

2013 Annual Report

Manufacturing Matters

WIRE-Net

Where Manufacturing Matters



Letter from WIRE-Net's Board Chair and President

2013 will be remembered for our many 25th Anniversary special events and reconnecting with some of our most respected company leaders. At the same time, our 2013-2015 Strategic Direction project has generated exciting opportunities for the future.

We experienced tremendous growth in membership in 2013, with 82 new companies joining our manufacturing community. WIRE-Net's 304 members employ over 18,000 people, which represents a valuable economic asset for our community. WIRE-Net's high touch, responsive problem solving has driven some of this growth. Another key has been WIRE-Net's role as a convener, creating valuable learning and networking opportunities in a variety of venues: peer to peer roundtables, seminars with industry experts, Lunch 'n' Learn forums, and plant tours.

After evaluating the needs of WIRE-Net's members and the manufacturing community, our Strategic Direction identified two significant priorities:

- 1) Strengthen the education and skills training programs that build a qualified labor workforce, and assist manufacturers in hiring good people, and
- 2) Create a resource to help manufacturers prosper, through top line revenue growth and below the line cost savings/ economies.

WIRE-Net's dominant theme for the coming years will be to *help manufacturers grow, while reducing costs*. Our manufacturing, training, educational and networking events are all integral components of our strategy, as we position WIRE-Net to be Northeast Ohio's **Manufacturing Growth Accelerator**.

As we wrap up our 25th year, we recommit ourselves to helping local manufacturers prosper. Manufacturing has been a key driver in the economic recovery, and WIRE-Net is wholly committed to the long term success of manufacturing in Northeast Ohio.

Sincerely,



Mark Dawson
Cleveland Steel Tool Co.
Chair, WIRE-Net Board of Directors



John Colm
WIRE-Net
President and Executive Director



2013

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CIRI

The Cleveland Industrial Retention Initiative is a program of the City of Cleveland, managed by WIRE-Net that assists the city's manufacturing firms improve operations, maintain profitability, and remain competitive. In 2013 the team of five CIRI Industrial Development Managers:

- ◆ Delivered in-plant support to **474 unique Cleveland manufacturing firms employing 17,900 people**
- ◆ Conducted **590 total visits** to uncover opportunities and challenges at Cleveland's industrial companies (includes follow-up visits)
- ◆ Completed **520 services** primarily in the areas of employment and training, general business assistance, infrastructure, cost saving (e.g. energy management), and facility improvement
- ◆ Posted more than **1,200,000 square feet** of real estate to Ohio One in order to help companies looking to purchase, sell, or lease available space and ultimately retain businesses in Cleveland
- ◆ Delivered **service interventions to 30 firms** that met one of these criteria: jobs were at risk, new jobs could be added, costs were saved, or investment was made impacting:
 1. 2,795 direct manufacturing and related jobs
 2. \$109 million annual payroll*
 3. \$2.1 million in annual payroll taxes paid to the city
 4. 14 jobs projected to be created with potentially \$550,000 in new payroll*
 5. More than \$554,600 in increased sales
 6. More than \$450,000 in cost savings
 7. More than \$2.9 million in investment

* Annual payroll is estimated based on payroll data from the State of Ohio Labor Market Information System

GLWN

GLWN was launched as the Great Lakes WIND Network in 2007 to grow the supply chain for the wind industry. We identify critical needs, and connect manufacturers and suppliers with new customers. The initiative has grown both geographically and in scope to work with wind farm developers, OEMs, and economic development departments to increase the domestic content of America's wind turbines.

GLWN is conducting original research for the U.S. Department of Energy on the extent and competitiveness of America's offshore wind supply chain. We are coaching communities adjacent to Cape Wind in Massachusetts, and assisting the Lake Erie Energy Development Corporation (LEEDCo) on a trajectory towards Lake Erie wind farm project beginning in May 2014.

Looking Towards the Future

GLWN is a full partner with LEEDCo Project Icebreaker, the six-turbine offshore wind farm proposed for Lake Erie off Cleveland.

When the project goes forward as expected in June, a new American supplier from Northeast Ohio will be positioned as the exclusive supplier for a key component of Project Icebreaker, and could become the first U.S. manufacturer of its kind in the U.S. offshore wind industry.

