

WEAVER INDUSTRIES

MOVING FORWARD

Weaver Industries
2017 Annual Report



Who We Are

Weaver Industries was founded in 1971 as a 501(c)(3) non-profit organization providing individuals living with disabilities vocational training and employment opportunities. The Weaver name stems from Carlene Weaver, a strong supporter for individuals with disabilities, who was instrumental in improving the lives of many people in Summit County by advocating for meaningful vocational opportunities.

Vision Statement

Inclusive communities that value and respect all people, regardless of their abilities.

Mission Statement

Our mission is to maximize the independence and personal fulfillment of individuals with disabilities through community, business and family partnerships. We provide this through vocational training and employment opportunities.

Person-Centered Statement

Weaver Industries—through a process of ongoing collaboration, listening and learning—serves individuals with disabilities by identifying opportunities that are specific to their needs and inclusive of their overall support system. We use this knowledge to assist our clients in achieving their goals and maximizing their personal and professional fulfillment.

Weaver's Core Values



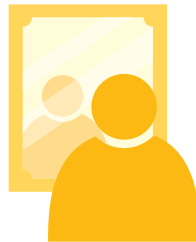
People First

We believe all people should be appreciated for their strengths, talents and inherent value.



Inclusion

We embrace the importance of engaging people of all abilities, demographics and ideals.



Integrity

We demonstrate our integrity by doing what is right, not what is easiest. We build trust by doing what we say we will do in an honest, transparent and ethical manner.



Innovation

We support and encourage innovation by identifying and creating new opportunities for individuals with disabilities.



Respect

We demonstrate respect by listening, communicating openly and honestly, and by treating others as we expect to be treated.

From the Board President



"I enjoy being involved with an organization that finds meaningful and fulfilling employment opportunities for adults with disabilities."

I am honored and privileged to be part of such a wonderful organization! Weaver's achievements over this past year have been outstanding. A few highlights include:

Securing a three-year accreditation from CARF (The Commission on Accreditation of Rehabilitation Facilities). This was an incredible accomplishment for Weaver and its staff!

Weaver opened its third ProPak and has purchased a building, which will become a fourth ProPak location. These two additional ProPak facilities are instrumental in providing program services to workers who will be displaced as Summit DD divests from direct care services.

Finally, Weaver staff are always looking for ways to improve services through changes to systems, increased/changed infrastructure, staff development and strengthening connections to the Community.

The Board is committed to focusing on the mission of Weaver: "To maximize the independence and personal fulfillment of individuals with disabilities through community, business and family partnerships."

As a Board, we are proud of Weaver's accomplishments in 2017, and equally proud of the staff who made this past year such a huge success. Congratulations to all who continue to improve our services for our clients!

A handwritten signature in black ink, reading "Debbie Gorbach". The signature is fluid and cursive, with a large initial "D".

Debbie Gorbach, President
Weaver Industries Board of Directors

From the Executive Director

Recent federal and state regulations and initiatives from the Ohio Department of Developmental Disabilities and the Centers for Medicare & Medicaid (CMS), as well as the industry's push for integrated employment, are significantly impacting how services and supports are provided to people with developmental disabilities.

These changes prompted us here at Weaver Industries to take a hard look at ourselves. We wanted to evaluate the programs we are currently providing and define "who we are" and "where we are going" as a provider of direct care services. We also wanted to determine if there are any service areas that are not being picked up by the current or new providers in our community that we should consider adding to our own menu of service options.

To begin, we wanted to ensure that we are a leading provider of services to individuals with disabilities; so, throughout 2017, several members of Weaver's leadership team worked diligently to secure our initial CARF Accreditation.

The CARF Accreditation process gave us the opportunity to really look at, discuss and redefine or refine, the programs we offer to reflect the current environment. We realized that, although the industry may be pushing for integrated, competitive employment for adults with disabilities, realistically, not all individuals are at a point vocationally to be successful working at in a job in the community. With this in mind, Weaver redefined our programs to allow participants opportunities to develop both their vocational and soft skills as they move along the path to successful employment.

