



Executive Summary

Resilience Amidst Uncertainty

In a year defined by a rising cost of living and housing instability, Community Action Wayne/Medina (CAWM) has remained a pillar of support for our community. Our dedicated staff have creatively adapted to meet clients where they are, in-person, online, or directly within the community, to address critical unmet needs and mitigate crisis. Despite an increasingly uncertain funding environment, our leadership has prioritized fiscal efficiency to protect core services and expand our capacity to address the critical needs of our communities.

Through the insights gained from our Community Needs Assessment, we addressed key strategic initiatives including housing stability, food security, workforce development, and early childhood support. Our impact is driven by a mission to support **every** person in achieving their maximum potential. By leveraging established and emerging community partnerships, we continue to maximize our reach and impact.

As we look toward 2026, CAWM is transitioning from reactive resilience to a proactive strategy centered on long-term sustainability and community impact. We extend our deepest gratitude to our staff, Board of Directors, and partner agencies whose collaboration makes this work possible. Together, we are building a more stable and thriving community founded on empathy, access, and unity. Thank you for ALL that you do to support Medina and Wayne Counties!



James Fox, President & CEO
jfox@cawm.org

2025 Community Impact Highlights

Over 340 Families served by Head Start and Early Head Start	Over 3,500 individuals received assistance with utility payments helping to maintain safe living conditions	100% of households achieved greater efficiency or reduced energy burden through weatherization	The Action Fund served 215 Households with \$60,384 of support to address hardship not otherwise addressed by existing programming
177 individuals received services from the Housing and Homelessness Services Dept.		Over 19,326 lbs. of food provided by our pantries and Head Start meal programs	
1123 Individuals were provided with transportation assistance to work and medical appointments		Over 350 free tax returns filed resulting in \$118,117 in returns	



Our Mission is to Engage the Community with compassion provide opportunities of hope that inspire individuals to reach their full potential.



The Vision of Community Action Wayne/Medina is to create a stable and thriving community built on empathy, access, and unity.



The Values of Community Action are Connection, Empowerment, and Respect that inspires resilient and self-sustaining communities.

Head Start & Early Head Start



107

Families Enrolled in Early Head Start Home Visiting Program



235

Children Enrolled in Head Start



1,944

Community Referrals for Services

Health & Wellness Support



100%

of Head Start and Early Head Start Children received Medical Exams & follow-up referrals

174 Students Received Dental Exams

70 Children, who otherwise would not have access, received dental exams from Case Western Mobile Dentist

Developmental Supports

51

Children with diagnosed disabilities were served

87

Children were screened for health/dental issues and were referred to medical professionals

Kindergarten and Social Emotional Indicators

100% Children demonstrate an increase in Kindergarten readiness

92%
Children Show Improvement in Social Emotional Indicators

97%
Children Demonstrate Improvement in Language & Literacy

Countywide Access

8

Head Start Centers

- Wooster
- Medina
- Orrville
- Lodi
- Rittman
- Brunswick
- West Salem
- Wadsworth

Comprehensive Services

106,875 Meals provided to children in 2025

23 Number of homeless families served

75% Families are working or going to school

27 Foster/Kinship care students served

64 Families achieved their financial goals

419 Parent/ community volunteers engaged during 2025



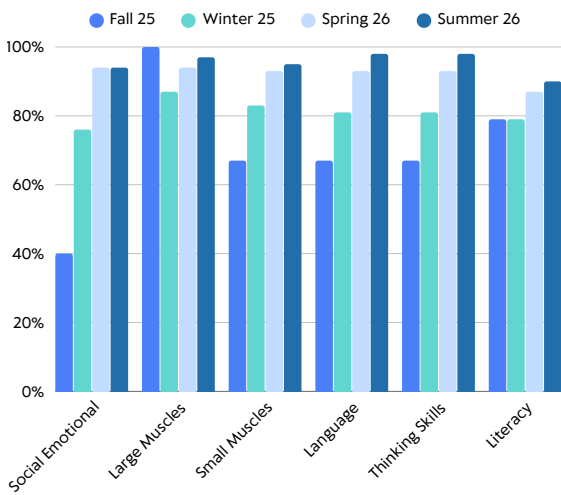


Head Start Parent Engagement & Key Performance

The Head Start program offers parent engagement opportunities that center around the Conscious Discipline for Parents curriculum, which educates parents on effective parenting techniques that include choices, assertiveness, composure, encouragement, and positive intent. CAW/M implemented the curriculum in 2017 and has seen a steady rise in participation over the following years. In the 2024-25 school year, participation declined, which we attribute to under-enrollment. This year, **XXX parents actively participated and just over XXX opportunities were provided.**

