Expertise •Concentration of Battle Command Expertise •City of Fort Wayne wired with high speed optical cables •Defense industry wants to work together and grow | <p><u>Weaknesses:</u></p> <p><u>Region Specific</u></p> <ul style="list-style-type: none"> •New Grad/Young Professional retention •Additional HLC approved graduate program. • Limited options for air travel (2 hops to get here) •None of the major defense contractors have headquarters in region •Lack of large Military base in region •No reputation for high tech in the region •No coordinated effort to market the region as high tech <p><u>Common</u></p> <ul style="list-style-type: none"> •Limited availability of 5-20 year experienced professionals |
| <p><u>Opportunities:</u></p> <ul style="list-style-type: none"> •TOPS 2015 Lilly Endowment •21st Century Funds •Fort Wayne PTAC funding from State •A strong cluster will bring more work for all •Continuation of GWOT (Sustainment \$) benefits local companies) •Local, State, and Federal legislators willing to support •Can show a plan to grow the talent pool •Could retrain automotive industry employees who have been let go •Take advantage of what is happening at the training center | <p><u>Threats:</u></p> <ul style="list-style-type: none"> •Perception that this region is exclusively heavy mfg (auto) and not a “Right to Work” state •Coal Energy Bill will increase regional utility costs by 20%-30% •Other areas of the country are pursuing similar strategies •Companies will not work together •Defense Industry business base will be affected by reduced DOD budgets •Region is associated with high labor costs and heavy reliance on automotive industry •Downturn in automotive industry could significantly impact region’s economic status |

4 NEIDC Asset Map

The Northeast Indiana Foundation (NIF) commissioned a Defense Cluster Asset map to provide an inventory of the region's Defense related "assets" as an initial step to formulating a regional strategy to improve the competitive posture of Defense business in Northeast Indiana.

The Northeast Indiana region consists of the following eleven (11) Indiana Counties: Adams, Allen, Dekalb, Grant, Huntington, LaGrange, Noble, Steuben, Wabash, Wells and Whitley

The asset map report includes two main components:

1. Current regional "metrics" that contribute to the regional Defense business climate, and how this region compares to eight (8) other Metropolitan Statistical Areas (MSA's), including Baltimore MD, Boston MA, Cedar Rapids IA, Indianapolis IN, New York NY, Phoenix AZ, Salt Lake City UT, San Diego CA. The comparative MSA's were selected as areas where our existing Defense business companies compete within their own enterprise, and/or areas which contain Defense businesses in the same sector of Tactical Communications, and Command and Control Systems.
2. Current regional U.S. Department of Defense contract award metrics

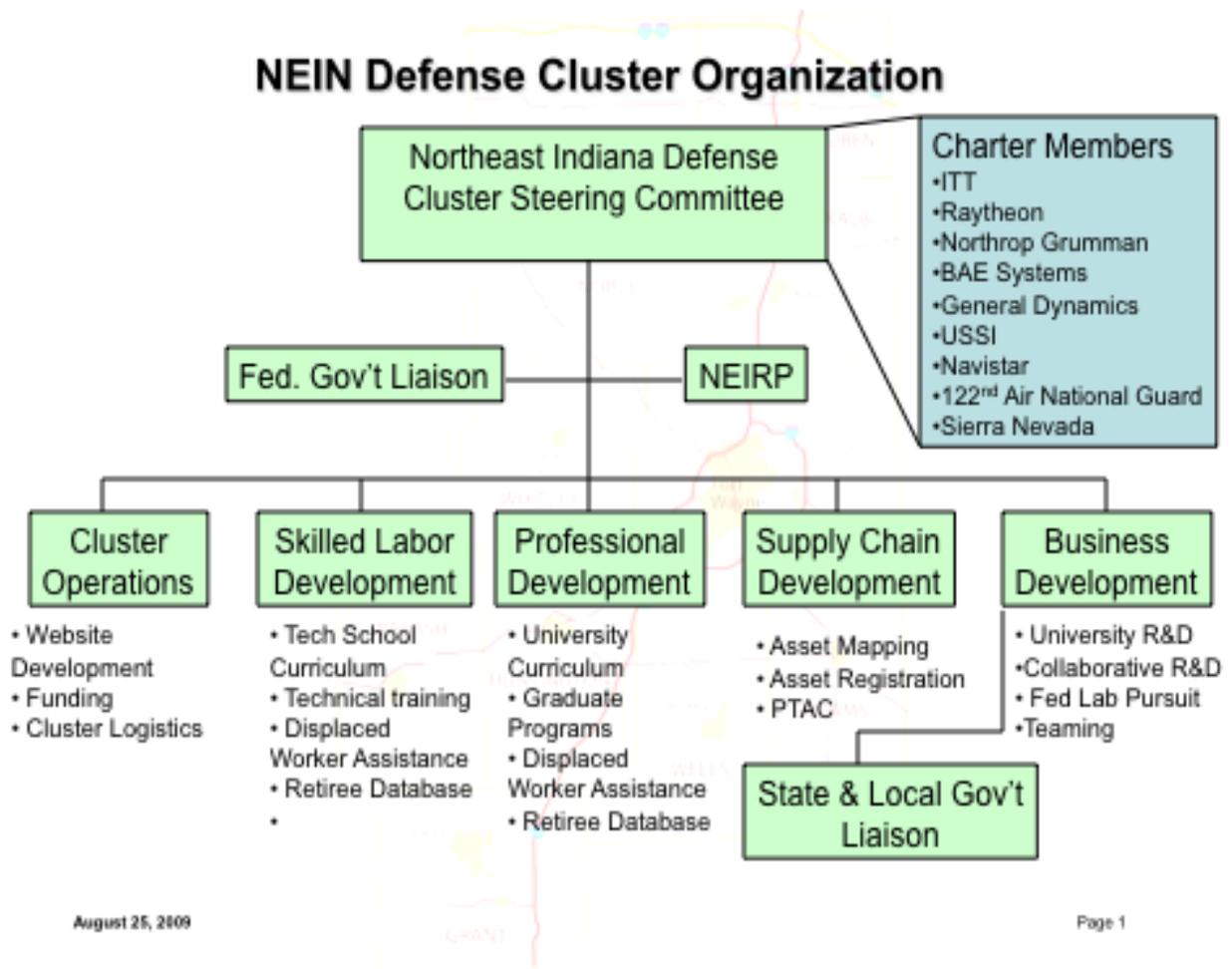
In general, the data presented in the report reinforces the urgent need to execute the recommendations in the Talent Opportunity Success (TOPS) 2015 proposal with the resources from the Lilly Endowment. Northeast Indiana offers a robust Defense and High Tech business environment, with a competitive tax structure, cost of living, quality of life and a mature, well educated talent pool. However, in contrast to the other MSA's we selected for this report, who also boast many of the same attributes, our MSA lags in the number of competitive Higher Education and Technical School institutions, programs, advanced degrees, capacity (enrollment) and graduation rates.

