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WIRE-Net

Investing in Core Strategies



Manufacturing Matters to Cleveland and Northeast Ohio. This simple truth came to the fore during WIRE-Net's 2005 Manufacturing Summit and, since then, has gained near unanimous acceptance.

Manufacturing is Northeast Ohio's largest economic sector both in terms of employment and economic output, contributing \$36 billion in gross product to our economy in 2007. (Source: CSU's Center for Economic Development).

Over the past 20 years WIRE-Net has taken a leadership role by facilitating action on important topics, holding consensus-building forums, and encouraging debate around the priority issues identified by our members.

We believe that understanding the evolving needs, challenges and opportunities of area manufacturing firms, and having the ability to provide support, is crucial to our region's and city's continued progress. Among the top issues our members are calling for are efforts around **workforce training and education, healthcare and tax reform, fair trade policies, and energy reform.**

Through intensive outreach efforts, WIRE-Net's staff worked with over 750 manufacturing firms, including our **230 member** companies, **185** of which are manufacturing businesses. WIRE-Net's members employ over 10,000 employees and the majority of organizations have fewer than 20 employees.

Focusing on interrelated **initiatives – manufacturing innovation and business assistance, workforce development, redevelopment, and advocacy** – WIRE-Net has and will continue to have a direct and positive impact on the growth and competitiveness of our member firms, and our region's economy.

WIRE-Net understands manufacturing companies are successful when their leaders embrace a culture of innovation, take calculated risks, and reward their people for innovations in product, productivity and process improvements.

We believe our region will be successful when manufacturing companies are supported by:

- Investment in infrastructure and site redevelopment in our industrial corridors;
- Public officials who understand manufacturing and make it easier for manufacturing leaders to invest and do business here; and
- Effective adult and youth education and training initiatives that target manufacturing careers where skill shortages currently exist.

In the pages that follow you will read about WIRE-Net's work in these areas in 2007.

In 2008, as we celebrate our 20th anniversary, WIRE-Net will continue to convene you and our community to discuss these and other priorities. We will leverage your voice by partnering with other local, regional, and national organizations to make progress on the issues important to our region.

We look forward to your participation in this effort and our communities' success.



Gregory Tilton
Board Chair
Senior Vice President, Operations
U.S. Cotton LLC

John P. Colm
President and Executive Director
WIRE-Net

WIRE-Net's commitment to our manufacturing members and the community remains firm—to provide expertise that is responsive to and strengthens area manufacturing companies, to connect and engage their leaders, and to fuel economic growth within our community.

MEASURING OUR

Progress

INVESTING IN OUR BRAND

During the past 3 years, we have invested in our brand to better align it with our mission and business strategy, and to make more it more relevant to our members and stakeholders.

INVESTING IN CORE STRATEGIES

As manufacturing becomes more global, and global business becomes more competitive, WIRE-Net has invested in core strategies to help our member companies accelerate the pace of innovation; respond to emerging markets; attract, develop, and retain top talent; and leverage resources. We invest in initiatives that support investment in new infrastructure and industrial development.

This has made WIRE-Net both a valuable brand as well as the “go to” business resource for the leaders of many of Cleveland's 1,000 manufacturing firms and their 27,000 employees as evidenced by both the increase in the both number of manufacturing companies and individuals we have served.

	2005	2006	2007
Manufacturing Companies Served	333	566	765
Individuals Served	766	1209	1609

Investing

IN CORE STRATEGIES

High performing manufacturing companies, and the communities in which they reside, are shaped by how much attention their leaders give to investing in core strategies that will help them...

