Community Action /Wayne/Medina celebrated its 50th year of service to the community in 2016. When Community Action Wayne/Medina opened its doors 50 years ago, the agency was launched at the front end of the anti-poverty movement. Today, CAW/M has grown to a multi-faceted service provider, using a two-generation approach to leadership in family education and self-sufficiency.

Throughout the years, we have been inspired by the courage and energy of the families we’ve worked with, and honor their journeys toward self-sufficiency. We’ve witnessed the power of hope when people believe in their own potential.

In 2016, our newest self-sufficiency program was launched in Wayne County. Getting Ahead - Building Resources for a Better Life offers training opportunities providing solutions for low-income families to overcome poverty, achieve and sustain household financial stability through coaching, skills building and accessing resources to further goals. Graduates have demonstrated solid progress in achieving their goals, have grown more confident in their future and have actively worked in a peer support network to generate even more opportunities to grow.

With a focus on customer access, CAW/M relocated its Medina office to a central site at 799 North Court Street. The increased space also provided offices for more staff to actively work in Medina County and participate in local initiatives.

Another positive advancement in 2016 occurred when CAW/M was awarded the mobility management grant by the State of Ohio to generate more access to transportation in Wayne County. Whether traveling to work, a medical appointment or running errands, the solution to the lack of public transportation and affordable options has eluded Wayne County. Since becoming established, the Wayne County Transportation Coalition developed a county plan. Now, CAW/M and its partners can show progress and continue to fuel momentum.

Despite a tough political climate, we remain confident that CAW/M will deliver success in 2017.

Thank you for your support of our work in Wayne and Medina Counties.

Cliff Bellar
Board Chair, CAW/M

Melissa Pearce
President/CEO
MISSION, VISION & VALUES

Vision
Our most vulnerable citizens live with dignity and hope for their future.

Mission
We build bridges of hope and self-sufficiency by connecting people to resources where basic needs are met and education becomes a lifelong journey.

Values
Acceptance - that all people are valuable, capable, and full of potential.

Self-Determination - that all persons have the right to decide what is best for them.

Education - that we are all lifelong learners and we model that for others.

Access - that equitable access to resources, information and opportunity is critical to building self-sufficiency.

Opportunity - that opportunity presents itself every day for us to grow.

Commitment - that it is essential for us to work together with mutual respect for one another, especially with commitment to customer service excellence.
For over 50 years, Community Action Wayne/Medina (CAW/M) has been committed to its mission of self-sufficiency and household economic stability as the road out of poverty, by addressing all areas of family need including education, housing, economic assistance, employment, health and wellness through a two-generation approach. We practice solid stewardship as we collaborate with partners and leverage resources. As we celebrated CAW/M’s first 50 years, we look forward to continued service commitment to our low-income neighbors.

Head Start was initiated to narrow the education achievement gap poverty can impact through a holistic family approach. It is easier to grow healthy children than repair broken adults. Head Start assists families to launch into a better future.

As we assist people in working out of crisis to achieve stability, they find hope in their journey to self-sufficiency.
With the goal of progressive self-sufficiency for the customers it serves, CAW/M invested in new initiatives to provide opportunities for progress. Transportation and accessibility challenges rise to the top of local community needs assessments, whether the concern is getting to the workplace or a medical appointment. So in addition to CAW/M's transportation assistance, car repair and work-access gas cards, we've ramped up by becoming the mobility management agency for Wayne County, working with a countywide coalition to boost transportation access for low-income neighbors while working to build momentum to boost private sector investment and affordable options. In 2016, the City of Wooster approved CAW/M to operate its taxi pass program, opening accessibility to even more low-income neighbors.

CAW/M's housing and economic assistance programs often address crisis and emergency situations, and that assistance many times helps people stabilize. Yet in an effort to more fully enable people to progress out of poverty, CAW/M recognizes that certain barriers and lack of knowledge or information creates challenges that must be overcome in different ways.

To address those challenges, CAW/M launched its Getting Ahead initiative in 2016. As part of the Bridges Out of Poverty program, Getting Ahead provides the training portion of raising individuals out of poverty. Getting Ahead challenges low-income participants to take control of their own future, by providing a safe, structured setting for them to investigate the challenges of moving out of poverty, construct a personalized plan, and gain skills and resources to achieve their goals.