The data presented in the report is intended to be used as input to the regional Defense Cluster Strategic Plan, which provides recommendations for strategic investments to enhance the competitiveness of northeast Indiana as a place to locate and/or grow a U.S. Defense business.

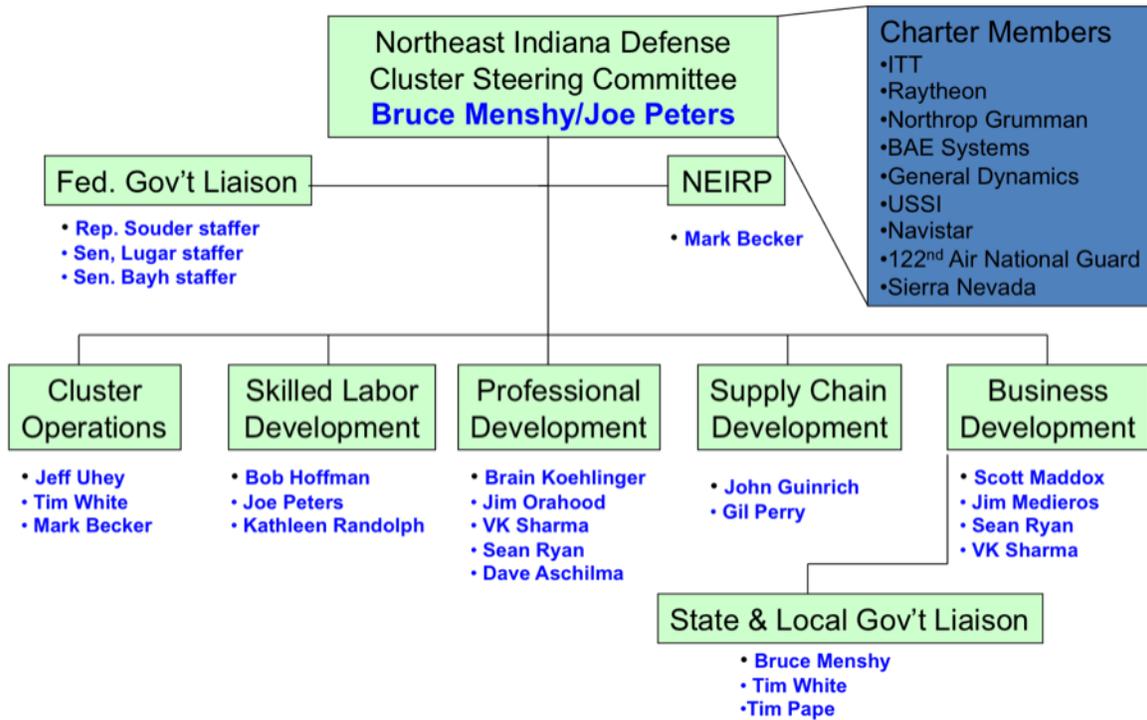
5 Building a Successful Cluster

5.1 NEIDC Organization and Structure

The organizational chart below was established as the initial operational structure for the NEIDC. The list of key people and their associated responsibilities follow the organization chart. The Defense Companies listed in the Charter Members box have decided upon a two-tier organization. The Charter members will meet on a regular basis as the Cluster Steering Committee to review critical action items, assess the progress of and provide direction to the cluster. The key people in the list below are responsible for making all aspects of the cluster function in unison. Note: The first organization chart illustrates the NEIDC organization from a functional point of view; the second chart assigns names to the functional committees and subcommittees.



NEIN Defense Cluster Organization



August 25, 2009

Function

Key Person/s

Major Responsibility

Steering Committee Leads

Bruce Menshy
Joe Peters

Ensure that all aspects of the cluster are being carried out in a timely fashion.

Gov't Liaison

Bruce Menshy
Tim White
Tim Pape

Coordination with all government agencies to insure that the cluster is receiving all aspects of government support.

