



# 2020

## ANNUAL REPORT







# ABOUT WEAVER INDUSTRIES

## WHO WE ARE

Weaver was founded in 1971 as a 501(c)(3) non-profit organization that provides vocational training and opportunities for employment to individuals with intellectual and developmental disabilities. With partner agencies and business customers, Weaver continually works to ensure that our menu of services can provide the support necessary to assist each person with choosing employment outcomes based on their individual preferences, strengths, abilities and needs.

## 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—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.

## 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 CHAIRPERSON AND EXECUTIVE DIRECTOR

"It's More Than a Job" has always been part of Weaver Industries, and 2020 demonstrated how true it was for our organization. Because of the global concerns surrounding COVID-19, we made it a priority to protect and preserve the health and safety of our clients, staff and communities.

While the immediate priority was to keep staff working and gainfully employed, safety had to be top of mind when making difficult decisions. The staff showed flexibility and high levels of commitment across the organization, making the leadership team immensely proud. If there was one positive point taken from 2020, it was the concept of unity.

2020 was difficult for many, but Weaver continued to work together because the team looks at it as fulfilling a greater purpose, which is why we stand firm on "It's More Than a Job." We aim to maximize the independence and personal fulfillment of individuals with disabilities through community, business and family partnerships.

By coming together, we were able to do the following during the pandemic:

- Outlined business continuity plans for Weaver, including responses to a variety of situations.
- Developed strict protocols for keeping clients, staff and communities safe.
- Provided updates surrounding COVID-19 and instructions to keep everyone safe and healthy at home and work.

Our clients and communities were in our hearts every step of the way. "It's More Than a Job" demonstrates how we came together to not only fulfill our mission; but, to maintain the highest standards of health and safety in our organization to minimize impact of the COVID-19 virus.

We can proudly say that the teamwork allowed Weaver to continue providing superior services to business customers, while also continuing to provide staff with a place to incorporate meaning in their work.

A handwritten signature in black ink, reading "Christine Kemmerling".

Christine Kemmerling  
Chairperson, Weaver Industries  
Board of Directors

A handwritten signature in black ink, reading "Jeff Johnson".

Jeff Johnson  
Executive Director,  
Weaver Industries

# 2020

## IT'S MORE THAN A JOB



At Weaver, we understand the impact of encouragement. By providing vocational training and employment opportunities, we have seen firsthand the transformation in our clients' lives.

In 2020, we not only demonstrated how we are driven by purpose, but we also demonstrated how we establish community and an enriching experience.

All initiatives increased awareness on what Weaver does for the community. 2020 may have been difficult, but we demonstrated why our staff is driven by purpose and was able to go well beyond what was asked by the leadership team.

"I'm not just doing this for me; but, I'm doing this for those who are coming up," said Chris B., Weaver client, in response to how Weaver lays the foundation for serving those with disabilities.

## NAVIGATING A PANDEMIC

At Weaver, we believe that it is our responsibility to understand the changing needs of the individuals served in our programs, and to translate that understanding into the services necessary to support them in achieving vocational success. Because of this responsibility, we continually invest time reviewing and redefining our program offerings as individuals' needs change.

### WHILE WE BEGAN LOOKING AT OPPORTUNITIES, WE HAD TO ASK OURSELVES THESE QUESTIONS AS THE YEAR ADVANCED:

How can we keep our current workforce safe and healthy?

How are we going to continue providing businesses services during a pandemic?

What can we do to sustain revenue for developing new employment opportunities?

How can we efficiently roll out safety and health measures, protecting everyone from COVID-19?

As an agency, we work to ensure that our foundation is solid enough to carry us forward despite the obstacles that are presented before us.



# OUR MANY OBJECTIVES FOR 2020

We spent much of 2020 keeping everyone safe and healthy while envisioning what the future might look like for serving individuals in our community. We did this by doing the following:

Implementing safety protocols in all departments to keep clients, staff and communities safe.

Maintaining business operations by providing extra hours to essential employees.

Communicating with clients through supervisors' check-in calls.

Continuing to compare Weaver diversity statistics with local geographic data.

Obtaining funding to pay wages for clients and staff.

Building employee and client morale during lockdown with a new Facebook group.

Persisting to establish avenues for interaction with families of school-age transition students.

Decreasing accident reports by improving driver statistics.