CAW/M augments the Getting Ahead curriculum with a financial literacy program and soft skills/work ethic training through certification in Bring Your A Game to Work, to support job placement, performance and retention. The primary focus is to help improve financial stability through employment. Yet, graduates are also improving health, family relationships, money management, and education.

Recent graduates have achieved personal goals such as securing employment, reducing personal debt and qualifying to purchase a home through USDA, while also offering peer support and access to resources to others as they design their plan for progress.
“The course simplified my situation. Getting Ahead put me on the right path. It gave me the tools to work with and a better understanding of the classes. I have hope and a light at the end of the tunnel. I have one credit card paid off and the second one will be next month! I’m eating smarter and healthier too! Thank you!”

- Getting Ahead Graduate

Last year, housing and economic assistance services increased by 18% to 22,242. This is attributed to growing transportation activity, HEAP summer crisis funding extended guidelines and increased investment in utilities by partners. Another milestone is the growth in tax return preparation and the record $597,052 customers realized in tax refunds - a 27% increase.

We are pleased to report our 2016 housing and economic assistance service results (some eligible customers utilize more than one service):

**Housing & Energy Programs**

<table>
<thead>
<tr>
<th>Units of Service by Program</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Weatherization Assistance Program (HWAP)</td>
<td>86</td>
</tr>
<tr>
<td>Home Maintenance and Repair (HMR)</td>
<td>11</td>
</tr>
<tr>
<td>Community Service Block Grant + Ohio Housing Trust Fund</td>
<td></td>
</tr>
<tr>
<td>Columbia Gas - WarmChoice</td>
<td>9</td>
</tr>
<tr>
<td>Dominion Gas - Housewarming</td>
<td>66</td>
</tr>
<tr>
<td>First Energy – Community Connections</td>
<td>60</td>
</tr>
<tr>
<td>American Electric Power (AEP)</td>
<td>134</td>
</tr>
<tr>
<td>Home Energy Assistance Program (HEAP)</td>
<td>4855</td>
</tr>
<tr>
<td>HEAP Summer Crisis Cooling Program</td>
<td>698 + fans/A/C 1172</td>
</tr>
<tr>
<td>HEAP Winter Crisis Heating Program</td>
<td>2148</td>
</tr>
<tr>
<td>PIPP Plus Applications</td>
<td>5982</td>
</tr>
</tbody>
</table>
“I came in praying we they might have food there that they gave away, and they gave me food, knowledge, resources, connections, and hope.” – New Wayne County Resident & CAW/M Customer

**Economic Assistance Programs**

<table>
<thead>
<tr>
<th>Units of Service by Program</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation Assistance</td>
<td>5745</td>
</tr>
<tr>
<td>Car Repairs</td>
<td>25</td>
</tr>
<tr>
<td>Free Tax Preparation Services - $597,052 refunds</td>
<td>614</td>
</tr>
<tr>
<td>Emergency food &amp; Utility Payment Services at CAW/M Rittman Food Pantry</td>
<td>504</td>
</tr>
<tr>
<td>Prescription Drugs Assistance</td>
<td>12</td>
</tr>
<tr>
<td>Seeds &amp; Plants Program</td>
<td>112</td>
</tr>
<tr>
<td>Getting Ahead Self-Sufficiency Program</td>
<td>9</td>
</tr>
<tr>
<td>Total Financial Savings Opportunities Accessed by Low-Income Residents in 2016</td>
<td>22,242</td>
</tr>
</tbody>
</table>

Staff Preparing Holiday Gift Bags
Through Head Start programs, learning experiences are offered that holistically support the well-being of prenatal to five-year-old children, encompassing physical, cognitive, social, and emotional health for the whole family. Head Start promotes language and literacy development, early math and science concepts, and positive attitudes toward learning. Staff support learning through play, creative expression, and guided activities. The home cultures and languages of families are incorporated into children’s learning.

CAW/M works with families to help them identify and reach their goals around employment, training, parenting, and stable housing. Families are supported as their child’s first and most important caregivers, teachers, and advocates and make sure they have the resources to carry out these roles.