Cluster Operations

Jeff Uhey
Tim White

Make sure all cluster records are current, arrange all

Mark Becker

meetings, document all
accomplishments, track all
action items, etc.

| <u>Function</u> | <u>Key Person/s</u> | <u>Major Responsibility</u> |
|---------------------------|--|--|
| Skilled Labor Development | Bob Hoffman Joe Peters Kathleen Randolph | Develop and execute plans to insure a skilled labor force is available for the defense industry, both manufacturing and operations. |
| Professional Development | Brain Koehlinger Sean Ryan Jim Orahood V K Sharma Dave Aschilman | Coordinate all interaction with universities in the 11 counties in NEI, also look at ways to include universities 300 miles of Ft. Wayne. |
| Supply Chain Development | John Guinrich Gil Perry | Determine the best way to bring all small businesses in the 11 county region into the defense business structure and determine ways to get more work for these firms as both primes and subs. |
| Business Development | Scott Maddox Jim Medeiros Sean Ryan V K Sharma | <p>Set in place several activities to bring word of the NEIDC to the local 11 county area and beyond. Create and execute a Communications plan to ensure that all stake holders know what the cluster is doing.</p> <p>Determine the best way to establish a marketing campaign to get more defense business. Work with all the other sub groups to push the NEIDC to all areas for increased defense business in NEI. Investigate and set up a program to get new R&D activities and contracts brought to the area.</p> |

5.2 Future plans

The future plans of the NEIDC can be best summarized by reviewing the strategic responses below. These responses are the keys to the successful future of the cluster. A summary of these items is given here.

- Develop and execute a plan to bring more defense work to NEI. (marketing plan)
- Develop and execute a process to increase Research and Development activities.
- Create, execute and continually update a comprehensive communications plan.
- Create a method to integrate academia into the talent development and R&D processes to ensure an adequate number of future graduates prepared to fill the positions created by the NEIDC.
- Ensure the skilled labor force is ready for the expansion of the defense work with individuals trained in all aspects of advanced manufacturing.
- Develop and execute a detailed process to identify and involve all supply chain companies in NEI.
- Continually and on a planned basis update the strategic plan.

6 NEIDC Recommendations

The NEIDC team spent considerable time developing the following Vision and Mission Statements. However, these may be revised over time based on knowledge gained and the changing economic landscape.

a. Vision

Position northeast Indiana as a *region of choice* for defense customers with desirable technology development, commercialization and manufacturing opportunities for skilled labor and professional employment.

b. Mission

The northeast Indiana defense industries will work together in collaboration with academic, government, supply chain, small business and economic development entities to accelerate regional initiatives to transform and expand the availability of a highly skilled workforce and supplier base for this region, while actively promoting our region's capabilities to an increasing stakeholder population.

6.1 Priority Strategic Responses

- **Drive positive government policy for the Northeast Indiana Defense Cluster base.**

OWNER: Gov't Liaison Group & Cluster Operations Group

- **Develop and support an ample, sustainable defense-oriented workforce.**

OWNER: Skilled Labor Development & Professional Development Group

- **Conceive and support innovative defense technologies and services.**

OWNER: Business Development Group

- **Define the economic development proposition of the industry in the Northeast Indiana and develop support businesses for industry growth.**

OWNER: Supply Chain Development Group

- **Communicate and market the effectiveness and expertise of Northeast Indiana Defense Industry**

OWNER: Business Development Group

- **Develop workforce skills and human capital to maintain and grow the defense industry in Northeast Indiana**

OWNER: Professional Development Group

- **Develop processes and procedures to enable measurable outcomes in the NEIDC**

OWNER: Leadership Team Cluster Steering Committee

- **Establish and sustain an appropriate funding stream to facilitate priority cluster activities.**

OWNER: Operations Committee

6.1.1 Strategic Responses - Gov't Liaison & Cluster Operations Group

- **Drive positive government policy for the Northeast Indiana Defense Industry Cluster.**

OWNER: Gov't Liaison & Cluster Operations Groups

6.1.1.1 **Objective 1: Identify our public policy roadblocks; benchmark government policies implemented outside of Northeast Indiana that have been positive for the defense industry. (Charleston, SC & Huntsville, AL)**

- Strategy: Identify the public policy issues/hot buttons to manage, e.g., number of degrees, retraining, transportation, and tax rates, etc.

6.1.1.2 **Objective 2: Define the Cluster's desired federal, state and local public policies for growth of the industry; plan and implement outreach efforts to achieve these policies.**

- Strategy: Inventory federal and state official stances on our industry according to our issues/hot buttons.
- Strategy: Using the consortium of firms in the Cluster, create a mechanism to monitor and alert the Cluster about key legislative actions, as appropriate. Work with the Communications Task Force.

6.1.1.3 **Objective 3: Identify and analyze key factors of the talent shortfall, determine the desired outcome and create a comprehensive approach to ensure that the labor pool has the necessary skills and education to support industry growth.**

- Strategy: Utilize the results of the asset study to determine the most effective way to ensure that NEI has the talent required to always fill all open positions.

| Item # | Action | Assigned to | Due Date |
|-----------|-------------------------|-------------|----------|
| 6.1.1.3.1 | Conduct asset study | Team | complete |
| 6.1.1.3.2 | Do asset study analysis | Jeff Uhey | complete |

6.1.1.4 Objective 4: Create and enact, in conjunction with the Communications Task Force, the method for communicating with public officials and measure success in public policy efforts.

- *Strategy:* Create a mechanism to start and sustain a meaningful level of constituent response (when needed) in each county, state and federal district in NEI.

| | Measurement of Effectiveness | |
|------------------|--|-----------------|
| Objective | Metric | Due Date |
| 1 | Identify the “issues/hot buttons” that require specific policy attention | Q2 2010 |
| 2 | Inventory public officials and determine their stances on our issues | Q3 2010 |
| 3 | Analyze the talent issue; have a remedial policy plan to advance | Q1 2010 |

6.1.2 Strategic Responses - Skilled Labor Development Group

- **Develop and support an ample, sustainable defense-oriented workforce.**

OWNER: Skilled Labor Development

6.1.2.1 Objective 1: Define our employment benchmarks – a) Identify our current workforce traits and competencies; b) Determine workforce gaps and strengths (professional and craft) across our geographic footprint.