“When you live for a strong purpose, then hard work isn’t an option. It’s a necessity.”  
-Steve Pavlina



# 2020 HAPPENINGS

## WEAVER RESPONSE TO COVID-19

Weaver’s response to the COVID-19 pandemic during 2020 centered first and foremost on the health and safety of our clients and staff. After an initial shutdown to follow the state-mandated orders, Weaver slowly and carefully began returning clients to their workplaces over the course of a few months. We implemented strict protocols on cleaning and sanitization and created rotating shifts and schedules for our workers to minimize gathering and follow social distancing requirements.

As the months continued, we encouraged our staff to persevere and show strength, teamwork and collaboration to keep morale high among our clients and other team members. These efforts resulted in 78 percent of our clients returning to work by the end of 2020.

Navigating the pandemic as an organization has taught us how to respond and rethink how to adapt (even permanently transform) how we operate. Moving forward, we are encouraged that Weaver will continue to respond with immediacy, flexibility and empathy to whatever situation our organization will be faced with in the future.

# 2020 HAPPENINGS

## THE DETERMINATION OF WEAVER TRUCLEAN

Just before lockdown, we acquired a new contract. Weaver TruClean partnered with KONG to maintain the facility that adjoins one of our ProPak locations. We clean locker rooms and restrooms within the warehouse.



### THE CHALLENGE

“When the difficult decision was made to suspend services to our clients for their health and safety, we were faced with the difficult task of planning and executing means to keep our contracts running,” Chris Hattery, general manager of TruClean, said. “The direct support professionals (DSPs) and custodians increased their capacity to help in any way possible.”

### THE CONCEPT OF UNITY

Many of Weaver’s employees believe in the mission, and it was/is important to keep business as usual. To keep business accounts like these, DSPs and custodians worked daily and tirelessly to keep revenue coming to Weaver.

As a result, account contracts were very cooperative, and our hard work did not go unnoticed.

“James (TruClean supervisor) is an amazing human being, an exceptionally competent and skilled site supervisor, and a tireless worker,” Lieutenant Colonel John Black of the U.S. Marine Corps, said. “While James has been doing an amazing job for a long time, he has performed exceptionally well since the start of the COVID-19 pandemic.”

The lieutenant went on to say that “James’ presence and professionalism has kept our site in Brook Park super clean and professionally disinfected, which has helped protect our marines, sailors, civilians and family members, while ensuring the continuity of our daily operations.”

### THE RESULT

The joy and excitement our clients displayed upon returning was worth all the hard work and determination. Weaver thanks our staff and the community for truly coming together. The concept of unity is part of Weaver’s foundation and future within the community.





## MARKETING DURING A PANDEMIC

As businesses across the world cope with the pandemic, marketing messages were/are strongly being evaluated. At Weaver, our clients have always been at the heart of our message. We take the community on a journey with every marketing tactic presented. That journey demonstrates how Weaver is making an impact, and why our mission is so important. We created several initiatives to communicate how “It’s More Than a Job” to our surrounding community, and those include blog postings, social media engagements and podcast participation.

2020 was the year that we hit the ground running with the “It’s More Than a Job” campaign. We wanted the community to see how it is creating purpose, building community and enriching lives. This is not just for our clients, but it is also for those who want to raise awareness and make a difference in the lives of people with disabilities.



## WE ARE WEAVER

During this time of uncertainty, Weaver wanted to provide a way for employees to feel connected, so we created a Facebook group to offer a platform for communicating to co-workers and supervisors. Also, with consistent messaging and strong graphics, our community saw how strong Weaver is as a team through our social media.

## WE ARE IN THIS TOGETHER: A LOOK AT LEADERSHIP



Because of Weaver’s attitude and dedication, community members were taking notice. Executive Director Jeff Johnson was asked to be a guest speaker on an episode of Sliced by Apple Growth Partners. COVID-19 presented many challenges, and Johnson spoke about how he led the team through these times of uncertainty.

With his strong background in business development, Johnson is known for his entrepreneurial mindset. Weaver worked hard to get through the lockdown while keeping health and safety top of mind. Johnson led the charge when it came to making sure there was consistent communication, and he spoke about the importance of this during the podcast.