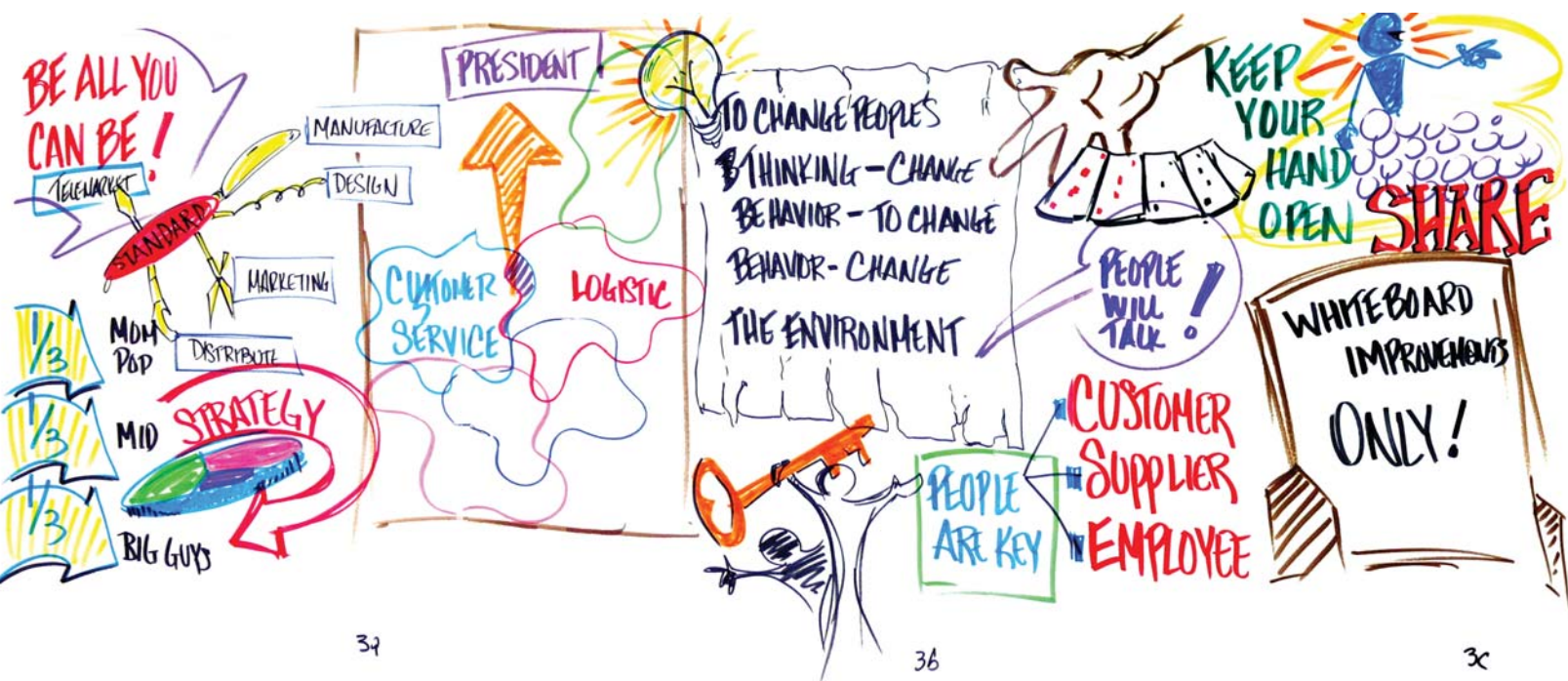
- accelerate the pace of innovation
- respond to emerging markets
- attract, retain, and develop top talent
- leverage resources

In 2007 WIRE-Net also invested in these core strategies, as well as initiatives that encourage **investing in new infrastructure and industrial redevelopment**, to meet the needs of our members—manufacturing firms located throughout the City of Cleveland and the region. We pay attention to the “infrastructure” that supports our community's manufacturing base, just as a successful manufacturing leaders pay attention to the systems that support their operations and growth.

Cleveland and Northeast Ohio are facing stiff competition from both regional and global competitors. **WIRE-Net invests in core strategies that develop high performing manufacturing companies that share our vision for the region—manufacturers that embrace innovation to compete globally, work together to fuel the economy locally, invest in their employees, and together, are building stronger communities.**



Accelerating



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High performing manufacturing companies accelerate the pace of innovation by embracing a culture of Total Innovation.

“Through the MIND program WIRE-Net is developing a network of manufacturing leaders who are accelerating the pace of innovation within their companies so that new ideas can flow quickly from design to market, contributing to growth that surpasses that of their competition.”

Ty Haines, Vice President Manufacturing

THE PACE OF INNOVATION

WIRE-Net's Manufacturing Assistance Program brings innovation and best practices to people, products, process, and productivity improvement.

Our goal is to consistently deliver value-added services, at a reasonable cost, to help local firms innovate, improve productivity, and compete; all efforts that will secure and create jobs for area residents. Training workshops, Lean tours, and in-plant services help the manufacturer find effective and affordable ways to compete.

