



# 2005

Year at a Glance

**Question no more . . .**

## Our Mission

WIRE-Net strengthens manufacturing to create healthy communities and fuel economic growth by providing expertise that is responsive to manufacturing-related businesses and their employees.

We support. We connect. We partner.

# Why?

Working with the leaders of 11 area manufacturing firms, WIRE-Net was able to help improve their competitive position and revenue base to retain or **attract 1044 jobs** with a combined annual payroll of **\$41 million**.

Their success has a direct economic impact on another **668 non-manufacturing jobs** in the region.

# How?

## Strategic Areas

Manufacturing business assistance and innovation

Workforce training and development

Industrial redevelopment

Advocacy

## LETTER FROM THE BOARD CHAIR AND PRESIDENT

The four years that ended on Dec. 31, 2005 were years of transition and challenge – here in NE Ohio, and for the nation. Locally, the second bankruptcy at LTV Steel was a harbinger of tough times ahead for U.S.-based manufacturing. The attacks of 9/11 rocked the country, and wars in Afghanistan and Iraq further strained our workforce, and created economic uncertainty.

In spite of these challenges, many Northeast Ohio companies are thriving by integrating new technologies, innovation, and management methods. Their leaders have forged ahead, and many companies are now growing once again.

**So is WIRE-Net.**

**WIRE-Net's membership has grown over each of the last 4 years. Our 218 member companies employ over 10,000 Northeast Ohio residents. Their continued growth and success is vital to the rest of the region.**

WIRE-Net is a member-driven organization. Every day we look for ways to connect company leaders with the manufacturing operations, workforce development, and industrial redevelopment expertise to help grow the very companies that create wealth, jobs, and opportunities for new investment in the region.

**Over the past four years over 1050 companies\* and 2000 individuals have used WIRE-Net programs and services to strengthen their businesses. This response is a testimony to the vision and support of our Board of Directors, members, donors, and community partners.**



This report to our members highlights their accomplishments. We thank them for their hard work and support of our mission. All of us in Northeast Ohio are beneficiaries of these manufacturing company leaders who are embracing innovation to compete globally, growing our economy locally, investing in our communities, and together, building a stronger region.

**Thank you.**

A handwritten signature in black ink that reads "Patrick J. Bush". The signature is fluid and cursive.

**Patrick J. Bush**  
WIRE-Net Board Chair  
President, Bush, Inc.

A handwritten signature in black ink that reads "John P. Colm". The signature is fluid and cursive.

**John P. Colm**  
President & Executive Director, WIRE-Net

\*Unique manufacturing and related companies

Our work will result in WIRE-Net:

- 1: Serving More Companies
- 2: Improving the Quality and Impact of What We Do
- 3: Advocating for a West Side Economic Development Initiative
- 4: Increasing Our Organizational Capacity
- 5: Building Our Financial Resources

**Serving More Companies**

GOAL: Increase the number of days of direct service annually from 1043 to 2000.  
 RESULT: Days of direct service annually to companies remained constant over the four year period at 1024.

GOAL: Increase the number of companies served annually.  
 RESULT: Companies served annually increased from 165 To 300 annually (82%).

**Improving the Quality and Impact of What We Do**

GOAL: Increase percentage of area companies that report positive business impacts due to WIRE-NET programs.  
 RESULT: WIRE-Net has determined positive impacts using the following four benchmarks:

1. WIRE-NET "Critical Economic Development Interventions" in Cleveland include:
  - 7 firms retained or attracted in Cleveland
  - 564 jobs
  - \$22 million payroll
  - Direct employment impact of 361 jobs in non-manufacturing sectors.
2. WIRE-NET "Major Economic Development Interventions" in Cleveland:
  - 4 firms
  - 480 direct jobs
  - \$19 million payroll
  - Indirect employment impact of 307 jobs in non-manufacturing sectors.
3. NE Ohio Innovators in MIND 1 & 2: 2300 jobs, \$950 Million in Annual Sales.
4. WIRE-NET secures \$29 million for 9 major roadway projects, affecting market access for 296 firms employing 7400 people.

