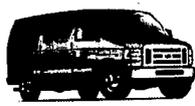


FORD MOTOR COMPANY



OUR WALTON HILLS FORD YEARS

by Bob and Jean Kainsinger

The Ford Motor Company Walton Hills Stamping Plant played a major role in the lives of many Walton Hills residents through the years. This article includes the stories of some of our residents who had close ties to our local Ford Plant.

Ford broke ground in 1953, after they purchased 125 acres of land along Northfield Road for \$240,000 from **Joseph A. Burns**, who lived in Bedford at the time. Soon afterwards they purchased 116 acres of adjacent land from **Thomas Young**, of Walton Hills. That piece of land extended eastward to the Pennsylvania (Conrail) tracks.

In August 1954, months earlier than the projected opening date, **The Cleveland Stamping Plant** went into production. The first press was started, even though all of the walls in the plant weren't up yet. That first press stamped out a part for a fender.

NAME CHANGE: Did you know that, from the time when construction began in 1953 until August 1982, this plant was called the **Cleveland Stamping Plant**? Since then, the name is **The Ford Motor Company Walton Hills Stamping Plant**. **Former Mayor Harry Mackey, Jr.**, who lived on Egbert Road, was one of the speakers who addressed the crowd at the renaming ceremony.

Carl Barber, the deceased husband of Virginia Barber of Rotary Drive, was the first salary employee Ford hired who lived in the Cleveland area. Barber later became Supervisor of Plant Security. Some years ago Barber related to this reporter that from 1953 until the Stamping Plant had a full work force, a gentleman's agreement was in effect: Ford would not deplete the work force of other companies in the vicinity.

THAT GENTLEMAN'S AGREEMENT was to haunt Ford Motor Company in years ahead. To staff the local

Stamping Plant, Ford advertised in near-by out-of-state newspapers. The bulk of Ford's work force for this Plant came mostly from Pennsylvania, while others moved here from West Virginia, Kentucky and Tennessee. A number of these men had been coal miners, with bitter experiences dealing with owners of the coal mines. The former coal miners welcomed the chance to become UAW members.

UAW LOCAL 420: Production at the Walton Hills Stamping Plant started in August 1954. By December of 1954, after an election to unionize the local plant, all hourly workers were members of United Auto Workers Local 420.

During the next 25 years, a feeling of distrust developed throughout the plant – there were several legal and wildcat strikes and a lot of unresolved tension between union and management. "In 1979 there were wholesale layoffs," states **John Collise** of Sagamore Road. Collise worked at the Plant for 38 years, from 1969 until 2008; on the production line, then a Carpenter and a Union Officer.

In early 1980, Ford headquarters announced it planned to take steps to shut down the Walton Hills Plant – the quality of its product was below Ford's standard, and scrapped parts were at an unacceptable level.

The EMPLOYEE INVOLVEMENT PROGRAM

Between 1980 and 1982, UAW Local 420 and the local Ford management, with assistance from outside mediators, worked together and agreed to certain concessions. The Walton Hills Plant started an employee involvement program.

The suggestion / dialogue program resulted in improvements and cost-saving ideas that were quickly adopted.





OUR WALTON HILLS FORD YEARS

(continued, page 2)

The EMPLOYEE INVOLVEMENT PROGRAM (cont.)

The program not only worked, but it became a model for other Ford plants to copy. In April 1982, the Chairman of the Board at Ford Motor Company visited the stamping plant. Phillip Caldwell met and greeted hourly and salary workers. He presented the Plant a Q-1 Flag, Q-1 standing for quality. The Q-1 Flag hangs just beneath the American flag by the front of the building.

MASS HIRING: From May through August of 1954, Ford Motor Company rented space in Durback's Bar and Tavern as a temporary hiring office for hiring hourly workers. Durback's was located at the southwest corner of Northfield and Forbes Roads. Several hundred applicants waited their turns to be interviewed. Each work day one could see long lines of men standing along the berms at the junction of those roads, each of them hoping to get a good-paying job. Many of the men had to stand in line a second day. Some of them pitched their tents in the fields that are now Ben Venue's south parking lot area. One can only guess – what did the men do for water, food, bathrooms?

Starting in September of 1954, Ford used the old Burns' farmhouse that they had not yet torn down, as the temporary employment office and construction headquarters.

HOUSING for FORD EMPLOYEES: Housing for the Ford Plant workers was at a premium. Home owners around the area were asked to rent rooms to the construction crews. Ford's newly-hired hourly workers scoured the area for rental houses. Men who were transferred to this new plant to fill management positions also needed to find housing. Salary and hourly workers settled in Bedford, Northfield, Macedonia and Walton Hills. The demand for new, reasonably-priced houses helped create housing developments in these communities. Quite a few skilled workers and upper management employees bought home sites and houses in Walton Hills.

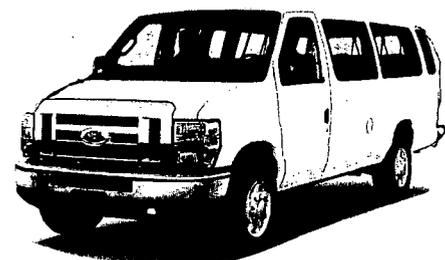
LOCAL BUSINESSES: John Collise tells us, "When Ford came into our area, all along Northfield Road small businesses and restaurants began to appear out of nowhere. Carr Brothers Concrete, Inc. and Koltz Concrete Block Company were two of the businesses that opened in anticipation of getting Ford contracts.

Bill Deak, Sr. of Egbert Road, recalls his 35 years in the Stamping Plant Powerhouse. Bill began working for Ford in July 1954, when the Powerhouse was first put into operation, and worked there until he retired. Deak was one of the first hourly men hired by Ford. Bill didn't come from out of state, he was hired by Ford because he had experience working as an oiler/fireman for the Federal Reserve Bank power plant in Cleveland. At Ford, Bill started as a fireman – the person who tends fires in the stationary boilers. A few months later he was upgraded to Engineer. In the early 1980s, Deak was promoted to Chief Engineer. Bill left the plant in 1989 and is now enjoying over 25 years of retirement.

THE POWERHOUSE: One of the first structures Ford built on their property was the powerhouse. The Power Plant was the heart of the plant, it furnished all the resources needed to operate the factory. Powerhouse workers were tested and licensed by the State of Ohio to operate boilers and pressure vessels.

Water for the Plant: An 8-inch Cleveland City water line came directly into the Power House and hooked into double strainers and booster pumps. City water fed the whole complex. Each week Power Plant workers checked their pumps and electrical equipment throughout the plant.

Electricity for the Plant: Two electric lines came into the Power Plant from a sub-station on Northfield Road. Each line carried 33,000 volts. One line was for use throughout the plant, the other line was stand-by.





OUR WALTON HILLS FORD YEARS

(continued, page 3)

THE POWERHOUSE (cont.)

Steam: There were 3 boilers in the Power Plant. Steam was fed into the plant by a 20-inch pipe through the connecting tunnel. Steam heated all the buildings in the plant, and provided hot water for personal use, the steam-cleaning of dies and machinery. Crushed coal stoked the boilers. One hundred tons of crushed coal was burned on an average day. Coal was trucked in daily, Monday through Friday from Cadiz, Ohio.

The boilers were shut down in the early 1990s due to the high cost of coal and the sulfuric emissions. East Ohio Gas was brought into the plant to feed many unit heaters. Also, many solar panels were installed on the south side of the plant to capture heat from the sun.

FORD'S WALTON HILLS RESIDENTS: From 1953 through 2014, a number of Ford's Walton Hills Stamping Plant employees chose to make Walton Hills their home. We captured some of their stories.

David Church of Spanghurst Drive was a Lift Truck Operator at Ford from 1970-2007. His job was to load the finished product onto train box cars and semis, where the parts would be sent to Ford Assembly Plants. He first inspected each of his loads, making sure the product met their specs. "I, as well as the other people I worked with, took our jobs seriously. We wanted our Stamping Plant to ship out only quality product," stated Church.

Ron Gulajski of Hickory Drive was an Inspector at Ford for 33 years, from 1965 until 1998. As an inspector, Ron inspected the finished product at each of his assigned press lines. Gulajski says, "Under my watch, before any product was shipped out, I checked it over to make sure it

was up to spec. We made very good parts for very good cars. Ford had a better idea!"

George Main of Allen Drive was a Tool and Die Maker at Ford from 1966 until 2005. Main states, "Walton Hills residents have benefited measurably from revenue generated by the Ford Plant over the past 60 years."

From the early to mid 1970s, the Walton Hills Stamping Plant Ford employed **4800** people. In June of 2014, **350** people work at the plant. Many of the fine services our villagers have enjoyed over the life of the Ford Walton Hills Stamping Plant can be attributed to the local income tax money the Village received from the salaries and wages of the employees at the Plant.

Ray Salata of South Meadowpark Drive worked at Ford from 1976 until 2007. As a "Die Try-Out" he inspected dies as they were inserted into the presses and also while they were in use. "If something went wrong with a die, it was up to me to fix it as quickly as possible so the line was working again," said Salata.

William and Josephine Wardl of Egbert Road both worked at Ford. Bill, now deceased, started out as a Tool and Die Maker and later, as Manufacturing Superior Engineering Designer, he designed some of the lines and followed through until they were in operation. He worked at Ford for 40 years, from 1956 until 1996. Josephine worked there from 1965 until 1995. Throughout the years she was a Secretary in several offices, Accounting, Purchasing, Quality Control and Human Resources. Bill and Josephine knew each other years before their Ford years; they were schoolmates at Bedford High School.





OUR WALTON HILLS FORD YEARS

(continued, page 4)

John Annett was the first Assistant Plant Manager of the Walton Hills facility. He was the father of **Bill Annett**, who lives on South Meadowpark Drive. John Annett worked at the local plant during its final preparation stages, from 1954 to 1956. Ford had sent him to Walton Hills to insure that the building configuration would meet the needs of a stamping plant, oversee the placing of the presses, equipment, offices, and oversee the hiring process – making sure the plant could go into operation in a safe, smooth, efficient manner.

Bill recalls how his father worked long hours daily, 7 days a week; how John Annett loved working at the plant and how his whole life was centered on the plant. Bill was told by several Ford workers that his father was well-respected by salaried and management personnel as well as the hourly employees. Bill states, "Dad was always working, except for holidays and vacations!" Our family has great memories of those special times when Dad could join the rest of us in his family." The John Annett family lived on Nesbitt Road in Sagamore Hills Township while John worked at the Ford Walton Hills Stamping Plant.

The John Annett family made several moves during John's career in automobile manufacturing. Annett had been working in Michigan for General Motors at their Fisher Body Plant when, in 1950, the Ford Motor Company sought him out and hired him to work at Ford's Buffalo New York Stamping Plant. Then, in 1954, Ford relocated him to work under Plant Manager Charles McCormick at the Walton Hills Stamping Plant. In Autumn of 1956, Ford transferred Annett to its Chicago Heights Stamping Plant. Two years later, he accepted a position at the Chrysler Twinsburg Stamping Plant and moved to Hudson, Ohio. A few years later, John left Chrysler, moved to Homasassa Springs, Florida, and began a more leisurely pace as owner of a small-town general store. John Annett passed away in 1990 at age 78.

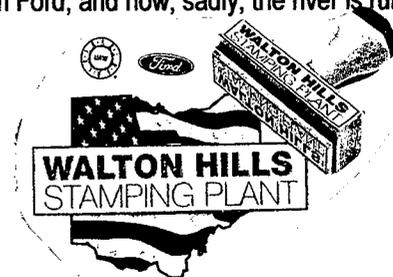
Bill Annett graduated in June 1956 from Northfield-Macedonia High, which is now Nordonia High School. In

the Spring of 1957 Bill was hired by Ford to work in its Chicago Heights Stamping Plant as a die maker apprentice. But, Bill wanted to get back to our area of Ohio. Bill Annett accepted a job as Die Maker for the Chrysler Stamping Plant in Twinsburg, worked at his trade for 40 years, and retired from Chrysler in 1998.

The Kainsingers, when doing initial research of the Ford Plant, learned that they lived in the same house as did the first Plant Manager of the Ford Plant. Early in 1953, Ford Motor Company transferred **Charles McCormick** from their Albany New York Stamping Plant to the Walton Hills construction site. The Kainsingers don't know where McCormick stayed during his first months at the plant, but in December of 1953, McCormick, his wife and two children moved into the house they bought on Orchard Hill Drive. Their daughter entered first grade at Glendale School, their son had just turned 2 years of age. They were the 2nd owners of the property, **Bob and Jean Kainsinger** being the 4th owners. In 1956 the McCormicks left Walton Hills when Charles was transferred to another new Ford Plant.

Paul Kosaian, Plant Manager from 1999-2001, who is now Director of Stamping Operations, headquartered in Dearborn Michigan, states, "Great people, who were highly skilled, worked at the Walton Hills Stamping Plant during my years here. They made Ford what it is today!" **Richard Showman** is the current Plant Manager of the Stamping Plant. He is well-respected and has a good working relationship with both salaried and hourly workers. Under a friendly environment, Ford workers strive to make a quality product.

Our residents and village officials, past and present, acknowledge with gratitude, that having the Stamping Plant in our community has been a tremendous asset. We accept the fact that a river of money rolled into our Village from Ford, and now, sadly, the river is running dry.



Through the years with FORD MOTOR COMPANY'S WALTON HILLS STAMPING PLANT

by Jean and Bob Kainsinger

a collaboration with

Terry Gray, President of the UAW Local 420 Hourly Retirees

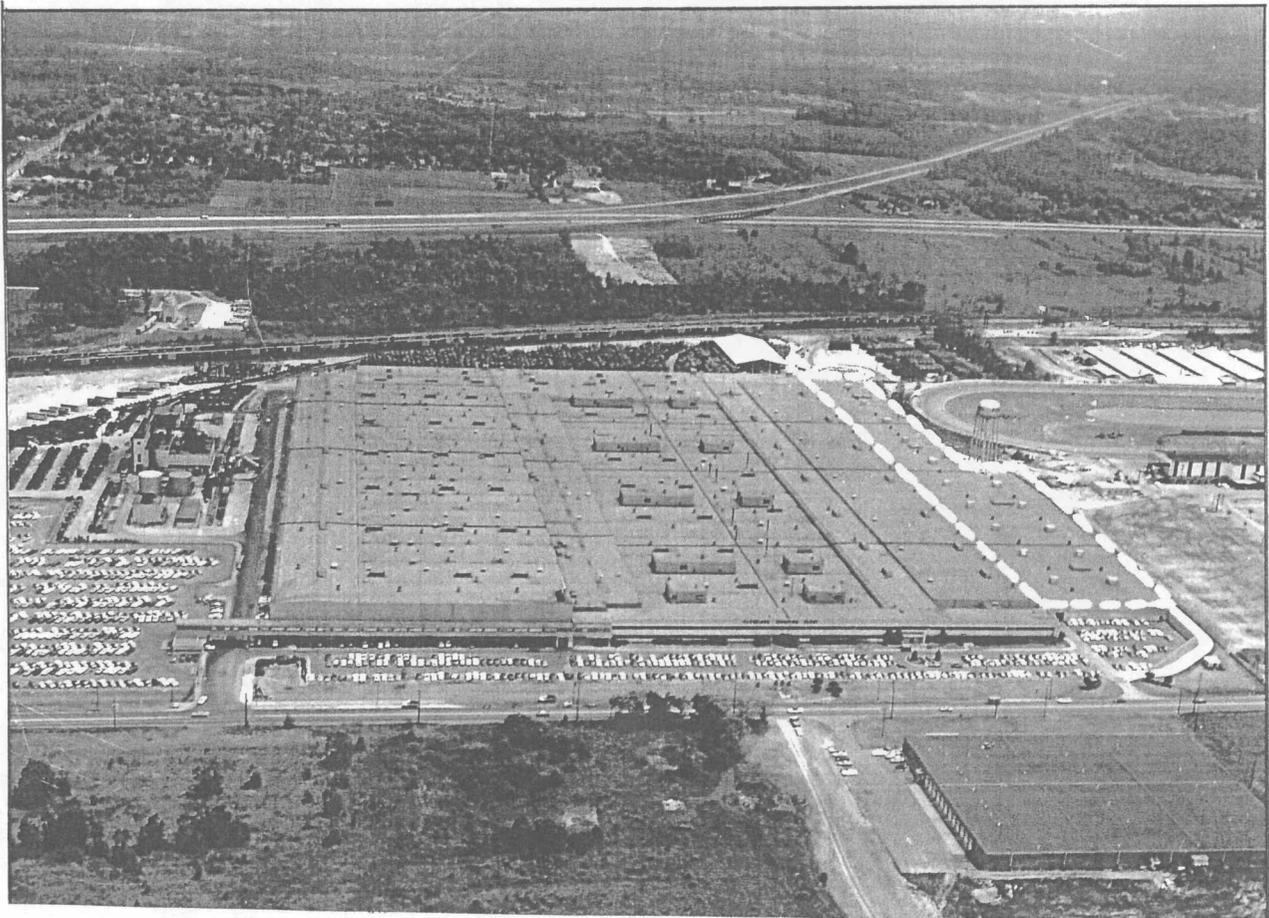
Jim Kelley, Jr., Human Resources Associate and Labor Relations/Hourly Personnel

Jim Kelley, Sr., Retired, Past Supervisor-Cost Analysis, Past Director of Cleveland Community Relations Committee

Jim Ramsey, Retired, Head of Salary Retirees George Main, UAW Local 420 Die Maker

Bill Deak, UAW Local 420 Retiree Carl Barber, Retired, Supervisor of Plant Security

May, 2005





Aerial view of the Walton Hills Stamping Plant
(1988 photo, Courtesy of JIM KELLEY, SR.)

Cover Photo: The Cleveland Stamping Plant in 1967 at the dedication of a 227,000 square-foot expansion.
In 1967 as many as 70 hi-cube railroad cars left the plant every day with automotive stampings for Ford assembly plants in the United States, Canada and Mexico. (1967 photo, Courtesy of Ford Motor Company)

This leaflet was printed Courtesy of the Village of Walton Hills.
May 2005

Mayor MARLENE ANIELSKI
Councilors DAVE KNAPP, President Pro Tem
 WILLIAM L. ALLEN
 KEVIN HURST
 DONALD KOLOGRAF
 GEORGE MAIN
 JACKIE VLK-MAIRE

Through the years with FORD MOTOR COMPANY'S WALTON HILLS STAMPING PLANT

In March 1951 "Walton Hills" area voters went to the polls in a special election. They determined this area of Bedford Township would detach from Bedford Township to become the incorporated Village of Walton Hills. In May 1951 residents again cast their votes to elect their first village officials, a Mayor, Village Clerk, Treasurer and six Councilmen.

NEWLY - FORMED VILLAGE'S NEED for INCOME and FUNDS

The Village started out with no funds. The only revenue coming in was from the assessing of fines in Mayor's Court. The village depended on the cooperation and donations of its residents and businesses to sustain operations. Choosing to work for their community without pay, Council set the salary for each elected village official at \$1.00 per year. Likewise, most of the appointed officials offered their services to the village for free.

One of the primary goals the village organizers set for themselves was to lure desirable industrial companies into building here.

PERSUADING FORD MOTOR COMPANY to BUILD in the VILLAGE

Three men were instrumental in persuading Ford Motor Company top management to locate their planned new stamping plant in Walton Hills.

They were VIRGIL ALLEN, JR., who not only was Mayor of Walton Hills from May 1951 through December 1953 but also Village Law Director and a banker by profession, Councilman TED GRAVES, who was General Manager and Chief Engineer of Farval Corporation and served as Mayor of Walton Hills from January 1954 through December 1955, and businessman TOM YOUNG who was our fourth mayor, serving from January 1958 through December 1981.

On one of his business trips, VIRGIL ALLEN, JR. learned that Ford was looking for a new site for a stamping plant. As soon as he returned home he met with village leaders to relay this news. The men then looked for suitable sites within the village where a large plant could be situated. They knew that if they could attract a large company like Ford to build in Walton Hills, additional industry would be more likely to follow suit.

FINDING a SUITABLE SITE for a FORD PLANT

The committee considered JOSEPH BURNS' 116 acres on the east side of Northfield Road a good location for Ford. The property was in an area zoned for industry. Burns no longer farmed his land, and although he used the fields for his horses, he could move the horses to his horse ranch in Ravenna. Tests proved the land had a rock base that could support the weight and vibrations of stamping plant presses. It was near planned major highways and the Pennsylvania Railroad line. The committee decided this was the site that should be presented to Ford, and they worked diligently on promotional strategies.

FORD'S WALTON HILLS STAMPING PLANT

The SITE NEEDS ACCESS to WATER, SEWERS and ROADS

The men had several problems to solve before the deal with Ford was consummated. ALLEN, YOUNG, GRAVES and BURNS worked to make their chosen site suitable for a huge industrial complex. They had to get water, sewers and roads to the site.

They convinced the City of Cleveland to extend a 20-inch water main from the Solon Road Pumping Station down Forbes Road to the Walton Hills line. Then the Village of Walton Hills laid a 16-inch water line southward along Northfield Road to the site of the plant.

Cuyahoga County agreed to build a County Sanitary Sewer District #20 and construct a sewer line from Sagamore Road northward along Northfield Road to Krick Road. The County then built a sewage treatment plant in the Krick Road area. The Krick Road Sewage Treatment Plant operated until October 1984 when this line was connected with the Northeast Ohio Regional Sewer District.

FORD NEEDS an EAST-WEST ROAD to MOVE PARTS by TRUCK

At the time, Alexander Road was a minor road ending at Northfield Road. The County extended Alexander Road to Route 14, Broadway Avenue. The project started in 1954 and was completed by mid 1955. Interstate 271 was still on the state's drawing board, but soon the State of Ohio had crews working on the I-271 highway system.

FORD ANNOUNCES IT WILL BUILD in WALTON HILLS

In 1953 Ford Motor Company announced its intention of locating its new stamping plant in our village. Ground was broken and The Cleveland Stamping Plant, as it was then called, was built with little delay.

In 1954, at the southeast corner of Northfield and Forbes Roads, there was a small building that Ford used as a temporary hiring office. During the months of May through August, when Ford began hiring hourly workers, several hundreds of applicants waited their turns to be interviewed. One could see long lines of men standing along the berms of Northfield and Forbes Roads. Many job applicants were from out of state, primarily from Pennsylvania, but also from West Virginia, Kentucky and Tennessee. They pitched their tents in the fields (now Ben Venue's south parking lot area) and got in line, hoping for good-paying jobs. There was a gentlemen's agreement at the time that Ford would not deplete the work force of other companies in the vicinity. CARL BARBER of Rotary Drive recalls how he was the first salary employee Ford hired who lived in the Cleveland area. BARBER later became Supervisor of Plant Security.

For a short time, Ford used JOSEPH BURNS' old farmhouse as an employment office and construction headquarters. One of the first structures Ford built on their property was the powerhouse. Egbert Road resident BILL DEAK, SR. recalls his work years in the powerhouse. He began working for Ford when the powerhouse was first put into operation, and worked there until he retired.

The first press was started up for operation in August of 1954, even though all the walls of the plant weren't up yet. The press stamped out a part for a fender.

FORD'S WALTON HILLS STAMPING PLANT

HOUSING for FORD WORKERS

Housing for the Ford Plant workers was at a premium. Home owners around the area were asked to rent rooms to the construction crews. Many of Ford's newly-hired hourly workers came from out-of-state. They scoured the area for rental houses. Men who were transferred to this new plant to fill management positions also needed to find housing. Salary and hourly workers settled in Bedford, Northfield, Macedonia and Walton Hills. The demand for new, reasonably priced houses helped create the housing developments near Northfield Plaza and in Macedonia. Quite a few skilled workers and upper management employees bought home sites and houses in Walton Hills.

Once construction of the Ford Stamping Plant was a certainty, other businesses soon moved nearby, such as Carr Brothers Concrete, Inc. and Koltz Concrete Block Company.

The WALTON HILLS STAMPING PLANT through the YEARS

In 1954 the plant occupied 1,400,000 square feet. After five expansions through the years the plant covered 2,200,000 square feet. Today a good portion of that footage is no longer used for production.

The peak production years at the local plant were in the 1960s through the 1980s. In the early 1960s, there were approximately 5000 hourly and salary workers at the Stamping Plant. That number has dwindled dramatically. On March 31st 2005 the Walton Hills Stamping Plant had 84 salaried and 834 hourly employees. Now there are more than two times as many retirees as there are workers at the plant.

In peak years there were 24 major production lines, plus a small press area producing interior and exterior sheet metal body panels for Ford and Lincoln-Mercury cars and trucks. The plant had a blanker area with 9 major blankers. A blanker chops coils of steel into sheets, after which the sheets go to a press area. The stamping plant made fenders, quarter panels, deck lids (trunks), roof panels, floor pans and doors. In peak years there were also two major assembly areas where doors were put together. No parts were painted at the plant: unpainted "outer skin" steel panels and parts were loaded into box cars and shipped to Ford assembly plants.

When Ford needed more land by the railroad tracks for an additional shipping area, the company successfully negotiated with Northfield Race Track for acreage. After acquiring the land, Ford moved its water tower to its present location because it would have been in the path of the new shipping area.

NAME CHANGE from "CLEVELAND" to "WALTON HILLS" STAMPING PLANT

In 1979 the Cleveland Stamping Plant celebrated its 25th anniversary. In that year the Stamping Plant was a 2.1 million square-foot manufacturing complex with more than 4,100 employees. For a feature story in the *Cleveland Plain Dealer*, RONALD CROFT stated, "The Ford Plant put Walton Hills on the map." CROFT was the Marshalling Area Superintendent and was tops in time of service among the first salaried employees at the Walton Hills plant.

After 28 years, in August 1982 the local Ford Plant was renamed the Walton Hills Stamping Plant. Former Mayor HARRY MACKEY, JR. was one of the speakers who addressed the crowd at the renaming ceremony. The name was changed to give more pride and a sense of ownership to plant employees. DONALD ZIPP, a foreman at the plant, and local Ford Union President JOE D'AMICO are credited for coming up with the idea and pressing for the name change. The name change was readily approved and a new sign was erected and unveiled at the ceremony.

FORD'S WALTON HILLS STAMPING PLANT

UAW LOCAL 420

Results of an election held by hourly workers at the Cleveland Stamping Plant designated the United Auto Workers as their bargaining agent. UAW Local 420 was chartered in December of 1954.

For over twenty years there were several legal and wildcat strikes and a lot of unresolved tension between union and management. In an effort to keep the plant operating, between 1980 and 1982 UAW Local 420 worked with Ford management to confront the distinct possibility that the plant would close. Labor and management each agreed to certain concessions and started an employee involvement program. The suggestion / dialogue program resulted in improvements and cost-saving ideas that were quickly adopted. The program not only worked, but it became a model for other Ford plants to copy.

In April 1982 PHILLIP CALDWELL, Chairman of the Board at Ford Motor Company, visited the stamping plant to meet and greet the hourly and salary workers. CALDWELL presented the plant a Q-1 Flag, Q-1 standing for quality. The flag can be seen at the plant, hanging just beneath the American flag.

D'AMICO-STOUT-SMITH UNION HALL

Headquarters for UAW Local 420 is the D'Amico-Stout-Smith Hall, across the street from the Ford plant. The union rented a hall and office space on Broadway Avenue in Bedford until in 1969 the union moved into its new building on Northfield Road. They named the hall Stout-Smith to honor their president, WILLIE STOUT, and financial secretary, ALPHONSO SMITH. In 2005 the hall was renamed to include the name of their long-serving president, JOSEPH D'AMICO, who lived in Garfield Heights. Union men credit D'AMICO for convincing the local membership in 1980-1981 to change their restrictive union agreements and help keep the Stamping Plant in operation.

Local 420 Retirees Chapter, founded in 1973, also meets at the hall. Their monthly meetings, drawing up to 200 people, keep retirees and their spouses informed on issues that affect them.

BEST EMPLOYEES CREDIT UNION

A few men, mostly die makers, organized a credit union for Cleveland Stamping Plant workers. Best Employees Federal Credit Union was chartered in 1957. Today it is a financially-viable credit union with over 6000 members, serving many people and organizations in the Walton Hills area.

Ford is an ASSET to the COMMUNITY

Since 1954 when the plant began operation, Walton Hills residents have benefited measurably from revenue generated by the Ford plant. Money raised from the local income tax of Ford employees' salaries and wages has provided funding for many services to villagers. The Bedford City School District, Cuyahoga County and the State of Ohio have also gained financially from the Ford Plant.

FORD'S WALTON HILLS STAMPING PLANT

A NEW SIGN is installed at the local Ford Plant. Cleveland Stamping Plant is renamed Walton Hills Stamping Plant. (August 1982 photo)



PHILLIP CALDWELL, Ford Motor Company Chairman of the Board, visits the local plant in April 1982. L to R: Mayor HARRY MACKEY, Jr., Walton Hills Sergeant MOODY, PHILLIP CALDWELL, Plant Manager RON WALLACE, Walton Hills Patrolman CHORMANSKI and UAW Local 420 President JOSEPH D'AMICO (April 1982 photo)

FORD'S WALTON HILLS STAMPING PLANT

WALTON HILLS STAMPING PLANT PROMOTES CIVIC RESPONSIBILITY

Workers at the stamping plant have demonstrated their desire to be of service in the community and in Greater Cleveland. Both salaried employees and UAW local 420 members are involved with United Way, Harvest for Hunger, Wheelchair Olympics, blanket drives, and provide school supplies for local needy children. They lead scouting groups and coach both girls and boys ball teams. In the past, several plant managers and executives have been directors and committee chairs of the Cleveland Community Relations Committee.

FORD'S CLOSE ASSOCIATION with BEDFORD HIGH SCHOOL

The Walton Hills Stamping Plant has had a close association with Bedford High School. The plant has donated autos, panels and parts for use in the high school's shop classes for training purposes. Ford executives worked with school personnel and supported award ceremonies at BHS.

From 1955 into the early 1980s, Ford hourly employees who were in the company's apprentice program attended night school at BHS. Their classes included drawing, shop theory, math and physics. After completing the coursework, graduates qualified as plant electricians, die makers, millwrights, machine repairmen, plumber-pipe fitters, or power house engineers. The program provided an opportunity for production workers to improve their lives by becoming higher-paid skilled tradesmen. At one time there were 180 apprentices on the payroll.

In 2003 and 2004, two Ford Stamping Plant engineers, DENNIS ORTMAN and LOU LASKO, provided technical assistance to students who built a robot for FIRST (For Inspiration and Recognition of Science and Technology) Robotics Competition. Each year for a 6-week period, the men met with a team of students after school on weekdays and all day on Saturdays to guide the students as they built a robot for the contest. Ford also donated several thousand dollars for travel and other expenses associated with the competition.

Also, in the early 1990s, Bedford High School and Ford Stamping Plant partnered a 2-year program that prepared high school students for careers in the automotive industry. FAMS (Ford Academy of Manufacturing Sciences) students were placed in internships at Ford as well as other industries tied to the auto industry.

**Walton Hills residents and village officials past and present
recognize the benefits we have derived
from having the Ford Walton Hills Stamping Plant in our community.**

**Although the production level has tapered off in the last few years,
we hope to see the stamping plant continue to operate in Walton Hills.**

A FORD MOTOR PLANT IN WALTON HILLS

Virgil Allen, Ted Graves, and Tom Young were instrumental in persuading Ford Motor Company top management to locate their stamping plant in our village. One of the primary goals these village organizers set for themselves was to lure desirable industrial companies into building here. On one of his business trips, Virgil Allen learned that Ford was looking for a new site for a stamping plant. As soon as he returned home he met with village leaders to relay this news, and the men then looked for suitable sites within the village where a large plant could be situated. They knew that if they could attract a large company like Ford to Walton Hills, additional industry would be more likely to follow suit.

The committee felt that the property on the east side of Northfield Road at the Alexander Road intersection was a likely location. The land (in an area zoned for industry) was 116 acres of field, with a rock base that could support the weight and vibrations of stamping plant presses. It was near planned major highways and the Pennsylvania Railroad line. The committee decided this was the site that should be presented to Ford, and they worked diligently on promotional strategies.

The men had several problems to solve before the deal was consummated. Allen, Young, and Graves worked to make their site suitable for a huge industrial complex. They had to get water, sewers, and roads to the plant locality. They convinced the City of Cleveland to extend a 20-inch water main from the Solon Road Pumping Station down Forbes Road to the Walton Hills line. Then Walton Hills laid a 16-inch water line southward along Northfield Road to the Ford Plant site.

Cuyahoga County agreed to build the County Sanitary Sewer District #20 and construct a sewer line from Sagamore Road northward along Northfield Road to Krick Road. The county then built their sewage treatment plant in the Krick Road area. (That sewage treatment plant

operated until October, 1984 when the sewer line was connected with the Northeast Ohio Regional Sewer District and the county sewage treatment plant was decommissioned.) Alexander Road was a minor road ending at Northfield Road. In 1954 the county extended and paved Alexander Road past the eastern village boundary line. Interstate 271 at that time was still on the state's highway drawing board, but the State of Ohio soon had crews working on the highway system.

In 1953 Ford Motor Company announced its intention of locating its new stamping plant in our village. Ground was soon broken and The Ford Motor Company Walton Hills Stamping Plant was built with little delay.

Since 1954 when the plant began operations, residents have benefited measurably. Money raised from the local income tax of the Ford employees' salaries and wages has provided funding for many services to villagers and has lowered the municipal tax rate as well. Cuyahoga County and the State of Ohio have also benefited financially from the Ford Plant.

THE POSITIVE EFFECT OF A LARGE CORPORATION
IN AN URBAN AREA

BY

JOHN W. COLLISE

LABOR STUDIES LAB 110

MR. T. BUXTON

Cuyahoga Community College

JUNE 15, 1993

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*Paper written from
Interview with former Police Chief Frank Simone*

-1-

AROUND 1950, WE HEARD RUMORS ABOUT THE FORD MOTOR COMPANY PURCHASING THE PROPERTY AT NORTHFIELD ROAD AND ALEXANDER ROADS IN WALTON HILLS.

WALTON HILLS WAS A SLEEPY LITTLE COMMUNITY. THE BUSIEST NIGHTS WERE WHEN THE STOCK CAR RACES WERE AT THE OLD SPORTSMAN PARK, WHICH WAS LOCATED ON NORTHFIELD ROAD, AND THEY WERE HELD TWO NIGHTS PER WEEK.

WHEN IT BECAME OFFICIAL IN MID-SEPTEMBER, 1953, THAT FORD MOTOR HAD INDEED BOUGHT THE PROPERTY THINGS BEGAN TO CHANGE IMMEDIATELY. FORD PURCHASED THE PROPERTY TO CONSTRUCT A NEW STAMPING FACILITY TO BE CALLED THE CLEVELAND STAMPING PLANT. THE PROPERTY THAT FORD HAD PURCHASED WAS ALL OF MR. JOE BURNS ESTATE AND HORSE FARM. JOE BURNS THEN MOVED HIS HORSE FARM TO ROUTE 14 IN RAVENNA.

THERE WAS CONCERN ABOUT THE TRAFFIC, SEWERS, ROADS, ELECTRIC, CRIME, INFLUX OF NEW RESIDENTS, AND WORKERS (TEMPORARY AND/OR PERMANENT) THAT THIS WOULD CREATE.

WHEN CONSTRUCTION STARTED IN 1953, THE CRIME RATE STARTED TO RISE. TRAFFIC ACCIDENTS INCREASED ALONG WITH THE NEW AMOUNT OF TRAFFIC. FORD NEEDED AN EAST-WEST ROAD TO MOVE PARTS BY TRUCK. ALEXANDER ROAD, AT THAT TIME, ONLY RAN TO THE WEST. FORD NEEDED

ALEXANDER ROAD CONTINUED EAST FROM NORTHFIELD ROAD TO ROUTE 14. THE OHIO DEPARTMENT OF TRANSPORTATION AGREED TO COMPLETE THIS PROJECT FOR FORD AND THIS WAS DONE IN MID 1955.

ALSO DURING THE FIRST PHASES OF CONSTRUCTION, THERE WAS A REAL PROBLEM WITH THE SEWERS. NEW SEWERS HAD TO BE RUN ALONG NORTHFIELD ROAD. FORD HAD SAID THAT THEY WOULD NOT PAY SINCE THE PREVIOUS OWNER, JOE BURNS ESTATE, HAD BEEN PAID WHEN THE PROPERTY WAS PURCHASED. ONCE THIS WAS SETTLED, CONSTRUCTION WAS UNDERWAY AGAIN.

THE OLD FARM HOUSE WAS LEFT STANDING AND SERVED AS THE EMPLOYMENT OFFICE AND THE HEADQUARTERS FOR THE CONSTRUCTION SITE. HOUSING CONSTRUCTION BEGAN TO BOOM IN WALTON HILLS. SINCE IT WAS NOW 1949, THE POLICE FORCE CONSISTED OF ONLY TWO MEN: THE CHIEF OF POLICE WAS STERLING WALTON AND THE ONLY PATROLMAN WAS FRANK SOMINI. THE POLICE FORCE EVENTUALLY INCREASED TO 5 FULL TIME PATROLMEN AND THE CHIEF OF POLICE. WE ALSO HAD TO HAVE A VOLUNTEER FIRE DEPARTMENT THAT WORKED WITH THE BEDFORD FIRE DEPARTMENT. WITH FORD MOTOR COMING INTO THE AREA, BUSINESS ALSO BOOMED. ALL ALONG NORTHFIELD ROAD SMALL BUSINESSES BEGAN TO APPEAR. CARR BROTHERS STARTED A CEMENT FACTORY JUST A SHORT DISTANCE FROM FORD. RESTAURANTS BEGAN TO APPEAR OUT OF NOWHERE. THESE WERE BUSINESSES TO SUPPLY THE STAMPING PLANT WITH SERVICES AND BECAME SMALL SUPPORT INDUSTRIES. AREA RESIDENTS PROSPERED FROM RENTING ROOMS TO THE

CONSTRUCTION CREWS. LATER, SOME WOULD RENT TO THE "PENNSYLVANIA HILLBILLIES" THAT GAINED EMPLOYMENT AT FORD. QUITE A FEW OF THE FORD WORKERS WOULD COMMUTE FROM PENNSYLVANIA WEEKLY SPENDING ONLY WEEKENDS WITH THEIR FAMILIES.

FORD MOTOR HAD A GREAT DEAL TO DO WITH THE INFLUX OF MONEY INTO THE COMMUNITY.

ONCE FORD STARTED RUNNING PRODUCTION, AUGUST 23, 1954, OUR PROPERTY TAX BASE BECAME ONE OF THE LOWEST IN THE COUNTY. OUR VILLAGE WAS ABLE TO OFFER MANY SERVICES THAT OTHER COMMUNITIES HAD TO PAY FOR. SINCE FORD BY THIS TIME HAD OFFERED THE AREA 1,000 PERMANENT JOBS IN THE WORK FORCE, AREA RESIDENTIAL PROPERTY WAS BEING BOUGHT AND NEW HOUSING CONSTRUCTION BEGAN ERUPTING. THIS ALSO HAD QUITE A RIPPLE EFFECT ON OUR ECONOMY. THIS WHOLE AREA BOOMED.

THE COMMUNITY RECEIVED FREE AMBULANCE SERVICE, FREE SNOW PLOWING FOR SENIORS, FREE RECREATION, A PARK AND LAKE WERE PROVIDED AS WELL AS A WHOLE ARRAY OF OTHER SERVICES.

DOWN THE ROAD IN THE VILLAGE OF NORTHFIELD FARM LAND WAS PURCHASED FOR NORTHFIELD PLAZA SHOPPING CENTER. A WHOLE HOUSING DEVELOPMENT WAS BUILT BEHIND THE PLAZA. QUITE A FEW HOMES WERE PURCHASED BY FORD EMPLOYEES.

ALSO AT THAT TIME, CHRYSLER CORPORATION WAS BUILDING A STAMPING PLANT FACILITY IN THE TWINSBURG AREA.

ACTUALLY, THE WHOLE AREA WENT FROM A SMALL RURAL AREA TO AN INDUSTRIALIZED AREA IN A FEW SHORT YEARS.

THE LOCAL UNION, U.A.W. 420 WAS CHARTERED DECEMBER 22, 1954. THIS LOCAL WAS TO BECOME ONE OF THE STRONGEST LABOR UNIONS. STRIKES WERE NOT UNCOMMON. WE HAD OUR HANDS FULL. DURING LABOR STRIKES, WE HAD A WORKING RELATIONSHIP WITH SURROUNDING COMMUNITIES AND WITH THE FORD SECURITY PEOPLE AS WELL AS WITH THE RAILROAD DETECTIVES.

CONSTRUCTION BEGAN IN JULY 1955 FOR THE EXPANSION OF THE FORD PLANT. IT INCREASED THE PLANT BY 217,600 SQUARE FEET. THIS CONSTRUCTION WAS COMPLETED IN JANUARY 1956. THE PAYROLL FOR 1955 AT FORD WAS \$18,433,923.00. PLANT POPULATION AS OF SEPTEMBER 1956 WAS A TOTAL OF 3,800 EMPLOYEES.

BESIDES THE EXPANSION THAT WAS GOING ON AT FORD, FORD DONATED A BRAND NEW 1955 4-DOOR SEDAN TO THE VILLAGE OF WALTON HILLS WHICH BECAME THEIR SQUAD CAR. SINCE THAT TIME THE VILLAGE HAS ONLY PURCHASED FORD EQUIPMENT.

DURING THE 1950'S AND 1960'S FORD HAD LAND OPTIONS FOR ALMOST ALL THE LANDS AROUND THE STAMPING PLANT. THIS INCLUDED OPTIONS FOR THE PROPERTY ACROSS THE STREET ON NORTHFIELD ROAD, ACROSS ALEXANDER

ROAD (NORTH OF THE PLANT), AS WELL AS THE RACE TRACK AREA IN NORTHFIELD.

WE WERE STILL A RURAL COMMUNITY IN 1956. A GOOD EXAMPLE OF THIS WAS THAT IN AUGUST OF 1956, A RACE HORSE BY THE NAME OF LAVARR KING HAD ESCAPED FROM HIS OWNERS' STABLE. THE 3-YEAR OLD THOROUGHBRED MARE HAD HER LAST RACE ON JULY 31, 1956. SHE ESCAPED FROM HER OWNERS' STABLE ON AUGUST 14TH. AT ABOUT 6:10 P.M. AND "CRASHED" GATE # 2 AS SHE MADE HER WAY INTO THE PLANT. PLANT GUARDS ON DUTY AT THE GATE HAD NO CHOICE BUT TO STOP THE RACE HORSE AS SHE SPED INSIDE THE PLANT TOWARD THE STEEL RECEIVING AREA. THE GUARD ON DUTY IN PLANT PROTECTION RECEIVED A TELEPHONE CALL FROM THE GATE GUARD AND WENT DOWNSTAIRS TO INVESTIGATE. SURE ENOUGH, WHERE TRACK 5 COMES INTO THE STEEL RECEIVING AREA, STOOD THE HORSE.

THE GUARD MANAGED TO GET THE HORSE OUTSIDE OF THE BUILDING. AS HE DID, CHIEF STERLING WALTON OF THE WALTON HILLS POLICE DEPARTMENT ARRIVED WITH THE OWNER WHO PUT A BRIDLE ON THE MARE AND LED IT AWAY.

THE HORSE, OWNED BY MR. AND MRS. SAM BARBUTA WHO LIVED ON NORTHFIELD ROAD OPPOSITE OF THE PLANT, WAS PURCHASED LATE IN JULY 1956.

MRS. BARBUTO EXPLAINED THAT THE HORSE WAS IN THE FIELDS BEHIND THE PROPERTY. A FOUR FOOT FENCE SURROUNDED THE PROPERTY BUT THAT DIDN'T DETER LAVARR KING. NORMALLY, A RACE HORSE IS NOT A JUMPER BUT LAVARR KING DIDN'T KNOW THAT. SHE JUMPED THE FENCE.

"THE HORSE RAN DOWN NORTHFIELD ROAD TOWARD THE TOWN OF NORTHFIELD", SAID MRS. BABUTA. "I WENT BACK TO THE HOUSE AND CALLED THE POLICE. I SAW HER RUN TOWARD SPORTMAN'S PARK (JUST SOUTH OF FORD). AS SHE REACHED THE END OF THE FENCE SE SUDDENLY TURNED AND RACED BACK.

"MY HUSBAND WENT BACK FOR A BRIDLE AND THE HORSE RAN PAST OUR HOUSE AND HEADED NORTH. THEN HE RAN DOWN THE ROAD WHERE HE MET WITH CHIEF WALTON. THEN HE ASKED IF CHIEF WALTON HAD SEEN A HORSE RUNNING DOWN THE ROAD". MR. BARBUTO WAS TOLD THAT THE HORSE HAD RUN INTO THE PLANT.

"SOMEHOW, I THINK LAVARR KING THOUGHT SHE WAS BACK AT THE TRACK. SHE FOLLOWED THE FENCE TO THE VERY END AND THEN SHE TURNED AGAIN AND RAN UNTIL SHE REACHED THE GATE. YOU KNOW, RANDALL PARK IS FENCED IN JUST ABOUT THE SAME WAY".

MRS. BARBUTO HAS ALSO SAID THAT LAVARR KING WOULD NOT BE ENTERED IN A RACE FOR ANOTHER YEAR. ASKED HOW THE HORSE FINISHED IN THE LAST RACE, SHE SAID DISGUSTEDLY, "SECOND LAST".

SPORTSMAN PARK, WHERE AUTO RACING WAS THE SPORT, MOVED OUT OF THE PARK AND WENT TO RACE AT A NEW PARK CALLED CLOVERLEAF RACEWAY. THE MOVE TOOK PLACE BECAUSE FORD HELD THE LAND OPTION ON THE PROPERTY.

AROUND 1965, INTERSTATE 271 WAS OPENED. AGAIN THIS MADE FOR MORE TRAFFIC TO CONTEND WITH. WE HAD BUILT A NEW TOWN HALL, COURT AND JAIL FACILITIES. OUR POLICE FORCE KEPT EXPANDING.

OUR STUDENTS ARE IN THE BEDFORD SCHOOL SYSTEM. FORD SUPPLIED THE SCHOOL WITH MOST OF THE BEST OF EQUIPMENT FOR THEIR SHOP CLASSES. THE CLEVELAND STAMPING PLANT WAS ONE OF SEVEN PLANTS VISITED BY TEN REPRESENTATIVES OF THE BEDFORD EDUCATIONAL SYSTEM IN MARCH OF 1956 FOR BUSINESS INDUSTRY DAY. THE BASIC PURPOSE OF THIS B-I-E DAY WAS TO ACQUAINT TEACHERS WITH LOCAL INDUSTRIES AND TO GAIN INSIGHT INTO THE FUNCTIONS OF THE AMERICAN ECONOMIC SYSTEM.

SOME OF THE GUESTS TO VISIT THE CLEVELAND STAMPING PLANT FROM BEDFORD HIGH SCHOOL WERE: MISS RUTH SEIGEL, MR. RAYMOND PENZA, MR. ERNEST PETRILLO, AND MR. HARRY BRICKACEK.

FORD USED THE RESOURCEFULNESS OF 'MODERN TECHNOLOGY' TO IT'S FULLEST BY BEING ONE OF THE FEW COMPANIES TO USE HELICOPTERS FOR TRANSPORT OF PARTS FOR KEEPING THE ASSEMBLY LINES MOVING. DURING THE EARLY STAGES OF NEW MODEL PRODUCTION, THE DEARBORN ASSEMBLY PLANT FOUND IT WAS SHORT OF LOWER WINDSHIELD REINFORCEMENTS. WITH-

OUT THESE PARTS A PLANT SHUT DOWN WOULD HAVE OCCURRED IN A VERY FEW HOURS. A TRUCK LOAD OF PARTS WERE DUE INTO DEARBORN APPROXIMATELY AT NOON. HOWEVER, PARTS SUPPLY WERE TOO LOW TO TAKE A CHANCE. A CALL WAS PUT OUT TO THE CLEVELAND STAMPING PLANT TO LOAD PARTS ON A HELICOPTER AND BE FLOWN TO DEARBORN. THE HELICOPTER FLOWN BY RUDY SKOK OF THE CLEVELAND AIR TAXI COMPANY LANDED ACROSS FROM THE PLANT ON NORTHFIELD ROAD AND THE PARTS WERE LOADED AND TAKEN TO DEARBORN 'POST HASTE'.

FROM 1955 TO 1965 EVERYTHING WAS NEW AND UPDATED. THE SCHOOL DISTRICT BUILT A NEW HIGH SCHOOL WHICH OPENED AROUND 1958 TO ACCOMMODATE THE NEW STUDENTS WHO WERE THE CHILDREN OF OUR FORD WORKERS.

WITH ALL THE LABOR TROUBLES, FORD STARTED TO DROP THEIR LAND OPTIONS. THIS WAS A SHOCK TO OUR COMMUNITY. WE THOUGHT THAT WE 'HAD IT MADE' FOREVER. ONE BY ONE FORD DROPPED THE OPTIONS. WE REALIZED THAT WE HAD TO DO SOMETHING TO AT LEAST MAINTAIN OUR COMMUNITY.

WE HAD A SMALL INDUSTRIAL PARKWAY WITH A LOT OF PROPERTY. OUR COMMUNITY WENT OUT AND RECRUITED MANY SMALL BUSINESSES AND LIGHT INDUSTRIES TO OPEN ON OUR PARKWAY. WE WERE SUCCESSFUL TO AN EXTENT. WE DID NOT HAVE TO CUT BACK ON OUR SERVICES, NOR DID WE

HAVE TO RAISE PROPERTY TAXES. THINGS WERE AGAIN FAIRLY STABLE.

IN NORTHFIELD, THEY DECIDED TO RUN HORSE RACES AT THE OLD SPORTSMAN PARK. THIS BECAME 'NORTHFIELD PARK - HOME OF THE TROTTERS'. AGAIN, TRAFFIC WAS UP AND CRIME WAS UP, BUT WE COULD NOT INCREASE OUR MAN POWER. THINGS WERE A LITTLE TIGHT.

THE FEDERAL GOVERNMENT STARTED MAKING LARGE CORPORATIONS HIRE MINORITIES AND INTER-CITY BLACKS IN 1967. CAR THEFTS SUDDENLY EXPLODED AT THE CLEVELAND STAMPING PLANT. AN AVERAGE OF TWO AUTOMOBILES WERE STOLEN FROM THE EMPLOYEES PARKING LOT WEEKLY. WALTON HILLS POLICE WORKED WITH FORD TRYING TO CURB THIS PROBLEM. FORD INSTALLED SECURITY CAMERAS IN THE EMPLOYEES PARKING LOT AND THE ENTRANCE AND EXIT GATES WERE CHANGED TO TRY TO OBSERVE ANY SUSPICIOUS ACTIVITY.

ALSO AT THIS TIME, DRUGS WERE BECOMING READILY AVAILABLE AT THE PLANT. WALTON HILLS HAD A FEW DRUG BUSTS AND THE AMBULANCE SERVICE TOOK SOME DRUG OVERDOSE CASES TO BEDFORD EMERGENCY ROOM.

ANOTHER PROBLEM FORD HAD TO DEAL WITH WAS EMPLOYEES LEAVING THE PLANT. FORD WANTED POLICE ASSISTANCE IN CONTROLLING EARLY DEPARTURES. ONCE OFF OF FORD PROPERTY, THE POLICE WOULD TRY TO APPREHEND THE GUILTY PARTY AND RETURN THE INDIVIDUAL OR GROUP OF INDIVIDUALS BACK TO FORD PLANT PROTECTION FOR DISCIPLINARY

ACTION. THIS SITUATION WAS NOT RESOLVED UNTIL THE WHOLESALE LAYOFFS IN 1979.

AROUND 1973, WE ENACTED A CITY INCOME TAX OF 1 %. THIS MONEY FUNDED A LARGE AMOUNT OF OUR VILLAGE OPERATING COSTS. THIS YEAR WE ALSO SAW TOUGH TIMES RELATING TO THE 'GAS CRUNCH'. THE MID 70'S FOUND US IN A RECESSION, BUT AGAIN WE HELD OUR OWN.

THEN CAME 1979 . . . LAYOFFS AND POSSIBLE PLANT CLOSING. FIRST CAME THE LAYOFFS THAT HURT OUR TAX BASE THEN IN 1980, THE POSSIBILITY OF CLEVELAND STAMPING PLANT CLOSING. WE WERE KNOCKED ALL THE GROWTH AND PLANNING WERE GOING OUT THE WINDOW.

OUR VILLAGE COUNCIL MET WITH FORD MOTOR COMPANY AND THE U.A.W. OFFICIALS TRYING TO HELP RESOLVE SOME OF THE PROBLEMS. FORD HAD LITERALLY PLANNED ON CLOSING THIS PLANT.