When children enroll in Head Start, they receive medical, dental, hearing, vision, and behavioral screening, with referrals when necessary for follow-up visits to the child’s doctor or to community partners. Families are assisted in accessing medical homes for their children. Children engage in self-care routines as they are able, such as brushing their teeth and toileting. In Head Start, children grow in their ability to experience, regulate, and express emotions. Nutrition is emphasized through education to both children and their parents.

With the addition of a mental health therapist, nutritionist and registered nurse on staff, increased focus supported families in addressing mental health challenges, reducing obesity and learning healthy living practices.

With a minimum of 10% of Head Start enrollment set aside for children with disabilities, emphasis on development growth includes partnership with Help Me Grow and Preschool Special Education programs.

Advancing early childhood development and education has both short- and long-term benefits. In the immediate term, programs have been shown to increase earnings and
employment for parents. In the long-term, payoffs materialize over time resulting in increased earnings and employment, improved health, reduced spending on anti-poverty programs, and reduced crime—generating economic returns of more than $8 for every $1 spent. In 2016, 203 Head Start parents secured employment.

CAW/M promotes the parents as the primary educators of their children by providing them with tools to enhance their role from pregnancy to the child’s kindergarten year and beyond. Each program year, an average of 3,319 parent engagement bags are sent home with various parent-child activities to promote parents as educators and enhance the child’s learning experience. Parents also have the opportunity to be involved in the program’s planning and decision making processes through the Policy Council and center Parent Committee meetings. In the 2015-16 schoolyear, parents have provided 176 hours of Policy Council time, 54,719 hours of volunteer time, 26,832 hours were completed by Family Visitors doing home visits and socializations with families and approximately 1,792 instructional hours per child in our center based programs.

CAW/M has established School Readiness Goals, and uses The Creative Curriculum®, The Teen Pregnancy Curriculum, Learning Games®, A Partnership for a Healthy Baby Curriculum®, and Conscious Discipline® to achieve those goals. TS Gold® and CLASS™, both assessment tools, determine the quality of instruction and the classroom environment. The TS Gold® covers federal and state education standards with an emphasis on preparing children for lifelong learning and meeting the expectations for public school entry. The TS Gold® is completed using parent input, screening results, and ongoing observations. New this year, CAW/M has adopted the HOVR-S tool for use in the home base program to evaluate quality of interactions and instruction.

In addition, eight out of eight centers are five star Step up to Quality rated (the highest rating possible). The Step Up to Quality rating system is implemented by the Ohio Department of Job and Family Services. A Star rating indicates a program that exceeds the minimum standards of care for children.

In working with community partners, Head Start students in Medina County receive Weekender Bags from Feeding Medina County each week, supplementing family nutrition where food insecurity impacts so many. This year, CAW/M has partnered with New Beginnings in West Salem to provide weekender food bags for children enrolled at the West Salem Head Start location.

CAW/M’s Car Seat Program provides no-cost child passenger safety seats and education for eligible parents, hands on demonstrations and child passenger safety seat check-ups by a Certified Safety Seat Technician. In 2016 - 126 trained - 162 Car Seats Provided

Moms and Dads Support Groups focus on preventing child abuse and neglect through education and support for nurturing parent/child relationships. The program format
provides a family fun night designed to reinforce parenting skills, provide education and offer mental health support through support groups facilitated by a mental health therapist. - In 2016 75 Moms & 36 Dads participated in the program.

Preschool and Early Head Start Programs are supported by Federal Head Start funds, Step Up To Quality funds, Child and Adult Food Care Program and local funding through in-kind service all combined for comprehensive early childhood services.