In the Spring of 2013 GLWN pre-screened and selected the best regional manufacturing candidates. Working closely with LEEDCo, it shepherded these companies through project meetings in April-May and again in September. GLWN connected selected companies with the actual equipment designers to make the products U.S.-friendly (U.S. steels, production specifications, codes, etc). GLWN staff also took LEEDCo management to the actual production facilities to meet the principals of the key candidates, and facilitated discussions throughout the process.

One of the resulting proposals was selected by LEEDCo. Significance? GLWN created the channels to build an all-American offshore wind farm with more than \$100M in domestic content—featuring U.S. turbines on U.S. towers and foundations, connected with U.S. submarine cable, and installed by U.S. project vessels.

Membership Engagement by the Numbers

The more you participate, the more you receive from your WIRE-Net membership!

- ◆ 81 new members for a total of 304 members
- ◆ 90% member retention rate
- ◆ 1829 individuals attended 44 Events
- ◆ 269,513 e-blasts sent – 40,243 opens for an average 17.26% open rate
- ◆ Member cost-savings programs - \$121, 802 annual savings
 - ◇ ERC Supervisory Training: 6 companies - \$900 savings
 - ◇ NorthEast Energy Advisors: 4 companies - \$52,500 in annual savings
 - ◇ NTMA-Grainger Supply: 25 companies - \$46,972 in savings
 - ◇ PartnerShip: 17 companies - \$21,430 saved in shipping costs
- ◆ New Events
 - ◇ Globally Harmonized System (GHS) general and train-the-trainer courses
 - ◇ Inaugural Golf Outing at Boulder Creek Golf Course

Supply Chain Services

Increasing costs of transportation and fuel as well as a series of international issues are creating significant interest in localizing supply chains. WIRE-Net performs U.S. supplier searches every year in growing energy markets (wind, solar, natural gas), biomedical, appliances, fabricated metals, and other markets, pre-qualifying and connecting regional firms with active customers.

- ◆ 16 supplier searches
- ◆ 153 companies were referred

Searches in 2013 included chemicals, advanced coatings, extremely thin stampings, machining of extreme hardness alloys, aluminum robotic welding, rigid foams, and specific steel grade casting.

Redevelopment

Nearly 16 years in the making! Bessemer Road Ribbon Cutting January 2013

Beginning in 1996, the Bessemer Avenue project was designed to address the crucial problem of trucks running through the St. Hyacinth residential area. The project was expanded to not only preserve residential and commercial character of the neighborhoods, but also provide safe and efficient truck routes between heavily industrialized areas and the interstate system. Completion of the Bessemer Avenue extension, Phase II, was driven by a partnership of WIRE-Net, City of Cleveland, Councilman Brancatelli, and Slavic Village Development.

- ◆ Companies Impacted: 72
- ◆ Jobs Impacted: Approximately 2,300
- ◆ Investment: \$11.3 million

2013 Site Development and Street Work

- ◆ Coordinated efforts between property owner and tenant to fund and execute demolition of dilapidated Building 99 at corner of Berea Road and Madison Avenue. Project opens up opportunity for expanded parking and green space enhancing the gateway into Berea Road Industrial Corridor and Midland Redevelopment site.
- ◆ Coordinated development agreement discussions between the City of Cleveland, the Cleveland Metropolitan School District, and business stakeholders along Walworth Avenue to ensure retention and future expansion of businesses impacted by development of new Max Hayes High School.
- ◆ Completion of intersection improvements and cul-de-sac construction along Walworth Avenue as part of \$2.3 million investment in area infrastructure and bike path amenities to accommodate existing businesses and development of new Max Hayes High School.

Workforce Development

Youth Program at Max Hayes High School

WIRE-Net continues to champion a critically important community building process to provide on-going support for the new Max Hayes Career and Technical High School in Cleveland, Ohio. The project is a collaboration of the Cleveland Metropolitan School District (CMSD), WIRE-Net, TEAM Academy, the Greater Cleveland Partnership, local foundations, businesses, colleges, and the community. The process has shifted from planning to implementation, but the goal remains the same: to prepare students from our urban core for 21st Century jobs in manufacturing, construction, transportation, and information technology sectors.

2013 Progress Report

- ◆ WIRE-Net managed two Summer Camp sessions to introduce 88 incoming 9th grade students to Max Hayes' unique career and academic programs. 64 students received the .5 academic credits for which all were eligible
- ◆ Outreach and recruitment efforts attracted 275 9th graders to enroll for 2013-14, 95 more students than we anticipated
- ◆ WIRE-Net is providing business liaison services to CMSD to connect manufacturing companies to the classroom
- ◆ 41 companies committed to out of school learning opportunities like behind the scene tours, job shadowing, and internships
- ◆ 85 students attended four company tours
- ◆ 9 internships secured and 5 more pending

Earning a trade certification or securing trade employment does not guarantee a student a job for life. On-going life-long education is critical to one's earning and learning potential. We established a working relationship with CollegeNow to help arrange college tours and 42 students toured Bowling Green State University.

