

# *Preparing for a new tomorrow*



2015 **ANNUAL REPORT**



## TO THE STAKEHOLDERS OF WEAVER INDUSTRIES...

As I write this letter to you, I find myself reflecting on the past year, searching for a word to describe what has been happening at Weaver Industries. The word “change” keeps resonating in the back of my mind; we are operating in a time of unprecedented change.

The landscape of service delivery is evolving. As Executive Director, Jeff Johnson, has discussed in this annual report, there are many external forces affecting the way we provide services to individuals with disabilities. A changing environment is uncomfortable, especially when you are

John F. Kennedy wrote, “*Change is the law of life and those who look only to the past or present are certain to miss the future.*”

I believe with change comes opportunities. It is when thinking about the opportunities for the future of the stakeholders of Weaver Industries that I get excited. As we move into the coming year, Weaver will continue to expand its business divisions and grow our capabilities to provide the services necessary to support our clients and assist them in accomplishing their vocational goals.

The Board of Directors for Weaver Industries is excited about the future and the opportunities for growth it

***“Change is the law of life and those who look only to the past or present are certain to miss the future.”***

the one going through it. It feels uncertain and, sometimes, downright scary.

presents; and we remain committed to Weaver’s mission of creating meaningful and fulfilling employment opportunities for those individuals we serve.

**Mark Ohlinger, President  
Weaver Industries Board of Director**



**Over the past several months, many influences have come into play that will greatly affect how services will be delivered to Ohioans with disabilities.**

Jeffrey S. Johnson, Executive Director, Weaver Industries



The recent ruling by the Centers for Medicare and Medicaid (CMS) mandating that County Boards of Developmental Disabilities provide “conflict-free” case management has obligated the County of Summit Board of Developmental Disabilities (Summit DD) to implement a strategy to divest of all direct care services – including all workshop and habilitation services, as well as all transportation services – by the end of 2019.

What this means is that the hundreds of individuals who are receiving direct care services from Summit DD must find new direct care providers.

In an era where the emphasis is to assist individuals with disabilities to find less segregated work environments and, ideally, move into competitive employment, the decision to expand Weaver’s facility-based workshop services has been a difficult one.

However, after much contemplation, we believe that it will take longer to establish the systems, resources and supports necessary to place individuals with disabilities into competitive employment positions than Summit DD’s timeline for closing workshops. This potentially could leave individuals with disabilities, and their families, without day service programming. Weaver Industries is not willing to take that risk.

***Therefore, Weaver has decided to follow a multi-pronged path:***

*We are currently pursuing CARF accreditation, which will allow us to offer job development services by 2018. For those individuals with disabilities who want to work in the community, Weaver will leverage our business relationships to help develop appropriate employment opportunities.*

*For those individuals who are interested in the vocational services offered through one of Weaver’s business divisions (EarthCare, ProPak, SecurShred*

*and TruClean), we will continue to expand those business divisions so that slots are available.*

We can clearly see that there is a transformation underway in our industry with a deluge of uncertainty caused by local, state and federal changes. However, Weaver Industries remains steadfast in our commitment to provide vocational training opportunities to adults with disabilities. We will continue to support these individuals – whether they choose a path to competitive employment or an ongoing career receiving training and supports from Weaver Industries – and empower them to achieve their vocational goals!

*Sincerely,*

*Jeffrey S. Johnson,  
Executive Director, Weaver Industries*



# 2015

It's been a remarkable year for Weaver Industries, abuzz with many activities that have led to change and opportunities for our industry, our agency and the people to whom we provide services.

At Weaver, we believe that it is our responsibility to understand the needs of our clients and to translate that understanding into the services necessary to support them and empower them to achieve vocational success, however that success is defined.

Because for each person, success is different. For one person, success may be an independent placement in the community, such as it is for Brady Bartley (see page 5). For another person, it may be as simple as the comfort and security of having

a place to go each day – with work they like doing and people they enjoy being with – and the dignity that comes with earning a paycheck.

Because of this, Weaver is continually seeking innovative ways to increase the number, and variety, of employment opportunities for individuals with disabilities.

This past year, Weaver ProPak, our packaging and assembly division, earned ISO 9001:2008 certification from the International Standards Organization (see page 6). This certification validates ProPak's commitment to quality and gives ProPak a more competitive edge when pursuing national contracts, such as those offered through SourceAmerica and the AbilityOne Program.

