

Aerozone Strategic Report

Organizational Structure

May 2021



Strategic Pillars: Summary

PILLAR I: Sustainable & Accountable Organization

Establish an overall Aerozone District Strategy and Operational Structure. Ensure that the partners/members gain tangible value.

- Aerozone branding and marketing.

Organization Building

- **Establish an integrated and focused strategy.**
 - Establish a focused strategy and plan.
 - Create the mechanism to support collaboration.
 - Create visibility in the economic ecology.
- **Establish an org structure that maximizes collective impact of the partners.**
- **Enable collaboration through objective and data-driven methods.**
- **Drive program sustainability through incremental capacity development**

PILLAR II: A Vibrant Physical District

Establish the Aerozone District as a signature destination

- **Infrastructure Master Planning**
 - Establish an overall plan that enables integrated and long-term development.
 - Create a High-tech Innovation neighborhood.
- **Mapping, development and marketing of high potential sites.**
 - Establish a catalog of local sites (IX Center, Tech Park, etc.).
- **Transportation connection within and across region: micro-mobility.**
- **Special Projects:**
 - Micro-grid; Public WIFI, Solar Farm, etc.

PILLAR III: Business Growth

Help expand our economy by creating incremental business growth opportunities with NASA GRC, the Cleveland Hopkins International Airport and other anchors.

- **Industry Development and Growth**
 - Coalesce the voice targeted industry clusters
 - Establish an integrated process that allows EcDev partners to coordinate efforts and maximize impact of business R&E.
- **Technology Transfer and Commercialization**
 - Expand technology transfer opportunities.
 - Expand private sector utilization of the NASA infrastructure.
- **Targeted Business Attraction**

PILLAR IV: Robust Talent Pipeline

Create a highly impactful and sustainable talent pipeline that supports the key industries in the Aerozone District.

- **Work with partners to create a talent pipeline:**
 - **SUPPLY:** Create linkages with high schools, trade & training programs and colleges to develop a sustainable talent pipeline.



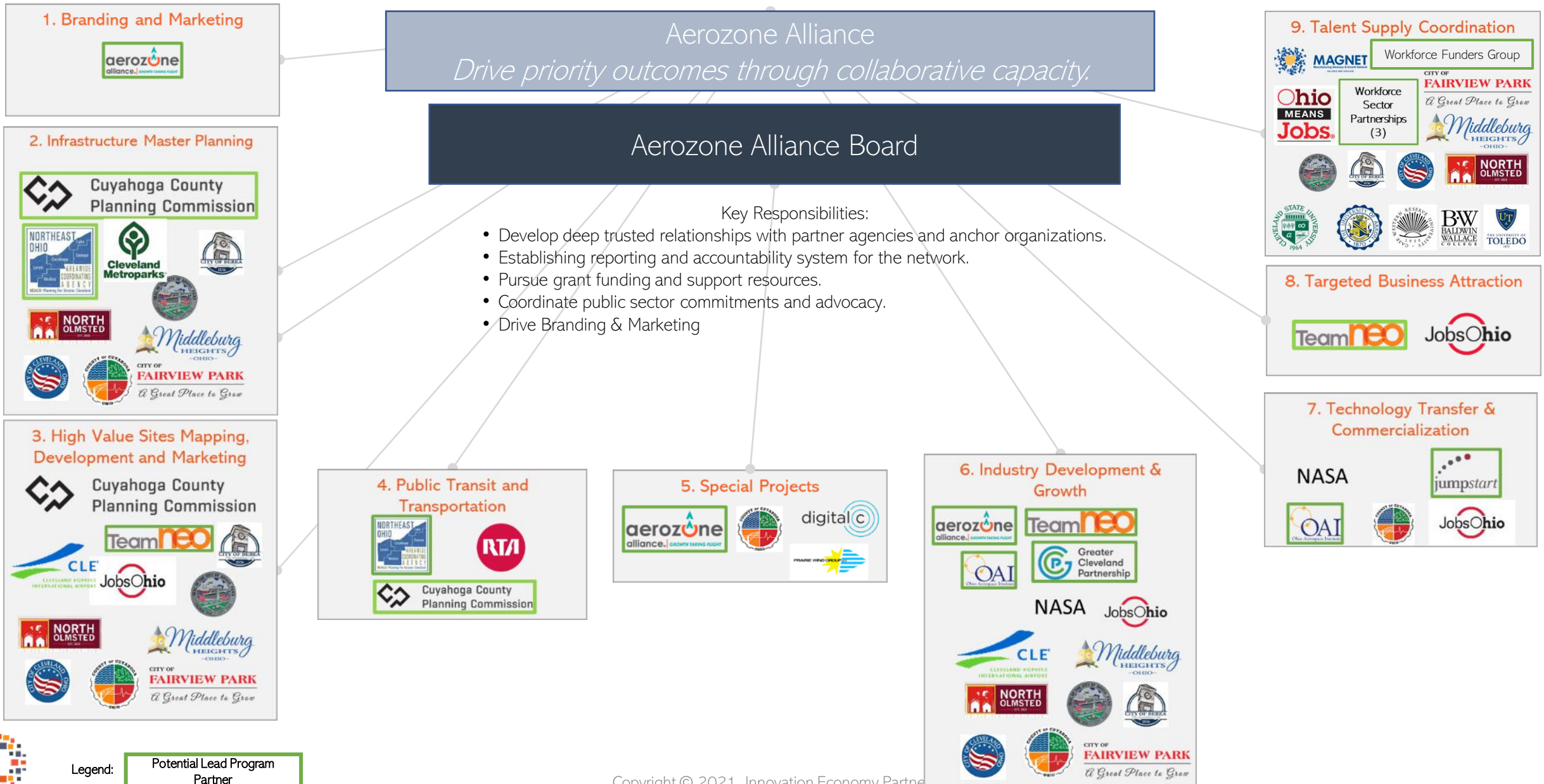
Aerozone Alliance: Organizational Philosophy.