GOAL: Increase customer satisfaction level

RESULT:	2005
Satisfaction	86%
Timeliness	83%
Value	89%

GOAL: Increase the number of area residents placed with local firms from 568 to 900 (58%).  
 RESULT: 446 residents trained and/or placed in employment (including 20 high school youth at entry-level wages), generating \$8.2 million annualized payroll impact.

**Advocating for a West Side Economic Development Initiative**

GOAL: Increase manufacturing jobs at companies WIRE-Net serves from 5800 to 9700.  
 RESULT: Manufacturing jobs at companies WIRE-Net serves increased from 5800 to 14,846 (156% of goal).

GOAL: Increase manufacturing companies in our westside target area 4% from 600 to 625\*  
 RESULT: Manufacturing companies in our westside target area decreased 2% from 418 to 410.

\*Note: Original number of companies was based on WIRE-Net data available at the time, since then independent research revealed the baseline number of companies in 2002 to be 418.

**2005**

Total # of Firms*	410
Total Employment*	11,940
Total Annual Wages*	\$484 million
Avg. Annual Wages/EE	\$40,498
Annual Cleveland Payroll	
Taxes Paid:	\$9.7 million

\*Figures as of 1Q2004. Source: CSU Urban School

**Increasing Our Organizational Capacity**

GOAL: Increase member companies from 159 to 250. Of these, 215 will be full voting members (136 in 2001).  
 RESULT: 218 Total Members

GOAL: WIRE-Net defines the scope of its office needs and secures site control for a new facility.  
 RESULT: WIRE-Net moved to a new facility in July 2005, expanding capacity to serve our growing membership base.

**Building Our Financial Resources**

GOAL: Increase revenue from \$1.126 million to \$2.005 million.  
 RESULT: \$ 1,264,092 (12% increase)

GOAL: Increase contributed income from \$148,000 to \$200,000.  
 RESULT: \$ 406,240 (174% increase)

GOAL: Increase unrestricted funding from \$222,000 to \$300,000.  
 RESULT: \$ 246,840 (11% increase)



## Manufacturing Business Assistance and Innovation · 2005

### Question no more....

**"The WIRE-Net peer-to-peer programs provide an open, social learning environment where participants are exposed to a variety of best practices. This is the sort of stuff you don't learn from a book.**

**Everyone's issues tend to be very similar. There are a lot of really well run companies who participate in these programs. My experience with these leaders is that they're open-minded and want to learn and share their knowledge."**

**Pete Accorti  
President,  
Talan Products,  
Incorporated**

WIRE-Net is where company leaders learn new ideas and best practices from each other. WIRE-Net provides the technical support, resources, and expertise.

**In 2005 WIRE-Net provided 1024 days of direct service to 300 member companies, assisting 534 individuals with focused, affordable services designed to address their business needs:**

Custom Training and Business Management Consulting: ISO, JIT inventory and supply chain management, strategic business planning and operations improvement, Lean plant layout and design services. Quality Improvement & Regulatory Compliance: ISO Users Groups, Six Sigma training, OSHA, EPA, DOT compliance training. Finance and Business Ownership & Management Support: CFO roundtables, cash flow management, and forecasting; succession and tax planning. Innovation Practice: product design; intellectual property and patents; corporate culture; Lean product development, process innovation.