## THE COMMUNITY TAKES NOTICE

Johnson spoke about how teamwork and safety protocols needed to be in place. The Summit County Developmental Disabilities Board saw the dedication Johnson influenced within the Weaver team, and here is what was said about it:

“Weaver navigated an incredibly challenging year exceptionally well. They developed and implemented rigorous safety protocols that mitigated risk, allowing people to get back to work,” Drew Williams, community supports and development director, said. “Summit DD values the partnership it has with Weaver.”

NEW TO THE BOARD OF DIRECTORS



ALISHA DENNIS-BRINSON

Alisha Dennis-Brinson is a full-time professor at Ashland University in the addictions counseling, prevention and human services department. She loves Weaver’s commitment to helping those with disabilities have the opportunity for fulfillment through work. She likes how there is an opportunity to learn new skills and have healthy interactions with others. She has a child with a disability, and she is grateful to be able to be part of such an “awesome board.”

CHRISTINE DOMER

Christine Domer has retired from Smithers as a general manager for Akron labs and tire service. She is now serving a part-time role with the company as a technical advisor for materials science and engineering. She is not only keeping busy with her part-time work, but she is also serving on several boards: Weaver and the women in engineering program at The University of Akron. She mentors at IPromise School and occasionally teaches yoga at The Yoga Place in Canton.



JOHN HOOKER



John Hooker is the vice president for financial planning and analysis at GOJO Industries. Hooker joined the board because he believes in Weaver’s mission. He said how it’s fulfilling to be associated with an organization that enables individuals with disabilities to reach their potential and thrive in many aspects of their lives. His mother worked for Murray Ridge Center in Lorain County and spent years coaching the Special Olympics team, and Hooker credits his mother as his inspiration to serve on the board at Weaver Industries.

NEW HIRE HIGHLIGHT



ANNE PALMER, TRUCLEAN SUPPORT SUPERVISOR

Anne Palmer wears many hats, but her main responsibility is to provide support to the Weaver TruClean operations manager. She provides shift coverage and manages and maintains the Weaver fleet for the TruClean division.

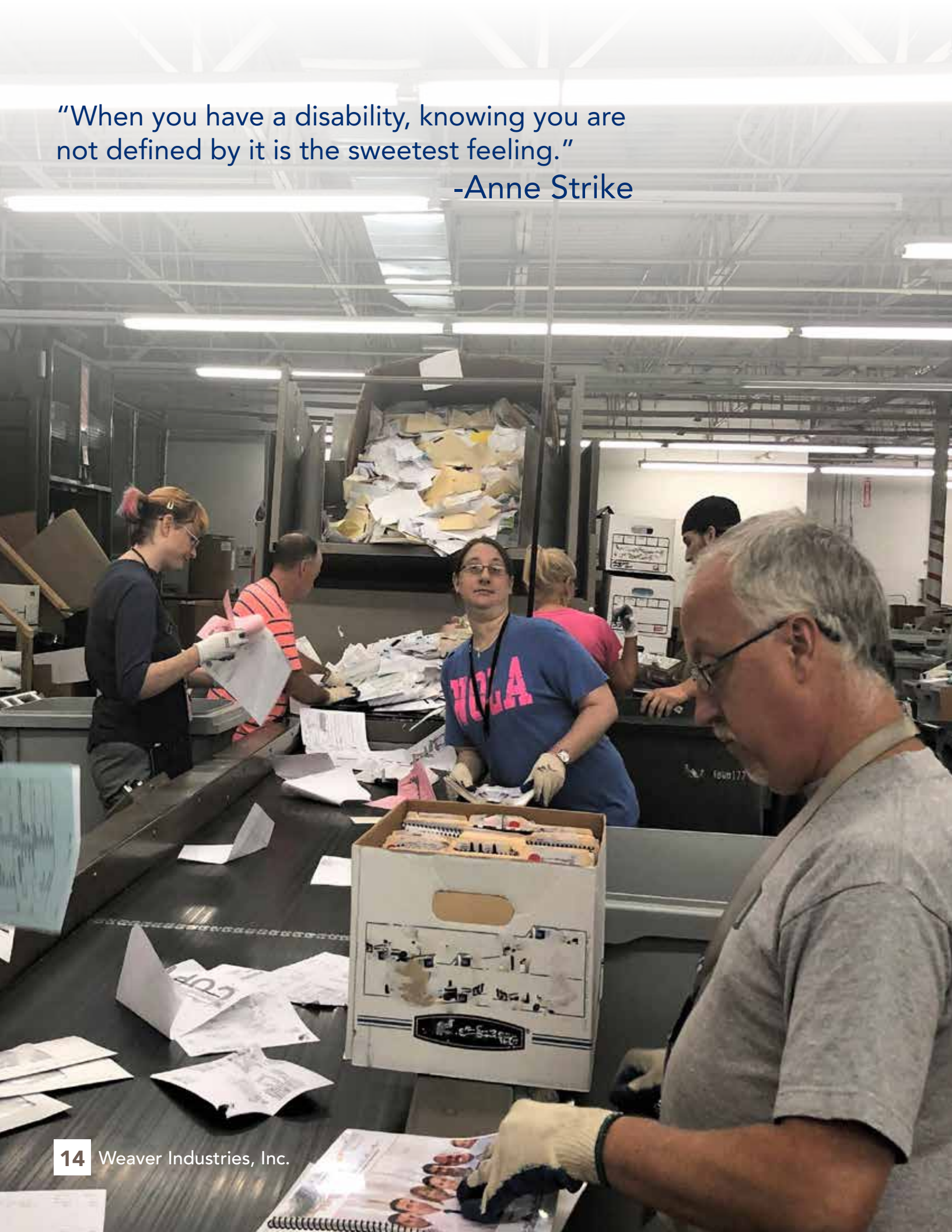
When hired, she had to learn a lot about the different positions and routines in TruClean to provide the necessary support. Palmer enjoys how every day is different. While some assignments can be longer than others, she likes how she gets to move around and obtain a solid grasp on all the business accounts.