In order to attain success and sustainability as an organization, the redesigned Aerozone Alliance will need to anchor itself the following 4 key priorities:

- I. Focus on **key priorities** that generate outcomes and help create **organizational sustainability**.
- II. **Develop strategic partnerships with Lead Program Partners**, who have an explicit and defined area of execution.
- III. **Achieve a balanced governance structure** that enables accountable oversight.
- IV. Conduct **strategic advocacy** in targeted areas.



(Priority I) Enabling a Lean Organization.



(Priority I) Enabling a Lean Organization.

There are 5 key areas where the Executive Director should bring expertise

1. **Value Generator:**
 - An individual who is laser focused on creating value for the various Aerozone stakeholders.
2. **Strategic Thinker:**
 - The individuals must be able to on an ongoing basis refine the strategic priorities for the Aerozone Alliance and the District.
3. **Outcome Creator Through Partnerships:**
 - The individual must have the ability to continually solidify and expand trusted relationships with key Aerozone stakeholders.
 - Must be able to drive impact via influence, assistance and strong working relationships, without having direct authority for much of program execution.
4. **Technical Expertise:**
 - While not an absolute requirement, it would be tremendously helpful if the individual has some background in one of the core Aerozone district core industries (Aerospace, Advanced Manufacturing, Federal/Military, etc.) and/or economic development.
5. **Sustainability Creator:**
 - Ability to access funding to ensure financial sustainability of the organization.



(Priority II) Focused & Strategic Partnerships.

PILLARS	PRIORITY PROGRAMS	PROPOSED LEAD PROGRAM PARTNERS
I. Sustainable & Accountable Organization	1. Branding and Marketing	Aerozone Alliance 
II. A Vibrant Physical Infrastructure	2. Connected & Enabling Physical Infrastructure	NOACA  Cuyahoga County Planning Commission 
	3. High Value Sites Preparation	TeamNEO 
	4. Public Transit and Transportation	NOACA  Cuyahoga County Planning Commission 
	5. Special Projects	Aerozone Alliance 
III. Business Development	6. Industry Development and Growth	OAI, GCP, TeamNEO    Aerozone Alliance Convener
	7. Technology Transfer & Commercialization	OAI, JumpStart   Aerozone Alliance Convener
	8. Targeted Business Attraction	TeamNEO 
IV. Robust Talent Pipeline	9. Talent Supply Coordination	Workforce Sector Partnership (3); Workforce Funders Group



Governance Board Structure.

