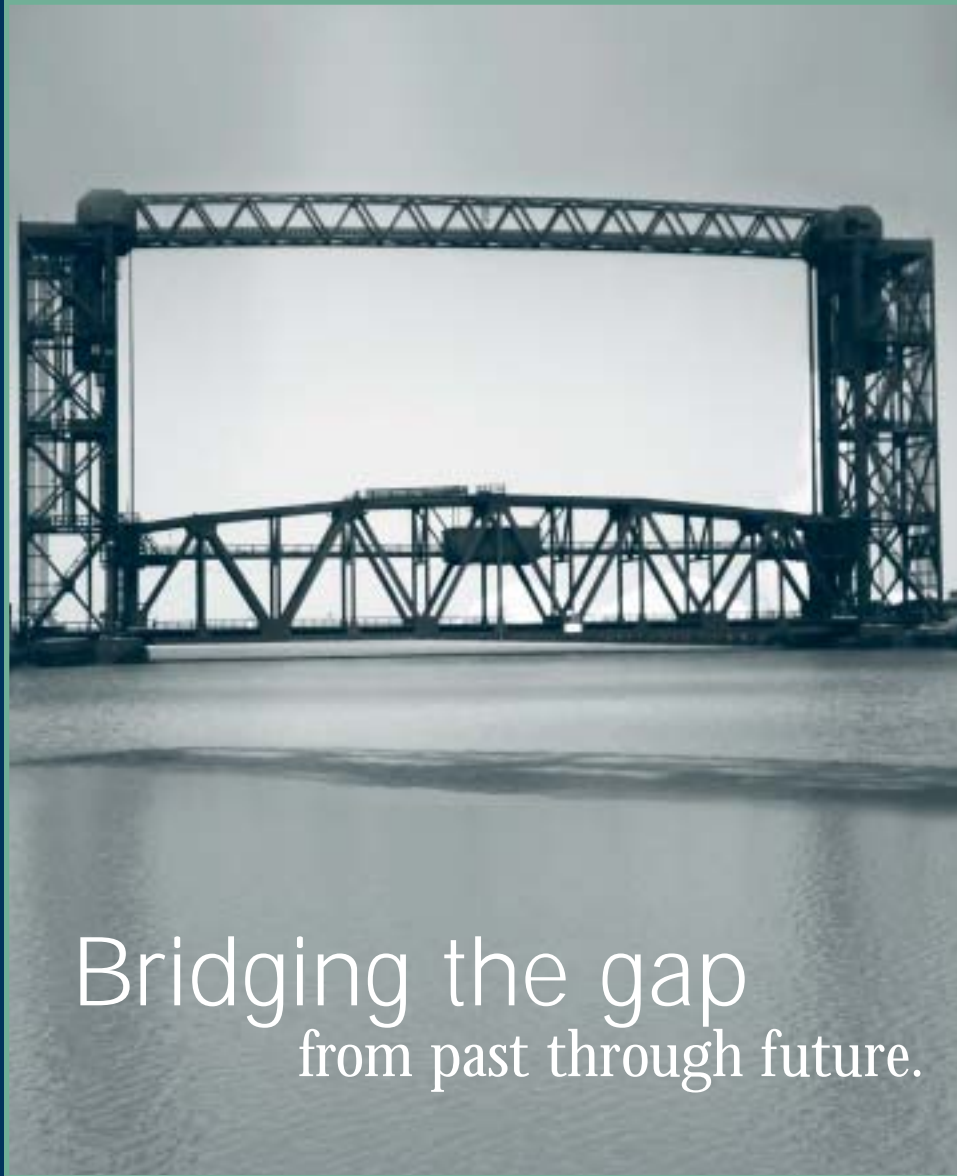




WIRE-Net

Westside Industrial Retention and Expansion Network—2002 Annual Report



Bridging the Gap . . . From the Past

Letter to Friends and Supporters of WIRE-Net:

It's often said that history tends to repeat itself. So, it's no surprise that a lot of what was happening in November 1986, when I started as WIRE-Net's director, seems to be happening again: a manufacturing sector reeling from a sluggish (and jobless) recovery, coupled with much doom-and-gloom about the future of manufacturing and the community itself.

By the time WIRE-Net incorporated and was officially "born" in 1988, not many questioned the future of manufacturing in Northeast Ohio. One indicator of the resilience and strength of manufacturing in the 1990s was the fact that between 1993 and 2000 the number of manufacturing jobs in the WIRE-Net area grew by more than 9 percent.