MIND

The cornerstone of WIRE-Net's **Manufacturing Assistance Program is WIRE-Net's Manufacturing Innovation for the Next Decade (MIND) initiative** - WIRE-Net's “action - think tank” for innovators. In 2007, teams from 12 manufacturing firms participated in MIND 3. Public and privately held businesses, with both union and non-union employees, their product mix represents the diversity of Northeast Ohio's industrial base: capital equipment, chemicals, metal fabrication, consumer products, forgings and dies, paper tubes, plumbing supplies, and hand tools.

Combined, our MIND 3 manufacturing companies have 705 employees, an estimated annual payroll of \$25.8 million, and \$146 million in annual sales. MAGNET and NorTech have aligned their Innovation Accelerator program with WIRE-Net's innovation peer-based learners' groups to carry the innovation message to more Northern Ohio companies.

Total Innovation

At WIRE-Net, Total Innovation means a focus on:

People: the creation of the right culture and organizational dynamics.

Process change: new methods and investment in the right technical process solutions to make the leap from competing in the “pack” to market leader.

Products and Markets: evaluation of the critical mix of current versus new markets for existing or new products and services.

While people, process, and product innovations may require different metrics, the end result of this strategy is the same—to help company leaders accelerate the pace of innovation by establishing a culture within their firm that encourages calculated risk-taking for improved productivity and to gain competitive advantage.

A photograph of a wind farm with a long line of white wind turbines receding into the distance under a clear blue sky. The turbines are arranged in a perspective line, with the largest one in the foreground on the left and smaller ones following towards the horizon. The ground at the bottom shows a flat landscape with some distant structures and a small body of water.

Responding

High performing manufacturing companies know when and how best to take advantage of emerging markets.

TO EMERGING MARKETS

Wind power is one of the fastest growing industries in the United States. The U.S. Department of Energy reports that the United States now leads the world in market expansion. Industry forecasts project that the amount of U.S. wind power installments will increase ten times over the next five years. This presents a unique opportunity for WIRE-Net members and other Northeast Ohio manufacturers to become part of this growing supply chain.

To be an effective player in this industry, it is critical for Ohio to have a vehicle to qualify market opportunities for manufacturers. WIRE-Net's **Great Lakes Wind Network™** brings industry's voices to the table, engages manufacturers and suppliers in business development, and provides networking opportunities to raise awareness, strengthen the industry, and provide a unified voice for sound public policy.

Identifying Market Opportunities

Great Lakes Wind Network has begun interviewing original equipment manufacturers of wind turbines and major first tier suppliers to identify the manufacturing requirements for those components that are in shortest supply.

We will meet with area component manufacturers to identify, research, and evaluate their capacity to join this new market. The output of this combined effort will be a comprehensive supply chain database of wind component manufacturers in Ohio that will help connect OEMs and suppliers—a key ingredient for attracting new business to Ohio and for helping Ohio manufacturers gain access to new business in an emerging market.

2008 Projections

Great Lakes Wind Network will become more active on a state-wide basis, leveraging Northeast Ohio's manufacturing strength to promote OEM attraction and job growth in 2008. Our best estimates of Ohio's market share for components is 7.8%, and given current pricing and component content ratios, that means that Ohio stands to produce and sell as much as \$175 million over the next year. Already, we have identified nearly two dozen Cleveland manufacturers that have the potential to make these parts, which represents approximately 15% of Ohio's supply chain. Great Lakes Wind Network is positioned to work with these and other manufacturers to bring new jobs and new business to Ohio and the Great Lakes Region.



Attracting

High performing manufacturing companies invest in people and HR practices to attract, develop, and retain top talent.

WIRE-Net's Youth and Adult Workforce Development Programs use a dual customer approach to help companies attract, develop, and retain talent. By working with individuals and the companies that employ them, WIRE-Net's programs promote continuous improvement, foster loyalty, and increase productivity.

WIRE-Net Develops Manufacturing Leaders

Employees at all levels are in demand at Northeast Ohio's manufacturing companies. WIRE-Net's manufacturing career awareness programs are designed to educate, train, and prepare Northeast Ohio's next generation of skilled manufacturing company leaders.

Youth Workforce Development

In 2007, two new **youth programs** were developed, doubling our program capacity and the ability to reach students in both middle schools and the community college system.

In 2007 WIRE-Net's other Youth Workforce Development Programs continued to demonstrate success:

RESULTS

- 100% of 75 middle- and high-school students successfully completed WIRE-Net's **School-to-Career** and **Accelerated Introduction to Manufacturing Camp Programs**.
- 94% of graduating seniors in the School-to-Career Program have pursued post secondary education, training, or employment.