Who are the ideal board members:

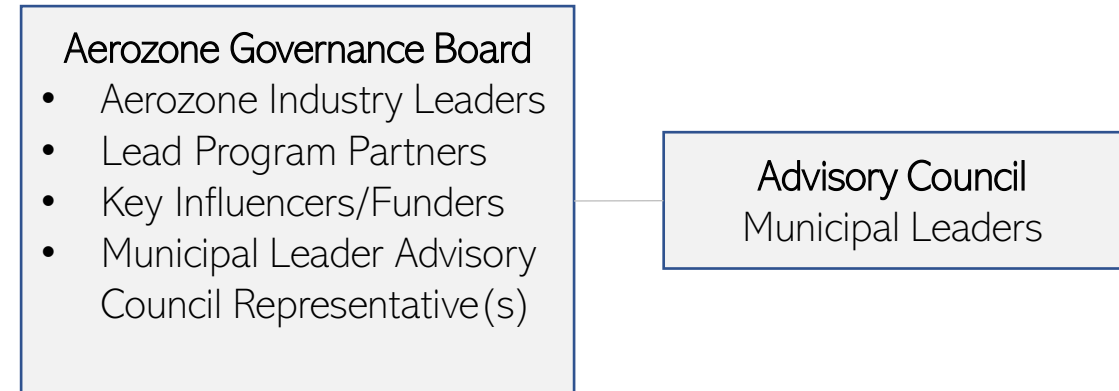
- Organizations who can lead a priority program.
- Organizations that can offer resources to support the effort.
- People with strong commitment and/or reasons to have the Aerozone be successful.
- Top Aerozone employers by industry,
- **An advisory council:** Will be created to bring together the voices of the local municipal leaders. 1 or 2 representative(s) from this Advisory Council will serve on the Governance Board on a rotating basis.

The value that these members would create for the Aerozone:

- Industry expertise
- Organizational capacity
- Influence and/or access to resources

The value that the Alliance can create for the members:

- Create a collaborative and an accountable framework that enable efficiency in execution.
- Help the members achieve their goals in a more efficient and effective manner.



Governance Board: Participants*.

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	1. Branding and Marketing	2. Connected & Enabling Physical Infrastructure	3. High Value Sites Preparation	4. Public Transit and Transportation	5. Special Projects	6. Industry Growth & Development	8. Technology Transfer & Commercialization	9. Targeted Business Attraction	9. Talent Supply Coordination
Core Industry Leaders & Anchors									
• Carlos Grondsinsky, Zin Technologies									
• NASA: Marla Perez-Davis									
• AIRPORT: Robert Kennedy									
• Paran Mgmt. Company: Joe Shafran									
• 4-5 other Aerozone employers									
Lead Program Partners									
• TeamNEO: Bill Koehler									
• GCP: Baiju Shah									
• NOACA: Grace Gallucci									
• County Planning Commission: Mary Cierebiej									
• OAI: Dr. John Sankovic									
• JumpStart: Ray Leach									
• MAGNET: Ethan Karp									
• BWU: Bob Helmer									
• Cuyahoga Port Authority: Bill Freidman									
• The Cleveland Metroparks: Brian Zimmerman									
Funders and Philanthropy									
• Fund for our Economic Future: Bethia Burke									
• Cuyahoga County: Councilman Dale Miller									
Public Sector Representatives									
• 1-2 representatives from the Advisory Council									

*Additional board members that can also be considered:

Transportation partners (e.g. RTA), Workforce partners (e.g. Workforce Funders Group) and Philanthropic partners.



Aerozone: Advisory Council.

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There will be a separate municipal leader advisory council created to help provide a cogent voice of the public sector to the Aerozone Alliance. 1 or 2 of these members will serve on a rotating basis on the Aerozone Governance Board.

Elected Officials & Community/Economic Development Heads

- City of Berea
- City of Brook Park
- City of Cleveland
- City of Fairview Park
- City of North Olmsted
- City of Middleburg Heights
- City of Rocky River
- City of Strongsville
- City of Westlake
- Cuyahoga County
- Bellaire-Puritas Development Corporation



(Priority IV) Strategic Advocacy.

WHO ARE THE PARTNERS THAT WILL DRIVE THIS EFFORT?

Our Esteemed Elected Officials



WHAT IS THIS PROGRAM?