Manufacturing is poised once again for a recovery. Of course it will be a different manufacturing economy, as companies adapt and compete. Key questions that need to be answered include: What policies do we put in place to support this vital economic engine? How much land do we assemble to provide space for growing Cleveland companies or new start-ups? What sort of training for the unemployed, the current workforce and high school youth is needed? What new business practices and strategies are needed to compete in the changing global marketplace?

In this Annual Report you'll see how WIRE-Net is answering these important questions. You'll read about a niche-manufacturer who started, and is growing his business in Cleveland, and about established firms whose operations were enhanced by much needed public investment. You'll learn about a young man just graduated from Max Hayes High School, now beginning his career thanks to work experience provided through WIRE-Net and you'll learn about company leaders who have banded together to learn, to stay competitive, and to succeed.

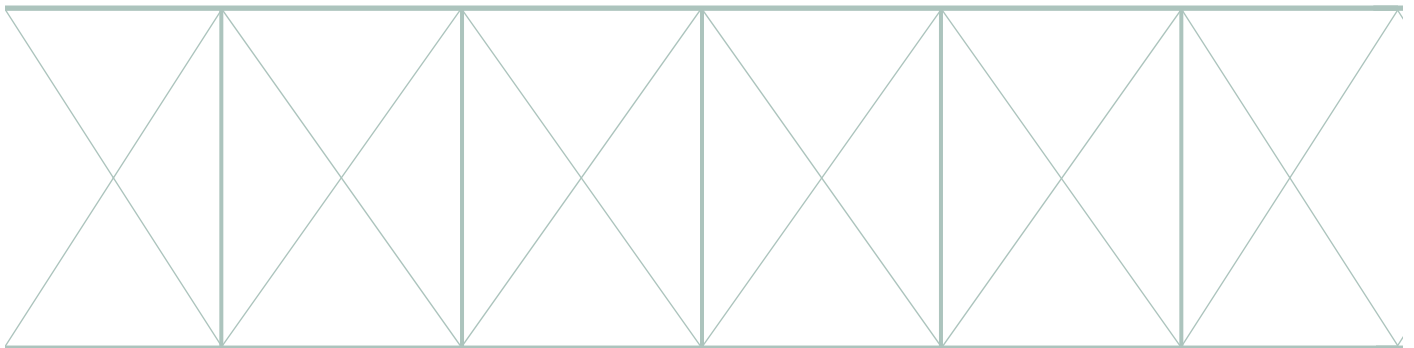
These stories breathe life into WIRE-Net's ambitious new strategic path, one that focuses on serving our stakeholders, delivering value, pushing for new economic development strategies, growing our capacity and building our financial health.

I want to thank WIRE-Net's Board of Directors, without whose support our work simply would not be possible. I want to recognize the commitment, professionalism and expertise of WIRE-Net's staff, which has helped define a new approach to economic development, and pushed this organization to yet another level of scale, quality and impact. Finally, I want to thank our members and other supporters who have contributed to and participated in our work. As our network of manufacturing leaders and supporters grow, so do our opportunities for success.

As WIRE-Net begins the celebration of its 15th Anniversary, I hope that we will see you at our 15th Annual Membership Meeting on September 18, and at our 15th Anniversary Celebration on November 13, 2003. Please plan to join us! Thank you for your support.



John Colm
Executive Director



The Reach of WIRE-Net

Helping Cleveland's West Side Thrive

The area covered by WIRE-Net is easy to describe. WIRE-Net's 170 member companies come from an area that stretches from the Industrial Valley to Hopkins Airport, from Lake Erie to Interstate 480. This large area, in which more than 169,000 people live, is home to roughly 600 manufacturing-related firms that employ over 14,000 people and that pay \$11 million annually to the City of Cleveland's general fund.

However, that just describes WIRE-Net's geographic reach. Beyond what a map or an aerial photo may tell us, the true reach of WIRE-Net goes far beyond – through its wide range of programs and services designed to enhance the economic well being of those who live and work on Cleveland's West Side.



The highlighted area denotes WIRE-Net's territory

About Our Cover Photo

WIRE-Net Member Comes to the Rescue!

Our cover features a familiar sight to those who visit Cleveland's Flats—the Norfolk & Southern Bridge connecting the East and West Banks of the Cuyahoga River. The bridge conveniently rises to permit boat traffic and lowers for rail traffic. However, back in February 2002, the bridge was stuck in the “down” position.