Also in 2015, Weaver EarthCare doubled the number of positions available to individuals with disabilities when they were awarded the contract from the State of Ohio to provide grounds maintenance services to the Camp Ravenna Joint Military Training Center (see page 7).

We would be remiss if we did not acknowledge the support we receive from the community-at-large. Over the years, we have been very fortunate to be involved with many individuals and organizations who have our best interests at heart.

This is quite evident in our recent collaboration with Copley High School (see page 8), where students spent months working with ProPak to develop a machine that increased efficiency by mechanizing a manual assembly process. This machine

enables a greater number of individuals with disabilities to complete this particular job for one of our major production customers.

The growth and success of Weaver Industries is due to the collective effort of so many. As we pave the way to meet the challenges of our constantly changing industry, we appreciate the dedication and support we've received from all our stakeholders – including our staff, our clients, our board members, our business division customers and our provider partners – and we are excited to see what we will accomplish in the coming months!





**EMPLOYEE PROFILE:**  
**Brady Bartley**  
(formerly with  
Weaver ProPak)

### **Although he's barely 21-years-old, Brady Bartley has accomplished much of which to be proud!**

Prior to graduating from Cuyahoga Falls High School in June 2014, Bartley held a part-time job for a promotions company.

He worked there for about a year in a position that required him to stand outside stores holding promotional signs advertising sales or store closings.

"It was good money for what I actually did," he said. "They paid me \$10 an hour to pretty much just stand there. I'd wear my headphones and listen to my music as I walked

him with the right amounts of both solitude and interaction with co-workers. Plus, he told us (grinning), he gets ample opportunities to work as much overtime as he wants!

Bartley currently rents a house, but hopes to save enough money to one day buy some property of his own. And he'd like to get his driver's license and maybe one day buy a motorcycle. He's hoping that the additional money he earns working overtime at Jo-Ann's will help him achieve both of these goals.

"I really liked working at ProPak," said Bartley. He feels that his assembly-line work experience has helped him in

## **Weaver ProPak – A Step Along The Road To Competitive Employment**

back and forth with the sign. When it snowed, though, it could get pretty cold. That was the bad part. The first thing I'd do when I started my shift was walk back and forth in the snow to clear myself a path; then I'd use the sign I was holding to help block the wind."

Once he graduated from high school, though, Bartley decided he needed a job that would not only get him out of the elements, but help him gain more "real-world" job experience. Through his County of Summit Board of DD Service and Support Administrator, Bartley learned about an opening at Weaver ProPak (ProPak) and he began working at ProPak's Cuyahoga Falls location in July 2014.

At ProPak, Bartley worked on an assembly line performing light product assembly, kitting and packaging jobs. He liked the element of repetition inherent in assembly work, as well as the variety that came when they'd switch from one product to another.

In October 2015, Bartley left ProPak to take a position as a warehouse worker in the distribution center at Jo-Ann Fabric and Craft Stores' Hudson location. The only reason he left ProPak, he said, was because he wanted a job where he could work more hours to earn more money.

In the distribution center, Bartley is responsible for moving cases, boxes and pallets from one area of the warehouse to another. He likes his current job at Jo-Ann's. It provides

his current position. "(At ProPak) I learned things like how work flows from one point to another and that everyone's contribution is important. I learned the importance of maintaining a schedule. Regular attendance and being on time are important; they can have an effect on what everyone else is doing."

When asked if there was anything he did not like about working at ProPak, Bartley said it was the commensurate hourly wage system. Although he understands why the system is currently in place there, Bartley believes that it is a matter of dignity and self-worth that every person makes at least minimum wage, regardless of his or her abilities. "I know of people who receive "assistance" who are able-bodied and able to work, but don't. I think if a person makes the effort to get a job, makes the effort to get to work on time every day, and makes the effort to work the best they can, they should, at the very least, earn minimum wage." Bartley hopes that one day his view will be a reality.

Sometimes, though, he misses working at ProPak. "All the people there were awesome – my coworkers and the supervisors. I still keep in touch with some of my co-workers. There are times I wish I still worked there because I miss a lot of the people I worked with."