As we move forward, Weaver Industries will work to identify and create new opportunities for individuals with disabilities and we will continue to evolve and move toward a more seamless system that assists individuals with disabilities in their vocational journey and supports them in their quest for personal and professional fulfillment.



Jeff Johnson, Executive Director
Weaver Industries



"Change is the law of life. And those who look only to the past or present are certain to miss the future."

—John F. Kennedy

Happenings in 2017



There were many positive things that happened within Weaver Industries in 2017—it's hard to know where to begin. We really stepped it up to meet the challenges brought on by changes in our industry, and we achieved many milestones that position us moving forward, including:

- *Obtaining CARF accreditation—confirming that the programs and services offered by Weaver Industries through its various business divisions are of the highest quality, while putting the needs of the people we serve in the forefront of everything we do.*
- *Evaluating and refining our service offerings to better meet the needs of adults with disabilities who are enrolled in our programs, and to support them in their professional employment journeys.*
- *Establishing our Community Group Employment sites to offer our clients more community integrated employment options.*
- *Adding a location to ProPak, which increases the number of jobs for adults with disabilities in that division by 30.*
- *Being awarded a contract to provide janitorial services to the Ohio Turnpike and Infrastructure Commission's Brady's Leap and Portage service plazas in Portage County under our TruClean division.*
- *Launching our new responsive website and stepping up our social media presence.*
- *Participating in a variety of training opportunities to enhance our skills as service providers, including the annual PAR Association Conference, training sessions presented by the Autism Society, the Provider Resources Group, SourceAmerica, DODD, Summit DD and area Chambers of Commerce, as well as many online and in-house training activities specific to our industry.*
- *Engaging in various activities that connected clients and staff with our communities, including the SourceAmerica Design Challenge with Copley High School, visits from the SST8 Parent Access Collaborative, the Upside of Downs Buddy Walk, the Autism Society's Annual Summit and "Secure Your ID" Day with the Better Business Bureau.*

Moving forward, Weaver will continually seek new ways to increase the number and variety of employment options for individuals with disabilities, providing them with more opportunities to connect with their peers and communities. We are grateful to the individuals and organizations who have provided their goods, services, time and talent—including our staff, clients, board members, business division customers, vendors and provider partners—and we look forward to continued growth that supports the mission of Weaver Industries.



Weaver ProPak

New East End Location

Weaver ProPak opened its third facility in Akron's East End neighborhood on February 6, 2017! The loyalty of its many production customers fueled continued growth for ProPak, making expansion into an additional facility necessary.

Located in a quiet neighborhood, ProPak East End is surrounded by plenty of green space and picnic areas. It is housed in a newly-remodeled facility that boasts high ceilings, plenty of windows for natural light, all new finishes, lockers and a bright new break room for comfort and convenience of the employees working there.

As the County of Summit Board of DD continues to divest from providing direct care services, ProPak East End provided an employment option for those individuals who were displaced by the closing the Board's work centers and facilitated the opportunity to provide ProPak supervisors with the training and skills necessary to support individuals with more significant needs.

Transition into the new facility went very smoothly and ProPak East End now provides vocational training and paid work opportunities to 28 clients and employs three staff and six people as typical peers and NMT drivers.



CARF Accredited

This year, Weaver Industries earned a three-year accreditation for its services from CARF International. To receive this accreditation, Weaver underwent a rigorous review process and demonstrated to a team of surveyors, during an on-site visit, its commitment to offering programs and services that are measurable, accountable and of the highest quality.

The areas of accreditation are:

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Community Integration
- Employee Development Services
- Employment Skills Training
- Organizational Employment Services

This initial accreditation is official recognition that Weaver is guided by internationally recognized service standards and best practices. It demonstrates to Weaver's clients and referral partners that it is committed to reducing risk, addressing health and safety concerns, respecting cultural and individual preferences, and providing the best quality services possible.

CARF accreditation consists of ongoing consultation and in-depth on-site reviews to help an organization provide the highest quality service to its clients.



