

Manufacturing Optimism
Turning the Corner





Manufacturing Optimism: Turning the Corner



WIRE-Net's Manufacturing Outlook surveys find reason for optimism in 2011. A majority, 51% of our manufacturing leaders, reported adding people in 2010, compared to just 7% in the middle of 2009. By Q2 of 2011, more than 59% reported adding jobs, and 56% project that they'll add additional workers in 2011. The profit picture for 2010 was better for 66%, compared to just 6% of respondents in 2009.

For WIRE-Net, turning the corner meant launching our New Markets Initiative and beginning sourcing projects in biomedical, aerospace and other markets, rolling out the plan for the New Max Hayes with 8th grade recruitment, expanding our work in the wind industry, and conducting 24 plant tours, workshops and other learning opportunities for our members, who ranked networking and learning high on the value stream of member activities.

Cleveland's economy is on the rebound, thanks to manufacturing. Carnegie Mellon University found that Cleveland led the nation in manufacturing growth during the first half of 2010. The Brookings Institute reports that Greater Cleveland's economic recovery is one of the strongest in the nation.

Beginning with our 2010 Impact Report on the next page, this report shows how your investment in WIRE-Net is being used to solve problems and improve the economic outlook for our communities.

We hope you will take pride in these accomplishments, and share in our optimism. We are very thankful to have worked with a dedicated team of board, staff, and members who rolled up their sleeves to position WIRE-Net as a leading manufacturing support organization where Manufacturing Matters.

We have audacious goals for 2011, including Creating Pathways to New and Emerging Markets, Building the Talent Pipeline, Leveraging CIRI Relationships, Redeveloping NEO's Urban Centers, Growing Our Membership and Building Organizational Capacity and Funding.

As we seek new partners to help us achieve these goals, we hope you will seriously consider joining us.

Sincerely,

Thomas Schumann
Board Chair

John P. Colm
President & Executive Director



663 total services provided to 312 Unique manufacturers

300 business assistance referrals to other organizations and programs

Organized 24 plant tours, workshops and other learning opportunities attended by 643 participants from manufacturers (498 unique individuals)

CIRI delivered service interventions to 22 firms where jobs were at risk or new jobs could be added impacting over 1900 direct jobs, over \$76 million annual payroll preserved, and 378 jobs projected to be created

GLWN conducted 254 matching projects of suppliers to top tier firms; 109 in Ohio

Developed wind-farm development and construction content for Ohio workshop attended by 170

WIRE-Net and GLWN membership grows to 324 businesses

Joined a five-year workforce partnership led by Towards Employment to address employer needs for entry-level manufacturing workers

10 talent recruitment projects completed, with average wage of \$15.03 and 100% still working

GLWN expands Ohio model to 4 new states through the BlueGreen Alliance Foundation's NIST-MEP wind supply chain program

GLWN signed national manufacturing partnership with AWEA

New Markets Initiative launches in collaboration with MAGNET.

Supported GE Lighting and Appliances division's Supplier Fair - with 62 firms participating and \$3 million in new business awarded

Provided technical support to Eaton Bay Investments and Cleveland Specialty Products (CSP) to secure a \$75K Vacant Property Initiative Loan from the City of Cleveland, part of a \$1.8 M project to acquire and rehab the former Cooper-Standard property. CSP is now close to 30 employees and a \$950K annual payroll.

Supported five Infrastructure and Redevelopment projects for a total Cleveland investment of \$42 million that will save or create 420 jobs over 3 years.

Over 100 business, community and education organizations partner to develop "To the Max", a complete redesign of the curriculum at Max Hayes Career Tech High School.

100% increase in number of employers engaged with School to Career program.

25 firms supported job shadows, plant tours, workshops, and Education & Training Committee

80% of WIRE-Net's School-to-Career seniors graduated from Max Hayes High School



NEW MARKETS INITIATIVE

WIRE-Net's Manufacturing Assistance Program and MAGNET partnered to research emerging and growing markets and help NEO manufacturers learn how to grow their business. Analysis indicated a strong match with NEO manufacturer expertise and capabilities in several emerging markets including Aerospace and Medical Devices. Interviews with original equipment manufacturers, NE Ohio's impressive biomedical infrastructure and investment (like Cleveland's Medical Mart), have led to our near term focus on the Medical Devices and Equipment markets.

An important part of the New Markets Initiative, modeled on our wind initiative, is a web-based, GIS mapping and matching system that will facilitate matches between the region's component manufacturers and customers in the target industries. Companies that want to be a part of the NMI supply chains can enter basic information about their capabilities in the online assessment.