## Weaver ProPak Obtains ISO 9001:2008 Certification

In August 2015, **Weaver ProPak** was certified as **ISO 9001:2008** compliant after a thorough analysis of its quality systems by Perry Johnson Registrars, Inc., an independent third-party registrar.

ISO 9001:2008 is the latest and most rigorous of the 9001 standards set by the International Organization for Standardization (ISO) and provides numerous requirements that must be met in order to receive certification, including:

- *Adhering to a set of procedures that cover all key processes in the business*
- *Monitoring processes to ensure they are effective*
- *Maintaining adequate records*
- *Checking output for defects, with appropriate corrective action when necessary*
- *Regularly reviewing the quality system itself for effectiveness*
- *Facilitating continual improvement*

Receiving this certification from an industry-recognized third-party registrar assures Weaver ProPak customers that they are partnering with a company that embraces the concept of quality through continual improvement and understands the ultimate goal of continued customer satisfaction.

ProPak celebrated this success by bringing all its employees together at the Tallmadge location for a pizza party and distributing “ProPak ISO-certified” shirts to every one of them!





***Camp Ravenna Joint  
Military Training Center  
(CRJMTC) awards contract  
to Weaver EarthCare***

In October 2015, EarthCare began work on the contract to provide clearing, mowing and other grounds maintenance services at the Camp Ravenna Joint Military Training Center (CRJMTC) in Portage and Trumbull counties, Ohio.

In general, tasks consist of mowing along the Camp's perimeter fence, interior fences, roadsides, around buildings and associated improved areas, power line right of ways, large open grassland areas that are used for training, non-duded range impact areas, and grasslands managed as wildlife habitat.

The mowing includes both weekly finish mowing in cantonment and other occupied areas and periodic rough mowing/brush-hogging of some areas. Several areas at Camp Ravenna are designated grassland habitats; these areas are managed by periodic mowing, disking and/or burning.

Camp Ravenna comprises approximately 21,500 acres. The contract held by EarthCare is approximately 3,590 acres with approximately 150 acres mowed weekly.







## Copley High School partners with Weaver ProPak to win SourceAmerica High School Design Challenge

Partnering with Weaver ProPak, a team of students from Copley High School placed first in the SourceAmerica Design Challenge for their device called the FOMO Nozzle Machine – affectionately referred to as “The Machine”! The Machine is a 200-pound apparatus on wheels that has a rotating wooden deck. The deck carries plastic nozzles and spiral inserts, which have been loaded by hand, through an air-pressured cylinder that presses them together.

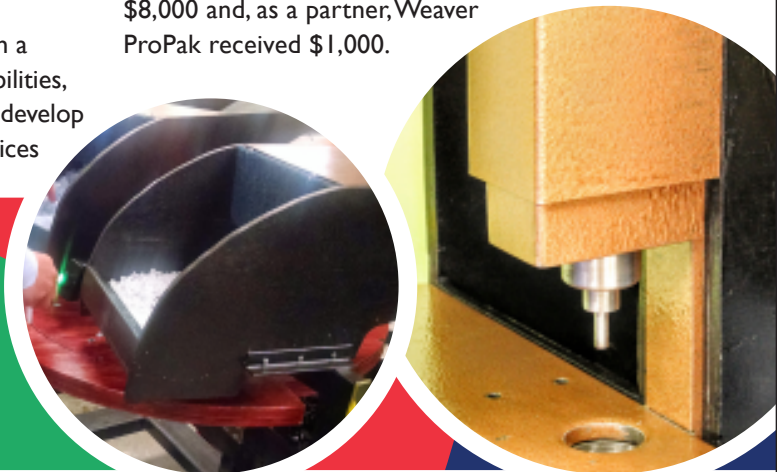
Each nozzle, the students measured, takes the average ProPak employee 16 seconds to assemble using a block of wood and a blunted screwdriver.

Not every employee has the dexterity to assemble the parts, which, when applied to the end of a dispenser, mix chemicals at the point of contact. The machine cuts the nozzle assembly time in half, doubling production, and turns demanding labor into an easy button-pushing process that almost any ProPak employee can do.