Palmer said how it’s more assisting than total care at Weaver. She’s always liked working with people, and this is an area she is extremely passionate about. Palmer feels Weaver is “like an extension of my family.”

“Weaver is family,” William S., Weaver client, said. “Everyone is here to support you.”



“When you have a disability, knowing you are not defined by it is the sweetest feeling.”  
-Anne Strike

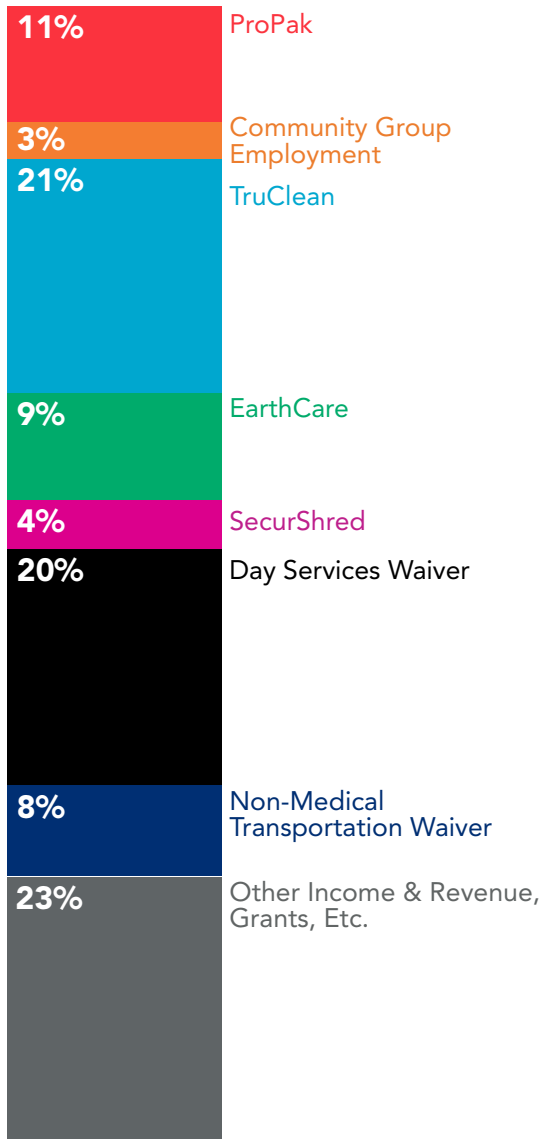


# 2020 FINANCIAL INFORMATION

During 2020, Weaver’s census of individuals employed by our business divisions was reduced by 20 percent, primarily due to COVID-19. Weaver has a mix of revenue sources, such as business revenue, waiver revenue, etc. We did see a reduction in waiver revenue due to the reduction of the services to clients, as well as a reduction in our business revenues due to closures around the state impacting our ability to service business customers. The reductions in revenue were offset by increases in other revenue, namely grants and governmental (i.e. one time, COVID relief funding). This funding allowed Weaver to remain fiscally stable throughout the entire year. Total operating expenses remained flat from 2019 to 2020, and we recognized a five percent decrease in administrative expenses in 2020, as compared to the prior year.