IN THE FALL OF 1980 U.A.W. MEMBERS MET AT NORTHFIELD PARK TO DISCUSS CONCESSIONS TO FORD TO KEEP THIS PLANT OPERATING AND PRESERVE THE REMAINING JOBS. AFTER THIS MEETING, AND A POSITIVE VOTE, WE WERE SOMEWHAT RELIEVED THAT FOR AWHILE WE WOULD STILL HAVE THE JOBS AND OUR TAX MONIES COMING INTO THE COMMUNITY.

THE NAME OF THE CLEVELAND STAMPING PLANT WAS ALSO TO BE CHANGED IN THE 80'S TO THE WALTON HILLS STAMPING PLANT TO GIVE MORE PRIDE TO THE WORKERS. THIS WAS DONE TO FACILITATE A CHANGE

BETWEEN FORD AND THE UNION TO KEEP WALTON HILLS STAMPING PLANT OPERATING.

THROUGH THE 1980'S WE HAD LITTLE COMMUNITY GROWTH. PROPERTY VALUE WAS STILL INCREASING. NEW HOUSING STARTED TO MAINTAIN A SMALL BUT STEADY GROWTH. COMMUNITY SERVICES HAVE REMAINED STABLE. NOT MUCH TRUE INDUSTRIAL GROWTH.

1990 HAS BROUGHT SOME NEW COMMERCIAL GROWTH. NOT VERY MANY NEW JOBS, BUT OUR TAX BASE HAS NOT BEEN ERODING.

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MARCH 1956

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AUGUST 1956

VOL. 3 NUMBER 1
NOVEMBER 1956

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INTRVIEW

SOMONⁱ FRANK, RETIRED CHIEF OF POLICE, WALTON HILLS, OHIO

1940 - BUILT HIS OWN HOME IN WALTON HILLS

1949 - FULL-TIME PATROLMAN, WALTON HILLS POLICE DEPARTMENT

1955 - CAPTAIN, WALTON HILLS POLICE DEPARTMENT

1962 - CHIEF OF POLICE, WALTON HILLS POLICE DEPARTMENT

1982 - RETIRED FROM WALTON HILLS POLICE DEPARTMENT AS
CAPTAIN.

PERSONAL INTERVIEW. WALTON HILLS, OHIO. 2 JUNE 1993.

3-2005
Terry Gray

THE EARLY DAYS-FORD MOTOR COMPANY CLEVELAND STAMPING PLANT

In August 1954, the Ford Cleveland Stamping Plant began producing parts for Ford automobiles. Due to a manpower shortage in the Cleveland area, many of the workers who manned the lines had come to the Cleveland area from Pennsylvania, West Virginia, Kentucky and Tennessee. The coal mines were shutting down and they came here looking for decent jobs. Many of them were miners who came from a strong union background. In the beginning the work was hard and the hours were long. Some started on the job in the morning, went to lunch, and never returned. It was not unusual for a supervisor to fire a whole line because they were not producing enough parts.

ORGANIZING THE UNION

When the plant opened its doors, it was a foregone conclusion that the United Auto Workers (UAW) would represent the hourly workers at the Cleveland Stamping Plant. Even so, the workers were solicited, authorization cards were signed and an election was held to designate the UAW as the bargaining agent for CSP. Local 420 UAW was chartered on December 22, 1954. Shortly after the Union received its charter, strikes and work stoppages began. Between legal strikes there were wildcat strikes. While many good agreements for the workers were obtained during these years, union and management remained at each others throats. This type of relationship lasted for a number of years and was almost the downfall of the Cleveland Stamping Plant.

SKILLED WORKERS AND THE APPRENTICESHIP PROGRAM

During the early years, there was a critical shortage of skilled workers in the Cleveland area, especially in the die making and electrical fields. Ford went to Canada and imported as many of these tradesman as they could, even providing them with housing if they would come to Ford. Even so, the shortage remained. Ford and the UAW got together and began an apprenticeship program at CSP in late 1955. This provided an opportunity for many of the hourly production workers to improve their lives by becoming higher paid skilled tradesmen. At one time there were 180 Apprentices on course. When the program started it was for electricians and die makers but was later expanded to include millwrights, machine repair, truck repair, plumber-pipefitters, sheetmetal, and power house engineers.

BEST EMPLOYEES FEDERAL CREDIT UNION

In 1956, a small group of employees mostly die makers got together and decided to start a credit union for the employees of CSP. They received their charter in 1957. From this small group of employees came a financially viable credit union that now has over 6000 members serving many people in the Walton Hills area.

D'AMICO-STOUT-SMITH UNION HALL

(Continued on p. 2)
Terry Gray

3-2005

In the early days, local 420 UAW rented a hall and office space at 704 Broadway in Bedford. In the mid 60's, the leadership and membership decided it was time that the local had a home of their own. Land was purchased and the present hall located at 7800 Northfield Road was built. The local union moved into the hall in 1969. The hall was initially named the Stout-Smith hall in honor of Willie T. Stout who was President and Alphonso Smith who was financial Secretary at the time the hall was constructed and were the catalysts in the members having a hall.

In 2005, the name of the hall was changed to D'Amico-Stout-Smith hall. This was done to honor long serving president Joseph B. D'Amico. If you recall, earlier in this article it was mentioned that some of the labor agreements that were negotiated in the early years could lead to the downfall of CSP. This exact situation occurred in the spring of 1980. The auto industry was suffering with excessive capacity due to a downturn in the economy. Due to the restrictive labor agreements at CSP, Ford Motor Co. decided that if CSP couldn't become competitive, they would shut it down. Joe D'Amico had the courage and possessed the leadership skills to convince the local membership to change these restrictive agreements and was able to keep the plant from shutting down

LOCAL 420 UAW RETIREES CHAPTER

In 1973, local 420 had enough retirees to start a retiree's chapter. The Local 420 Retirees Chapter was chartered on February 20, 1973. The chapter meets at the union hall monthly usually drawing 150-200 retirees and their spouses. At these meetings, they are kept informed of issues that affect them.

COMMUNITY CONTRIBUTIONS

The members of local 420 UAW and the salaried workers at WHSP have contributed to their communities in many ways. They have been involved with United Way, Harvest for Hunger, Wheelchair Olympics, blanket drives, have provided school supplies for needy children and have participated in many other charitable causes for many years. In addition, they have provided leadership in their communities serving as mayors, council members, and school board members, coached both girls and boy's baseball, softball and other athletic groups, have provided leadership for scouting groups and have generally helped to make their communities a better place to live. In addition many of the active employees and retirees are veterans, having served our country in the armed forces.

Terry Gray

330-468-0632
1435 Bradford Drive

President Union Hourly
Retirees

The Walton Hills Stamping Plant is one of the leading producers of interior and exterior sheet metal body panels for the Ford and Lincoln-Mercury car and truck lines. These include doors, roofs, deck lids, quarter panels, fenders and floor pans.

Located in Northeast Cuyahoga County in the Village of Walton Hills, the building and grounds occupy 110 acres. Production began in 1954 during the postwar auto industry expansion. Five additions over the years have expanded the plant to its present 2.2 million square feet.

At the present time the plant employes over 2,000 hourly and salaried personnel and processes some 1,000 tons of steel daily. There are ten highly automated main press lines and twelve conventional lines, plus many small press and sub assembly lines.

During the stamping process steel coils of all sizes are run through blanking presses and then taken to press lines, where presses exert pressures up to 4,800 ton per square inch on dies which can weigh 60 tons. Motors operating these presses vary up to 500 horsepower.

After the press operation the formed panels are assembled, racked, and shipped to our assembly plants for the final build into high quality vehicles. An average of 45 high cube railcars equipped with specially constructed dunnage leave the plant daily.

P.2
9-1988
Jim Kelley, Sr.

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Walton Hills Stamping Plant is proud to be a member of "Ford's Second City." We believe the Cleveland Area is an excellent place to work and live. For this reason new technology and forward planning are a big part of our daily business. Major projects completed in recent years include:

- ° Computer integrated management featuring a worldwide engineering release system, computer graphics, and a production monitoring and information system.
- ° The latest in quality assurance through coordinate measuring machines, non-destruct weld tests, a data-byte collection system, and air float fixture bases.
- ° Metallurgy advances using microscope examination for steel defects, limited dome height testing, and pre-lubed steel.
- ° Production efficiency improvements including a new transfer press, robotic parts loading, chroming die components, and a modern low profile door assembly line.
- ° Advanced engineering concepts in equipment and building include radio control cranes, solar heating, high density flat metal storage, and a new electric fork and towmotor fleet to compliment our just-in-time parts transportation system.

P. 3
9-1-88
Jim Kelley, Sr.

Plans for the early 1990's will include modernization of the Tool Room with the latest state of the art milling machines and an orbital electronic discharge machine. The production area will get another transfer press, a new hi-tech intermediate line, new blanker facilities, and a new tandem press line.

Forward plans at Walton Hills are complimented by our number one asset-our people. Approximately one and a half million dollars per year is spent on training through the Employee Involvement Program, Statistical Process Control, Robotic Training, numerous computer programs, quality data collection management, natural work teams training, the latest in safety procedures, and concept to customer involvement.

Walton Hills Stamping Plant and its employees make a very significant impact on the many communities in the area. We have an annual payroll approaching 125 million and the plant pays nearly \$3 million in personal property and real estate taxes. Over \$30 million is spent on goods and services obtained from local firms. Through the Employee Involvement Process, our employees are actively involved in developing solutions to matters that affect their jobs, plant efficiency, and product quality. Our entire organization is dedicated to producing the highest quality parts for the best vehicles in the world.

J. J. KELLEY
9-7-88

Dotted lines at the right indicate the 227,000-square-foot expansion
dedicated ^{on 7-24-67} today by Ford Motor Company at its Cleveland stamping plant in
Walton Hills, Ohio. The new addition is devoted exclusively to loading
operations for the new hi-cube railroad cars now being used in the plant's
shipping program. As many as 70 of the 10,000-cubic-foot cars leave the
plant each day with automotive stampings for Ford assembly plants in the
United States, Canada and Mexico.

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~~North Central Public Relations Office
Ford Motor Company
903 East Ohio Building
Cleveland, Ohio 44114
771-5585~~

7/21/67



WALTON HILLS OWL

"AN INFORMED COMMUNITY IS A PROGRESSIVE COMMUNITY"

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Vol. 10, No. 7

FORD MOTOR COMPANY WALTON HILLS PLANT EXPANDS AGAIN

April 30, 1966





Walton Hills Mens Club
at
Ford





Walton Hills Stamping Plant



EARNs FORD PRESTIGIOUS
QUALITY-ONE AWARD

4-30-1966
W. H. Owl



MEN'S CLUB
FORD
CO.
VISIT

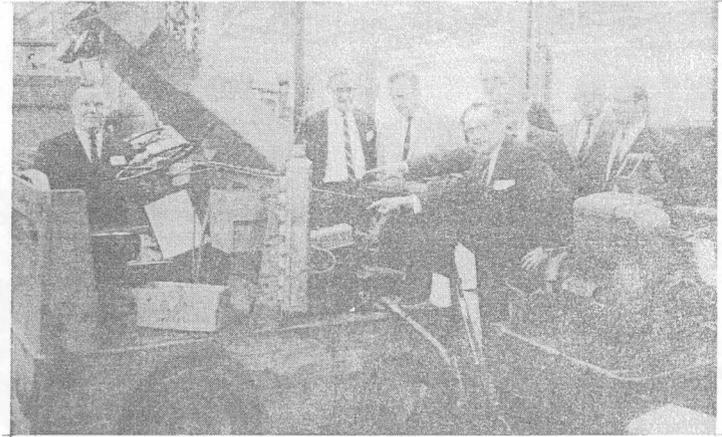
Pres. Walt Thanks Plant Manager, I. Kaufman,
For The Wonderful Arrangements.



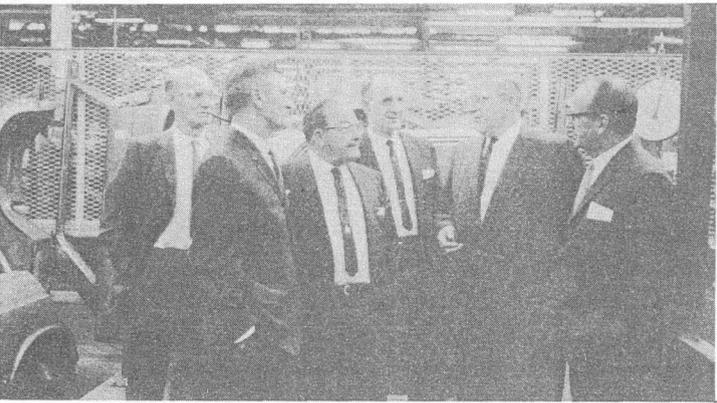
Every Try Turning Down A Banana Split On A Hot Nite



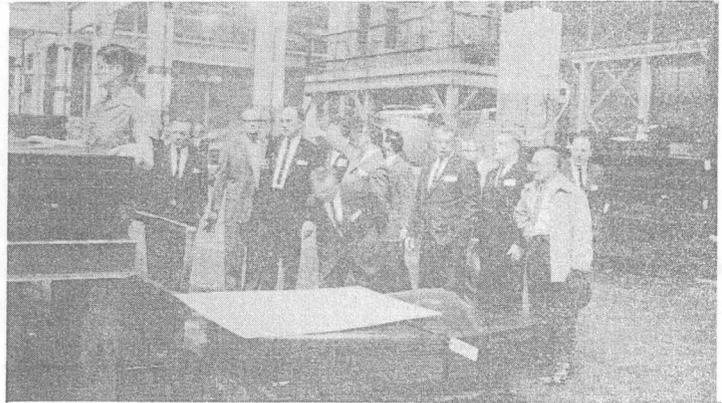
Mom Must Have Been In The Kitchen



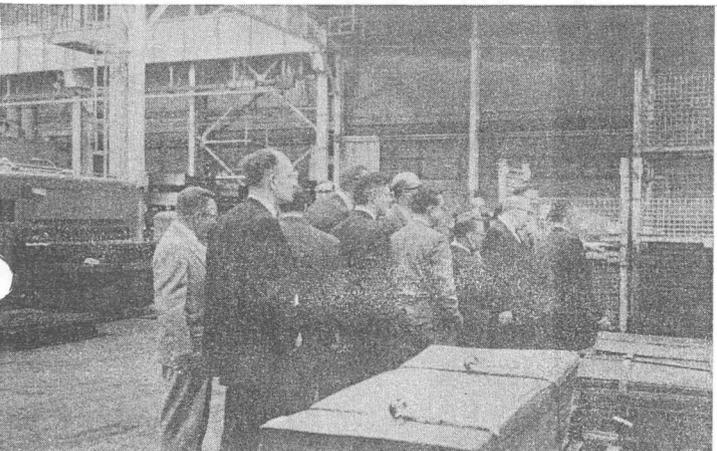
"You're RIGHT!!! Duffy's The Boss"



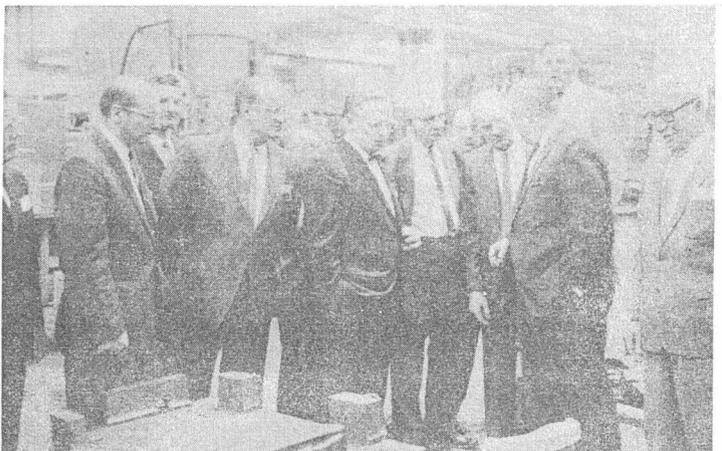
"Well-You See, It Was Like This"



Making Flat Sheets Flatter



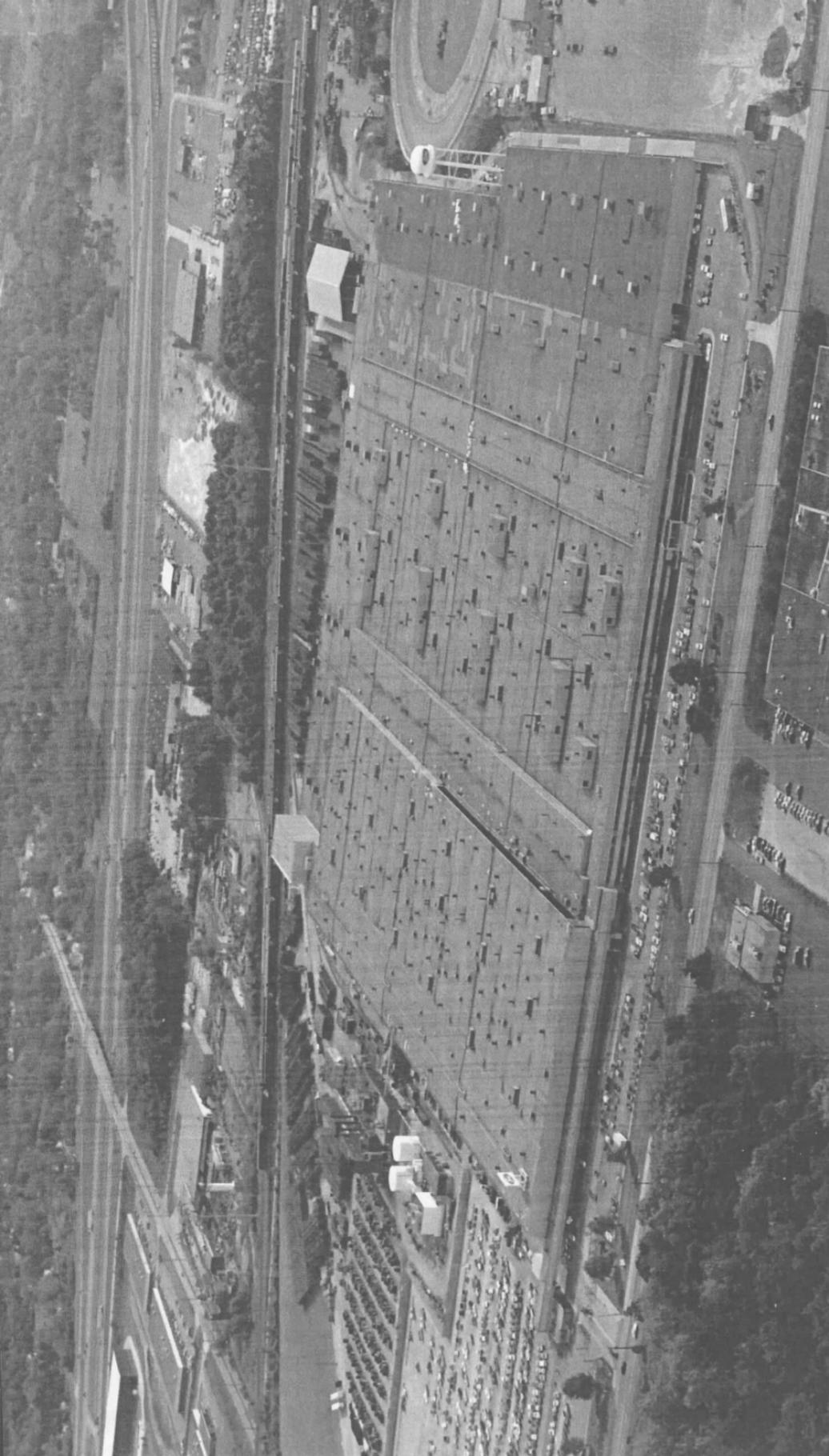
How Can You Tell, Miss Personality Walked By???



Find L. B. J.!!!



Walton Hills Ford Plant

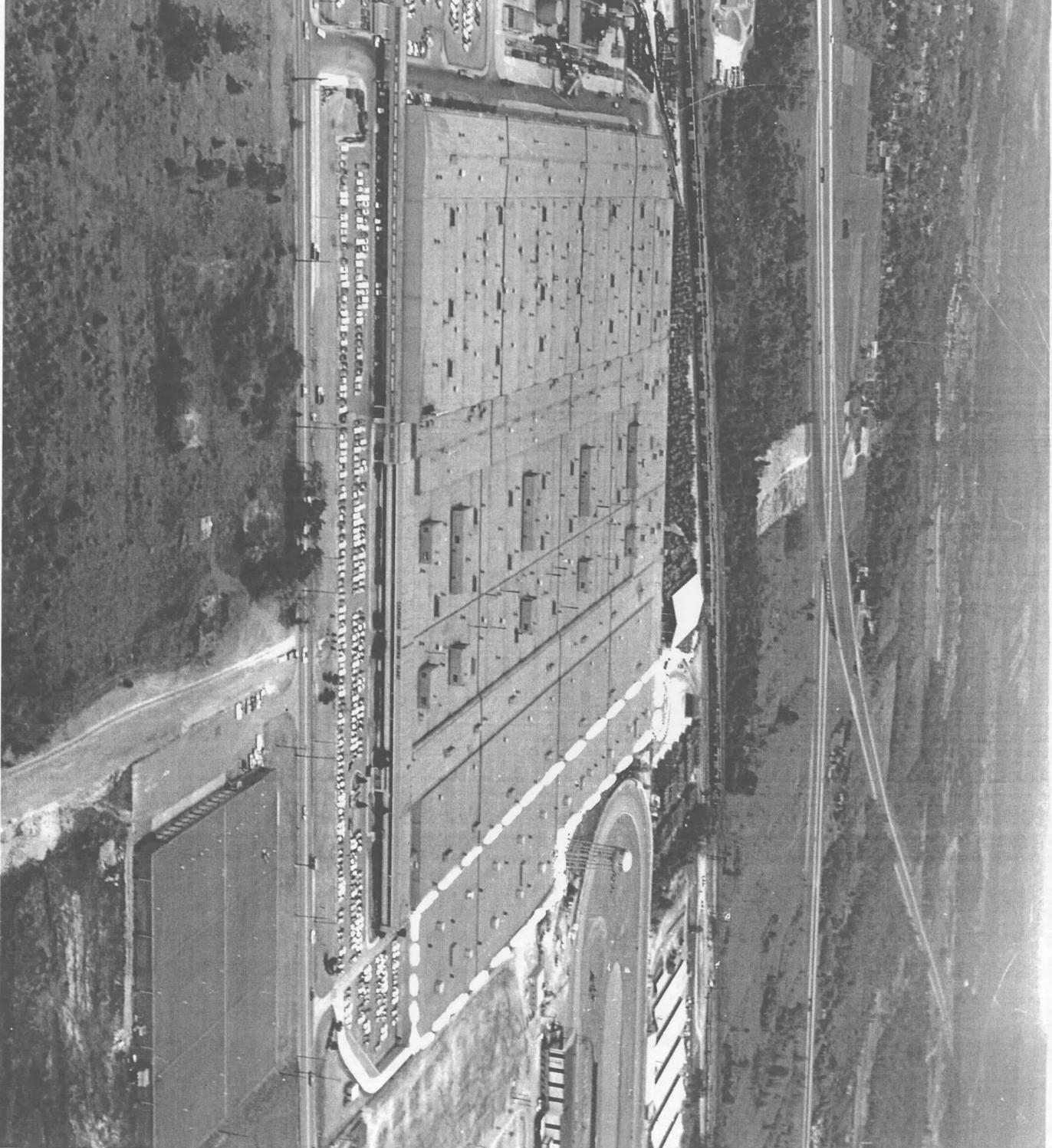




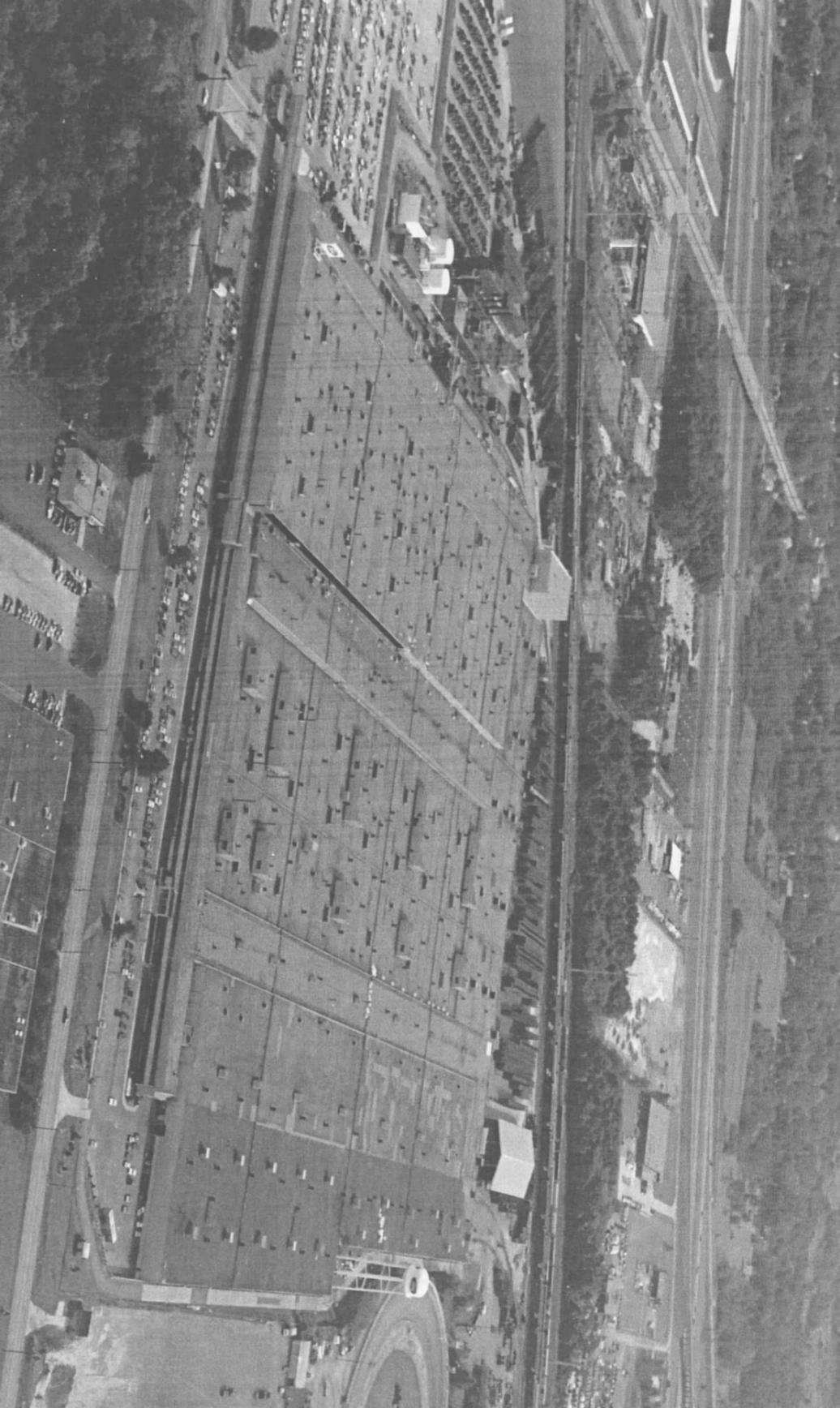
Looking North
Rt. 8
on Right: Ford Plant

1967





1967



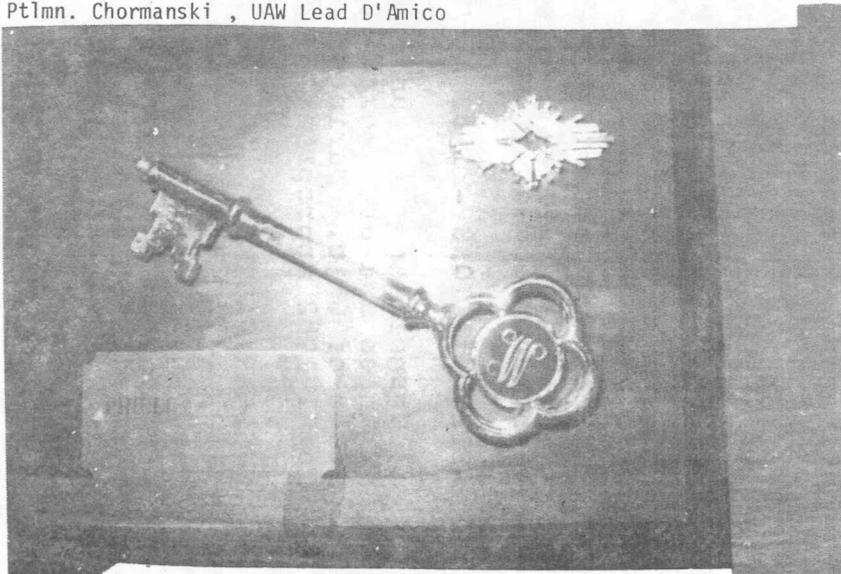
MAYOR MACKEY WELCOMES FORD CO. BOARD CHAIRMAN - PHILLIP CALDWELL



Welcome Committee - Luke Schaeffer, Tom Spevak, Mayor Mackey
Sgt. Moody, Phillip Caldwell, Ron Wallace (Plt. Mgr.)
Ptlnn. Chormanski, UAW Lead D'Amico



Phillip Caldwell, Chairman of Board - Ford Motor Co.
Thanking Mayor Harry Mackey For Key To The Village



"Key" Presented To Bd. Chairman, Phillip Caldwell

-11-

Walton Hills 10/14/1980

HAPPENINGS IN OUR VILLAGE



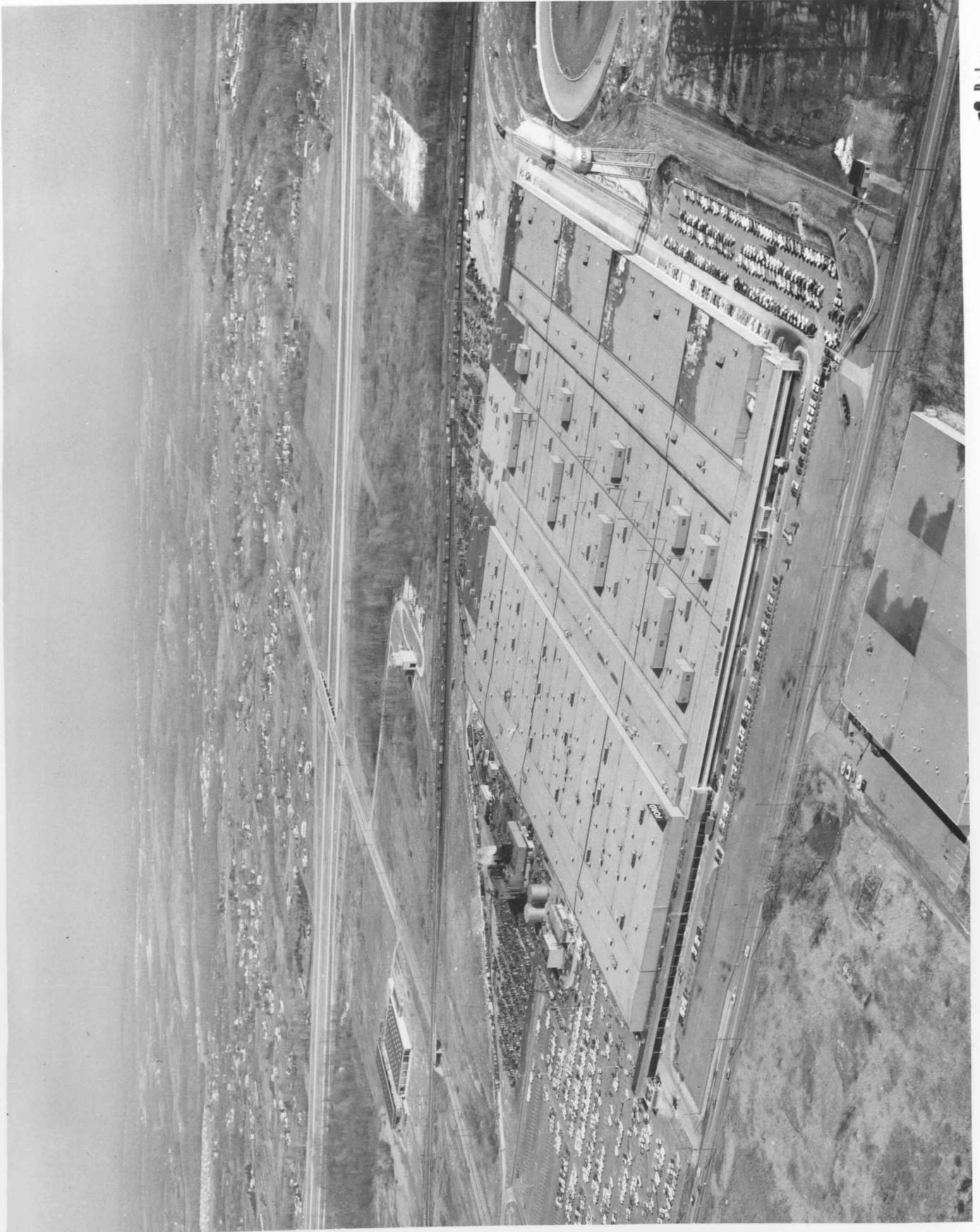
NEW SIGN IN FRONT OF THE FORD PLANT (NOW IT'S OFFICIAL).



MAYOR HARRY MACKAY
ADDRESSES CROWD AT
CEREMONY RENAMING
FORD PLANT OF AUG.
16th.

Walton Hills Stamping Plant





1967



STEVE LaTOURETTE

MEMBER OF CONGRESS

14TH DISTRICT, OHIO

2371 RAYBURN HOUSE OFFICE BUILDING

WASHINGTON, DC 20515



Kevin Hurst
Walton Hills Mayor

On June 15th I was invited to the world headquarters of the Ford Motor Company in Dearborn, Michigan. More than 60 government and coalition leaders attended a ride and drive program at the Dearborn test track. At that meeting I was able to meet with Ford executives and was introduced to two senators and a congressman. We also had lunch with two other Ohio Mayors from Avon Lake and Sharonville. There was much discussion and a showcase of the company's product and technology transformation as part of the continuing outreach efforts to differentiate Ford with policymakers. We were given a tour of the River Rogue facility and watched the making of the F-150 pickup truck. The facility was enormous in size and was upgraded in

2004. To walk all the

way around the outside parameter is approximately 8 miles!

To say that June 15th was a very positive day would be an understatement. It was both very informative and productive. The day was full of networking with the decision makers. They are the ones who will start the redevelopment and supervise the process of the Ford Stamping Plant redevelopment project that has been agreed upon with The Ford Motor Company and the Village of Walton Hills.

Redeveloping the Walton Hills stamping plant property to give maximum economic impact is our stated goal. As I was told by the senators and several congressmen that they have never seen such an aggressive style of solving problems before they take place. They are forecasting the future and aggressively approaching potential problem areas. This is just an example of good management. Too bad we cannot have this level of expertise on a state level or federal level. They have applauded our community and are watching very closely our Village's decisions that are directed at helping in the rebounding process rather than reacting to adverse conditions, which if left unattended, may have developed later.



In the picture to the right I was joined by the Mayor Lovitt from Sharonville Ohio and two different ford motor company Government Liaisons'.

FOR IMMEDIATE RELEASE CONTACT: DINO DiSANTO
MAY 18, 2012 440-352.3939

FORD agrees to environmental study and creation of task force to help redevelop Walton Hills Stamping Plant

U.S. Rep. Steven C. LaTourette (R-OH) announced that Ford Motor Company has agreed to complete environmental study and create a task force in order to help Walton Hills redevelop the Ford Stamping Plant.

LaTourette had set up a meeting between Walton Hills Village Mayor Kevin Hurst and Ford in Washington D.C. on May 17, to discuss the redevelopment of the 108 acre site.

Ford agreed at the meeting to conduct a Phase 2 Environmental Study of the site. The study should be completed in six months and will help identify any potential clean up concerns for future redevelopment. Ford also agreed to form a task force/working group in order to engage the village and the broader community with how the property can best be redeveloped.

Ford had announced last year that the stamping plant would close in 2014. Walton Hills made parts for the Ford Crown Victoria sedan and the Ranger compact pickup. Crown Vic production stopped earlier this year. The Ranger is ended in December. That only left the Econoline, a van Ford plans to replace in 2013.

The 1.9-million-square-foot building, which employs about 438 people, was built in 1954 and is Walton Hills' largest employer. Ford pays about \$650,000 a year in payroll taxes, which is about 20 percent of the village's total income tax revenue.



Mayor Hurst, Congressman LaTourette and Mayor Randy Westfall of Valley View

6-2014

WALTON HILLS FAST FACTS:

- ◆ Construction of the Walton Hills Stamping Plant began in October 1953 and the first stampings were produced in August, 1954
- ◆ The buildings and grounds occupy 111 acres in the city of Walton Hills, OH
- ◆ Five expansions have been completed since 1953 to increase the plant to its present 2,100,000 square feet.
- ◆ The plant currently employs 350 hourly and salary employees.
- ◆ As many as 24 hi-cube or 50 regular railroad cars can be accommodated on tracks within the plant itself.
- ◆ Finished products from WHSP were once shipped to 18 assembly plants in the U.S., Canada, Mexico, and South America for use in the production of Ford, Lincoln, and Mercury cars and Ford trucks.
- ◆ From the early to mid-1970's we employed roughly 4,800 production and salaried employees.
- ◆ In an annual die change competition sponsored by Automotive Industries, employees of the Walton Hills Stamping Plant established the world benchmark for a die change on a transfer press.
- ◆ An operation that was formerly measured in hours was completed in 2 minutes and 24 seconds.

6-2014

Plant Profile

City: Walton Hills | **State:** OH

Plant Manager: Richard Showman

UAW Building Chairman: Brian Goff

Current Products: Econoline Body side panels, Deck lids, Doors, Fenders, Floor Pans, and additional work insourced from other Ford Stamping Plants

Year Opened: 1954

Ford Plants WHSP Supplies: Ohio Assembly, Dearborn Truck, Kansas City Assembly

Products Our Stampings Go Into: Econoline, F-150

City: Walton Hills | **State:** OH

6-2014

Plant Manager: Richard Showman

UAW Building Chairman: Brian Goff

Current Products: Econoline Body side panels,
Deck lids, Doors, Fenders, Floor Pans, and
additional work insourced from other Ford
Stamping Plants

Date Opened: August 8, 1954

Size: 2.1 million square feet/111 acres

Charities supported: Juvenile Diabetes Research
Fund (JDRF), March of Dimes, and Harvest for
Hunger



Vehicle Operations
Ford Motor Company

Walton Hills Stamping Plant
7845 Northfield Rd.,
Walton Hills, Ohio 44146

April 29, 2014

The Honorable Kevin Hurst
Mayor, Safety and Economic Development Director
Village of Walton Hills
7595 Walton Road
Walton Hills, Ohio 44146

Subject: WARN Act Notice

Re: Ford Motor Co.
Walton Hills Stamping Plant
UCO# 0000657003

Dear Mr. Hurst,

Please be advised that this communication is being provided pursuant to the Worker Adjustment and Retraining Notification Act. This letter is to advise you that a plant closing as defined by the Act will take place at the Walton Hills Stamping Plant located at 7845 Northfield Rd., Walton Hills, OH 44146.

It is anticipated that a total of 221 hourly and 40 salaried employees will be affected by the plant closing. Walton Hills Stamping Plant layoffs will begin on June 30, 2014. Subsequent layoffs will occur in July, September, October, November and December of 2014.

The number of employees by classification outlined in this letter may fluctuate due to customer demand or attrition, e.g., voluntary quits, retirements, transfers, etc. between now and the effective date of this layoff.

The following are the classifications and the number of employees who will be affected by the plant closing:

<u>Job Title or Classifications</u>	<u>Number Affected</u>
Inspectors	13
Material Control Checkers	43
Die Setters	13
Automation Tenders (Press)	41
Automation Tenders (Assembly)	44
Metal Finish	3
Baler Operators	3
Inspector Tool & Layout	4
Tool & Die Maker	21
Machining Specialist	3
Automation Mechanic	16
Electrician	2
Welder Fixture Repair	8
Machine Repair	1
Welder General	2
Millwright	0
Carpenter	1
Sheetmetal	1
Truck Mechanic	2
Department Manager	2
Financial Analyst	2
Financial Analyst - Suppl	1



Village of Walton Hills, Ohio

Kevin Hurst - Mayor/Safety Director/Economic Development Director

May 5, 2014

Re: Ford Motor Co. Walton Hills Stamping Plant

Dear Fellow Resident,

On May 1, 2014, my office was notified by Ford Motor Company of their timeline for the closing of the Walton Hills Stamping Plant. We were informed that layoffs will begin on June 30, 2014. It is anticipated that a total of 221 hourly and 40 salaried employees will be affected. Subsequent layoffs will occur in July, September, October, November and December of 2014.

We understand the importance of keeping our residents informed of the details of this important issue. As we notified you when we first heard of the plant closing in 2011, the village has been anticipating and preparing for this closing. One reason we introduced the .5% income tax increase last year was to offset our operational costs and any shortfall deficiencies that may be incurred until that parcel of land is developed.

Residents, rest assured that we are currently working with Ford, federal and state officials, and three potential buyers on the sale of this property. We hope to have a written contract in place by the beginning of 2015. Once that happens, there is a process of redevelopment and rezoning that must occur. We are confident that this will take place in a timely manner, anywhere from 24 months to 30 months.

I will be in Washington D.C. on May 28th and 29th where I will be meeting with the Ford government liaisons along with Congressman Dave Joyce, Senator Rob Portman and Senator Jim Renacci. All three are working diligently to help us on the federal level. Unfortunately, I still have not had any contact from our state representative or any senators in our district. However, that contact will come to light once we have all of the paperwork in place.

The closing of the Ford Stamping Plant provides us with a unique opportunity that we can use to our advantage. We will stay focused on the redevelopment of the whole parcel of land and capitalize on our prime location in the county and all of the amenities that our village has to offer. We will overcome this transitional period and be prepared to embrace the growth and redevelopment of the southeastern corridor of our village.

Enclosed with this letter is a copy of the correspondence that I received from Ford. I will continue to keep you informed of any major developments in this important issue.

Sincerely,

Kevin Hurst

Mayor / Safety and Economic Development Director

Enc: Letter from Ford Motor Co.



Keeping jobs is key issue in talks between Ford and UAW

Negotiations this summer will balance pay and benefits with security for workers; big changes unlikely in GM, Chrysler pacts

ROBERT SCHOENBERGER | Plain Dealer Reporter
Plain Dealer 6/19/2011

Thousands of jobs will be on the line in Northeast Ohio during contract talks this summer between Ford Motor Co. and the United Auto Workers. Since workers agreed to their last contract in 2007, more than 1,400 workers have retired, transferred to other plants or lost their jobs in Brook Park, Avon Lake and Walton Hills.

In Brook Park, the massive Cleveland Casting Plant closed, and Cleveland Engine Plant No. 2 could close next year when Ford stops using the engine made there. Ford still has about 3,400 employees here, but that's 30 percent fewer than it had in 2007.

"We're never going to get back to the 14,000" workers the three-plant complex in Brook Park once employed, said UAW Local 1250 President Mike Gammella. "But if we can keep the 1,200 people we have and get work for them, that would be positive." Protecting those jobs won't

be easy. The union has to persuade Ford to bring new products and investments into its plants, a monumental challenge in what are still rough economic times.

And if it succeeds, the union will face the potentially harder task of convincing workers that it's still worth trading wage and benefit concessions for guarantees of new work.

"That's where the leaders of the UAW really have to show their political skills," said Gary Chaison, an industrial-relations professor at Clark University in Worcester, Mass.

SEE UAW | D6

WHAT'S AT STAKE

Plain Dealer 6-19-2011

Main issues
Automakers want to maintain wage and work-rule concessions from the 2007 contract to maintain lower labor costs.

The UAW wants job security for workers, meaning more products for plants. Union members also want to reverse some of the wage concessions from the 2007 contract. A provision that allows the company to pay new hires about half the traditional UAW wage (about \$30 per hour) is especially unpopular.

Current agreement
The 2007 contract expires on Sept. 14, but talks have extended beyond the deadline in the past. Talks begin later this summer.

Strike history
2007: General Motors workers went on strike for less than three days. Chrysler workers struck for a few hours.

1976: Ford workers conducted their last nationwide strike.

Local concerns
Several Northeast Ohio plants face the risk of closing if they don't get new product promises.

Ford employment



Local plant	Current product	UAW employees 2007	UAW employees 2011
▲ Cleveland Engine Plant 1	3.5-liter EcoBoost engines and 3.7-liter V-6 engines	0	869
Cleveland Engine Plant 2	3-liter V-6 engine	700	375
Cleveland Casting Plant	Closed	1,100	0
* Walton Hills	Parts for E-Series vans, other Ford parts	587	387
Avon Lake	E-Series commercial vans	2,441	1,766
Ford total		4,828	3,397

GM employment

Local plant	Current product	UAW employees 2007	UAW employees 2011
Parma	Parts for most GM cars, trucks and crossovers	1,666	1,300
Lordstown	Chevrolet Cruze compact car	3,750	4,150
GM total		5,416	5,450

SOURCE: Ford Motor Co., General Motors, Plain Dealer files

"If saving one plant means workers at several other plants taking concessions, they're going to have a tough sell on their hands."

Gary Chaison, *Clark University professor*

Keeping jobs is key in Ford labor talks

He said that after years of offering concessions and still watching jobs disappear, many workers want higher compensation now instead of promises of a brighter future.

"If saving one plant means workers at several other plants taking concessions, they're going to have a tough sell on their hands," Chaison said.

This year's contract talks between the UAW, Ford, Chrysler and General Motors, set to begin later this summer, promise to be especially complicated. Automaker bankruptcies and federal bailouts will influence talks as will Ford's ability to post big profits in a struggling economy. For Northeast Ohio, the stakes couldn't be much higher.

Unique challenges

Fighting over jobs, wages and benefits is nothing new for the UAW or Ford. But this year's talks promise to be different.

Ford workers can go on strike if they reach an impasse during talks, something that workers at General Motors and Chrysler cannot do.

In 2009, with those two companies rapidly approaching bankruptcy, workers agreed to emergency contracts that offered some concessions and forbade strikes until 2015. Ford offered a similar deal to workers, a deal that would have guaranteed work for Brook Park and Avon Lake and a handful of other plants across the country, but workers nationwide resoundingly rejected it.

So during negotiations, the UAW will have more leverage over Ford than other companies, and that worries company executives. They say their biggest fear is being put at a competitive disadvantage to their rivals, something that could happen if the union pushes for higher wages at Ford than at GM or Chrysler.

UAW President Bob King has said on several occasions that he wants to push for the same basic deal from all three major automakers. In March, representatives from UAW locals across the

country agreed to a set of bargaining principles that included keeping a level playing field between competitors.

Still, Chaison said the UAW's leadership will be under pressure to produce results. The 2009 contract rejection from Ford workers showed that the union's membership was tired of wage and benefit cuts, and they were willing to go against the wishes of their elected leaders.

"The [final labor agreements] are going to be some distance apart," Chaison said.

Ford's recent financial success also will make the company more vulnerable to wage increase demands.

The automaker made \$2.6 billion during the first three months of this year after having earned \$6.6 billion in 2010.

Gammella said being able to strike coupled with Ford's profitability will make it hard for union leaders to pitch a deal that includes any concessions. But he might support such a deal if it meant more work for Brook Park.

"Ford's making money. Ford's got some great products out there. We do have an advantage being at Ford," Gammella said. "But if we're going to get work, we have to be competitive."

Ford in Northeast Ohio

Cleveland Engine Plant No. 1 is the most successful part of the Brook Park complex. Workers there made the 3.5-liter EcoBoost engine that is the premium offering in F-150 pickups and some Lincoln vehicles. It also makes the 3.7-liter V-6 used in base-level pickups and the Mustang.

Still, the plant is not fully used. Gammella wants to bring to Brook Park the tiny three-cylinder and four-cylinder engines that Ford plans to launch this year. The 2009 contract that workers rejected would have brought those engines to Brook Park.

Winning that engine program would provide jobs for the peo-

ple at Cleveland Engine Plant No. 2, a facility with no products scheduled after Ford retires the 3-liter V-6 made there. Sales of that engine are down compared to the more fuel-efficient four-cylinder model.

Gammella has proposed converting Engine Plant No. 2 into a machining center where workers could finish crankshafts and other engine parts to be used at Engine Plant No. 1 and at Ford's engine plant in Lima. Suppliers now do that work for Ford. Company officials declined to discuss specific proposals by union leaders, other than to say it will be listening to all offers.

In Avon Lake, union President Tim Donovan declined to discuss goals for this year's contract, saying only that he's going to focus on saving the plant's nearly 1,800 jobs. That plant makes E-Series commercial vans, a highly profitable line for Ford.

Employment in Avon Lake has slipped steadily over the past few years as commercial vehicle sales fell during the recession. Sales are up this year, but they're only about half of what they were in better times.

In 2007, Ford promised to build a new body shop at Avon Lake and bring a new product line to the plant. But the contract allowed the company to back out when the economy collapsed.

Analysts believe that Ford will either slow production of the E-Series or cut it entirely within the next few years as new fuel-economy requirements make it tougher to sell vehicles powered by massive V-8 and V-10 engines. Instead, they expect it to bring Europe's more fuel-efficient Transit van to this country.

Winning the Transit or some other vehicle would guarantee future work in Avon Lake.

It would also go a long way toward protecting jobs in Ford's stamping plant at Walton Hills. The automaker makes parts there for the Avon Lake vans and other vehicles.

Walton Hills recently lost some work when Ford shut down the Canadian plant that made the Mercury Grand Marquis and other large cars. But for the most part, its future is tied to Avon Lake's future. The Walton Hills plant has fewer than 400 workers.

Other automakers

While Ford's future is the biggest issue for Northeast Ohio in this year's labor talks, the UAW will also negotiate contracts with GM and Chrysler.

GM has made multiple commitments to its plants in this region in recent years. Its Lordstown plant is running at full capacity for the first time in more than a decade, pumping out the Chevrolet Cruze compact car as quickly as it can. GM spent \$500 million upgrading the plant to make the new car.

Jim Graham, president of UAW Local 1112 in Lordstown, said union negotiators will try to ensure job security for GM employees as well, but he acknowledged that the near-term future of his plant looks very stable.

"We have the utmost faith in those guys up north," Graham said of company and union negotiators in Detroit. "They're going to do what's best for our members and General Motors."

As GM has closed stamping plants in Mansfield and Michigan, much of that work has come to its metal center in Parma. GM has spent more than \$60 million there since 2008 and has installed two massive stamping presses.

Chaison said the threat of plant closings is lower at GM and Chrysler than it is at Ford. During their bankruptcies, both automakers were able to quickly drop facilities that they didn't want, so they have less excess capacity.

One of those closings was Chrysler's stamping plant in Twinsburg, the company's last plant in Northeast Ohio.

Chaison added that he doesn't expect any big changes in contracts with those two automakers this year. The union is likely to wait until 2015 when the economy has, it's hoped, improved and when it will have the ability to strike to make bigger changes.

Walton Hills UAW rejects Ford pact

Workers at two plants scheduled to shut down accept concessions

KEITH NAUGHTON
BloombergNews

Ford Motor Co. won union approval of concessions at a pickup plant in Minnesota and a parts factory in Indianapolis, both of which are scheduled to be shut in 2011, but did not get concessions from union members at a stamping plant in Walton Hills.

The union in Walton Hills voted 88 percent against the concessions Wednesday, said Todd Ward, a skilled-trades worker at the plant. Other details concerning the vote were unavailable Wednesday night.

The latest votes mean that

United Auto Workers members at four factories with 6,100 hourly employees have accepted the givebacks to help Ford trim labor costs, while seven plants with 11,400 union members have rejected the contract changes.

The UAW's tentative accord with Ford gives Indianapolis workers the right to transfer to a Louisville, Ky., factory that is set to begin producing new, small sport-utility vehicles in 2011, Local 1111 President Dan Huddleston said Wednesday. There are no promises of new work in St. Paul, Minn.

"If, as an organization, we vote

this contract down, then we won't get the new products and it's frightening what will happen to our people," Huddleston said in an interview. "This is the best agreement I've seen in years. These new work commitments protect all our jobs."

About 62 percent of Indianapolis workers approved the changes, Huddleston said. About 76 percent of the UAW employees voting at the Ranger truck factory in St. Paul accepted the new contract terms, Local 879 President Ronda Danielson said. Indianapolis has 550 hourly workers, and St. Paul has about 759.