The annual SourceAmerica Design Challenge is a national engineering and technology competition that provides a unique approach to address employment issues faced by people with disabilities. High school teams partner with a nonprofit, which employs people with disabilities, to identify a workplace challenge and then develop devices to address those needs. These devices

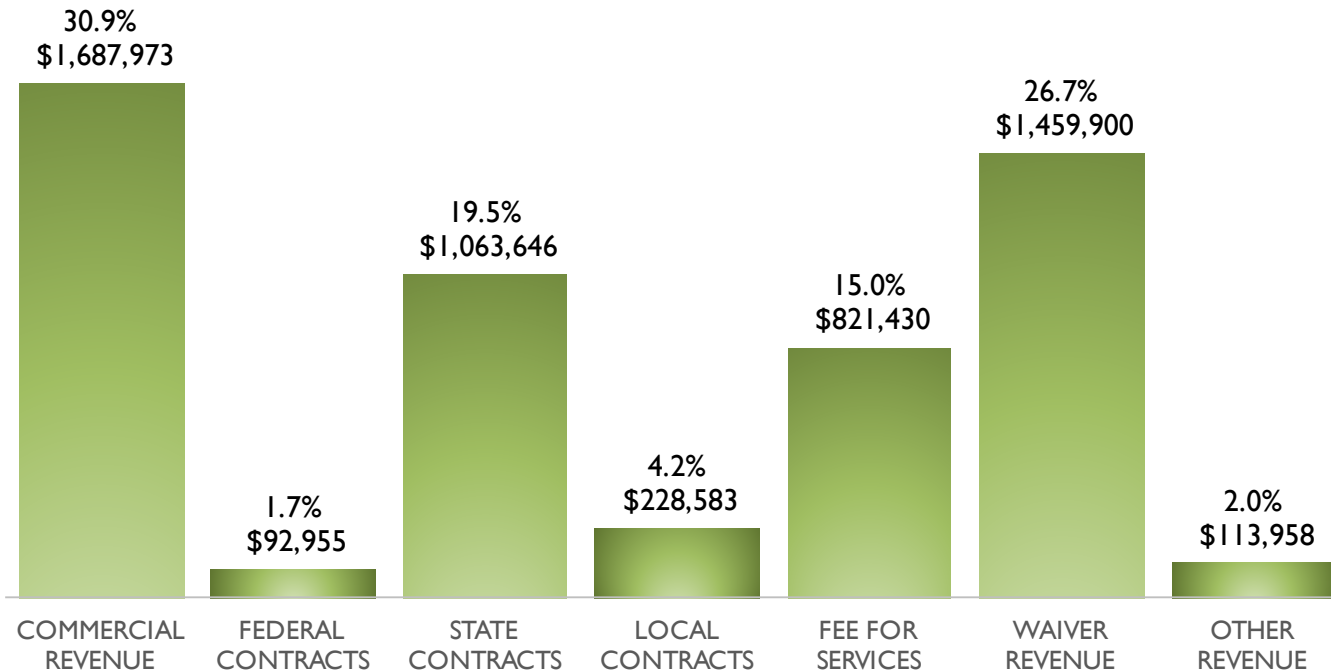
help nonprofits secure contracts, enabling them to provide more employment opportunities for people with disabilities.

In February, five finalist teams, including Copley, were invited to present their projects in Washington, D.C. for a panel of judges and the public. ProPak employees Eric Harris and Justin Imhoff accompanied the Copley team to the competition. As the winners, the Copley students were awarded \$6,000, their school \$8,000 and, as a partner, Weaver ProPak received \$1,000.





