



## Leadership

1. Implement new management staff assignments to align management staff strengths with agency needs and growth. (See TO transition diagram.)

In an effort to align management staff with the evolving needs of the organization, a realignment of division general managers was implemented in 2017. A key component of the realignment was to address company needs and the growing complexities of human resources, while providing management resources for the TruClean and EarthCare business divisions.

2. Secure CARF Accreditation – coordinate staff and board resources in order to have systems, processes and policies in place to schedule a CARF survey and accreditation in 2017.

Eighteen months of learning, defining current and future program services, and creating policy and procedures, culminated with the CARF survey in October 2017. We are honored by the fact that, during the survey, the two surveyors were able to recognize our services, preparation and transparency, to recommend that we pursue four additional areas of accreditation. There were four areas that we had not planned for, but surveyors could see that we were providing quality services and supports in those additional accreditation areas. The end result was Weaver securing the highest level of CARF accreditation with a three-year accreditation in the following six service areas:

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

## Core Mission

1. EarthCare Camp Ravenna – implement crew structure and equipment plan in order to increase productivity by addressing worker capacity, equipment capacity and logistics.

The full crew structure and equipment plan was implemented in spring 2017. The plan included new hub locations within the base in order to address logistical issues between areas serviced. The implementation also included an adjustment in equipment as we continue to clarify base needs and mow frequencies for rough mowing and finish mowing requirements. All plans were geared towards putting the right people, with the right equipment, in the right location in order to maximize acres mowed, while reducing travel/trailer time. General restructuring was successful; however, the 30 day full-base shutdown in July 2017 created new obstacles and challenges that did have a negative impact on financial performance.

2. Expand ProPak Footprint – address client and family wishes for day program service options due to Summit DD divestiture of direct care services.

- Add two ProPak locations with integration in 2017.

Our goal for 2017 was to add two ProPak locations to create a program option for clients being displaced by the closing of Summit DD workshops (Tallmadge, Barberton, Cuyahoga Falls and Ellet).

The ProPak East End facility, which opened in February 2017, is in a central location as a service option primarily for clients receiving services at the Barberton and Ellet workshops. The goal for our second location was targeted to efficiently serve and transport individuals receiving services at the Cuyahoga Falls and Tallmadge workshops.

This search proved to be a little more challenging due to a couple of different factors. First, there is a low level of inventory of buildings available in the 6,500-12,000 sq. ft. range. Second, this size building is what many of the entities applying for medicinal marijuana growing licenses are targeting and many were locking up buildings with LOI's in anticipation of their applications being accepted.

The building committee, consisting of Mark Ohlinger, Phil Hann, Joe Buit and Brian Caldwell, explored many locations before finding a building that seems to be a good fit on Home Avenue. As of 12/18/17, we have agreed on prices with a signed LOI and we have been approved for financing through PNC. Our attorney, Ralph Waszak (from Stark & Knoll), is currently working with the seller's council to come to terms and a mutually acceptable purchase agreement. Based on potential delays due to the holidays, year-end and construction buildout, the estimated opening date is April 2018.

- Location shall be consistent with ProPak facility model and include minimum 15% integration.

Current integration with typical peer workers is 16%.

3. Move SecurShred to new location in order to expand shredding services and provide space for record storage services.

The goal was to identify a building to purchase that would meet the structure and security needs for a combined operation of SecurShred document destruction and large warehouse needs (tall ceilings) of a records storage operation, while maintaining logistical efficiencies of the shredding trucking routes. After an exhaustive search, and an attempt to purchase the current SecurShred building from FOMO Products (now ICP Adhesives & Sealants), we collectively decided to table the initiative to expand into records storage for at least the near future. The limited opportunity for client jobs and records storage, combined with the cost of entry into that service area and inability to locate a suitable building, were driving factors for the recommendation.

## Communication & Marketing

Utilize an ad-hoc board committee (External Affairs) to develop the following:

1. Agency tagline

The external affairs committee has had a few "email" discussions concerning this project. We have agreed to discuss an agency tagline at our next meeting (following the February 2018 regular board meeting). Items we are pondering for discussion are:

- Does Weaver "need" a tagline? Why? What do we hope a tagline could accomplish for us?
- In order to construct a tagline, we need to determine our target audience and decide "how" a tagline can help us explain "who" Weaver is and "what" we do.

2. Board member business cards with elevator speech

The external affairs committee developed an "elevator speech" that was printed on the back of Weaver Industries business cards to assist board members in explaining our agency and the services we provide to individuals with disabilities.

"Weaver Industries maximizes the independence of adults who have disabilities by employment through the creation of entrepreneurial business strategies."

The cards were printed and distributed after the 2017 Annual Board Meeting to those board members who requested them.

### 3. Develop social media strategy

Weaver has had a LinkedIn account for a few years and a Facebook account for about one year. Recently, we've opened accounts for both Twitter and Instagram.

