The last year represents CAW/M’s 52nd year of service to the community and this annual report shares results that our dedicated staff has worked to deliver as well as how the families we serve have used the programs we offer to meet their challenges and build stable households. As our mission states: We strengthen the community through collaborations and services by promoting self-sufficiency, household stability and family and childhood education.

In reflecting on CAW/M’s activities in 2018, the overarching focus was collaboration - with other agencies, the private sector, public partners and university partners. The most ambitious project was tackling rural transportation in Wayne County - one of few counties in Ohio without public transit. The year began with the launch of a pilot to develop the City of Wooster’s Transportation Program to become more expansive and accessible by offering it free to City of Wooster residents who are low-income, seniors, have a disability, and veterans or active military. Under the management of CAW/M, the new design generated use due to the elimination of the gap in service time, an altered route that accommodated more residential areas, and an app that allows riders to track the bus location. There are six private sector transit and cab companies who joined the program, offering access to work opportunities, as well as medical, shopping, leisure and community activities.

The pilot allowed for six months to become sustainable, reaching its goal in three. Ridership increase by over 100%, with transit and on-demand service also increasing an impressive 102%. Recognizing that countywide access would be difficult without county subsidy, a focus remains on augmenting workplace access by leveraging ridership on multi-passenger vehicles. There are growing job opportunities, yet without transportation, many rural residents cannot even apply for better paying jobs. And, many of these individuals are the people we serve - finding living wage jobs out of reach due to lack of resources. Opening up that access remains a priority. An opportunity to research and explore that priority was presented with CAW/M partnered with Ohio State University to propose a model for taking rural transportation forward. That work has provided the momentum and community awareness to further explore and test that idea.

Another exciting program development was generated through a partnership with Community Legal Aid. CAW/M has devoted an office for Wayne County residents who are eligible for Legal Aid services to meet with an attorney remotely. This partnership will grow in 2019, as CAW/M hosts monthly clinics with Legal Aid on topics that challenge our customers and they can learn and apply solutions.

As we work to build successful momentum in 2019, we express gratitude to our communities and the people throughout them who contribute to CAW/M’s success, and even more importantly, to the success of the people we serve.

Greg Thomas  
CAW/M Board Chair

Melissa Pearce  
President/ CEO
MISSION:
We strengthen the community through collaborations and services by promoting self-sufficiency, household stability and family and childhood education.

Our Impact:
America’s Community Action Agencies embody our nation’s spirit of hope, change people’s lives, and improve Communities. We promote workable solutions that connect more families to opportunity and make America a better place to live for everyone.

Community Action Agencies:
• Connect individuals and families to approaches that help them succeed - including high quality education programs for children, job retraining for adults, stable and affordable housing for families, utility assistance for seniors, and so much more.
• Promote community-wide solutions to seemingly stubborn challenges throughout our cities, suburbs, and in rural areas - whether it’s the lack of affordable housing or the need to promote economic growth that benefits all families.
• Share expertise with national, state, and local leaders looking for evidence on what works to promote greater economic opportunity for children and families.
For 3 years, the Getting Ahead program has supported individuals, in Wayne County, on their path to self-sufficiency. In 2018, 31 individuals attended Getting Ahead with 93% of them graduating from the program. The Getting Ahead program works to enhance employment and developmental assets with ongoing life mentoring and peer support. Participants are offered opportunities to improve their financial decision making skills and to build financial goals. Getting Ahead focuses on social assets, by enriching supportive relationships with peers, family, as well as the community to assist participants in building resources for the future. Getting Ahead is a transformative experience that is uniquely designed by the participant, as they are the author of their own story. Below are some of those stories

“Getting Ahead opened my mind to class thinking. It helped me see my current position and made me determined to change it. I was able to set multiple goals and it facilitated the process to follow and achieve them.”

-Schey

With the support of local foundations, available to her after graduating from Getting Ahead, Schey enrolled into STNA school. She has since graduated and is working in the industry.

“I joined the Getting Ahead class 5 months after moving to the United States with my family. My biggest challenge was understanding the social and financial structures of my new community. The class opened my eyes to the ‘hidden rules’ of social class and the financial literacy classes were absolutely pivotal in helping me make informed financial decisions for my family. “

-Olufemi

Upon graduating from the Getting Ahead program, Olufemi applied to become the Getting Ahead Coordinator as he had a passion for the class and for teaching. Olufemi has been Community Action Wayne/Medina’s Getting Ahead Coordinator since August of 2018.
The Wooster Transportation Program underwent a number of changes that allowed it to provide 47,456 rides in 2018. The income requirement for people 62 and older, Veterans, and active military personnel was waived, opening it to people who might otherwise not qualify. The entire cost of Wooster Transit passes was subsidized through the program, and a paratransit service was added to provide transportation for people in wheelchairs or walkers who were not able to board the regular bus on the route. In addition to this, Wooster Transit eliminated the gap in service during the day and provided an altered route.