# WEAVER INDUSTRIES 2015 FINANCIAL HIGHLIGHTS



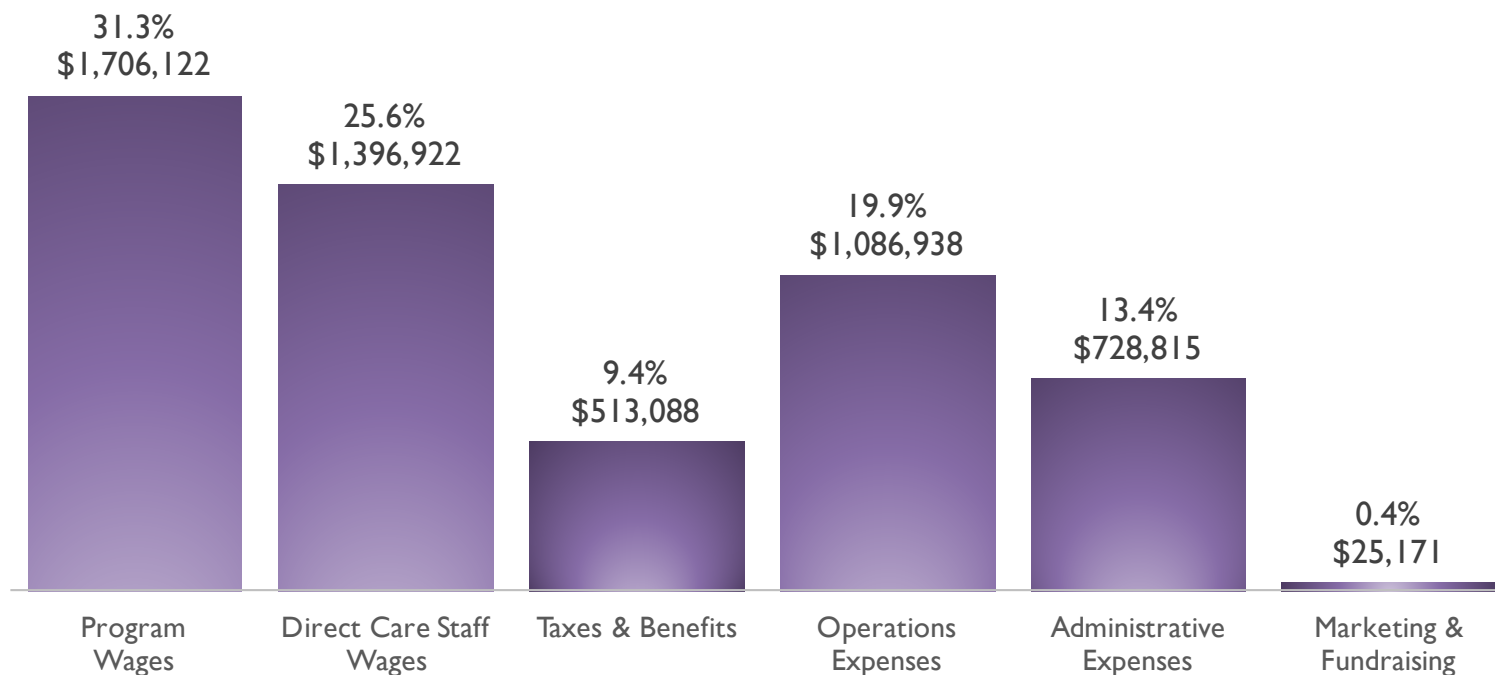
**Revenue has grown 34% since 2011**

**Over 87% of Revenues are spent directly on Programs at Weaver Industries**

*Notes: Complete audited financial statements can be obtained by request.*