**In 2005 nine Greater Cleveland area companies ranging in size from an 8-person coating shop to a 1500 person steel producer participated in MIND – a learners' group where innovation is not just about product development but a practical program of focused, peer-to-peer interaction and support for people, product, process improvement, and reengineering.**



**mind**

Manufacturing Innovation  
for the Next Decade

### MIND Learners Direct Impact:

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7 manufacturing  
industry sectors

1800 jobs

Nearly \$1 billion sales/year

\$66 million/annual payroll

### Indirect Business Impact:

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1150 non-manufacturing jobs

### Total Regional Economic Impact:

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2950 jobs

# Workforce Training and Development · 2005

## Question no more....

**“A lot of our workforce comes to us lacking even a high school education. WIRE-Net has helped Oatey Company address the needs of its workforce, whether it is in the area of supervisory training or basic communication skills. We do some of our own in-house E.S.L. (English as a Second Language) training, as well. In a class there may be five or six different languages spoken.”**

**Bill Oatey  
Vice Chairman,  
Oatey Company**

WIRE-Net member companies have an approach to workforce development that offers Cleveland-area youth and adults with diverse backgrounds, opportunities to build successful careers in manufacturing. WIRE-Net supports area-manufacturing companies in their effort to attract and retain a competitive workforce.

In 2005 16 students graduated from WIRE-Net's School-to-Career program at Cleveland's Max S. Hayes High School — 9 of whom were hired upon the completion of their paid pre-apprenticeship.

Student motivation is strong. Companies participating in this high impact career education, preparation, and awareness program stress strong academic achievement with technical training in engineering, welding, CAD, and machining – all high demand skills in manufacturing.

WIRE-Net received 236 job orders from area manufacturing companies.

WIRE-Net met with 257 new job seekers and made 211 referrals to employers.

Our Workforce Development Program provided 3000 hours of service to area companies.

	<b>School-to-Career Program</b>	<b>Max S. Hayes High School</b>
<b>Graduation Rate</b>	94%	82%
<b>POST GRADUATION</b>		
<b>College or Trade School</b>	50%	26%
<b>Work</b>	69%	38%
<b>Military</b>	13%	<1%

## Industrial Redevelopment · 2005

### Question no more....

**"WIRE-Net is one of Dairymens' champions. WIRE-Net's advocacy efforts with other community groups have helped bring about recent area infrastructure improvements."**

**Don Dzurec  
Vice President,  
Dairymens**

Industrial redevelopment and infrastructure investment makes long-term economic sense. The impact of location on creating opportunities for attracting business growth and expansion cannot be underestimated. Creating opportunities for reinvestment in the inner city is a business strategy that keeps jobs closer to urban job seekers and reinforces the city's tax base.

In 2005 WIRE-Net was instrumental in securing \$6 million in new public investment for priority infrastructure projects along the Berea Road (\$2.9 million), West 150th Street (\$500,000), and Bellaire Road (\$2.6 million) industrial corridors in the City of Cleveland.

Investing in urban industrial redevelopment creates business expansion opportunities, supports the growth of new and existing manufacturing companies, and maximizes their contribution as a primary source of wealth, jobs, and tax revenue for the region.

In 2005 WIRE-Net continued collaborative efforts with the City of Cleveland and Cudell Improvement, Inc. to redevelop the former Midland Steel site (21 acres) and the former Monarch Aluminum site (7 acres). WIRE-Net received a \$50,000 pre-development grant from the BP Fund to support the development of a sustainable industrial business complex on the Midland property.



## Advocacy – Manufacturing Action · 2005

### Question no more....

**“WIRE-Net brings together manufacturers to show how they share common concerns and advocates for workable solutions to these issues... by creating enough critical mass of employers around an issue.”**

**Mike Summers  
President,  
Summers Rubber  
Company**

WIRE-Net focuses on the issues that impact manufacturing, particularly those in our urban centers where mature businesses, aging infrastructure, workforce challenges, and poverty are greatest. Advocacy efforts engage and educate company leaders, employees, residents, government, and civic partners to promote policies that will keep our manufacturing base competitive, and ensure our regional economy remains strong.

**In 2005 over 180 business leaders participated in forums that focused on a variety of issues including: city and state support for infrastructure and industrial reinvestment, workforce education and training, regional manufacturing strategies, foreign trade, rising healthcare costs, workers compensation, and proposed federal and state tax policies.**

Northeast Ohio Campaign for American Manufacturing, a WIRE-Net advocacy initiative, brought together leaders from nine manufacturing trade and civic groups that collectively represent the interests of over 900 Northeast Ohio manufacturing firms and their 90,000 employees, 60,000 Ohio steelworkers and their families.