To the rescue came Herman Bredenbeck of WIRE-Net member company, **Advance Manufacturing**. Working around the clock for 12 days straight, Advance Manufacturing machined a new shaft—just in time for the beginning of the shipping season.

Strategic Plan

WIRE-Net's Road Map for the Future

A strategic plan is much more than just words on paper—it is a document designed to play a vital role for an organization by serving as its road map to future success.

WIRE-Net's current strategic plan provides clear direction as the organization reaffirms its ongoing commitment to building on one of Cleveland's most distinctive characteristics: our manufacturing base.

WIRE-Net is implementing the strategic plan's five clearly-stated result areas: *Serving More Companies; Improving the Quality and Impact of What We Do; Positioning WIRE-Net and the West Side Area for Growth; Increasing our Organizational Capacity; and Building our Financial Resources.*

1. Serving More Companies

WIRE-Net's primary stakeholders are the roughly 600 manufacturing and related companies located on Cleveland's west side. WIRE-Net measures our service to them in two ways: by tracking days-of-direct service, and by tracking service to unique manufacturing and related company leaders.

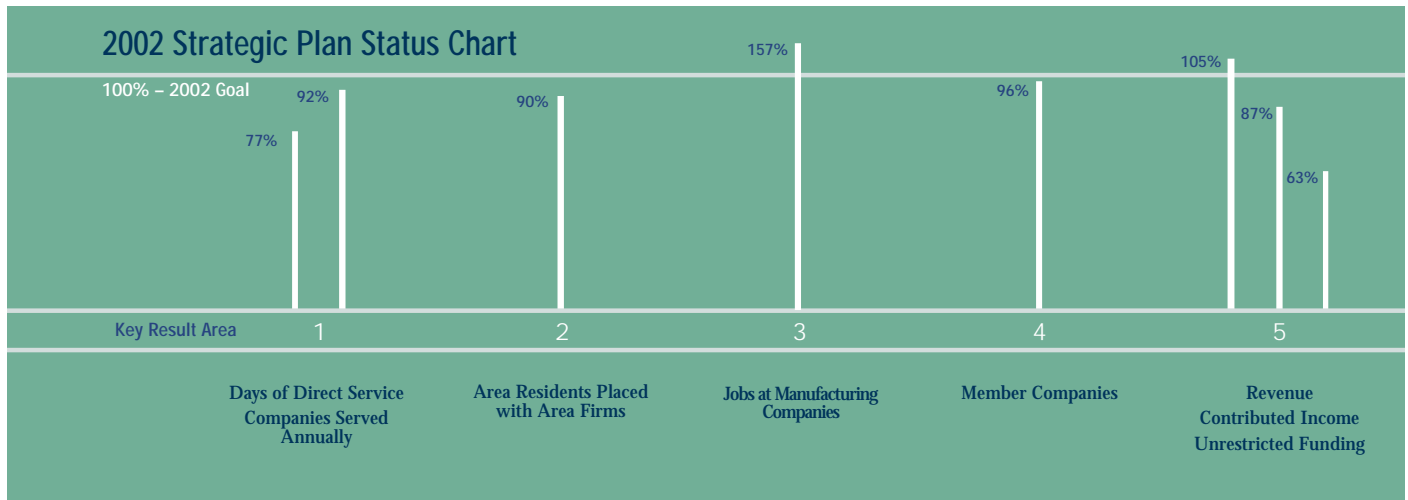
Key Results	Status – December 2002
Days of Direct Service (DODS) Annually to Companies 2002 GOAL: 1,199	Progress: 922 Days of Service Delivered (77% of goal)
Companies Served Annually 200 GOAL: 326	Progress: 301 companies served (92% of goal)

2. Improving the Quality and Impact of What We Do

Just serving more companies is not enough. We also aim to provide value-added services in a responsive and efficient manner. Beginning in 2003, WIRE-Net will have baseline data on both customer satisfaction and business results. In 2002, WIRE-Net measured job placement as one indicator of how much impact we are having on the community in a crucial area of economic performance.