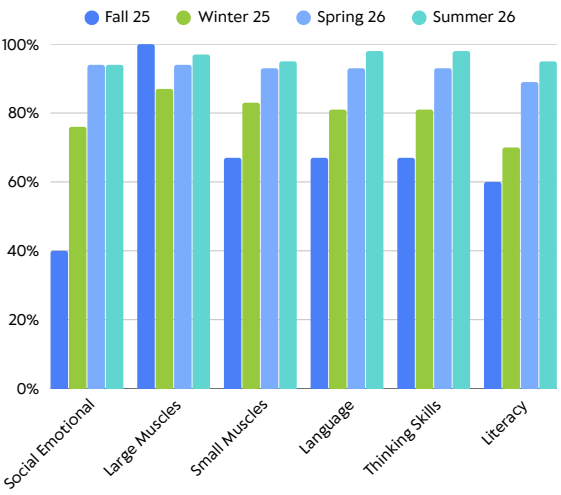
Parents also have the opportunity to be involved in the program’s planning and decision-making processes through the Policy Council and center Parent Committee meetings. While these opportunities were still offered at the same frequency as in years past, adjustments were made after the start of the pandemic, and all meetings were held via videoconferencing. Due to an increase in participation, we have continued to hold the Policy Council meetings virtually. In 2024-25, **XXX volunteers provided XX,XXX hours** of time assisting the program.

Last year, CAW/M adopted a new curriculum for both Head Start and Early Head Start home-based programs, and implemented the same curriculum in the center-based programs in the 25-26 school year. Frogstreet is a research-based curriculum that is rooted in consistency and pairs well with Conscious Discipline. Frogstreet can also be used across all of our program types and ages.



SmartTeach Assessment Results - 2025/2026 School Year

Analysis of results: This graph represents children in all Head Start FYFD and PYFD preschool classrooms. There was a total of **XXX children enrolled in the SmartTeach assessment program with XXX having enough documentation to pull data from.** The XX children who did not have enough documentation were either newly enrolled or attendance may have been an issue in capturing the documentation. The summer checkpoint reflects were children finished the assessment period for this checkpoint. Children who have been identified as needing more individualized support have been referred to local service providers and have initiated services if deemed necessary. **Across the domains, the numbers are above the agency’s goal for 85% of children meeting or exceeding expectations for their age group.**



Classroom.Out Assessment Results - 2025/2026 School Year

Analysis of results: The above graph represents both Head Start Preschool FYFD and PYFD Classrooms. Out of **XXX children** eligible for kindergarten at this checkpoint time, **111 had enough data in the assessment platform to pull information from.** Classroom teachers provided summer activities to support continued learning at home. **All domains reflect above the 85% threshold for meeting or exceeding expectations for their age.**



3,591

Households Served



\$636,266

Total Assistance



\$50

Average Monthly Savings
After Weatherization

Summer & Winter Crisis Programs

Provides one-time emergency assistance to low-income households facing utility disconnection, high bills, or bulk fuel needs. Portable air conditioning units and fans are also provided to ensure the safety of our most vulnerable community members.

1,158

Winter Crisis
Program

731

Summer Crisis
Program

Home Energy Assistance Program (HEAP)

HEAP is a federally funded program designed to help low-income households manage high heating and cooling costs. It provides one-time, annual benefits directly to utility providers to help with bills, prevent disconnection, or pay for bulk fuel.