The external affairs committee developed a social media calendar of monthly ideas for posting on our social media platforms. Involved board members and several Weaver staff have made efforts to forward items of interest for posting. In addition, we've been connecting with several relative agencies (Goodwill, UDS, Summit DD, DODD, Hattie Larlham, The Upside of Downs, The Autism Society of Greater Akron, etc.) to glean content for our social media. And, of course, we're using our social media accounts as a means to disseminate information (i.e. our CARF Accreditation, the launching of our new website, etc.).

Posting to social media can be a bit of a tedious, time-consuming process. The external affairs committee has discussed the possibility of seeking an intern who might be able to assist in this area. Options are being researched.

### 4. Redesign Weaver website aligning communication priorities for mission and business services

Worked with Akron-based Sanctuary Software Studio to design and develop an updated website for Weaver Industries that provides an optimal viewing experience (easy reading and navigation) across a wide range of devices (mobile phones, tablets, desktop computer monitors, etc.). Information available on the new website now includes descriptions of the program services Weaver offers, as well as a page of various resources that are available to assist persons served (and their families) with connecting to their communities.

The new website went live November 20, 2017.

## Operational

### 1. Complete a comprehensive software needs assessment to determine system and software needs for client payroll, Medicaid tracking and client outcomes management 2018-2020.

During Q1 (2017), Weaver began assessing our system and software needs to determine gaps between those needs and our current system capabilities. A few key areas in need of improvement are client payroll (ex., time it takes to process payroll), Medicaid tracking (ex., not connected / reconciled to payroll and maintained 50% paper and 50% electronic) and client outcomes management (ex., no comprehensive organization-wide method of tracking goals and outcomes).

Of these areas, both the controller and HR director began evaluating various software solutions that may be able to streamline the multiple areas of improvement listed above. By Q2, we had evaluated seven (7) different software solutions, all of which could replace our existing client payroll system, with some of them having the ability to assist with Medicaid tracking/billing and client outcomes management.

By the end of Q3, we had selected two solutions from which to pursue quotes for services. We revisited the two software solutions in greater detail and began comparisons of the two systems (against each other, as well as against our existing system and processes) and determined a solution that would best meet our needs at a reasonable cost.

During Q4, we selected Paycom as the appropriate solution for our needs. Paycom is a cloud-based payroll and human resource technology provider that will fully automate our HR onboarding, time and attendance, and compliance reporting, as well as create our Medicaid billing flat files (to be submitted to the Department of Medicaid billing for waiver reimbursements). The system also has a comprehensive Performance module that can be used to track client outcomes management moving forward in 2018. An updated payroll system

reduces the time it takes to complete payroll processing (currently one person, takes about two workdays every two weeks), allowing that person to focus on Medicaid billing and the reconciliation of billing errors.

By the end of Q4, we are planning the transition from existing software to the new solution for implementation and full go-live in the first half of 2018.

2. Utilize a board ad-hoc committee to analyze retirement plan options for full-board recommendation and implementation in 2017.

After initiating this research with input from various board members, we quickly realized that there are a limited number of reasonable options. After exploring some of the plan options, it became clear that there are more benefits to sticking with our current plan structure, which is a 403B (such a plan documents, required filings, etc.). Under a 403B, we are able to offer an employer match, if we choose, without requirements such as a Plan Document and highly compensated ratios.

The second tier of the research included researching employer match options, what would be a competitive match, and forecasting the potential plan participation rate, employee contribution and company match expense.

We conducted a staff survey of eligible/full-time employees to gather data on knowledge, plan interest and participation/contribution estimates. From this internal survey, combined with data from ERC and other available sources, we have forecasted a company match expense for 2018 budget purposes based on a model representing a 3% employee contribution match and 70% eligible employee participation. If implemented, employee participation rates will more than likely be much lower, but for budget purposes, 70% is a conservative but comfortable starting point for initial rollout.

## Board of Directors

1. Fill vacant Board seats based on skill set and diversity priorities.

The Board Nominating Committee successfully filled open board seats while implementing a new board matrix to capture current board member skill sets and diversity goals for future board seats. (See attached new board matrix document)

2. Address opportunities for improvement, as identified in the Board Performance Assessment.

A summary report of the Board Performance Assessment was completed in August 2016. The summary identified topics within the assessment that identified areas where some board members were “unclear,” “not sure” or thought needed improvement. Some of the topics in the assessment will proceed as “a work in progress” as we continue to assess external threats and other transformational changes within our industry, for example:

- a. The board is able to articulate strategic issues facing the organization after careful analysis of the internal and external trends.
- b. The board involves key stakeholders in strategic planning – stakeholders may change and who determine as KEY stakeholders may evolve.
- c. Board members actively and effectively represent the organization in the community.

As identified in the summary report, many of the areas identified were able to be addressed through additional communication, board review and approval (items such a bylaws review, board member orientation manual and board policies). Through a combination of board reviews, approvals and expanded board policies, I believe that the areas where board members were “not sure” or were “unclear” have been addressed.