



2024-2026
Strategic Plan



**OKLAHOMA
MANUFACTURING
ALLIANCE**

YOUR VISION IS OUR MISSION.

www.okalliance.com

134,153

In Q3 2022, more than 134,000 Oklahomans were employed in the manufacturing sector. That's an increase of 9.2% since 2010, outpacing the overall population growth of 7.2%



\$75,963

According to the US Bureau of Economic Analysis, average annual compensation for manufacturing workers in Oklahoma is nearly \$76,000. That's compared to \$49,296 for all other employees.

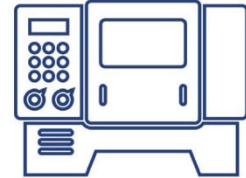


Tens of thousands of high-tech, high-wage manufacturing jobs are available across America. In Oklahoma, the National Association of Manufacturers says 30 percent of aerospace positions are unfilled.

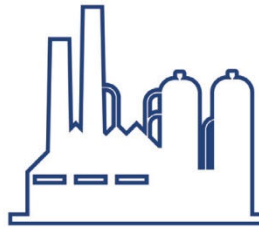
WHAT OKLAHOMA MANUFACTURES

Oklahoma's manufacturing landscape is as varied as the actual geography itself. The most predominant areas of production include:

- Fabricated Metal Products
- Machine Manufacturing
- Food and Beverages
- Transportation Equipment
- Petroleum Products
- Motor Vehicles and Trailers



\$20.1 Billion



Total output from manufacturing in Oklahoma was \$20.1 billion in 2022, nearly 10 percent of the state's overall GDP.



Manufacturing *in* Oklahoma

Information and data compiled by the Oklahoma Manufacturing Alliance



KEY SECTORS

Oklahoma has identified key industry sectors that hold potential for growth and wealth-generating employment opportunities.

- Aerospace & Defense
- Automotive
- Bioscience
- **Manufacturing**
- Renewable Energy
- Traditional Energy
- Transportation

The Oklahoma Manufacturing Alliance

The Oklahoma Manufacturing Alliance is a network of trusted experts working with manufacturers to help them grow and evolve. When manufacturers are strong, communities prosper, and our state's economy thrives.

\$850 Million

Over the past **5 YEARS**, OMA has generated more than \$850 Million in **ECONOMIC VALUE***

**As reported by the manufacturers themselves and verified by an independent firm, economic value is the sum of increased sales, retained sales, cost savings, and capital investments.*



Over the past **5 YEARS**, OMA's work has created more than 4,000 high wage jobs

4,000

Chartered by the Legislature in 1992, our team includes field agents, applications engineers, and manufacturing specialists located in communities across the state. Services are extensive with an emphasis on workforce development, cost reduction, strategic planning, supply chain efficiencies, and the adoption of new technologies.

In Oklahoma, we are close partners with OCAST and the Oklahoma Department of Commerce. Nationally, we are an affiliate of the Manufacturing Extension Partnership, a program of the US Department of Commerce with similar centers in all the states. MEP regularly surveys clients to ensure progress, making us one of the few organizations that is consistently audited like that. It's all about credibility and trustworthiness. Your mission is our vision.



Enduring Values

Our mission and values serve as the foundation for the work to come. These essential aspects are constants that will not change as the organization faces a shifting environment and implements new strategies to grow, adapt and thrive.

→ **Mission:**

To help Oklahoma manufacturers achieve their potential by delivering comprehensive, proven solutions.

→ **Vision:**

We are Oklahoma’s recognized resource for building a sustainable, innovative manufacturing sector.

→ **Driving Force:**

We are driven to attain and uphold U.S. manufacturing preeminence, which is essential to our nation’s long-term economic strength and to protecting our national security.

→ **Role:**

The Oklahoma Manufacturing Alliance focuses its expertise and knowledge—as well as that of its partners—on providing state manufacturers with information and tools they need to improve productivity, assure consistent quality, accelerate the transfer of emerging technologies, and infuse innovation into production processes and products.

Core Principles

- We value diversity, equity, and inclusion, with an understanding that our differences make us stronger.
- We are credible, trustworthy, and ethical, serving with integrity.
- We are passionate about manufacturing and are committed to exceeding our clients’ expectations.
- We leverage collective genius through collaboration and teamwork.
- We bring vision, innovation, and technological advances to create results.
- We are a learning organization, insatiably curious, and committed to “getting better every day.”