About CARF

CARF is an independent, nonprofit accreditor of health and human services, enhancing the lives of persons served worldwide. The accreditation process applies CARF's internationally recognized standards during an on-site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through the application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years. For more information or to contact CARF, please visit www.carf.org/contact-us.

The SourceAmerica Design Challenge

The Design Challenge is an annual competition for high school and college students hosted by SourceAmerica, a central nonprofit agency with a mission to create employment opportunities for people with disabilities.

Teams of students pair up with one of the 1,000-plus nonprofits in the SourceAmerica network that employs people with disabilities to solve a workplace challenge. Students worked closely with the nonprofit to identify issues and develop prototypes of technology to improve the work experience for employees with disabilities. Over 150 high school teams from across the country entered this year's competition.

Two Weaver Industries' employees, Michele G. from Weaver ProPak (ProPak) and Rodney J. from Weaver SecurShred (SecurShred), each paired up with a team of engineering students from Copley High School to design and build custom-made assistive devices to help overcome workplace obstacles and increase productivity at their respective work sites. Both teams made it to the finals, which include the top five teams, to present their devices to a panel of judges in Washington, D.C., April 5th–7th.

The ProPak team worked to automate the process of assembling salt and pepper grinder caps and make it more ergonomic. The team worked with Michele G. to craft ways to make it easier for her to assemble the grinder caps, a task that was tedious, time-consuming and hard on her hands. Originally, only 25 percent of ProPak workers could complete the task.

The Salt and Pepper Grinder Cap Assembling Device (The Delta Snap) that the team developed can be operated by 100 percent of ProPak workers. In addition, the machine improved productivity by 34% and improved accuracy by 25%. The ProPak team won second place in the finals.



Taking third place in the finals, the SecurShred came up with a way to speed up and dramatically improve the safety of shredding obsolete rolls of lottery ticket stock – a process that was slowing productivity at SecurShred.

Working with Rodney J., the team was able to streamline the dangerous task of hand-feeding cardboard rolls into a shredder – which required a manager to perform because of the potential for injury – that took several minutes to complete. The Copley students modified a band saw that SecurShred owned with a 40-horsepower motor and plastic shields so that an employee can now safely feed the tubes into the super shredder that grinds up the rolls in seconds.

The Thermal Roll Industrial Paper Shredder (TRIPS) device increased safety, created a job that a person with disabilities can perform (rather than the manager) and decreased shredding time for one roll of paper from 5 minutes to 12 seconds, increasing total production by 750 percent.

SourceAmerica President and CEO Steven Soroka said the Design Challenge provides students an opportunity to get out of their comfort zones.

Weaver's participation in the 2017 competition reaped an array of benefits that include improved worker productivity, increased efficiency, reduced material waste, increased visibility in the community via local media coverage, and a strengthened relationship with Copley High School.

The Design Challenge was conceived not just to offer students a chance to prove their engineering skills, but to also introduce bright young minds to the concept of an inclusive workplace, said Design Challenge Coordinator and Engineer Charissa Garcia.

"Copley High School has grown their Design Challenge participation over the years; it's particularly exciting that both teams made it to the finals," Garcia said. "By pairing engineering education with service learning, they're creating a strong sense of social responsibility. They'll carry this with them as they go on to college and eventually the workplace."

"It is a great way for students to experience something they might not normally be exposed to; they get a window into the work we do every day while learning about the capabilities of the disability community in today's workforce. It's a win-win."



Meet Jesse M.

It was in middle school that Jesse realized he could no longer read small print. Doctors diagnosed Jesse with Usher syndrome, a genetic mutation that affects both hearing and vision. The major symptoms of Usher syndrome are hearing loss and an eye disorder called retinitis pigmentosa (RP). RP causes night-blindness and a loss of peripheral vision (side vision) through the progressive degeneration of the retina. As RP progresses, the field of vision narrows - a condition known as "tunnel vision" - until only central vision (the ability to see straight ahead) remains. People with Usher syndrome may also experience severe balance issues.