### Children & Families Served

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Start</td>
<td>444</td>
</tr>
<tr>
<td>Early Head Start</td>
<td>274</td>
</tr>
<tr>
<td>EHS Pregnant Women</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>732</strong></td>
</tr>
</tbody>
</table>

### Average Monthly Enrollment

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Start</td>
<td>99.5%</td>
</tr>
<tr>
<td>Early Head Start</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>99.7%</strong></td>
</tr>
</tbody>
</table>

### Program Options

<table>
<thead>
<tr>
<th>Program Option</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Start Full Day</td>
<td>17</td>
</tr>
<tr>
<td>Head Start Part Day</td>
<td>332</td>
</tr>
<tr>
<td>Head Start Home Base</td>
<td>24</td>
</tr>
<tr>
<td>Early Head Start Home Base</td>
<td>165</td>
</tr>
</tbody>
</table>
HEAD START/EARLY HS

Percentage of Income-Eligible* Children Served

| Head Start | 50% |
| Early Head Start | 19% |

*Income-eligible families living within the two-county area.

Percentage of Enrolled Children Who Received Medical Exams

| Head Start | 100% |
| Early Head Start | 89% |
| Average | 94.5% |

Percentage of Enrolled Children Who Received Dental Exams/Screenings

| Head Start | 94% |
| Early Head Start | 80% |
| Average | 87.5% |
Head Start School Readiness Data

The information below is CAW/M’s child school readiness outcome results. The graphs show the percentage of children meeting age expected school readiness goals based on the formal observation tool Teaching Strategies Gold® (TS Gold® online). The TS Gold® online covers federal and state education standards with an emphasis on preparing children for lifelong learning and meeting the expectations for public school entry. The TS Gold® online is completed using parent input, screening results, and on-going observations.
Statement of Activities and Changes in Net Assets (unaudited)
For the Twelve Months Ended December 31, 2016

Support and Revenue
Grants and contracts $ 8,371,769
Other income 209,446
Support in kind and donations 2,465,486

Total Support and Revenue $11,046,701

Expenses
Program services:
Wages 2,865,156
Fringe Benefits 1,284,410
Contracts and Consultants 53,703
In Kind 2,465,486
Travel and Training 199,202
Occupancy 508,205
Supplies 496,268
Telephone 92,148
Equipment/Vehicles 298,126
Miscellaneous 65,695
Direct Program services 1,579,123
Insurance 26,156

Total Program Service Expenses 9,933,678

Supporting Services:
Management and General 1,004,852

Total Operating Expenses 10,938,530

Change in Net Assets 108,171
Net Assets, Beginning of Year 1,377,731
Net Assets, End of Year 1,485,902

Financial Audit of 2016 will begin in summer of 2017.
Most recent financial audit results - 2015 - no findings
**Revenue Sources for 2016**

Child & Adult Care Food Program - CACFP: $148,998  
Community Development Block Grant - CDBG: $23,192  
Community Services Block Grant - CSBG: $406,154  
Emergency Home Energy Assistance Program - Winter: $552,379  
Emergency Home energy Assistance Program - Summer: $132,152  
Federal Head Start: $5,601,632  
Home Weatherization Assistance Program: $733,836  
Housing Trust Fund: $111,145  
Home Energy Assistance Program - HEAP Admin.: $261,038  
Job & Family Services - Child Care Subsidy: $75,494  
Job & Family Services - Step Up to Quality: $45,403  
Non-Federal Match (In-Kind): $2,465,486  
Other Income (Misc. Program Income, Small Grants & Contracts): $183,862  
Second Harvest Food Bank: $6,650  
City of Wooster: $43,052  
Ohio Dept. of Transportation: $33,071  
United Way Wayne/Holmes: $26,000  
Utility Programs: $158,281  
Donations: $38,876

**2017 HEAD START BUDGET**

Proposed agency budget for 2017, supporting 160+ staff, includes the Head Start funding as follows:

Per the Improving Head Start for School Readiness Act of 2007, below is generally how CAW/M plans to use its Head Start grant funding of $5,487,453 for 2017:

- **Personnel costs** (include wages and fringe benefits) - $3,619,005
- **Non personnel costs** (include but are not limited to):
  - Contracts & Consultants - $23,429
  - Travel & Training - $127,461
  - Occupancy - $390,616
  - Supplies - $108,506
  - Telephone and Computer Service - $54,500
  - Equipment/Vehicle - $154,094
  - Liability Insurance - $23,291
  - Staff related - $13,320
  - Client Services - $88,129
  - Miscellaneous - $29,675
  - Admin/Indirect - $855,427
THANKS

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