1849

Households Served

1727

Household enrolled
on PIPP

Home Weatherization Program (HWAP)

HWAP provides free energy-efficiency improvements to eligible low-income homeowners and renters to reduce energy bills and improve safety. Services include home insulation, heating system repairs/replacements, air leakage reduction, and replacement of inefficient furnaces, hot water heaters, and refrigerators.

68

HWAP
Households

68

Homes Insulated

115

Safety
Inspections

31

Inefficient
Furnace, Water
Heater & Fridge
Replacements

Home Repair & Modifications

21

Households Served

- 2 Disability Modifications
- 2 Ventilation Measures
- 10 Roof Repairs
- 3 Electrical Repairs
- 4 Plumbing Repairs

Program Impact

100%

of Households report improved efficiency and ability to handle utility obligations as a result of program involvement

92%

Average monthly household savings after HWAP

97%

Average monthly household savings from HEAP programs





177

Individuals Served



\$113,830

Total Rental Assistance



117

Point in Time count of unoused individuals in Wayne County



44

Point in Time count of unoused individuals in Medina County

Homeless Crisis Response Program (HCRP)

HCRP is a targeted initiative designed to provide immediate relief to individuals and families experiencing homelessness or housing instability. The core components include rapid re-housing services, homelessness prevention, and diversion activities.

70

Individuals Served

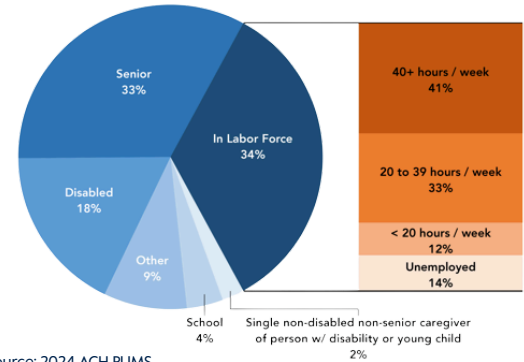
92%

Housing Retention Rate

\$3,244

Average Rental Assistance per Household

MOST EXTREMELY LOW-INCOME HOUSEHOLDERS ARE IN THE LABOR FORCE, ARE SENIORS, OR HAVE A DISABILITY



Source: 2024 ACH PUMS

Supportive Housing & Permanent Supportive Housing (PSH)

Supportive Housing provides temporary or transitional housing along with case management and supportive services to help individuals and families move toward permanent housing solutions.

PSH Combines long-term housing assistance with supportive services to help individuals with disabilities and chronic homelessness achieve housing stability and independence.

53

Individuals Served

\$5,870

Average Rental Assistance per Household

94%

Housing Retention Rate

13

Community-based housing sites

Action Fund Filling the Gap

The Action Fund assists our unhoused clients by supporting critical needs not addressed by our grant programming

\$14,109

in housing related assistance

26

Families receiving Rental Assistance

7

Assisted with move-in expenses

Street Outreach Team - Rural Outreach

Our street outreach program identifies and engages individuals experiencing homelessness in non-traditional, isolated settings, such as cars, tents, or abandoned structures, to connect them with housing, mental health services, substance use treatment, and basic needs. These programs build trust to transition people into stable housing.

90%

Percentage of outreach contacts engage in formal case management services

54

Individuals Served

100%

Percentage of clients who are connected to housing services





3,363

Households Served



\$435,556

Total Assistance



19,326

Pounds of food provided



73,308

Free books distributed

Mobility Management & Transportation

The Mobility Management Program is a statewide initiative funded by ODOT designed to bridge the gap between people and the transportation services they need. CAWM Mobility Management was instrumental in the creation of WayGo, Wayne County's new public transit!

CAWM provides contract services to address critical gap transportation needs for medical treatment, work, and education.

760

Public Transit
Passes

1041

Transportation
Rides provided

Over 2,655

Contract transportation
services provided

Free Plant Program

CAWM partners with area greenhouses to secure donated plants for our annual week long plant sale. Plants are provided to members of the community at no charge.