- *Strategy:* Propose workforce study to state governments with a cost share request to provide a stronger economic development basis for attracting industry and encouraging entrepreneurship.
- *Strategy:* Obtain and use the on-going NEI study about workforce demand; assess data quality for our region.

6.1.2.2 Objective 2: Prioritize education and training skill needs; define a “schedule of workforce needs” by craft and profession according to the expected development of the industry in NEI.

- *Strategy:* Audit workforce needs in companies that directly support the expansion of the defense industry and support services in our region.

6.1.2.3 Objective 3: Create an “asset map” of education/training capacities; create a comprehensive 10 county and state roadmap that matches defense workforce needs with current and potential education and training initiatives, unifying our higher education resources in a common drive for classroom-to-corporate success.

- *Strategy:* Develop an inventory of existing university engineering expertise; build the network of NEI educators involved in engineering studies, or appropriate support services.

6.1.2.4 Objective 4: Develop/strengthen education and training partnerships in higher education, government, trade associations and companies; assess and facilitate these efforts when possible.

- *Strategy:* Create common definitions and curricula outlines for higher education based on the input from defense firms, and regularly audit the curricula for completeness for both two and four year programs.
- *Strategy:* Research and map workforce initiatives that can assist workforce development; avoid duplication of training efforts.

6.1.2.5 Objective 5: Heighten minority representation in the industry through strategic partnerships and on-the-ground mentoring.

- *Strategy:* Identify mechanisms to recruit and retain minority workers; map and enact plans to communicate and develop those demographics; identify and obtain grant funding for minority or disadvantaged target populations.

6.1.2.6 Objective 6: Monitor and report on progress in education and training.

- *Strategy:* Assess defense company educational relationships and create a higher-level forum to engage the stakeholders of these efforts to benefit the region.
- *Strategy:* Align workforce development efforts with the state-level organizations to most effectively utilize funding a support programs.

6.1.2.7 Objective 7: Bring together disparate K-12 messaging about defense careers in the NEI region to recruit the next generation of workforce.

- *Strategy:* Develop positive message targeting the potential workforce demographics of interest. The message should communicate that the defense industry offers high paying and rewarding careers, technical challenges, secure careers with ample opportunities for advanced education and career progression. (In conjunction with the Business Development Group.)

- *Strategy:* Assess and develop continuing education programs across participating educational institutions for both craft and professional employees in defense companies.

- *Strategy:* Identify effective K-12 communication strategies (relate to science/math K-12 efforts as much as possible; align with legislated curricula to ensure use); leverage them to educate K-12 students, guidance counselors, teachers and parents about careers in the defense industry.

| | Measurement of Effectiveness | |
|------------------|---|-----------------|
| Objective | Metric | Due Date |
| 1 | Complete workforce industry needs study with a master calendar of workforce needs | 1Q2010 |
| 2 | Inventory trade association educational/training opportunities | 1Q2010 |
| 3 | Complete asset map of NEI resources | 1Q2010 |
| 4 | Devise action plan for minority outreach | 1Q2010 |
| 5 | Complete preliminary communications census about K-12 report for Cluster | 1Q2010 |
| 6 | Report to Cluster about overall higher education plans | 1Q2010 |

6.1.3 Strategic Responses – Business Development Group

6.1.3.1 Conceive and facilitate the development of innovative defense technologies and services.

- OWNER: Business Development Group

NOTE: Refers to the activity of the NEIDC to create additional research and development opportunities in the northeast Indiana region.

6.1.3.1.1 Objective 1: Explore creative ways to collaborate to attract (external) research & development (R&D) dollars.

- Government agencies
 - State grants (21 Fund)
 - DOD programs such as BAA, SBIR, STTR, etc.
- Strategy: Develop a framework to identify industry technical and research needs; build a system to communicate the needs to universities, research services, economic development groups and appropriate commercial entities.
 - TEAM: Sean Ryan, Scott Maddox, VK Sharma

| Item # | Action | Assigned to | Due Date |
|-----------|--|-------------|----------|
| 6.1.3.1.1 | Develop business model for pursuits <ul style="list-style-type: none"> - Model after Skysite? - Model after Schwartz Biomed - Create std mechanism for notification of relevant DoD procurement announcements | Maddox | Q4 2009 |
| 6.1.3.1.2 | Host annual networking events for DoD installations and regional companies | Ryan | complete |
| 6.1.3.1.3 | Host 2 technology showcase events per year for defense-related IP available for commercialization | Ryan | 2010 |

6.1.3.1.2 Objective 2: Create partnerships among regional universities and statewide organizations to promote research and technology development and commercialization.

- Strategy: Establish a university-based group to identify and coordinate our approach for collaborative research grants for industry technical needs.
 - TEAM: VK Sharma, Jim Medeiros, Sean Ryan – ask Karl LaPan, Andi Udris

| Item # | Action | Assigned to | Due Date |
|-----------|--|-------------|--------------|
| 6.1.3.2.1 | Evaluate a federally designated research institute to be located in NEI – report progress @ each meeting | Udris | Each meeting |
| 6.1.3.2.2 | ID area(s) of focus for 1.3.1.1 | Udris | Q4 2009 |
| 6.1.3.2.3 | Schedule & hold meeting with CDCA in Charleston to learn structure & approach for success | Medeiros | Complete |
| 6.1.3.2.4 | Schedule meeting & visit to Muscatatuck for potential opportunities | Ryan | Q4 2009 |

| | Measurement of Effectiveness | |
|------------------|--|-----------------|
| Objective | Metric | Due Date |
| 1 | Asset-map current hardware and services at higher education institutions | Q2 2010 |
| 2 | Conduct public official and commercial entity focus groups to map new routes for procuring government programs | On Going |
| 3 | Complete a systematic framework for grant preparation and submission | Q2 2010 |
| 4 | Report to Cluster about research targets | On Going |
| 5 | Conduct researcher/entrepreneur focus groups to map new routes for innovation | On Going |
| 6 | Report to Cluster about the research entrepreneur network | Q3 2010 |