The accord provides for a six-year ban on some strikes and a wage freeze on new hires. To help sweeten the deal, Dearborn,

Mich.-based Ford is offering workers a \$1,000 bonus tied to quality and productivity and pledges of new products at some factories.

Ford, which lost \$30 billion over the last three years, won support from UAW local leaders Oct. 13 on an agreement to grant concessions similar to those given to General Motors Co. and Chrysler Group LLC.

Ford hasn't changed its plan to close the St. Paul and Indianapolis plants in two years, said Marcey Evans, a spokeswoman, who declined to comment on the ratification vote.

Voting concludes Oct. 31 and nationwide results are to be tallied by the UAW on Nov. 3, Danielson said.

Stamping plant workers ratify deal with Ford

Four-year contract will provide more in-house projects for Walton Hills employees

by **Tim Troglen**

Reporter

WALTON HILLS — Members of United Auto Workers Local 420, which represents the Ford Motor Co.'s Walton Hills Stamping Plant, ratified a four-year contract Nov. 12.

Other plants across the country still must vote to ratify the contract before it can take effect, according to the union's Web site.

The agreement includes a pay increase, protection for seniority rights and an allocation of "major stampings for new products" to the Northfield Road plant, which employees 638 workers.

As part of the agreement, employees will get a \$3,000 settlement bonus, while Ford Motor Co. agreed to do more projects in-house instead of sending them to other com-

panies to complete. According to the contract, this will save the equivalent of 1,500 jobs nationwide.

Walton Hills Fiscal Officer Vic Nogalo could not be reached for comment Nov. 13.

According to Joe Laymon, group vice president with Ford Motor Co., a tentative agreement between the company and the 54,000-member union was reached Nov. 3

after a "complex and challenging set of negotiations."

UAW President Ron Gettelfinger said, "Our bargaining committee came through for our active and retired members.

"Our team is proud of each and every negotiator because they have encouraged Ford to invest in products and people while addressing the economic needs of our

active and retired members," he said.

King, who directs the union's National Ford Department, said, "Our goals for this contract were to win new product and investment, to enhance job security and protect seniority — and we made progress in all these areas."

E-mail: TTroglen@recordpub.com

Phone: 330-688-0088 ext. 3165

Plain Dealer
12-21-2006

Fire empties Ford plant

Sprinklers confine blaze to basement at Walton Hills

Associated Press

WALTON HILLS — A Ford Motor Co. stamping plant was evacuated because of a fire early Wednesday, authorities said.

Heavy smoke was reported about 12:30 a.m. in the basement of the Walton Hills Stamping Plant, police dispatcher Melinda Prhne said. No one was injured.

Firefighters found a small fire that had been confined by the basement's sprinkler system, said Police Chief Robert Semik in nearby Oakwood, whose fire crews were first to respond.

Investigators have determined the fire was electrical and believe it might have started in an industrial fan used to cool equipment, Semik said.

The 65 employees on the plant's midnight shift were sent home, said Anne Marie Gattari, a Ford manufacturing spokeswoman in Dearborn, Mich. The day shift began on time at 6 a.m.

"We're investigating the cause [of the fire] and doing all the required cleanup, but it's not going to affect production," Gattari said.

No injuries in Ford plant fire

12-28-2006 Bedford Sun Bannh

By Robert Nozar
Staff Writer

WALTON HILLS — There were no injuries Dec. 20 when a fire broke out at the Ford Motor Co. Stamping plant on Northfield Road.

Firefighters from eight departments responded to the 12:33 a.m. alarm.

Pat Gill, assistant chief of the Oakwood Fire Department, said witnesses reported flames in the basement and firefighters encountered smoke in the building. Oakwood is responsible along with Maple Heights for fire protection. See FORD, page A5

50 cents
12-28-2006

ured in pair of Ford plant accidents

by Emily Canning-Dean
Reporter

WALTON HILLS — It was business as usual the morning of Dec. 20 at the Ford Stamping Plant, despite a basement fire that occurred shortly after midnight.

By afternoon, though, a forklift accident sent one employee to the hospital.

Oakwood Fire Chief Jim Schade said his department responded to the fire at about 12:30 a.m. when someone called to report that heavy smoke was coming from the basement.

Schade said the fire started in a hallway of the building's basement near a large ventilation fan.

"The fan was singed and we tend to believe that the motor in it burned up," Schade said. "The fire continued a short way down the hallway which caused the sprinkler system to come on. That kept the fire under control until we got there."

Schade said the fire department quickly extinguished the

From Page 1

Fire

Ford

from page A1
tion in Walton Hills.

"We found light smoke on the first floor but no flames," Gill said. "They had most of the building evacuated when we arrived."

Gill said firefighters followed the smoke intensity to the basement and began checking duct work for the source of the flames. They eventually worked their way to a ventilation room, with a large fan inside that was used to push cool air to machinery on upper floors.

"The heat had burned out the sprinkler system, but the sprinklers had kept the fire in check," Gill said. "There is still an investigation going on to determine the definite cause."

The Maple Heights fire department is investigating the source of the fire, but its investigator was not available for comment on Tuesday.

Gill said firefighters were not able to determine how long the fire was burning before the alarm was sounded. In addition to Oakwood and Maple, firefighters came to the scene from Bedford, Bedford Heights, Northfield Vil-

lage, Northfield Center, Macedonia and Twinsburg.

There were no major traffic disruptions reported on Northfield Road while firefighters were on the scene until about 3:30 a.m.

Gill said there were about 60 people at work when the fire started and that although they were sent home for the night, there was no delay to the beginning of the first shift at 6 a.m.

A statement released by Ford said that there would be no production delays at the plant because of the fire.

Contact Nozar at robertnozar@yahoo.com

was injured in an accident at the plant involving a forklift. Tolbert was transported to UHHS Bedford Medical Center, was treated and released.

"We don't have a lot of other information on it," Rhines said. "In a case like this, the fire department handles the call. The only time we are called in is if there is a fatality."

Oakwood fire officials said they couldn't give out details about the accident because of federal laws.

E-mail: ecanning@recordpub.com
Phone: 440-232-4055 ext. 4110

Walton Hills plant to get new work rules

CHRISTOPHER JENSEN
Plain Dealer Auto Editor

Workers at Ford's Walton Hills Stamping Plant have approved new work rules aimed at making the facility more competitive, ideally avoiding a closing.

The key element of the new "competitive operating agreement" gives management more flexibility in how jobs are done and who does them.

The agreement is part of the Ford Motor Co.'s worldwide "Way Forward" plan that the automaker hopes will streamline its manufacturing and reduce its costs as it struggles to become more profitable.

David Cole, the chairman of the Center for Automotive Research in Ann Arbor, Mich., said that Ford is accelerating those efforts as a result of "the gravity of the situation" and that union locals that scorn such efforts are going to find themselves in trouble.

"I would not want to be a plant that resisted. . . . That would be one of the key things in the decision of why that plant lives or dies," Cole said. "These plants have to become more competitive, fast."

Next month Ford is expected to announce some additional steps in the "Way Forward" plan. There is some speculation that could include additional closings. Eighty-three percent of the 532 Walton Hills workers approved the agreement, according to the Web site for United Auto Workers Local 420, which represents the plant.

Local 420 President Kevin Kalinowski could not be reached Thursday for comment.

Last month a Ford stamping plant in Chicago approved a similar agreement.

"We are working hard in all our plants to make them among the most competitive in the world," said Anne Marie Gattari, a Ford spokeswoman.

Effects of Ford buyouts unclear

12-7-2006

Councilor says Walton Hills ready to handle any plant worker losses

by Tim Troglen
Reporter

WALTON HILLS — Officials are uncertain how a buyout offer accepted by 30,000 Ford Motor Co. employees across the country will affect the Walton Hills Ford Stamping Plant.

Ford announced last week that almost 40 percent of its more than 80,000 hourly employees accepted a buyout offer as part of a plan to turn around the company's finances.

Officials from Ford declined to say how many of the Northfield Road facility's 867 workers accepted the buyout.

"We are not providing the plant-by-plant numbers," said Ford spokesperson Marcey Evans.

Evans referred questions to the United Auto Workers Union Local 240, which oversees the plant employees. Union President Kevin Kalinowski did not return calls for comment.

Vic Nogalo, village fiscal officer, said he, too, "did not have figures."

Ford's Anne Marie Gattari said employees of the Walton Hills plant pay close to \$1 million in income tax per year to the village. Nogalo has said that is about a quarter of the village's annual income tax base.

Mayor Marlene Anielski did not return calls for comment.

Council Pro-Tem Kevin Hurst said while it was not

(See FORD — Page 10)

known how many local workers would be leaving the plant through the buyout, "Council is going to address it no matter what the cost is."

"We hope for the best and prepare for the worst," he said, noting the village has just under \$10 million in general fund savings.

Hurst also stressed that there will be no tax increase to residents or cuts in services as a result of any losses from Ford.

According to a Ford press release, the buyout offers can be rescinded by the employees up until their date of separation from the company.

Ford announced Sept. 15 as part of the turnaround plan that it would reduce the work force by 25,000 to 30,000 by the end of 2008. The company began the year with 83,000 union-represented employees.

Ford said the employees who accepted the buyouts will leave the company between January and Sept.

Quote

We hope for the best and prepare for the worst. Council is going to address it no matter what the cost is.

Walton Hills Council Pro-tem Kevin Hurst, remarking on buyouts at village Ford plant

1, 2007.

The 2 million-square-foot village stamping plant sits on 111 acres. It employs 800 hourly employees and 67 salaried workers who produce auto body side panels, deck lids, doors, fenders and floor pans.

Walton Hills relieved over Ford escape

Village plant's 867 workers spared in company's \$5 billion cutback plan

Bedford Times Register 9-21-2006
by **Tim Troglen**

Reporter

WALTON HILLS — It appears the village's Ford stamping plant will not be idled despite Ford's announcement Friday that 14,000 employees across the country will lose their jobs.

Ford spokesperson Anne Marie Gattari said the Northfield Road plant, which employs 800 hourly and 67 salaried employees, will not close. She

added that because of an agreement signed in August with the United Auto Workers Union, the plant will be run more efficiently and become more competitive.

"That is something we are very pleased with, and we commend the workforce of the UAW for understanding the business realities," Gattari said.

However, not all Ohio Ford plants were so lucky.

The Maumee stamping plant, which employs 620 hourly and 60 salaried workers, is set to close by 2008.

One Walton Hills stamping plant employee was relieved Friday as she went into work.

"Everything here is good," said the employee "We are going to be getting Maumee stuff. We have the Econoline [vans] here in Walton Hills."

The Walton Hills plant, which was

opened in 1954, produces body side panels, deck lids, doors, fenders and floor pans.

Vic Nogalo, village fiscal officer said Friday, "I don't know what the impact yet is in Walton Hills."

He said the amount Ford pays the village in taxes each year is "confidential" between Ford and the village, but that 2 percent of the plant's employ-

(See FORD — Page 13)

Ford

From Page 1

ees' total income tax is paid to the village.

However, Gattari said employees pay close to \$1 million in income tax a year to the village. According to Nogalo, that is one quarter of the village's annual income tax base.

There is no word on how many buyouts, if any, will be offered employees of the Walton Hills plant, but Ford officials said the company wants to step up the reduction of its 30,000 North American manufacturing employees to 25,000 by 2008. The company previously set a goal to reduce the employees by 2012.

Employees of Ford were given the news Friday in an employee address by Bill Ford, executive chairman, Alan Mulally, president and CEO, Mark Fields, president of the Americas, and Don Leclair, chief financial offi-

turnaround" of Ford.

"Although the process has been under way for months, I have had a chance to review these actions and am convinced that they provide the sound, product-led underpinnings and cost reductions we will need to achieve our goals," he said.

In a press release, the company states its turnaround plan is expected to reduce operating costs by \$5 billion, including reducing the workforce by one third, or 14,000, and offering buyouts to all salaried Ford employees by 2008.

According to Ford, the job reduction includes 4,000 positions eliminated in the first quarter of 2006. Included in the plan is the closing of 16 Ford facilities by 2012.

Fields told employees Friday that the cuts will be done through "early retirements, voluntary separations and, if necessary, involuntary separations."

"We expect most employees will leave by the end of

Ford to offer Walton Hills job buyouts

CHRISTOPHER JENSEN
Plain Dealer Auto Editor

9-1-2006
Plain Dealer

Ford plans to offer buyouts to hourly workers at its Walton Hills Stamping Plant, a Ford spokeswoman said Thursday.

The automaker is hoping about 200 of the 800 hourly workers will take the packages, said one source familiar with the plan.

The buyouts continue the withering of Ford employment and the loss of well-paid manufacturing jobs in the region.

RESTRUCTURE: The Ford Motor Co. is exploring a sale of all or part of Aston Martin. C2

Early in the 1980s, Ford had about 16,000 hourly workers in Northeast Ohio. Executives often referred to Cleveland as Ford's "second city," because only Detroit had more Ford workers. Now Ford's Web site shows the area has about 6,000 hourly workers — before the Walton Hills buyouts.

Walton Hills became eligible for the buyout after hourly workers recently approved a new "competitive operating agreement," said Marcey Evans, a spokeswoman at corporate headquarters in Detroit.

SEE BUYOUTS | C6

Ford seeks cuts at Walton Hills plant

A key element of the new agreement gives management more flexibility in how jobs are done and who does them. The goal is to improve efficiency and reduce costs.

Evans said reducing the number of workers at Walton Hills is part of the effort to make the plant more competitive.

Evans said that she was not

Ford buyouts at Walton Hills: Ford plans to offer buyouts to hourly workers at its Walton Hills Stamping Plant, a Ford spokeswoman said Thursday. The automaker is hoping about 200 of the 800 hourly workers will take the packages, said one source familiar with the plan. The buyouts continue the withering of Ford employment and the loss of well-paid manufacturing jobs in the region. Early in the 1980s, Ford had about 16,000 hourly workers in Northeast Ohio. Executives often referred to Cleveland as Ford's "second city," because only Detroit had more Ford workers. Now Ford's Web site shows the area has about 6,000 hourly workers — before the Walton Hills buyouts. Walton Hills became eligible for the buyout after hourly workers recently approved a new "competitive operating agreement," a company spokeswoman said.

sure when the buyouts would be offered but that they would be the same as those offered at other Ford plants. Those buyouts included \$35,000 for workers at least 55 years old with 30 years of service.

Becoming more competitive in a hurry is the key to long-term survival, auto industry analysts have said.

Kevin Kalinowski, president of United Auto Workers Local 420, which represents the plant's workers, could not be reached for comment.

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Ford won't shut Walton Hills,

CHRISTOPHER JENSEN
Plain Dealer Auto Editor

Ford Motor Co. has no plans to close the Walton Hills Stamping Plant completely and still hopes to find a new vehicle to build at the Ohio Assembly Plant in Avon Lake after the Mercury Villager and Nissan Quest are discontinued later this year.

That was word from James J. Padilla, group vice president for Ford North America, Gov. Bob Taft and U.S. Sen. George Voinovich said yesterday.

Taft, Voinovich and U.S. Sen.

Michael DeWine — who participated yesterday by phone — asked for a meeting after Ford's announcement in January of a massive turn-around plan. The changes include eliminating about 21,500 jobs in North America by the middle of the decade.

Under Ford's plan, about 1,000 of its roughly 10,000 jobs in Northeast Ohio would be eliminated by the end of 2003. Ford plans to cut 125 jobs by closing the new Aluminum Casting Plant in Brook Park; to lay off 650 workers at the Walton Hills

Stamping Plant; and to eliminate another 190 jobs at the Lorain Assembly Plant.

In addition to the jobs lost at Walton Hills, there has been speculation that the plant might be closed eventually because it is one of Ford's least-efficient stamping plants. But, according to Voinovich, Padilla said the plant will remain open over the long term and apparently will get new equipment to make it more efficient, although it will only have about 600 hourly workers.

Walton Hills, which currently has about 1,200 hourly workers

and 130 salaried workers, will be kept open, said Della DiPietro, a Ford spokeswoman.

Taft said Padilla also assured them that Ford still is looking for a new product for the Ohio Assembly Plant, where almost 1,000 workers build the Villager and Quest minivans. Voinovich said Padilla went out of his way to praise the workers there.

As soon as Ford has more information on its plans, state officials will be able to put together an assistance package and they will do everything they can to help keep the plant open, Taft

Business | C5

Avon Lake plants

said.

Ford "would love to have a new product, but right now, they are just trying to stay alive ... to keep that company going," Voinovich said.

Both Taft and Voinovich said it was clear Ford is facing serious challenges.

Ford officials have said the restructuring plan is necessary and the company is losing money largely because it has the manpower and assembly plants to build far more vehicles than it can reasonably expect to sell. Ford wants to reduce its North

American capacity from 5.7 million vehicles a year down to 4.8 million, executives said last month.

While Ford is cutting back on jobs at several Northeast Ohio plants, the automaker also is updating Engine Plant No. 1 in Brook Park, which was once expected to be closed. The plant will build a new version of the Duratec V-6 engine. Union officials say eventually the plant will have 2,000 hourly workers.

Contact Christopher Jensen at:
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9-28-05

LETTERS

No plans at Ford plant except for Ford growth

To the editor:

Regarding the article on page A-7 (*Bedford Sun Banner*, Sept. 22, "WH residents offer Katrina fundraiser") there is a serious mistake in the second to last paragraph.

We are not planning a commercial development at the Ford plant. In fact, we hope and urge the Ford Motor Co. to stay and grow the Walton Hills Stamping Plant.

We are following our Master

Plan with the expansion of our municipal facilities. However, there are no plans or discussion with Ford Motor Co. The Master Plan in Chapter 6 speaks to the possible scenarios that should be looked into. Nothing is on the table now.

Please have Calvin Jefferson retract this statement in the next issue of *Bedford Sun Banner*.

Dave Knapp
Councilman

FORD TO CUT 1,000 JOBS IN NE OHIO

Company
to downsize
worldwide

Plain Dealer 1-12-2002

CHRISTOPHER JENSEN
Plain Dealer Reporter

DEARBORN, MICH. — As part of what Chairman Bill Ford described as "painful but necessary steps," the Ford Motor Co. said yesterday it will cut almost 1,000 jobs in Northeast Ohio.

The planned moves are part of a worldwide effort to save \$9 billion a year by the middle of the decade.

Within the next two years, the automaker plans to cut 600 of the 1,200 hourly jobs at its Walton Hills Stamping Plant, lay off 190 of the 1,635 hourly workers at the Lorain Assembly Plant and close the new \$130 million Aluminum Casting Plant in Brook Park, which has 125 hourly and salaried workers.

Ford currently has about 10,000 workers at Northeast Ohio plants.

Ford executives also said the Ohio Assembly Plant in Avon Lake is not scheduled for any new vehicles to replace the Mercury Villager and Nissan Quest minivans after they are discontinued in June.

But that does not mean that the plant will be closing, James J. Padilla, the group vice president for Ford North America, said later. "We are going to work on that," he said.

In all, Ford plans to cut 12,000 hourly workers in North America, but it cannot close any plants until its national contract with the United Auto Workers expires in September 2003.

Ford said that by the middle of the decade it will also close a Ranger pickup plant in Edison, N.J., an F-Series pickup plant in Oakville, Ontario, the St. Louis Assembly Plant in Missouri building the Explorer and the Vulcan Forge Casting Plant in Dearborn, Mich.

The automaker, which expects to report a \$900 million loss for the fourth quarter, said it will discontinue three other vehicles besides the Villager.

SEE FORD | A8

♦ Paring down

From its work force of 345,000, Ford Motor Co. will cut 35,000 jobs worldwide, including nearly 1,000 in Greater Cleveland.



21,500 jobs lost in North America

13,500 jobs lost in rest of world.

Five plants to close

Brook Park Aluminum Casting Plant / Edison, N.J. / Oakville, Ontario / Hazelwood, Mo. / Vulcan Forge, Mich.

1-12-2002

Impact at Greater Cleveland Ford plants

Brook Park Aluminum Casting Plant closes; 125 workers to be reassigned.

Avon Lake No new product assigned to replace Mercury Villager and Nissan Quest, but plant is expected to stay open.

Lorain 190 hourly workers will be laid off.

Walton Hills 600 of the 1,200 hourly workers and 50 of 130 salaried workers to be let go by end of 2003.

SOURCE: Ford Motor Co.

THE PLAIN DEALER

FORD

FROM A1

Ford to cut 1,000 jobs in NE Ohio

The other vehicles to be dropped are the Mercury Cougar, the Ford Escort and the Lincoln Continental. Each vehicle had sales declines of more than 10 percent last year.

Brett Hoselton, an analyst with McDonald Investments in Cleveland, praised the plan but said the timetable should be more aggressive.

"It's like somebody recognizing they have a disease and then not

going to the doctor until three years from now to take care of it," Hoselton said. "I would have been really impressed if Ford had gone to the union to get their cooperation to downsize more quickly."

Others said Ford is moving at the right pace, navigating between the demands of Wall Street and the concerns of its workers.

"You act too hastily, and you risk a lot of knowledge and experience walking out the door," said Michael Flynn, director of the University of Michigan's Office for the Study of Automotive Transportation. "Ford is exercising due caution rather than acting too slow."

Ford employs 345,000 workers

worldwide, including 150,000 in North America. When the restructuring is complete, global employment will drop by 35,000, including 21,500 cuts in North America.

In the United States, laid-off hourly workers will get most of their pay for the term of the UAW contract. But Ford expects that many of the workers, who are already eligible to retire, will do so. Others may be offered buyout packages.

During the 90-minute briefing, Ford, the 44-year-old chairman and great grandson of the company's founder, said the cutbacks will "impact people's lives in adverse ways, and I cannot begin to describe how sorry I am about

End of the road

As part of a massive restructuring, Ford Motor Co. will eliminate production of four car models.

Year present model was introduced in the United States

Lincoln	Ford	Mercury	Mercury
Continental	Escort	Villager	Cougar
1998	1980	1993	1998



SOURCES: The company; Associated Press

ASSOCIATED PRESS

that."

But Ford said the reorganization was necessary because company executives had underestimated the competition, failed to concentrate on quality and followed some "poorly conceived or poorly timed strategies" during the highly profitable 1990s.

Among its failures was maintaining costly production capacity for more vehicles than the car maker can sell.

The turnaround plan calls for reducing North American capacity from 5.7 million vehicles a year to about 4.8 million, said Nick Scheele, Ford's president and chief operating officer. That reduction will be accomplished by the five plant closings, including that of the Aluminum Casting Plant in Brook Park, which opened just last year.

Willie Hubbard, president of UAW Local 1250, which represents Brook Park, called the loss of the casting plant "a shocking

situation. It is the most modern plant, and all the sudden the door is closing."

But Padilla said the plant "was probably ill-conceived. We could have zero manpower and still lose money. It is too small and just not competitive."

Padilla said the casting plant workers will be reassigned elsewhere in the Brook Park engine complex, which builds the popular Duratec V-6 engine and has a good future. "They will be getting all the technology," he said.

Ford also plans "major downsizings or shift reductions" at 11 plants, including its stamping plant in Walton Hills. Padilla said the current plan does not call for Walton Hills to be closed.

"What Ford needs to do is make Walton Hills competitive. It is not competitive today, and we have a lot of work to do there," he said.

About 250 hourly and 25 salaried jobs at Walton Hills will be

cut by the end of 2002, said Ford spokesman Ed Miller. By the end of 2003, another 350 hourly and 25 management jobs will be gone.

Longtime Walton Hills employee George Main said workers were relieved to get the facts. "It was like somebody took their hands from around your neck," Main said. "It was truly a relief. Somebody's still going to lose their job, but at least we saved half."

Ford also will build fewer vehicles at nine plants, including Lorain, which makes full-size Econoline vans and the Club Wagon. That means about 190 workers will be cut by May at Lorain, Miller said.

Over the years, Ford has considered closing Lorain and moving the production of the big vans to the nearby plant in Avon Lake, where the bodies are built. Yesterday, Padilla said such a consolidation "is always a possibility, but that is not our plan."

The future of the Avon Lake plant is unclear, but Padilla said yesterday that the automaker is still looking for a product to replace the Quest and Villager minivans. Employees already knew that those two lines were being discontinued, but they had hoped a replacement would be announced.

Avon Lake Mayor Rob Berner said that city officials will immediately begin preparing tax abatement proposals to Ford to have a new line in production by 2004.

"Those jobs are extremely important to us," Berner said. Avon Lake receives \$1.7 million in income taxes from Ford employees, of which \$1.2 million goes to the city's operating budget.

While Chairman Ford was announcing the layoffs, he praised employees as the automaker's most valuable resource and said they would be the key to the company's turnaround and long-term success. He said he will give up \$1.5 million in stock compensation this year as part of his own contribution.

"He can do without getting paid for the next 20 years," scoffed one union leader.

Plain Dealer reporters Lila J. Mills, Thomas W. Gerdel and Molly Kavanaugh contributed to this story.

Ford phasing out work in area

Ford plants in Northeast Ohio

1 LORAIN ASSEMBLY Lorain

The full-size Econoline and Club Wagon lines are aging, and sales were down 14.7 percent last year, although the models still dominate the full-size market. They will face increasingly strong competition in the next few years as Mercedes-Benz challenges the domestics with the Freightliner Sprinter cargo van. Plus, the plant is only partially used.

Products: Ford Club Wagon and Econoline
Year opened: 1958

Plant size: 4.1 million sq. ft.
2000 production: 203,794 units

YEAR-END 2000 EMPLOYEES

Hourly: 1,600
Salary: 125

LOCAL TAXES

Municipal: \$1.8 million to Lorain
School: \$1.5 million to Vermilion schools

2 OHIO ASSEMBLY Avon Lake

The Nissan Quest and Mercury Villager minivans are to be discontinued this year. Ford has yet to announce a replacement. The plant received a national award for quality and productivity, and it has a "modern operating agreement" that gives management more flexibility.

Products: Ford Econoline and Club Wagon bodies, Mercury Villager and Nissan Quest
Year opened: 1974

Plant size: 3.7 million sq. ft.
2000 production: 285,099 units

YEAR-END 2000 EMPLOYEES

Hourly: 2,100
Salary: 200

LOCAL TAXES

Municipal: \$1.2 million to Avon Lake
School: \$1.8 million to Avon Lake schools

3 WALTON HILLS STAMPING Walton Hills

Its equipment is the least efficient among Ford's eight U.S. stamping plants, according to The Harbour Report, an annual study of manufacturing efficiency.

Products: Body panels for most car and truck lines including deck lids, fenders, doors, roofs and floor pans

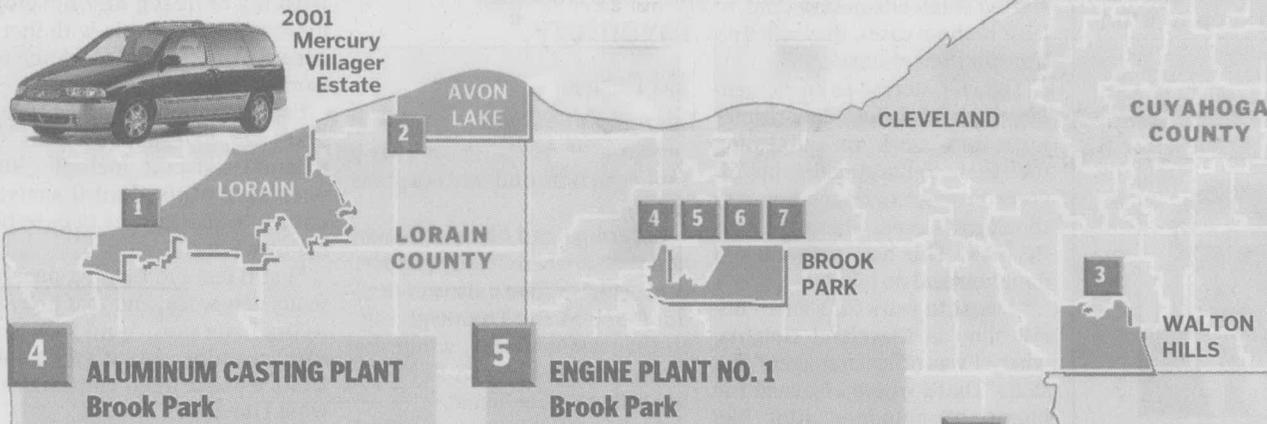
Year opened: 1954
Plant size: 2.2 million sq. ft.
2000 production: 149,000 tons of steel

YEAR-END 2000 EMPLOYEES

Hourly: 1,100
Salary: 150

LOCAL TAXES

Municipal: \$958,000 to Walton Hills
School: \$2.5 million to Bedford schools



4 ALUMINUM CASTING PLANT Brook Park

This plant provides parts for a four-cylinder engine used in the Ranger pickup.

Products: Aluminum cylinder blocks
Year opened: 2000
Plant size: 210,000 sq. ft.
2000 production: 7,508

YEAR-END 2000 EMPLOYEES

Hourly: 100
Salary: 20



5 ENGINE PLANT NO. 1 Brook Park

Undergoing renovation to produce new version of Duratec V-6 engine.

YEAR-END 2000 EMPLOYEES

Hourly: 250
Salary: 50

6 ENGINE PLANT NO. 2 Brook Park

Ford is relying heavily on the sophisticated V-6 engines made here for many of its cars and light trucks.

Products: 2.5-liter and 3.0-liter V-6 Duratec engines, 3.0-liter V-6 DAMB engines and engine parts for other engine plants.

Year opened: 1955
Plant size: 1.45 million sq. ft.
2000 production: 495,082

YEAR-END 2000 EMPLOYEES

Hourly: 1,600
Salary: 200

7 CASTING PLANT Brook Park

Ford needs this plant to provide key parts for its 4.6-, 5.4- and 6.8-liter engines.

Products: Cylinder blocks and heads, crankshafts and bearing caps.

Year opened: 1952
Plant size: 2.1 million sq. ft.
2000 production: 295,000 tons of steel

YEAR-END 2000 EMPLOYEES

Hourly: 2,200
Salary: 250



2002 Ford E-150 Traveler van

Automaker to release turnaround plan

That would cushion the impact on current Ford workers, but ultimately any closings would represent a long-term loss of manufacturing jobs in Northeast Ohio.

In 1979, Ford had about 20,000 employees in Northeast Ohio and proudly called Cleveland its "Second City" because only the Detroit area had more Ford workers. Ford has about 10,000 hourly and salaried workers in manufacturing jobs in Northeast Ohio.

Ford has been steadily whittling away at its work force na-

tionwide as part of an effort to reduce costs. Many workers have simply retired and not been replaced. The biggest single loss in Northeast Ohio was in 1997, when Ford stopped building the Thunderbird at the Lorain plant, resulting in the loss of about 1,500 jobs.

Ford has added some work in Northeast Ohio. In 2000 it opened the \$130 million Aluminum Casting Plant in Brook Park, which had been expected to eventually employ as many as 150 hourly workers if a second shift was needed.

Ford chose Brook Park, in part, to help offset the jobs lost when the Thunderbird was discontinued, then-President Jacques Nasser said.

Ford also decided not to close Engine Plant No. 1 in Brook Park. Instead, it is being re-

"Clearly the next five years are going to be the most competitive the industry has seen in a long time."

Brian Ambrose,
national industry director of KPMG's industrial and automotive practice

equipped to build V-6 engines. That will save about 650 jobs when the plant opens late next year.

Finally, last year Ford added an E-550, heavy-duty version of

the Econoline van at Lorain. Ford's turnaround plan follows the release earlier this week of a pessimistic report by KPMG LLP, the consulting firm, about the future of the domestic automakers.

Only 22 percent of 103 auto industry executives who were surveyed said domestic automakers would increase their market share during the next five years.

Meanwhile, 74 percent of those surveyed expressed belief that Asian automakers would increase their global market share.

Many of the executives thought the Asian and European automakers would be providing more-exciting and more-affordable vehicles, said Brian Ambrose, the national industry director of KPMG's industrial and automotive practice.

"It is not surprising to see executives cite a decline, but the ex-

tent of it is troubling," he said. "Clearly the next five years are going to be the most competitive the industry has seen in a long time."

Last week, the Ford chairman vowed to make the company competitive again and said there is more to the restructuring plan than raising cash and cutting costs.

He said Ford needs to concentrate on producing high-quality products with great value.

The automaker's 100th birthday is in July 2003. Carrying out that long-term, multipart plan will determine "how successful the next 100 years will be... or if there will be a next 100 years," he said.

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CHRISTOPHER JENSEN
Plain Dealer Auto Editor

DEARBORN, MICH. — Top Ford officials worked much of yesterday on the final details of their turnaround plan, which includes phasing out work at the Walton Hills Stamping Plant and Lorain Assembly Plant, according to an industry source.

The executives' debates and decisions were conducted amid surprisingly successful secrecy, with severe restrictions on the number of people familiar with the final decisions.

"They are paranoid about a leak," one Ford official said.

But an industry source said the executives have settled on transferring work currently done at Walton Hills to other stamping plants. In addition, the source said, assembly of the huge Econoline vans eventually will be moved from Lorain to the nearby Ohio Assembly Plant in Avon Lake, which already

builds the truck bodies.

Ford is also seriously considering closing its Aluminum Casting Plant, which opened last year in Brook Park, the source said.

The final plan is expected to be disclosed today at a 9:15 a.m. news conference at Ford headquarters here. The automaker has scheduled meetings at about the same time at its plants to tell workers their fates.

Walton Hills has about 1,100 hourly employees stamping body panels, while Lorain has about 1,600 workers and the aluminum plant about 100. Union officials at Walton Hills, Brook Park and Lorain did not return telephone calls yesterday. Jerry Donovan, chairman of Unit 2 at UAW Local 2000, declined to comment last night.

Ohio Assembly, which won a national award last year for manufacturing excellence, has about 2,100 workers and builds the Mercury Villager and Nis-

san Quest minivans. Ford previously announced it would stop building the minivans later this year, and a replacement vehicle has not been announced.

The plan being released today will just be the first step in the revitalization and refocusing of Ford, Chairman Bill Ford said earlier this week.

That means there could be several moves in Ohio over the next few years, dragging out the impact on Walton Hills and Lorain.

For example, Ford could immediately reduce the number of Econolines built in Lorain and lay off some workers. Then, it could take more drastic action, perhaps moving production of the Econolines to the Avon Lake plant.

Ford cannot permanently close any plants until September 2003, when the national agreement with the United Auto Workers Ford expires. Ford agreed to the national contract when it was profitable and

times were good. Now, the contract is hamstringing its efforts to reduce its capacity to match lower demand.

The automaker can idle plants, but the UAW contract says it must pay hourly workers most of their salaries.

In Ohio, those workers would get about 95 percent of their regular salaries when state unemployment is added, according to Ford.

That makes it extremely difficult to save much money, said David E. Cole, president of the Center for Automotive Research in Ann Arbor, Mich.

Effect on local force

If Ford decides to idle Walton Hills and Lorain — or any other Ohio plants — the workers would have several options. Many are already eligible for retirement, and Ford may offer incentives to others to retire early. Workers can also transfer to vacancies at other plants.

Covd, 1-11-2002

FORD CHAIRMAN VISITS WALTON HILLS

by J. J. MAZZONE, Sr.

Mayor Harry Mackey, Jr. presented the very first ever key to the Village of Walton Hills to Phillip Caldwell, Chairman of the Board of Ford of Ford Motor Company, at a brief ceremony in front of the Ford Stamping Plant the morning of April 1, 1982. In consideration of the fact that less than two years ago there was a distinct possibility that the plant would be closed, the presentation engendered added significance. Elsewhere in the OWL are pictures of the key to the Village and the principals involved.

Mr. Caldwell decided to visit the plant, only his second appearance in Walton Hills, (he was here when ground was broken for the plant in 1953), because he wanted to see and meet first hand with the personnel responsible for the best labor/management program of any Ford plant in the country. In mid-1980, in an effort to keep the plant operating, labor and management each agreed to certain concessions and concurrently started an employee involvement program. The program is not only working but it has become a model for the other Ford plants to copy.

The program boiled down to just plain dialogue between labor and management, only this time the workers talked and for a change, the company listened. The suggestion program which had been largely non-existent, now was being used and improvements and cost savings ideas were quickly adopted. As one of the Ford Company spokesmen said, "There no longer is a creditability gap . . . when management makes a commitment, it is quickly fulfilled. . . communication is now direct from the man on the line to responsible management, and we are listening".

This new spirit has resulted in the Walton Hills plant now flying a unique flag, just beneath the American flag, with a "Q-1" emblem on it. The "Q-1" stands for quality beginning with the first unit produced, or, in effect, no waste or scrap products.

It was an exciting morning for Walton Hills as Caldwell toured the plant and talked to various employees. He was followed by an impressive entourage comprising the three local TV stations, WERE Radio, Associated Press, Plain Dealer, Cleveland Press, Akron Beacon Journal reporters, as well as your enterprising feature writer for the OWL. Mayor Mackey also made the tour and was very much impressed by the attitude of the workers and the spirit of cooperation evident as the production workers talked and shook hands with their top boss.

Village residents should be pleased to know that Ford is presently investing more than \$120,000,000 at the plant for new tooling and equipment for 1983 model production, a record expenditure. Annual payroll in 1981 reached \$65,113,000, a gain of almost \$10,000,000 over 1980. Area purchases from suppliers was up more than \$600,000 in this period. Ford Motor Company has been a good neighbor and resident for many years now and with the present attitude of both company and workers, we expect them to remain so for many years to come.

(Cont. on page 18)

Walton Hills Owl
4-1982

(Ford Chairman Visits W.H. - Cont.)

Mayor Mackey remarked, "I was extremely happy to meet and honor to welcome Mr. Caldwell to Walton Hills because Ford Motor Company is a number one part of our community. The turnabout attitude on the part of the workers at the plant truly exemplifies the American Spirit". The Mayor also commended our police officers Sgt. Moody, Ptl. Shaffer, Ptl. Spevak and Ptl. Chormanski, for their fine performance in providing a quick and orderly escort for Mr. Caldwell's automobile from Cleveland Airport to the Ford Plant and then to Akron, where Caldwell was to speak later in the day.

FORD MOTOR

4-1982

Mayor Mackey welcomed the Chairman of the Board of Ford Motor Company, Mr. Caldwell and presented him with a key to the Village on his tour of the Walton Hills plant this past week.

WALTON HILLS STAMPING PLANT

Walton Hills Owl 9-1982

by J. J. MAZZONE

For 28 years it was known as the Ford Motor Company Cleveland Stamping Plant located in Walton Hills. At 7:00 a.m. on a bright Monday morning August 16, 1982, Mayor HARRY MACKEY, Jr. announced to a crowd of dignitaries and Ford employees gathered in front of the plant, that the plant is now to be known officially as The Walton Hills Stamping Plant.

Mayor MACKEY credited local Ford Union President Joe D'AMICO with the suggestion that the plant should be called the "Walton Hills Stamping Plant" because of its location and in order to give recognition to the Village in numerous references to the plant. The Mayor pursued the name change through Mr. Phillip Caldwell, Ford's Chief Executive Officer, who visited the plant in May of this year. The change was readily approved, with the result that the new sign was erected and unveiled at the brief ceremony.

In further remarks, Mr. MACKEY stated "It is an honor and a pleasure to be with all of you on this historic occasion. We in Walton Hills are very much interested in the Ford Plant and consider ourselves part of the Ford Family. For 28 years the name 'Ford Stamping Plant' and 'Walton Hills' have been synonymous, and now we are proud that through this name change it is official".

* * * * *

MAYOR MACKEY WELCOMES FORD CO. BOARD CHAIRMAN - PHILLIP CALDWELL



Welcome Committee - Luke Schaeffer, Tom Spevak, Mayor Mackey
Sgt. Moody, Phillip Caldwell, Ron Wallace (Plt. Mgr.)
PtImn. Chormanski , UAW Lead D'Amico

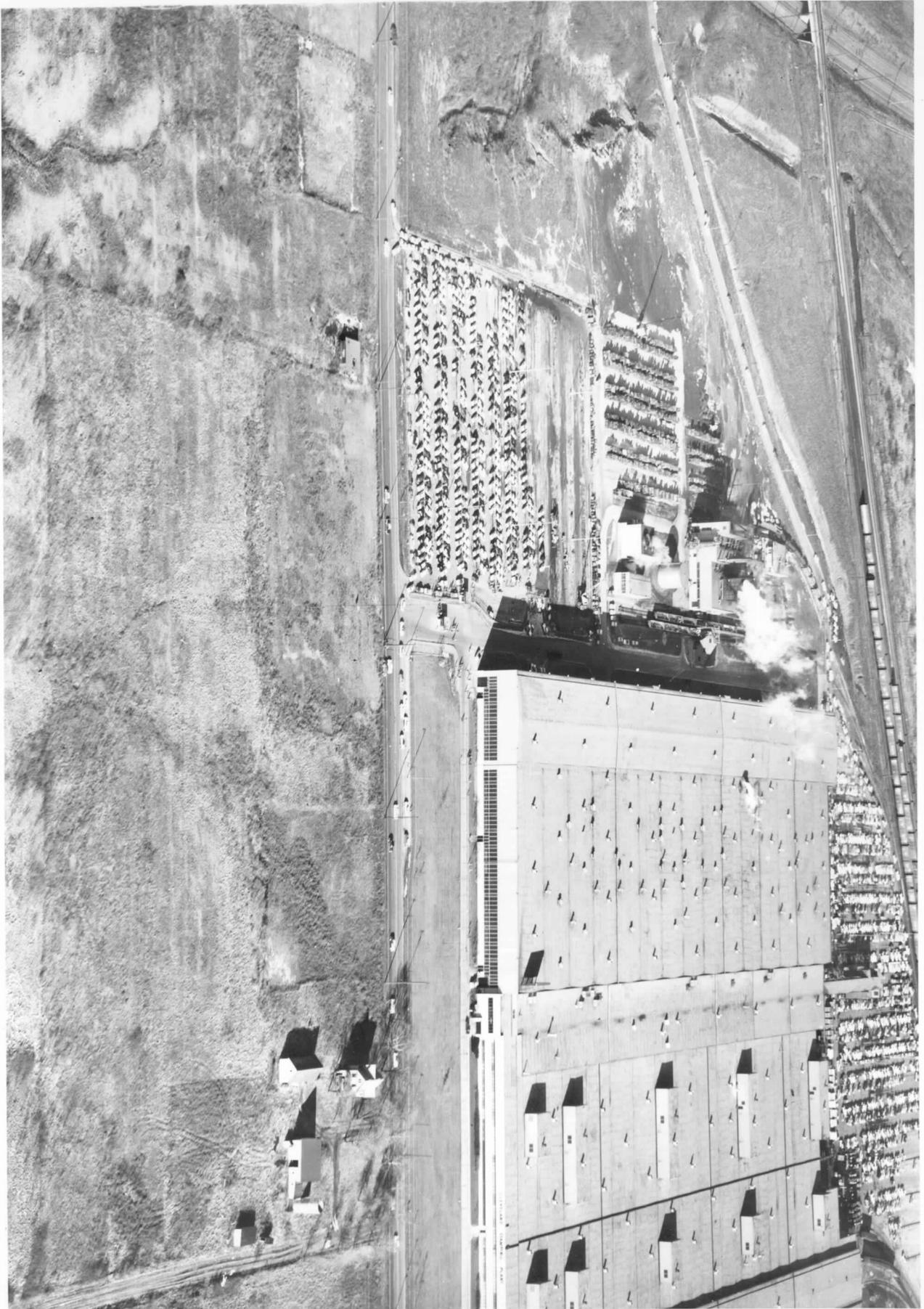


Phillip Caldwell, Chairman of Board - Ford Motor Co.
Thanking Mayor Harry Mackey For Key To The Village



"Key" Presented To Bd. Chairman, Phillip Caldwell

2-1960





2-1960

Stampers celebrate 25 years

WALTON HILLS — The Cleveland Indians were tearing up the American League en route to a record-setting 111 victories, and the Sam Shepperd murder case was capturing the interest of newspaper readers nationwide.

It was the summer of 1954.

Creating considerably less publicity was the birth of Cleveland Stamping Plant in sleepy Walton Hills, 15 miles southeast of Cleveland.

Two of the Plant's employees, who watched the 110-acre farm at the corner of Northfield and Alexander roads transformed from cornstalks to steel pillars, reminisced recently with *Ford World Ohio Section* on the eve of CSP's 25th anniversary in June.

"This Plant put Walton Hills on the map," says Ronald Croft, Marshalling Area Superintendent, who is tops in time of service among the first salaried employees at CSP.

"There were mostly farms here in 1954. Northfield harness racing track (CSP's next-door neighbor) was a stock car racing track then."

"I remember picking apples near where the Powerhouse stands now," adds Joseph Schreck, Boiler Operator and leader in seniority among original hourly employees.

Croft transferred to CSP March 1, 1954, from Buffalo Stamping Plant; Schreck was newly hired March 22, 1954.

One of the first permanent structures on the site was the Power-



Croft (left) and Schreck reminisce about the Plant as it was in this 1954 aerial photo. The view to the northwest shows State Route 8 diagonally across the top and the Northfield stock car racing track in the foreground.



house, where Schreck has worked for 25 years. "We did our own maintenance on pumps and compressors at first," he says. "I knew nothing about them, but I learned fast."

Croft hired in as Supervisor in Material Handling.

"I trained a crew of 27," Croft recalls. "Most of them were coal miners who had never seen a forklift, but had to learn to drive one."

"The first production line to start up was a fender line," he adds. "In the confusion of opening a new plant, it was a major ac-

complishment."

From that handful of employees, CSP has grown to a 2.1-million-square-foot manufacturing complex that employs more than 4,100. "It was hard to believe then that it would ever get to be this big," says Schreck.

9-15-1967

W. H. Owl

WALTON HILLS FORD PLANT DEDICATES NEW ADDITION

Ford Motor Company recently dedicated a 227,000-square-foot addition to its Cleveland stamping plant in Walton Hills, Ohio. The latest of five major expansions at the plant since production began in 1954, the area is devoted exclusively to loading operations for the new hi-cube railroad cars now being used in the plant's shipping program.

Governor JAMES A. RHODES spoke at the ceremony and noted Ford's role in the Greater Cleveland area and in the state of Ohio. The company employs more than 30,000 people at its 11 plants and 15 office facilities throughout the state.

Among civic officials attending the ceremony were Senator FRANCIS D. SULLIVAN, Senator OLIVER OCASEK, Representative FRANK F. POKORNY and THOMAS G. YOUNG, mayor of Walton Hills.

IRVING O. KAUFMAN, plant manager, conducted a tour of the plant and explained the significance of the new addition. The hi-cube rail cars, with a 10,000-cubic-foot capacity, compared with a normal car capacity of 5,072 cubic feet, allow for more efficient loading of the plant's wide variety of products.

The plant produces a broad mix of stampings, including side panels, doors, roofs and trunk lids, for most Ford and Lincoln-Mercury car lines. Its products are shipped to 18 Ford assembly plants in the United States, Canada and Mexico.

MR. KAUFMAN pointed out that as many as 70 hi-cube cars are loaded each day. Stampings are placed in shipping racks as they come off production lines. The racks contain, for example, 54 quarter panel assemblies or 20 trunk lids. An average of 28 racks can be loaded into each car.

ALTON J. HOLE, general manager, Metal Stamping Division of Ford Motor Company, said that the hi-cube loading addition has had a marked influence on the total operation of the plant. He announced that the plant recently received the CHARLES H. PATTERSON award as the most efficient plant in the division.

The new expansion increases the plant's total space to 2,100,000 square feet, making it the largest single Ford Motor Company facility in Ohio. Plant employment includes 3,500 hourly and 600 salaried personnel.

F O R D - SERVING COMMUNITY AND EMPLOYEES

4-30-1966
W. H. Owl 172

(Editor's note - This is the second of a series covering industrial plants in our community. It is hoped that this series will better acquaint you with the many types of industry, their products, and the role they play in our economy.)

Ford Motor Company believes in being a good corporate citizen.

It is particularly interested in the social, civic and physical improvement of its plant cities and the communities in which it is represented by independent retail dealers.

It urges its employees, as well as the dealership organizations, to participate in community activities and has introduced awards programs to recognize the services of those who do voluntary spare-time work for the betterment of their neighborhoods.

Keystone of Ford's efforts to be an exemplary neighbor is the community relations committee at every company location. There are more than 60 such committees throughout the United States--seven in Ohio. Composed of local Ford management executives, each committee, through its elected chairman, presents a unified Ford voice on community matters.

Committee members accept leadership roles in civic projects, rule on company contributions to worthy charitable, educational and civic improvement groups, maintain contact with local government planners and help solve problems affecting community well-being and prosperity. Through their management speakers' bureaus, they provide competent Ford speakers for local clubs and service organizations.

Community relations committees normally meet every 60 days, although to a large extent their activities are conducted between meetings by individual members or sub-committees. Since the organization of the first committee in 1950, more than 2,000 members of management have worked on them.

The company also has developed a dealer community relations program, helping to build and maintain for those who sell the company's products their reputations as business citizens. The program, started in 1960, makes available to dealers, free upon request, planning guides, special displays and other informational materials.

In a specialized phase of the program, the company has assisted dealers in 60 cities across the country to establish committees through which they are able to take collective community relations action. These committees honor businessmen and dealership employes for civic contributions. They furnish schools with driver training aids and engines for auto mechanics' classes.

In its role of a responsible industrial citizen, Ford has provided its employes with pleasant, safe working conditions in clean, attractive, well-landscaped plants.

Modern industrial hospitals, equipped with the latest medical facilities, are available in the plants. Trained safety engineers are on duty at all times, and employes receive safety classes without charge.

Employes are kept fully informed of company activities by plant newspapers and bulletins. They are given extensive training instruction to enable them to learn skilled trades and move into positions of greater responsibility. They are rewarded for on-the-job ideas with cash and other awards under employe suggestion and management proposal plans.

For off-duty hours, there is a varied recreation program providing organized activities, such as softball, golf, bowling, basketball and family outings.

At Ford plants, payroll fringe benefits are generous. Among them are fully paid hospital, surgical and medical coverages and life and disability insurance, paid holidays, liberal vacation periods, and jury duty and bereavement pay.

4-30-1966
W.H.Ow)

2 of 2

F O R D I N O H I O

Ford Motor Company's significant role in the industrial economy of the Buckeye State and the Cleveland area is depicted in a new "Ford in Ohio" picture story booklet.

The company now has eleven Ohio manufacturing plants, solidifying the state's standing as a Ford base second only to Michigan, birthplace and operational hub of the corporation. Ford also maintains district sales offices and two parts depots in Ohio.

The company provides nearly \$300,000,000 in wages and salaries annually to its more than 30,000 Ohio employees. Ohio state and local taxes paid each year by the company top \$7,700,000.

Annually Ford's company-wide purchasing activities spend approximately \$500,000,000 with 3,400 Buckeye State vendor firms. In addition, purchasing departments at Ohio Ford plants place orders approaching \$100,000,000 every year for services and non-productive items.

Greater Cleveland as a center of Ford activity is surpassed only by the company's Dearborn (Mich.) headquarters city. Major Cleveland operations include a stamping plant in Walton Hills, two engine plants and a foundry in Brook Park and a parts depot in Bayahoga Heights. Other area components include district sales offices for Ford and Lincoln-Mercury Divisions, and for Autolite Division, Ford Motor Credit Company and Philco Distributors, Inc., a Ford subsidiary.

Ford's Cleveland payroll runs about \$130,000,000 annually, with a total of approximately 15,000 on the employment rolls. Cleveland Ford plants buy directly more than \$17,000,000 worth of goods and service from local vendors yearly. This is in addition to \$300,000,000 which the company as a whole spends each year for parts and materials from Cleveland suppliers.

The booklet contains photographs of Ford workers on the job in Cleveland and in other Ohio locations--an assembly plant in Lorain, a forge plant in Canton, a hardware plant in Sandusky, an engine plant in Lima, a spark plug plant in Fostoria, and two automatic transmission plants in the Cincinnati area.

The Ohio plants represent every important phase of automotive manufacturing, from basic raw materials to major components and final assembly. The depot in Cleveland, and another in Cincinnati, stock thousands of parts and accessories, ranging from tiny screws to body side panels for past and present car and truck models.

The booklet cites advanced equipment and techniques and tells how the plants, through periodic expansion programs, have continued modern in every respect. Currently, Ford operations within the state occupy 12,986,400 square feet of floor space, equal to the combined area of 225 football fields.

Cleveland and Cincinnati Ford and Lincoln-Mercury sales offices service nearly 400 dealers in Ohio, with combined sales volume approaching 200,000 new cars and trucks annually. These dealers have approximately \$45,000,000 invested in their dealerships. They employ more than 9,600 persons and provide an annual payroll of about \$50,000,000.