This diverse, non-partisan coalition of leaders heard from city, state, and federal policymakers including Cleveland Mayoral candidates Frank Jackson and Jane Campbell, and Peter Sperry, Senior Legislative Aide to Senator George V. Voinovich.

# NEOCAM

Northeast Ohio Campaign for American Manufacturing

In May 2005 over 100 business, civic, and community leaders participated in WIRE-Net's first Manufacturing Matters Summit. “Action” was the theme that shaped the discussions and provided the framework for WIRE-Net's new 2006-2008 Strategic Plan.

The initiatives identified by our stakeholders and partners in 2005 will bring a new voice to Northeast Ohio manufacturing and define WIRE-Net's pivotal role in supporting the manufacturing companies that will lead our region's economic transformation.



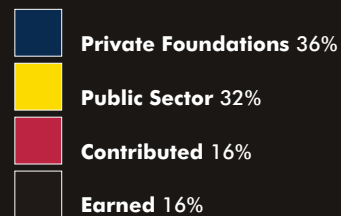
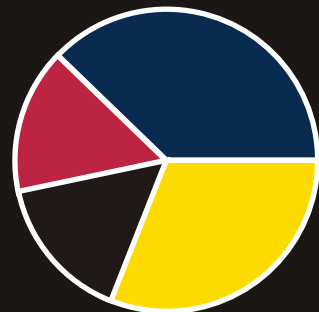
## FINANCIALS

### Balance Sheet at December 31, 2005

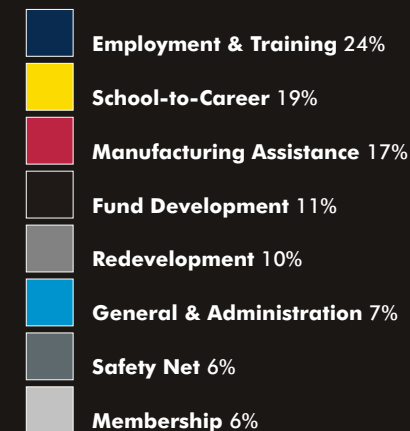
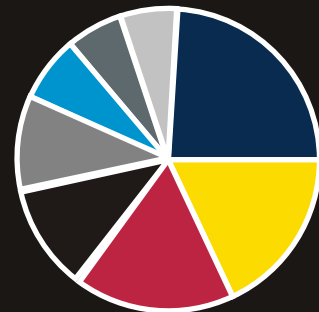
<b>ASSETS</b>	
Current Assets	\$ 604,503
Furniture, Deposits, Equipment less depreciation	26,607
Other Assets	353,237
<b>Total Assets</b>	<b>984,347</b>
<b>LIABILITIES &amp; EQUITY</b>	
Current Liabilities	\$ 36,902
Long Term Debt	10,483
<b>EQUITY</b>	
Fund Balance	936,962
<b>Total Liabilities &amp; Equity</b>	<b>984,347</b>

Unaudited: Prepared from the books and records of WIRE-Net

### Revenue Sources



### Revenue Uses



## Who?

\* Denotes WIRE-Net Members

### Program Underwriters (\$10,000+)

The 1525 Foundation  
The Abington Foundation  
BP Fund  
The Eva L. and Joseph M. Bruening Foundation  
Charter One Bank Foundation  
City of Cleveland/WIA  
City of Cleveland/CDBG  
The Cleveland Foundation  
Cleveland Industrial Retention Initiative  
Cleveland Neighborhood Development Corp.  
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PMA Educational Foundation  
U.S. Department of Labor  
The Thomas H. White Foundation