The year started with 545 members and closed with 1,101 members. That is an increase of 556 people. Of these new members, 33 were Elderly, 65 were disabled and 458 were non-disabled. In 2018, 4,927 work/education rides were provided inside the Wooster City limits and 669 work/education rides were provided up to 3 miles outside of the Wooster City limits. There were 21,041 on-demand wheelchairs rides and 191 wheelchair rides provided.

Thanks to these changes ridership on Wooster Transit skyrocketed with 20,112 rides being provided. Through a partnership with the Community Action Wayne/Medina, the City of Wooster, the Wooster Area Boys and Girls Club and the Wooster Transit 500 rides were provided to youth enrolled in the Wooster Area Boys and Girls Club Summer Program.

The partnership with the City of Wooster also allowed for the leveraging of funds for Community Action’s Free Transportation Program with 432 rides being partially funded for Wooster Transportation Program-eligible clients.

The Free Transportation Program in 2018 provided 657 benefits to Wayne County residents which resulted in 1,456 rides, of which 660 were medical-related. Medical rides to sites outside of Wayne County were funded through grants from the Austin-Bailey Health and Wellness Foundation and the North Canton Medical Foundation. Thanks to these programs 144 trips were provided to 67 people.

**Employment Transportation Project**

As noted in the Fund for Our Economic Future’s report “The Geography of Jobs”, “…both human resource development and business development depend on connectivity between jobs and workers.” The report notes that without this connectivity, “…trained workers may not be able to get to jobs; and employers may not be able to find the people they need to expand production and grow their business.” Moreover, access to jobs is vital to giving people the opportunity to succeed.
Housing & Economic Assistance

The energy services department provides service to low income qualified homes with the Home Weatherization Assistance Program (HWAP). This year CAW/M received the HWAP Enhancement Grant which leverages and supplements the HWAP grant. Allowable projects under the enhancement funds include small roof repairs, repair/replace the furnace, replace knob and tube wiring, and ventilate the home as deemed necessary by the ASHRAE 62.2 standard. In addition CAW/M partners with the major utilities - Dominion Gas: HouseWarming, Columbia Gas: WarmChoice, AEP: AEP Community Assistance Program (CAP), and First Energy: Community Connections. In addition to HWAP, all of these programs can be used to insulate homes, to create a lesser energy burden on low income communities. These programs, when available, can be leveraged together so that homes can be made as energy efficient as possible through insulation, furnace upgrades, lighting upgrades, refrigerator replacements, and other minor repairs that can improve the air quality inside the home.

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>80</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 - Warm Choice</td>
<td>8</td>
</tr>
<tr>
<td>Dominion Gas - Housewarming</td>
<td>80</td>
</tr>
<tr>
<td>First Energy – Community Connections</td>
<td>63</td>
</tr>
<tr>
<td>American Electric Power (AEP)</td>
<td>41</td>
</tr>
<tr>
<td>Home Energy Assistance Program (HEAP)</td>
<td>4386</td>
</tr>
<tr>
<td>HEAP Summer Crisis Cooling Program</td>
<td>650 AC and/or Fans</td>
</tr>
<tr>
<td>HEAP Winter Crisis Heating Program</td>
<td>1795</td>
</tr>
<tr>
<td>PIPP Plus Applications</td>
<td>5154</td>
</tr>
</tbody>
</table>

“Community Action together with a wonderful staff and its programs has played a vital role in allowing me to find a path back to a healthy and successful life style.”

CAW/M Client
The programs within the Energy Assistance Department help support and stabilize individuals and families with their financial and housing concerns.

The Home Energy Assistance Program (HEAP) prevents households from having a disruption to energy service, restore disconnected services and/or to secure seasonal heating and cooling energy needs through the Winter Crisis and Summer Crisis programs. Households may also qualify for the Percentage of Income Payment Plan (PIPP+), which is an income-based payment arrangement for regulated utility companies.