163

Households that
received plants

\$8,500

Value of donated
plants

Thank you to our partner greenhouses:
Mount Eaton Greenhouse
Cedar Valley Farms
Moore's Greenhouse
Various Family Growers

Food Pantries & Fresh Vegetable Program

CAWM operates food pantry locations in Rittman, West Salem, and Wooster that focus on filling geographic and other service gaps of existing food distribution programs.

Our partnership with A Whole Community provides weekly fresh vegetable deliveries to our Wooster, West Salem, and Rittman locations.

515

Housholds
Accessed one of
our 3 pantry
locations

5,769

Pounds of free
fresh veggies
distributed

4

Food Distribution
Locations

Free Tax Program

In response to significant community need for tax assistance, CAWM administers a free tax preparation program utilizing administrative staff and volunteers.

207

Free Tax Returns
Completed & Filed

\$118,117

Refunds secured for fixed-income
seniors and families

Dolly Parton Imagination Library

CAWM partners with the Medina County Public Library to administer the Medina County Dolly Parton Imagination Library.

6109 Active Medina County children receiving
one book per month

67% of Medina County children are enrolled in
the program.

\$190,600

Locally Raised Funds raised annually to
support this amazing free program. EVERY
Medina County child from 0 to 5 is eligible!

Donate Today!



Car Seat Program

To ensure all children have access to safe and appropriate child passenger equipment CAWM provides no cost car seats to eligible families

64

Car Seats provided to families

45

Number of car seat safety classes
and installations



1,203

Households Served



Over \$90,000

In Total Assistance



4,256

Estimated Affordable
Wayne/Medina Housing Shortage



178

Action Fund
Clients Served

Action Fund

The Action Fund is a low-barrier hardship fund focused on addressing unmet community needs that threaten self-sufficiency. The Action Fund is able to quickly respond through an efficient application, determination, and disbursement process. The program accesses existing staff and administrative resources, so 100% of every dollar donated goes toward direct support!

215 **\$60,384** **\$216,558**

Households
Served

In Support
Provided

Support
Provided
Program to Date

Donate Today!



Primary areas of support:

- Housing Expenses
- Utility Expenses
- Clothing & Hygiene
- Work & Medical Transportation
- Pest Remediation
- Emergency Food
- Car Repair
- Home Repair

CAWM Housing Development

As a Certified Housing Development Organization (CHDO), CAWM is engaged in strategic nonprofit development activities focused on increasing affordable workforce housing opportunities in our service area. We continue to increase rental and homeownership opportunities, while exploring creative strategies to support our most vulnerable populations.

43

Affordable rental
units developed

5

Homeownership
Closings

\$15 Million

Estimated
Economic Impact

Northside Villas - Wooster



CAWM was the non-profit development partner on the newly constructed Northside Villas apartment complex in Wooster. This development has provided 43 high quality workforce rental units for low to moderate income individuals in Wayne County. CAWM assisted with securing critical services to maximize the potential tax credits that make this type of development feasible.

Strategic Plan Initiatives

We conduct a Community Needs Assessment every three years and develop the agency strategic plan to align with critical community needs & gaps in service. Our current strategic initiatives are:

- 1 Affordable Housing Development
- 2 Workforce & Specialized Transportation
- 3 Enhance Workforce Childcare Options
- 4 Senior Outreach & Support
- 5 Improve Agency Access & Efficiency

Our current Community Needs Assessment and Strategic Plan are available on our website: www.cawm.org