## 2015 TOTAL REVENUE = \$5,468,445

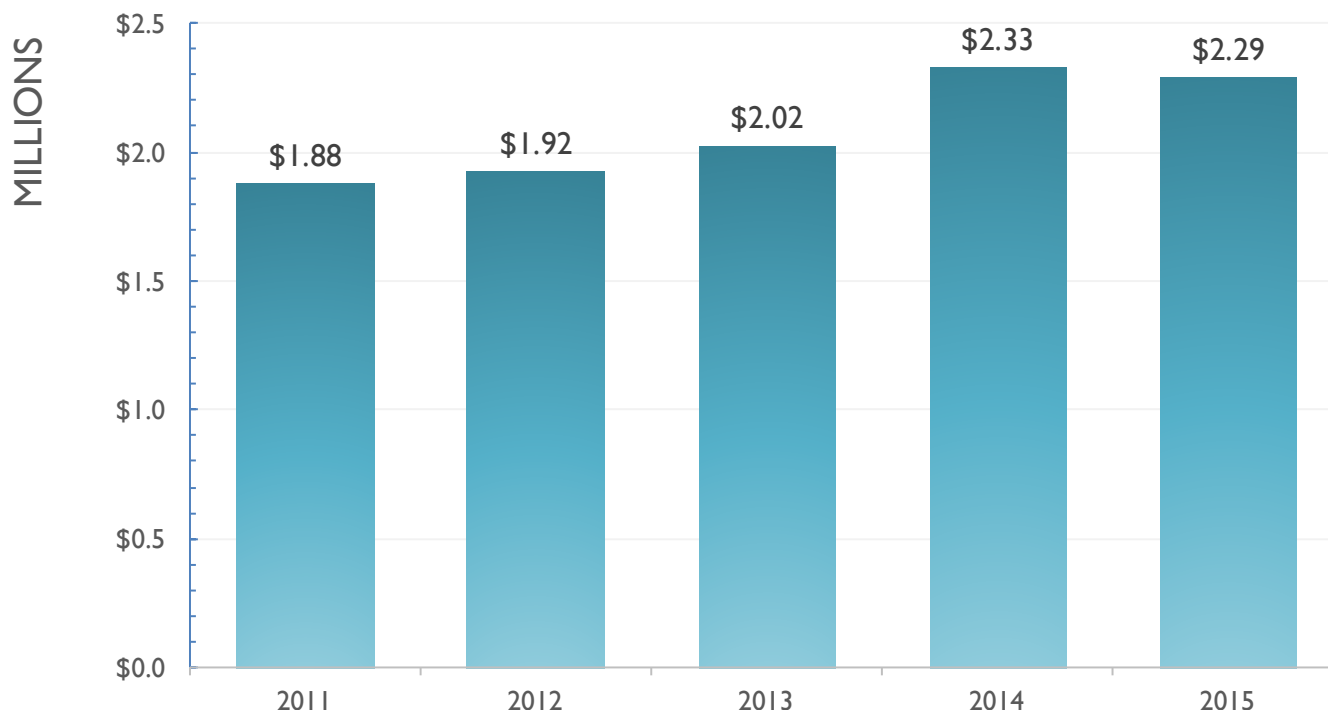
# WEAVER INDUSTRIES 2015 FINANCIAL HIGHLIGHTS



***Experience: Celebrating 45 years of dedicated service to adults with disabilities; we are here for the long-term with financial stability and accomplished services.***