### Sponsors (\$1,000 - \$9,999)

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\*U.S. Cotton LLC  
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\*Cook-Leitch & Associates, Inc.  
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CSU/College of Urban Affairs  
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\*Design Wise Construction Co., Inc.  
\*Detroit Shoreway Community Development Organization  
\*Dollar Bank  
\*Dorn Color, Inc.  
\*Du West Tool & Die Inc.  
\*Eck Cartage Company  
\*Ely Enterprises, Inc.  
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\*Heiser & Jesko, C.P.A.s  
\*Hinkley Lighting, Inc.  
Michael Hoag  
Pamela Holmes

HZW Environmental Consultants, Inc.  
It's It Deli  
Kamm's Corners Development Corp.  
\*Kitzel & Sons, Inc.  
\*Knezevich & Foerster  
\*Leimkuehler, Inc.  
\*Lowe Chemical Company  
Jessica Malloy  
\*Martindale Electric Co.  
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Meaden & Moore  
Bette & Gerry Meyer  
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\*Midwest Compressor Company, Inc.  
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\*NewKor, Inc.  
\*Nu-Tool Industries  
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\*Ohio Displays Inc.  
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### Contributors (\$1 - \$99)

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\*Stockyard Redevelopment Organization  
\*Westtown Community Development Corporation

### In-Kind Donations

Advance Auto Parts  
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Balloons by Phyllis  
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Conrad's Total Car Care & Tire Centers  
Dairymens  
Design Wise Construction Co., Inc.  
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Harp Irish Restaurant  
Home Depot  
It's It Deli  
Malley's Chocolates  
Bette & Gerry Meyer  
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Ohio Displays Inc.  
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Talan Products, Inc.  
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# WIRE-Net

[www.wire-net.org](http://www.wire-net.org)

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 Action Industries  
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 Adams Automatic  
 Admiral Products, Inc.  
 Advance Handling & Storage  
 Advance Manufacturing  
 Advance Paint Technology, Ltd.  
 Advanced Secondaries, Inc.  
 Alcon Industries, Inc.  
 Alice Paul Direct Mail Service  
 American Tank & Fabricating Co.  
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 Apex Paper Box Co.  
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 Detroit Shoreway Community Dev. Org.  
 Diamond Metals Distribution, Inc.  
 Dimensional Media, Inc.  
 Dobson Construction, Inc.  
 Dollar Bank

Dorn Color, Inc.  
 Du West Tool & Die Inc.  
 Duray Plating Company  
 Ease @ Work  
 Eck Cartage Company  
 Elco Corporation  
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WIRE-Net

Where Manufacturing Matters



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 Meriam Instruments  
 Midwest Box Company/  
 Walford Indust. Park  
 Midwest Compressor Co., Inc.  
 Molding Dynamics  
 Mueller Design  
 National City Bank - N. Olmsted  
 Neighborhood Manufacturing  
 NewKor, Inc.  
 Nordic International Services, LLC  
 North Coast Ford Industrial, Inc.  
 Northern Ohio Printing, Inc.  
 Novacote  
 NPA Coatings, Inc.

Nu-Tool Industries  
 Oatey  
 Ohio Beverage Systems Inc.  
 Ohio By-Products, Inc.  
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 Ohio Displays Inc  
 Old Brooklyn Community Development  
 Padgett-Young & Associates, Inc.  
 Pahl Tool Services, Inc.  
 Partners Environmental Consulting  
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 Ponz Recycling Industries  
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 Premium Metals  
 Pring Roofing Company, Inc.  
 Progressive Crane  
 Promote-U-Graphics  
 Quality Industries Inc.  
 Qualtek Software Development, Inc.  
 R.A.K. Machine, Inc.  
 Ran Business Solutions  
 Realty Corporation of America  
 Rex Pipe & Supply  
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 Rite Machine Company  
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 Robin Industries Inc.  
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 TMP  
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 TorrMetal  
 Total Line Refrigeration  
 U.S. Cotton LLC  
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 United Tool & Gage Company  
 Universal Grinding Co.  
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 Workers' Comp Management Solutions  
 Xcel Mold & Machine, Inc.  
 Yarde Metals  
 Yetka Management Group, LLC



WIRE-Net

Where Manufacturing Matters