Adult Workforce

A stable and productive workforce is critical to the profitable operation of any manufacturing business. WIRE-Net offers programs and services that address employers' workforce needs. Late 2013 we began research and planning to launch a pilot initiative to promote manufacturer sponsored apprenticeship programs in Northeast Ohio.

- ◆ 37 WorkSource job orders for skilled or professional positions received from 21 unique companies
- ◆ 14 job placements at average wage of \$18.78
- ◆ Deepened WorkAdvance employer engagement by recruiting 17 employers to participate in workshops, training site visits and reverse job fairs with program participants
- ◆ Assisted in placing over 30 WorkAdvance program participants in full-time manufacturing jobs starting at over \$10 per hour
- ◆ Launched third series of our HR Roundtable program; eight new and returning HR leaders engaged in a peer learning program

WorkAdvance, in year three of a five-year program, is a county-wide sector-based workforce strategy designed to help fill "gateway" jobs and promote advancement opportunities through skill building and career coaching. The program helps individuals move along career pathways, and helps employers find and promote new talent.

WorkAdvance is a collaboration among Towards Employment (Lead Agency), Employment Connection, MAGNET, WIRE-Net, The Centers for Families and Children, and The Literacy Cooperative of Greater Cleveland.

WIRE-Net Members



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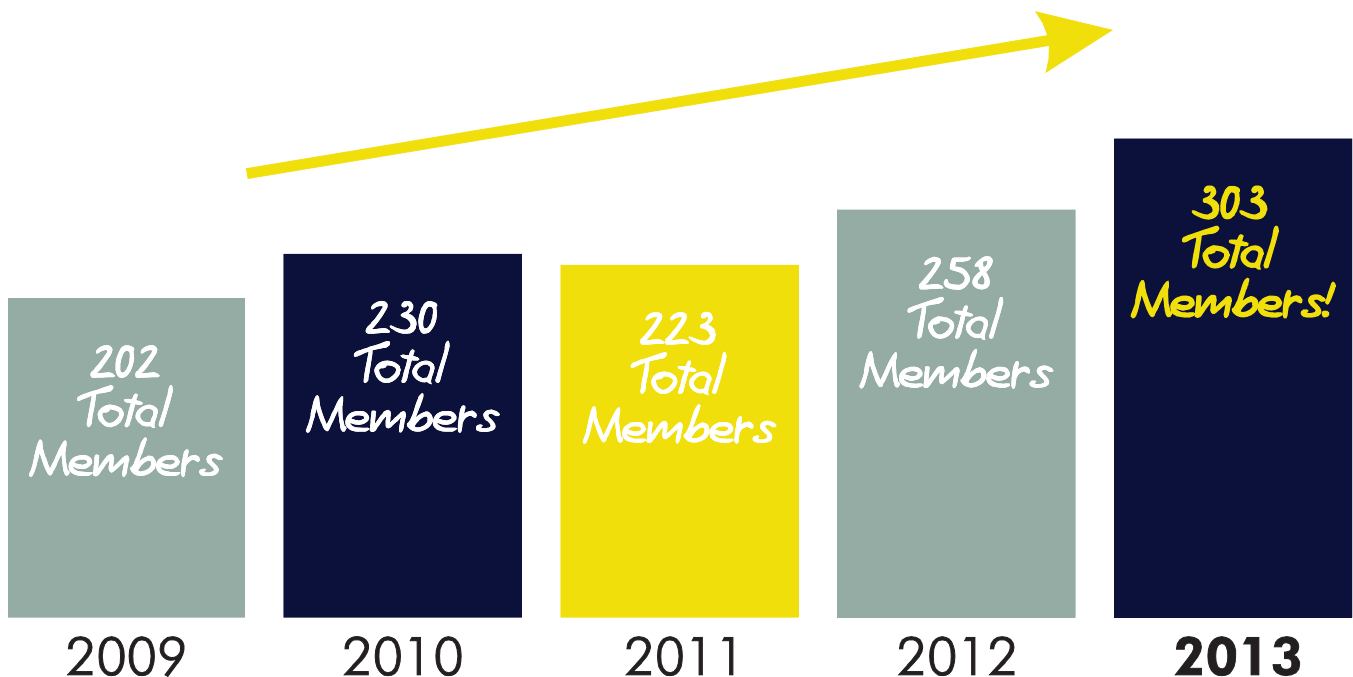
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WIRE-Net Membership is **Growing!**
50% growth in four years!