Although most of the present-day Ohio facilities started operations following World War II, Ford has been a part of the state's industrial scene since the early days of the Model T, the booklet points out. The company opened a sales office in Cleveland in 1906. It operated assembly plants in Cleveland and Cincinnati from 1913 until they were closed in the 1930's.

* * * * *

*Two ants were racing at great speed across a cracker box.
"Why are we running so fast?" the first ant asked.
Replied the second: "Don't you see-it says 'tear along this dotted line'?"*

Walton Hills Engine Plant of Ford Is Nearly Ready

1-1955

The Ford Motor Co. expects to begin operations at its second engine plant here next month and is looking toward full production at the Walton Hills stamping facility "perhaps in March," a top company executive said last night.

Speaking in Hotel Cleveland to the Cleveland Society of Professional Engineers, Ray H. Sullivan, vice-president and company group executive, said the plants would make extensive use of automation equipment.

Sullivan told the engineers that the new engine plant in Brook Park would employ some 2,200 persons. About 600 are now working to set up production machinery.

Peak of 3,500 Seen

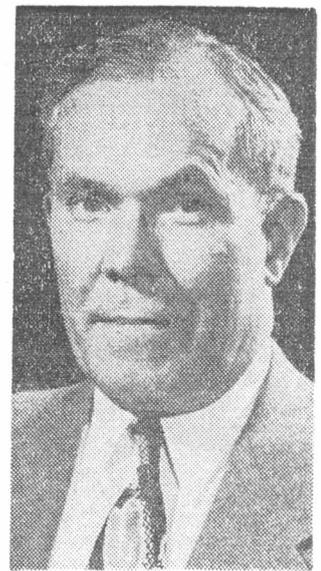
At the Walton Hills plant, "most modern in the world," limited production on the first of 22 major press lines has begun. The payroll will reach a peak of 3,500, compared with the present 2,600 workers, Sullivan said.

On the subject of the automatic machine, he outlined an example of benefits in production of crankshafts.

"By the old method," he said, "we would have required 29 individual machines. Today we need only three separate machines of eight stations each. We need only to load and unload. All else is done automatically."

Sullivan cited the early automobile assembly line as the start of automation, in a sense. Henry Ford, he noted, introduced the idea of rolling auto bodies between two rows of workers, each performing one special operation.

"We are convinced that automation may be used in all types



INCREASED USE of automatic equipment here and at other Ford plants was predicted by Ray H. Sullivan, a company vice-president.

and sizes of industrial concerns, although it is not without disadvantages," Sullivan said. Serious problems are maintenance of the precise machinery and installation costs "unless there is proper planning."

Discussing the attitude of some unions toward automation, Sullivan asked: "How much substance is there to the charge that will cause vast unemployment and labor dislocation?"

Ford executives do not claim to know what the more profound effects will be.

"And we doubt that anybody does know for certain," Sullivan added.

Ford Studies Big Plant Addition In Walton Hills

6-1954

Plans for a huge addition to the Walton Hill Ford plant on Northfield road were being considered this week even before the construction has been completed on the original buildings.

Possibility of adding more than 300,000 square feet are being considered. This would expand the present facility by about one third. Construction costs for the addition are estimated at \$14 a cubic foot. It was believed the new addition would be used to house four new stamping press lines.

The present plant will house 15 large press lines which are to stamp out Ford and Mercury models. Employment is expected to reach about 3,000 at the plant when it is completed. The original plant is valued at \$40,000,000.

Ford has opened a temporary personnel office at Northfield road and Broadway. The Northfield road plant is one of the largest single industrial facilities in the Greater Cleveland area. In addition to the plant, it will feature a two-story office structure at the front and about 700,000 square feet of parking space.

Ford Official Tells Club Of Walton Plant Plans

7-1954

The Ford Motor Company does more business in Ohio than in any other state except Michigan, R.P. Lawson, manager of industrial relations for the Cleveland Stamping Plant, Metal Stamping Division, told the Bedford Rotary club Tuesday noon.

The speaker told briefly of the history of Ford operations in the Cleveland area and said that more than 1,000 Cleveland firms did business with Ford last year.

Three thousand hourly workers will be the last word in automation, he Mr. Lawson said. Steel will be shipped in by railroad in 20 ton coils and fed into machines. Ford has spent one billion dollars since World War II in expansion facilities, he added.

"Ford has confidence in the future of the U.S. and the free competitive system," Mr. Lawson said.

Three factors governed the choice of a site in the Bedford area, the speaker said. These were the availability of labor, shipping facilities and water supply; the nearby source of steel, and the fact that the local community is interested in business development.

Ford has 200,000 employees throughout the United States and has given a great deal of attention to developing the right attitude between management and labor, Mr. Lawson pointed out. Safety is emphasized and built into plant facilities. Training is an important factor of the plant program. An apprenticeship program will be worked out, the speaker stated, and it is hoped to have it in operation

Continued on Page 5



R. P. LAWSON

Ford Opens Job Office for Walton Hills Plant

3-1954

BY JOHN METCALFE

A break in the overcast industrial employment situation was seen yesterday with disclosure that the Ford Motor Co. has established a personnel office to recruit help for its huge Walton Hills stamping plant, which will eventually employ some 3,000 persons.

In confirming establishment of the temporary hiring office at Northfield and Forbes Roads, Oakwood Village, a Ford spokesman said the company was taking applications only and "sounding" the supervisory and key personnel situation here.

While immediate concern is in supervisory classifications, the office reportedly will start looking for skilled help in about a month to "tool up" the giant

plant. Construction of the facility is about 25% finished.

To house nearly 1,000,000 square feet of floor space when finished, the metal stamping installation is scheduled to open on a limited basis in August or September.

Ford is looking forward to partial production in October.

The company said there was nothing definite yet on hiring for its second engine plant, now un-

(Continued on Page 5, Column 5)

FORD WILL OPEN JOB OFFICE HERE

(Continued From First Page)

der construction in Brook Park. This can be done as "we go along," a spokesman said.

Ground was broken last October for the massive one-story stamping plant, which will reportedly cost about \$60,000,000, which is also the estimated cost of the second engine plant.

When the two new facilities go into full operation, possibly early in 1955, Ford will have an estimated 13,000 persons in the Greater Cleveland area on its payroll. Some 7,000 persons are now working for the company here.

The stamping plant, at Northfield and Alexander Roads, is to have 15 large production lines that will punch out metal body parts and assemblies for the Ford and Mercury models.

Included in the project are facilities for expansion.

News of a major industrial hiring, first in the area for several months, provided at least a small bright spot for the more than 23,000 persons here now drawing unemployment compensation benefits.

Ford Launches Work on Walton Hills Plant

9-1953

BY ROBERT H. HERRICK

Amid plumes of dust churned skyward to the accompaniment of the roaring Diesels of earth-moving equipment, one of Greater Cleveland's biggest industrial projects of the year is getting its feet on the ground in Walton Hills.

Concrete is to be poured today for the first auxiliary facility being built for the Ford Motor Co.'s giant new stamping plant at Northfield and Alexander Roads in the southeastern suburb.

Construction of the plant itself, a sprawling single-story expanse of nearly 1,000,000 square feet, is to get under way next week, it was learned.

Actual award of a contract for the big job has not yet been made, Ford reported yesterday from Detroit. The expected con-

tractor, a Chicago concern, was understood from sources here, however, already to be shipping equipment to the site.

Flipping the first spade in the former 116-acre farm field is the H. K. Ferguson Co. of Cleveland, designer and builder of the boiler-house which will feed steam to the huge factory. Concrete from Carr Brothers of Bedford, which recently built a new plant of its own near by, will splash into

(Continued on Page 12, Column 3)

BARRIER TO FORD PLANT REMOVED

Plain Dealer 8-1953

Bedford O. K.'s Sewer Rate for Walton Hills

BY PAT GARLING

A major stumbling block to plans of the Ford Motor Co. for construction of a multimillion-dollar plant in Walton Hills was cleared last night as Bedford and county officials agreed on sewer rates to be charged Bedford's neighboring suburb.

The tie-in rate agreed upon was \$1-per-thousand-cubic-feet of water. At a previous meeting Bedford had requested \$1.22 and the county had stood firm on 99 cents.

At the start of the negotiations Bedford has asked a payment of \$68,000 to allow the tie-in, while the county rejected that figure and suggested 81 cents per thousand cubic feet.

Councilman Elroy D. Pearson of the Bedford Council's finance committee enumerated conditions to go with the \$1 figure.

Seeks Five-Year Deal

His recommendations were that the sewage contract be for five years, that the minimum annual charge be \$8,000, that a limit of the total usage of the sewage plant be set at 90% of its capacity and that the contract be so drawn as to protect Bedford in all aspects of the use of its plant.

Expressing pleasure at the Council's acceptance of the report were John Puzenski, county sanitary engineer, and Ray Hartman of the Cleveland Electric Illuminating Co.'s development department.

Mayor Virgil D. Allen, jr., of Walton Hills, was informed of the Bedford action and said he was "very pleased." Allen said Ford was "quite anxious" to get started on the plant, which he said would contain in excess of 1,000,000 square feet.

The problem of furnishing an adequate water supply is being tackled by Walton Hills, necessary before actual construction of the Ford plant can begin.

Allen said he had every reason to believe the water problem would be solved without too much difficulty.

Voters to Weigh Charter

Solon voters will be asked this fall if they would like a charter and be requested to name 15

Burns Farm Is Sold to Ford Company

9-1953

Sale of the 125-acre Burns farm on Northfield road to the Granite Improvement Co., was announced this week. The company, in turn will deed the property to the Ford Motor Company. Price was \$240,000.

The gross price is subject to the expense of relocating the East Ohio Gas Company right-of-way for its gas line.

In addition to the Burns property, the Ford Company has acquired, through its holding company, some additional acreage from Thomas Young. This parcel is located between the Burns property and the proposed extension of Alexander road so that the Ford purchase extends from Sportsman Park to Alexander rd.

The Burns farm, owned by Joseph A. Burns, has been in the family for more than 100 years.

Bedford Seeks \$68,000 for Ford Tie-In on Sewage System

8-1953

Question of sanitary sewer service to the Ford Company's proposed Walton Hills plant by the City of Bedford was still unsettled Wednesday evening following a second meeting between Bedford officials and county authorities.

Bedford is asking that the county pay \$68,000 to permit Walton Hills to tie into the Bedford plant.

This is the amount city officials feel the area would have paid had it been part of the sewage system

when the present plant was built 17 years ago. Bedford officials also feel that Walton Hills should pay a sewer rental fee for sewer service and to help bond retirement in connection with enlargement of the present plant.

County officials attending the Wednesday night meeting in Bedford were Administrator John Hehir, Sanitary Engineer John Puzenski, and Commissioner Henry Speeth.

With a Record Year in the Books, Industry Here Eyes '54 Cautiously

1-1954

BY ROBERT H. HERRICK

No one is afraid, but plenty are cautious.

This is the 1954 setting for business observers attempting to predict the year ahead after an all-time record year behind.

Cleveland grabbed its share of the 1953 headlines in business, finance and industry. It bids to do as well, or better, in 1954.

Because of the extensive diversified industrial make-up here, cutbacks and reductions in some lines may be expected to be felt less severely, possibly, than in other sections of the country.

The coming 12 months could be said to comprise the "But" year of the decade—a good year, BUT not so good as last year.

Hardly any year could be that

High points in observations of Cleveland business leaders as the nation enters a new production year form the basis of this article. The Plain Dealer's annual Business and Industrial Review section begins on PAGE 11.

good, experts will agree. For Cleveland 1953 meant record energy and record output right down the line.

More people did more work for more product than ever before.

The biggest industrial expansion of Cleveland's history went into production. Employment shot beyond all previous records.

The end of the fighting in Korea marked the end of the roller-coaster ride, however, and by

year's end things were settling down to what it was expected, would become "normal."

Certain definite patterns for Cleveland's and northern Ohio's industrial future were cast in 1953, the most significant being the greater emphasis on automotive production.

New plants of the Ford Motor Co. and expansion of its arch competitor, General Motors Corp.'s Chevrolet Division, made headlines.

Industrial Showplace

When finished, the sprawling installation of Ford in Brook Park will be one of the industrial showplaces of the world. Its Engine Plant No. 2 there will link with its foundry and present engine plant to comprise a vast stretch of co-ordinated output.

(Continued on Page 5, Column 6)

CAUTION KEYNOTE IN 1954 OUTLOOK

Industry Had Record Year Here, Bids to Repeat

(Continued From First Page)

Ford's stamping plant at Walton Hills will be the most modern of its type known, supplying body parts to go around the engines from Brook Park.

The year which is history also saw history-making production accomplishments. At the Cleveland Tank Plant a new vehicle, a motorized gun carrier using the same body as the famed Walker Bulldog Tank, already made there, was unveiled by the army and by Cadillac.

Other ordnance production marks were reached as the army moved into a stretch-out program at year's end.

All Not Smooth

All was not completely smooth, however, as shown when the Plain Dealer uncovered and reported alleged contract violations in shell production at the Bryant Heater Division of the Affiliated Gas Equipment Co. This was the first such case in history of army ordnance ac-

12-1953

Ford Plant Ready by

Production in the new Ford Motor Company plant on Northfield rd., in Walton Hills village is scheduled to get underway late in 1954, with full operation early in 1955.

The plant, preliminary work for which was started recently, will contain 960,000 square feet of floor space and will employ 2,400 persons, it was announced by R. H. Sullivan, vice president and group executive.

The plant will contain 15 major press lines and will be devoted to production of steel body parts for Fords and Mercurys.

"The Cleveland Stamping Plant, as it will be known, will help Ford Motor Company to meet projected schedules for passenger car components," Mr. Sullivan said. "Its capacity will be added to those of the company's Buffalo and Dearborn stamping plants, both of which are being expanded."

Contract for design and construction of a power house to serve the plant has been awarded to the H. S. Ferguson Co., of Cleveland.

"The decision to locate in Walton Hills was made after several sites in the Greater Cleveland area had been considered," Mr. Sullivan said. "It is well situated with respect to incoming transportation of steel and raw materials and out-

New Housing Expected

7-1953

Walton Hills Awaits Ford Plant Impact

WALTON HILLS—Residents of this exclusive village say that it's a little early yet to speculate on the effects the building of a multi-million dollar Ford Motor Co. plant might have on the area.

The site of the proposed plant is at the extreme eastern edge of the village limits, along State Route 8 between Northfield and Bedford, and nearly a mile from the Walton Hills Estates, a development comprising almost all of the village.

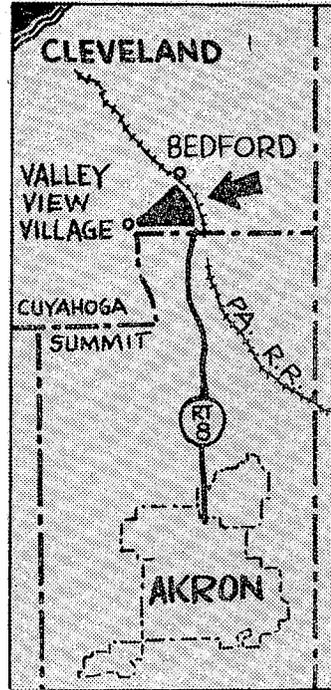
It is expected that some new housing will have to be planned for the area since it is estimated the new plant will create jobs for about 3,600 persons.

Most of the 300 residents of Walton Hills work in Cleveland and surrounding communities. Those who ventured to comment on the building of the huge plant said that its effects would be felt more in Bedford and Northfield.

The plant site is bounded on the east by a Pennsylvania Railroad line and on the west by Route 8. Directly south of the area is Sportsman's Park race track.

FORD OFFICIALS Friday announced the plant will be another "eye opener" to those in the industry. While refusing to comment on the type of plant they intend to build, they have said it will have about 1,200,000 square feet of floor space.

Much of the steel for the plant operation (approximately 2,300 tons daily) is expected to come from plants in northern and northeastern Ohio.



Bedford, County Agreement Near on Sewer Tie-in Rates

Bedford and county officials came closer to agreement yesterday on rates to be charged Walton Hills for a tie-in into Bedford's sewage plant.

Councilman Elroy D. Pearson of Bedford's finance committee proposed a rate of \$1.22 a thousand cubic feet. John Puzenski, county sanitary engineer, stood firm on a proposed rate of 99 cents.

Pearson made no mention of the suburb's original request that a payment of \$68,000 be made to allow the tie-in. The rate originally proposed by the county was 81 cents per thousand cubic feet.

The \$1.22 rate put forth by Pearson contains a base of 60 cents for sewer maintenance and plant operation plus interest and amortization of Bedford's sewer debt. Bedford residents are charged 50 cents per thousand cubic feet for maintenance and operation costs.

On an estimate that the \$100,-

000,000 plant proposed to be constructed in Walton Hills by the Ford Motor Co. would use 24,000,000 cubic feet of water a year, the \$1.22 rate would add up to a total of \$29,280. At 99 cents the figure would be \$23,760, as proposed by the county.

It was indicated Pearson would seek to modify the \$1.22 figure he proposed.

Bedford councilmen heard from Pearson that the joint committees of finance, sewer and water had arrived at no agreement. He reported something might be ready by the time of the next regular Council meeting.

The suburb's Council authorized a petition to the county commissioners requesting Bedford Township be made to include the city of Bedford alone. Division of the township among the suburb, Bedford Heights, Oakwood and Walton Hills is desired, since all of the township is now incorporated and its funds are to be divided.

The Council approved issuance of \$374,000 in bonds for sewage plant expansion and \$85,000 for storm relief sewers. Bids will be accepted for the two jobs Sept. 3.

Succeeds Rockwell

Frank H. Fellows, one of East Cleveland's top civil defense leaders during World War II, has been appointed a member of the suburb's city commission to succeed Guy T. Rockwell, who died Saturday.

Fellows, appointed by commission members in special meeting, has been employed for 24 years by the Bailey Meter Co. He is an engineer and lives at 2122 Alton Road.

His appointment expires at the end of the calendar year, but he has already filed to run for the remainder of Rockwell's four-year term, which ends Dec. 31, 1955.

Rezoning Issue Revived

Petitions may start flying again in Solon, it was indicated at the village council meeting, where there was talk of rezoning 23 acres in the Aurora-Harper Road area for industrial use.

A resident, Milan McConoughey, who talked of circulating petitions for the rezoning, was advised by Solicitor Martin Wegman to submit them to the zoning board, if he wished.

Earlier in the year, petitions and counter petitions were circulated for and against rezoning 35 acres to industrial use.

A \$59,703 contract for extension of six water mains was

Suburban News 8-1953

Bedford Denied \$68,000 Sewer Tie-In

County officials last night rejected a proposal by Bedford that the county pay \$68,000 to allow Walton Hills to tie into the Bedford Sewage Plant.

Dependent on the tie-in is the \$100,000,000 stamping plant to be built by Ford Motor Co. in Walton Hills.

Bedford officials told County Sanitary Engineer John Puzenski the new county sewer district in Walton Hills should pay \$68,000 before the hook-up is made.

Construction of the sewage plant cost 17 mills of Bedford's

tax valuation of \$24,000,000. The \$68,000 is 17 mills of Walton Hills' present tax valuation of \$4,000,000.

"Bedford has had the use of that plant for the past 15 years," Puzenski said. "We feel a regular sewer rental charge should be paid."

Puzenski offered Bedford a sewer rental of 81 cents per 1000 cubic feet of sewage treated. At present estimates the Ford plant would use 130,000 gallons, and this charge would bring in about \$4400 a

year, Puzenski said.

"I don't know how the county could pay this \$68,000," he said. "We couldn't force Walton Hills to collect money from its residents and just turn it over to Bedford. A sewer rental charge is perfectly legal."

Puzenski, County Administrator John Hehir and Bedford officials agreed to meet again tomorrow night.

BEDFORD TO AID NEIGHBOR: FORD

7-1953

Favors Extending Sewer Lines to Walton Hills

(Continued From First Page)

The tiny Bedford City Hall overflowed with spectators and speakers, all of whom seemed to be in favor of the extension of sewage facilities. Some poked their heads through open windows from the outside to listen to the discussion.

Bedford legislators will seek a formula that will require outside users of the suburb's sewage plant to reimburse Bedford. Said Mayor Brown: "It is the desire of Council to set a proper rate that would apply to all outside users."

Ray Hartman of the development department of the Cleveland Electric Illuminating Co. spoke on the business opportunities that would be roused in Bedford by the \$13,500,000 payroll at the big Ford plant.

He said Ford's two other requirements—a water supply and a good road—already had been met.

The big Northfield and Warrensville Center Road water lines now being installed will solve the first, and county commissioners have assured Ford that Alexanleder Road between Routes 8 and 14 will be made into a four-lane highway.

Promises Support

John H. Puzenski, county sanitary engineer, agreed with Mayor Brown that Bedford should be compensated for use of its facilities.

"Our office will do everything it can to work out a satisfactory arrangement," Puzenski said. "Bedford's efforts to work out an arrangement will receive the full support of the country commissioners."

Procter Noyes, director of the Regional Planning Commission, also was on hand. He made a plea for co-operation between political areas, noting that topographical requirements crossed political boundaries.

The president of the Bedford Business Association, Stephen Szaraz, said the consensus among businessmen in the suburb was that Bedford and its citizens should do everything possible "to co-operate with our neighbors."

County commissioners initiated

FORD ASSURED of Sewer Aid From Bedford

The last apparent barrier to the Ford Motor Co.'s proposed \$100,000,000 development in Walton Hills started dissolving in a haze of friendship and brotherhood in a special meeting of the Bedford City Council last night.

Rumors to the contrary notwithstanding, not a single voice was raised against the suggestion that Bedford extend its sewage facilities to take care of the sanitary problems of the proposed industrial installation.

Not that things are settled by a long shot. That will still take some doing, but the ice is broken.

As for the giant bogey man that has overshadowed with gloom the discussion so far—the suggestion that Bedford would demand annexation of a portion of Walton Hills as a price for co-operation—well, he's as dead as the white participants in the Battle of the Little Big Horn.

Mayor Ralph A. Brown laid the annexation idea to its rest early in the evening with a statement that, while annexation would be "the most satisfactory solution" to the problem as far as Bedford was concerned, it was not feasible.

He said the Council had concluded that if extension of facilities were permitted the interest of Bedford's taxpayers must be protected.

Now this was not so hearty a declaration of co-operation as proponents of extension wanted, but they had to be satisfied. The mayor of Walton Hills, Virgil D. Allen, jr., desired an informal written pledge of co-operation, but the Bedford legislators balked.

The proposal to extend facilities was referred to the finance committee and the sewer and water committee. Both groups were asked to prepare a joint report for consideration at the next regular meeting, Aug. 6.

(Continued on Page 7, Column 6)

7-1953

(Continued From First Page)

The tiny Bedford City Hall overflowed with spectators and speakers, all of whom seemed to be in favor of the extension of sewage facilities. Some poked their heads through open windows from the outside to listen to the discussion.

Bedford legislators will seek a formula that will require outside users of the suburb's sewage plant to reimburse Bedford. Said Mayor Brown: "It is the desire of Council to set a proper rate that would apply to all outside users."

Ray Hartman of the development department of the Cleveland Electric Illuminating Co. spoke on the business opportunities that would be roused in Bedford by the \$13,500,000 payroll at the big Ford plant.

He said Ford's two other requirements—a water supply and a good road—already had been met.

The big Northfield and Warrensville Center Road water lines now being installed will solve the first, and county commissioners have assured Ford that Alexanleder Road between Routes 8 and 14 will be made into a four-lane highway.

Promises Support

John H. Puzenski, county sanitary engineer, agreed with Mayor Brown that Bedford should be compensated for use of its facilities.

"Our office will do everything it can to work out a satisfactory arrangement," Puzenski said. "Bedford's efforts to work out an arrangement will receive the full support of the country commissioners."

Procter Noyes, director of the Regional Planning Commission, also was on hand. He made a plea for co-operation between political areas, noting that topographical requirements crossed political boundaries.

The president of the Bedford Business Association, Stephen Szaraz, said the consensus among businessmen in the suburb was that Bedford and its citizens should do everything possible "to co-operate with our neighbors."

County commissioners initiated the proposal that Bedford make available its sewage system. The commissioners' plan calls for immediate construction of a \$105,000 sewer line on Northfield Road in Walton Hills to serve the area between Forbes and Sagamore Roads, where the Ford plant is to be situated.

There are alternate plans prepared if Bedford co-operation is withheld in the final analysis.

Bedford is Given Sewage Proposal

Bedford city council will meet Monday evening to discuss enlargement of its sewage facilities to accommodate the multimillion-dollar Ford Motor Co. plant which is slated for Walton Hills.

County commissioners have approved the plan, recommended by Rollin F. MacDowell & Associates, consulting sanitary engineers.

The plan includes immediate construction of a sanitary sewer on Northfield rd. in Walton Hills at a cost of \$105,000 and subsequent construction of a new disposal plant.

Would Serve Area

The sewer would serve the area adjacent to Northfield rd. between Forbes and Sagamore rd. Ford proposes to build a metal fabricating plant there that would employ 3,000. The sewer would be hooked into the City of Bedford system.

The county would eventually build a sewage treatment plant in the Tinker's Creek area at the end of Archer rd. in Bedford to serve the east part of Bedford and all or parts of Walton Hills and Oakwood, Glenwillow, Solon and Bedford Heights.

This plan, the engineering firm states, is the most economical of three plans studied.

Second proposal would be for the county to construct the North-

field road sewer and immediately build a sewage treatment plant to serve 1,070 acres in the area. Cost of the plant and sewer system would be about \$400,000.

The third plan suggests that Ford build and operate a sewage treatment plant on its own property for its exclusive use. This would cost about \$95,000. A plan similar to this was used by Jack & Heintz at its Solon rd. plant during World War II.

Suburbs Tap Mains of City Water Funds

7-1953

Continued From Page One
Cleveland Press

owned by the people of Cleveland.'

"The present administration at City Hall is no 'give-away' regime."

Costs Justify Rates

Crown said the higher water rates in the suburbs were justified by costs—and even then the suburbs did not carry their fair share of the financial burden, he argued. He cited rate differentials for 1000 cubic feet of water.

That amount of water costs \$0.73 in Cleveland, \$1.18 in Rocky River and \$2.45 in Brecksville.

"Are the higher bills in the suburbs fair?" Crown asked. "Take the area west of Rocky River. To date we have spent or have under contract \$5,000,000 or more in water improvements in that area. There will be another \$1,000,000 under contract by the end of this year.

"Debt service on our investment west of Rocky River will be about \$400,000 a year over 20 years. Our revenues from that area in 1952 totalled \$260,000. We are spending more to serve them than they are paying in their water bills."

Ford Plant Problem

Another aspect of the problem, Crown said, is shown in the proposed Ford plant in Walton Hills. Ford Motor Co. will build a plant on Northfield Rd. —provided sewer and water facilities are available.

"We have been asked by the mayor of Walton Hills to extend a water main at a cost of approximately \$300,000 to serve the Ford plant," Crown said. "We also have been promised that Ford water usage would bring in \$20,000 a year.

"A little figuring will show that no prudent businessman would approve any such arrangement. But we cannot afford to lose the Ford plant, so we must suffer financially."

In response to one question by The Press, Crown submitted a table showing number of customers, amount of water used and money collected on water bills in Bay, Fairview Park, North Olmsted, Olmsted Falls, Olmsted Twp., Park View, Rocky River, Westlake and Westview.

20% More Customers

Number of customers in these

Walton Hills Fights Bedford Tie

By MARJORIE SCHUSTER

Bedford officials may demand annexation of the industrial section of Walton Hills as the price of permitting that village and its proposed \$100,000,000 Ford stamping plant to use the Bedford sewage disposal plant, it was learned today.

Showdown may come at a special Bedford Council meeting Monday. At that time county and Walton Hills officials will urge approval of a plan to permit a proposed \$105,000 Northfield Rd. sewer to empty into the Bedford plant.

"Annexation would be the ideal solution," said Bedford Mayor Ralph A. Brown, but he refused to say whether Council would insist on it as an either-or condition. "There'll be plenty of fireworks," he promised.

Both the mayor and City Manager O. E. Hutchinson said final decision probably would not come until Bedford councilmen study the situation. Figures are expected to be presented Monday by county engineers, county commissioners, representatives

of the Regional Plan Commission and Illuminating Co. and by Mayor Virgil D. Allen of Walton Hills.

Walton Opposed

"Walton Hills never would agree to annexation," Mayor Allen declared. "Industry is the life blood of any community and we're doing all we can to make ours attractive to the Ford people."

Among advantages to Bedford of the Ford plant in Walton Hills and the proposed sewage connection, the following will be cited at Monday's meeting:

SCHOOL DISTRICT of Bedford, attended by about 300 Walton Hills children, would get an additional \$55,000 to \$100,000 in taxes. Eventual result could be a 9% decrease in school tax rates for Bedford residents.

RENTAL FEE for use of the sewage plant would be upwards of \$4000 a year, which could help

pay for current expansion.

ADDITIONAL BUSINESS would come to Bedford merchants because that city would be the urban shopping center for the more than 3000 new Ford workers, who would have a \$13,500,000 payroll.

BUILDERS would benefit with new employees in the area requiring some 2100 dwelling units. The influx of new residents would, in turn, support 121 additional commercial units.

Additional Expense

On the debit side Bedford officials point to these additional expenses:

ROADS would get increased truck and passenger vehicle traffic, requiring extra maintenance.

MORE POLICE would be needed to handle the expected traffic increase.

"Both State Rts. 8 and 14 go through Bedford and 14 is the second-most highly-traveled state

road in Ohio," Mayor Brown said. "We'll wind up with the same kind of traffic jams they have in Brook Park because of the Ford plant there."

The \$105,000 sewer leading into the Bedford plant is one of three suggested plans, and the one that has been urged most strongly.

First alternative would be construction of a \$400,000 plant in Walton Hills which could be abandoned in a few years in favor of a larger Tinker Creek plant recommended for the proposed County Sewer Authority. Other plan would be a small disposal plant for Ford alone.

7-1953

7-1953

Bedford May Tell Ford to Get Own Disposal Plant

The possibility that the Ford Motor Co. will have to build its own disposal plant, if it hopes to locate its proposed \$100,000,000 stamping factory in Walton Hills grew out of expressions of dissatisfaction in neighboring Bedford today.

Bedford's Council tonight will receive a recommendation from the county commissioners and from the Regional Planning Commission, urging that the county be allowed to lay a \$105,000 sewer improvement from the proposed factory area to the Bedford disposal plant.

Bedford council members and some administration officials have indicated they will counter with a proposal that the Walton Hills industrial section be annexed to Bedford.

Fears Many Headaches

"That seems to be the sensible thing," said Councilman Bert Zahn. "We'll be getting a lot of headaches from sewage, increased traffic and other sources but we'll get none of the additional taxes accruing from the new industry."

Councilman Victor I. Romito indicated he might oppose it, but for different reasons.

"I have nothing against the plant in Walton Hills," he said. "Our children would benefit from it because the Ford people would be paying taxes to the Bedford School District of which Walton Hills is a member."

"But I'm afraid it might overtax our sewer system and some of the extra flow might wind up in Bedford basements. We've got to protect our people and our city investment."

Sees Many Problems

"Perhaps if Walton Hills or the county contributed something to our disposal plant expansion it might help. We're expanding at a cost of \$360,000 and wouldn't like to see that program damaged by any extra heavy flow."

Other Bedford officials were worried about the big city problems they would inherit if the big factory were built so close to them—problems of heavy traffic on such thoroughfares as Northfield Rd., additional police and fire protection, street maintenance.

In a report to the county the McDowell Engineering Co. suggested three possible answers to the problem, but County Administrator John F. Hehir said only the one involving the Bedford plant conformed to the Regional Planning Commission's sewer-water plan for the area.

The other two possibilities were:

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The other two possibilities were: **CONSTRUCTION** of a sewage disposal plant somewhere in the Solon area at a cost to the county of \$400,000. Hehir indicated the county would probably turn this down as too expensive.

ALLOWING the Ford Co. to build its own disposal plant for an estimated \$95,000.

WALTON HILLS PLANT

Bedford Times Register
6-26-1953

\$100 Million Development Is Mapped

Adequate water supply and sewage facilities to serve a huge industrial plant were seen today as the two remaining factors on which hang Walton Hills' chances of obtaining the \$100,000,000 Ford Motor Co. plant.

The huge plant, largest single industrial development in the Greater Cleveland area in several years, would be located on 115 acres adjacent to the Pennsylvania railroad right-of-way and near Northfield rd.

It was understood that talks have been under way between officials of the Ford Company and the railroad for sale of the acreage to Ford.

Ask Roads

In addition to the water supply and sewage factors, it was reported that Ford had made proposals to Walton Hills village for highway connection roads. It is understood that the property is on the east side of Northfield rd.

The proposed plant would be part of a \$500,000,000 expansion program of the Ford plant which is already underway. The company's two plants in Brook Park are part of another \$900,000,000 in expansion since the close of World War II.

It was believed that the Walton Hills project would move toward completion as planned and that the deal is practically complete.

SEWER TIE-IN HOT ISSUE IN BEDFORD

7-1953

Council to Discuss Giving Facilities to Ford Plant

A special meeting tomorrow night of the Bedford City Council may develop into a real set-to on the issue whether the suburb should provide sewer facilities for a proposed multimillion-dollar Ford Motor Co. plant in neighboring Walton Hills.

There are many "ifs" in the discussion, and some of the current talk has been branded as rumors by Bedford officials.

But it is known that the county commissioners' recommendation that Bedford permit the tying in of a Walton Hills sanitary sewer for the plant will be presented to the Bedford Council.

Annexation Mentioned

It has been said Bedford will demand annexation of the Walton Hills industrial area as the price for the suggested co-operation. Walton Hills officials have expressed strong opposition to annexation.

The proposed Ford development, one of the juiciest industrial pies to be contemplated here in a long time, will need the sewer facilities before it can go into operation.

County commissioners have recommended the tie-in with Bedford after immediate construction of a \$105,000 line along Northfield Road in Walton Hills. The Bedford proposal is one of three plans being considered by the commissioners.

Benefit Seen

Proponents of Bedford co-operation, including the Cleveland Electric Illuminating Co., say Bedford will benefit because the Ford development—priced in the neighborhood of \$100,000,000

—will be situated in the B School District.

Another possible advantage the suburb would be extension of Alexander Road to relieve traffic on Northfield Road.

Whatever the result of Council meeting, it seems certain the county commission will not let the Ford development get away from Cuyahoga County.

Ford Again Looks To Our Advantages

6-1953

Ford Motor Co. is processing arrangements for establishment of a \$100 million manufacturing plant in Walton Hills.

Final decision depends on the suburb's guarantees that it will provide required water and sewage facilities and also build adequate roadways.

This transaction, if completed, will further assure Cuyahoga County of tremendously new commercial benefits from the Ford company which is underwriting its golden anniversary celebration by a \$500 million expansion program. Its two Brook Park plants were part of an earlier \$900 million expansion, and their effect on Greater Cleveland's economy has been sizable. This Ford announcement is strong testimony to the fact that more and more industry likes what is offered here.

Need 25 Million Here to Extend Water Lines

By FORREST ALLEN

7-1953

Greater Cleveland needs a minimum of \$25,000,000 in new water plant expansion to meet the water needs of unprecedented suburban growth.

Such a program inevitably would require higher water rates throughout the system.

These developments were seen today as the certain result of the first county-wide water study for the Regional Plan Commission. This study is now being completed by the engineering firm of Havens & Emerson — the first Cleveland water survey the firm has made for any agency other than the city government.

Under Way Two Years

Under way for two years, the study is now in its late stages. Utilities Director Emil J. Crown predicted the size of the new program and indicated new financing must be accompanied by higher water rates.

All water contracts with the suburbs—master meter as well as direct service—expire before next summer.

Water shortages and low pressures—brought on largely by

heavy sprinkling of lawns during hours normally used to fill reservoirs—will not be relieved this year by any major item now under construction.

Water plant construction now under way, including larger water mains and booster pumps, will relieve some of the suburban problems next year, according to Frank W. Schwemler, water commissioner.

The \$6,000,000 expansion program planned for 1952, Schwemler's records show, has extended into 1953 and some of it will go into 1954 before completion. Status of this program showed that three major projects out of 15 have been completed.

Completed projects are:

A 36-INCH WATER MAIN costing \$490,000 running between Fairmont Blvd. and Harvard Ave. on Warrensville Center Rd.

A \$275,000 WATER MAIN con-

Turn to Page 14, Column 1

City Needs 25 Million to Expand Water Mains

Cleveland Press
7-1953

Continued From Page One

nection between Parma station and Pearl Rd. and between Parma station and Ridgewood Dr.

EXTENSION of a Euclid Ave. 24-inch main from county line to Bishop and Ridge Rds., cost \$95,000.

Biggest project in the list, the Clague Rd. reservoir and pumping station, is only about 5% completed. This project is under contract for \$1,725,000.

Partial completion figures for other projects are:

THE 24-INCH MAIN on Detroit Rd. from Sloan Ave. to Columbia Rd., a \$625,000 project, is 70% complete.

THE 24-INCH AND 34-INCH MAIN from the east end of Brookpark bridge to Columbia Rd., 41% complete. Its extension, the 20-inch, 24-inch Butter-nut Ridge to Dover main, is 25% complete. These will cost \$664,000.

EXTENSION of the Northfield water main, running from 42 inches to 36 inches to 30 inches in diameter, Harvard to Libby Rds., is 30% complete. This is a \$446,000 job.

CONTRACT has been let for the reservoir and pumping station at Independence. A water tower in Beachwood, on Kinsman Rd., is 25% complete. The Independence job will cost \$334,000. The Beachwood project will cost \$380,000.

BROOKPARK BOOSTER STATION for \$27,000 has been let to contract but not started. A new pump for the Division Station is also under contract for \$235,000.

Main 40% Done

Other water mains partially completed are a \$252,000 main at the Nottingham pumping station, now 40% complete, and a 20-inch "relief" main along St. Clair Ave. between E. 55th and E. 82d Sts. This is 20% complete and will cost \$367,000.

Major improvements in pressures and water supply that will come out of the 1952-1953 program will be felt in the southwestern and southeastern suburbs.

Most complaints of shortages and low pressures this year have come from the easterly and southeasterly areas.

Now on the boards in various planning stages are projects estimated to cost another \$5,800,000. Most of these will be put under contract next year.

Largest items in this program

Forecaster Neal Hughes cautiously predicted "a chance" of thundershowers tomorrow night. Today's high temperature was expected to be a moderately humid 92, he said. Sprinkling bans today were added to two more suburbs, Garfield Heights, from noon to 9 p. m., and Seven Hills, from 6 a. m. to 10 p. m. Cleveland's water department yesterday pumped a record high of 408,735,000 gallons of water. Figure a year ago was 335,549,000.

are \$1,400,000 for a water main along Woodhill and E. 79th St.; a \$1,150,000 main along E. 71st St. between Harvard and Chestnut Rd.; and a \$1,100,000 improvement at Division filtration plant.

Other projects for next year will be an \$860,000 main from Clague Rd. pumping station to Westwood; a \$458,000 main along Lakeland from Lloyd Rd. to the Willoughby line; a \$175,000 main on Lander Rd. from Mayfield to Fairmount Blvd.; a \$230,000 main on Cedar Rd. between Belvoir Blvd. and Richmond Rd.

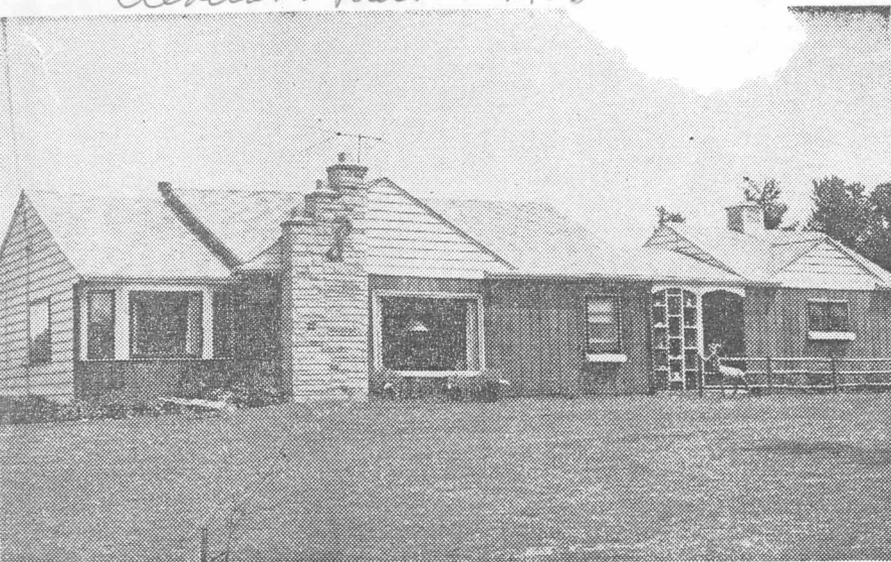
The program also includes \$200,000 for a new pump at the Division station.

Sewer Rate Set; Ford Plant Nearer

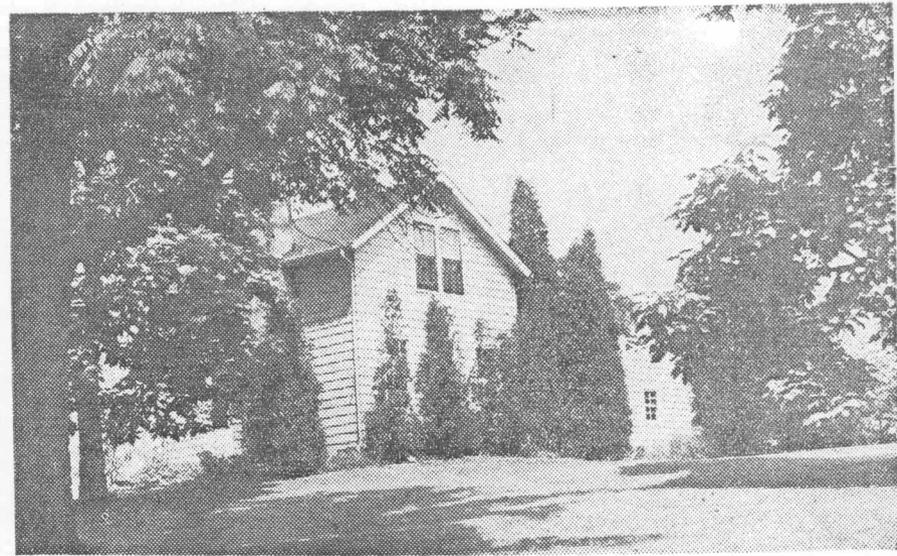
One of the last remaining barriers to construction of a multi-million dollar Ford Motor Co. plant in Walton Hills was cleared today in an agreement with Bedford on sewer rates.

The agreement, negotiated between Bedford and county officials Thursday, would allow Walton Hills to tie its sewer lines into those of its neighbor at a charge of one dollar per 1,000 cubic feet of water.

Both parties agreed there would be a minimum annual charge of \$8,000 and that Bedford be protected against overtaxing of her sewage disposal plant.



TYPICAL OF TODAY'S LIVING in Walton Hills is this rambling frame home on Alexander Rd. It belongs to J. V. Senchur and features unusual architectural touches, attractive landscaping, a stuffed deer on the lawn.



ORIGINAL WALTON HOMESTEAD is this pleasant, remodeled farmhouse on Walton Rd. in the heart of Walton Hills. Family descendant, Sterling Walton, now chief of police, lives in a new home across the road where the barn used to be.

New Plant to Give Rural Walton Hills Big City Problems

By MARJORIE SCHUSTER

Walton Hills is a quiet, rural community dotted with old farm homes, \$50,000 ranch houses and modest smaller wellings almost handmade by their proud owners.

Its nine square miles are criss-crossed by three main streets and some rambling, dusty roads.

Carved out of old Bedford Twp. two years ago, Walton Hills has a small airport, a country club, one grocery store, one tavern and enough medium-sized factories to account for half the village's tax duplicate of slightly more than \$4,000,000.

Though everyone else was electrified by the news that Ford Motor Co. may build a \$100,000,000 stamping plant in the community, Walton Hills' 900 villagers





club, one grocery store, one tavern and enough medium-sized factories to account for half the village's tax duplicate of slightly more than \$4,000,000.

Though everyone else was electrified by the news that Ford Motor Co. may build a \$100,000,-

000 stamping plant in the community, Walton Hills' 900 villagers have remained unperturbed.

The plant would be on a 116-acre plot east of Northfield Rd. Almost everyone in town lives on the other side of that main street. Nearly all the villagers say they will welcome the coming of big industry for two important reasons:

TAX MONEY from the new plant may bring as much as \$100,000 a year to the Bedford school district, which serves the community, and about an eighth that amount to the village itself.

WATER AND SEWER LINES, essential to the Ford operation, would benefit all the residents.

An over-all plan for the area to be completed in a few weeks by the Regional Plan Commission will recommend construction of a \$105,000 sewer to the Bedford Sewage Plant, now being expanded.

Alternate plan, according to Proctor Noyes, Regional Plan director, would be construction of a \$400,000 Walton Hills sewage plant on Krick Rd. This would be wasteful, he said, because tentative county sewer authority plans call for a much

bigger Tinker Creek plant to serve the entire surrounding area.

Bringing water to Walton Hills would require a \$200,000 extension of an existing main on Northfield Rd., according to Frank J. Schwemler, water commissioner. He said the city would finance the extension, running from Solon Rd. to Forbes Rd., north boundary of Walton Hills.

Mayor of Walton Hills, who now is beset with all the problems attending the transformation from a rural community to an industrial center, is Virgil D.



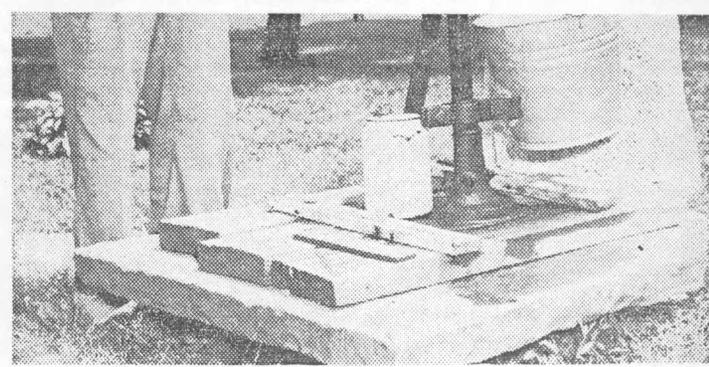
OLD-TIMER in Walton Hills, Jim Petras runs only grocery.

Allen Jr., a \$1-a-year man. He also serves as village law director at no additional charge.

Only regularly salaried employee is the one full-time policeman, Norman C. Pearce, who also operates the village truck and snow plow.

The suburb gets fire protection from nearby Bedford, and residents take care of their own rubbish and garbage disposal.

The village hall is in a converted grocery store at Walton and Alexander Rds. Residents bought the property and finished



PIPED-IN CITY WATER is blessing industry may bring to folks like Wasil and Anna Sawastuk who've gardened on their Northfield Rd. place 33 years. It's near proposed Ford plant, and they'd be glad to sell it.

it at a total cost of \$17,500. It's worth twice that now, Mayor Allen boasts.

Last year the community operated on a budget of \$20,000, refusing to accept county-allocated local government funds.

This year's budget is not complete, according to the mayor.

"The Ford plant will be a good thing for our community," he said today. "But we'll continue to keep it a rural village of good homes."

Residential lots must be at least an acre in size, according

to village building restrictions. The population has grown rapidly since the incorporation, mostly because of hard work by Gen. L. S. Conelly, real estate developer of 14 allotments in some 700 Walton Hills acres.

Conelly said he will propose a secondary village road parallel to and 500 feet west of Northfield Rd. This will make it unnecessary to cut more than the present three streets into Northfield Rd., he said, and will keep village traffic off the busy state highway.

7-1953



BIG BOOM IN BUSINESS is anticipated by Peter Cipolla, who operates a drive-in restaurant on Northfield Rd. near



MAYOR Virgil D. Allen Jr., an attorney, serves Walton



DEVELOPER OF 14 SUBDIVISIONS in Walton Hills is Gen. L. S. Conelly who helped carve the little community out of

1952

Bedford Times Register

Up In Walton Hills

with Country Jane



OUR quiet little country village seems to be on the verge of great changes, doesn't it? We've all been reading about the \$100,000,000 Ford plant planned for the area west of the Pennsylvania railroad. No doubt we've all been speculating about just what changes it will bring.

We know there will have to be sewer and water mains on Northfield rd., as far as the plant. The best guess is that these will be put in with the cooperation of the City of Cleveland and the County. After all, a plant of this size is important to the entire Greater Cleveland area.

Once the sewer and water are in, other industry will be likely to move into the remaining Northfield rd. space. According to local real estate men and others, there have already been inquiries.

Alexander rd. is sure to be cut through. The west side of Northfield will probably be rezoned for business, with proper regard for our residential area. There will undoubtedly be regular bus service down Northfield rd., as soon as the Ford plant starts operating. It is a reasonable conjecture that there will be some sort of bus across Alexander soon after that.

Tax Duplicate To Jump

Our tax duplicate (assessed valuation of property for taxation purposes) will take a tremendous jump. Our present duplicate is approximately \$4,000,000. No property is assessed at full value, but the addition of the Ford plant alone will increase the tax duplicate several times. The Bedford school system might benefit by an increase in tax income annually of well over \$100,000. All this is, of course, "if and when" the plant is completed and operating.

As for life in the village, except for more traffic on the main roads, it should go on much as usual. The most land that is proposed for industry now or in the future, is less than one tenth the total area of Walton Hills. That one-tenth is in the far corner of our community.

The other nine-tenths will remain what it has been, a residence community of large parcels, abounding in woods and creeks, lakes and hills. The entire village, except for the business area, is zoned for residences with 100 ft. setbacks and lots of 40,000 sq. ft.

BEDFORD TO GET SEWER PROPOSAL

1952

System Link Is Asked for Projected Ford Plant

BY NATE SILVERMAN

Recommendations for providing sewer facilities for a proposed multimillion-dollar Ford Motor Co. plant in Walton Hills, by linking that area with existing Bedford sewer facilities will be submitted to the Bedford Council on Monday night.

County commissioners yesterday indicated the plan, one of three drawn up for the Walton Hills-Oakwood area, would be approved by the county and formally transmitted to Bedford tomorrow.

The recommendation was made to the commissioners by Rollin F. MacDowell & Associates, consulting sanitary engineers hired to conduct a survey.

It calls for immediate construction of a sanitary sewer on Northfield Road in Walton Hills at a cost of \$105,000 and eventual construction of a new disposal plant.

Conforms With Master Plan

The new sewer would serve the area adjacent to Northfield Road between Forbes and Sagamore Road, where Ford proposes to build a metal fabricating plant employing 3,000 and understood to be the center of a \$100,000,000 project. The new sewer would be hooked into the Bedford system, which, according to estimates, will not reach capacity for at least a decade.

Under the proposal the county eventually would build a sewage treatment plant in the Tinker's Creek area at the foot of Archer Road in Bedford to serve the easterly portion of Bedford and all or parts of Walton Hills, Oakwood, Glenwillow, Solon and Bedford Heights.

In support of the proposal, the engineering firm pointed out that it was the most economical of

the three in long-range development and was the only one conforming with a master plan being prepared by the Regional Planning Commission for development of sanitary sewerage, drainage and water distribution for the county.

Relief Sewers Needed

In the alternative, it was recommended the county install the Northfield Road sewer and immediately construct a sewage treatment plant to serve the 1,070 acres tributary to the sewer.

Cost of the plant and sewer with necessary trunk connections was estimated at \$400,000. While that system would be independent of the Bedford system, the survey pointed out, construction of the plant and sewer would not eliminate an ultimate need in the area for future relief sewers hooked to a Tinker's Creek-Archer Road plant.

As a final plan, the survey suggested Ford build and operate a sewage treatment plant on its property for its exclusive use. That would cost about \$95,000, not including the cost of the sewer installations that would be required on Ford property, the engineers reported.

FORD MAPS PLANT IN WALTON HILLS

C-1953

Seeking Pennsy Land for
\$100,000,000 Project

BY ROBERT H. HERRICK

Contingent upon negotiations already under way, a major industrial expansion plan of the Ford Motor Co. in southeastern Cuyahoga County is approaching completion, informed sources close to the proposed project revealed last night.

A spokesman for the automobile manufacturer in Detroit confirmed early today that talks "are under way with the Pennsylvania Railroad" for purchase of property in Walton Hills.

The tract being considered was understood to cover 116 acres on the railroad close to Northfield Road at the eastern edge of the municipality.

Earlier it had been common knowledge among business and industrial interests of Cuyahoga County that a \$100,000,000 manufacturing project was proposed for the southeastern area.