Key Results	Status – December 2002
Area Residents Placed with Area Firms 2002 GOAL: 125	Progress: 112 residents placed (90% of goal)

2002 Strategic Plan Status Chart



3. Positioning WIRE-Net and the West Side Area for Growth

WIRE-Net's work in this area is new and challenging. Numerous ideas and plans are circulating that speak to Northeast Ohio's need to take action to secure our future. From 1993 until the start of the current recession in 2000, the WIRE-Net area had grown its manufacturing jobs by over 9% (during the same period, in the rest of the city manufacturing employment plummeted by 21%). Even with the recession in full gear, WIRE-Net area manufacturers paid almost \$11 million annually to the City of Cleveland general fund in 2002. These facts are part of the basis for the Economic Development Initiative WIRE-Net began at the end of 2002. The Initiative aims to attract more manufacturing entrepreneurs to the west side. Two key measures will help us evaluate our impact: increasing the number of core manufacturing firms and increasing the number of jobs impacted through our services to manufacturing companies.

Key Results	Status - December 2002
Manufacturing Companies in our Service Area 2002 BASELINE: 466	Available in 2003
Jobs at Manufacturing Companies that WN Serves 2002 GOAL: 6,700	Progress: 10,535 Jobs Impacted (157% of goal)

4. Increasing Our Organizational Capacity

As a membership organization, perhaps the single most important indicator of expanded capacity is membership growth. WIRE-Net uses this indicator as a proxy for building the case to expand services, and support within the organization, looking first at the number of full voting members, and then at our affiliate supporters.

Key Results	Status - December 2002
Member Companies: 2002 GOAL: 178	170 Total Memebers (96% of goal)

5. Building Our Financial Resources

In both the business and non-profit sector, "cash is king". WIRE-Net tracks total revenue, contributed and earned income (as distinct from revenue from grants), and unrestricted revenue as the keys to our financial health and independence.

Key Results	Status - December 2002
Revenue; 2002 GOAL: \$1.6 million	\$1.7 million (105% of goal)
Contributed Income; 2002 GOAL: \$160,000	\$139,939 (87% of goal)
Unrestricted Funding; 2002 GOAL: \$240,000	\$151,685 (63% of goal)

We retain, grow and attract manufacturing-related businesses while connecting leaders to each other and the west side community.

Education

Richard Rowan: Getting That All-Important First Job — A Success Story

For most high school students, the final few days of their senior year can be pretty terrifying—chock-full of uncertainty about their future. Not for former Max Hayes student Richard Rowan, though.

Thanks to his top-notch school performance, his strong, focused work ethic—plus an important push from WIRE-Net—Rowan graduated from high school, took a couple weeks off, then began a full-time job making cutting tools at **Kitzel & Sons**. It's a job which he strongly hopes will evolve into a long-term career.

Rowan participated in WIRE-Net's Education Initiative in which select high school students are matched for pre-apprenticeships in their area of interest—a 100-hour paid experience supported by funding from the City of Cleveland through the Workforce Investment Act. In Rowan's case, that area of interest was making machine tools. "It may be a bit repetitive at times, but I just feel right doing it," Rowan said, "I really enjoy it. I find it very enjoyable."

Rowan's credentials for the pre-apprenticeship were impeccable: beyond his quality work in school, he also put in countless hours after school as part of Max Hayes's successful nine-member robotics team which won a tough regional competition by besting some 60 other teams.

WIRE-Net worked closely with Rowan to match him with the pre-apprenticeship at Kitzel & Sons, and thanks to that valuable hands-on experience, Rowan found that he not only truly loved that line of work, he also really enjoyed the workplace atmosphere at Kitzel & Sons. Management there was equally impressed with Rowan, so the company agreed to take Rowan on as a full-time employee following graduation.

Little did Rowan know how well things would work out for him. "I thought everything would work out—but for a long while I really wasn't sure what I was going to do. Would I go back to school? Would I get a job? I just wasn't sure," he said.

"To graduate and to get the job I wanted—a job I really like—right out of high school is great. I really don't know what I'd be doing without all the help WIRE-Net gave me," Rowan said.

2002 Strategic Plan

Education Impacts Key Result Areas:

#1 – Serving More Companies

#2 – Improving the Quality and Impact of What We Do



hands on experience

Real-Estate

Randy Helmick: Big Benefits from a Big Project — A Success Story

With thousands of trucks of all shapes and sizes rumbling to and from the companies that line West 110th St. in an average year, it's no surprise that the street was recently due for some much needed repair. Such a project was especially important for a company like **Ashland Chemical**, a manufacturer of materials such as resins used by foundries, which is visited by nearly 20,000 trucks itself each year.