2013

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25th Anniversary at the City Club

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Race to the MAX!

Cleveland Lumber Company

OHGR Team

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Nuts & Bolts Bash

E. C. Kitzel & Sons, Inc.

NorthEast Energy Advisors

Midwest Box Co/Walford Industrial Park

Race to the MAX!

B & R Machine Co/Air Tool Division

E.C. Kitzel & Sons, Inc.

Greater Cleveland Construction

Lutheran Hospital

Martindale Electric Co.

Westtown Tire-Auto Repair

Plant Tours

Felber PR & Marketing

Cohen & Company

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Boundary Systems

Ciuni & Panichi, Inc.

CRESCO Real Estate, Cushman & Wakefield

Ohio Commerce Bank

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Nuts & Bolts Bash

CRESCO Real Estate, Cushman & Wakefield

Wire Products Company

Race to the MAX!

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Cleveland Industrial Training Center

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Dee Holody, WIRE-Net

Integrity Staffing Services

E.C. Kitzel & Sons, Inc.

Latitude 41°n

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Shana Marbury, Greater Cleveland
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The Tubbs Family

Matthew Zone, Cleveland City Council

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Heinen's

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Lake Erie Monsters

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Minotti's Wine & Spirits

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Ray's Indoor Mountain Bike Park

Rock and Roll Hall of Fame and Museum

Mari-Elen Sammon, WIRE-Net

Anne Schaum, WIRE-Net

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Tom Schumann, E.C. Kitzel & Sons, Inc.

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2013 Sponsors — Thank You!



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Breit's, Inc.
Catalyst Consulting Group, Inc.
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Cleveland City Council
Cleveland Industrial Training Center
ClevelandIndustrialTraining.com
CMSD - Parent University
Creating YOUR Visions

Judith Crocker
MAGNET
Brian Cummins
Cleveland City Council
Dan T. Moore Company
Detroit Shoreway Community
Development Organization
Esperanza, Inc.
Gilbane Building Company
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Gypsy Beans & Baking Company
Hercules Tire and Rubber
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Johnathon Holifield
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Integrity Staffing Services
Latitude 41°n
Lutheran Hospital
Martindale Electric Co.
McDonalds - Clark Avenue

Neighborhood Family Practice
NPA Coatings Inc.
O'Reilly Auto Parts
The Pipe Line Development Company
Precision Production
Sisters of Charity Health System
Stockyard, Clark-Fulton & Brooklyn Centre
Community Development
Matthew Zone
Cleveland City Council

Welcome to Our New Website

The fourth Cleveland GiveCamp which took place over the July 19 through 21, 2013 weekend was truly a remarkable event. Eighteen nonprofits have new websites and software tools estimated value at \$1 million dollars in volunteer development and design work, thanks to an estimated 220 people who attended Cleveland GiveCamp. Programmers, graphic designers, and other creative types took over the offices of software development firm LeanDog and the Burke Lakefront Airport.

WIRE-Net was the fortunate recipient of this labor of love. Our goals were to:

1. Clean up and repair WIRE-Net's website
2. Promote WIRE-Net brand – reflect programs' relationship to the brand
3. Modernize the look and feel of the site
4. Ensure that site clearly speaks to the value and capabilities of WIRE-Net
5. Create ease of management – better keyword search
6. Provide development and content admin documentation

WIRE-Net Staff, Julie King and Mari-Elen Sammon spent an entire weekend writing copy alongside our project manager Nicole Kusold, and 13 remarkably talented programmers and designers. We love our new site design, especially because it is "squishy" when viewed on a tablet or smart phone.

Thank you to Nicole Kusold, our Project Manager and all the **Cleveland 2013 GiveCamp Sponsors**.

Gold Sponsors

Arras Keathley Agency
Burke Lakefront Airport
Explorys
Hyland Software
IEEE Cleveland Section
JumpStart
KeyBank
LeanDog
Rosetta

Silver Sponsors

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Nearly 16 Years in the Making!