- The Aerozone District effort offers an opportunity to not only catapult the economic trajectory of the local communities within and adjacent to the Aerozone, but the entirety of Northeast Ohio and the whole state of Ohio.
- Through strategic development of key industries such as Aerospace, Specialized Manufacturing, Automotive and Logistics, Aerozone can help catalyze economic growth. One of the critical elements that leads to this growth will be the ability for the partners of Aerozone to tap into the innovation capabilities of partners such as NASA and more tactically connecting these efforts to commercialization pathways. Which in turn would lead to a variety of business growth opportunities.
- In order to bring this vision to reality, we need to ensure that the roles of each of the partner is clearly defined, and that each partner is appropriately supported and guided to be successful.
- We will also look to develop a cohesive coalition of a variety of elected officials. The coalition will be built from the ground up, starting with the Mayors of the adjacent Aerozone communities, and then span across Cuyahoga County and the state.
- Establishing an integrated and cohesive vision where all our leaders are aligned on a common objective and an approach will help create the local, state and federal political will to enable the Aerozone Vision. The starting point of this effort will be to have a Letter of Intent signed by all the key leaders, and then determining how each partner can help in the realization of the Aerozone Vision.

WHY IS THE PROGRAM IMPORTANT?

- Without a common and consistent view towards the Aerozone efforts, we will be unable to create the political environment that enables resources and outcome accountability for our efforts.

POTENTIAL GOALS:

- 2021
 - Redevelopment of the Aerozone Alliance Board.
 - Get a Letter of Intent signed by the key leaders.
 - Meeting with the congressional leaders and agreement to key supporting priorities
- 2022 - 2025
 - Access to federal funding to support the Aerozone Industry growth
 - Expanded NASA operations
 - Expansion in the Aerospace industry GRP

QUALITATIVE EVALUATION: IMPACT OF THE PROGRAM

EFFORT AND RESOURCES REQUIRED	MAGNITUDE OF IMPACT	TIME TO IMPACT
LOW	HIGH	SHORT
While politically complicated, the effort can be launched with minimal incremental overhead.	Enabling this collective voice will be one of the most critical elements that will enable movement.	Again, while politically complicated, through targeted efforts, impact can be driven quickly.

ROLE FOR THE AEROZONE ALLIANCE:

- Take the lead in mobilizing these efforts.

(Priority IV) Strategic Advocacy: Preliminary Efforts.



January 31, 2021

Aerozone District
Cleveland, Ohio

Subject: Aerozone District: A Letter of Commitment

We, the leaders of the areas immediately surrounding Cleveland Hopkins Airport and NASA Glenn Research Center, are signing the following letter to demonstrate a common vision and we are hereby committing to work more collaboratively to achieve that vision.

Attaining our potential

The Aerozone District, an area approximately 5 square miles, surrounding the Cleveland Hopkins airport is a dense and economically rich area. In addition to the airport, the district is the home to NASA Glenn Research Center, Automotive manufacturing (GM and Ford), an array of Advanced manufacturing companies, and a variety of transportation & logistics companies.

While the economic assets of this area are unparalleled in Ohio, the reality is that we as Northeast Ohio can do much to harness the collective energy of these economic assets.

While there are many reasons that have prevented Northeast Ohio from making the type of progress that other NASA space center communities (e.g. Johnson Space Control in Houston, or Marshall Space Center in Huntsville) have made the number one barrier that we face is the lack of a unified voice that champions a common vision and a concerted effort to engage with and support the Center. Unfortunately, our rich political and municipal history has prevented us from tapping into our collective potential.

A renewed Commitment | A renewed Vision

As we move out to transform our trajectory, we will need to think bolder and act with a focused urgency. We have taken the first step to do exactly this. Starting in 2020, we the leaders have come together to develop a new strategic plan for the Aerozone District. Our vision is to help create a deeper and a more synergistic relationship amongst Hopkins Airport, NASA GRC, an array of advanced manufacturing industries, local post-graduate research institutions, our public partners and philanthropy. As NASA strives to expand human exploration on The Moon and Mars, we as a region will help support the development of technologies and talent that will help lead this effort. These are missions that cannot be attained by any individual entity. Fortunately given the incredible array test facilities and expertise of NASA Glenn Research Center (both Lewis Field and Plum Brook) that are needed to get to and live on the Moon and Mars, and the breadth of

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intellectual capital (patents) we are now devising a strategy that will help Northeast Ohio be on the forefront of this conversation.