Central Tenets

→ Empower Oklahoma Manufacturers:

Assist Oklahoma manufacturers in embracing productivity, navigating advanced technology solutions, building resilient supply chains, and attracting/retaining a skilled, diverse workforce.

→ Leverage Partnerships:

We leverage national, regional, state, and local partnerships to gain a substantial increase in market penetration, identify mission-complimentary advocates to help the organization become a more recognizable resource brand, and build an expanded service delivery model to support manufacturing technology advances.

→ Champion Manufacturing:

Actively promote the importance of a strong manufacturing base as a key to a robust state, regional and U.S. economy and to the protection of our national security interests. We do this by creating awareness of innovations in manufacturing, enabling workforce development partnerships to build a stronger and diverse workforce pipeline, and maximize awareness of the Oklahoma Manufacturing Alliance.

→ Ensure Organizational Health:

Fund financial growth through sustainable revenue and advance internal cultural development.



Strengths

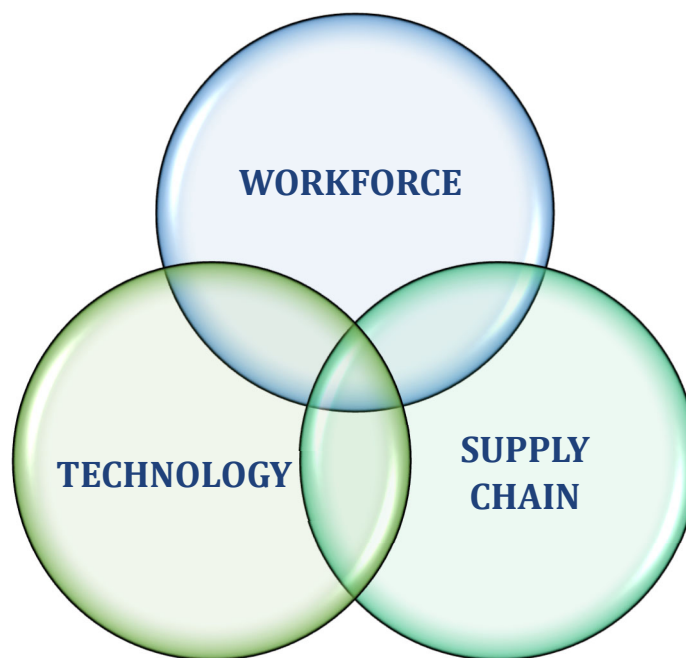
- **Learning and Innovation:**
We maintain cutting-edge knowledge and expertise in manufacturing.
- **Personal Service:**
We work together with individual manufacturers, providing the right solutions at the right time.
- **Seamless Collaborations:**
We work together sharing knowledge, connections, and resources to benefit manufacturers and meet the state's manufacturing needs.
- **Strategic Partnerships:**
We partner with local, state, and federal agencies, associations, academia, and other entities working in manufacturing to make local and regional impacts.
- **High-Impact Results:**
We drive results and ensure success.
- **Continuous Improvement:**
We measure performance, refine and redesign with an eye to the future, never settling for status quo.
- **Developing People:**
We strengthen the workforce and develop leaders.

Goals: 2024-2026

Over recent years, three significant challenges for Oklahoma manufacturing have emerged:

- A national manufacturing workforce crisis that is and will deter economic prosperity.
- Supply chain issues that leave the country, its economy, its security, and its citizens vulnerable.
- Technology-related deficiencies and constraints which threaten national security, and impact and escalate the other two challenges.

Each of these challenges is complex, and they become more so as they impact and interact with one another. They are, in fact, overlapping and connected.