Throughout high school, Jesse took part in various activities. He was an Eagle Scout, and he played nose tackle for the Ellet High School football team, the Orangemen. But Jesse also worked to learn things to help him manage his condition. Through various services, he learned to read Braille, and he worked on his orientation and mobility, as these could become increasingly difficult as his vision faded. Jesse also learned to use adaptive equipment, such as a closed-circuit television that helped him to better see his lessons.

When Jesse graduated from high school in 2014, he took a job as a production worker at Weaver ProPak. He didn't want to go back into school right away - he wanted a job.

"...It's hard to find a job when you have a visual impairment. So, I was grateful to have the opportunity to work at ProPak."

In 2016, Jesse enrolled in the physical therapy program at Stark State. He wanted a career in the medical field where he could help people. He also wanted to be proactive and prepare for a career that he can still do should he lose his vision completely, so he eventually transferred to a massotherapy program and now attends the Northcoast Medical Training Academy in Kent.



"If you have a dream, fight for it and, eventually, you will get there. Never give up. Never put your head down. Just look up and go for it! Never quit!"



"I started out at the Ohio College of Massotherapy, but it closed. So then I went to the National Institute of Massotherapy. It also closed. Hopefully," he said, with a laugh, "this place will stay open at least until after I graduate!"

For the past few years, Jesse has taken such classes as anatomy, physiology, massage treatment, psychology, business management, and ethics and law. "Psychology is my favorite class so far. I liked learning about people, their different personalities and how to work with them." He was able to take what he learned in his psychology course and relate it to his coworkers. "I learned tactics that helped me to work with different personalities and how to make the people around me feel comfortable."

Working for ProPak while attending school has been beneficial for Jesse in many ways. In addition to earning a paycheck, he has been able to switch back and forth between first and second shift to accommodate his school schedule. He's learned a lot from his coworkers about working with different personalities. And the packaging and assembly jobs he's performed have helped him to build up his hand strength—a necessity for a massage therapist.

Once he graduates, Jesse must pass a State Board exam to become a licensed massage therapist. He may then decide to take additional classes to earn an associate's degree. He eventually would like to work at a hospital.



Meet Sarah S.

Sarah has worked for Weaver Industries since 2000. She has worked for different divisions, in various positions, and currently works at Weaver SecurShred as a sorter/shredder.

Sarah spends her time away from work enjoying a variety of outdoor activities – including biking, hiking and ice skating. But her favorite pastime combines what she loves the most – riding horses – and helping children with disabilities.

She has been riding horses for as long as she can remember. Initially, she rode at Pegasus Farm – a therapeutic equestrian center in Hartville. Now, because it is closer to where she lives, Sarah has been riding and volunteering at Here's Hope Farm – another therapeutic equestrian center located in Cuyahoga Falls. Because it had been some time since she rode at Pegasus, when she first got involved with Here's Hope, Sarah said that she had to work her way up before getting back on a horse. The staff had her doing stretches and other exercises that would increase her flexibility and strength before allowing her to ride again.





Once she was up and riding again, Sarah said that there were two “side walkers” – people who walk along either side of the horse for safety purposes and guide the rider on how to use their legs and arms to control the horse. There is also a third person involved, called a “leader,” who guides the horse along its walking path. Once a rider advances, they graduate – replacing side walkers and leaders with spotters who hover close by for support and safety.

Most weekends you will find Sarah volunteering at Here’s Hope where she cleans out stalls, and feeds and brushes the horses when she’s not riding. In addition, Sarah acts as a side walker for the children who come to Here’s Hope to ride the horses.

“It’s really nice to see the kids smile!”



Community Group Employment

- Custer Products
- Klaben Chrysler
- Godfrey & Wing Inc.
- METRO Transit

Throughout 2017, Weaver Industries focused much attention on our program offerings and asked ourselves many questions about our services. Are our services meeting the needs of our current workforce? What about the needs of those young adults who will soon be transitioning from educational to vocational services? Can we increase the number and variety of employment opportunities we offer? Do our programs provide the supports individuals need to move forward in their vocational journey?