6.1.3.2 Communicate and market the effectiveness and expertise of Northeast Indiana Defense Industry.

OWNER: Business Development Group and Communications Sub-Group (part of the operations group)

6.1.3.2.1 OBJECTIVE 1: In concert with the Lilly Foundation ToPS Grant, develop and drive a communications plan for the Cluster. Ensure that the economic development, educational, talent availability, and technology innovation are prominent.

- Strategy: Determine who the “customers” are for this communication plan (include internal and external audience)
 - Internal Customer: Someone in the region who is a stakeholder in the industry (local govt, local business, local university, etc..) who have a vested interest.
 - Local Government:
 - 122nd Air Guard unit
 - City governments
 - State Representative
 - Federal Representatives (Senate + House)
 - Local Students
 - University
 - K-12
 - Local DoD Contractors
 - Current
 - Potential
 - External Customer: Someone outside the region with whom we are trying to generate interest who may know very little about the region and the resources available.
 - Corporate Office
 - “Big Box” companies
 - “Small Box” companies
 - External Universities
 - Government Agencies
 - Military Labs
 - House/Senate members on Armed Forces committee
 - International Interests

| Item # | Action | Assigned to | Due Date |
|-------------|--|-------------|----------|
| 6.1.3.2.1.1 | Definition of internal and external customers | Maddox | Complete |
| 6.1.3.2.1.2 | ID internal customers by broad group classifications | Group | Complete |
| 6.1.3.2.1.3 | ID external customers by broad group classifications | Group | Complete |

- Strategy: Develop the Cluster communications plan.

| Item # | Action | Assigned to | Due Date |
|--------------|--|------------------|----------|
| 6.1.3.2.1.4 | What are attributes of NEI that we currently have? Create list – see SWOT analysis – provide to Andi | Group | Q4 2009 |
| 6.1.3.2.1.5 | What are attributes of NEI that we strategically need? Create list – see SWOT analysis – provide to Andi | Group | Q4 2009 |
| 6.1.3.2.1.6 | ID Objectives (What are you trying to do?) | With Lilly Grant | Q2 2010 |
| 6.1.3.2.1.7 | ID Issues (Problems/challenges with this effort?) | With Lilly Grant | Q2 2010 |
| 6.1.3.2.1.8 | ID Audiences (With whom do you need to communicate?) – see Strategy 2.2.1 | With Lilly Grant | Q2 2010 |
| 6.1.3.2.1.9 | ID Messages (What are the most important things someone needs to understand about this?) | With Lilly Grant | Q2 2010 |
| 6.1.3.2.1.10 | ID Strategies (What are the best ways to communicate?) | With Lilly Grant | Q2 2010 |
| 6.1.3.2.1.11 | ID Communications Materials (What materials do you need to communicate?) | With Lilly Grant | Q2 2010 |
| 6.1.3.2.1.12 | ID timeline of activities (“What” will be done “when”?) | With Lilly Grant | Q2 2010 |
| 6.1.3.2.1.13 | Media plan tied to a calendar of key events in the winning of new contracts | With Lilly Grant | Q1 2010 |
| 6.1.3.2.1.14 | Templates for announcing new companies in the region tied to defense industry expansion to emphasize their economic development | With Lilly Grant | Q2 2010 |
| 6.1.3.2.1.15 | Collaboration with those engaged in public policy and work with elected officials | With Lilly Grant | Q3 2010 |
| 6.1.3.2.1.16 | Specific materials for every economic development council that has an interest in this industry; educate each of these EDOs on defense industry and supply chain needs | With Lilly Grant | On Going |
| 6.1.3.2.1.17 | Communication of the inventory of university and commercial technical | With Lilly Grant | On going |

| Item # | Action | Assigned to | Due Date |
|------------|---|------------------|----------|
| | expertise and facilities to potential users. | | |
| 6.1.3.1.18 | Map the most meaningful contacts among the Cluster organizations to create a comprehensive system to communicate key issues across Indiana. | With Lilly Grant | On going |

| | Measurement of Effectiveness | |
|------------------|--|-----------------|
| Objective | Metric | Due Date |
| 1 | Complete the creation of the Cluster Communications Plan | Q3 2010 |

6.1.4 Strategic Responses – Professional Development Sub-Committee

6.1.4.1 Develop workforce skills and human capital to maintain and grow the defense industry in northeast Indiana

- OWNER: Professional Development Group
- MEMBERS:
 - Brian Koehlinger – Navistar
 - Jim Orahood – General Dynamics
 - Frank Peloso – ITT Communications
 - VK Sharma – Trine University
 - Sean Ryan – IPFW
 - Pat McCammon – SkySight Technologies
 - Gary Schott – IPFW Corporate Training *
 - Wayne Mortorff – Trine Technology Center *

NOTE: The Professional Development Subcommittee is charged with the support of the NEIDC to create additional educational and professional development opportunities for defense workforce in the northeast Indiana region.

6.1.4.1.1 Objective 1: Development and utilization of professional development, corporate training and advanced degree programs designed to fit the needs of the regional defense industry.