In addition, CAW/M provides assistance with car repairs, transportation, free plant program and has trained counselors through the Ohio Benefit Bank for tax preparation. CAW/M collaborates with other organizations and businesses within the community including social service agencies and volunteers.

CAW/M’s Rittman Food Pantry provides households with approximately a 3 to 5-day supply of food. A partnership with A Whole Food Community, Inc. supplies a variety of fresh produce through a food rescue initiative to all Wayne County CAW/M sites as well as being incorporated into Head Start meals. In 2018, approximately 6,180 lbs. of produce were distributed through CAW/M.

**Economic Assistance Programs**

<table>
<thead>
<tr>
<th>Units of Service by Program</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation Assistance</td>
<td>2248</td>
</tr>
<tr>
<td>Car Repairs</td>
<td>68</td>
</tr>
<tr>
<td>Free Tax Preparation Services - $937,937.00 refunds</td>
<td>730</td>
</tr>
<tr>
<td>Emergency food at CAW/M Rittman Food Pantry</td>
<td>257</td>
</tr>
<tr>
<td>City of Wooster Transportation Program</td>
<td>47,359</td>
</tr>
<tr>
<td>Seeds &amp; Plants Program</td>
<td>180</td>
</tr>
<tr>
<td>Getting Ahead Self-Sufficiency Program</td>
<td>31</td>
</tr>
<tr>
<td>Total Financial Savings Opportunities Accessed By Low-Income Residents in 2018</td>
<td>63,141</td>
</tr>
</tbody>
</table>
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 a minimum of 10% of Head Start enrollment set aside for children with disabilities, emphasis on developmental growth includes partnerships with Help Me Grow, local school districts, and Preschool Special Education programs.

Advancing early childhood development and education has both short- and long-term benefits. In the immediate term, our 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 2018, 137 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. Parents are promoted as their child’s first teacher and nurturer. CAW/M supports families in this role by offering Conscious Discipline for Parents Curriculum meetings. Conscious Discipline for Parents educates parents on effective parenting techniques that include: choices, assertiveness, composure, encouragement and positive intent. CAW/M implemented the curriculum in September of 2017. 127 parents actively participate. 2,284 opportunities were given, in 2018, to parents to learn about Conscious Discipline through handouts, home visits and one on one education.

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 2017-18 schoolyear, parents have provided 220 hours of Policy Council time, 111,052 hours of volunteer time, 13,431 hours were completed by Family Visitors doing home visits and socializations with families and an average of 1,303 instructional hours per child in our center based programs.

CAW/M has established School Readiness Goals, and uses The Creative Curriculum®, Growing Great Kids, The Teen Pregnancy Curriculum, Learning Games®, A Partnership for a Healthy Baby Curriculum®, and Conscious Discipline® to achieve those goals. TS Gold®, HOVRS, and CLASS™, all assessment tools, determine the quality of instruction in the classroom and home 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 on-going observations.

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. 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 2018 - 119 trained - 143 Car Seats Provided
Preschool and Early Head Start Programs are supported by Federal Head Start funds, Child and Adult Food Care Program and local funding through in-kind service all combined for comprehensive early childhood services.

In March 2018, CAW/M’s Head Start and Early Head Start programs underwent a week-long federal review which looked at all areas of the program. No areas of non-compliance were found. Also in March 2018, the Office of Head Start conducted a CLASS review of all centers. This review focuses on teacher-child interactions and classroom quality. All classrooms observed exceeded the federal base and exceeded previous scores in all domains of emotional support, classroom organization and instructional support.

**Average Monthly Enrollment**

<table>
<thead>
<tr>
<th>Program</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Start</td>
<td>99%</td>
</tr>
<tr>
<td>Early Head Start</td>
<td>98.59%</td>
</tr>
</tbody>
</table>

**Children and Family Served**

- Head Start (433)
- EHS (288)
- EHS Pregnant Women (24)

**Program Options**

- Head Start Full Day (153)
- Head Start Part Day (196)
- Head Start Home Base (24)
**Head Start/Early HS**

### Percentage of Income-Eligible* Children Served

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Head Start</td>
<td>30%</td>
</tr>
<tr>
<td>Early Head Start</td>
<td><strong>29.40%</strong></td>
</tr>
</tbody>
</table>

*Income-eligible families living within the two-county area. This reflects percentage of eligible children served by Head Start.