Actions speak louder than words

We know that the best way to predict the future is to go out and create it. This is what Northeast Ohio aims to do. In 2021, we are launching an integrated Aerozone strategy that will focus on 4 programmatic areas: (1) Developing an integrated and sustainable regional governance structure that drives accountability and action, (2) Investing in critical infrastructure that will make Northeast Ohio attractive for Aerospace and Aeronautics, (3) Taking methodical steps that help drive high tech commercialization and innovation, and (4) Activating and integrating our local talent pool to be able to fill the needs of our advanced technologies companies and organizations.

There are 10 targeted initiatives that will address the above 4 priority areas. More details can be found here: <https://www.aerozonealliance.org/>

Rolling up our sleeves

We the leaders of our respective communities are ready to commit our time, energy and political capital to pursuing this collaborative effort.

City of Berea: Mayor Cyril M. Kleem _____
Date

City of Brook Park: Mayor Michael D. Gammella _____
Date

City of Cleveland: Mayor Frank G. Jackson _____
Date

City of Fairview Park: Mayor Patrick J. Cooney _____
Date

City of Middleburg Heights: Mayor Matthew Castelli _____
Date

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City of North Olmsted: Mayor Kevin M. Kennedy _____
Date

City of Rocky River: Mayor Pamela Bobst _____
Date

Cuyahoga County Executive: Armond D. Budish _____
Date

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(Priority V) Program Priorities: Interim Projects.

PILLARS	PRIORITY PROGRAMS	POTENTIAL LEAD PROGRAM PARTNERS
I. Sustainable & Accountable Organization	1. Branding and Marketing (internal to Aerozone Alliance)	Aerozone Alliance 
II. A Vibrant Physical Infrastructure	2. Connected & Enabling Physical Infrastructure (awaiting board establishment)	NOACA Cuyahoga County Planning Commission  
	3. High Value Sites Preparation (Provided feedback)	TeamNEO 
	4. Public Transit and Transportation (awaiting board establishment)	NOACA Cuyahoga County Planning Commission  
	5. Special Projects (internal to Aerozone Alliance)	Aerozone Alliance 
	III. Business Development	6. Industry Development and Growth (TeamNEO provided feedback)
7. Technology Transfer & Commercialization (in progress)		OAI, JumpStart Aerozone Alliance Convener  
8. Targeted Business Attraction (working with Jay on this)		TeamNEO 
IV. Robust Talent Pipeline	9. Talent Supply Coordination (in progress)	Workforce Sector Partnership (3), Workforce Funders Group



2021 (July-Dec): Program Priorities.

PILLARS	PRIORITY PROGRAMS	AEROZONE TEAM EFFORTS
I. Sustainable & Accountable Organization	Enable the organization. (Board, Budget, Staffing & Communication)	Help establish a sustainable organization. (1) Establish the new board/governance structure. (2) Assist with funding support for the program,(3) Recruit staff, and (4) Enable a communication strategy to better align stakeholders and target audiences. (5) Codify partner commitments. (6) Setup a program monitoring system.
II. A Vibrant Physical Infrastructure	Connected & Enabling Physical Infrastructure	Support NOACA and County Planning commission get the local stakeholders aligned and help get the Aerozone District master planning effort launched.
	High Value Sites Preparation	Support TeamNEO in connecting with local municipalities and identify high opportunity sites. Collectively work to identify, prioritize and develop the sites.
	Special Projects	Review the detailed list of projects, establish priorities and develop an execution plan for the priority projects.
III. Business Development	Industry Development and Growth	Work with TeamNEO, GCP and OAI to organize local industry clusters, launch the business outreach efforts and identify initial priorities (e.g. critical talent needs).
	Technology Transfer & Commercialization	Work closely with NASA to communicate potential innovation related opportunities across northeast Ohio. Help better connect GRC IP, programs, facilities and expertise.
	Targeted Business Attraction	Work closely with TeamNEO and OAI to create a business attraction strategy in the Aerozone.



Uses and Sources Of Funds.