Business stakeholders and community partners participated in a unique ribbon cutting to celebrate the completion of the **Bessemer Avenue Extension** project.

Learning Opportunities

In 2013, WIRE-Net presented 26 learning events—including **Seminars, Roundtables, Lunch 'n' Learns, and Plant Tours**—that were attended by over 650 participants.

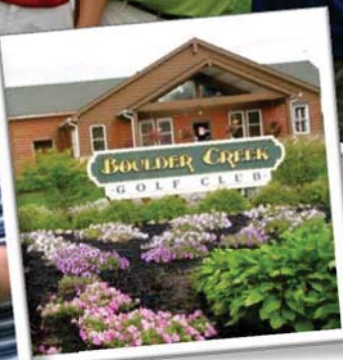


Race to the MAX!

The winner of the inaugural 5K, **Josue Rivera, a current student at Max Hayes High School**, finished in under 19 minutes!

Playing Through (the Raindrops)

Golfers and volunteers braved an ominous morning to attend WIRE-Net's **inaugural golf outing** and were rewarded with a great round of golf on a beautiful course.



"Reverse" Job Fair

Employers and job-seekers gathered to exchange resumes and job opportunity information using an **innovative interviewing format**.



To the MAX Summer Camp

Incoming freshmen learn about **career-tech programs** at a **FREE, fun, three-week program** at Max Hayes High School.



Silver Linings

Past Chairmen of WIRE-Net's Board of Directors celebrate at the 25th Anniversary Annual Meeting.



2013 Mission Builder and Strategic Partner Award Winners



Opening in 2015

To the Max Summer Camp students **break ground** for the new Max Hayes High School





Can You Find Patrick and Dee?

GLWN in Germany working to identify domestic manufacturers capable of fabricating massive structures as **U.S. offshore wind becomes a reality.**



By Invitation Only!

ArcelorMittal invited Max Hayes High School students, faculty, and staff to **hear President Obama speak.**



2013 Silver Linings

Thank you to WIRE-Net's past Board Chairmen for their time and leadership over the past 25 years.



Doing the Time to Help Fight Crime

"We were based near W. 65th and Detroit near the WIRE-Net offices at that time, and we checked on each member's building every night for break-ins. The organization had about a dozen member companies at that time, and crime was the number one concern."

Jerry Trausch, WIRE-Net Board Chairman, 1989-1993

The Road to Growth

"There are a number of facets that WIRE-Net provides its membership. First, use WIRE-Net to acquire means to hire skilled people, both management people as well as hourly people. Second, take advantage of some of the subsidy financial programs that the state and the city offers. And third, budding industries that may not be familiar with some of the members, and long term members seeking new business opportunities should use the (connections) information that WIRE-Net projects to grow their businesses."



Herman Bredenbeck, WIRE-Net Board Chairman, 1991-1992

The Union of Business and Government: Working Together to Foster Growth



"Magic happens when you're able to get the right people in the room to start talking about things that really matter, and WIRE-Net has been able to foster those conversations."

Mike Summers, WIRE-Net Board Chairman, 1993-1995

Collaboration: The Seeds to WIRE-Net's Success

"WIRE-Net is a national model for revitalizing and maintaining urban industrial neighborhoods. Employer involvement is critical to its success."

John Collins, WIRE-Net Board Chairman, 1996-1999

Manufacturing Assistance: WIRE-Net Peer-to-Peer Learning

"WIRE-Net provides a voice for manufacturing. So there's lots of visibility for manufacturers through WIRE-Net and I think that's an important component."

Pete Accorti, WIRE-Net Board Chairman, 2000-2001





Preserving Neighborhood-Based Manufacturing

"WIRE-Net has connected companies to companies. They've connected companies to government. They've connected companies to their community. It's all a connection..."

Don Dzurec, WIRE-Net Board Chairman, 2001-2002

Training a Future Workforce: WIRE-Net's Partnership with Max Hayes

"We've taken advantage of many different services offered by WIRE-Net over the years, like supervisory training for some of our people, and Six Sigma programs."

Patrick Bush, WIRE-Net Board Chairman, 2003-2005



NEOCAM: When WIRE-Net Decided to Take On the World

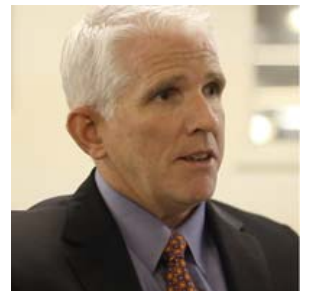
"I like the camaraderie of being with other business owners and other people that are in the same mode that I am in terms of trying to increase manufacturing domestically, and actually stepping up to the plate and doing something about it."