- TEAM: Sean Ryan, VK Sharma, Jim Orahood, Brian Koehlinger, Frank Peloso
- Strategy: Identify the industry needs and the programs available at local universities. Compare and determine if, and where, gaps exist and promote partnerships to close the gaps.

| Item # | Action | Assigned to | Due Date |
|-------------|---|---|----------|
| 6.1.4.1.1.1 | Identify accredited Engineering and Technical Master Degree programs available from regional universities | Sean Ryan, VK Sharma | Complete |
| 6.1.4.1.1.2 | Industry inventory of needed advanced-level skill sets that can be addressed through graduate programs | Jim Orahood, Brian Koehlinger, Frank Peloso | 12/31/09 |
| 6.1.4.1.1.3 | Development of a Certificate program to fulfill requirements for degreed professionals to develop the | To Be Determined (higher ed. partners based upon 1.1.1.2) | 6/30/10 |

| Item # | Action | Assigned to | Due Date |
|--------|--|-------------|----------|
| | skill sets required for employment with DOD firms (Lilly funding) for career transitions | | |

- *Strategy:* Create training programs and research project partnerships between local universities and the defense industry (Jim Orahood, Brian Koehlinger, Sean Ryan, VK Sharma)

| Item # | Action | Assigned to | Due Date |
|-------------|--|-----------------------------------|-----------|
| 6.1.4.1.1.4 | Establish system for facilitating industry-sponsored applied technology research projects | Sean Ryan, VK Sharma | 2/28/10 |
| 6.1.4.1.1.5 | Create a series of industry-university forums where future student project are matched with industry partners and current project results are presented by students to industry participants | Sean Ryan, VK Sharma, Jim Orahood | 4/30/10 |
| 6.1.4.1.1.6 | Structure and offer “special topics” courses within degree programs to needs of regional defense companies | To Be Determined | As needed |
| 6.1.4.1.1.7 | Facilitate the use of training funds for customized training of incumbent defense company employees | Gary Schott, Wayne Mortorff | 4/30/10 |

6.1.4.1.2 Objective 2: Develop robust undergraduate degree programs providing the skill sets to feed the entry-level needs of the defense industry and create the awareness of professional career opportunities available to those students in the local area.

- TEAM: Sean Ryan, VK Sharma, Jim Orahood, Brian Koehlinger, Frank Peloso
- *Strategy:* Identify the industry needs and engineering/technical undergraduate programs available at regional universities. Implement means for communication and collaborative work between industry and higher education.

| Item # | Action | Assigned to | Due Date |
|-------------|--|--------------------------------------|----------|
| 6.1.4.1.2.1 | Identification of accredited 4-year degree programs currently available (by major) | Sean Ryan, VK Sharma | Complete |
| 6.1.4.1.2.2 | Identification of undergraduate programs and skills needed for new | Jim Orahood, Brian Koehlinger, Frank | 12/31/09 |

| Item # | Action | Assigned to | Due Date |
|-------------|--|---|----------|
| | college graduate employees | Peloso | |
| 6.1.4.1.2.3 | Universities sponsor forum in spring and fall semesters to showcase student work and solicit industry design and research projects | Sean Ryan, VK Sharma, Jim Orahood, Brian Koehlinger | 5/31/10 |
| 6.1.4.1.2.4 | Increase utilization and participation by DOD contractors in cooperative education and technical internships | Sean Ryan, VK Sharma (to expand to include co-op offices) | 5/31/10 |

6.1.4.1.3 Objective 3: Develop a technically strong K-12 program to create an enthusiasm among the students to enter technical programs at the collegiate level.

- TEAM: Sean Ryan, VK Sharma, Jim Orahood, Brian Koehlinger, Frank Peloso
- Strategy: Identify opportunities and promote partnerships between employees of defense companies and STEM programs in regional K-12 schools, including the New Tech High Schools included as part of the TOPS 2015 program.

| Item # | Action | Assigned to | Due Date |
|-------------|---|---------------------------------------|----------|
| 6.1.4.1.3.1 | Identification of K-12 interactions – (advisory boards etc.) in regional school districts | To Be Determined (cluster operations) | 3/31/10 |
| 6.1.4.1.3.2 | Promotion of opportunities for K-12 advisory boards by defense employees in the region | To Be Determined (cluster operations) | 6/30/10 |
| 6.1.4.1.3.3 | Coordination of programs for high school students and teacher career exposure with regional DOD contractors | To Be Determined (cluster operations) | 8/31/10 |
| 6.1.4.1.3.4 | Find classroom speaking opportunities and communicate needs to employees of DOD contractors | To Be Determined (cluster operations) | 8/31/10 |

- Strategy: Coordinate professional development activities within the Defense Cluster with regional New Tech High School implementation.

6.1.4.1.4 Objective 4: Create a mechanism for the identification of retirees with key skill sets interested in contract work with regional DOD firms and make available to businesses with specific project needs.

- TEAM: TBD

| Item # | Action | Assigned to | Due Date |
|-------------|---|---------------------------------------|----------|
| 6.1.4.1.4.1 | Develop system to categorize skills and access experienced retired workers for short-term projects | To Be Determined (cluster operations) | 6/30/10 |
| 6.1.4.1.4.2 | Develop a retiree database (using LinkedIn or other web site) to publish opportunities and connect to contractors | To Be Determined (cluster operations) | 6/30/10 |

Metrics: (Due dates to be determined by task forces)

| Measurement of Effectiveness | |
|------------------------------|--|
| Objective | Metric |
| 1 | Utilization of advanced degree programs (# of DOD employees pursuing advanced degrees) |
| 1 | Number of student projects sponsored by DOD companies |
| 1 | Number of potential professional employees participating in the certificate programs for DOD critical skills |
| 2 | Number of regional students involved in co-op and intern programs with regional DOD contractors |
| 3 | Participation level by DOD companies with various regional K-12 programs |
| 4 | Number of retirees actively engaged with defense contractors |

Contact Information for Committee Members:

| Name | Organization | E-Mail | Phone |
|------------------|-------------------------|--|---------------------|
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| Pat McCammon | Sky Sight Technologies | pat@skysighttech.com | 260-637-0588 |

6.1.5 Strategic Responses – Supply Chain Subcommittee

6.1.5.1 Define the economic development proposition of the industry in the NorthEast Indiana and develop support businesses for industry growth.