Adult Workforce Development

WIRE-Net's adult workforce programs reduce hiring challenges, employee turnover, and help boost productivity. Candidates and employees often face barriers to successful employment and retention that can be mitigated or eliminated with appropriate and timely human resource practices.

RESULTS

- 231 services and/or referrals were provided to 104 individuals to address various barriers to obtaining and retaining employment – 86% were resolved.
- 186 adults, 49% Cleveland residents, and 52 area manufacturing firms used WIRE-Net's **WorkSource Program** for employee recruitment and retention services.
- 75% of applicants placed were still working 90 days from date of hire.
- In 2007 the average wage of individuals obtaining employment with WIRE-Net's assistance was \$12.79, an increase of over 25% from the prior 2 years.

Benchmarking HR Practices

In 2007 WIRE-Net's new **Workforce Assessment Tool** was introduced to help member companies benchmark their workforce and HR practices in 10 core human capital areas. Companies are using this tool to design companywide workforce and HR plans that incorporate hiring and training to help reduce turnover and improve productivity.

Ensuring an adequate supply of skilled future employees, growing the skills of existing workers, and helping employers implement effective human resource practices are the keys to Northeast Ohio remaining a viable, competitive environment for manufacturing.

DEVELOPING AND RETAINING TOP TALENT

AIM Jr.

We designed this younger version of our successful Accelerated Introduction to Manufacturing Program to introduce 8th grade students from throughout Cuyahoga County to basic precision machining. At the completion of the program, 50% of our 2007 participants expressed an interest in attending Cleveland's Max S. Hayes Career and Technical High School in the fall of 2008, the district's only school with a machining, welding, programming, and drafting/design curriculum.

PROJECT HIPHOP

WIRE-Net launched PROJECT HIPHOP to re-engage 18-24 year old students who are at-risk or are already disconnected from the workforce. Ten young adults joined WIRE-Net's first HIPHOP class at Cuyahoga Community College. In addition to the required academic credential and technical training, PROJECT HIPHOP offers leadership, technical, employability, and academic skills training and development as well as individual support to help ensure their progress.



Leveraging

Services Category	2006	2007	Change
Building/Zoning/Permits	63	75	+19%
Manufacturing Business Services	103	158	+53%
Company Finances	21	47	+123%
Workforce Development	74	215	+190%
Real Estate / Land / Infrastructure		74	
Safety & Security		24	
Technology, Systems & Productivity	37	46	+24%
Total Services	298	639	+114%

High performing manufacturing companies

leverage their resources to optimize their

competitive advantage.

In 2007 WIRE-Net began working with the Cleveland Department of Economic Development to enhance the services available to area manufacturing companies through the **Cleveland Industrial Retention Initiative (CIRI)**.

By combining WIRE-Net's "inside the gate" expertise in manufacturing assistance, workforce development, and industrial redevelopment with CIRI's traditional "outside the gate" support services, we have helped to create a program that both strengthens a key part of the Cleveland's economic base, and provides a way to engage manufacturing leaders in strategies to address other economic and social challenges facing the City. Through this effort, CIRI reflects Mayor Frank Jackson's vision for a one-stop shop that supports Cleveland manufacturing companies in their current business operations and expansion opportunities.

Since expanding citywide in 2007, in combination with CIRI, WIRE-Net served over 750 manufacturing firms, impacting over 11,000 employees—compared to just over 300 firms in 2005.

RESOURCES

Manufacturing Access to Growth & Innovation in Cuyahoga County and Northeast Ohio

One of the advantages of leveraging resources is the ability to act swiftly when presented with new strategic opportunities like **MAGICC-NEO**.

Northeast Ohio is home to over 900 metals-related firms, employing more than 50,000 workers, with a combined \$2 billion annual payroll. Over the past year, WIRE-Net has been instrumental in helping to design and implement an innovative workforce development initiative to improve the competitiveness of these companies and expand employment and advancement opportunities for workers in the metals sector. After convening manufacturing firms in order to understand their workforce needs, MAGICC-NEO was launched with a goal to improve training support to companies located in both Cleveland and Cuyahoga County.