Because we believe that it is our responsibility to understand the needs of the individuals served in our programs, and to translate that understanding into the services necessary to support them and empower them to achieve vocational success, we invested a lot of time reviewing, discussing and redefining our program offerings.

We begin with Organizational Employment Services that provide a structured and supportive environment where individuals with disabilities can work to build a solid work history while learning new vocational, communication and other soft skills. We then move to Supported Employment Services, which are provided in small work groups within Weaver Industries-operated business enterprises.



These are designed to develop appropriate work skills and habits, and provide opportunities for interaction with both coworkers and the community-at-large.

At our newly created Community Group Employment sites, Weaver Industries works with area businesses to provide services in integrated community work settings. At host businesses' locations, clients are employed to perform tasks that are the same, or similar to, the host businesses' employees. In Community Group Employment, clients work as a team at a single work site where training, supervision and ongoing support are provided by an on-site supervisor, and clients learn to handle increased levels of responsibility.

We've been very fortunate to have partnered with some wonderful business in support of this program, including the Klaben Auto Group, the Akron METRO Regional Transit Authority, Custer Products, and Godfrey and Wing. In 2018, we hope to identify and cultivate additional partnerships that will allow us to increase the number and variety of Community Group Employment experience we can offer.



Financials

In 2017, we continued to experience tremendous growth as an organization in the number of individuals we serve, as well as financial strength to prepare our organization for future years to come.

During the year, we were able to invest almost a half-million dollars in assets (machinery, equipment, and vehicles) to ensure that individuals who participate in our programs continue to have access to safe, reliable equipment and transportation.

69% increase
in revenue
since 2011

**Complete audited financials are available by request.*

Revenues

	% of Total	2017
Commercial Services	28.6%	\$1,977,759
Federal Government Services	1.4%	\$94,030
State of Ohio Services	24.5%	\$1,689,307
Local Government Services	3.7%	\$252,577
Summit DD Services	7.0%	\$486,587
Medicaid & Local Waiver	32.2%	\$2,224,313
Other Income (Fundraising, Holiday Mart)	2.6%	\$179,034
Total		\$6,903,607

Expenses

	% of Total	2017
Program Wages	26.1%	\$1,824,147
Direct Care Staff Wages	26.8%	\$1,873,108
Taxes & Benefits	9.9%	\$692,237
Operations Expenses	25.1%	\$1,749,476
Administrative Expenses	11.6%	\$808,146
Marketing & Fundraising	0.5%	\$31,858
Total		\$6,978,972
Administrative Expenses (% of total by year)		12%

New Board Member Deandreia Bell



"I like serving on the Board of Directors for Weaver Industries because it enables me to support and encourage inclusion of those with disabilities by means of sustaining meaningful work in our community."

DeAndreia Bell, a registered nurse, is currently serving as Nursing Unit Director/Patient Services at Cleveland Clinic Akron General. She has credentials as a Nurse Executive, International Business and Organizational Leadership, and has worked as an adjunct instructor at Walsh University and as a staff nurse at Akron General Medical Center/Cleveland Clinic Main.

Bell holds a BSN from The University of Akron and has completed post-graduate work at Walsh University and at Aspen University, where she is currently pursuing an MSN/MBA.

In her nursing career, Bell has earned a Nursing Excellence, Spirit and Nurse Educator awards and was inducted as a nursing leader by Sigma Theta Tau International Honor Society of Nursing.

Bell has served as a community and academic mentor, volunteered at the Haven of Rest Ministries and free clinics, participated in Hope International mission trips to the Dominican Republic and helped install community libraries at Akron Public Schools as president of her Tony Gorant Community Leadership Class.

Her professional memberships include Leadership Akron, Tony Gorant Community Leadership Institute (participant and past class president), the Ohio Hospital Association, Ohio Organization of Nurse Executives and Akron Black Nurses Association, Inc. (Akron chapter vice president).