## 2015 TOTAL EXPENSES = \$ 5,457,056

# WEAVER INDUSTRIES 2015 FINANCIAL HIGHLIGHTS

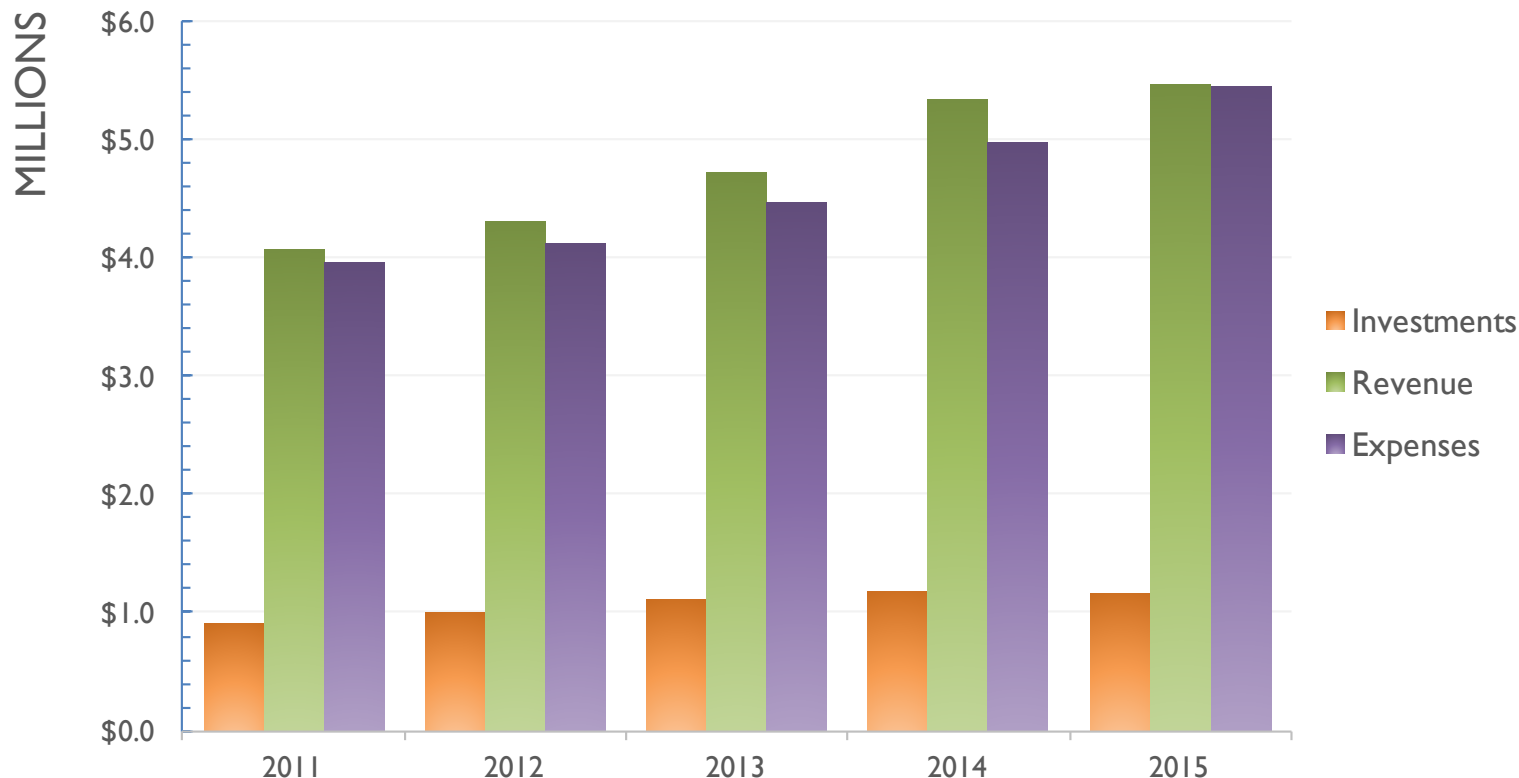


***Dedicated Staff: Committed to the people we support, our direct service staff and management average tenure is over four years.***

## TOTAL NET ASSETS, UNRESTRICTED



# WEAVER INDUSTRIES 2015 FINANCIAL HIGHLIGHTS



***Low Staffing Ratio: Weaver Industries has consistently maintained a maximum of 1:8 staff-to-client ratio while providing quality services.***

## SUSTAINABILITY - INVESTMENTS, REVENUE & EXPENSES

## WELCOME **NEW BOARD MEMBERS**

### TERRY FERCANNA



Terry Fercana joined Environmental Design Group in 2014 as the Director of Business Development, bringing with her more than 30 years of communications, marketing and business development experience. She has held similar positions at other organizations – including Akron General, Hasenstab Architects and Karpinski Engineering – establishing relationships throughout Ohio, Pennsylvania and New York, with a special emphasis on health care and higher education. She holds a Bachelor of Science in advertising from Kent State University.

Terry resides in Munroe Falls. In her spare time, she enjoys making jewelry, attending art shows and spending time with family and friends. She is an active parishioner at St. Bernard Church in downtown Akron, serving as a Eucharistic minister for more than 20 years.

Long-time areas of special interest include services to the elderly, the homeless and those who have disabilities. According to Terry, “Being part of the Weaver Industries’ board gives me an opportunity to balance professional experience with personal objectives – serving the community in a meaningful way by helping Weaver continue its longstanding and well-respected mission of helping individuals with developmental disabilities.”

# HELPING WEAVER CONTINUE ITS WELL-RESPECTED MISSION.

## WELCOME **NEW BOARD MEMBERS**

### CHRISTINE KEMMERLING



Christine Kemmerling has been with Swagelok Company since 1996 and is currently a Director in Customer Service. She has held a variety of leadership positions during her tenure, including roles in customer and technical service, communications, continuous improvement and process development. From 2012 to 2015, Christine served as Swagelok's Director of Corporate Communications, managing internal and marketing communications strategy. She has served on several strategic committees, including the company's Strategic Risk Committee and the Organization Change Leadership team during Swagelok's recent SAP implementation. Christine holds a bachelor's degree in English from Bloomsburg University and a Master of Arts in Education from Arcadia University, both in Pennsylvania.

Christine and her husband, Mark, enjoy raising their children in Northeast Ohio. Previous board experience includes Smiles with Style, a small start-up non-profit helping children suffering from illness or injury in the hospital. She is also a volunteer with the Girl Scouts, actively co-leading her daughter's Junior troop.

Christine appreciates the opportunity to serve on the board and looks forward to helping the organization adapt to changes in legislature and offer employment and developmental opportunities to individuals with disabilities.