Senior Support Services

228

Individuals receiving Case
Management & Service
Coordination

3,020

personal senior contacts made

750

referrals made to partner
organizations



2025 Revenue and Expenses

Revenue

\$15,806,553

Expenses

\$14,822,606

Corporate Reserve

\$165,494

Statement of Financial Position

Assets

\$5,615,136

Liabilities

\$1,653,281

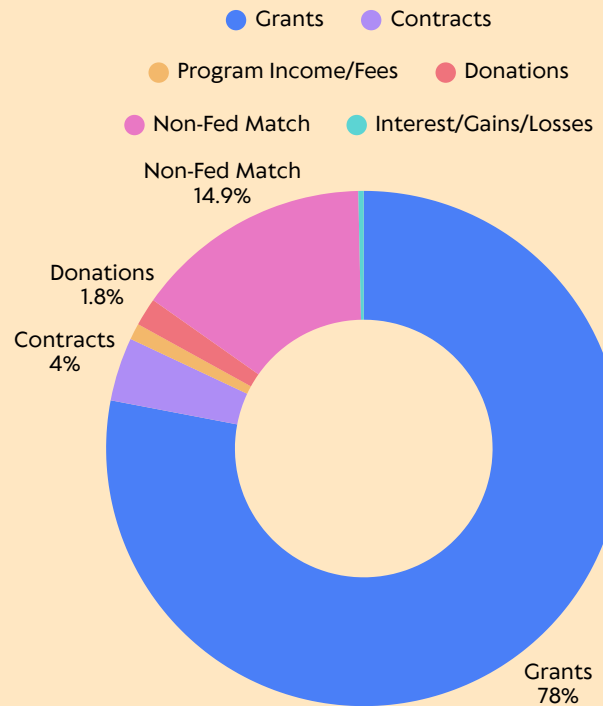
Net Assets

\$3,961,855

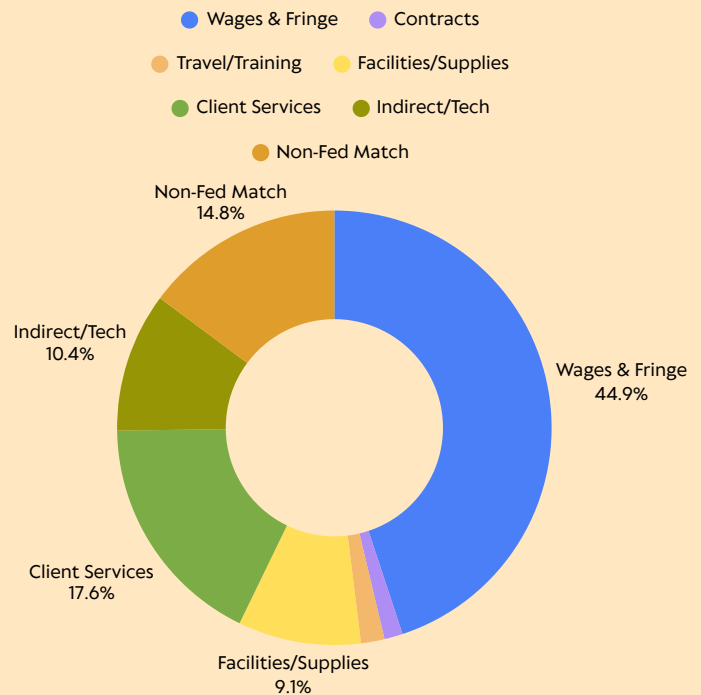
Corporate Reserves

\$983,946

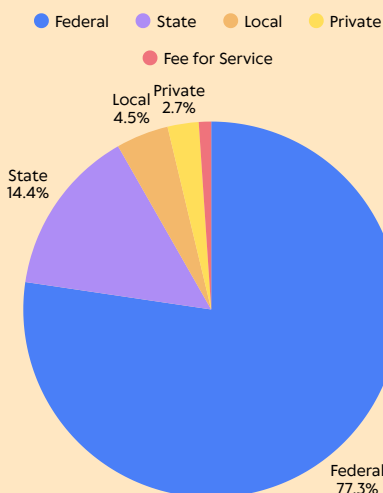
Revenue Categories



Expense Categories



Sources of Revenue



Our most recent agency audit and IRS990 are available on our website:

www.cawm.org

2025 Revenue Sources and Proposed 2026 Head Start Budget

Statement of Activities and Changes in Net Assets (unaudited) FY2025

Support & Revenue

Grants	\$11,483,911
Contracts	\$588,068
Donations & Annual Campaign	\$377,184
Program Income	\$118,552
Support In-Kind	\$2,192,634
Other Income/Property Donation	\$1,339,763
Total Support & Revenue	\$16,100,112