Conditions to completion and acceptance of the plans were said by sources close to the project to be satisfactory provision of sewerage and water facilities to service an industrial plant.

(Continued on Page 9, Column 3)

FORD MAPS PLANT IN WALTON HILLS

(Continued From First Page)

age and water facilities to service an industrial plant.

Also involved, it was reported, was acceptance by Walton Hills of proposals Ford made regarding certain other improvements, including highway connection and roads connecting with the manufacturing plant.

The proposed plant, which was described only as a "manufacturing facility," without its product or manufacturing technique being revealed, would be part of a current \$500,000,000 expansion by Ford.

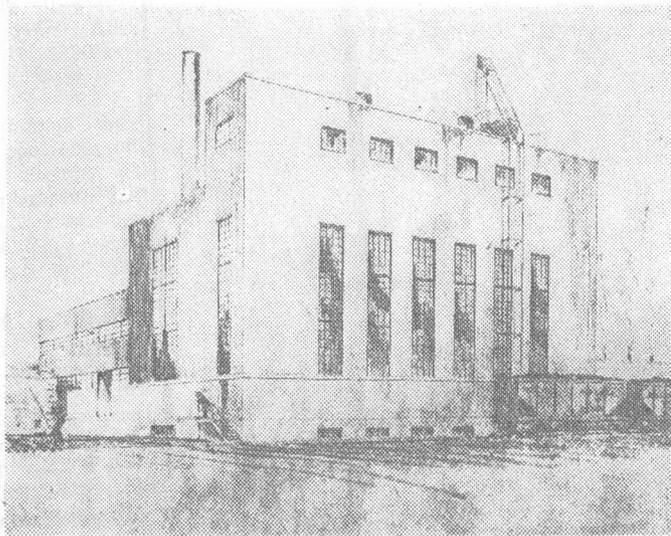
The company's two plants in Brook Park formed a part of another \$900,000,000 in expansion nationally since the end of World War II.

There appeared to be little doubt that the proposed project would move toward completion, as anticipated. It would be one of the largest single industrial developments in this area in years.

The deal is "practically complete," one source reported.

Plain Dealer

CLE



START OF FORD PLANT. This boilerhouse, designed and being built by the H. K. Ferguson Co. of Cleveland, is the first unit to get under construction as part of the Ford Motor Co.'s multi-million-dollar stamping plant in Walton Hills.

FORD LAUNCHES STAMPING PLANT

Starts Work on Facility for
Walton Hills Factory

(Continued From First Page)

foundation forms already in place.

Cost of the total project has been estimated in the neighborhood of \$40,000,000, with other figures voiced as high as \$100,000,000. Ford has not revealed the amount.

Spur Tracks Go In

Working equally hard as Ferguson is the Pennsylvania Railroad, seller of the property, which is swinging spur tracks into the site. First rails are expected to be in place next week, it was learned, to carry initial shipments of structural steel for the plant.

Paralleling construction of the stamping plant is the erection of Ford's second engine plant in Brook Park, where site preparation work is nearing completion. The same contractor that will build the Walton Hills installation is understood to be set for the engine job, a project estimated totally as high as \$60,000,000, including equipment, with the building costing nearly \$5,000,000.

Biggest in Decade

Either project in itself ranks as the biggest of the year. In significance to the industry the Ford additions stand as perhaps the greatest integrated industrial

FORD MAPS PLANT IN WALTON HILLS

1952

Seeking Pennsy Land for
\$100,000,000 Project

BY ROBERT H. HERRICK

Contingent upon negotiations already under way, a major industrial expansion plan of the Ford Motor Co. in southeastern Cuyahoga County is approaching completion, informed sources close to the proposed project revealed last night.

A spokesman for the automobile manufacturer in Detroit confirmed early today that talks "are under way with the Pennsylvania Railroad" for purchase of property in Walton Hills.

The tract being considered was understood to cover 116 acres on the railroad close to Northfield Road at the eastern edge of the municipality.

Earlier it had been common knowledge among business and industrial interests of Cuyahoga County that a \$100,000,000 manufacturing project was proposed for the southeastern area.

Conditions to completion and acceptance of the plans were said by sources close to the project to be satisfactory provision of sewerage and water facilities to service an industrial plant.

Also involved, it was reported, was acceptance by Walton Hills of proposals Ford made regarding certain other improvements, including highway connection and roads connecting with the manufacturing plant.

The proposed plant, which was described only as a "manufacturing facility," without its product or manufacturing technique being revealed, would be part of a current \$500,000,000 expansion by Ford.

The company's two plants in Brook Park formed a part of another \$900,000,000 in expansion nationally since the end of World War II.

There appeared to be little doubt that the proposed project would move toward completion, as anticipated. It would be one of the largest single industrial developments in this area in years.

The deal is "practically complete," one source reported.

Ford Plans Walton Hills Body Plant

A \$100,000,000 stamping plant will be built by Ford Motor Co. on a 120-acre plot of land in Walton Hills, it was learned today. Construction is expected to start in the fall. Land for the huge factory is at the southeast corner of Northfield and Alexander Rds., adjoining the Pennsylvania Railroad.

Ford officials admitted they were negotiating for the land and said closing of the deal depended on obtaining water and sewage facilities.

No details were available on the size of the plant or the number of workers to be employed. But informed sources said a body stamping plant would have to be of considerable size and would certainly employ at least 3000 to 4000.

Ford's growth in Cleveland since the end of World War II has been the biggest and fastest in the city's history. Its first big new plant here was the \$100,000,000 foundry and engine plant on Brookpark Rd. There Ford employs 4000 at an annual payroll of \$36,000,000.

Two months ago Ford announced the foundry and engine plant would be expanded at an

estimated \$90,000,000 with employment expected to reach around 8000.

To serve the big foundry, Ford put in a 14-acre sand dock on the east side of the Cuyahoga River. It was completed in 1951.

More than \$1,500,000 was spent by Ford Motor in the same year to build a parts warehouse at Grant Ave. and the Willow Free-

Suburban News

By LEAH JACOB

Bedford Nears Accord on

Construction of the \$100,000,000 Ford stamping plant on Northfield Rd. can be started this summer if Bedford Council agrees to let neighboring Walton Hills use its sewage plant in behalf of the new plant.

This was learned after a special meeting of Bedford Council last night in which members heard pleas for cooperation from Ray Hartman and Robert Hienton of the Illuminating Co.; Proctor Noyes of the Regional Plan Commission; Mayor Virgil D. Allen Jr. of Walton Hills; Engineers P. Mellis Rowley and R. F. McDowell; County Sanitary Engineer John Puzenski, and Stephen Szaraz, president of the Bedford Businessmen's Assn.

Mayor Ralph A. Brown said that while Council members agree that annexation of Walton Hills' 1000 industrial acres would be the most satisfactory solution, they may permit outsiders to use the plant on a fair pay basis.

Though Ford had asked an answer to the sewer problem this week, it was referred to Bedford's finance and sewer and water committees for a report at the Aug. 6 meeting.

List Requirements

Two of Ford's three other requirements for locating in Walton Hills have been met:

ROAD into the plant area will be completed by the \$800,000 extension of the remaining mile and a half of Alexander Rd. as a four-lane highway. County commissioners yesterday asked

negotiations with the Pennsylvania Railroad for an underpass. Completion of this link would create a new cross-county highway, Hartman said.

WATER LINES costing \$200,000 and extending to the Walton Hills boundary have been pledged by Cleveland. In a special meeting Friday, Walton Hills Council authorized issuance of \$40,000 in councilmanic bonds to help complete the mains.

TAXING PROBLEMS of the new Ford plant now are being worked out with the County Board of Tax Revisions.

Cooperation Cited

In answer to questions from Council, Mayor Allen admitted he had investigated lower tax rates in the neighboring Cuyahoga Heights school district, but denied Walton Hills would cut its tie with the Bedford system, adding, "dollars are not the only thing to be considered."

Though Council raised no serious objections to the sewer cooperation proposal, it refused to consider passage of a resolution urged by Allen that would approve the plan subject to agreement on terms.

Tour Stops

1 Line Press: This press was installed in 1990/1991 specifically for the 1992 all new Econoline van. This line, along with 2 line were both launched together in 1991, and are still running the same parts that they were installed for 23 years later.

4 & 5 Lines: In 1999, it was decided to "right size" the Walton Hills Stamping Plant, and maximize our 144" press line capacity, along with improving die changeover time. These 2 "new" lines were launched in 1999/2000.

GMOS overview and Recognition at Plant Central

Die Bays AND Big Cats: The die bays were originally comprised of 3 bays for new die construction. Bay-1 (currently 51-line), Bay-2, and Bay-3. Dies were built from scratch, using blue prints and rough cut steel by more than 400 Die-makers back in the 1960's

General Stores: Tool, supply, and equipment shop

AGV's: Docking stations

Econoline Hood and Fender Lines: The Econoline Hood and Fender lines were new for the 2008 model year, when the van received a facelift with a new front end.

4 Econoline Door Line (Front and Cargo) The Front & Cargo door lines (260, 262, 262, 263) were brought in from Budd Co. about 10-12 years ago, when it was determined to be more economical to run them inside Ford, rather than outside. We also gained room at that time in the assembly area as previous products were discontinued

Econoline shell: See the different parts that are made here at the plant.

Safety Information

General Safety Rules for Participants

Please follow these rules for the most enjoyable experience possible:

- Please remain on the tour path and with the tour guides at all times.
- Please **DO NOT TAKE YOUR FAMILY TO YOUR WORK AREA**
- All participants must be able to walk unassisted and use stairs.
- Proper footwear is required. (No open toes, open back, flip flops, sandals, or high heels)
- **Children must be accompanied by an adult at all times.**
- The use of cell phones and/or Bluetooth devices on the plant floor is prohibited.
- Please walk. Do not run during the event.



PROHIBITED ITEMS

In an effort to create the best environment and uphold Ford Motor Company's policies, the following items will not be allowed onto the grounds (includes the parking lot). NOTE: IF YOU DO HAVE A PROHIBITED ITEM YOU WILL BE ASKED TO LEAVE FORD'S PROPERTY IMMEDIATELY

- *Firearms, Explosives, or Knives*
- *Coolers*
- *Alcoholic beverages*
- **No pictures may be taken inside the plant**
- *No Smoking inside the building.*



Evacuation Instructions:

- **You will hear 3 Tones-Pause-Repeatedly**
- **Follow your tour guide to the nearest exit door**



Tornado/Severe Weather Instructions

- **You will hear a continuous HI-LO Alarm Signal**
- **Follow your tour guide to the nearest indoor shelter**



June 8, 2014



Open House and Family

June 8, 2014 Tour



Plant Profile

City: Walton Hills | **State:** OH

Plant Manager: Richard Showman

UAW Building Chairman: Brian Goff

Current Products: Econoline Body side panels, Deck lids, Doors, Fenders, Floor Pans, and additional work insourced from other Ford Stamping Plants

Year Opened: 1954

Ford Plants WHSP Supplies: Ohio Assembly, Dearborn Truck, Kansas City Assembly

Products Our Stampings Go Into: Econoline, F-150

June 8, 2014

WELCOME TO OUR PLANT:



The Walton Hills Stamping Plant is one of numerous facilities supplying Ford assembly plants around

the world. Once the Company's leading producer of exterior sheetmetal body panels for the Ford and Lincoln-Mercury car and truck lines, the plant remains a leader in the areas of Safety and Quality today.

Products produced at the plant throughout the years include doors, roofs, deck lids, quarter panels, and fenders. In addition, the plant once produced the floor pan for the Company's intermediate car line.

Ford and its employees make a significant impact on the lives of those in the surrounding communities. Many employees willingly volunteer their time and talents to various civic and charitable organizations. Each year, surrounding Ford facilities give thousands of dollars to various local charities.

Through the Ford Production System, our employees are actively involved in identifying issues and developing solutions on matters that affect their job, as well as product quality. Our entire organization is dedicated to producing the highest quality parts for the best vehicles in the world.

Thanks from all of us here at Walton Hills Stamping Plant for the community and brand support.

The employees of
Walton Hills Stamping Plant

WALTON HILLS FAST FACTS:

- ◆ Construction of the Walton Hills Stamping Plant began in October 1953 and the first stampings were produced in August, 1954
- ◆ The buildings and grounds occupy 111 acres in the city of Walton Hills, OH
- ◆ Five expansions have been completed since 1953 to increase the plant to its present 2,100,000 square feet.
- ◆ The plant currently employs 350 hourly and salary employees.
- ◆ As many as 24 hi-cube or 50 regular railroad cars can be accommodated on tracks within the plant itself.
- ◆ Finished products from WHSP were once shipped to 18 assembly plants in the U.S., Canada, Mexico, and South America for use in the production of Ford, Lincoln, and Mercury cars and Ford trucks.
- ◆ From the early to mid-1970's we employed roughly 4,800 production and salaried employees.
- ◆ In an annual die change competition sponsored by **Automotive Industries**, employees of the Walton Hills Stamping Plant established the world benchmark for a die change on a transfer press. An operation that was formerly measured in hours was completed in 2 minutes and 24 seconds.

WELCOME TO THE



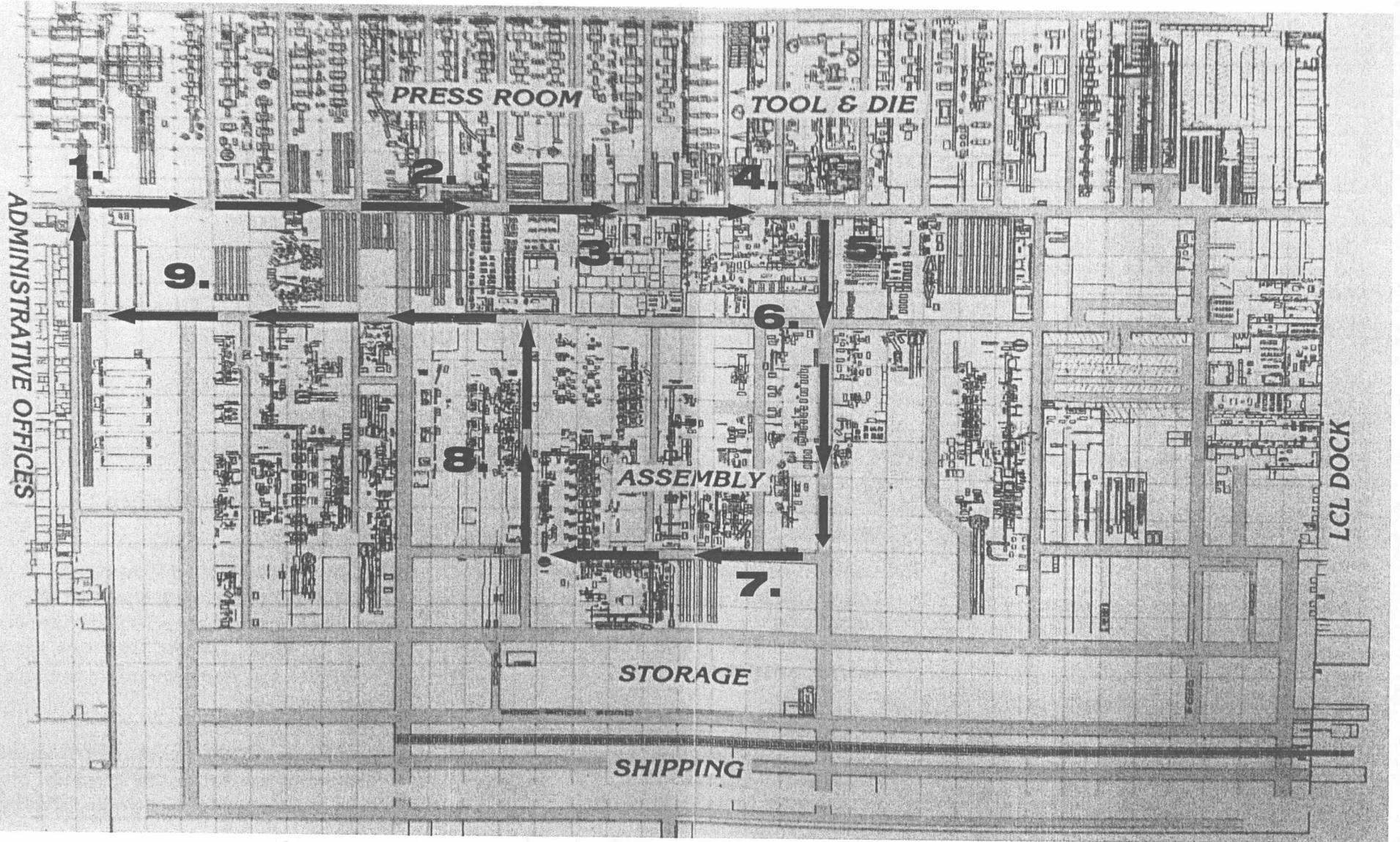
"A Q-1 SUPPLIER TO THE FORD MOTOR COMPANY"



City: Walton Hills | **State:** OH
Plant Manager: Richard Showman
UAW Building Chairman: Brian Goff
Current Products: Econoline Body side panels, Deck lids, Doors, Fenders, Floor Pans, and additional work insourced from other Ford Stamping Plants
Date Opened: August 8, 1954
Size: 2.1 million square feet/111 acres
Charities supported: Juvenile Diabetes Research Fund (JDRF), March of Dimes, and Harvest for Hunger



Open House Tour Map



Forum on hydraulic fracturing draws 500 to Ravenna last

2-16-2011 NewsLeader

by MIKE SEVER | STAFF WRITER

A program at Ravenna High School Feb. 7 provided a basic understanding of the oil and gas industry in Ohio and the technique of hydraulic fracturing as a method of accessing natural gas and oil. What it did not provide was a discussion of the pros and cons of the process.

Hydraulic fracturing ("fracking") uses a mix of water and chemicals pumped into a well to help drill through the hard rock. The mix is under tremendous pressure, which creates small cracks in the rock layers to release the gas. Environmentalists and property owners want to know what's in the hydraulic liquid mix.

Portage is on the edge of

the Marcellus Shale, a 385-million-year-old geologic feature now at the heart of a growing debate on drilling technology and safety. The Marcellus shale layer is an organic-rich, black shale that underlies much of eastern Ohio, Pennsylvania, western New York and West Virginia.

New York state put a moratorium on horizontal hydraulic fracture drilling after complaints of fouled drinking water wells, and there have been protests against the technique in Pennsylvania.

An estimated crowd of more than 500 turned out for the educational program sponsored by the Portage County TEA Party.

Rhonda Reda, executive



RPC PHOTO / TIMO

Rhonda Reda, executive director of the Ohio Oil and Gas Energy Education Program, spoke to about 500 Feb. 7 at the Ravenna High School auditorium about hydraulic fracturing. The program was sponsored by the Portage TEA Party.

director of the Ohio Oil and Gas Energy Education Program, said hydraulic fracturing has been a common

method for more than 40 years, used in tens of thousands of wells without incident.

"If hydraulic fracturing is banned, it will hurt our energy industry."

WWW.THE-NEWS-LEADER.COM

LOCAL & REGION

WEDNESDAY, FEBRUARY 16, 2011

FORUM

FROM PAGE 12

said.

Reda said 99.5 percent of the material used is sand and water, "and yes, there are some chemical components but they are absolutely needed."

It's those chemical components that have been at the heart of the environmental protests against the technique. Once used in the fracturing process, the liquid is recovered and disposed of either by diluting it in rivers as done in Pennsylvania, or put through water treatment plants or pumped into deep injection wells, as is done in Ohio.

Reda talked of the industry's history in Ohio, going back to the first well drilled in 1860, and on today's technology and drilling improvements.

Reda noted Portage County is no stranger to the oil and gas industry, with 2,324 producing wells

in the county, and 4,436 total wells drilled.

The working wells produces about \$6.36 million per year in royalties to property owners, she said.

Thomas G. Tugend, deputy chief for the Ohio Department of Natural Resources's Division of Mineral Resources Management, outlined the permitting and inspection process for all oil and gas well drilling in Ohio.

Tugend said that of the 15,220 wells drilled in Ohio from 1990 to 2009, about 90 percent used hydraulic fracturing.

No permits have been issued in Portage County for drilling into the Marcellus Shale layer, he said. But he expects that to change. He said he expects the pace to pick up as drillers complete their research on potential drilling sites.

As of Jan. 19, the state had issued 72 permits for drilling into the Marcellus shale. Only nine of those permits were for horizontal drilling, and only two wells

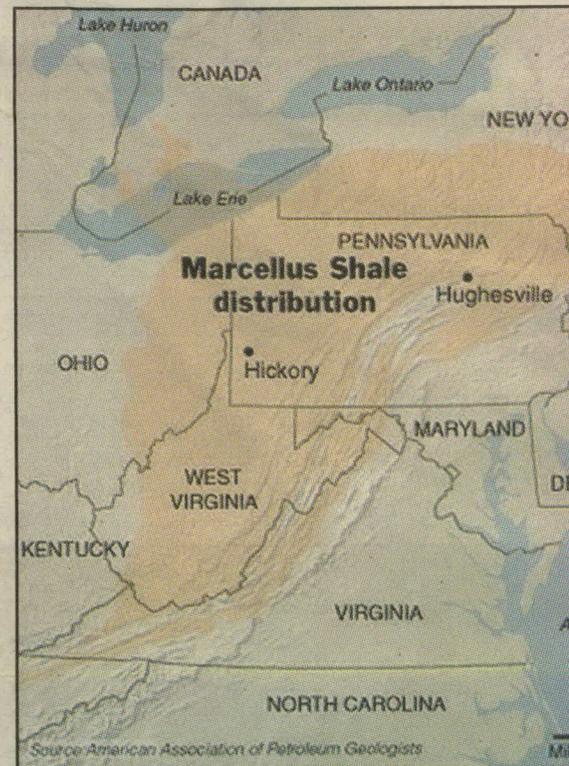
have been drilled.

"We are going to work very closely with the shale drillers" to prevent problems, Tugend said.

Chris Perry of the Ohio Geological Survey said an older and deeper layer, the Utica Shale, holds even more promise for gas and oil production. The Utica Shale layer is about 6,000 feet beneath Portage County.

While the Marcellus Shale is only 10 to 50 feet thick in northeastern Ohio, the Utica Shale runs as thick as 250 feet under Portage County and across Ohio, Perry said.

Other speakers included David Beck, president of Beck Energy, a well drilling company; and Tom Weise, president of PentaPoint Properties Ltd., who is trying to build a portfolio of oil and gas leases in several counties. Weise discussed the terms used in gas and oil leases and gave tips on how landowners can maximize their return on a lease.



Source: American Association of Petroleum Geologists

AMERICAN ASSOCIATION OF PETRO

Portage is on the edge of Marcellus Shale, a 385-million-year-old geologic feature now at the heart of a growing debate on drilling technology and safety.

STATISTICS

Year opened: 1954
Last addition at plant: 2007
(what and where) Econoline, Door, Hood & Fender Lines -
Assembly Area

*as of 2/2011
413 hourly workers
43 salary workers
(at one time close to
5000 workers)*

Site size (in acres): 111 Acres
Current plant size (sq.ft): 2,200,000 sq ft
Current Abandoned Area (sq.ft.): 418,000 sq ft
Number of robots in plant: 145

Number of presses and types: Currently (10) press lines:

*24 assemblies
7 major assemblies
one assembly is a 14' long
Econoline van top
another assembly -
Econoline side panel
(door)*

- (1) extra large tandem - 5 presses
- (4) large tandem - (3) w/ 6 presses & (1) w/ 5 presses
- (2) med tandem - (1) w/ 5 presses & (1) w/ 4 presses
- (1) small tandem - (5) presses
- (1) large transfer
- (1) med transfer

OTHER SIGNIFICANT FACTS

Awards and Recognition: - 2010 Regional Replication Innovation Award for our "Glove Zones"

- 4 Years in a Row - Best Occupational Health & Safety Metrics in SBU
- 5 Years in a Row - North American President's Quality Award for Best Stamping Plant
- 2010 Roman Krieger President's Health and Safety Leadership Award (Robert Groden)

Product History: First produced Body side panels and roofs
What Ford plants do you supply? Ohio Assembly, Kentucky Truck, Kansas City, Dearborn Truck, St. Thomas, Twin Cities

Balance Out Dates: 9/11/11 for St. Thomas - Crown Victoria
12/11/11 for Twin Cities - Ranger

Into which vehicles do your products go? F-150, Ford Crown Victoria, Ford Econoline, Ford Escape, Ford Ranger

Do you export? Yes
Plant Website url: <http://whsp.waltonhills.ford.com/default2.ht>

Walton Hills Ford Stamping Plant
PLANT BACKGROUND INFORMATION

2/2011

Date Of Revision: February, 2011

Plant Name: Walton Hills Stamping
Address: 7845 Northfield Road
Phone: (216) 587-7700
Security phone: (216) 587-7961

Plant Manager Name: Robert Groden
Office: (216) 587-7850
FAX: (216) 587-7865
Cell: (216) 276-1950

Human Resources Manager Name: Amy Adams
Office: (216) 587-7854
FAX: (216) 587-7834
Cell: (216) 276-1085

cell (440-476-2787

*Personnel - Mindy
Claire Schneider
216-587-7830*

Controller Name: David Young
Office: (216) 587-7904
FAX: (216) 587-7981
Cell: (216) 701-1298

Union Local: 420
Union Leadership Name/Title: Kevin Kalinowski/Building Chairperson
Phone: (216) 578-7618

EMPLOYMENT

Current total employment: 456
Hourly: 413
Salaried: 43

PRODUCT HISTORY

Current model year products: Econoline Body side panels, Deck lids,
Doors, Fenders, Floor Pans
First product produced at the plant: Body side panels and roofs
Daily production shifts: 2 Full and 1 Partial



Village of Walton Hills, Ohio

Kevin Hurst – Mayor / Safety Director

October 6, 2011

Dear Fellow Resident,

As you are all probably aware, the Ford Motor Company has proposed the closing of the Walton Hills Stamping Plant to the United Auto Workers (U.A.W.) as part of their union contract negotiations. The U.A.W. will be voting on that proposal later this month. I anticipate the union will approve the closing.

When I took over as your Mayor, I immediately established communication with Ford. Ford has always been receptive to our concerns. I expect this attitude to continue during this process.

In anticipation of this plant closing, the Village has been very proactive to put the wheels in motion to line up appropriate incentives and economic growth opportunities for this facility. The Mayor's office, Fiscal Officer, Law Department and economic development consultant have all been working diligently to coordinate all appropriate state offices, agencies, public officials and funding opportunities to facilitate Ford's departure and a new owner / tenant(s) arrival.

Although it may be disappointing that Ford would leave us after over 50 years of sustenance to this Village, it is not a complete surprise. Ford has been downsizing for years, and each downsize has had an economic impact on the Village.

It is our intention to replace Ford with new owners and tenants that will prosper, remain here long term, grow and provide stable income to the Village. Be assured that the Village sees this as an opportunity, and we intend to seize the moment. I will do my best to keep you all informed as we proceed.

Sincerely,

Kevin Hurst
Mayor / Safety Director

Proposed Ford pact would cut 400 jobs

Brook Park: Engine Plant would add a third shift, not enough to offset losses

Walton Hills: Closing of stamping plant will lead to elimination of 438 jobs

Avon Lake: Econoline van ending, to be replaced by new truck business



SCOTT SHAW | THE PLAIN DEALER

Ford workers leave Ford's Engine Plant No. 1 in Brook Park on Tuesday. Ford announced a third shift will be added at the plant.

ROBERT SCHOENBERGER,
MARCIA PLEDGER
AND JANET H. CHO
Plain Dealer Reporters

DETROIT — Northeast Ohio will lose about 400 Ford Motor Co. jobs under a labor agreement that calls for closing a plant in Walton Hills.

The proposed contract, announced Tuesday, calls for Ford to add work in Brook Park and Avon

Lake, but those additions won't create enough jobs to make up for Walton Hill's loss. In fact, the Avon Lake plant could lose about 100 jobs.

"Most of us are devastated by the news," said Mark Falasco, 53, a fork lift operator at the Walton Hills plant. "After 30 years with Ford, I'm one of the fortunate ones. I can retire early, even though I'm still young. But I feel for my co-workers."

United Auto Workers officials said most of the employees at Walton Hills will have the opportunity to transfer to other Ford plants, but few if any of those jobs will be in Northeast Ohio. Others may retire early.

"There will be opportunities to go places in Ohio first," said Jimmy Setles, UAW vice president and director of its Ford division. "There should be openings in Kentucky,

Michigan and Chicago."

Falasco said transferring won't be easy for many of his co-workers, especially the younger ones who have families.

"Realistically, it's not easy selling houses, transferring kids out of schools and losing family support systems if the job is out of state," Falasco said.

Ford and UAW teams negotiated the proposed contract over 70 days.

SEE FORD |

FORD

FROM A1

Proposed pact would cut 400 jobs

UAW locals must approve it by Oct. 16.

Patterned closely after the union's recent deal with General Motors, the four-year contract would give workers \$5,000 to \$6,000 in signing bonuses for ratifying the deal, up to \$1,750 per year in quality and inflation adjustment bonuses and a more generous profit-sharing formula.

Entry-level workers would get raises, but those who have been with the company for more than a few years would not.

UAW President Bob King said he thinks workers will approve the contract.

"People recognize that things are extremely unstable," King said. "To wait [for a more lucrative contract] may not be prudent."

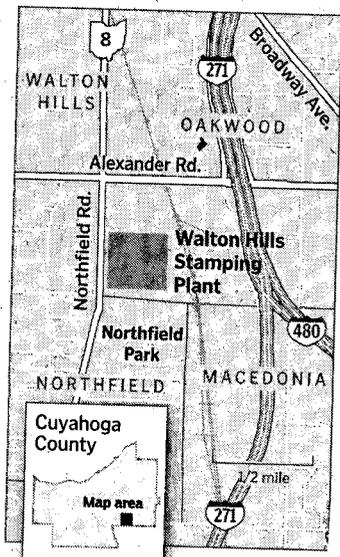
Walton Hills Mayor and Safety Director Kevin Hurst said the possibility that the Ford stamping plant might close is heart-breaking.

He said he knew that the plant was being discussed in contract talks but that Ford officials had reassured village officials in February or March that it probably would be seven or eight years before the facility — which makes parts for the Ford Econoline van — would shut down.

The 1.9 million-square-foot building, which employs about 438, was built in 1954 and is Walton Hills' largest employer. Ford pays about \$650,000 a year in payroll taxes, which is about 20 percent of the village's total income tax revenue, said Fiscal Officer Vic J. Nogalo.

Walton Hills, about 15 miles southeast of Cleveland, has 2,400 residents.

Centralized stamping plants, such as Walton Hills, have been out of favor with automakers for more than a decade. Chrysler shut down its Twinsburg Stamping Plant last year, saying it no longer made sense to produce parts in a centralized facility and ship them to several plants.



SOURCES: ESRI; TeleAtlas THE PLAIN DEALER

What the workers get

Ford Motor Co. and the United Autoworkers agreed to a tentative four-year deal late Monday. Under terms of the contract, workers would get:

- \$5,000 in signing bonuses for entry level workers, \$6,000 for workers with more than one year of seniority.
- \$1,500 per year for the next four years to cover the cost of inflation.
- Up to \$250 per year for meeting quality targets.
- \$1 per \$1 million of Ford's pre-tax, pre-interest North American profits each year. The union wants to divert 10 percent of the profit-sharing checks to a fund that covers retiree health care.
- \$50,000 bonuses for skilled tradesmen who opt to return to production work.
- \$50,000 bonuses for production workers who elect to retire before March 31.
- \$100,000 bonuses for skilled tradesmen who retire by March 31.
- Raises for those at entry level who now make half of the typical UAW wage. Those workers would get up to \$19.28 per hour by 2015.

Most newer assembly plants either put stamping presses inside the assembly plant or at an adjacent facility.

Despite job losses in Northeast Ohio, King and Settles said the key win in the contract was jobs. Ford would add 12,000 jobs to plants across the country and invest \$16 billion in plant upgrades and new products.

Early next year, Ford would add a third shift at Cleveland Engine Plant No. 1 in Brook Park, Mike Gammella, president of that plant's UAW Local 1250, said Monday. The move would add an undetermined number of workers at the 900-employee plant. The bulk of those would come from Cleveland Engine Plant No. 2, a 350-person facility that will close next year.

Gammella said the Brook Park union has pushed for small, fuel-efficient engines at the plant for several years. With fuel prices high, he said, the plant wants a product that will be popular in the years to come.

"We've been fighting for this for a long time. It's been pretty arduous, but we got there," Gammella said.

The plant was set to get the small engine under a tentative deal between the UAW and Ford reached in 2009. But workers rejected that deal.

In Avon Lake, Ford would stop producing the Econoline commercial van at the Ohio Assembly Plant and shift medium-duty truck business there from Mexico. Settles said the UAW is still working on job totals with Ford, but the plant could lose about 100 of its 1,880 jobs in the transition.

Ford has said for five years that it plans to eventually end the commercial van line in favor of its European Transit van. Under the tentative contract, Ford's truck plant in Kansas City will get the Transit.

Jerome Williams, president of UAW Local 2000 in Avon Lake, said he was sorry to hear that the Econoline may soon end. Ford has dominated the commercial van market for more than 30 years by offering a simple vehicle — a giant

The contract's effect on Northeast Ohio plants

■ **Walton Hills Stamping Plant** — The 438-job plant would close some time in the next four years.

■ **Cleveland Engine Plant No. 1** — A third shift making EcoBoost V-6 engines would start at the Brook Park facility early next year. The plant also would add production of fuel-efficient four-cylinder engines over the next four years.

■ **Cleveland Engine Plant No. 2** — The plant would close next year, and the remaining 350 workers there would move to the new shift at Engine Plant No. 1.

■ **Ohio Assembly Plant** — The Avon Lake plant would build large commercial trucks and motorhome chassis now made in Mexico. Van production would end some time during the contract's duration.

empty box with powerful engines.

"Our membership really likes the idea of building the Econoline. It's a proven product," Williams said.

However, it would be nearly impossible to get the van to meet upcoming fuel-economy requirements. The heavy frame and suspension that give the van the towing and hauling capabilities that commercial buyers have liked also make it inefficient.

The Transit van is lighter and uses V-6 engines where the E-Series used V-8 and V-10 engines.

Still, Williams expects workers in Avon Lake to approve the deal because they would get new work. Analysts expect the automaker to end its Mexican joint venture with International Truck and Engine Co., which now makes Ford's large commercial trucks.

Ford spokeswoman Marcey Evans declined to comment on the futures of the company's Northeast Ohio plants, saying it is waiting until workers ratify the contract to discuss details.



STEVE LaTOURETTE

MEMBER OF CONGRESS
14TH DISTRICT, OHIO

2371 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515

FOR IMMEDIATE RELEASE
MAY 18, 2012

CONTACT: DINO DiSANTO
440-352.3939

FORD agrees to environmental study and creation of task force to help redevelop Walton Hills Stamping Plant

U.S. Rep. Steven C. LaTourette (R-OH) announced that Ford Motor Company has agreed to complete environmental study and create a task force in order to help Walton Hills redevelop the Ford Stamping Plant.

LaTourette had set up a meeting between Walton Hills Village Mayor Kevin Hurst and Ford in Washington D.C. on May 17, to discuss the redevelopment of the 108 acre site.

Ford agreed at the meeting to conduct a Phase 2 Environmental Study of the site. The study should be completed in six months and will help identify any potential clean up concerns for future redevelopment. Ford also agreed to form a task force/working group in order to engage the village and the broader community with how the property can best be redeveloped.

Ford had announced last year that the stamping plant would close in 2014. Walton Hills made parts for the Ford Crown Victoria sedan and the Ranger compact pickup. Crown Vic production stopped earlier this year. The Ranger is ended in December. That only left the Econoline, a van Ford plans to replace in 2013.

The 1.9-million-square-foot building, which employs about 438 people, was built in 1954 and is Walton Hills' largest employer. Ford pays about \$650,000 a year in payroll taxes, which is about 20 percent of the village's total income tax revenue

1:30

BREAK & INTERACTION

1:45

Remarks on *Economic Revitalization*

The Honorable Jay Williams, Director, Office of Recovery for Auto Communities, U.S. Department of Labor & White House Deputy Director for Intergovernmental Affairs

2:10

Remarks on *Building Sustainable Communities*

The Honorable Mathy Stanislaus, Assistant Administrator, Office of Solid Waste and Emergency Response, U.S. Environmental Protection Agency

2:35

BREAK & INTERACTION

2:50

The Role of State Agencies in Helping Auto Communities

- Amy Alduino, Environmental Solutions Team Leader, Ohio Department of Development (Clean Ohio Fund)
- Amy Yersavich, Manager, Division of Environmental Response and Revitalization, Ohio EPA
- Keith Ewald, Chief, Bureau of Labor Market Information, Ohio Department of Job and Family Services

3:50

Wrap-Up : Game plan and next Steps

Ohio Brownfield Inventory



Brownfields are real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Cleaning up and reinvesting in these properties takes development pressures off of undeveloped, open land, and both improves and protects the environment. Brownfields may include abandoned factories, warehouses, power plants, dry cleaners, hotels and gas stations.

The Ohio Environmental Protection Agency (Ohio EPA) maintains a voluntary, statewide inventory of brownfield properties. Properties included in the Ohio Brownfield Inventory may be in various states of assessment and cleanup.

Why clean up brownfield properties?

Cleaning up and redeveloping brownfields can improve blighted neighborhoods, make use of communities' existing infrastructure, and create jobs, making the redevelopment of these vacant or abandoned properties a key part of many communities' plan for revitalization.

Is cleanup assistance available?

Ohio EPA offers assistance for local governments, community groups, developers and environmental professionals to learn more about the cleanup and reuse of brownfields.

How do I find out about brownfield sites in ohio?

Information for the Ohio Brownfield Inventory, which is provided voluntarily by communities and property owners, includes details such as location, past use,

utilities available and proximity to major roads, airports and public transportation. For detailed information on Ohio's Brownfields, interested parties can visit the online inventory at

<http://www.derr.epa.ohio.gov/BrownfieldInventory/Database.aspx>

In addition to the online inventory, SABR also produces the Ohio Brownfield Inventory Guide. This guide provides a general overview of brownfield properties included in the inventory. A copy of the guide can be requested from Martin.Smith at 674-644-4829 or Martin.Smith@epa.state.oh.us.

Why should I include my property in the inventory?

Inclusion in Ohio's Brownfield Inventory is now required for Clean Ohio Fund Applications.

How can I add my property to the inventory?

Local governments may submit information for inclusion in the online inventory and the guide by completing the brownfield inventory application. Individual property owners should work with their local government officials to coordinate completion and submittal of the inventory application.

The brownfield inventory application is available online at <http://www.derr.epa.ohio.gov/Process.aspx>

If you'd prefer a hard copy, contact Martin Smith by e-mail at Martin.Smith@epa.state.oh.us or phone at (614) 644-4829.



Revitalization Resources Rosters for U.S. Auto Communities Walton Hills, OH

Magnitude of Brownfield Challenges	Current Status/Resources Acquired to Date	Capacity Challenges/ Resources Needed
<ul style="list-style-type: none"> - The Village of Walton Hills is in Cuyahoga County and has ~2,300 residents. - The largest employer in Walton Hills is Ford, which operates the Walton Hills Stamping Plant. - The Stamping Plant currently employs ~440 people and once had up to 5,000 employees. - Ford has announced that the Stamping Plant will close by the Spring of 2014. - Ford pays about \$650,000 in payroll taxes, which accounts for ~20% of the Village's total income tax revenue. - The plant occupies a 1.9 million square foot building on 108 acres of land, and is situated in Walton Hills, along the Village's border with the City of Macedonia, the Village of Oakwood, and Northfield Village. 	<ul style="list-style-type: none"> - Ford has committed to performing a Phase II Environment Study for the Stamping Plant site, and expects this work to be done in late 2012. - Ford has agreed to form a task force/working group to engage the community in the redevelopment process (working group has not yet been established). - The Village has begun to forge relationships with key state and federal agencies in the hopes of obtaining resources and assistance in navigating the process for redeveloping the Ford site. 	<ul style="list-style-type: none"> - Small community has very limited staff & very limited resources, and needs outside support to identify grant opportunities & write applications. - Needs resources such as EDA Economic Adjustment Assistance or EPA Area-Wide Brownfields Planning funding to develop a community-wide vision for redevelopment and begin conducting economic analyses to determine possible future uses of the site. - The site has rail infrastructure in place, but does have significant wastewater and road infrastructure needs. - The sewage line in front of the Ford plant has not been upgraded since its installation in the 1950s, and significant future economic development in the surrounding area will severely limit the Village wastewater system's capacity to handle new development at the Ford site. - Local roads are strained to handle traffic to the area around the Ford site and will need to be widened and enhanced to attract new development to the site. - When the Ford Plant closes, the community will require job training assistance, like that available through DOL's National Emergency Grants, to retrain Ford workers for new careers.

Virgil Allen, Jr. learned Ford was looking for a site for a stamping plant

(through business trips, Cleve. Chamber of Commerce)

*Interview Notes
w/ Tom Young 1983*

Allen and Ted Graves wanted the Ford Plant in Walton Hills.

Tom Young and Burns were eager to sell their land. Tom had 116 acres on Northfield Road.

It was by a Railroad line.

The land had a shale base.

It was by I-271, which was on the books but not yet constructed.

There were obstacles to overcome: sewers / water / roads

Alexander Rd. ended at Walton / farmland that was up for sale sat on "Alexander Rd."

Alexander Rd. had to be extended from Walton to Broadway in Oakwood Village.

Needed city water: City of Cleveland extended water from Solon Road to Forbes

W. H. paid for the water line from Forbes south to Ford

Needed sewers: Cuyahoga County built sewage treatment plant on Treat Rd. off Krick Rd.

and put in a sewer line from Sagamore Road north to Krick Road

In 1953 Ford Motor Company announced it would build a Stamping Plant in Walton Hills.

The Plant opened in 1954.

The Walton Hills Ford Stamping Plant

interview notes w/ Tom Young 1983

Virgil Allen: On one of Virgil Allen's business trips he learned that the Ford Motor Company was looking for a new location for a stamping plant.

1. Tom Young's land, on the east side of Northfield Road, had the terrain for a stamping plant.
2. It had a rock base (not sand) which could support the weight of the stamping equipment
3. It was near highway facilities
4. It was near a railroad

Problems to solve:

1. Water and sewer was needed. They needed to get Cleveland to extend its water lines, a 20" water main from Solon Road pumping station, through Bedford, to Forbes Road. Cleveland built the 20" water line. Walton Hills then built a 16" water line South from Forbes Road to the Ford Plant.

2. Alexander Road had to be extended. The county extended and paved Alexander Road from Walton Road past the village's east border.

3. I-271 was on the books, but was not yet constructed. The state of Ohio gave it a higher priority and it was completed.

4. Then Walton Hills got the county to build a sewer line from Sagamore Road north along Northfield Road to Krick Road, down Krick Road.

The County built a sewage treatment plant #20 on Treat Road, off Krick Road.

Tom Young interviews

Interview Notes
w/ Tom Young 1983

The sewage treatment plant #20 was abandoned in 1984.
The line is connected to the Cuyahoga Valley Interceptor Sewer System.

Tom Young, Ted Graves and Virgil Allen were instrumental in getting the Walton Hills Stamping Plant here.

Tom Young Interview:

Tom Young wants to be remembered for:

1. his helping to bring in the Ford Motor Plant, his development of the Ford Plant. An accomplishment, not only for the village, but for the county and the state. For all the jobs it brought in. Without Ford all the Walton Hills development was not be possible.
2. The Ford Plant and the revenue from the plant and the 1% income tax from the salaries of the Ford workers and the 1% income tax from it has made several things possible:
 - a. water system for the residential part of the village at a very low cost.
 - b. sewer system \$7 million dollars with no assessment to the residents
 - c. the lowest municipal tax rate possible in the State of Ohio
 - d. good roads with no assessment
 - e. excellent fire and police protection.
3. All this is due to the careful initial planning of the village officials: for a good tax duplicate

9-1953

Ford Company purchased 1,25 acres from the Burns family (old farmland)
owned by Joseph A. Burns
\$240,000

Ford Company purchased additional acreage from Tom Young
his (chicken business acreage)
this property was located between the Burns farm
and the proposed extension of Alexander Road
so that the Ford purchase extends
from Sportsmans Park to Alexander Road.

Brass

~~BEST~~ POND / POLLUTION AND CLEAN UP OF

Best Foundry - 1906

Interview with Former Mayor Tom Young 10-29-1985

All septic tanks drained into Brass Pond through ditches and natural water sources
There was one junk yard on east side of Northfield Road that drained into Brass Pond

Then County put in storm sewer system on Forbes when Forbes Road was improved

Tom Young drained Brass Pond

Initially, Tom Young went up there with Al Spotto. They took 6" flexible pipe filled them with water and siphoned the water downward.

Then they cut a slot through the dam at the west end of Brass Pond, on S. K. Wellman property, in back of Victor's property.

They Didn't want the water to drain out all at once.

Then an engineer from S. K. Wellman knocked out the dam.

Chemicals from the various companies made toxic wastes.

Odors from the lake. So they drained the lake, then EPA could monitor who was polluting the creek. The EPA started riding herd on Hukill Chemical, Cleveco and Clevite and other companies.

Erieway was a hauling company. "They just dumped stuff from their trucks into the creek."

Krick Road Industrial Park companies are now hooked up to sewers: The Regional system.

Our local sewage system, which was called The Walton Hills Sewage Treatment Plant, is now abandoned.

At the time the Walton Hills Sewage Treatment Plant treated all Krick Road Industrial Park and Oakwood sewage.

The County built the Sewage Plant and accessed it back to the industrial property on both sides of Northfield Road. It was installed in 1954.

Village of Walton Hills

Ford

3/8/2011 12:15

VJN

Ford	January	February	March	April	May	June	July	August	September	October	November	December	Total	Apples to Apples 2%	Assumed Payroll
1990	79,885.50	77,574.10	131,649.39	84,738.04	85,039.27	124,370.76	56,593.24	103,209.75	70,567.86	72,926.06	95,875.55	92,212.91	1,074,642.43	2,149,284.86	107,464,243.00
1991	79,519.80	67,525.60	89,829.65	78,624.28	96,876.65	101,058.16	65,929.64	91,506.10	96,795.30	108,151.02	96,972.11	89,098.97	1,061,887.28	2,123,774.56	106,188,728.00
1992	82,105.19	80,112.15	82,189.56	85,642.02	105,050.28	115,994.37	69,910.09	83,239.30	76,318.44	124,962.45	82,768.67	115,833.57	1,222,319.09	2,208,252.18	110,412,609.00
1993	89,917.86	89,715.25	91,217.62	116,698.67	96,688.16	99,139.54	108,033.15	94,495.45	90,767.68	115,413.44	96,379.05	133,853.22	1,222,319.09	2,444,638.18	122,231,909.00
1994	104,162.12	96,214.05	155,031.16	99,863.83	101,897.06	97,902.70	111,425.96	97,200.84	127,761.64	138,724.88	109,855.37	149,095.35	1,389,134.96	2,778,269.92	138,913,496.00
1995	122,280.33	93,486.13	222,054.75	98,829.69	95,303.50	132,456.60	75,447.00	97,724.42	119,217.31	116,014.99	87,161.78	126,262.82	1,386,239.32	2,772,478.64	138,623,932.00 ✗
1996	98,071.51	82,422.65	159,332.11	98,659.70	120,802.01	123,205.89	78,148.08	114,609.47	93,533.47	125,826.61	108,137.86	113,997.15	1,316,746.51	2,633,493.02	131,674,651.00
1997	118,067.28	85,043.10	133,065.83	90,491.73	102,082.81	105,002.77	80,602.42	83,191.35	75,015.77	87,223.05	74,483.31	112,902.24	1,147,171.66	2,294,343.32	114,717,166.00
1998	80,389.99	77,276.13	176,258.51	79,369.32	98,134.78	100,013.14	72,044.69	79,656.97	79,342.19	92,498.15	82,511.87	116,762.07	1,134,257.81	2,268,515.62	113,425,781.00
1999	92,765.75	87,554.89	243,405.29	84,051.85	104,009.72	104,519.37	63,695.37	84,939.83	79,394.69	85,717.70	104,406.13	122,305.92	1,256,766.51	2,513,533.02	125,676,651.00
2000	85,446.81	97,901.92	220,901.33	71,394.82	68,334.77	105,357.32	43,866.07	70,581.40	78,661.33	73,162.66	80,846.83	109,993.93	1,106,449.19	2,212,898.38	110,644,919.00
2001	71,591.86	50,843.26	186,293.73	61,404.75	57,956.36	89,080.82	47,739.75	74,160.47	56,989.07	61,182.36	78,469.36	81,702.94	917,414.73	1,834,829.46	91,741,473.00
2002	69,485.44	69,701.12	88,457.81	70,200.27	119,542.00	83,317.09	50,602.32	76,974.26	127,902.74	118,579.18	145,336.84	142,925.04	1,163,024.11	1,791,304.42	89,565,221.00
2003	157,903.00	119,586.03	121,687.34	120,093.45	146,466.30	149,120.00	94,721.77	140,090.47	120,668.77	192,528.43	114,743.43	131,363.02	1,608,972.01	1,608,972.01	80,448,600.50
2004	139,444.36	117,816.95	117,909.61	137,186.85	114,773.66	121,552.90	135,227.09	114,041.23	166,997.53	183,127.01	115,779.36	158,034.50	1,621,891.05	1,621,891.05	81,094,552.50
2005	115,222.90	112,452.49	123,185.67	130,917.81	106,980.84	110,561.18	126,931.86	100,134.00	123,435.81	102,611.74	98,040.74	138,232.87	1,388,707.91	1,388,707.91	69,435,395.50
2006	99,777.75	94,499.11	126,036.98	104,224.39	99,065.15	151,229.46	71,856.32	79,931.68	113,974.26	91,802.98	105,715.69	147,279.43	1,285,393.20	1,285,393.20	64,269,660.00
2007	317,188.71	103,484.99	125,604.59	88,929.16	82,839.40	124,689.23	62,285.43	110,848.13	99,116.92	81,803.27	112,289.65	110,661.65	1,419,741.13	1,419,741.13	70,987,056.50
2008	82,504.88	93,543.40	81,520.97	88,943.50	84,462.58	74,744.98	70,275.69	55,629.54	52,601.95	87,505.98	42,774.30	66,044.27	880,552.04	880,552.04	44,027,602.00
2009	76,880.57	44,346.06	43,859.66	47,444.18	50,309.15	65,154.36	47,650.09	48,267.56	47,809.70	49,984.53	49,655.73	71,115.93	642,477.52	642,477.52	32,123,876.00
2010	49,179.20	48,701.31	61,434.72	60,547.78	50,015.49	52,172.67	56,871.54	50,859.95	46,268.96	65,662.34	54,151.97	62,198.72	658,064.65		
													24,785,979.20		

(2005)



Ford Motor Company

James R. Kelley

Human Resources Associate
Labor Relations/Hourly Personnel

Walton Hills Stamping Plant
7845 Northfield Road
Walton Hills, OH 44146 USA

Tel: 216 587-7843

Fax: 216 587-7834



Some Plant Managers:

1st plant manager: Charles McCormick 1954-1956 or 1957
Address: 18955 Orchard Hill Drive. Now Kainsingers live there.
Ronald Wallace

Walton Hills Stamping Plant, 7845 Northfield Road, Walton Hills, OH 44146

Terry Gray, President of the Union Retirees 330-468-0632

Harold Wilson, U.A.W. Local 420 Financial Secretary 216-587-7700

Edwin Hunt 587-7844 He did not call me back

George Main He did not call me back

Jim Kelley, Human Resources Associate and Labor Relations/Hourly Personnel 216-587-7843

Jim Kelley, Sr. was Supervisor of Cost Analysis, and then after he retired he was

Director of the Cleveland Community Relations Committee

440-843-9931 3311 Klusner Avenue, Parma 44134

1988 report and 1988 aerial photo 8 1/2 x 11

Bill Deak (Jean) 17076 Egbert Road 232-8218

Mary Caine, Salary Personnel, she may be retired, she may have info says Jim Kelley, Sr.

George Zalom, (Margaret) Ex Superintendent 7685 Walton Road 440-439-3590 Alzheimer's disease

Jim Ramsey, Head of Salary Retired 330-467-4603

Carl Barber, (Virginia) was head of plant security 7111 Rotary Drive 439-7111

Jean and Bob Kainsinger, 18955 Orchard Hill, Walton Hills 44146 440-232-6142

Josephine Buccieri incorrect phone number or unlisted phone

PAUL DiPIERO, coordinated FAMS (Ford Academy of Manufacturing Sciences) program at BHS 440-786-3547

JOHN DiSABATO, career and technical education director 440-786-3300

Marcellus Shale -
Walton Hills FORD STAMPING PLANT is built on
firm rock - this Shale

Terry Engelder, a geoscientist at Penn State University. "These guys discovered that the more water they used, the better."