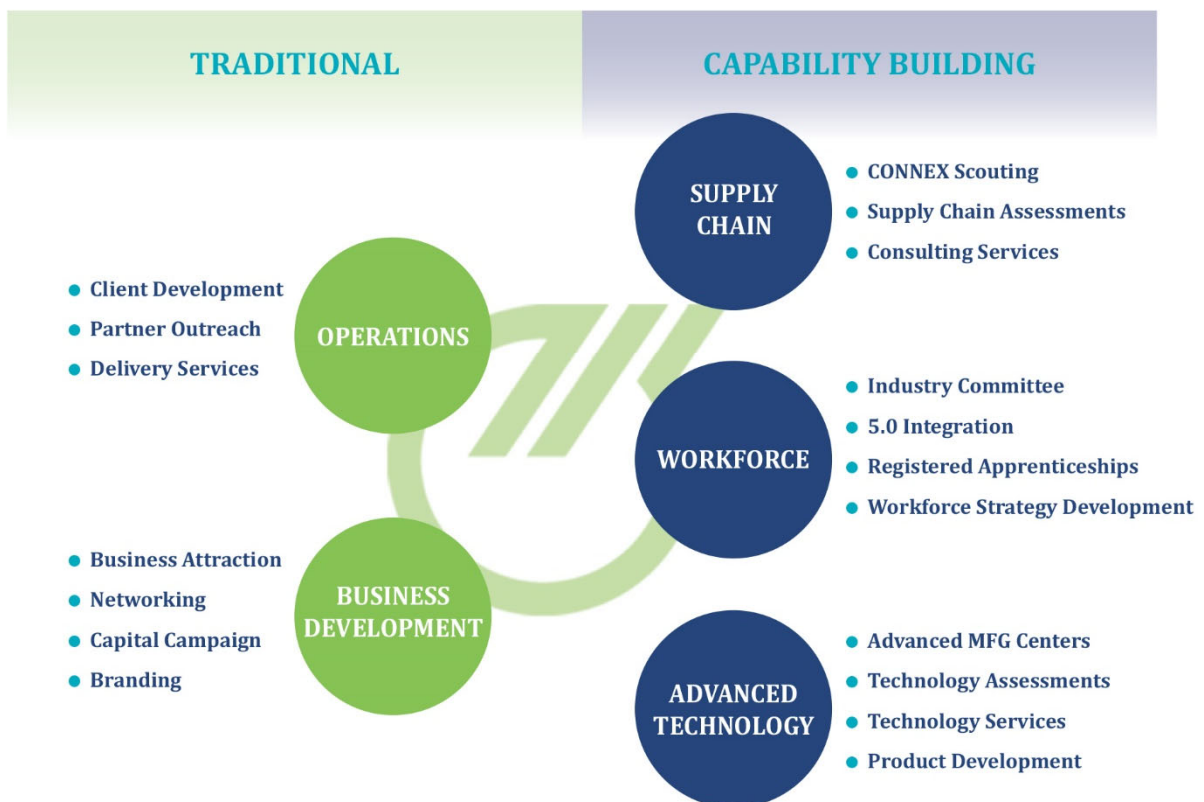
While no single solution exists for these challenges, the Oklahoma Manufacturing Alliance will leverage its core capabilities of providing productivity enhancing services and specifically address these three critical challenges over the next three years. The following four primary goals are key to the success of our mission.

Goal 1:

Deliver Comprehensive, Proven Solutions

- Expand breadth and depth of core OMA services by continuously listening to client needs and offering customized solutions while emphasizing MEP priorities.
- Identify mission-complementary advocates to help OMA become the recognized manufacturing resource brand; expand technology partnerships to develop a unique collaborative technology transfer and service delivery model; and act as a catalyst to create viable workforce solutions for Oklahoma manufacturers.
- Leverage operational and business development capabilities of the organization to drive results and ensure success.
- Solidify tribal nation partnerships to help serve rural and underrepresented manufacturers throughout the state.

OMA Capability Mapping



Goal 2: Narrow the Workforce Gap

- ➔ Enable manufacturers to navigate the current workforce shortage while improving productivity and profitability through:
 - Upskilling
 - Use of technology and productivity enhancements
 - Partnerships
 - Improving work conditions, job quality, career paths, etc
 - Assessing underserved populations and integrating them into the manufacturing industry
 - Making the case for integration of underserved populations

- ➔ Build a pipeline of future employees for the manufacturing sector through rebranding and marketing the public image of Oklahoma manufacturing.



Goal 3:

Mitigate Supply Chain Vulnerabilities

- Increase supply chain visibility by creating end-to-end awareness (supplier's supplier and customer's customer), mapping industry supply chains, and working with OEMs to map strategic needs.
- Assess supply chain risk through:
 - Ability to identify vulnerabilities
 - Ability to rapidly detect risk as they emerge
 - Supplier development
 - Increasing supplier scouting capacity

Goal 4: Leverage Technology

→ Increase technology adoption through:

- Identifying early adopters and leverage their success to motivate the next wave of manufacturers
- Define tech capabilities and business cases of adoption for customers to increase impact (IT and operational technology (OT))
- Educating staff on the different kinds of technology to increase impact with customers

→ Ensuring wholistic, comprehensive application and use of technology

- Addressing production, business operations, and the complete fulfillment stream
- Creating road maps for customers and aligning them to customer's strategic goals

→ Strengthening cybersecurity capabilities by:

- Communicating the importance of mitigating cybersecurity risks
- Ensuring that manufacturers are adhering to the cybersecurity guidance provided by NIST MEP

→ Partner with federal labs to accelerate the use of new technologies.