Nearly 250 firms participated in New Markets events in 2010, including a Supplier Fair conducted with GE Lighting and Appliances. We connected 62 manufacturers to GE buyers, resulting in \$3 million in new business contracts.

GLWN.org

GLWN solidified its position as North America's leading supply chain resource for the wind industry by signing support agreements with both the American and Canadian Wind Energy Associations. GLWN also joined forces with the BlueGreen Alliance Foundation (BGA), a coalition of labor and environmental groups. Through that collaboration, GLWN will provide supply chain workshops, profiles, and support services to manufacturers in four more states-- Indiana, Illinois, Montana, and West Virginia.

By December 2010, GLWN made 254 supplier connections to OEMs or First Tier manufacturers, 109 of those in Ohio. GLWN expanded its offerings by conducting the first wind farm Construction and Logistics Supply Chain workshop in America, attracting 170 people and engaging Ohio suppliers and subcontractors in opportunities to market themselves for wind farm work, including several now under construction in Ohio.

Wind turbine installation in America decreased by 50% in 2010, and supply chain activity was mixed, with some manufacturers growing but others losing business and market share. GLWN has identified three key issues that must be addressed if the US wind industry is to expand its toehold in the market--connections, capital and competitiveness. GLWN is creating new programs to meet these new needs in 2011, including holding a national Wind Summit (Making It Here) that will be held in Cleveland on July 13-14.

YOUTH

WIRE-Net has been leading School to Career programs at Max Hayes High School since 1992, working to engage manufacturing leaders in youth career development programs designed to build a pipeline for new manufacturing leaders.

Amber Kren's world opened up after participating in a School to Career Mock Interview workshop at Max Hayes. She was hired by WIRE-Net member company, E.C. Kitzel and Sons, Inc. Tom Schumann, General Manager, took a chance on an inexperienced young woman. "I believe that finding a skilled workforce is the hot button issue facing manufacturers today. Kitzel has had great success expanding our workforce by using WIRE-Net programs." Amber is working full time while she pursues her degree. WIRE-Net's connection to manufacturing leaders was a key part of her success. As Amber says, "They changed my life. Without WIRE-Net's programs, I wouldn't be where I am today." Amber participated in WIRE-Net's School-to-Career programs for three years, an estimated \$8,000 investment in Amber's future.

CIRI

Modeled on WIRE-Net's original "boots on the ground" approach, the Cleveland Industrial Retention Initiative (CIRI) links manufacturing companies to resources that help reduce hassles, improve operations and maintain profitability. CIRI is a City of Cleveland program, and involves an in depth partnership between WIRE-Net and the Cleveland Department of Economic Development. In 2010 CIRI:

- Delivered 725 total visits and in-plant support to 630 unique Cleveland manufacturing firms employing over 22,000 people
- Completed 530 services primarily in the areas of general business services, company finance, employment, and real estate & infrastructure
- Delivered supportive service interventions to 22 firms where jobs were at risk or new jobs could be added, impacting over 1900 direct jobs, preserving \$76 million annual payroll, and \$1.5 million in annual payroll taxes preserved
- Developed and delivered technical workshops to increase awareness among companies of available resources to grow and strengthen business.
- Maintained Company satisfaction with CIRI service results and with CIRI staff at 5.4 and 5.6 respectively (based on a scale of 1 to 6 with 6 being the highest level of satisfaction).

REDEVELOPMENT

WIRE-Net's Redevelopment Program aims to ensure that key infrastructure serving the region's industrial districts is modern and enables access to markets, employees and suppliers, and that industrial sites are utilized to their maximum potential. Accomplishments include:

- Assisted in securing Vacant Property Loan for Eaton Bay Investments, part of a \$1.8 M project to acquire and rehab the former Cooper-Standard property. Eaton Bay acquired the property (with a \$158K loan from WIRE-Net in 2009) and resurrected a struggling automotive plastics business occupying the facility. Company is now close to 30 employees and a \$950K annual payroll.
- Worked with partners to support roadway project improvements totaling over \$10 million investment including McCracken Blvd, Bessemer Avenue, Walworth Avenue, Aetna Road, and Bradley Road.
- Completed parcel analysis of Bradley Road Industrial Corridor. Identified 2 parcels slated for foreclosure and developed intervention strategy to position these parcels for land banking. One parcel sold at sheriff sale; other acquired by adjacent business.
- Advocated on behalf of businesses impacted by Aetna Road bridge closure to revise detour routing that enabled trucks traffic to utilize Aetna Road to Broadway as alternative to proposed detour route.
- Advocated for Walworth businesses to ensure plans for new Max Hayes High School in area will continue providing efficient truck access.