Ashland Plant Manager, Randy Helmick, realized how important the West 110th Street Repair Project would be to his company and others in the neighborhood—but was initially concerned. Would the project come together easily without major disruption? Would the repairs be high-quality...and long-lasting? Would input from his—and other companies not only be sought...but listened to?

Thanks to WIRE-Net's comprehensive Real Estate initiative, each of Helmick's concerns quickly disappeared.

"WIRE-Net did a really good job with this project," Helmick said. "They coordinated everything by setting up meetings with the project engineers so we could confirm that the street would be re-built to industrial grade specifications and discuss how best to route traffic during the project so companies like ours which need to operate 24-7 could remain open for business."

"They also made sure our suggestions were taken into account. For example, we knew that some big trucks had trouble making wide turns because of the width of the street, as well as the placement of fire hydrants and telephone poles—so the new design widened the street and moved the poles and hydrants a few feet so trucks wouldn't have to go up on the sidewalk anymore," Helmick said.

The quarter-mile project carried with it a \$2 million price tag—but, according to Helmick, thanks to the efforts of WIRE-Net, the money has been very well spent.

"WIRE-Net was very involved throughout the process. They were very interested in the needs of their members. The organization is very well connected with all the key parties, so they really can help make things happen."

"There's no doubt that this project was very much needed—however, I'm convinced that without WIRE-Net's coordination between the city and area businesses, it wouldn't have worked as well as it did," Helmick said.

2002 Strategic Plan

Real Estate Impacts Key Result Areas:

#3 – Positioning WIRE-Net and the West Side Area for Growth



coordination

Workforce

Yolanda Ruiz: Moving Up the Ladder Through Training — A Success Story

When Yolanda Ruiz was job hunting back in 1999, her main priority was finding something which would provide the best balance with her home life, then dominated by her three young sons, then aged 12, 10 and 4. So, when she landed a third shift job at **Thermagon, Inc.**—a Detroit Ave. manufacturer of thermally conductive materials for the electronics industry—it was ideal for her. She could be home with her boys in the morning to get them off to school, catch a little sleep, and then be with them in the evenings to help with homework before heading off to work again from 11 to 7.

“It was really hard, but I did it for three years,” she said proudly. However, after having learned a lot about all aspects of the company—and with her sons getting older—she began thinking it was time for a change. So, when she applied for a first shift supervisory slot at Thermagon, and was selected, Yolanda Ruiz was thrilled. “I said ‘Oh my God, they hired me. I did it,’” she remembered.

However, along with her new job and her increased responsibilities came the need to develop some additional supervisory skills. And that’s when the Thermagon Human Resources Department recommended her for supervisory skills training through WIRE-Net’s Workforce Development Program.

“The training program was great, it really helped a lot,” she said. “The training helped me realize the things I was doing right, and also see things I could do a little better.”

“A big thing that was covered was how to deal with people. How to talk with them...how to read them better. I really learned a lot,” Ruiz said.

But beyond the impact the WIRE-Net Supervisory Training Program has had on Yolanda Ruiz—there’s another important measure of the program’s success.

According to Thermagon Human Resources Manager Kathy Rhubart, the company has been so impressed with the positive impact of the supervisory training classes that they’re working with WIRE-Net to design some ongoing training programs customized just for Thermagon employees.

2002 Strategic Plan

Workforce Impacts Key Result Areas:

#1 – Serving More Companies

#2 – Improving the Quality and Impact of What We Do



training programs

Manufacturing

Matt McKnight: The Learners Group Really Pays Off — A Success Story

An often-heard saying in the business world is, “Timing is everything.” So, when Matt McKnight, Plant Manager of **Hinkley Lighting** was recently working long hours on planning the design and layout of a major project—a new 60,000sq/ft warehouse and distribution facility—little did he know that the WIRE-Net Learners Group program he signed up for would play such a vital role.

“Our business has really changed in the past 10 years,” McKnight said of Hinkley Lighting, a Berea Road manufacturer of indoor and outdoor decorative lighting. “The Cleveland area used to be the home of the leading lighting manufacturers in the country, and, up until about six years ago, we used to produce 100 percent of our product right here.”

“However, all lighting manufacturers have begun importing more goods and we found we had to carry more inventory than before. Therefore, our warehousing and distribution operations became more important than ever, so we decided to expand those facilities,” McKnight said.