Expenses

Program Services	\$4,636,949
Wages	\$1,998,197
Fringe Benefits	\$203,068
Contracts & Consultants	\$2,192,634
In-Kind	\$258,715
Travel & Training	\$1,063,761
Occupancy	\$105,983
Supplies	\$108,050
Telephone	\$134,759
Equipment & Vehicles	\$7,427
Staff Related	\$34,068
Miscellaneous	\$2,603,211
Direct Program Services	\$48,473
Insurance	
Total Program Service Expenses	\$13,395,293
Supporting Services: Management & Indirect	\$1,427,313
Total Operating Expenses	\$14,822,606

Change in Net Assets

Net Assets - January 1, 2025	\$2,684,349
Net Assets - December 31, 2025	\$3,961,855
2025 Change in Net Assets*	47% Increase
<i>*Reflects aquisition of West Salem Campus</i>	

The agency Financial Audit of 2025 will begin in summer of 2026.

Most recent financial audit results (2024) had no findings.

Our most recent agency audit and IRS990 are available on our website:

www.cawm.org

2025 Revenue Sources Detail

GRANT REVENUE - \$11,483,911.33

COMMUNITY SERVICES BLOCK GRANT (CSBG) - \$383,250.38
 HOME ENERGY ASSISTANCE PROGRAM (HEAP) Summer Crisis - \$293,894.16
 HEAP - Administration - \$374,147.15
 HEAP Winter Crisis - \$531,861.05
 CITY OF WOOSTER - Transportation - \$398,749.60
 CITY OF WOOSTER - Fair Housing - \$3,823.51
 WAYNE COUNTY - Fair Housing - \$7,334.09
 LAND BANK - Lead Safe Ohio - \$35,685.75
 LANK BANK - Brownfield Remediation - \$43,650.15
 LANK BANK - Building Demolition & Site Revitalization - \$11,346.27
 HWAP - DOE - \$259,114.02
 HWAP - HHS - \$566,199.56
 HWAP - BIPARTISAN INFRASTRUCTURE LAW (BIL) - \$189,861.33
 FEDERAL HEAD START - \$7,798,534.98
 UNIVERSAL SERVICE FUND - PIPP - \$16,102.35
 OHIO DEPT. OF TRANSPORTATION - Mobility Management - \$81,073.51
 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) - \$17,038.59
 HOUSING ASSISTANCE PROGRAM - \$189,893.12
 UNITED WAY - WAYNE - Emergency Housing - \$5,000.00
 ONE EIGHTY - SHP - \$2,694.63
 PERMANANT SUPPORTIVE HOUSING PROGRAM - \$11,408.84
 HOMELESS CRISIS RESPONSE PROGRAM (HCRP) FEDERAL - \$204,641.63
 HCRP STATE - Ohio Housing Trust Fund - \$21,418.98
 MENTAL HEALTH & RECOVERY BOARD - \$40,255.18
 OCCRRA - Step Up to Quality - \$9,412.00

CONTRACT REVENUE - \$588,067.82

OSU/COW - Transportation Contracts - \$26,665.32
 COMMUNITY CONNECTIONS FIRST ENERGY - \$12,971.09
 CLEVELAND HOUSING NETWORK (CHN) - \$15,850.79
 ONE-EIGHTY - Housing Grant Transition - \$134,338.25
 CHILD & ADULT CARE FOOD PROGRAM (CACFP) - \$250,608.61
 WAYNE JFS - Child Care - \$118,394.59
 MEDINA JFS - Child Care - \$14,190.46
 WARM CHOICE-Ground Level Solutions - \$15,048.71

PROGRAM INCOME - \$79,811.80

PROGRAM INCOME - \$20,511.95
 CORPORATE RENTAL INCOME - \$12,825.44
 Premier Purchasing Partners (CHAMPS) - rebates - \$804.64
 CORPORATE HOUSING PROJECTS - \$8,970.00
 CORPORATE LAND BANK PROCEEDS - \$17,809.33
 West Salem Building Rental Income - \$18,890.44

FEE FOR SERVICE INCOME - \$70,426.44

TRANSPORTATION - Client Passes Purchased - \$46,471.23
 TRANSPORTATION - Agency Passes Purchased - \$3,070.00
 JFS Child Care Parent Fee - \$20,885.21