- Owner: Supply Chain Committee
- Scope Assumptions
 - Includes prime contractors located in counties identified on www.chooseneiindiana.com Communities page.
 - Includes Universities
- Definitions
 - Prime Contractor – Any company having a defense or related contract directly with a government agency.
 - Supply Chain – Companies or Entities supporting Prime Contractors with products or services.

6.1.5.2 Define available supply chain resources to support the NEIDC prime contractors

6.1.5.2.1 Objective 1: Identify current and future Products and Services needed by Prime Contractors associated directly with the NEIDC

- Strategy 1: Identify Requirements and needs of the NEIDC prime community.

| Item # | Action | Assigned to | Resources needed | Due Date |
|-------------|--|-------------|-------------------------------|----------|
| 6.1.5.2.1.1 | Review existing Approved Vendor Lists as supplied by the Charter Members (9) | | AVLs from each charter member | Q1 2010 |
| 6.1.5.2.1.1 | Meet with the Charter Member Company Leaders, Small Business Liaison Officers (SBLOs), and Procurement Departments to identify future needs. | | | Q4 2009 |

| | | | | |
|-------------|--|--|--------------------|---------|
| 6.1.5.2.1.1 | Create Academic Database for above data collection | | University Support | Q4 2010 |
|-------------|--|--|--------------------|---------|

6.1.5.2.2 Objective 2: Identify current and future Products and Services needed by Prime Contractors NOT associated directly with the NEIDC

- Strategy 1: Identify Requirements and needs of non-NEIDC prime community.

| Item # | Action | Assigned to | Resources needed | Due Date |
|-------------|---|-------------|--|-----------------------------|
| 6.1.5.2.2.1 | Identify Prime Contractors other than Charter Members of NEIDC | | List of other Prime Contractors (Pursuit Cat - \$5,000?) | Q1 2010 |
| 6.1.5.2.2.2 | Meet with the Company Leaders, Small Business Liaison Officers (SBLOs), and Procurement Departments to identify future needs. | | | Started Q4 2009 On Going |
| 6.1.5.2.2.3 | Create Academic Database for above data collection | | University Support | Q4 2010 |

6.1.5.2.3 Objective 3: Identify current and future Products and Services provided sub-Prime Contractors working with the Primes.

- Strategy 1: Baseline/Identify Products and Services provided by sub-Prime contractors working with Prime contractors.

| Item # | Action | Assigned to | Resources needed | Due Date |
|-------------|---|-------------|--|--|
| 6.1.5.2.3.1 | Identify Sub-Prime Contractors working with Prime Contractors | | PTAC, SBA, IEDC, Library, Regional Partnership, etc. | Q2 2010 initial list from AVL - Continuous |
| 6.1.5.2.3.2 | Meet with the Company Leaders, and Procurement Departments to identify current products and services offered. | | | Continuous |
| 6.1.5.2.3.3 | Meet with the Company Leaders, and Procurement Departments to identify | | | Continuous |

| | | | | |
|-------------|--|--|--------------------|---------|
| | possible future products and services. | | | |
| 6.1.5.2.3.4 | Create Academic Database for above data collection | | University Support | Q4 2010 |

6.1.5.2.4 Objective 4: Identify sub-primes contractors who are working with each other.

- *Strategy 1:* Baseline/Identify Products and Services provided by sub-Prime contractors working with other sub-Prime contractors.

| Item # | Action | Assigned to | Resources needed | Due Date |
|-------------|---|-------------|--|-----------------------|
| 6.1.5.2.4.1 | Identify Sub-Prime Contractors working with other sub-Prime Contractors | | PTAC, SBA, IEDC, Library, Regional Partnership, etc. | Q4 2009 Continuous |
| 6.1.5.2.4.2 | Meet with the Company Leaders, and Procurement Departments to identify current products and services offered. | | | Continuous |
| 6.1.5.2.4.3 | Meet with the Company Leaders, and Procurement Departments to identify possible future products and services. | | | Continuous |
| 6.1.5.2.4.4 | Create Academic Database for above data collection | | University Support | Q4 2010 |

6.1.5.2.5 Objective 5: Engage available supply chain resources to support the NEIDC prime contractors

- *Strategy 1:* Educate Prime Contractors on the benefits of using NEI small business suppliers instead of going outside of the region to create overall growth in the region.

| Item # | Action | Assigned to | Resources needed | Due Date |
|-------------|--|-------------|--|----------|
| 6.1.5.2.5.1 | Meet with the Charter Member Company Leaders, Small Business Liaison Officers (SBLOs), and Procurement Departments to market | | Marketing Materials, Alliance, City, chamber | On Going |

| | | | | |
|-------------|--|--|---------------------|----------|
| | the benefits of local sub-contracting | | | |
| 6.1.5.2.5.2 | Meet with Associations and Contracting Groups. Do presentations, Q&As, | | Marketing Materials | On Going |

- Strategy 2: Identify resources that have a vested interest to reach out to small businesses to engage and support the activities and objectives of the NEIDC.