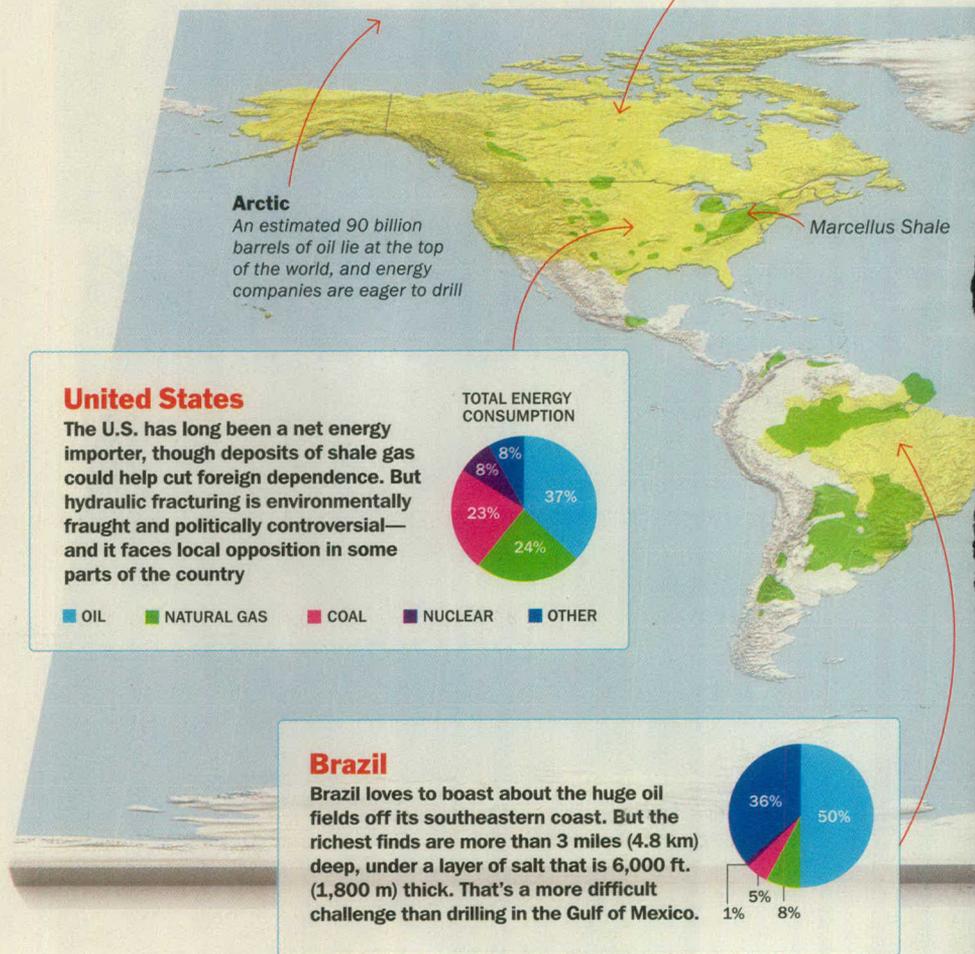
Engelder should know; he played a key role in the discovery of the Marcellus Shale. At the beginning of the last decade, a Texas-based company called Range Resources began experimenting on Marcellus wells in western Pennsylvania. The company had little more than expensive holes to show for it until it began tweaking Mitchell's method. By August 2007, Range had a winner, even as Engelder, a gas-shale expert, began to realize just how huge the Marcellus play could be. During a December 2007 conference call with investors, Engelder estimated the recoverable amount of natural gas in the Marcellus at 50 trillion cu. ft. (1.4 trillion cu m). Estimates now range up to 10 times as high, which would provide the energy equivalent of 86 billion barrels of oil. "I remember thinking, Merry Christmas, America," Engelder says now. "It was absolutely an amazing thing."

The agents of drilling companies had already begun moving into Marcellus territory, snapping up gas leases. That's not unusual in Pennsylvania—most farmers and other large landholders have leased the gas rights to their land for decades, often for little more than a few dollars an acre (0.4 hectare). But not much actual drilling was ever done. (Landholders are paid an up-front bonus per acre for a lease, plus some percentage of the value of any produced gas as a royalty.) When word got out that the Marcellus was for real, the price for leases skyrocketed—rising to \$5,000 an acre by the summer of 2008, according to Engelder—and dozens of gas companies jostled for territory. Once land was leased, the drilling rigs arrived, clustering in rural areas of southwestern and northeastern Pennsylvania. More than 2,400 Marcellus wells were drilled from 2006 to the end of 2010 in the state, and some 300 were drilled before March 10 of this year. "It's like a treadmill. Companies have to keep drilling wells and adding new ones to their inventory," says Tim Considine, an energy economist at the University of Wyoming. "That's a lot of activity that adds up."

Considine co-authored an industry-sponsored study in early 2010 that estimated that Marcellus drilling would create or support 88,000 jobs that year and more than 100,000 in 2011, plus billions of dollars in economic value for the state. Those numbers are debatable, but it's impossible to miss the buzz of economic activity in drilling regions. Relatively few of those jobs directly involve drilling and fracking—most of that work goes to roughnecks with

Extreme Energy Goes Global. From shale gas to oil sands, new unconventional sources of fossil fuels may keep the world running. But this energy could come at a high environmental cost

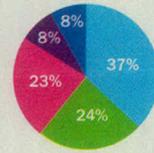
AREAS OF SHALE GAS POTENTIAL



United States

The U.S. has long been a net energy importer, though deposits of shale gas could help cut foreign dependence. But hydraulic fracturing is environmentally fraught and politically controversial—and it faces local opposition in some parts of the country

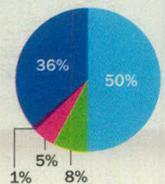
TOTAL ENERGY CONSUMPTION



■ OIL ■ NATURAL GAS ■ COAL ■ NUCLEAR ■ OTHER

Brazil

Brazil loves to boast about the huge oil fields off its southeastern coast. But the richest finds are more than 3 miles (4.8 km) deep, under a layer of salt that is 6,000 ft. (1,800 m) thick. That's a more difficult challenge than drilling in the Gulf of Mexico.



Texas or Oklahoma license plates on their pickups—but there are work and wages for local truck drivers, subcontractors, waiters and bartenders. Rural Bradford County has long been one of Pennsylvania's poorer areas, but last year the county led the state in job creation. Gregg Murrelle manages the Riverstone Inn and Comfort Inn in Towanda, the Bradford County seat, and his hotels are fully booked for weeks on end, full of gas workers on 14-day stints. He's building another unit, and he estimates he's hired an additional 20 employees since the drillers moved in, with another 15 to 20 needed for

the new hotel. "It's just been wonderful that these businesses have come into the area," says Murrelle, who has leased the land around his properties for drilling. "We're not being impacted by the recession at all."

For a state that is billions of dollars in debt, it's hard to resist the economic potential of drilling, drilling and more drilling—not that many politicians are trying. A just-released Penn State study found that sales-tax revenues from Pennsylvania counties with at least 150 Marcellus wells experienced an 11.36% increase from 2007 to 2010, while counties without wells experienced

Under their feet

*A suspected leak from a
wastewater pond on
Don and Carol Johnson's
farm meant their cows had
to be quarantined*

**Photographs by
Jeff Riedel for TIME**



cesses as well as the failures." Still, in 2010 the Pennsylvania department of environmental protection issued 1,218 violations, out of 1,944 inspected Marcellus wells, for offenses ranging from littering to spills on drill sites. Wells have blown out, and explosions from methane contamination have destroyed homes. Shale-gas drilling is an industrial process, and the more wells that are drilled, the more often something will go wrong—and in a populated state like Pennsylvania, those accidents will be felt.

might be happening to their water; it's also what they know is happening to their communities. Trucks crowd country roads, ferrying drilling fluid and equipment to and from wells. Jobs are up, but some businesses have suffered as employees have fled for higher-paying jobs in the gas industry. As rig workers have snapped up every available room in tiny towns, rents have skyrocketed, punishing low-income families who don't own their homes. Those who had moved to the area for a quiet Pennsylvania—and those

also coexist with renewable energy, providing inexpensive backup for wind and solar. "Natural gas could be crucial to integrating renewables into the power grid," says Ralph Cavanagh, a co-director of the Natural Resources Defense Council's energy program.

Still, Cavanagh has a warning: "Industry can blow this if it doesn't meet the public's environmental expectations." Those expectations will almost certainly include tougher regulations. In the U.S., that can be done, starting at the federal level, by giving the EPA the power to do a life-cycle analysis of hydraulic fracturing, looking at the cumulative impact of wide-scale drilling on water supplies. Representative Maurice Hinchey of New York and Senator Robert Casey Jr. of Pennsylvania have submitted common-sense pieces of legislation that would require industry to disclose the identities of chemicals used in fracking jobs. The bulk of the oversight may still be done by states, but governors will need to take care that drilling doesn't outpace regulators, as happened in Pennsylvania. The best gas players can keep improving their rates of recycling wastewater—Chesapeake Energy says it has a 100% recycling rate—while making use of new technologies like those offered by the Utah-based firm Purestream, which can evaporate and clean wastewater at the wellhead. Areas like the New York City watershed that are too valuable should be kept off-limits. "The gas is out there, and it can be accessed," says Dean Oskvig, president and CEO of Black & Veatch's energy business. "But we do need to solve the environmental issues surrounding that extraction."

If that can be done right, shale gas really could change the way we use energy for the better. But even if it does, the industry will still fundamentally remake parts of the U.S., and of the world, in ways we won't always like. But that's the price of extreme energy, and it's one we'll continue to pay until we can curb our hunger for fossil fuels or find a cheap, reliable and clean alternative to them.

For some people, though, the price may simply be too high. Cindy Copp's family had lived in northeastern Pennsylvania's Tioga County for five generations, and after selling her home in town recently, she'd planned to open an organic farm. But as the quiet 50-year-old learned more about what drilling might do to the land—and as the gas boom made her hometown unrecognizable—she surrendered. "I tried to start my community, but the community is fractured," she says, her eyes welling. "I don't see a future here."

Instead, Copp is moving to a rural commune near Hudson, N.Y. There's no shale-gas drilling there—yet. ■



Leaving gas land Concern over drilling led Cindy Copp to plan a move

Even if everything goes right, hydraulic fracturing can produce over 1 million gal. (3.8 million L) of toxic, briny wastewater over the lifetime of an individual well. In western states like Texas, companies can store the wastewater in deep underground control wells, but Pennsylvania's geology makes that difficult. As a result, drillers have had to ship much of their wastewater to municipal treatment plants—and as a recent *New York Times* investigation showed, those plants are often incapable of screening all drilling-waste contaminants. Although Pennsylvania has begun to tighten treatment regulations and gas companies are recycling increasing amounts of wastewater—reusing it in additional frack jobs—the problem is still one of the biggest challenges in drilling. "There are only a few thousand wells now, but there will be far more," says Anthony Ingraffea, a structural engineer at Cornell University. "What will life be like when there are 100,000 wells here?"

That's the fear of many Pennsylvania residents. It's not just the worries about what

who've valued that peace for generations—feel betrayed. "I think it's been a good thing overall," says John Sullivan, a commissioner for Bradford County. "But I just wish we could keep the economic benefit and minimize everything else."

The Cleaner Fuel

GOOD LUCK WITH THAT. MAKE NO MISTAKE: in a post-Fukushima world, the U.S. will use this gas. It's important to cast the environmental controversies surrounding shale drilling against the backdrop of the fossil fuel that, if all goes well, gas should help displace: coal. From mountaintop-removal mining to its impact on climate change, cheap coal is toxic to the human race. Thousands die in coal mines annually around the world; in the U.S. alone, air pollution from coal combustion leads to thousands of premature deaths a year. Natural gas power plants, by contrast, emit far fewer air pollutants. Natural gas's benefit over coal when it comes to climate change is less clear-cut, but it's there, and gas can

accidental—as much as 5 million gal. (19 million L) of water is used in a typical hydraulically fractured (or hydrofracked) well in the Marcellus. First a drilling rig will dig a vertical hole several thousand feet deep, gradually bending until the concrete-encased well reaches the shale layer. After burrowing horizontally for as much as a mile (1.6 km), the drillers lower a perforating gun down to the end of the well. That gun fires off explosions underground that pierce the concrete and open up microfractures in the shale. The drillers then shoot millions of gallons of highly pressurized water, mixed with sand and small amounts of additives known as fracking chemicals, down the well, widening the shale fractures. Natural pressure forces the liquids back up the well, producing what's known as flowback, and the gas rushes from the fractures into the pipe. The grains of sand included in the fracking fluid keep the shale cracks open—like stents in a clogged blood vessel—while the well produces gas for years, along with a steadily decreasing amount

of wastewater from deep inside the shale.

Many environmental activists worry that fracking fluid could somehow contaminate nearby groundwater. Even though fracking chemicals make up only perhaps 0.5% of the overall drilling fluid, in a 5 million-gal. (19 million L) job, that would still amount to some 25,000 gal. (95,000 L). It's not always clear what those chemicals are, because the industry isn't required to release the precise makeup of its fracking formulas—and drilling-service companies like Halliburton have been reluctant to reveal the information. (It's not for nothing that a provision in the 2005 energy bill that prevents the Environmental Protection Agency from regulating hydraulic fracturing has been nicknamed the Halliburton loophole.) Gas companies compare fracking additives to household chemicals, but some environmentalists and scientists believe the formulas can contain toxic ingredients. When the fracking fluid mixes with the shale, it may also become contaminated with radioactivity—the Marcellus

is slightly radioactive—while growing increasingly brackish. “You bring everything the fluid encounters down there back to the surface along with the gas,” Michel Bouffadel, an environmental engineer at Temple University, told TIME last year.

The chance that fracking fluid could directly escape through the deep fractures created by the process and contaminate groundwater appears remote. The Marcellus Shale is separated from aquifers by thousands of feet of rock, much of it impermeable, and the gas industry argues that there has never been a proven case of water contamination through hydraulic fracturing. “I don't think it's scientifically plausible to suggest that could happen,” says Don Siegel, a hydrogeologist at Syracuse University. In a 2009 study, the Ground Water Protection Council, a consortium that includes industry and state regulators, reported that the chance of aquifer contamination was extremely low, echoing the results of a 2004 EPA review of hydraulic fracturing. But that EPA report has been criticized, and the science is open enough that the agency is beginning a comprehensive new study of the relationship between hydraulic fracturing and drinking water.

Of greater concern is what may be happening closer to the surface. Wells need to be properly cemented to prevent any gas or fluid from escaping before it's collected. Cementing is one of the trickiest parts of drilling—a bad cement job helped lead to the Deepwater Horizon blowout last year—and it can and does fail over time. That seems to be what happened in the northeastern Pennsylvania town of Dimock, where the state government has said poor cementing around well casings by the drilling company Cabot allowed methane to contaminate the water wells of 19 families. Methane isn't dangerous to drink, but in high enough concentrations it can cause water to burn and even explode—which is exactly what happened to one Dimock family's well in 2009. (Cabot has denied that it caused the methane contamination, which the company claimed was naturally occurring, but it did offer the affected residents compensation.) “We were never forewarned about this risk,” says Craig Sautner, one of 14 affected Dimock residents still suing Cabot. “I worry that this took years off our lives.”

Beyond well problems, there's the threat of spills like those that struck the Burnetts and the Johnsons. The gas industry says such accidents are rare. “We drill 35,000 wells a year, and 95% are fractured,” says Lee Fuller, executive director of Energy in Depth, a gas trade group. “We need to put this in a context that reflects all the suc-

How Hydraulic Fracturing Works

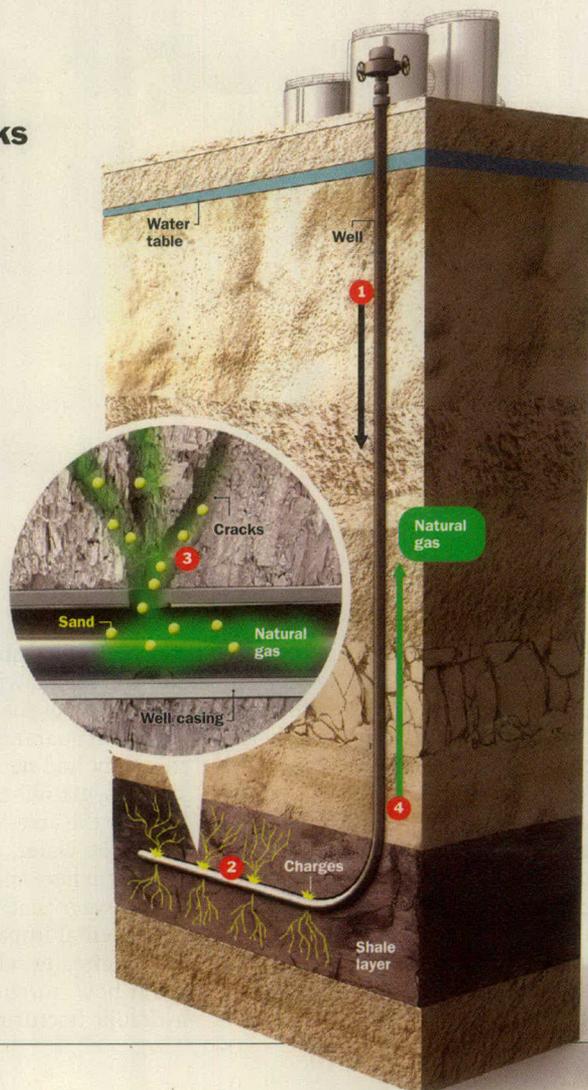
Combined with horizontal drilling, hydrofracking allows gas companies to tap shale deposits. But there may be an environmental cost

1 The well is drilled deep underground and turns horizontally into the shale layer

2 Charges are detonated in the pipe, causing fractures in the shale

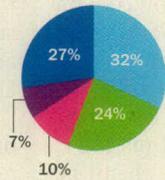
3 A mixture of water, sand and chemicals is pumped at high pressure into the fissures

4 The gas flows up the well, along with fluid. Sand keeps the cracks open, and the gas and wastewater flow for years



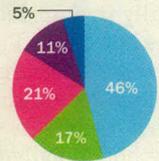
Canada

Northern Alberta is home to rich deposits of oil sands, which could help cut U.S. dependence on petroleum from unstable regions. But exploiting the sands is environmentally tricky, and the oil has a bigger carbon footprint than conventional crude.



Japan

The country is traditionally energy-efficient, but with the Fukushima Daiichi plant a ruin, nuclear power will play a smaller role in Japan's future energy mix. Expect the shortfall to be made up with imported LNG, the price of which is rising.



Libya

The site of the largest proven oil reserves in Africa, the nation remains largely underexplored

Middle East/North Africa

Though the region's biggest oil producers, like Saudi Arabia, have so far escaped much social unrest, just the possibility of change in the Middle East—which has the world's largest reserves—is enough to shake energy markets

India

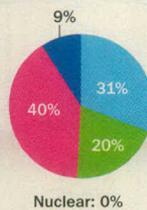
Per capita energy use has nearly doubled since 1971; nearly 30% of energy needs are met through imports

China

Since 1971, per capita energy use has grown 319%; the nation is now the world's largest energy consumer

Australia

It's always been a coal heavy-weight, but now Australia is ready to power the economies of Asia with liquefied natural gas (LNG), transported on some of the world's most enormous ships.



SHIFTING DEMAND

89 MILLION
Barrels per day
of oil in demand
worldwide in
2011

99 MILLION
Barrels per day
of oil in demand
worldwide in 2035

44%
Increase in natural
gas demand from
2008 to 2035.
More than a third
of the growth
will come from
unconventional
sources

Sources: Hart Energy, U.S. Energy Information Administration, International Energy Agency

sharp declines. New Republican governor Tom Corbett—who has received hundreds of thousands of dollars in contributions from the gas industry over his career—sees the Marcellus as the key to Pennsylvania's economic rebirth, and he's already begun removing some limits on drilling. "The Marcellus is a resource, a source of potential wealth, the foundation of a new economy," said Corbett last month in his maiden budget address. "Let's make Pennsylvania the Texas of the natural gas boom."

Which, as some very unhappy Pennsylvanians see it, is exactly the problem.

The Flowback

IT WASN'T THE FACT THAT THE GAS COMPANY used the family driveway to bring hundreds of trucks to the well being drilled on their property that annoyed the Johnsons so much. Nor was it that the multi-acre well pad was just a few hundred feet from their back door, even though the Johnsons had leased hundreds of acres on their dairy farm outside Wellsboro. But when their cows last summer ended up drinking from a suspected leak in a drilling-wastewater pond—slurping up water contaminated with the radioactive

element strontium—that was too much. You don't mess with a farmer's livestock, and dozens of the Johnsons' cows had to be kept in quarantine. "We wished the gas company had never come around here," says 75-year-old Don Johnson, who has lived in the area his entire life. "They affected the water, and without water you can't farm here and you can't live here."

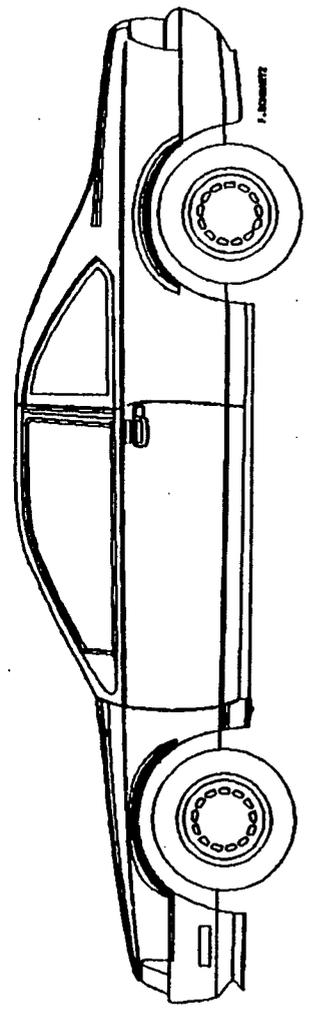
It's water that's at the heart of the environmental impact of shale-gas drilling. To understand why, you need to understand how horizontal well drilling and hydraulic fracturing work. The name isn't

1988

Major projects completed in recent years include:

- Computer integrated management featuring a worldwide engineering release system, computer graphics, and a production monitoring and information system.
- The latest in quality assurance equipment using measuring machines, non-destruct weld tests, datamyte collectors and air float fixture bases.
- Metallurgical advances using microscope examination for steel defects, limited dome height testing, and prelubed steel.
- A transfer press, robotic parts loading and a modern low profile door assembly line.
- Solar heating and a density flat metal storage building.

WELCOME TO :
 WALTON HILLS STAMPING PLANT OPEN HOUSE
 SEPTEMBER 18, 1988



1989 THUNDERBIRD

The Walton Hills Stamping Plant is the Company's leading producer of exterior sheetmetal body panels for the Ford and Lincoln-Mercury car and truck lines. These include doors, roofs, deck lids, quarter panels and fenders. In addition, we produce the floor pan for the Company's intermediate car line.

Ford and our employees make a significant impact on the financial well-being of many communities in the area. We have an annual payroll in excess of \$115 million. In addition, the plant pays nearly \$3 million in personal property and real estate taxes. Over \$30 million is spent on goods and services obtained from local firms.

Many of our employees willingly volunteer their time and talents to various civic and charitable organizations. Each year they contribute over \$115 thousand to various local charities.

Through the employee involvement process, our employees are actively involved in developing solutions to matters that affect their job, as well as product quality. Our entire organization is dedicated to producing the highest quality parts for the best vehicles in the world.

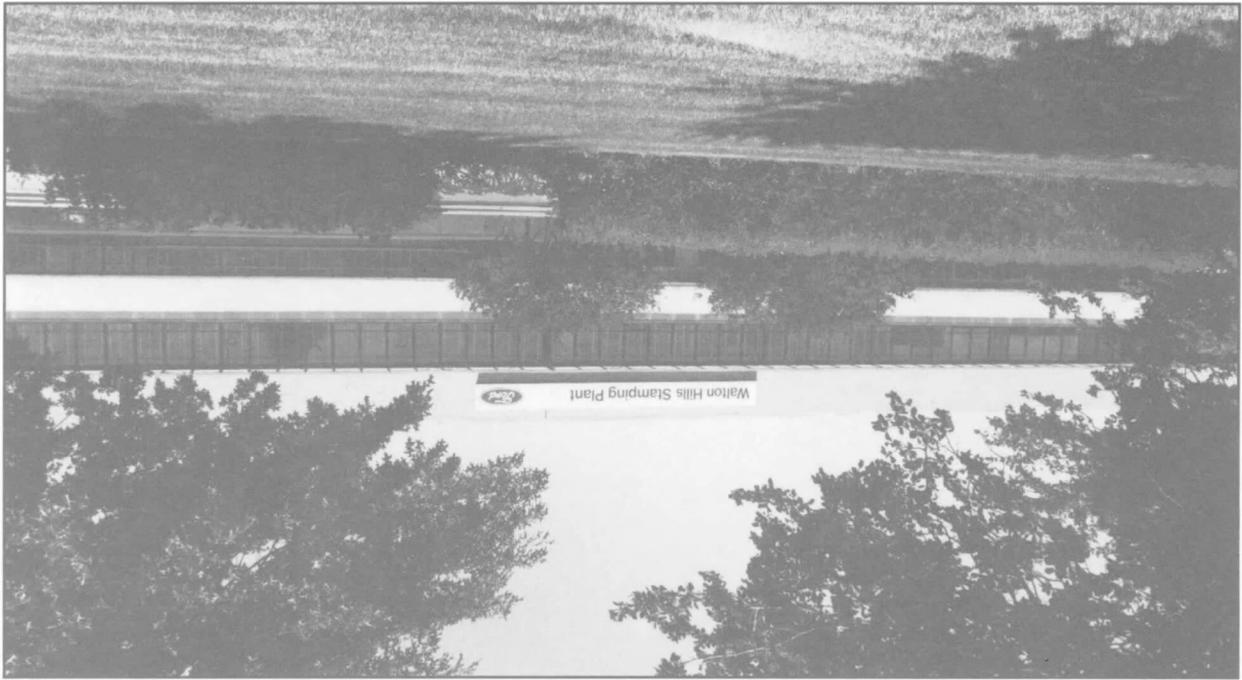
We invite you to test our products to experience the quality, comfort, and superior technology. We are confident you will be impressed.

The Employees of
Walton Hills Stamping Plant

- Construction of the Walton Hills Stamping Plant began in October 1953 and the first stampings were produced in August 1954.
- The building and grounds occupy 111 acres in the city of Walton Hills.
- Five expansions have been completed since 1953 to increase the plant to its present 2.2 million square feet.
- The plant employs over 2,300 hourly and salaried personnel.
- An average of 1000 tons of steel arrive at the plant each day, some of it in coils weighing up to 30 tons.
- The plant has 24 main press lines and hundreds of presses in supporting lines. The larger presses weigh 675 tons and exert pressures up to 2,000 tons per square inch. Some of the heavier dies which go into the presses weigh up to 60 tons.
- As many as 24 hi-cube or 50 railroad cars can be accommodated on tracks within the plant itself. Sixty railroad cars are loaded daily for shipment to 18 Ford assembly plants in the U.S., Canada, and Mexico.

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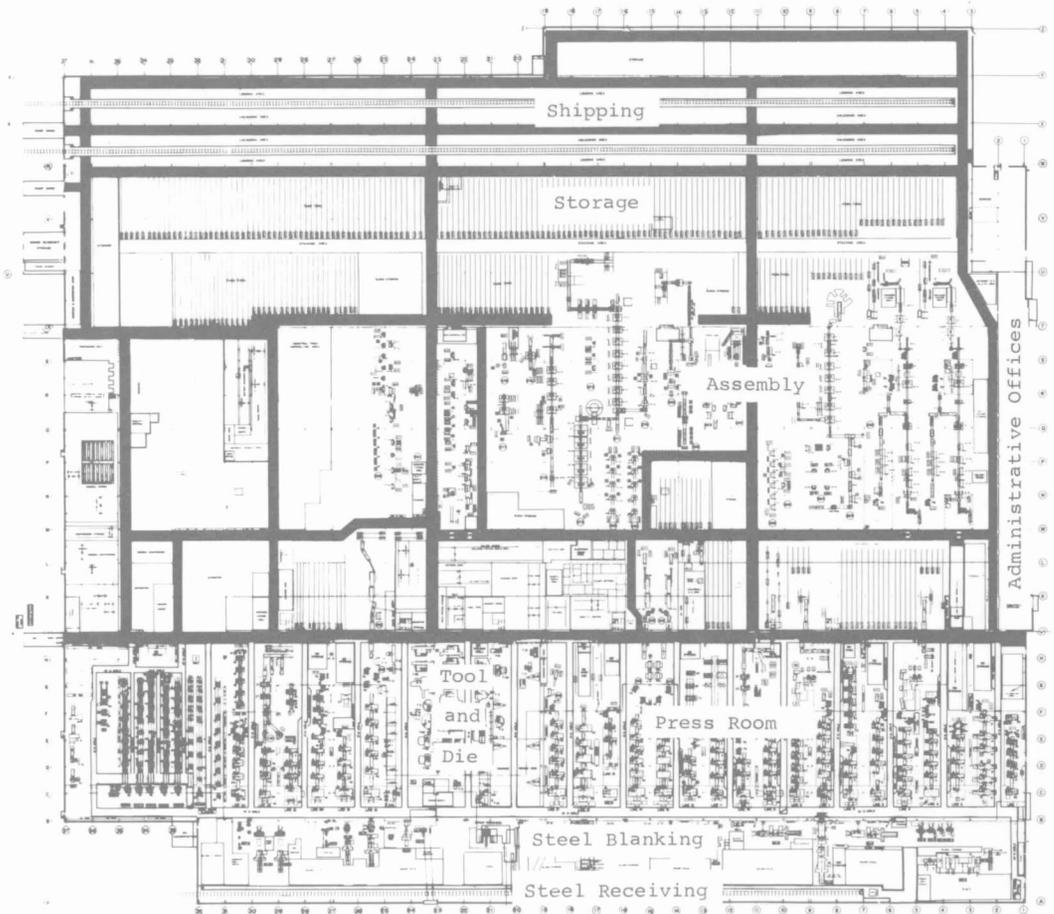
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WALTON HILLS STAMPING PLANT

YEAR ?

WALTON
HILLS
STAMPING
PLANT



Welcome to Ford Motor Company's Walton Hills Stamping Plant

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**IN
OHIO**

1962

Cleveland as a hub of Ford activity ranks second only to the company's Dearborn (Mich.) headquarters city and site of the vast Rouge plant complex.

Ford's top management planners, launching a multi-billion-dollar expansion program after World War II, recognized Cleveland's potential as an industrial location. Today, in the Cleveland area, four large manufacturing plants and a parts depot display the worldwide familiar script-in-an-oval Ford name.

Purchasing suburban tracts of land, Ford built in less than three and one-half years - September, 1951, through February, 1955 - two engine plants and a foundry in Brook Park, a stamping plant in Walton Hills and a parts depot in Cuyahoga Heights.

Ford and Lincoln-Mercury Division district sales offices, which cover expansive merchandising territories, are housed in the depot. Other components of Ford Motor Company - Autolite Division, Philco Distributors, Inc., and Ford Motor Credit Company - also have sales offices in Greater Cleveland.

Ford's Cleveland payroll is approximately \$130,000,000 annually, with a total of about 15,000 persons on the employment rolls.

Locally, the Ford plants buy directly more than \$17,000,000 worth of goods and services from Cleveland vendors annually. This is in addition to \$300,000,000 which the company as a whole spends each year for parts and materials from Cleveland suppliers.

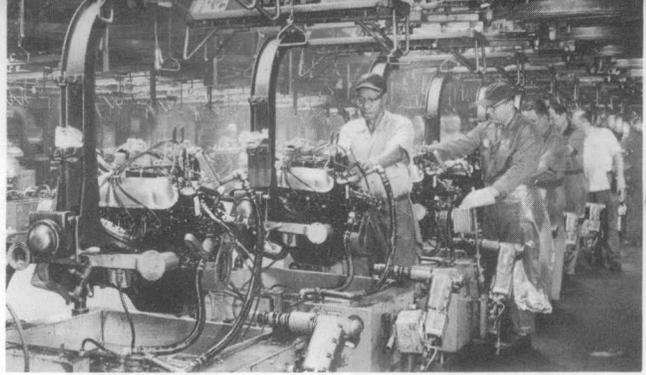
Although major growth has been postwar, the company boasts a local history dating back to the opening of its first sales office in Cleveland in 1906. Beginning in 1913, Model T's - as many as 225 daily - were assembled in a Ford factory at 11610 Euclid Ave. This building was converted into a general service and distribution center in 1933, turned over to the government at the start of World War II and later sold.

At Ford's integrated Brook Park operations, Cleveland Engine Plant One was opened in 1951 and became synonymous with automation when examples were comparatively few. Cleveland Engine Plant Two, completed in 1955, incorporated the advancements of its sister plant and added innovations of its own.

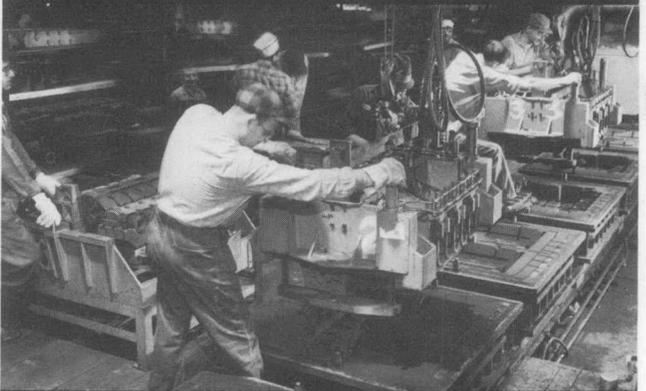
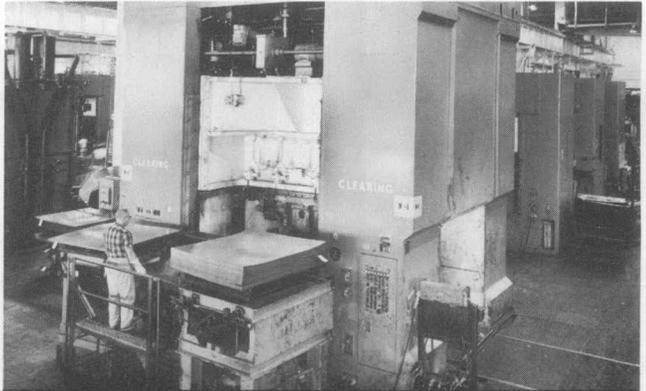
Today, at both plants, the most modern machining methods result in a continuous flow of finest quality six- and eight-cylinder engines to the company's chain of assembly plants throughout the country. The output fulfills more than 50 per cent of Ford's U. S. needs.

The Cleveland Foundry, pioneer in the development of new production techniques and a model for the industry, started operations in 1952. With an enviable safety record, it pours over 2,300 tons of metal daily, ships more than 351,000 tons of castings each year and provides over 60 per cent of all Ford domestic gray iron engine castings requirements.

Seventeen hundred tons of steel are fed each day into the presses of the Cleveland Stamping Plant, largest single local Ford facility, to produce a broad mix of stampings that include side panels, doors, roofs and



FORD IN CLEVELAND



trunk lids. Bulk of the production comes from 23 major press lines, seven more than when the plant was opened in 1954. These lines are supported by hundreds of smaller presses and welding machines and considerable tool and die equipment.

The Cleveland Parts Depot, built in 1951, stores nearly 14,000 items, ranging from tiny screws to automobile side panels, to service 400 dealerships in sections of Ohio, Pennsylvania and New York.

The Ford Story, in many ways a classic of American enterprise, began with a buggy-like car which the late Henry Ford built in 1896 and the founding of a modest manufacturing firm by Mr. Ford and 11 associates in 1903.

THE FORD STORY

Ford Motor Company, with an original working capital of \$28,000, has grown from a small, converted wagon factory on Mack Avenue in Detroit to a global industrial complex with assets of ap-

proximately seven billion dollars.

In its first year, the company had 68 employes. Average employment of Ford and its subsidiaries in the United States now tops 200,000, while worldwide work force is nearly 360,000.

Between 1903 and 1908 the company produced 19 models, although some of the cars were experimental and never reached the public. The Model T, heroine of a thousand legendary journeys, butt of uncounted jokes and the most famous automobile ever built, first chugged into history on Oct. 1, 1908. It was America's first low-priced car and it soon put the nation on wheels, brought the distant within reach and ended a tortoise way of life.

In 1913, Mr. Ford introduced the moving assembly line, and the following year he announced his famous \$5 wage for an eight-hour day. The previous scale had been \$2.34 for a nine-hour day.

The last of more than 15,000,000 "Tin Lizzies" was built on May 31, 1927, and Ford plants across the

country retrooled for the new Model A, which was introduced to the public in December of that year. More than 4,500,000 Model A's rolled onto American roads between late 1927 and 1931.

When customers demanded more luxury and power, the company was ready with both in the V-8, which the public saw for the first time April 1, 1932. Six years later, production started on the Mercury, which became Ford's entry in the medium-price field.

Civilian car production stopped in 1942 as the company threw all its resources into the war effort, producing bombers, aircraft engines, tanks and other vehicles for the military services.

At the end of World War II, the company continued its role as an industrial leader with an all-out expansion and modernization program. Manufacturing and assembly plants, parts depots, and engineering, styling and research facilities were built throughout the country.

In addition to substantially increasing vehicle production facilities, the postwar program has established the company's diversification into finance (Ford Motor Credit Company); insurance (The American Road Insurance Company); automotive replacement parts (Autolite Division); and electronics, computers, space technology and home appliances (Philco Corporation).

Back in 1919, Mr. Ford and his son, Edsel, acquired full control of Ford Motor Company, paying \$105,568,858 for outstanding stock, or \$12,500,000 for each original \$5,000 investment. In January, 1956, the company became a publicly owned corporation. Thousands of Americans purchased its first public offering of stock, and before the end of a decade, the company could boast more than 330,000 stockholders.

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IN OHIO

Ohio became a key state in Ford Motor Company's multi-billion-dollar expansion program following World War II, and today, as a Ford base of operations, it is second only to Michigan, the birthplace and hub of the company.

Ford has 11 plants, two parts depots and four automotive district sales offices in Ohio, employing a total of more than 30,000 persons. Annual payroll is nearly \$300,000,000, while Ohio state and local taxes paid each year by the company tops \$7,700,000.

Annual purchases in Ohio by company facilities within the state approach \$100,000,000. In addition to this Ohio plant buying of supplies, materials and services, orders placed with some 3,400 Buckeye State vendors by Ford's company-wide purchasing activities total approximately \$500,000,000 yearly.

Company history in the state dates back to 1906 when a sales branch was opened in Cleveland to market the Model T. Even before then, however, the late Henry Ford had developed close business ties with Ohioans.

Oldest Ohio-related document in the Ford Archives was written a year before Ford Motor Company's incorporation in 1903 by C. W. Seiberling, then affiliated with Goodyear Tire & Rubber Co. of Akron. In a letter, he suggested that Mr. Ford "carefully consider the blueprint of detachable tires we sent you."

Assembly plants for the production of Model T's were operated in Cleveland and Cincinnati from 1913 until they were closed in the 1930's.

Heaviest concentration of Ohio Ford facilities is in the Cleveland-Lorain area where, in the Fifties, the company built two engine plants, a foundry, a stamping plant, an assembly plant and a parts depot.

The Cleveland engine plants supply more than one half of Ford's engine requirements, and the foundry

provides engine blocks and component castings. The stamping plant produces a broad mix of body parts, such as side panels, roofs, trunk lids and doors. The parts depot stores nearly 14,000 items for dispatching to 400 dealers in Ohio, Pennsylvania and New York.

The Lima engine plant makes smaller engines for the company's compact cars and V-8's for the Lincoln Continental, while the Canton forge plant -- the company's only forging facility -- manufactures transmission shafts and gears, rear axles, ring gears and front-end spindle forgings.

The General Parts Division plant at Sandusky provides many hardware items and other small components including rear lamps, vent windows, window regulators, door locks, air cleaners and heater motor covers. A sister plant at Fostoria, Ford's latest acquisition in Ohio, manufactures Autolite spark plugs for all company vehicles and the replacement market.

In Greater Cincinnati, manufacturing plants at Fairfax and Sharonville assemble automatic transmissions, and a parts depot at Evendale services more than 450 dealers in southern Ohio and surrounding state areas with nearly 13,000 automotive items.

The company maintains four district sales offices within the state -- one each for Ford and Lincoln-Mercury Divisions in Cleveland and Cincinnati. Other company sales components in the two cities are Philco Distributors, Inc., and Ford Motor Credit Company. In addition, Autolite Division has a regional sales office in Greater Cleveland.

When Ford Motor Company became a publicly owned corporation in 1956, Ohioans made a substantial investment in the company. Today Ohio has more than 18,000 Ford stockholders. They own nearly 1,500,000 shares of the company's common stock.

1962



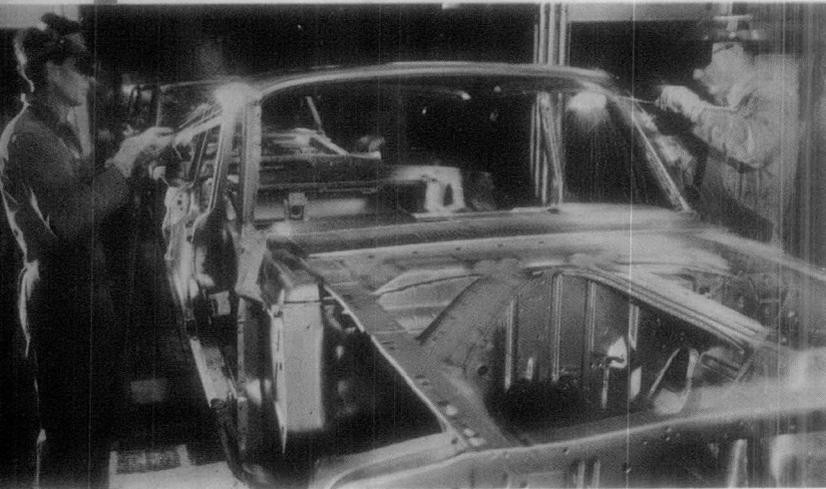
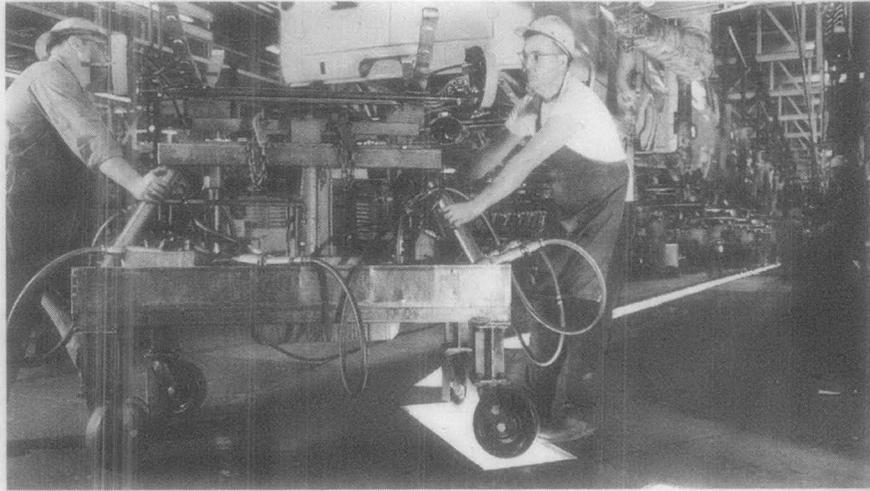
OHIO FACILITIES



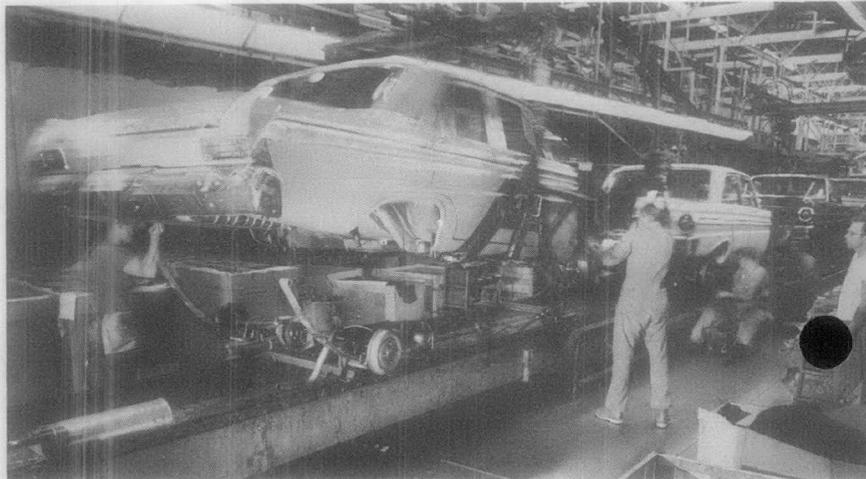
FACTS AND FIGURES

FACILITY	START OF OPERATIONS	SIZE (SQUARE FEET)	EMPLOYMENT	PRODUCTS
Canton Forge Plant	January, 1948	400,000	1,500	Axle shafts, ring gears, spindles, steering and suspension components and other forgings for Ford products.
Cincinnati Automatic Transmission plant at Fairfax	August, 1950	645,000	1,700	Automatic transmissions for eight-cylinder engines.
Cincinnati Automatic Transmission plant at Sharonville	August, 1958	1,700,000	4,400	Automatic transmissions for six- and eight-cylinder engines.
Cincinnati Ford Parts Depot Sales Offices	February, 1951	141,600	100 100	Stocks nearly 13,000 automotive parts.
Cleveland Engine Plant One	September, 1951	1,100,000	4,100	Eight- and six-cylinder passenger car and truck engines.
Cleveland Engine Plant Two	February, 1955	929,800	1,000	Eight-cylinder heavy truck engines and service parts for other Ford engines.
Cleveland Ford Parts Depot Sales Offices	August, 1951	160,000	100 100	Stocks nearly 14,000 automotive parts.
Cleveland Foundry	April, 1952	1,365,000	4,300	Engine blocks and component castings for various Ford Motor Company engines.
Cleveland Stamping Plant	September, 1954	2,100,000	4,500	Side panels, doors, roofs, trunk lids and other body stampings and component parts.
Fostoria Spark Plug Plant	April, 1961	305,000	1,400	Spark plugs and other small parts for Company cars and trucks and the replacement market.
Lima Engine Plant	May, 1957	1,250,000	2,700	Six- and eight-cylinder passenger car and light commercial vehicle engines.
Lorain Assembly Plant	May, 1958	2,000,000	5,000	Passenger cars and light commercial vehicles.
Sandusky Hardware Plant	December, 1955	890,000	2,500	Door locks, air cleaners, vent windows, window regulators, rear lamp housings and other parts for Company cars and trucks.

Assemblers use a "decking buggy" to install front axles on Econoline commercial vehicles at the Lorain plant. Chassis components are affixed from underneath while truck bodies are suspended from overhead conveyors.



◀ Car profiles take shape as center posts and seams are welded in the body build-up area.



A highlight of the passenger car assembly line is the "body drop" operation. Car bodies are swung into place and lowered over axles as the final assembly line gathers momentum.

1962

LORAIN assembly plant

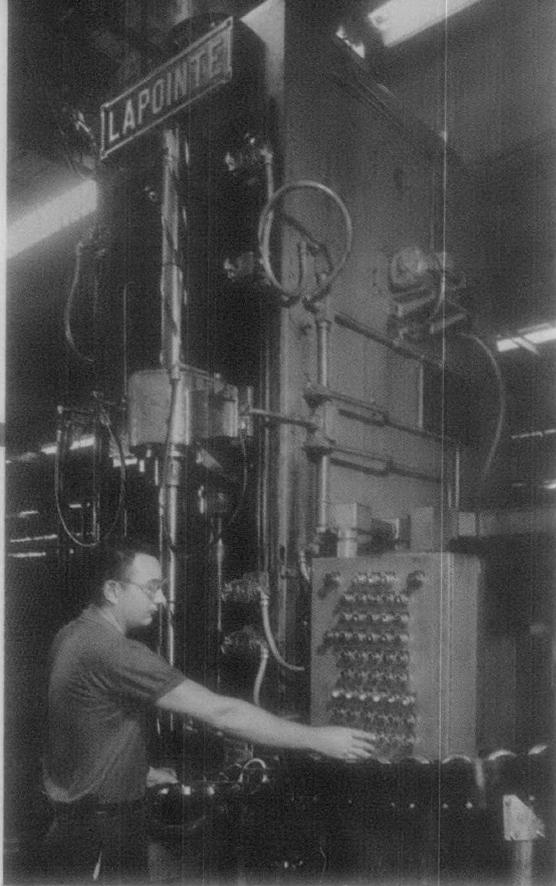


An inspector checks glistening fenders and hoods in a paint department storage area. Nearly two-thirds of the Lorain plant is devoted to receiving and stocking the thousands of items needed for car and truck assembly.

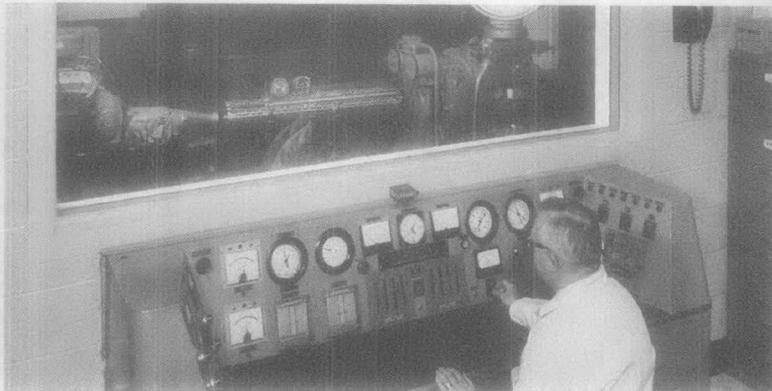


"Bouncing Betty," a mechanical shake rig, provides an in-plant means for checking car quietness. Sounds are so soft they sometimes require a doctor's stethoscope equipped with a special probe to pinpoint them.

CINCINNATI transmission

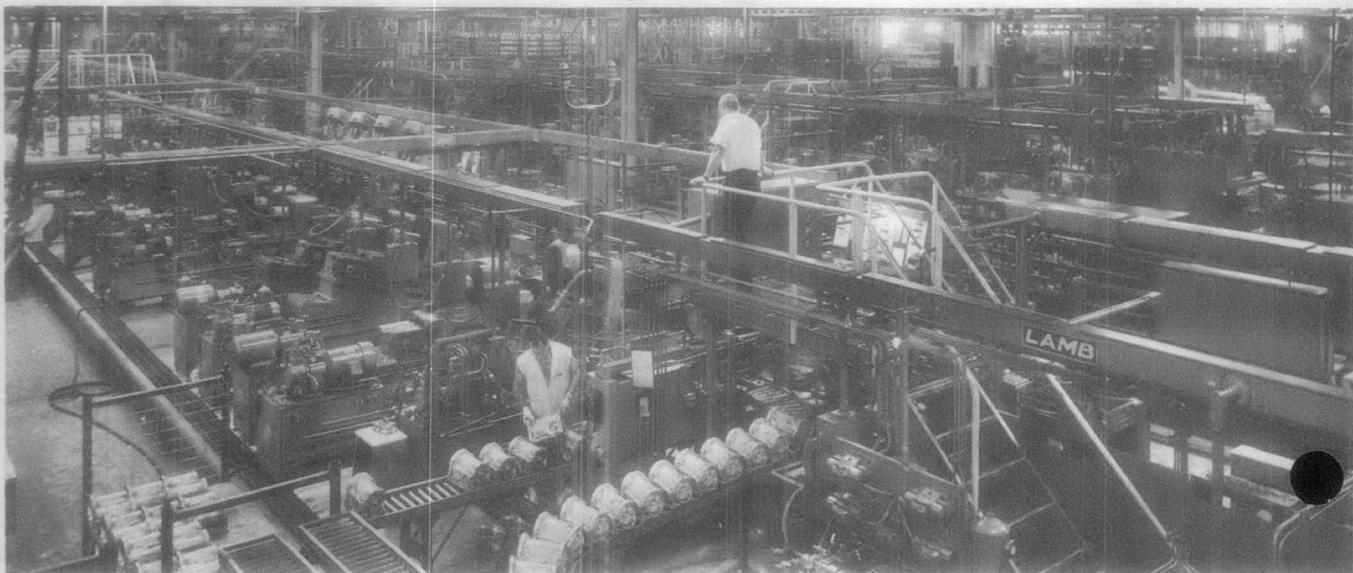


A ball screw drive broaching machine puts teeth in the inside diameter of output shaft ring gears. Its tool, a long broach bar with a capacity of more than 100 cuttings per hour, can make 2,300 gears before it has to be resharpened.