### Percentage of Enrolled Children Who Received Medical Exams

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<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Head Start</td>
<td>100%</td>
</tr>
<tr>
<td>Early Head Start</td>
<td>98%</td>
</tr>
<tr>
<td>Average</td>
<td>99%</td>
</tr>
</tbody>
</table>

### Percentage of Enrolled Children Who Received Dental Exams/Screenings

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<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Head Start</td>
<td>75%</td>
</tr>
<tr>
<td>Early Head Start</td>
<td>98%</td>
</tr>
<tr>
<td>Average</td>
<td>87%</td>
</tr>
</tbody>
</table>
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 ongoing observations. These scores reflect overall readiness and many children exceed readiness scores whereas those who enroll in preschool late, have developmental challenges or other obstacles score lower. Even so, those children greatly benefit from the opportunity to grow and increase school readiness.
Financial Activity

Statement of Activities and Changes in Net Assets (unaudited)
For the Twelve Months Ended December 31, 2018

Support and Revenue
Grants and contracts 9,017,856
Other income 227,621
Support in kind and donations 1,924,687

Total Support and Revenue 11,170,164

Expenses
Program services:
Wages 3,280,159
Fringe Benefits 1,238,413
Contracts and Consultants 48,708
In Kind 1,865,488
Travel and Training 187,325
Occupancy 520,203
Supplies 655,310
Telephone 96,280
Equipment/Vehicles 283,644
Staff Related 17,447
Miscellaneous 56,167
Direct Program services 1,856,245
Insurance 20,253

Total Program Service Expenses 10,125,642

Supporting Services:
Management and General 899,091

Total Operating Expenses 11,024,733

Change in Net Assets 145,431
Net Assets, Beginning of Year 1,357,526
Net Assets, End of Year 1,502,957

Financial Audit of 2018 will begin in summer of 2019.
Most recent financial audit results - 2017 - no findings.
Revenue Sources For 2018

Child & Adult Care Food Program - CACFP: $196,293
Community Development Block Grant - CDBG: $17,619
Community Services Block Grant - CSBG: $383,592
Emergency Home Energy Assistance Program - Winter: $643,093
Emergency Home Energy Assistance Program - Summer: $86,838
Federal Head Start: $6,271,181
Home Weatherization Assistance Program: $875,225
Housing Assistance Program: $63,950
Home Energy Assistance Program - HEAP Admin.: $316,255
Job & Family Services - Child Care Subsidy: $43,893
Non-Federal Match (In-Kind): $1,865,488
Program Income: $225,474
Other Income (Misc. Income, Small Grants & Contracts, Interest, United Way): $85,909
Second Harvest Food Bank: $5,500
City of Wooster: $254,594
Ohio Dept. of Transportation: $56,561
Utility Programs: $211,339
Donations: $59,199

2019 Head Start Budget

Proposed agency budget for 2019, 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 $6,232,347 for 2019, which includes CACFP and JFS Child Care subsidy:

Personnel costs (include wages and fringe benefits) - $4,228,095
Non personnel costs (include but are not limited to):
  - Contracts & Consultants - $41,720
  - Travel & Training - $147,869
  - Occupancy - $373,540
  - Supplies - $108,322
  - Telephone and Computer Service - $68,522
  - Equipment/Vehicle - $66,105
  - Liability Insurance - $12,158
  - Staff related - $23,200
  - Client Services - $203,157
  - Miscellaneous - $28,854
  - Admin/Indirect - $930,805
# Gifts

## Donor-$250+
- Applied Energy Products
- Rex & Sandy Gasser
- Dr. Heather Fitz-Gibbon
- Jacob & Kathryn Dodson
- Jessika Walton

## Supporter-$100+
- John Cameron
- Mary Eberhart
- Terry Ewing
- Joan Fury
- Amelia Hagen
- Kathryn & Dennis Helmuth
- Mattie Jones
- Tom Marting
- Linda Miller
- Louise Miller
- Tim & Yvonne Monea
- Felicia Mutnansky
- Melissa Pearce
- Steve & Cheryl Shapiro
- Jan Steinbrenner
- John Stoffer Jr.
- Greg Thomas

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- Leo Klise Jr.
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- Beth Martin Mueller Lubell
- J.D. & Arlene Milliken
- Duane Rahz
- Sam Rakich
- Kristin & Justin Smith
- Randall Snure
- William Sigler II
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- Theil Family Trust

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Thanks

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Wendy High
Wayne Co. Location: 905 Pittsburgh Avenue ● Wooster, OH 44691 ● 330.264.8677
www.cawm.org
Medina Co. Location: 799 North Court St. ● Medina, OH 44256 ● 330.723.2229