6.1.6 Strategic Responses – Operations Committee

6.1.6.1 Establish and sustain an appropriate funding stream to facilitate priority cluster activities.

6.1.6.1.1 *Objective 1: Benchmark funding structure models among other industry cluster initiatives in the U.S. (e.g. Charleston Defense Contractors Association, S.C. Nuclear Industry Cluster) and provide organizational recommendations for sustainable operations*

- Strategy: Interview members from other industry clusters and provide recommendation
 - TEAM: Jeff Uhey, Tim White, Mark Becker

| Item # | Action | Assigned to | Due Date |
|-------------|--------------------------------|-------------|----------|
| 6.1.6.1.1.1 | Identify clusters to interview | Jeff Uhey | 1Q2010 |
| 6.1.6.1.1.2 | Conduct Interviews | Jeff Uhey | 1Q2010 |
| 6.1.6.1.1.3 | Provide recommendation(s) | Jeff Uhey | 1Q2010 |

6.1.6.1.2 *Objective 2: Align ongoing initiatives (e.g. TOPS 2015, Conexus) that support Defense Cluster priorities.*

- Strategy: Meet with TOPS 2015 and COMEXUS leadership to identify and evaluate strategic synergies.
 - TEAM: Jeff Uhey, Tim White, Mark Becker

| Item # | Action | Assigned to | Due Date |
|-------------|--------------------------------|-------------|----------|
| 6.1.6.1.2.1 | Meet with TOPS 2015 Leadership | Mark Becker | 1Q2010 |
| 6.1.6.1.2.2 | Meet with Conexus Leadership | Tim White | 1Q2010 |
| 6.1.6.1.2.3 | Submit recommendations | Jeff Uhey | 1Q2010 |

6.1.6.2 Evaluate all available funding sources to effectively manage the affairs of the Cluster.

6.1.6.2.1 OBJECTIVE 1: Evaluate alternative means to provide administrative staff support.

- Strategy: Query other regional support organizations (e.g. NIF, FW Chamber) for available administrative resources.

| Item # | Action | Assigned to | Due Date |
|-------------|-------------------------|-------------|----------|
| 6.1.6.2.1.1 | Meet with NIF | Jeff Uhey | 1Q2010 |
| 6.1.6.2.1.2 | Meet with FW Chamber | Mark Becker | 1Q2010 |
| 6.1.6.2.1.3 | Provide recommendations | Tim White | 1Q2010 |

6.1.6.2.2 OBJECTIVE 2: Convene regular Cluster meetings and maintain record of progress toward key priorities.

- Strategy: Develop annualized monthly meeting schedule, coordinate meeting locations and other associated logistics

| Item # | Action | Assigned to | Due Date |
|-------------|---|-------------|----------|
| 6.1.6.2.2.1 | Publish 2010 Defense Cluster Meeting calendar | Jeff Uhey | 4Q2009 |
| 6.1.6.2.2.2 | Convene monthly meetings and publish minutes | Jeff Uhey | N/A |

6.1.6.3 Launch and maintain a website for the Defense Cluster to establish a home for the Cluster strategies, plans, related research, progress reports, metrics, communications for members and links to strategic partners.

6.1.6.3.1 Objective 1: Seek approval and support of members for proposal by IPFW to design, implement, launch and maintain website.

- Strategy: Seek approval and financial support from Cluster members for IPFW proposal.

- TEAM: Jeff Uhey, Tim White, Mark Becker

| Item # | Action | Assigned to | Due Date |
|-------------|--|-------------|----------|
| 6.1.6.3.1.1 | Prepare Statement of Work | Jeff Uhey | 4Q2009 |
| 6.1.6.3.1.2 | Solicit website proposal | Jeff Uhey | 4Q2009 |
| 6.1.6.3.1.3 | Present proposal to Cluster Steering committee | Jeff Uhey | 4Q2009 |

6.1.6.3.2 Objective 2: Align Cluster website with PICC/PTAC, NIF (Cluster Strategy portal) and other strategic partners.

- 3.2.1Strategy: Meet with NIF, PICC and others as required to develop website deployment strategy.
- TEAM: Jeff Uhey, Tim White, Mark Becker

| Item # | Action | Assigned to | Due Date |
|-------------|---------------------------|-------------|----------|
| 6.1.6.3.2.1 | Meet with NIF Leadership | Mark Becker | 1Q2010 |
| 6.1.6.3.2.2 | Meet with PTAC Leadership | Jeff Uhey | 1Q2010 |
| 6.1.6.3.2.3 | Submit recommendations | Jeff Uhey | 1Q2010 |

Appendices

Appendix I: List Defense Cluster Contacts (this is a list that will be updated frequently and can be found at the following link)

Appendix II: List of Defense Cluster Steering Members

Appendix III: People to be keep informed (this is a list that will be updated frequently and can be found at the following link)

Appendix IV: Asset data & Analysis (this is a list that will be updated frequently and can be found at the following link)

Appendix V: Supporting data (this is a list that will be updated frequently and can be found at the following link)

Community Data Sheet – one sheet (duplex printed) that gives a brief community overview

Community Profile – 8-page profile of the community

Defense Assets – compiled by MEK group last year for a D.C. trip

Defense Opportunities - compiled by MEK group last year for a D.C. trip

Communications Defense Map – locates the top defense employers in Fort Wayne

TOPS2015 fact sheet – Lily Endowment, budget info per concentration

TOPSGoalTree – goals for the Lily Endowment

Business Information Guide – the Alliance’s annual publication

2008 Wage and Benefits report

Defense Cluster Education Contact
List_010210_Rev 1

Appendix II: List of Defense Cluster Steering Members

Red indicates that these people have volunteered to be part of the committee

LEADER

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