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Projected Expenses

	2021 July-Dec	2022	2023
Office/Misc. Expenses*	\$22,000	\$45,000	\$45,000
Contract Services: (Marketing, Grant writing, etc)	\$10,000	\$25,000	\$25,000
Staffing**	\$122,500	\$355,000	\$355,000
Executive Director (p/t)	\$90,000	\$225,000	\$225,000
Program Manager (f/t)	\$25,000	\$100,000	\$100,000
Office Assistant (p/t)	\$7,500	30,000	\$30,000
Total	\$154,500	\$425,000	\$425,000

Projected Revenue

	2021 July-Dec	2022	2023
Public: Cuyahoga County	\$62,500	\$125,000	\$125,000
Public: Local Municipalities	\$50,000	\$100,000	\$100,000
Private Businesses & Anchors	\$10,000	\$100,000	\$150,000
Philanthropy	\$32,000	\$100,000	\$50,000
Total	\$154,500	\$425,000	\$425,000

*Monthly Expenses: ~\$3.5k/month

**Staffing

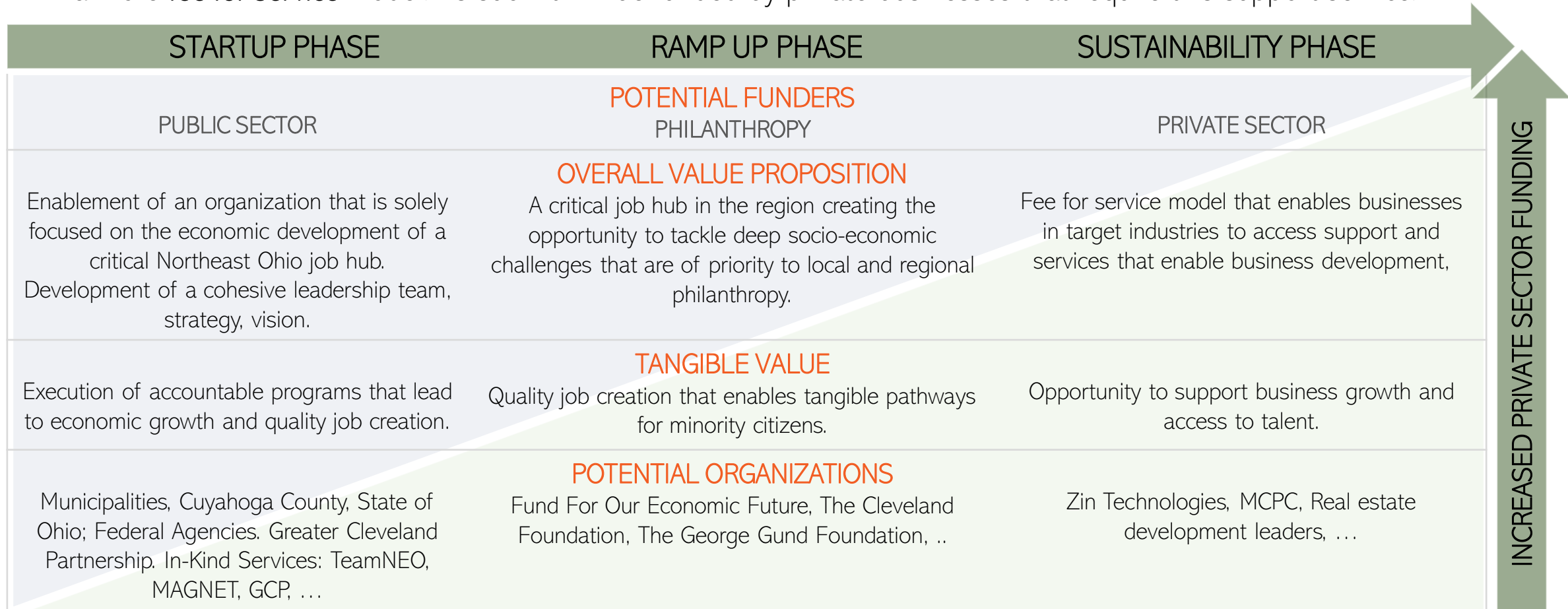
(Loaded costs: includes benefits at 30-35% of salary)

- Executive Director: 2021 (July-Dec): Interim 0.5FTE, @ \$90k; Starting 2022: 1FTE @ \$225k annual comp
- Program Manager: 1 FTE starting Oct. 2021 @ \$100k annual comp
- Office Assistant: .5 FTE starting Oct 2021 @ \$30k annual comp



(Priority V) Program Priorities & Sustainability.

The strategic funding aspiration for the capability is to shift from being a community funded organization, to one that becomes a more **fee for service** model. As such it will be funded by private businesses that require this support service.





Hrishue Mahalaha
Chief Economic Advisor
hrishuem@inoecp.com
216.272.7655