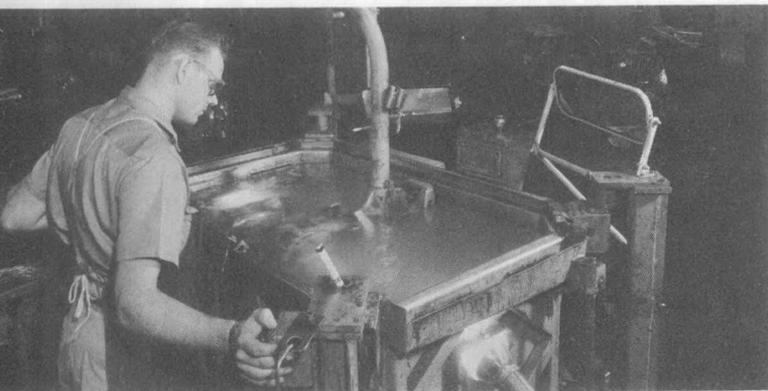


Dynamometer room testing simulates transmission operation under maximum loads. It provides an efficient means of checking shift-point timing and over-all performance and durability. Here a product engineer is shown adjusting output shaft torque loads.

Two 400-foot transmission case lines in the Sharonville plant perform approximately 300 machining steps, including drilling, reaming, boring, tapping and facing operations. Each line has a capacity of more than 700 automatic transmission cases per eight-hour shift.



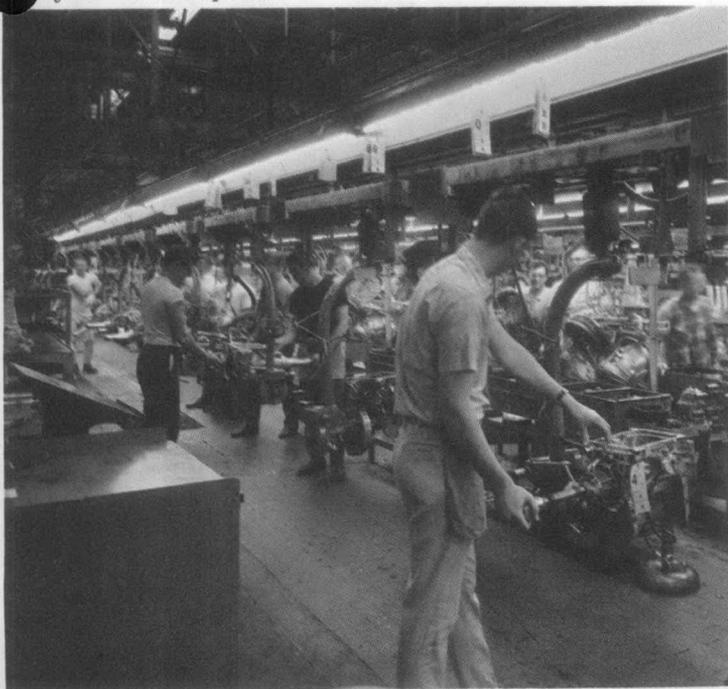
plants



As a final step, every automatic transmission is checked for oil tightness. Five to seven pounds per square inch of air pressure is forced into the transmissions while they are submerged in a rust-preventative water solution. Bubbles on the surface will say units not leakproof.



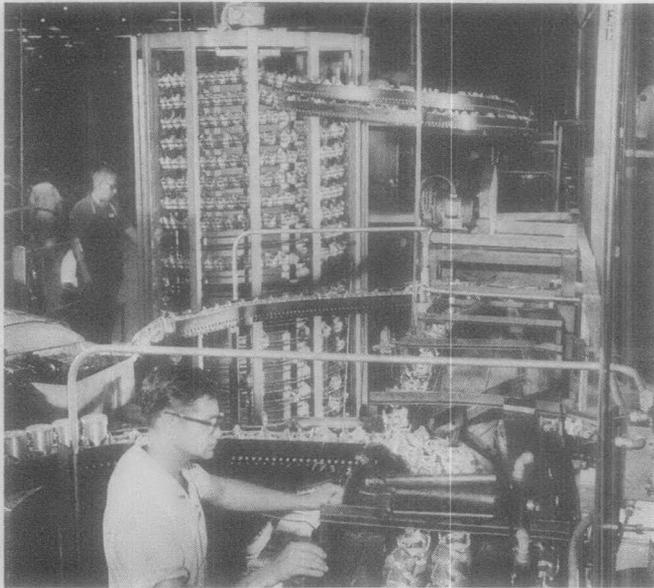
Every main control is checked on special test stands that use hydraulic oil pressures to simulate actual operation in the automobile. The main control is a nerve center controlling clutches, servo units and various other operating parts of the automatic transmission.



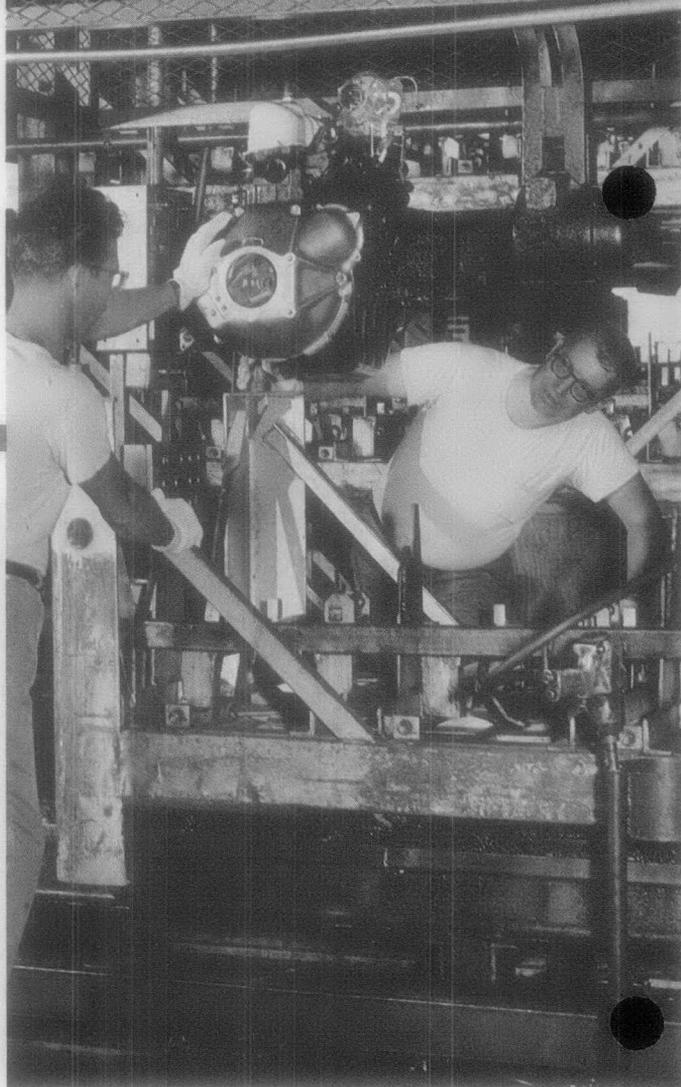
Inspectors check parking pawl engagement and oil pump freeness along one of four final lines at Sharonville. The plant produces one automatic transmission every 15 seconds.

These twin final assembly lines moving side by side at the Fairfax plant produce a total of 160 automatic transmissions per hour. A monorail conveyor travels between the lines, supplying sub-assembly components.

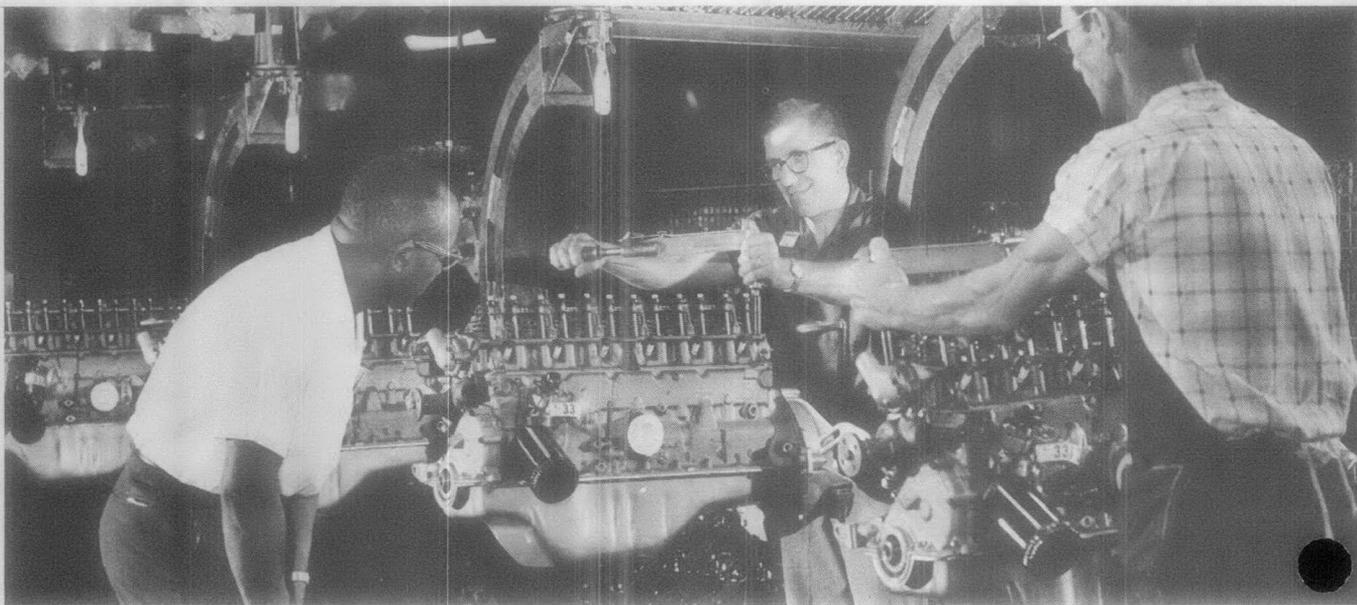




Automation techniques are highly developed along the piston line. After lathes automatically remove excess metal and cut ring grooves, pistons are conveyed to a storage silo where they are stacked by the action of brushes that push them upward.

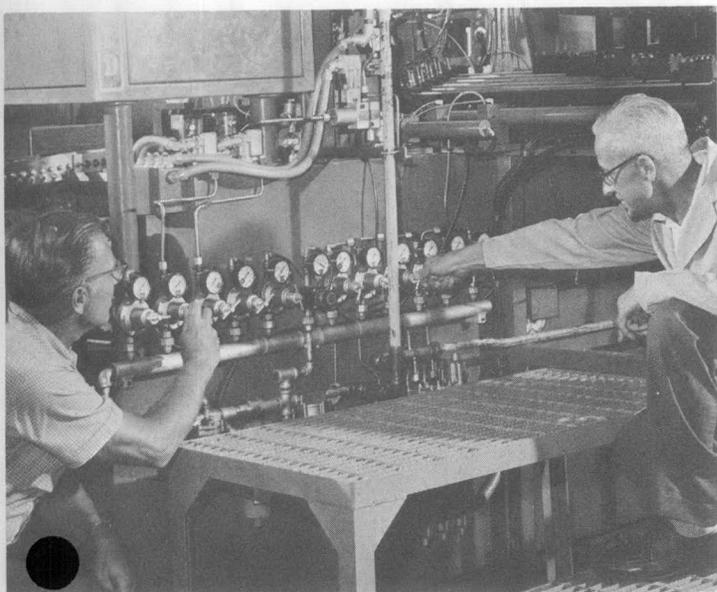


After final assembly, Lima-made engines are lowered from overhead carriers and bolted to shipping racks. Engines and racks then are loaded into railroad boxcars that are docked inside the plant building.

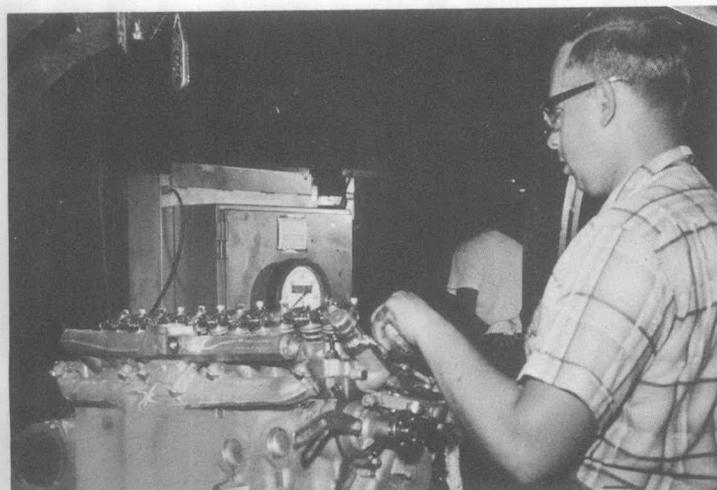


The torquing of head bolts is an important step in six-cylinder engine assembly at the Lima plant. Rocker arms and front covers also are added at this section of the line.

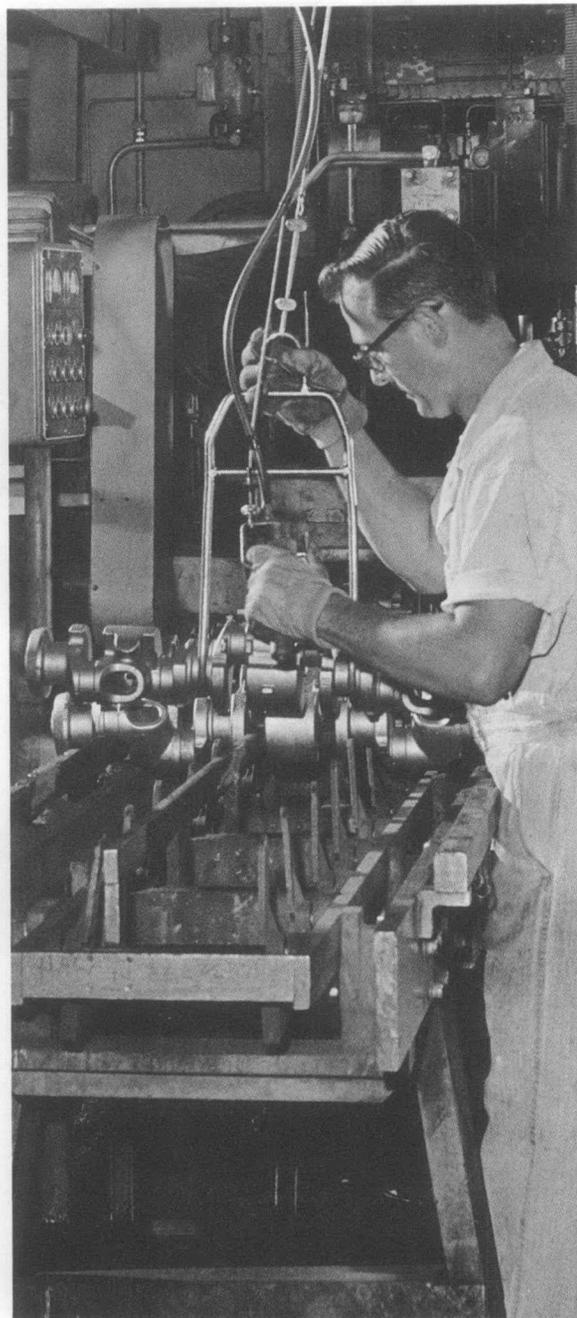
LIMA engine plant



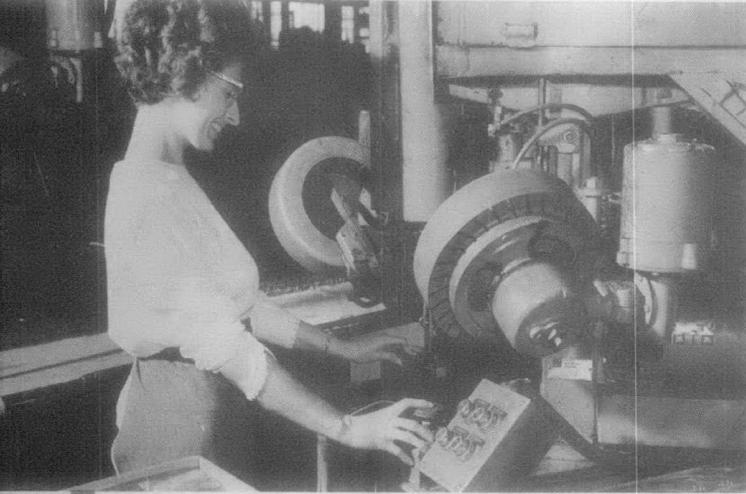
In a temperature-controlled room at the Lima plant, a piston assembly machine automatically inspects piston pin holes, selects the pins to match the holes and finally inserts pins into pistons. All of the gaging is done electronically.



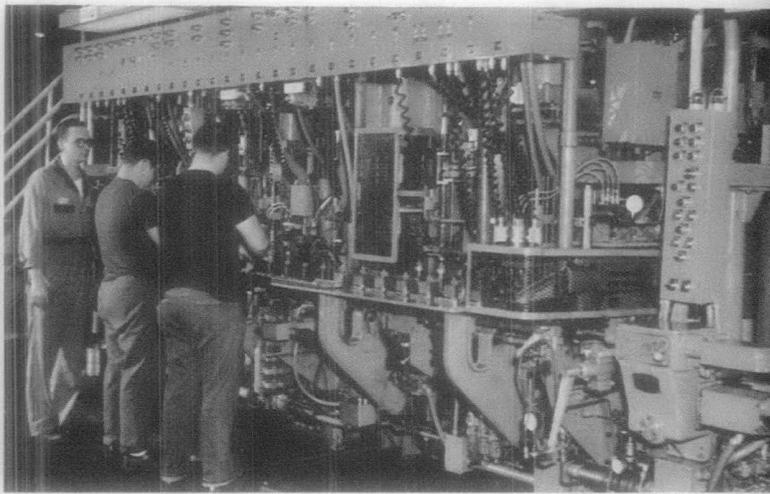
All engines must take leak tests to assure water tightness. Air is forced into water jackets under a pressure of 20 pounds per square inch. Test machine flashes red in rejecting engines with air seepage.



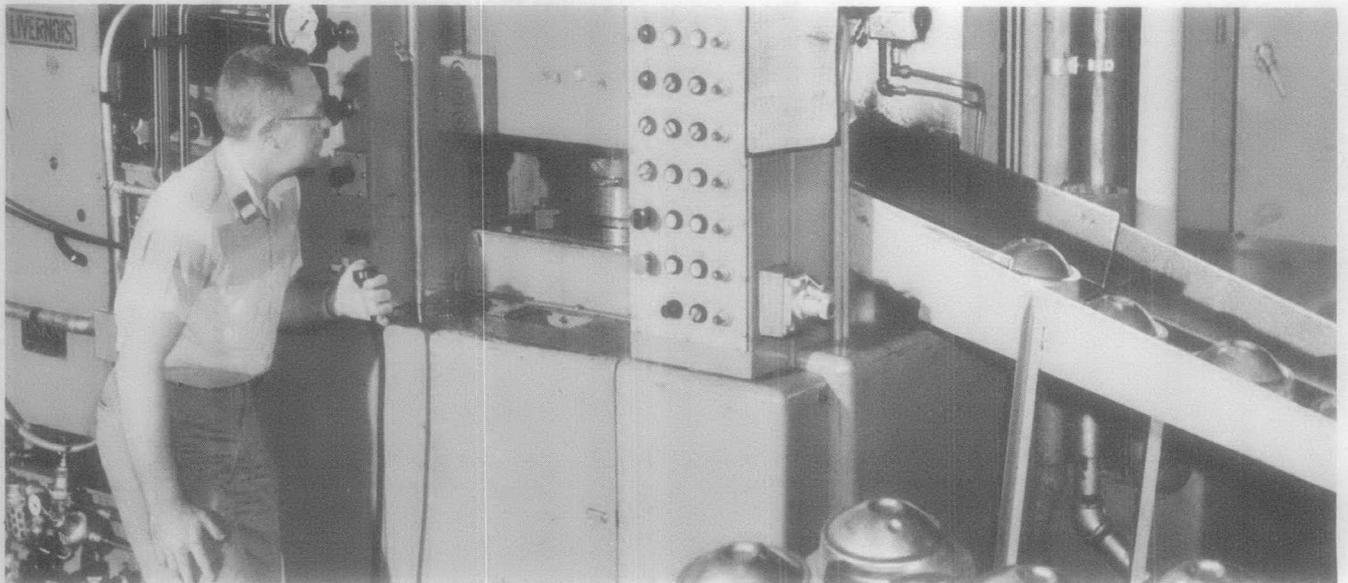
A power-operated hook is used to swing crankshafts into the loading end of a machine that automatically performs 14 milling and two drilling operations.



A pretty operator pilots a power screw driving machine that fastens the lens to the body of a parking light assembly. Completed units are shipped to company final assembly plants and parts depots throughout the country.

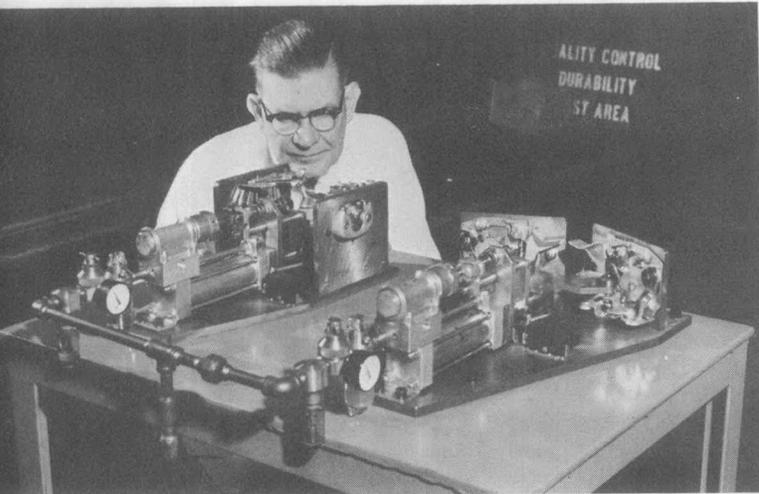


A transfer line with 52 fixtures automatically assembles the 16 parts of the starter drive. Alert to improved methods, management has equipped the plant with many newly developed installations for efficient production.



This hydroforming operation, using a single die to make rear lamp housings from aluminum discs, represents a breakthrough in an area where high-production and low-cost considerations are important factors. The die is backstopped not by the conventional matching die but by a rubber diaphragm filled with oil under controlled hydraulic pressure.

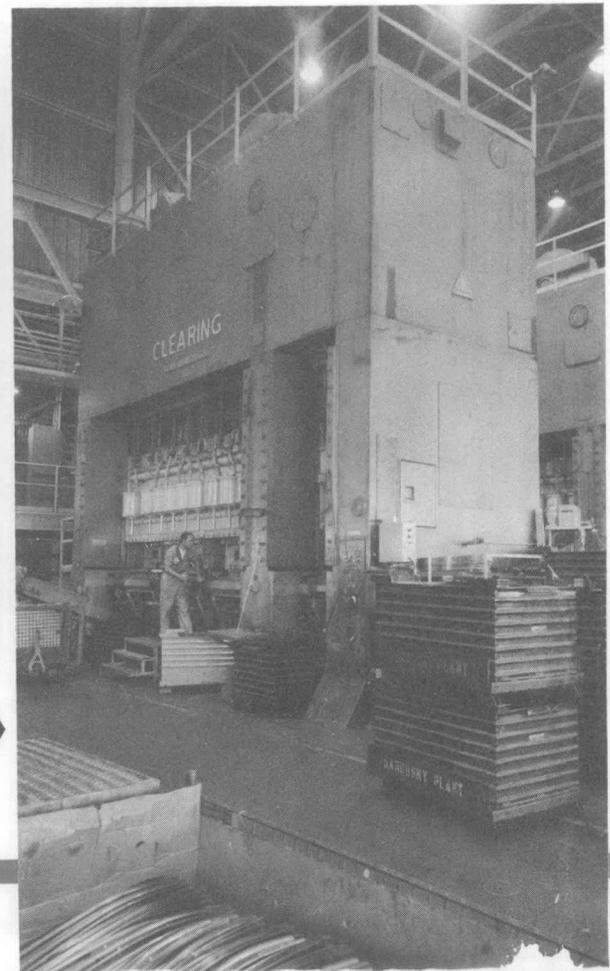
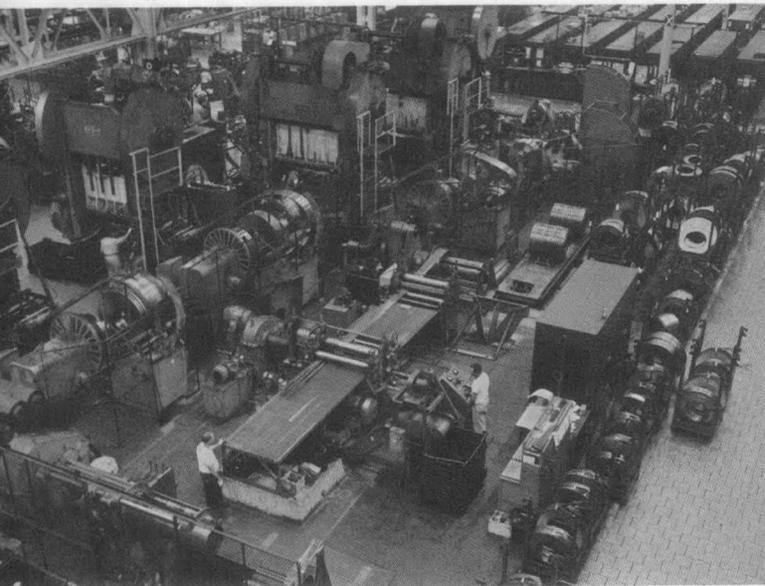
SANDUSKY hardware plant



Door locks, bumper jacks, window regulators, lamps and other components undergo rigorous tests for strength and durability on special fixtures in the certification crib.

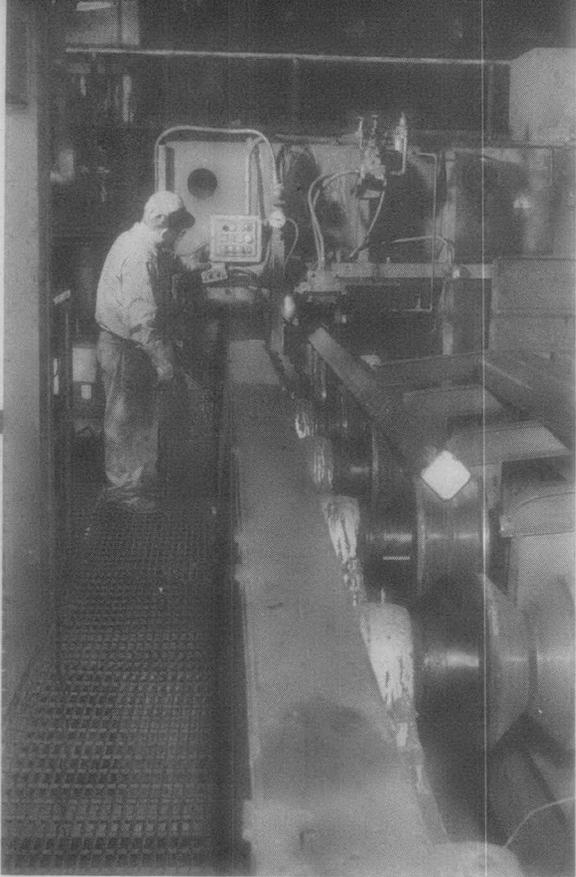
New air cleaners descend from paint line to shipping department where 700 per hour are packaged in cardboard cartons earmarked for company final assembly plants.

A steel slitter, in the foreground, cuts various widths of metal for the production of many of the small accessories made at the Sandusky plant. The steel strips are fed into automatic presses.

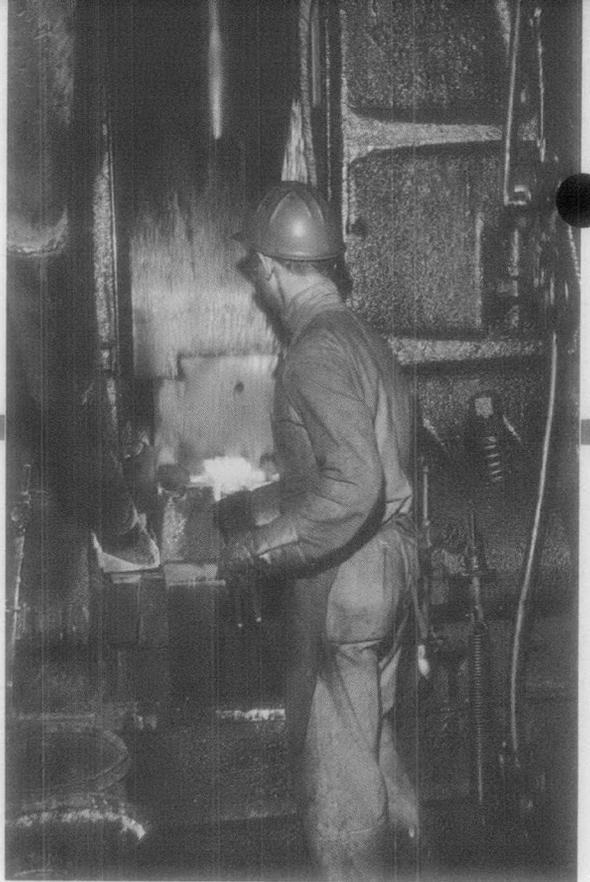


A huge 1,500-ton stamping press produces bumper brackets at the Sandusky plant where more than 230 different components are made for Ford Motor Company's cars and trucks. The press moves metal stock through 11 separate self-operating die stations.

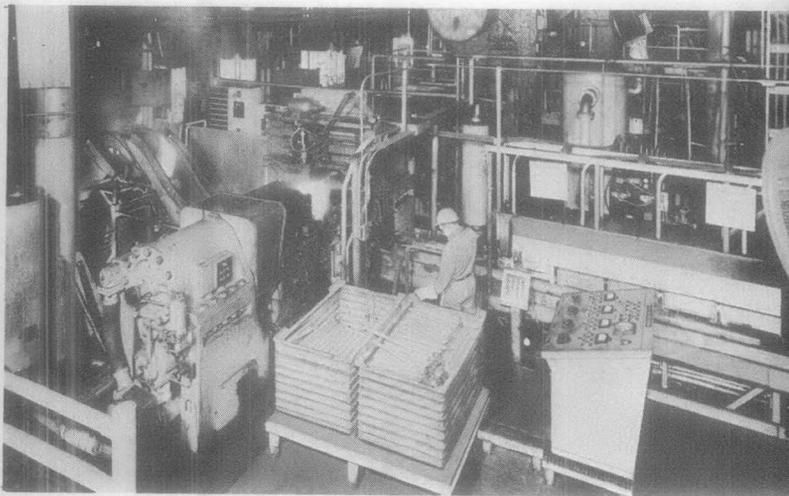
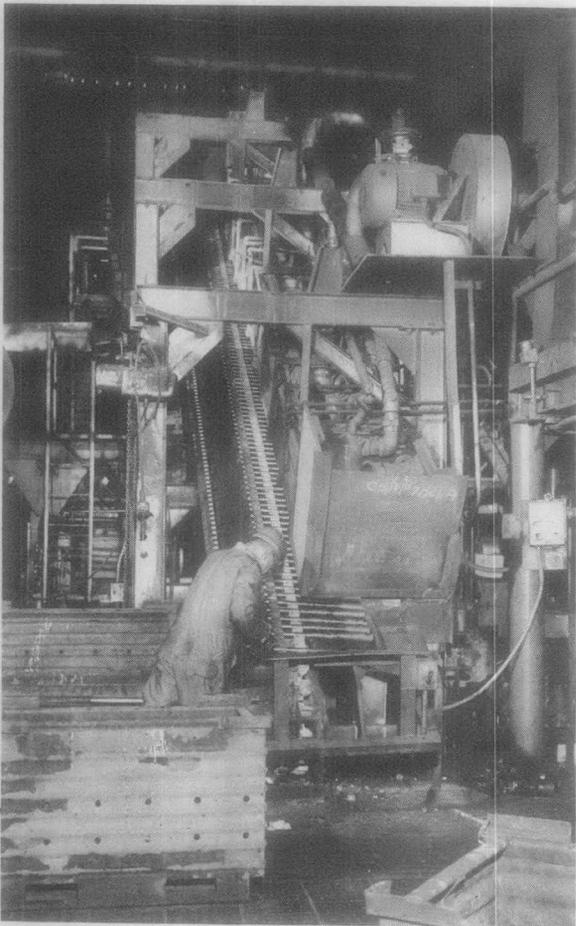
1962



Preliminary step in forging operations is performed when raw stock is fed into this shearing machine and cut to specified lengths. The machine, with a single cut, can slice through a steel bar four inches square.



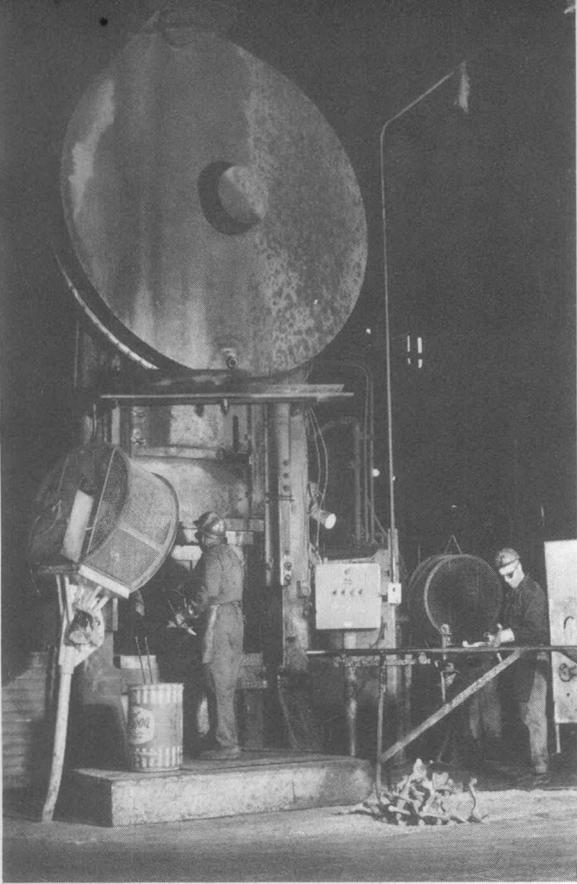
Hammermen feed red hot billets into die steel jaws that compress and shape the metal, making car components that must be tough and durable. Steam drop hammers, basic in the industry, help produce more than 100 different forgings for the company's end products.



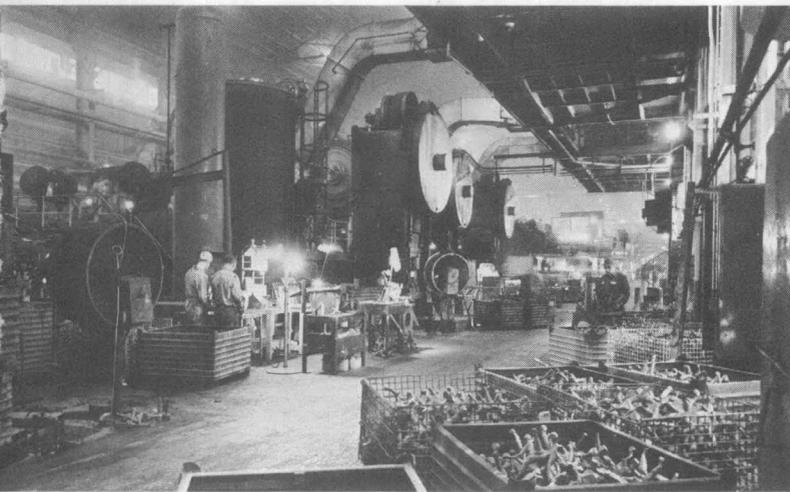
A 15,000-foot-pound impactor system produces as many as 20,000 universal-joint spiders per day in a pre-programmed, completely automated forging process. Operator runs entire installation from a convenient control point.

Automatic upsetter machines each exerting 100 tons of pressure on short lengths of steel bars, produce more than 2,000 automobile rear axles per hour. The axles are part of some 193,000 tons of forgings shipped by the plant each year.

CANTON forge plant

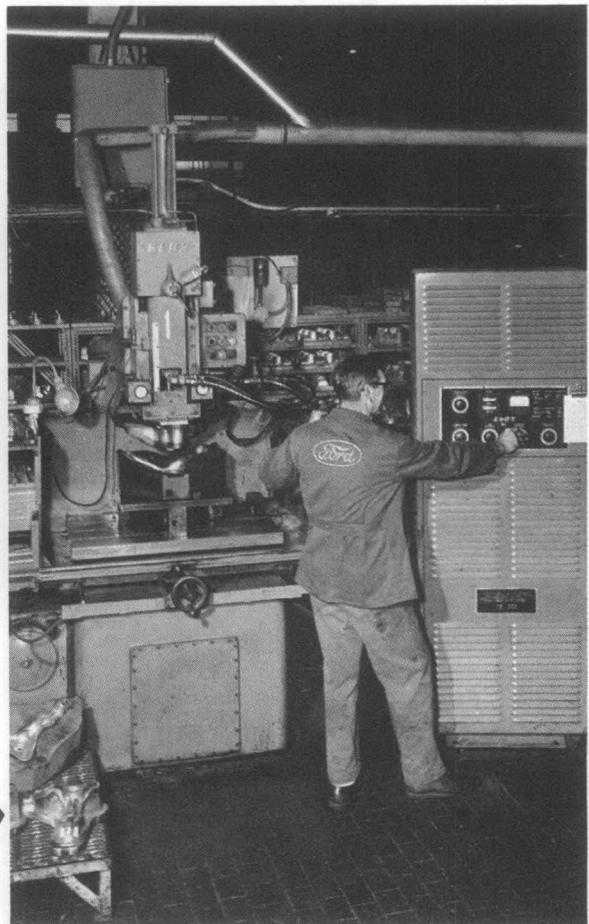


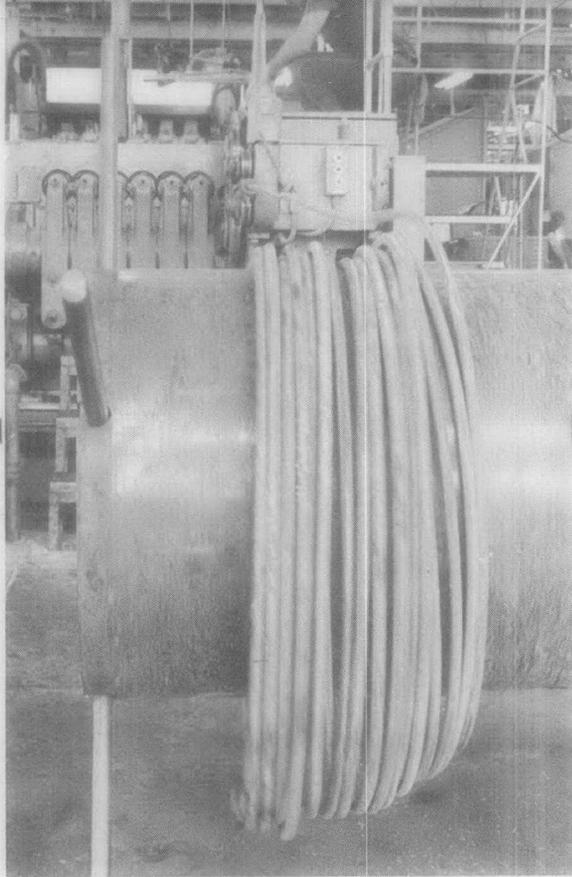
Trim presses remove excess metal from newly formed spindles designed for the company's ball-joint front suspension system. The spindles are made by a Ford-developed extrusion method that squirts hot steel into the desired shape.



Ford's Canton plant is the company's only forging facility and one of the largest and most efficient of its type in the world. The plant plays a key role in Canton's economy, employing more than 1,500 persons.

In a departure from convention methods, new equipment forms precision dies by bombarding diamond-hard steel with millions of tiny electrical discharges. The disintegrating force removes unwanted areas of the die blank, leaving an exact duplicate of the master pattern.

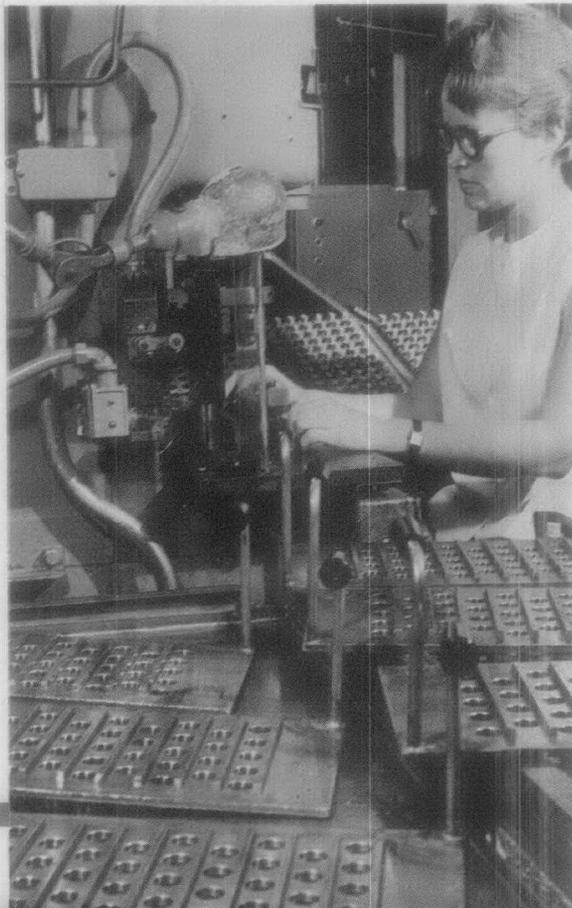




Cold formers feed coils of steel wire into spark plug shell forming machines. After steel slugs are cut, they are formed into shells in dies in six progressive steps.



A particle analyzing device measures the grain size of ceramic powders used in the manufacture of spark plug insulators. This test enables quality control technicians to determine grinding action efficiency of the ball mills which pulverize ceramic materials used in making plugs.



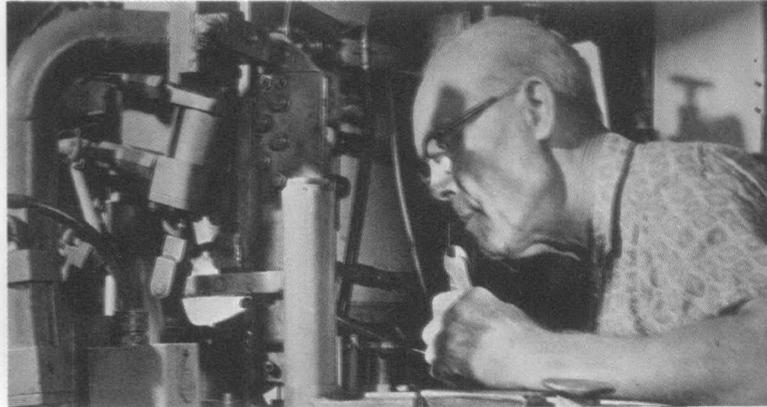
A tunnel kiln operator unloads spark plug insulators that have been transformed from soft chalk stage to hard, porcelainized pieces through an 18-to-20-hour firing process. The insulators pass through a 100-foot-long kiln where they are heated to 2,800 degrees Fahrenheit.

A staking press rivets a bimetallic strip to the center of each temperature sender. Senders, made at the Fostoria plant alongside spark plugs, are used to actuate colored lights on automobile instrument panels when radiator water becomes too hot or cold.

FOSTORIA spark plug plant



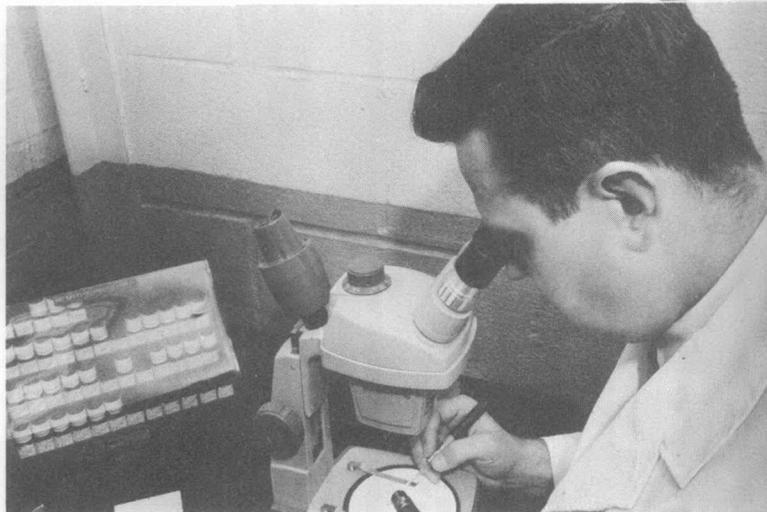
These partially assembled spark plugs are entering a pressure glass seal furnace where center electrodes and terminal studs will be sealed into insulators. The Fostoria plant has six of these furnaces, each with a capacity of 36,000 plugs per eight-hour shift.



In this step, a precision machine automatically welds a side electrode to the spark plug shell. The shells are brought into the indexing chain of the welder by means of a vibrator bowl and a feed track.

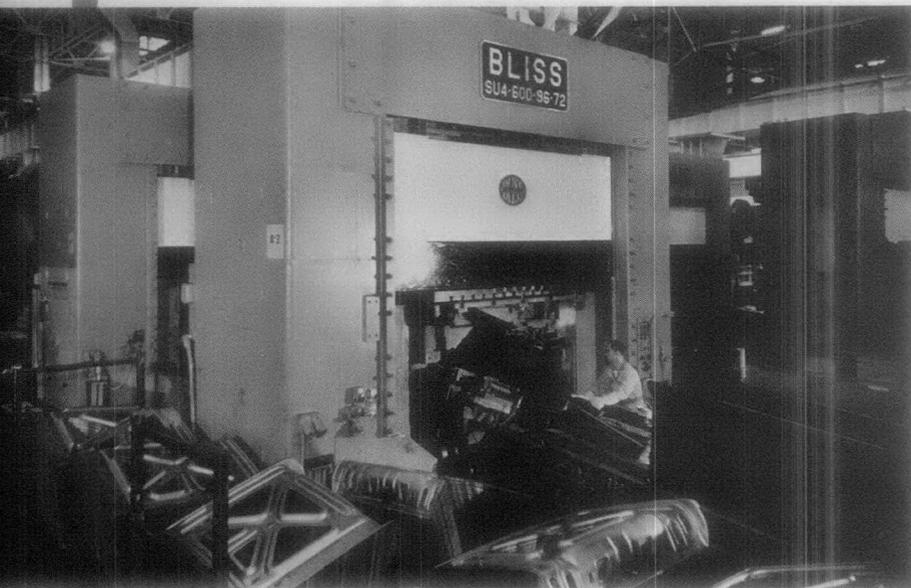


Ceramic blanks, resembling pieces of chalk, are shaped into spark plug insulators on combination turning and drilling machines. The machines contour the outside of the insulator and drill the inside diameter.



Quality expert uses a stereozoom microscope to examine metal surface characteristics of a spark plug. This is one of a battery of precision check and test devices available in the plant's quality control laboratory.

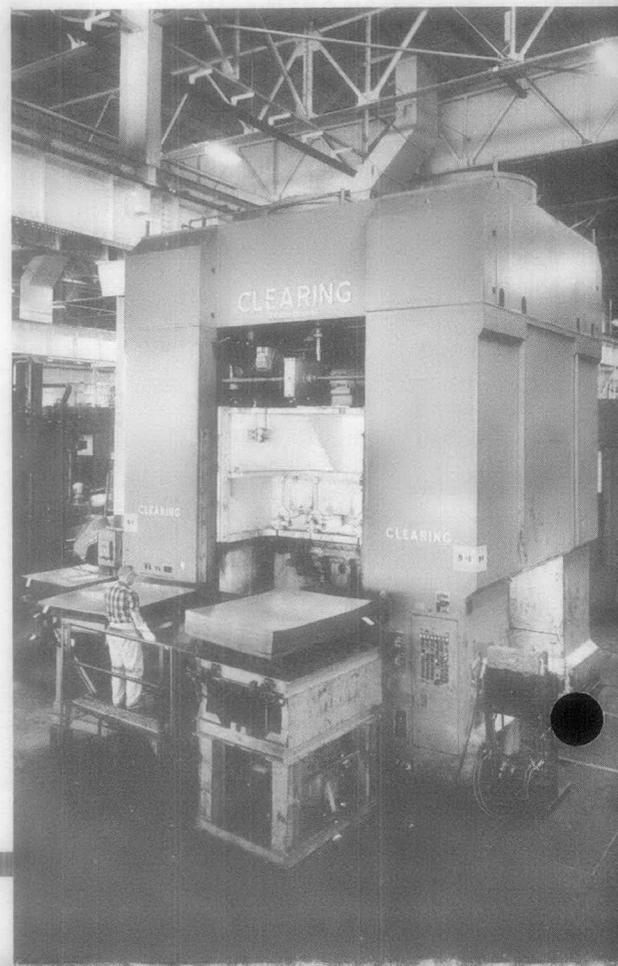
1962



Huge automatic presses form, stamp, cut and trim car body parts. They comprise the plant's 23 major press lines and are supported by hundreds of small presses and welding machines.



Inner and outer door panels are automatically welded together on this assembly line. The stamping plant also makes a broad mix of body side panels, roofs and trunk lids for Ford Motor Company products.



This draw-die operation is the first stage in the production of automobile trunk lids. Each day 1,700 tons of sheet steel are fed into the presses of the stamping plant, largest single Cleveland Ford facility.

CLEVELAND stamping plant

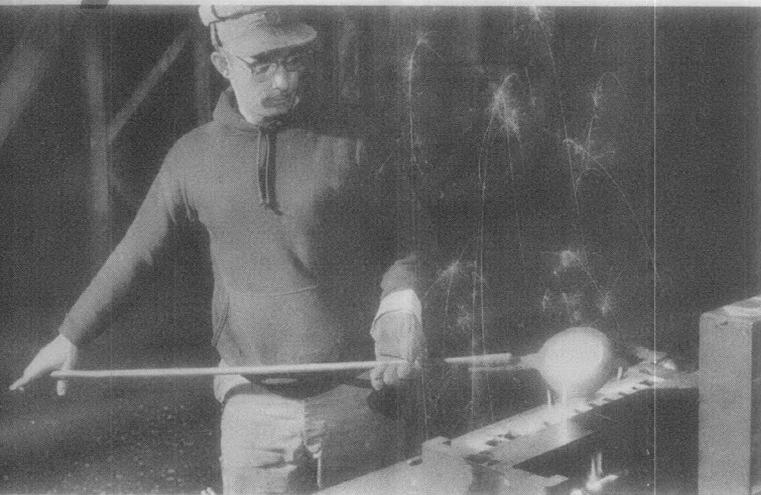


A lift truck operator loads a hi-cube box-car with automobile doors for shipment to a company assembly plant. Fifty rail-road cars can be accommodated inside the stamping plant at one time.



More than 30,000 tons of steel are stored at the plant. Most of the tonnage arrives in large coils. Giant cranes feed the coils into automatic blankers where the steel is cut to size for the presses.