Goals: Aspirational for 2026 and Beyond

- The Oklahoma Manufacturing Alliance is known and recognized by Oklahoma manufacturers and stakeholders as an indispensable resource whose trusted experts help them grow and embrace manufacturing technology advances.
- Federal and state funding for the Oklahoma Manufacturing Alliance has doubled, enabling the organization to annually increase market penetration and annual impacts.
- Relationships with Native American nations of Oklahoma have been established by targeting economic development through broad, coordinated efforts that build long-term, sustainable manufacturing expansion within sovereign borders.
- Sustainable funding is secured:
 - Cash reserves are sufficient to protect the short-term needs of the Oklahoma Manufacturing Alliance in the event traditional sources of funding become disrupted
 - Matching funds obtained to maximize the benefits of federal allocations

Priorities

→ Short-term priorities: *12-18 months*

- Increase reported economic impacts year-over-year
- Focus on holistic core service offerings and key components of competitiveness (i.e., manufacturing technology demonstration capabilities, supply chain development and workforce services.)
- Assist manufacturers in recruiting and retaining a highly skilled, diverse workforce

→ Mid-term priorities: *19-36 months*

- Increase market penetration year-over-year
- Obtain state matching funds
- Develop and strengthen relationships with Native American nations of Oklahoma

→ Long-Term priorities: *Beyond 36 months*

- Increase brand recognition
- Demonstrate exceptional return on investment for Oklahoma manufacturers, partners, and the communities served by OMA
- Demonstrate Oklahoma Manufacturing Alliance is a learning, high performance organization



Measures of Success

- **Client Engagement:** Grow the number of manufacturers provided with value-added services on a year-over-year basis from 1,000 to 2,000.
- **Economic Growth:** Increase reported aggregate economic impact* 5% annually.
- **Financial Health:** Maintain robust financial performance for stability and diversified growth.
- **Organizational Health:** Cultivate employee involvement and enthusiasm in both their work and workplace.

****Aggregate Economic Impact***

The sum[†] of:

INCREASED SALES + RETAINED SALES + COST SAVINGS + CAPITAL INVESTMENTS + VALUE OF JOBS CREATED^{††}

†Economic impact data is reported by manufacturers and independently audited by a third party

††The annual value of a manufacturing job is set by the Bureau of Economic Analysis: \$75,963.35 in 2023

A Success Story:

RISE Armament Integrates Advanced Manufacturing

RISE Armament is a leading manufacturer of complete rifles and aftermarket trigger options for the AR-15, as well other parts like handguards and bolt carrier groups (BCGs.) With about 60 employees, the 10-year-old company continues to expand its 100-percent, American-made product line from headquarters in Broken Arrow.

The Situation

With the pandemic, RISE Armament saw an enormous growth in the demand for its products. Company leaders were looking for help in putting advanced manufacturing processes in place and integrating new technologies, hoping to better meet the surge and prepare for future expansion.

Looking for advice, President Matt Torres turned to Jenny Cothran, a manufacturing extension agent with the Oklahoma Manufacturing Alliance, part of the MEP National Network. Cothran had worked with RISE on several projects and enjoyed a solid relationship with its leadership team.

The Solution

Cothran met with Torres and Matt Zinter, VP of Operations. Along with other leaders, the team developed a strategy that added to its workforce while increasing the efficiency of its production flow. With the help of OMA Applications Engineer Ben Alexander, RISE invested in new robotic equipment and other advanced technologies. At the same time, Cothran



ensured the company was able to push forward in its ongoing continuous improvement efforts, along with business transformation activities like training and long-range strategic positioning.

Success with an initial collaborative robot integration led to five new robotic cells that boosted production and reduced lead times for waiting clients. In addition, Cothran secured several new and local supply chain partnerships for peripheral components that allowed RISE to refocus on core operations.

Bullet Point Results

- \$2.5 Million in New Annual Sales
- 10 New Jobs
- \$75,000 in Annual Cost Savings
- \$1 Million in Advanced Technology Investments
- 35 Percent Increase in Production Capacity

Quotable

“Our investment in robotics and advanced technologies is vital to our continued growth. The Oklahoma Manufacturing Alliance has been there to support our development and integration with its unique capabilities. There is no organization, public or private, able to provide that kind of expertise.”

Matt Torres, President



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