Gordon Barr, WIRE-Net Board Chairman, 2006

The Drive to Return Manufacturing Back to Its Glory Days

"It's been said so many times, but WIRE-Net really has created a community of manufacturers. What is that worth? You can't monetize it very quickly, it's tough to get stats out of it. But to have a community of manufacturers that know each other at this mid-level, or this smaller organization, I don't think you can say enough about that."

Greg Tilton, WIRE-Net Board Chairman, 2007-2008



Growing a Dwindling Workforce

"An interesting thing about our business is that from the time I became WIRE-Net chairman to the time I left, we actually doubled our company's sales volume. I'm not sure I know why, whether I was forced to focus better on business because I was spending so much time at WIRE-Net, or what..."

Tom Schumann, WIRE-Net Board Chairman, 2009-2012

Beyond 25 Years: WIRE-Net Plans for the Future

"WIRE-Net is...truly an invaluable asset for the manufacturing community. Be a part of it. Come to an event. Talk to your local WIRE-Net representative. It's an organization that, in my opinion, gives back a lot more than one puts into it."

Mark Dawson, WIRE-Net Board Chairman, 2012-2014



CONSOLIDATED STATEMENT OF FINANCIAL POSITION

ASSETS	2013	2012
Current Assets		
Cash and Cash Equivalents	\$ 277,477	\$ 462,940
Grants Receivable	448,259	89,148
Accounts Receivable	62,063	78,181
Prepaid Expenses	2,910	2,423
Total Current Assets	790,709	632,692
Property and Equipment		
Office Furniture and Equipment	73,037	73,037
Less: Accumulated Depreciation	(60,101)	(55,461)
	12,936	17,576
Other Assets		
Deposits	6,809	6,809
TOTAL ASSETS	\$ 810,454	\$ 657,077
LIABILITIES AND NET ASSETS		
Current Liabilities		
Line Of Credit	\$ 97,538	\$ 4,000
Accounts Payable	74,681	66,783
Accrued Expenses	49,683	46,276
Total Current Liabilities	221,902	117,059
Net Assets		
Unrestricted:		
Undesignated	124,421	147,053
Board Designated	141,000	148,000
Temporarily Restricted	265,421	295,053
	323,131	244,965
Total Net Assets	588,552	540,018
TOTAL LIABILITIES AND NET ASSETS	\$ 810,454	\$ 657,077

CONSOLIDATED STATEMENT OF ACTIVITIES

WIRE-Net

	2013			2012		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
REVENUE AND OTHER SUPPORT						
Net Grants Released from Donor Restrictions	\$ 1,218,794	\$ 78,827	\$ 1,297,621	\$ 1,663,228	\$ 44,802	\$ 1,708,030
Consulting Fees	474,631		474,631	150,480		150,480
Membership Dues and Contributions	274,610		274,610	307,168		307,168
Interest Income	138		138	264		264
Program Events and Workshops	347,805		347,805	262,770		262,770
TOTAL REVENUE AND OTHER SUPPORT	2,315,978	78,827	2,394,805	2,383,910	44,802	2,428,712
EXPENSES						
Program Services:						
Manufacturing Assistance	336,975		336,975	383,262		383,262
GLWN	783,416		783,416	834,816		834,816
Adult Workforce Development	139,689		139,689	104,970		104,970
Youth Workforce Development	306,989		306,989	267,775		267,775
Membership	247,420		247,420	231,929		231,929
Redevelopment	84,108		84,108	65,363		65,363
SAFE-16	60,725		60,725	57,038		57,038
Supporting Services:						
Management and General Expenses	313,942		313,942	370,518		370,518
Fundraising Expenses	68,499		68,499	54,709		54,709
TOTAL EXPENSES	2,341,763		2,341,763	2,370,380		2,370,380
CHANGE IN NET ASSETS	(25,785)	78,827	53,042	13,530	44,802	58,332
NET ASSETS AT BEGINNING OF YEAR	295,053	244,965	540,018	281,523	200,163	481,686
NET ASSETS AT END OF YEAR	\$ 269,268	\$ 323,792	\$ 593,060	\$ 295,053	\$ 244,965	\$ 540,018

* Unaudited Report

GLWN **WIRE-Net** CIRI
The WIRE-Net Industrial Network

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