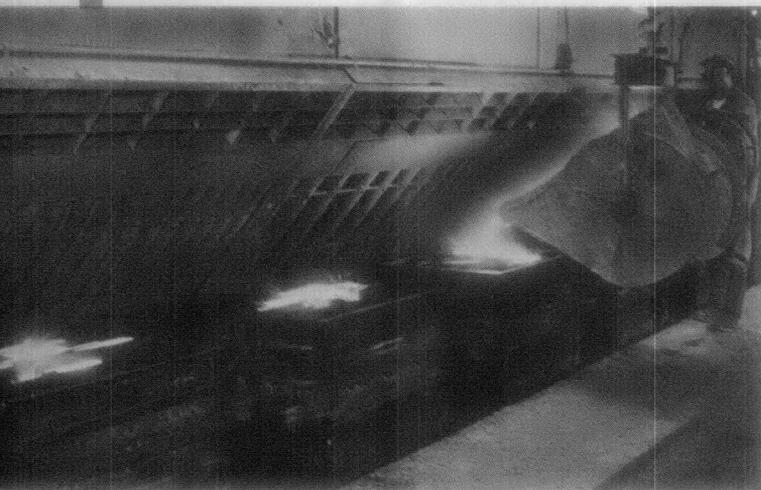
CLEVELAND



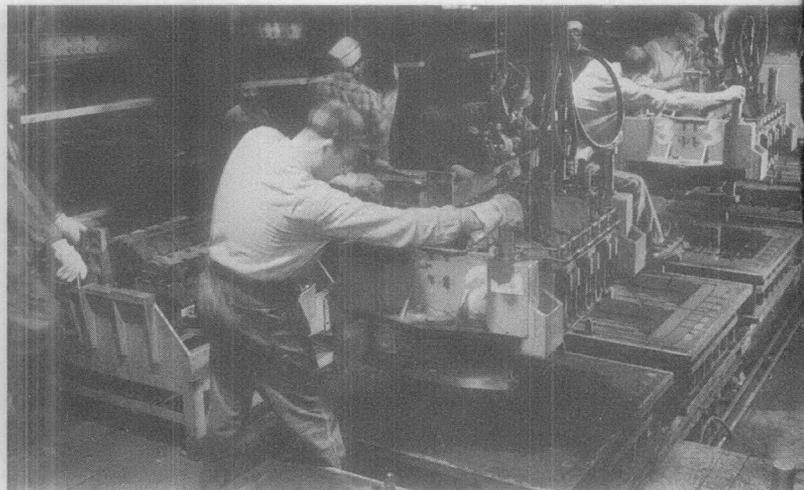
Every 15 minutes, as a running quality check, a "chill man" draws small amounts of molten iron from a cupola. He ladles the hot metal into a tiny mold, chills the sampling quickly, breaks it in two and examines it visually to determine machineability and physical properties.



A technician in the quality control laboratory at Ford's Cleveland Foundry measures the manganese in iron samplings. Technicians also visit supplier firms where they examine products earmarked "Ford Foundry" and check for proper controls that will guarantee a continuation of high-quality incoming, as well as outgoing, shipments.

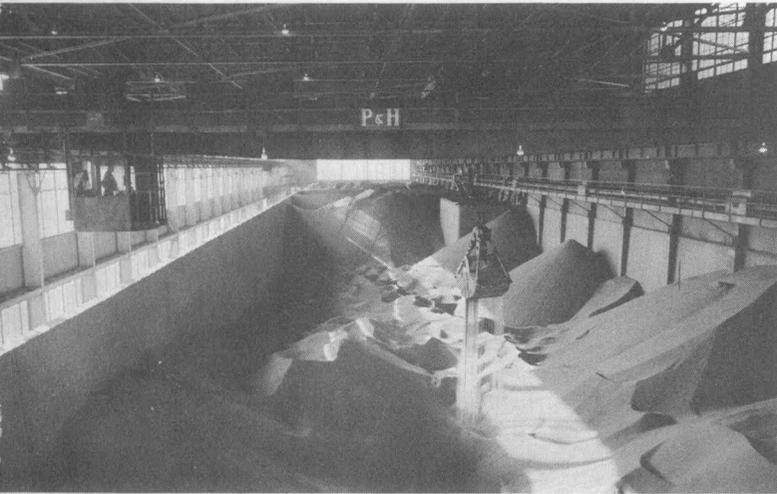


Suspended teapot ladles, controlled by push buttons and large regulator wheels, pour molten iron. Absence of smoke, dust and fumes underscores the efficiency of the ventilating system along the molding lines at Ford Motor Company's Cleveland foundry.

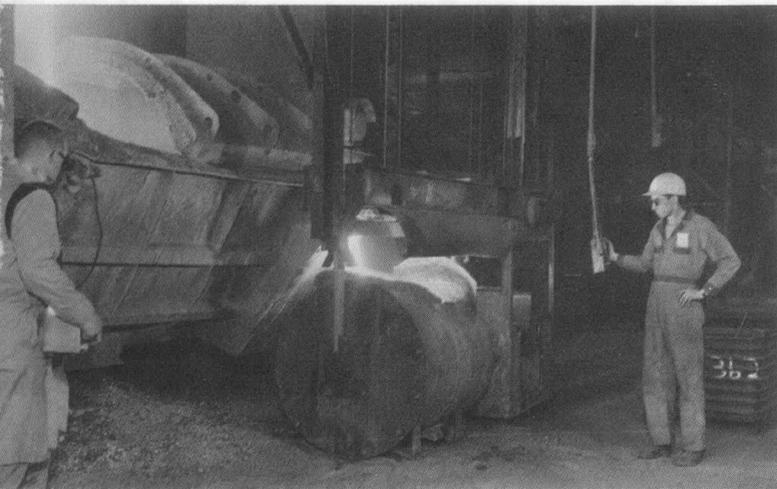


Production workers lower core assemblies along a new molding line. The line provides larger mold flasks, or containers, which permit improved positioning of assemblies during casting and more efficient production of engine blocks and other automotive components.

foundry



Foundry sand must be as pure as possible. Most of Ford's supply comes from the east shore of Lake Michigan, ground down from rocks by eons of wave action and blown inland by capricious winds. Foundry storage bins hold 57,500 tons. Three hundred thousand tons are used by the foundry each year to make engine blocks and component castings.



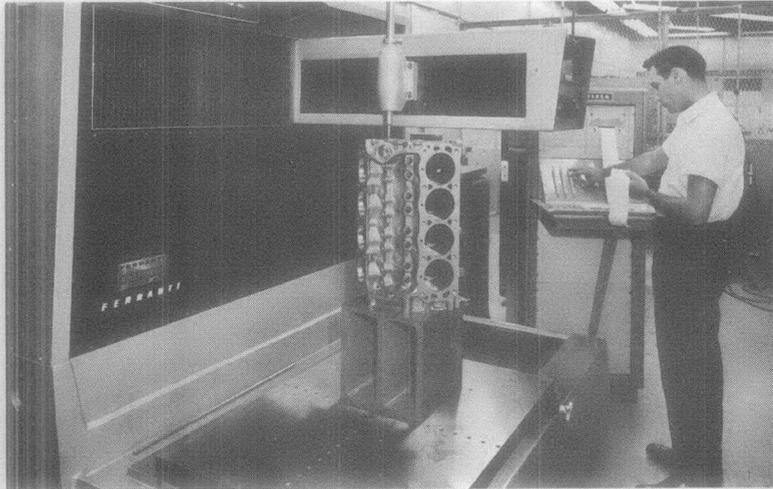
Using pushbutton controls, a foundry operator refills his transfer ladle from a cupola forehearth. After pouring, he will elevate the ladle and then pilot it via overhead monorail to nearby molding lines. Quality control technician at left checks hot-metal temperature with optical pyrometer.



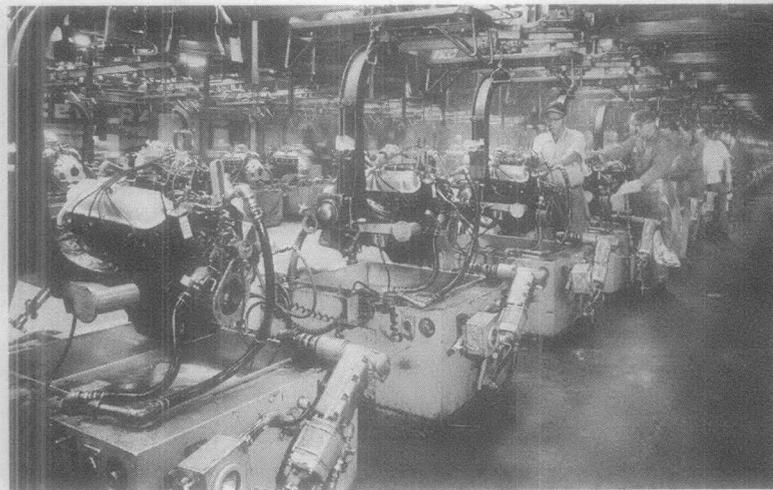
A "chipper" at the Cleveland Foundry uses a vibrating chisel to chip small projections from camshaft sprockets. All excess metal is removed from castings in the cleaning area before shipment to company engine plants.

This automatic core blowing machine produces composite port cores for an eight-cylinder engine head assembly. The foundry pioneered a "hot-box" process, refined several years ago with Ford-developed water-cooled blow tubes. The process has resulted in modern lighter weight castings for engine blocks. ▼





A layout inspector at Cleveland Engine Plant One checks hole locations and other characteristics of a V-8 engine block on an electronic gage that is equipped with visual counter and print-out attachment to record dimensions.



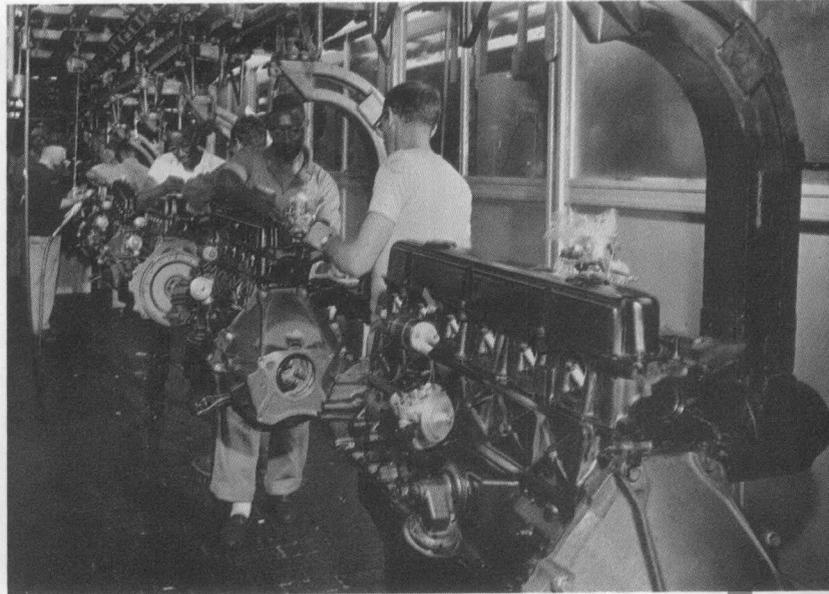
After assembly every engine is run under its own power on a hot-test stand while adjustments and final inspections are made. The stands are outfitted with built-in pressure gages, revolutions-per-minute indicators, timing lights and balancing devices.

Quality control specialists conduct final inspection of heavy truck engines being readied for shipment from Cleveland Engine Plant Two.

CLEVELAND engine plants

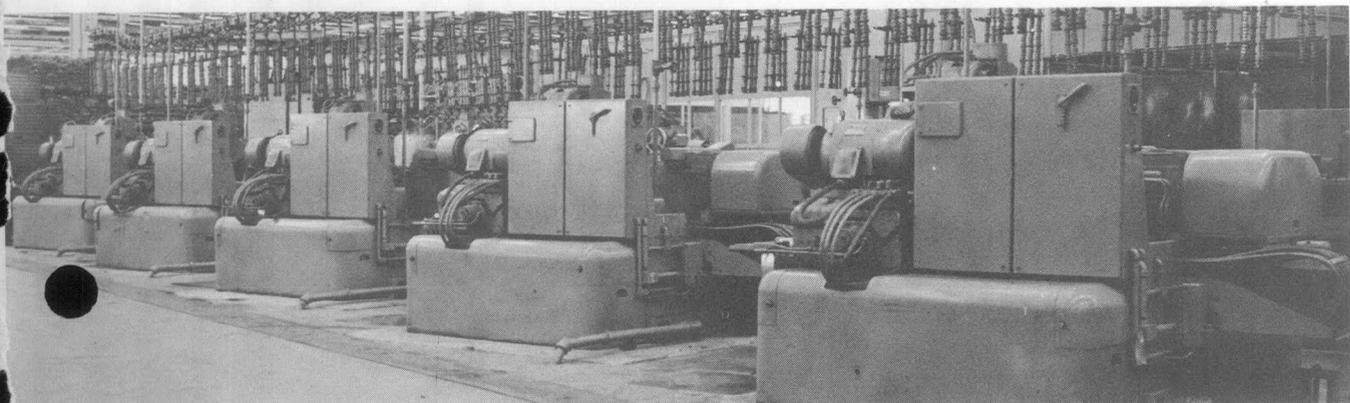


Completed engines, set into metal racks at the shipping docks, will be dispatched by rail to a network of automotive assembly plants. Cleveland engine plants supply more than 50 per cent of Ford's engine requirements.



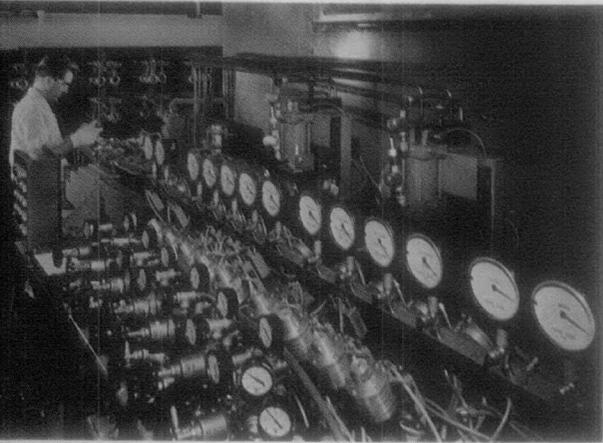
Assemblers place carburetors on six-cylinder engines along a moving production line that contributes to a combined Cleveland engine plant output of 5,700 engines daily.

Camshafts for Ford V-8 engines move along like marching soldiers at Ford Motor Company's Cleveland Engine Plant Two. The overhead monorail conveyor moves the cams between machining operations.

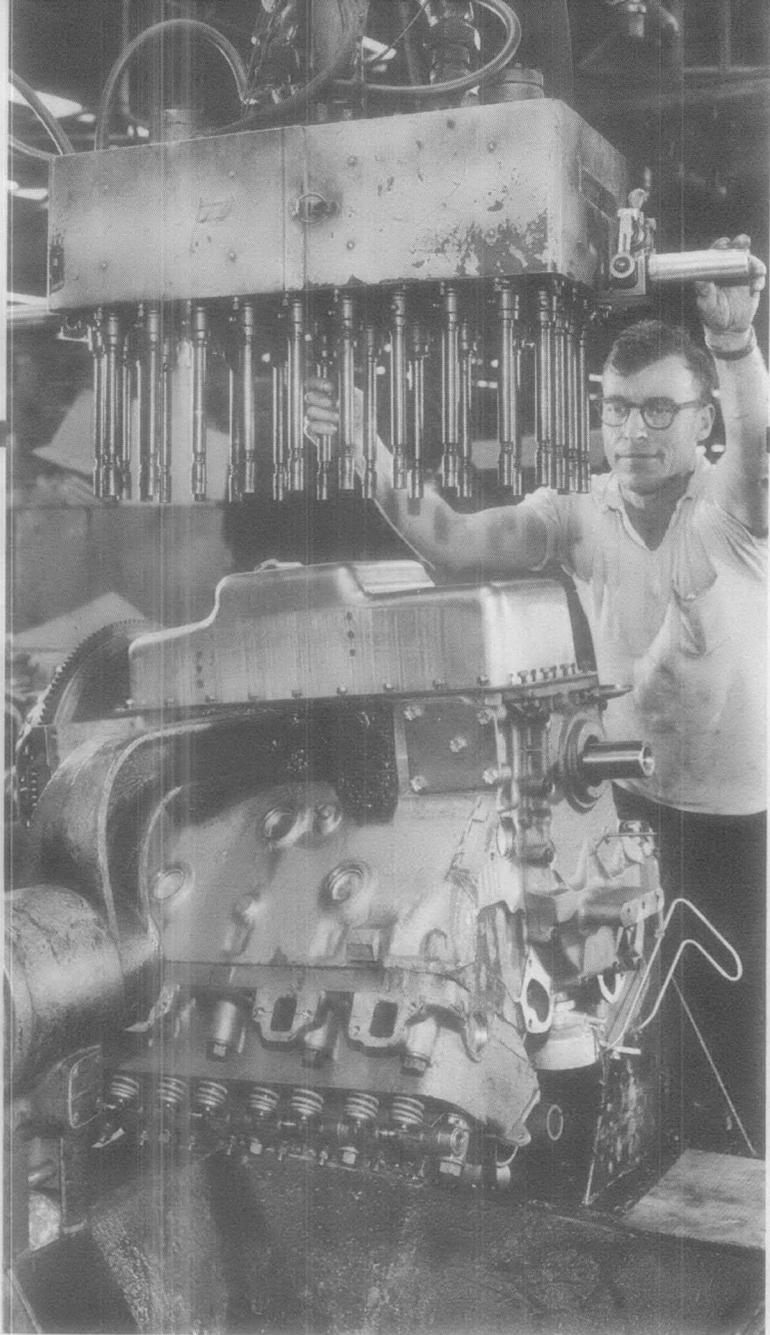


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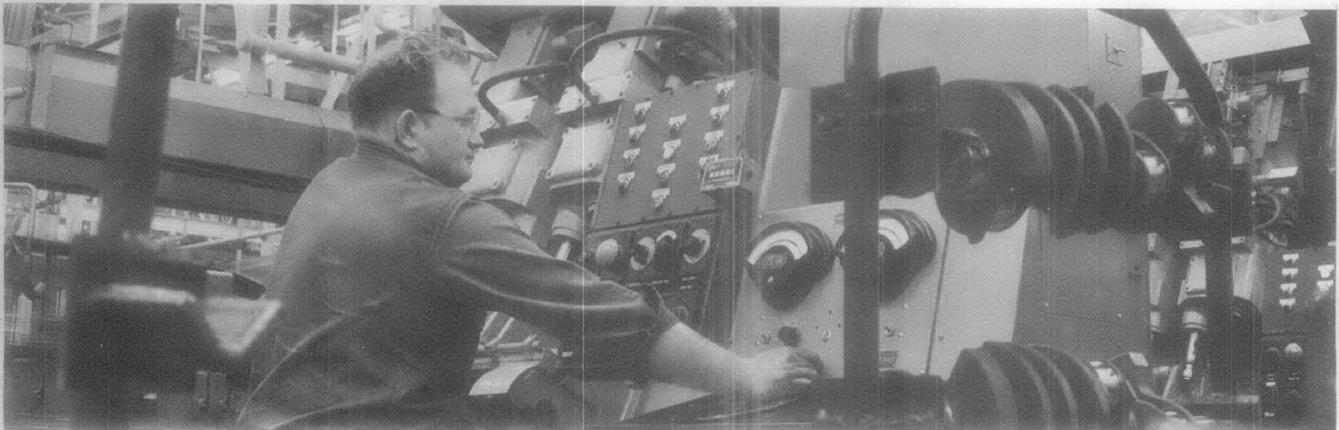
CLEVELAND engine plants



Building quality engines begins with making quality components. This elaborate gaging device weighs each connecting rod, tests its bend and twist, and checks the diameters of its crank and wrist pin holes. Rods not meeting rigid specifications are automatically ejected from the machine.



An assembler at Cleveland Engine Plant Two lowers a multiple-spindle nut runner on an extra heavy duty truck engine that has been turned upside down. He will tighten all 26 bolts of the floor pan to proper torque "specs" simultaneously.

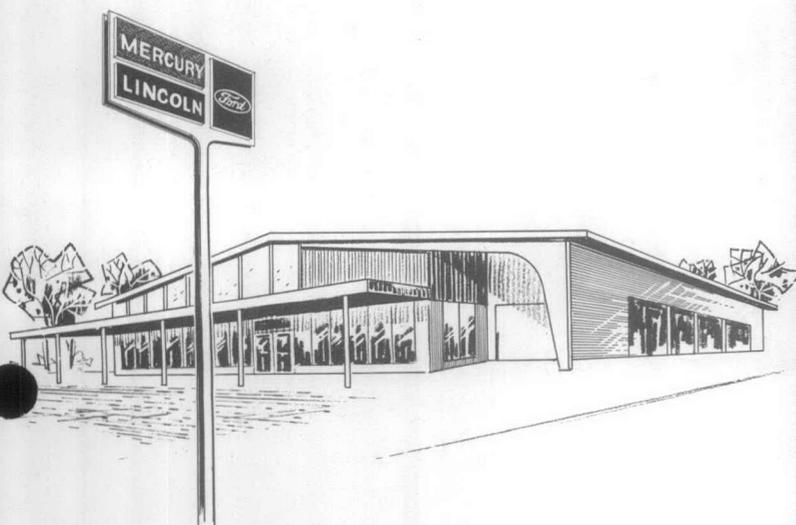


This semi-automatic electronic machine accurately balances V-8 engine crankshafts. It determines if a crankshaft is out-of-balance, locates any points of imbalance and then automatically performs the necessary compensating adjustments. Control panel informs operator when perfection has been obtained.

CLEVELAND and CINCINNATI

district sales offices— parts depots

Serving Customers and Dealers



Ohioans were among the first to sell Fords. Minutes of a Ford Motor Company board meeting in 1904, a year after the company was formed, reported "a deal has been closed with T. C. Whitcomb of Cleveland to open a Toledo agency."

Two of Ford's earliest Ohio dealerships still doing business are Collingwood Motor Sales, Findlay, organized in 1907, and Willis J. Hakes, Inc., Fostoria, founded in 1908, the year the Model T was introduced. In recent years, the company has awarded commemorative bronze plaques to numerous Ohio Ford dealers for having completed 50-year periods of continuous service.

Ford and Lincoln-Mercury dealers have expanded substantially with the sharp growth of the retail market during the Sixties. There are nearly 400 dealerships selling Ford products in Ohio. Their combined sales volume approaches 200,000 new cars and trucks annually.

The dealers, who all are independent businessmen handling Ford and Lincoln-Mercury products on a franchise basis, employ more than 9,600 salesmen, mechanics, clerks and others, with an annual payroll of about \$50,000,000.

Ohio's Ford and Lincoln-Mercury dealerships represent an investment of about \$45,000,000. Their combined sales of new and used vehicles are upwards of \$650,000,000 per year.

Ford and Lincoln-Mercury District Sales Offices in Cleveland serve dealers in north central Ohio and western Pennsylvania. Similar offices in Cincinnati are assigned large merchandising territories in southern Ohio and sections of neighboring states.

Specialists in the district offices counsel and assist in all phases of marketing. They maintain close liaison with dealerships and assembly plants in scheduling vehicles to meet local demand.

They conduct service schools for mechanics, operate training programs for salesmen, plan sales promotion programs and meet with dealers to discuss new marketing techniques and trends.

The Cleveland and Cincinnati District Sales Offices are housed in the company's parts depots of those cities.

continued

CLEVELAND and CINCINNATI

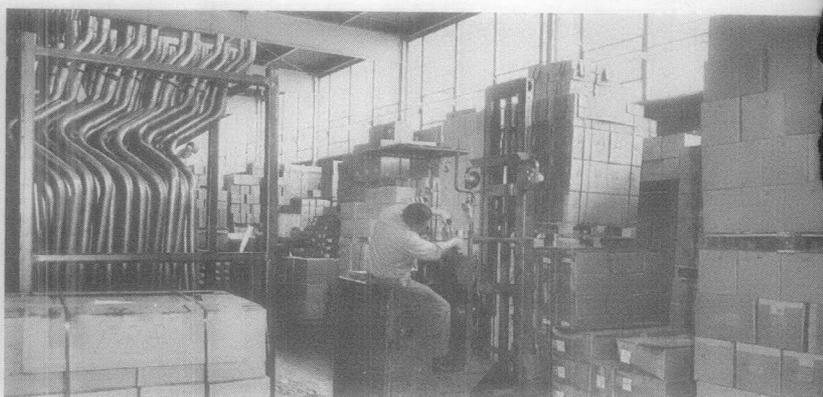
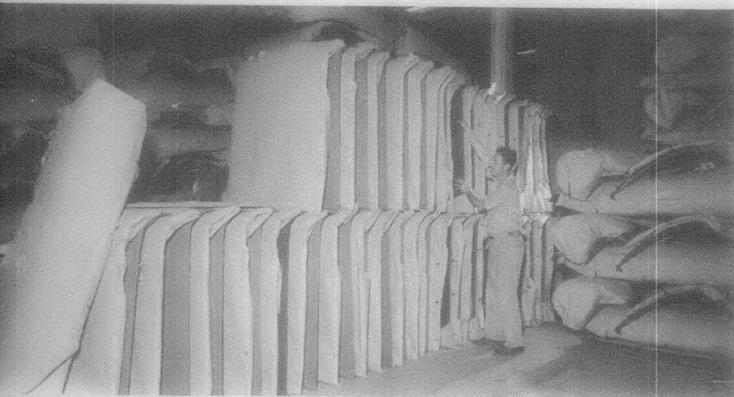
district sales offices— parts depots

The two depots, opened in 1951, help dealers to offer fast, quality service to vehicle owners in Ohio and nearby states. They stock thousands of items, ranging from tiny screws to automobile side panels for past and present car and truck models. The parts and accessories come from outside suppliers, of which Ford Motor Company has more than 12,000, as well as from Ford's own manufacturing facilities.

The Ohio depots are equipped with modern storing facilities and material handling equipment. Continuously moving conveyor systems carry service parts from stock areas to shipping docks. Shipments are made to a total of approximately 850 dealerships in Ohio and surrounding state areas.

Dealers, in need of emergency service parts, can obtain them within a few hours. Routine orders of stocked parts are filled and shipped within 72 hours. Combined, the Ohio depots receive and ship an average of 16 truckloads daily.

Alert cooperation between dealership organizations, depots and sales offices assures Ford and Lincoln-Mercury car and truck owners efficient servicing of quality parts.



Serving Community and Employes

Ford Motor Company believes in being a good corporate citizen.

It is particularly interested in the social, civic and physical improvement of its plant cities and the communities in which it is represented by independent retail dealers.

It urges its employes, as well as the dealership organizations, to participate in community activities and has introduced awards programs to recognize the services of those who do voluntary spare-time work for the betterment of their neighborhoods.

Keystone of Ford's efforts to be an exemplary neighbor is the community relations committee at every company location. There are more than 60 such committees throughout the United States - seven in Ohio. Composed of local Ford management executives, each committee, through its elected chairman, presents a unified Ford voice on community matters.

Committee members accept leadership roles in civic projects, rule on company contributions to worthy charitable, educational and civic improvement groups, maintain contact with local government planners and help solve problems affecting community well-being and prosperity. Through their management speakers' bureaus, they provide competent Ford speakers for local clubs and service organizations.

Community relations committees normally meet every 60 days, although to a large extent their activities are conducted between meetings by individual members or sub-committees. Since the organization of the first committee in 1950, more than 2,000 members of management have served on them.

The company also has developed a dealer community relations program, helping to build and maintain for those who sell the company's products their repu-

tations as business citizens. The program, started in 1960, makes available to dealers, free upon request, planning guides, special displays and other informational materials.

In a specialized phase of the program, the company has assisted dealers in 60 cities across the country to establish committees through which they are able to take collective community relations action. These committees honor businessmen and dealership employes for civic contributions. They furnish schools with driver training aids and engines for auto mechanics' classes.

In its role of a responsible industrial citizen, Ford has provided its employes with pleasant, safe working conditions in clean, attractive, well-landscaped plants.

Modern industrial hospitals, equipped with the latest medical facilities, are available in the plants. Trained safety engineers are on duty at all times, and employes receive safety glasses without charge.

Employes are kept fully informed of company activities by plant newspapers and bulletins. They are given extensive training instruction to enable them to learn skilled trades and move into positions of greater responsibility. They are rewarded for on-the-job ideas with cash and other awards under employe suggestion and management proposal plans.

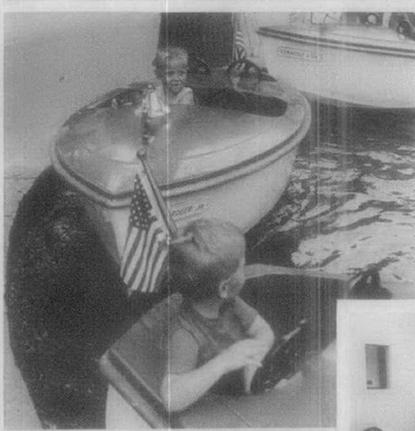
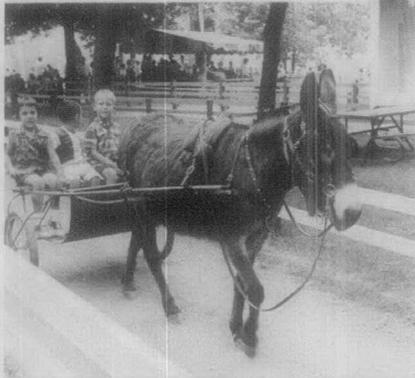
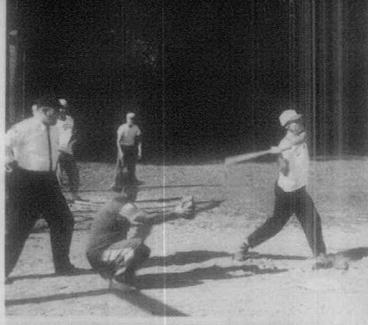
For off-duty hours, there is a varied recreation program providing organized activities, such as softball, golf, bowling, basketball and family outings.

At Ford plants, payroll fringe benefits are generous. Among them are fully paid hospital, surgical and medical coverages and life and disability insurance, paid holidays, liberal vacation periods, and jury-duty and bereavement pay.

1962



employee activities



Walton Hills Stamping Plant

Plant Statistics

- *Year Opened:* 1954
- *Plant Size:* 2.2 million square feet situated on 111 acres
- *Employment:* Hourly - 848
Salaried - 73
Total - 921
- *Annual Payroll:* \$98,500,000

Current Projects

The following products are made on one of 9 major press lines and / or 15 major assembly lines:

- Doors (inners and outer panels)
- Deck Lids (inner and outer)
- Body Side Panels (inner and outer)
- Fenders
- Floor Pans
- Other miscellaneous parts

Awards

- VO Safety Award for 5 years of Continuous Improvement - 1999-2003
- VO Most Improved Safety Performance – 2003
- Emergency Response Team Challenge Medical First Responder winner – 2003
- Preventive Maintenance Excellence Award
- ISO 14001 Recertification – 2004
- Most Improved Hit to Hit - 2004
- QOS Level 6 – 2004
- FPS Level 6 - 2004

WHSP has a proud tradition for manufacturing excellence spanning 50 years in the community of Walton Hills. Although our population has reduced to just under 1,000 employees, we like to think of ourselves as a "community within a community." We are here to serve the needs of our customers, our employees and their families and the Village of Walton Hills.

Other Significant Facts

- Our quality products are shipped to assembly plants in the United States, Mexico, Canada and South America as well as the national parts depot and other stamping plants.
- WHSP purchases millions of dollars worth of goods and services from Ohio suppliers adding significantly to the dollar multiplier effect locally.
- WHSP produces the industry's largest single-piece body side panel (14 feet long) for the Econoline Van.
- As a member of Ford's Cleveland Community Relations Committee, WHSP supported corporate donations to local charities and civic organizations in the amount of almost \$2.5 million over the past five years.
- As an environmentally friendly plant, WHSP recycles steel and aluminum scrap.
- We are more than brick and mortar. WHSP is a recognized community leader in charitable fundraising activities such as March of Dimes, Harvest for Hunger, United Way Campaign, Race for the Cure and Juvenile Diabetes Research Foundation. We also support Disabled Veterans and the Hattie Larlham Foundation for severely disabled children.

Walton Hills Stamping Plant, Local 420



FORD'S WALTON HILLS STAMPING PLANT

WALTON HILLS STAMPING PLANT PROMOTES CIVIC RESPONSIBILITY

Workers at the stamping plant have demonstrated their desire to be of service in the community and in Greater Cleveland. Both salaried employees and UAW local 420 members are involved with United Way, Harvest for Hunger, Wheelchair Olympics, blanket drives, and provide school supplies for local needy children. They lead scouting groups and coach both girls and boys ball teams. In the past, several plant managers and executives have been directors and committee chairs of the Cleveland Community Relations Committee.

FORD'S CLOSE ASSOCIATION with BEDFORD HIGH SCHOOL

The Walton Hills Stamping Plant has had a close association with Bedford High School. The plant has donated autos, panels and parts for use in the high school's shop classes for training purposes. Ford executives worked with school personnel and supported award ceremonies at BHS.

From 1955 into the early 1980s, Ford hourly employees who were in the company's apprentice program attended night school at BHS. Their classes included drawing, shop theory, math and physics. After completing the coursework, graduates qualified as plant electricians, die makers, millwrights, machine repairmen, plumber-pipe fitters, or power house engineers. The program provided an opportunity for production workers to improve their lives by becoming higher-paid skilled tradesmen. At one time there were 180 apprentices on the payroll.

In 2003 and 2004, two Ford Stamping Plant engineers, DENNIS ORTMAN and LOU LASKO, provided technical assistance to students who built a robot for FIRST (For Inspiration and Recognition of Science and Technology) Robotics Competition. Each year for a 6-week period, the men met with a team of students after school on weekdays and all day on Saturdays to guide the students as they built a robot for the contest. Ford also donated several thousand dollars for travel and other expenses associated with the competition.

Also, in the early 1990s, Bedford High School and Ford Stamping Plant partnered a 2-year program that prepared high school students for careers in the automotive industry. FAMS (Ford Academy of Manufacturing Sciences) students were placed in internships at Ford as well as other industries tied to the auto industry.

Walton Hills residents and village officials past and present
recognize the benefits we have derived
from having the Ford Walton Hills Stamping Plant in our community.

Although the production level has tapered off in the last few years,
we hope to see the stamping plant continue to operate in Walton Hills.

Through the years with FORD MOTOR COMPANY'S WALTON HILLS STAMPING PLANT

by Jean and Bob Kainsinger

a collaboration with

Terry Gray, President of the UAW Local 420 Hourly Retirees

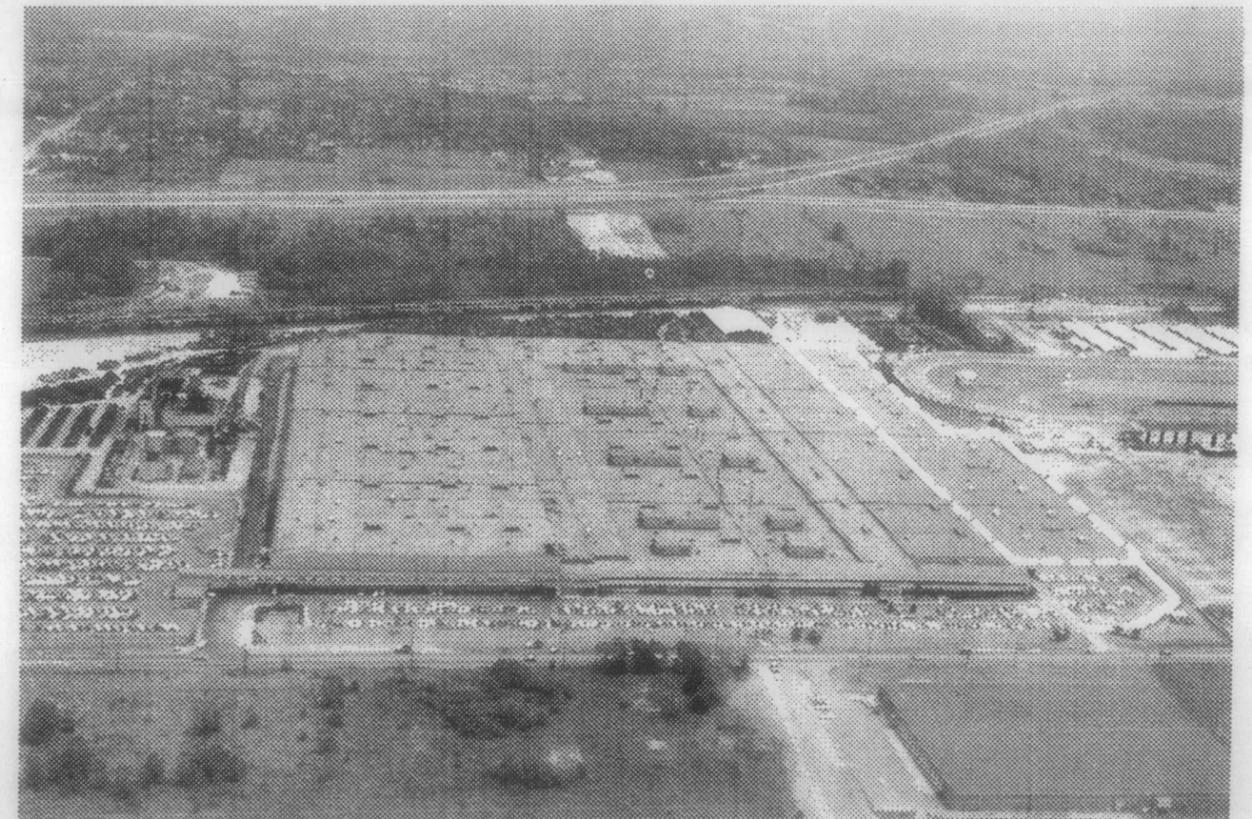
Jim Kelley, Jr., Human Resources Associate and Labor Relations/Hourly Personnel

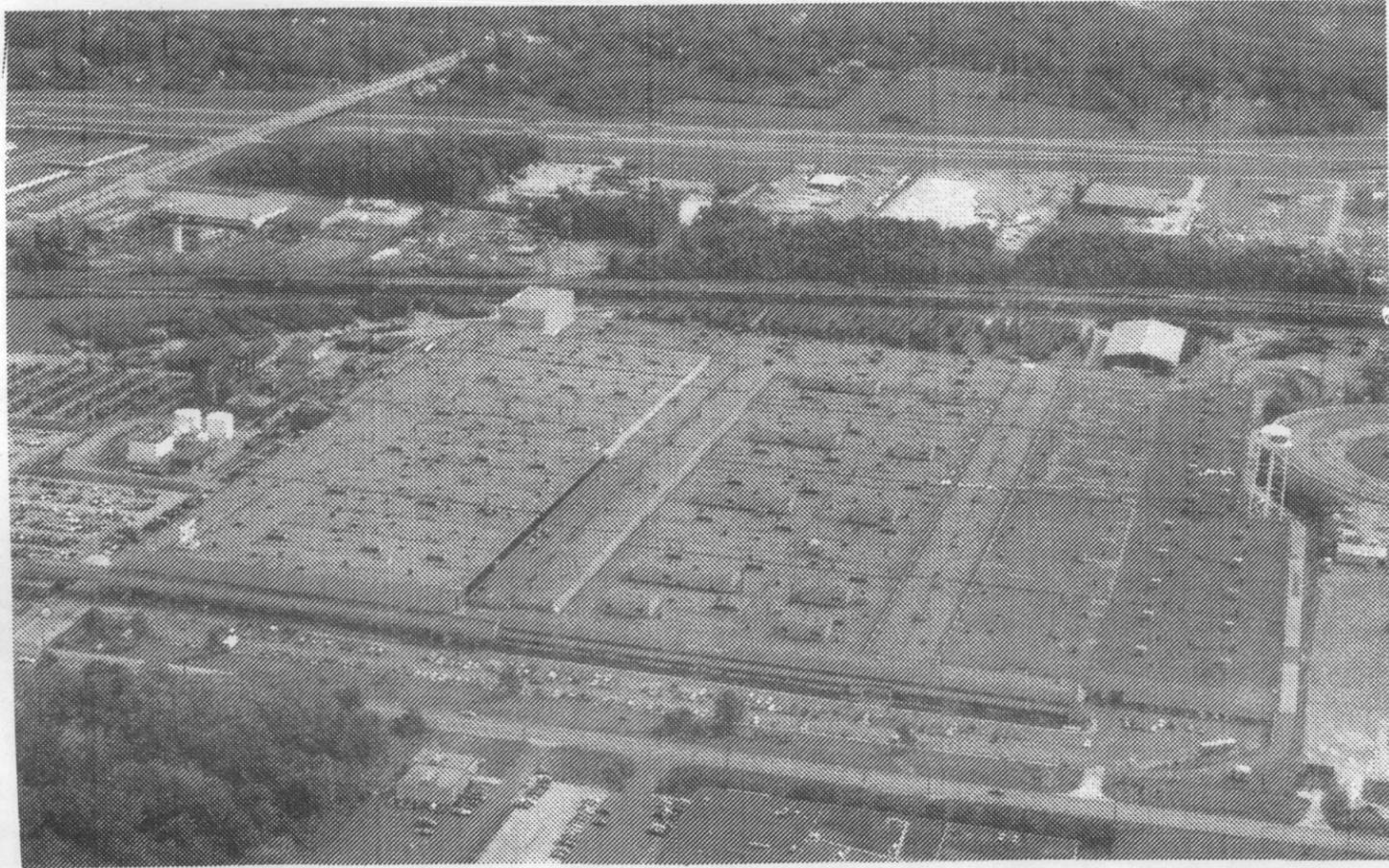
Jim Kelley, Sr., Retired, Past Supervisor-Cost Analysis, Past Director of Cleveland Community Relations Committee

Jim Ramsey, Retired, Head of Salary Retirees George Main, UAW Local 420 Die Maker

Bill Deak, UAW Local 420 Retiree Carl Barber, Retired, Supervisor of Plant Security

May, 2005





Aerial view of the Walton Hills Stamping Plant
(1988 photo, Courtesy of JIM KELLEY, SR.)

Cover Photo: The Cleveland Stamping Plant in 1967 at the dedication of a 227,000 square-foot expansion.
In 1967 as many as 70 hi-cube railroad cars left the plant every day with automotive stampings for Ford assembly plants in the United States, Canada and Mexico.
(1967 photo, Courtesy of Ford Motor Company)

This leaflet was printed Courtesy of the Village of Walton Hills.
May 2005

Mayor
Councilors

MARLENE ANIELSKI
DAVE KNAPP, President Pro Tem
WILLIAM L. ALLEN
KEVIN HURST
DONALD KOLOGRAF
GEORGE MAIN
JACKIE VLK-MAIRE

FORD'S WALTON HILLS STAMPING PLANT

A NEW SIGN is installed at the local Ford Plant. Cleveland Stamping Plant is renamed Walton Hills Stamping Plant.
(August 1982 photo)



PHILLIP CALDWELL, Ford Motor Company Chairman of the Board, visits the local plant in April 1982.
L to R: Mayor HARRY MACKEY, Jr., Walton Hills Sergeant MOODY, PHILLIP CALDWELL, Plant Manager RON WALLACE, Walton Hills Patrolman CHORMANSKI and UAW Local 420 President JOSEPH D'AMICO
(April 1982 photo)

FORD'S WALTON HILLS STAMPING PLANT

The SITE NEEDS ACCESS to WATER, SEWERS and ROADS

The men had several problems to solve before the deal with Ford was consummated. ALLEN, YOUNG, GRAVES and BURNS worked to make their chosen site suitable for a huge industrial complex. They had to get water, sewers and roads to the site.

They convinced the City of Cleveland to extend a 20-inch water main from the Solon Road Pumping Station down Forbes Road to the Walton Hills line. Then the Village of Walton Hills laid a 16-inch water line southward along Northfield Road to the site of the plant.

Cuyahoga County agreed to build a County Sanitary Sewer District #20 and construct a sewer line from Sagamore Road northward along Northfield Road to Krick Road. The County then built a sewage treatment plant in the Krick Road area. The Krick Road Sewage Treatment Plant operated until October 1984 when this line was connected with the Northeast Ohio Regional Sewer District.

FORD NEEDS an EAST-WEST ROAD to MOVE PARTS by TRUCK

At the time, Alexander Road was a minor road ending at Northfield Road. The County extended Alexander Road to Route 14, Broadway Avenue. The project started in 1954 and was completed by mid 1955. Interstate 271 was still on the state's drawing board, but soon the State of Ohio had crews working on the I-271 highway system.

FORD ANNOUNCES IT WILL BUILD in WALTON HILLS

In 1953 Ford Motor Company announced its intention of locating its new stamping plant in our village. Ground was broken and The Cleveland Stamping Plant, as it was then called, was built with little delay.

In 1954, at the southeast corner of Northfield and Forbes Roads, there was a small building that Ford used as a temporary hiring office. During the months of May through August, when Ford began hiring hourly workers, several hundreds of applicants waited their turns to be interviewed. One could see long lines of men standing along the berms of Northfield and Forbes Roads. Many job applicants were from out of state, primarily from Pennsylvania, but also from West Virginia, Kentucky and Tennessee. They pitched their tents in the fields (now Ben Venue's south parking lot area) and got in line, hoping for good-paying jobs. There was a gentlemen's agreement at the time that Ford would not deplete the work force of other companies in the vicinity. CARL BARBER of Rotary Drive recalls how he was the first salary employee Ford hired who lived in the Cleveland area. BARBER later became Supervisor of Plant Security.

For a short time, Ford used JOSEPH BURNS' old farmhouse as an employment office and construction headquarters. One of the first structures Ford built on their property was the powerhouse. Egbert Road resident BILL DEAK, SR. recalls his work years in the powerhouse. He began working for Ford when the powerhouse was first put into operation, and worked there until he retired.

The first press was started up for operation in August of 1954, even though all the walls of the plant weren't up yet. The press stamped out a part for a fender.

FORD'S WALTON HILLS STAMPING PLANT

HOUSING for FORD WORKERS

Housing for the Ford Plant workers was at a premium. Home owners around the area were asked to rent rooms to the construction crews. Many of Ford's newly-hired hourly workers came from out-of-state. They scoured the area for rental houses. Men who were transferred to this new plant to fill management positions also needed to find housing. Salary and hourly workers settled in Bedford, Northfield, Macedonia and Walton Hills. The demand for new, reasonably priced houses helped create the housing developments near Northfield Plaza and in Macedonia. Quite a few skilled workers and upper management employees bought home sites and houses in Walton Hills.

Once construction of the Ford Stamping Plant was a certainty, other businesses soon moved nearby, such as Carr Brothers Concrete, Inc. and Koltz Concrete Block Company.

The WALTON HILLS STAMPING PLANT through the YEARS

In 1954 the plant occupied 1,400,000 square feet. After five expansions through the years the plant covered 2,200,000 square feet. Today a good portion of that footage is no longer used for production.

The peak production years at the local plant were in the 1960s through the 1980s. In the early 1960s, there were approximately 5000 hourly and salary workers at the Stamping Plant. That number has dwindled dramatically. On March 31st 2005 the Walton Hills Stamping Plant had 84 salaried and 834 hourly employees. Now there are more than two times as many retirees as there are workers at the plant.

In peak years there were 24 major production lines, plus a small press area producing interior and exterior sheet metal body panels for Ford and Lincoln-Mercury cars and trucks. The plant had a blanker area with 9 major blankers. A blanker chops coils of steel into sheets, after which the sheets go to a press area. The stamping plant made fenders, quarter panels, deck lids (trunks), roof panels, floor pans and doors. In peak years there were also two major assembly areas where doors were put together. No parts were painted at the plant: unpainted "outer skin" steel panels and parts were loaded into box cars and shipped to Ford assembly plants.

When Ford needed more land by the railroad tracks for an additional shipping area, the company successfully negotiated with Northfield Race Track for acreage. After acquiring the land, Ford moved its water tower to its present location because it would have been in the path of the new shipping area.

NAME CHANGE from "CLEVELAND" to "WALTON HILLS" STAMPING PLANT

In 1979 the Cleveland Stamping Plant celebrated its 25th anniversary. In that year the Stamping Plant was a 2.1 million square-foot manufacturing complex with more than 4,100 employees. For a feature story in the *Cleveland Plain Dealer*, RONALD CROFT stated, "The Ford Plant put Walton Hills on the map." CROFT was the Marshalling Area Superintendent and was tops in time of service among the first salaried employees at the Walton Hills plant.

After 28 years, in August 1982 the local Ford Plant was renamed the Walton Hills Stamping Plant. Former Mayor HARRY MACKEY, JR. was one of the speakers who addressed the crowd at the renaming ceremony. The name was changed to give more pride and a sense of ownership to plant employees. DONALD ZIPP, a foreman at the plant, and local Ford Union President JOE D'AMICO are credited for coming up with the idea and pressing for the name change. The name change was readily approved and a new sign was erected and unveiled at the ceremony.

FORD'S WALTON HILLS STAMPING PLANT

UAW LOCAL 420

Results of an election held by hourly workers at the Cleveland Stamping Plant designated the United Auto Workers as their bargaining agent. UAW Local 420 was chartered in December of 1954.

For over twenty years there were several legal and wildcat strikes and a lot of unresolved tension between union and management. In an effort to keep the plant operating, between 1980 and 1982 UAW Local 420 worked with Ford management to confront the distinct possibility that the plant would close. Labor and management each agreed to certain concessions and started an employee involvement program. The suggestion / dialogue program resulted in improvements and cost-saving ideas that were quickly adopted. The program not only worked, but it became a model for other Ford plants to copy.

In April 1982 PHILLIP CALDWELL, Chairman of the Board at Ford Motor Company, visited the stamping plant to meet and greet the hourly and salary workers. CALDWELL presented the plant a Q-1 Flag, Q-1 standing for quality. The flag can be seen at the plant, hanging just beneath the American flag.

D'AMICO-STOUT-SMITH UNION HALL

Headquarters for UAW Local 420 is the D'Amico-Stout-Smith Hall, across the street from the Ford plant. The union rented a hall and office space on Broadway Avenue in Bedford until in 1969 the union moved into its new building on Northfield Road. They named the hall Stout-Smith to honor their president, WILLIE STOUT, and financial secretary, ALPHONSO SMITH. In 2005 the hall was renamed to include the name of their long-serving president, JOSEPH D'AMICO, who lived in Garfield Heights. Union men credit D'AMICO for convincing the local membership in 1980-1981 to change their restrictive union agreements and help keep the Stamping Plant in operation.

Local 420 Retirees Chapter, founded in 1973, also meets at the hall. Their monthly meetings, drawing up to 200 people, keep retirees and their spouses informed on issues that affect them.

BEST EMPLOYEES CREDIT UNION

A few men, mostly die makers, organized a credit union for Cleveland Stamping Plant workers. Best Employees Federal Credit Union was chartered in 1957. Today it is a financially-viable credit union with over 6000 members, serving many people and organizations in the Walton Hills area.

Ford is an ASSET to the COMMUNITY

Since 1954 when the plant began operation, Walton Hills residents have benefited measurably from revenue generated by the Ford plant. Money raised from the local income tax of Ford employees' salaries and wages has provided funding for many services to villagers. The Bedford City School District, Cuyahoga County and the State of Ohio have also gained financially from the Ford Plant.

Through the years with FORD MOTOR COMPANY'S WALTON HILLS STAMPING PLANT

In March 1951 "Walton Hills" area voters went to the polls in a special election. They determined this area of Bedford Township would detach from Bedford Township to become the incorporated Village of Walton Hills. In May 1951 residents again cast their votes to elect their first village officials, a Mayor, Village Clerk, Treasurer and six Councilmen.

NEWLY - FORMED VILLAGE'S NEED for INCOME and FUNDS

The Village started out with no funds. The only revenue coming in was from the assessing of fines in Mayor's Court. The village depended on the cooperation and donations of its residents and businesses to sustain operations. Choosing to work for their community without pay, Council set the salary for each elected village official at \$1.00 per year. Likewise, most of the appointed officials offered their services to the village for free.

One of the primary goals the village organizers set for themselves was to lure desirable industrial companies into building here.

PERSUADING FORD MOTOR COMPANY to BUILD in the VILLAGE

Three men were instrumental in persuading Ford Motor Company top management to locate their planned new stamping plant in Walton Hills.

They were VIRGIL ALLEN, JR., who not only was Mayor of Walton Hills from May 1951 through December 1953 but also Village Law Director and a banker by profession, Councilman TED GRAVES, who was General Manager and Chief Engineer of Farval Corporation and served as Mayor of Walton Hills from January 1954 through December 1955, and businessman TOM YOUNG who was our fourth mayor, serving from January 1958 through December 1981.

On one of his business trips, VIRGIL ALLEN, JR. learned that Ford was looking for a new site for a stamping plant. As soon as he returned home he met with village leaders to relay this news. The men then looked for suitable sites within the village where a large plant could be situated. They knew that if they could attract a large company like Ford to build in Walton Hills, additional industry would be more likely to follow suit.

FINDING a SUITABLE SITE for a FORD PLANT

The committee considered JOSEPH BURNS' 116 acres on the east side of Northfield Road a good location for Ford. The property was in an area zoned for industry. Burns no longer farmed his land, and although he used the fields for his horses, he could move the horses to his horse ranch in Ravenna. Tests proved the land had a rock base that could support the weight and vibrations of stamping plant presses. It was near planned major highways and the Pennsylvania Railroad line. The committee decided this was the site that should be presented to Ford, and they worked diligently on promotional strategies.