Then, McKnight and WIRE-Net crossed paths at the perfect time through his participation in a six-month “Learners Group” Program on warehouse and distribution operations. McKnight knew that these Learners Groups were a valuable source for new information and exchanging “best practices” with peers at other area companies. But McKnight was amazed at exactly how what he was learning would help him with his important project.

“WIRE-Net brought in outside experts to talk with the Learners Group—and some were retired warehouse professionals with many years of experience which was perfect for me,” McKnight said. These experts and other Learners Group participants provided tools for reviewing his plans and layouts for the new facility, offering countless invaluable suggestions for improving efficiency and workflow.

“Based on what I learned in this group, and the support resources I was introduced to through the group, we didn’t need to hire any outside consultants as originally planned. We did it with the help of our partners on the West side.”

“I’m really looking forward to a reunion of my WIRE-Net Learners Group six months from now so I can show them our brand new distribution facility and show them how we implemented what we learned during those sessions,” McKnight said.

2002 Strategic Plan

Manufacturing Impacts Key Result Areas:

- #1 – Serving More Companies
- #2 – Improving the Quality and Impact of What We Do



peer-to-peer learning

2002 Membership

Chuck Connors: Provided with a Wide Array of Help

In 2001, Connors created **Molding Dynamics, Inc. (MDI)**, on Train Ave., which manufactures the plastic floral containers commonly found decorating cemeteries. That's where WIRE-Net assisted Chuck through its comprehensive array of member support services.

"They helped me with research, and then helped me create a business plan. They suggested a wide range of growth strategies and worked with me on securing necessary financing. Plus, they do a great job of following-up with you throughout the process," he said. "I hadn't officially joined yet when I first went to them for help. But they were so helpful to me along the way, during one of our meetings I just took out my checkbook and wrote out the membership check."

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Able Grinding Company
A-Brite Plating Co.
Accurate Instrument Service
Ace Paper Tube Corp.
Action Industries
Acron Manufacturing Co, Inc.
Adalet
Adams Automatic
Admiral Products Co.
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Development

Corporation*

Benjamin Forbes Company

Bill Wilkins

Bob Armstrong*

Carolyn Strama*

Catalyst Consulting Group*

CBIZ Technologies, Inc.

Cleveland Public Theatre

Cleveland Tomorrow

Cudell Improvement, Inc.*

Custom Paper Tubes

Delta Industrial Services

Dorn Color, Inc.

DW Ross*

ECO-Innovations

ERI*

Fashion Wallcoverings

Fredon Corporation

GETCO, Inc.

Gladys Santiago*

Gretchen Schultz*

Heiser & Jesko, CPA

Hinkley Lighting, Inc.

Industrial Energy System*

Joanne Montagner, CPA

Keith Comtois*

Kelly Plating

Knezevich & Foerster

Langenau Manufacturing

Company

Lowe Chemical Company

Lytkowski & Company, Inc.

M. Weingold & Company

Meaden & Moore

Melin Tool Company, Inc.

Menyhart Plumbing &

Heating Supply Co.

Michael Goin

Michael Hoag*

Midwest Box Company

Ned Hill, PhD*

Newkor, Inc.*

Nu-Tool Industries, Inc.

Partners Environmental

Consulting, Inc.

Premium Metals*

Rochester Manufacturing

Ron and Loretta Varesco

Ron Mahle*

S&Z Tool & Die Company

Schilling Enamels

Singleton Corporation*

Surety Title Agency, Inc.

The Hoffman Group/Asling

& Hoffman, Inc.

The Human Resource

Department Ltd.

Vantage Point Marketing

Consultants

Venture Strategies, Inc.

Warwick Communications

Wood Dimensions

Donor's Choice

Accurate Instruments*

Ahola Corp.

Anne Schaum*

Arkinetics, Inc.

B&F Metal Products

Bassett Sprinkler Protection

Charter One Bank -

Storer Avenue

Cleveland Cuyahoga County

Port Authority

CNDC/Cleveland Industrial

Retention Initiative

Core Group of Companies

Craig and Nicole Douglas*

Crown Warehousing &

Logistics, Inc.

David Volosin

Debbie Tomusko

Detroit-Shoreway

Community

Development

Organization*

Grant Thornton

Hard Chrome Plating

Consultants

Honorable Jose Villanueva

Howard Kopit, KPF&F

Jacki Adams*

Jessica Mylander*

Joan Cook*

Karyall-Telday Company

Kelly Services

Martin Industrial Truck

Northeast Ohio Combined

Federal Campaign

Ohio Displays

P & J Electrical Services

Promote - U - Graphics

Regina White*

Robert P. Anastos

ROI Supply

Ruben Mendiola*

Sandy Rivera*

Skalix, Inc.