A 3- year initiative, MAGICC-NEO relies on a number of important partner organizations. Cuyahoga Community College delivers responsive training to metals companies that often face skills shortages in precision machining, welding, and industrial maintenance. WIRE-Net and CIRI are working with city and county staff to drive company outreach for the initiative while Employment Connection recruits area residents into training programs, and Tooling U provides online training.

In addition to training existing workers, MAGICC-NEO has enhanced WIRE-Net's efforts to promote manufacturing and attract young talent into the metals industry by supporting AIM Jr., our Accelerated Introduction to Manufacturing Program for middle school students, as well as our programs with TEAM Academy at Max S. Hayes Career & Technical High School.

The City of Cleveland/Cuyahoga County Workforce Investment Board and MAGNET are also partners in this unique training and educational initiative which is funded by the Community-Based Job Training Program as implemented by the U.S. Department of Labor's Employment and Training Administration.

In 2008 WIRE-Net will continue to engage manufacturing leaders and leverage our resources through partnerships that promote Cleveland and Northeast Ohio as a center for advanced manufacturing.



Investing

High performing manufacturing companies are supported by public investment in new infrastructure, transportation access, and reinvestment in industrial corridors that create modern, accessible industrial spaces for growing firms.

Throughout the City of Cleveland, the demand for improved infrastructure and quality industrial space is rising. WIRE-Net's goal is to assist manufacturing firms in Cleveland to grow smarter – in ways that minimize regional sprawl. This, in turn, will have a positive and direct impact on area residents and neighborhoods, provided transportation access and appropriate modern space for industrial growth can occur.

IN NEW INFRASTRUCTURE AND INDUSTRIAL REDEVELOPMENT

Midland Steel

Over the past 20 years WIRE-Net has helped reclaim over 40 acres of industrial wasteland in high impact industrial districts within the City of Cleveland. As an active partner in and advocate for Cleveland's industrial land assembly strategy, WIRE-Net is currently working with the City and community partners to redevelop the 21 acre former Midland Steel site on Cleveland's west side.

The Midland Steel redevelopment will help meet the need for ready-to-build industrial land in Cleveland and will also help set a new standard for industrial park redevelopment by integrating environmental design principles into the master plan for the site. In 2007 Cleveland City Council authorized \$4 million for environmental clean-up and subsurface demolition work and secured a \$750,000 Clean Ohio Assistance Grant to help prepare the site for redevelopment. The environmental clean-up is now complete, and the property is available for building.

Capital Investment

In 2007 WIRE-Net completed its **5-Year Capital Investment Plan** during which time ten high priority infrastructure projects received over **\$34 million in new public investment, impacting over 348 Cleveland manufacturing companies.**

Several of these projects support the redevelopment of the 21-acre Midland Steel site. A similar approach is currently underway in targeted eastside Cleveland industrial corridors.

In 2008 WIRE-Net's **Eastside Industrial Corridors Initiative** will build on this successful track record with a new Capital Investment Plan targeting three high-density industrial districts that will impact over 350 manufacturing firms and nearly 10,000 employees.

Balance Sheet At December 31, 2007

ASSETS	
Current Assets	\$ 843,105
Furniture and Equipment Less Depreciation	\$5,354
Other Assets	\$6,809
Total Assets	\$855,268
LIABILITIES & EQUITY	
Current Liabilities	\$53,086
Long Term Debt	
Equity:	
Fund Balance	\$802,182
Total Liabilities & Equity	\$855,268

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

FINANCIAL REPORT

Revenue Sources

Contributed	15%	\$ 238,364
Earned	19%	\$ 310,901
Foundations	25%	\$ 399,500
Public Sector	41%	\$ 661,374
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	100%	\$ 1,610,139

Revenue Uses

Safety Net	3%	\$ 56,195
Fund Development	5%	\$ 92,980
Redevelopment Program	6%	\$ 115,547
Membership	9%	\$ 174,962
General & Administrative	10%	\$ 185,595
Adult Workforce Development	14%	\$ 251,785
Youth Workforce Development	20%	\$ 366,212
Manufacturing Assistance Program	33%	\$ 617,669
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	100%	\$ 1,860,945

2007 DONORS

WIRE-Net gratefully acknowledges the support of the following foundations, government, corporate, and individuals who, through their generous support, have enabled WIRE-Net to serve 765 manufacturing firms and 1609 individuals this year.

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The Alcoa Foundation
Charter One Foundation
City of Cleveland-Department of Community Development
City of Cleveland-Department of Economic Development
City of Cleveland-Youth Council
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