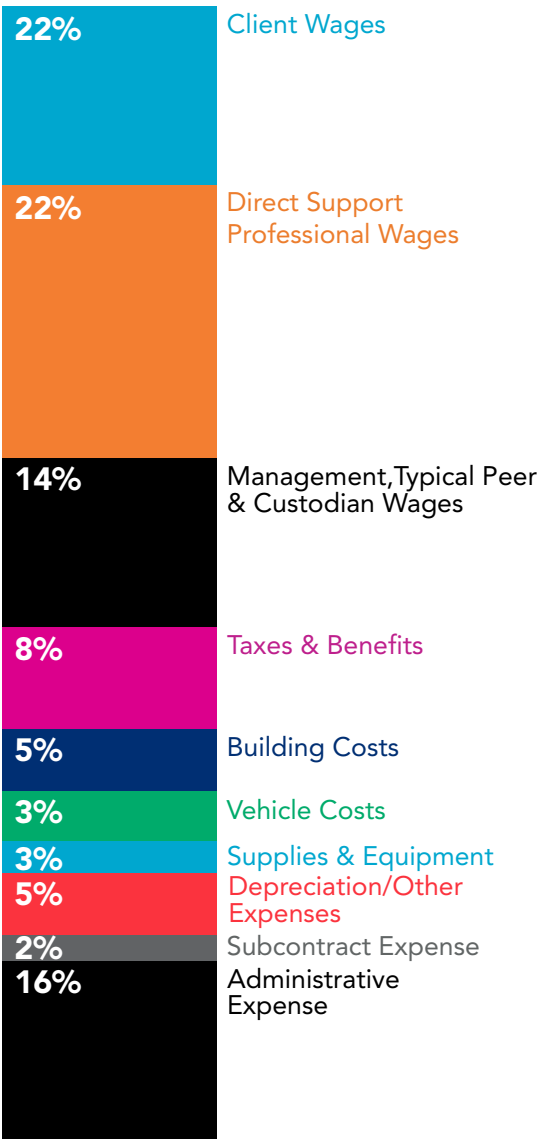
## 2020 REVENUES

\$8,702,142



## 2020 EXPENSES

\$8,168,833



Note: Complete audited financial statements can be obtained by request.



# 2020 BOARD OF DIRECTORS

# 2020 MANAGEMENT TEAM



**Christine Kemmerling, Chairperson**  
Director of Customer Service at Swagelok Company



**Debbie Gorbach, Past-Chairperson,**  
Corporate Controller of Finance at US Acute Care Solutions



**Deandrea Mayes, Vice-Chairperson**  
Director of Nursing and Patient Services



**Alisha Dennis-Brinson**  
Director of Counseling and Psychotherapy Services at The Counseling Center for Wayne and Holmes Counties



**Terry Fercana**  
Director of Business Development at Environmental Design Group



**Peter Geise**  
Greater Akron Area President for FocusCFO



**Stephen Hoffman**  
President and Owner of Everest Financial Strategies, LLC



**Rachel Hurst**  
Present at H Cap Connect, LLC



**Robert Maguire**  
Attorney at Maguire Legal Group



**Moira Pietrowski**  
Partner at Roetzel & Andress



**John Hooker**  
Vice President of Financial Planning and Analysis at GOJO Industries



**Christine Domer**  
General Manager of Materials Science and Engineering at Smithers



**Jeff Johnson**  
Executive Director



**Carla McDonald**  
Operations & Finance Director



**Valerie Garner**  
Human Resources Director



**Denise Balko**  
Employment & Transition Services Manager



**Tom Maren**  
Transportation & Safety Manager



**Brad Haben**  
General Manager, Weaver EarthCare



**Joe Buit**  
General Manager, Weaver ProPak



**Jack Skinner**  
General Manager, Weaver SecurShred



**Christina Hattery**  
General Manager, Weaver TruClean

“Good people to work with,”  
Willie D., Weaver client, said.





## **Weaver Industries, Inc.**

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