Stockyard Redevelopment

Organization*

Terri Morris*

Vesco & Duffy Consulting

Group, LLC

Wall Street Journal

Walsh Manufacturing

Corporation

Westown Community

Development

Corporation*

Major Program Funders

Aspen Institute

Bruening Foundation

City of Cleveland,

Jane Campbell, Mayor

Departments of:

Community, Economic &

Workforce Development

Cleveland City Council,

Matthew Zone-Ward 17

Jay Westbrook-Ward 18

Dona Brady-Ward 19

Cleveland Foundation

Cleveland Industrial

Retention Initiative -

City of Cleveland

and CNDC

George W. Codrington

Foundation

Hitachi Foundation

Martha Holden Jennings

Foundation

Generation Foundation

Gund Foundation

HCS Foundation

Charles Stewart Mott

Foundation

William J. and Dorothy K.

O'Neill Foundation

Precision Metalforming

Association Education

Foundation

U.S. Department of Labor,

Employment & Training

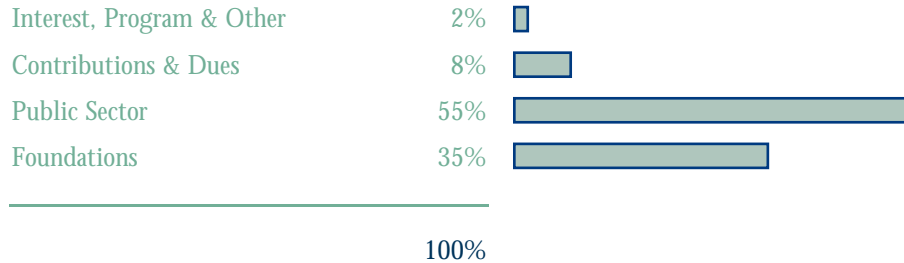
Administration

* 100% Giving from the Board of Directors and Employees of WIRE-Net

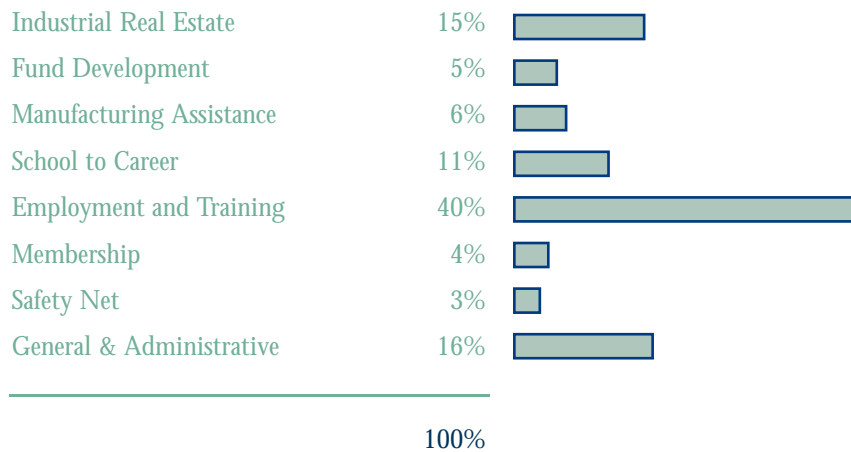
Financials

WIRE-Net Sources and Uses of Funds for Year End 2002

Revenue Sources



Revenue Uses



Balance Sheet at December 31, 2002*

Assets

Current Assets	\$ 862,347
Furniture, Deposits, Equipment Less Depreciation	69,347
Other Assets	330,304
Total Assets	\$1,261,998

Liabilities & Equity

Current Liabilities	172,457
Long Term Debt	10,483
Equity	
Fund Balance	1,079,058

Total Liability & Equity	\$1,261,998
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*Unaudited

WIRE-Net's 2002 audited Financial Statements are prepared by KPFF, CPA and are available for review upon request.

WIRE-Net Staff

Driving WIRE-Net Forward

An organization such as WIRE-Net, which is committed to providing a wide array of innovative programs and services critical to the future economic success of Cleveland’s West Side, simply cannot function without a highly qualified and highly committed staff.