She values expertise in providing high quality nursing care and unparalleled patient service, as well as her goals of continuing to build on current skills that align with her widespread professional experience and significant administrative leadership accomplishments in both professional and philanthropy contributions while improving societal transformation.

New Staff Member Brian Caldwell

Operations Manager, Weaver ProPak

Brian Caldwell brings more than 30 years of progressively responsible supervision, technical and maintenance experience in the production arena to the position of operations manager.

Prior to working at ProPak, Caldwell spent 13 years working for the County of Summit Board of DD as a supervisor for their facility-based adult services program. A self-proclaimed “tinkerer,” Caldwell is constantly looking for ways to improve processes and systems. His accumulated skills in mechanics, plumbing and electric have proven beneficial to our clients in the form of adaptive equipment that he has designed and produced to help clients overcome impediments in their jobs and increase their productivity.

Caldwell serves as a member of Weaver Industries’ Health and Safety Committee where he is involved in promoting a clean, safe and secure work environment for all employees through various actions such as conducting emergency drills and safety inspections, ensuring that proper signage and evacuations routes are posted, and making sure proper actions are taken to correct any concerns or infractions.

Caldwell has considerable experience with ISO 9001 standards. For previous employers, he has written instructions and procedures, trained employees on standard operating procedures, and maintained training records all in accordance with ISO 9001. This experience will prove instrumental as ProPak works to maintain its ISO 9001 certification.

In his spare time, Caldwell enjoys fishing and “tinkering around” in his garage.



“This job allows me the opportunity to do so many good things. In the course of a day, I’m able to showcase the abilities of the people we serve, provide our business customers with good quality service, and assist our employees with learning new skills that will help them advance along their vocational path.”

New Staff Member Valerie Garner

Human Resources Director, Weaver Industries



“My team, is the best! As we continue to build our organizational structure and get the necessary supports in place, this process has been exciting as well as challenging. These challenges have allowed me to grow with the company as well as within myself. Looking forward, I can see there are endless possibilities for growth.”

Valerie Garner rejoined Weaver Industries as the human resources director in January 2017. She is responsible for the smooth and profitable operation of Weaver’s human resources department and functions. She oversees the administration of staffing plans, compensation, benefits, training, and development, budget and labor relations.

Garner is a seasoned human resources professional with over 30 years of experience. She began her career as a human resources generalist and has served as human resources manager and human resources director within multiple organizations. Garner has managed a full spectrum of human resources-related projects and programs serving businesses that represent a wide range of industries including technology, the United States Department of Labor, manufacturing, service, education and non-profit organizations.

Garner studied at Sawyer College of Business and Cuyahoga Community College. She is a member of North East Ohio SHRM Chapter and the Association for Professional Women. She resides in Uniontown, Ohio.

When she is not working for the interest of Weaver Industries, Garner enjoys spending time with her aging parents, community service work, attending concerts, painting and dance lessons.

Board of Directors

Debbie Gorbach, *Chairperson*
US Acute Care Solutions

Christine Kemmerling, *Vice Chairperson*
Swagelok

Mark Ohlinger, *Past Chairperson*
Hasenstab Architects (*Retired*)

Phillip Hann, *Treasurer*
Apple | Growth Partners

Renee Toth, *Secretary*
Parent Representative

Dave Abdallah
Bridgestone Americas Tire Operations

Deandreia Bell
Akron General

Terry Fercana
Environmental Design Group

Stephen M. Hoffman
Everest Financial Strategies, LLC

Robert Maguire
The Maguire Legal Group

Carol Murphy
Canton Symphony Orchestra

Moiria Pietrowski
Roetzel & Andress

Weaver Industries

2017 Leadership Team

Jeff Johnson

Executive Director

Carla McDonald

Controller and Compliance Officer

Valerie Garner

Human Resources Director

Denise Ann Balko

Marketing and Communications Manager

Brad Haben

Weaver EarthCare

Joe Buit

Weaver ProPak

Jack Skinner

Weaver SecurShred

Kevin Werthmuller

Weaver TruClean



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