# LOOKS FORWARD TO HELPING WEAVER ADAPT TO CHANGES IN LEGISLATURE.



## WELCOME **NEW BOARD MEMBERS**

### ROBERT MAGUIRE



Robert Maguire, as principal of Maguire Legal Group, has provided legal services to individuals and businesses for more than 40 years. In addition to his legal practice, Bob is an adjunct professor for law students at The University of Akron School of Law and for BA students at Kent State University. He holds a Juris Doctor from the University of Akron and a Bachelor of Applied Science in history from California State University.

A Tallmadge resident since 1971, Bob has always been community-minded. He serves as a trustee for both the Tallmadge Library Association and the Tallmadge Historical Society. He is a past vice president for the Tallmadge Chamber of Commerce and a past president of the Tallmadge City Council. Bob and his wife, Deb, have two adult sons, four grandchildren and a Labrador retriever.

Bob has always admired Weaver Industries' mission and structure – a non-profit organization that helps individuals with disabilities operating with many of the characteristics of a for-profit company. Bob is honored to serve on the board of Weaver Industries and has found it to be very rewarding.

# HAS ALWAYS ADMIRERD WEAVER INDUSTRIES' MISSION AND STRUCTURE.

## WEAVER INDUSTRIES 2015 BOARD MEMBERS



**Dave Abdallah**  
Bridgestone Americas  
Tire Operations



**Terry Fercana**  
Environmental Design  
Group



**Andrea Gauding**  
Insurance Board



**Debbie Gorbach, CPA**  
Akron General  
Health System



**Philip Hann**  
Apple Growth Partners



**Christine Kemmerling**  
Swagelok



**Robert Maguire**  
The Maguire Legal Group



**Henry J. Inman**  
Goldfinch  
Communications, Inc.



**Mark Ohlinger**  
Hasenstab Architects  
(Retired)



**Moira Pietrowski**  
Roetzel & Andress

## INTRODUCING

Richard (Rick) Abramowski, Operations Manager, Weaver SecurShred



Rick Abramowski brings 20 years of progressively responsible experience in document management to the position of operations manager. A hands-on manager with a proven ability to influence key stakeholders and establish a cooperative climate, Rick's exceptional interpersonal and organizational skills have proven invaluable to SecurShred.

Rick holds a Bachelor of Technology from Kent State University. He resides in Hiram Township with his wife, Mindy, and children, Jacob and Katie. In his spare time, Rick enjoys camping and riding ATVs.

Since joining the SecurShred team, Rick has discovered that working with people with disabilities brings another level of challenge and enjoyment to the document management field and he has learned to thrive in the ever-changing environment of this business. Rick looks forward to his future with SecurShred and is eager to support Weaver's mission to provide employment opportunities to people with disabilities.



## INTRODUCING

**John J. Moll,** *Operations Manager, Weaver ProPak*



John Moll began his career with Weaver Industries in February, bringing with him 12 years of supervisory and operations management experience from varied arenas such as industrial cleaning and rubber and adhesive extrusion. These diverse positions allowed Moll to not only work in most of the United States, but to extensively travel abroad to such countries as France, Italy, Greece and Oman. Moll is a graduate of Jackson High School (Massillon, Ohio) and attended Stark State Technical College where he studied Fire Science. He currently resides in Massillon with his wife and son.

He is very proud to be a part of Weaver Industries' mission. His passion for business is only superseded by his passion to make better lives for all of his fellow Weaver Industries employees.

## INTRODUCING

Kevin Werthmuller,

Human Resources Director, *Weaver Industries, Inc.*



Kevin Werthmuller, a military veteran with 17 years of experience in the United States Coast Guard, joined Weaver Industries in September as our director of human resources. Kevin has extensive experience in the areas of onboarding, training and development, employee relations, benefits and labor law, budget management and benefits coordination. He holds a Master of Business Administration in Human Resource Management from Trident University International and a Bachelor of Arts in Psychology from Columbia College. Kevin currently resides in Medina with his wife, Jennifer and their three sons.

# WEAVER INDUSTRIES MANAGEMENT TEAM



**Jeff Johnson**  
Executive Director



**Dan Brainard**  
Employment Services Director



**Joe Buit**  
Production Services Director



**Mike Crouse**  
Controller



**Jack Skinner**  
General Manager - SecurShred



**Kevin Werthmuller**  
Human Resources Director