In order to succeed in this important and challenging mission, it is vital to have a top quality team on hand to work diligently on behalf of our members – and we are very proud of the team we have assembled.

Jacki Adams
George Bilokonsky
John Colm
Joan Cook*
Nicole Douglas*
Michael Hoag
Ron Mahle
Michael McDonald
Ruben Mendiola*
Terri Morris
Jessica Mylander
Sandy Rivera
Gladys Santiago
Anne Schaum
Gretchen Schultz
Carolyn Strama
Missy Toms*
Debbie Tomusko
Mary Alice Valvoda
Leah Walton*
Regina White

Annual Awards

Each year, WIRE-Net recognizes its “Mission Builders”—industrial companies that exemplify WIRE-Net’s mission to retain, grow and attract manufacturing related businesses, and to link leaders to each other and to the west side community—and a Strategic Partner who has a deep and ongoing positive impact on WIRE-Net’s work.

Mission Builders

Talan Products, for investment in training.
Premium Metals, for expansion and reinvestment.
Fashion Wallcoverings, for public spirit and cooperation in the reconstruction of West 110th Street.

Strategic Partner

David Volosin, Principal, Max Hayes High School: for his devotion and dedication to his students, staff and the West Side manufacturing community.

* Left WIRE-Net during 2002.



Bridging the Gap . . . To the Future

From Don Dzurec, President of the Board

The journey into the future for businesses throughout our area is sure to be a challenging one, but thanks to the ongoing efforts of WIRE-Net, we can all take comfort that we won't be taking that challenging journey alone.

The Westside Industrial Retention and Expansion Network - better known by its easier to remember name, WIRE-Net - is an important grassroots coalition of West Side manufacturers intent on improving their businesses and surviving an ever-changing economic climate. The goal? Returning a healthy socio-economic life to our community and the area as a whole.

Some of our members have been doing business on the West Side for more than 75 years and have played an important part in shaping its industrial backbone. In the years that followed, many others have found it economically feasible to locate here, thus continuing the area's strong manufacturing presence. Whether a business located here 100 years ago - or one year ago - they've decided to remain in this area and hopefully, be a part in shaping its economic future. Those that are active members of WIRE-Net have!

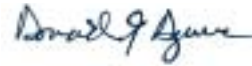
Without the dedicated and hard working staff at WIRE-Net, little of what our board sets as goals would be accomplished, and I would like to thank them for both their leadership and for being the taskmasters.

To our members, committee members and board I would also like to extend my heartfelt thanks for you hard work, vision and for simply saying what needs to be done.

I also want to thank the many partners with whom WIRE-Net works with on a daily basis: our funders and contributors, the many elected and public officials from the City of Cleveland, the State of Ohio, banks, other development and planning agencies, and WIRE-Net's sponsoring community development organizations. Their willingness to help us push for progress is essential to our successes.

By continuing to work together I am confident that our vision for continued economic growth in the future will become a reality.

My Best Regards,



Don Dzurec

President of the Board



Don Dzurec and John Colm

Special Thanks To:



5design Inc. — Two & Three Dimensional Design

It's imperative for today's companies to utilize all their marketing vehicles, and ensure their message – and brand – reach their target audience. 5design is a multidisciplinary design firm specializing in brand and event marketing, addressing several platforms, including print, new media, and architectural space. Our focus is to create solid, impactful programs that reinforce corporate identity and deliver consistent messages.

Vasco Communications — Copywriting

A full-service marketing and public relations firm working with many for-profit and not-for-profit clients throughout Northeastern Ohio, Vasco Communications offers a wide-range of services designed to couple strategic thinking with bottom-line results. Among these capabilities are: Media Relations; Writing and Coordination of Printed Materials and Websites; Development of Direct Mail Campaigns; Special Event Planning and Coordination; Video Scriptwriting; Advertising; Fundraising Support and much more.

Peter Dell — Creative Solutions Photography

Peter Dell is president of The Dell Group, Inc., a safety, environmental, and management consulting/training firm. He is chairman of Lead Experts, Inc., a non-profit lead paint abatement licensing training firm. He serves on the boards of trustees for Greater Cleveland Community Shares, and Environmental Health Watch. He is a published fine art photographer and founder of Creative Solutions Photography, who has had several gallery shows. He also plays drums in several local jazz combos.

WIRE-Net



Westside Industrial Retention and Expansion Network
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 Fax: 216-651-5096