WORKFORCE

Many area companies are seeing a boost in business and scrambling to add staff to handle the uptick. WIRE-Net's WorkSource program provides customized talent recruitment services that saves companies time, locating the right people for the job. Semco Carbon has turned to WorkSource regularly during the past three years to help fill five key positions. Recently a new Sales Manager and a Material Manager were needed for its custom graphite machining business in Lorain. TJ McGowan, WIRE-Net's WorkSource Recruiter, went to work and within two weeks, had several highly qualified candidates screened and recommended. "T.J. did an exceptional job not only finding people with the right skills, but also the right personality to mesh with our company culture," said Semco's Vice President, Vince Thompson. "WIRE-Net's recruitment program is responsible for 33% of our staff, so we will continue relying on WorkSource to find us the right people."

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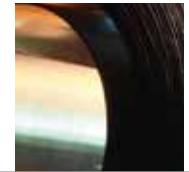
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“Despite 30 years work experience, there is still a lot I have to learn about steel and manufacturing. One of the critical resources that I have discovered is WIRE-Net. I have personally used them for best practices and benchmarking research, safety concerns, outsourcing questions, hiring, plant operations and efficiency analysis, and in many other areas of manufacturing operations.”

Mark C. Dawson
 President
 Cleveland Steel Tool



2010 INVESTORS

WIRE-Net gratefully acknowledges the support we received from the foundations, corporations, government and individual contributors listed here.

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Max Hayes Student Plant Tours

This fall three local companies welcomed WIRE-Net's School-to-Career students to their facilities to give them a glimpse of modern manufacturing. Students were impressed. For some of the freshman it was an introduction to advanced manufacturing, and for older students the tours solidified their plans to pursue a career in this in-demand field.

At Astro Manufacturing in Eastlake our freshman were excited to use the surgical simulation devices that are produced there. The following week our tenth grade students traveled to Bowden Manufacturing in Willoughby, Ohio. Bowden prides itself on its people-centered work environment. Andy McCartney, the President of Bowden, shared with us the 12 qualities Bowden looks for in new employees. They were surprised to learn that technical skills were one of the last on the list. Mr. McCartney stressed that the core competency skills that make a good employee are the most critical element, reinforcing the School-to-Career curriculum for the students.

For the final tour School-to-Career students traveled to Akron Tool & Die. This shop was unique from others we have visited since it manufactures special ordered, small batch parts. Our older students enjoyed seeing a different type of company and new ways their skills from Max Hayes could be used in the real world. Akron Tool & Die also possesses the largest Water EDM in the area, and the students spent a long time observing this remarkable machine.



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Manufacturing Assistance

Catacel designs and manufactures catalytic heat-exchanging materials that enable breakthroughs in production and energy efficiency. Recognizing the need to maintain their current customer base and grow in other high potential markets, they came to WIRE-Net for help in developing a quality management system. WIRE-Net provided timely and affordable coaching and training, allowing Catacel to react quickly to their compliance needs. As a result of our work, Catacel recognized the need for a full time person to manage the QMS function and hired a quality manager to implement the processes based on WIRE-Net’s foundational work.





Balance Sheet at December 31, 2010

ASSETS	
Current Assets	726,714
Fixed Assets – net of depreciation	7,186
Other Assets	6,809
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Total Assets	\$740,709
LIABILITIES & NET ASSETS	
Current Liabilities	219,066
Long Term Debt	
Net Assets:	
Fund Balance	521,643
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Total Liabilities & Net Assets	\$740,709

German Marshall Fund

In 2010, John Colm was awarded a German Marshall Fund fellowship by the Comparative Domestic Policy Program. Through his fellowship, John traveled to European Manufacturing regions including the greater Barcelona region, Bologna, Essen and Stuttgart, and Denmark to examine how manufacturing leaders, industrial organizations, policy makers and planners in these regions have attempted to develop their economies by assisting firms to enter the green markets being driven by policy changes to deal with resource constraints and climate change.

Revenue Sources

Earned	15%	363,568
Contributed	9%	224,605
Grants & Contracts	76%	1,955,041
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TOTAL	100%	\$2,543,214

Revenue Uses

Redevelopment Program	3%	78,278
Fund Development	2%	51,697
Manufacturing Assistance Program	23%	594,027
Youth Workforce Development	19%	482,687
GLWN™	36%	911,962
Membership Program	5%	118,488
Safety Net Program	2%	55,754
General & Administrative	10%	248,819
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	100%	\$2,541,712



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WIRE-Net strengthens manufacturing to create healthy communities and fuel economic growth. We provide expertise that is responsive to manufacturing related businesses and their employees. WIRE-Net connects leaders to each other and engages them in their community.

We Support. We Connect. We Partner.



GLWN WIRE-Net CIRI

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