DONATIONS - Restricted - \$224,689.73

Donations - Restricted - \$92,595.00
 Donations - Prior Year Restricted - \$132,094.73

DONATIONS - Unrestricted - \$33,971.64

Donations - Unrestricted - \$21,270.00
 Corporate Donations - Annual Giving - \$12,701.64

INTEREST & DIVIDENDS - \$49,890.35

NONFEDERAL MATCH INCOME - \$2,192,633.83

TOTAL REVENUE - \$15,806,552.94

2026 PROPOSED HEAD START BUDGET

Per the Improving Head Start for School Readiness Act of 2007, below is the 2026 proposed budget plan for \$7,312,880:

- **Personnel Expenses (wages & fringe) - \$5,175,380**



- **Non-personnel Expenses (includes but not limited to)**

- Contracts & Consultants - \$53,067
- Travel & Training - \$335,793
- Occupancy - \$386,626
- Supplies - \$131,550
- Telephone & Computer Services - \$69,792
- Equipment & Vehicles - \$40,258
- Liability Insurance - \$25,589
- Staff Related - \$3,200
- Client Services - \$41,132
- Miscellaneous Program Expense - \$15,417
- Administration/Indirect - \$1,035,076



We ARE Community Action Wayne/Medina



148

Employees across Wayne & Medina Counties



8

Physical Locations



10.4

Employee Average Years of Service



18

Volunteer Board Members representing three sectors

Action Fund Donors

Guardian (Over \$1,000)	Champion (\$499 to \$999)	Innovator (\$250 to \$499)
<p>The Donald & Alice Noble Foundation</p> <p>The Jones Foundation</p> <p>Wayne County Community Foundation</p> <p>Kathryn Freed</p> <p>Merry & James Gentry</p> <p>Donald Klise</p>	<p>Mary Eberhart</p> <p>Dr. Jason Parker</p> <p>Julie Mennes</p> <p>Constance Hodgdon</p> <p>Lawrence & Kathryn Moses</p>	<p>David & Helen Wilkin</p> <p>Linda Maibach</p> <p>William Anderson</p> <p>Rex & Sandra Gasser</p> <p>Gesler Family Charitable Fund</p> <p>Jay Klemme & Anne Wilson</p> <p>James Fox & Stephanie Strand</p> <p>Kathy & Joe Lehman</p> <p>Daniel Fagert</p> <p>Betty Schuler</p>
Catalyst (\$1 to \$99)	Visionary (\$100 to \$149)	Pioneer (\$150 to \$249)
<p>Hans Kwee</p> <p>Duane Rahz</p> <p>Cynthia & Timothy Nolt</p> <p>Jane & Roger Cooper</p> <p>Diane Covert</p> <p>Suzanne Stocksdaile</p> <p>Gary & Cheryl Green</p> <p>Dorothy Snyder</p> <p>K. William Bailey</p> <p>Susan Hilbert</p> <p>David Riley</p> <p>Janice & John Limbert</p> <p>Jack & Nancy Raff</p> <p>Susan & Peter Roberts</p> <p>Krista Roma & Tate Emerson</p>	<p>Louise Miller</p> <p>Carolyn & Christopher Zielinski</p> <p>Suzanne Woods Huse</p> <p>Linda Houston</p> <p>Loretta & Brian Nault</p> <p>PE & Carol Liggett</p> <p>Peggy Rupp</p> <p>Jessika & Aaron Walton</p> <p>Kris Gasser</p> <p>Nichole Spahich</p> <p>William & Sherry Oehlenschlager</p> <p>Carolyn Reed</p>	<p>Justin & Kristin Smith</p> <p>Norma Barber</p> <p>Delores Durbin</p> <p>Kathryn & Dennis Helmuth</p> <p>Anne Nurse & John Thompson</p> <p>Beverly & Kenneth Theil</p>

Board of Directors

The CAW/M Board is mandated by law, overseeing agency operations to fight poverty. Comprised of public officials, private sector representatives, and low-income community members, our AMAZING board ensures effective, compliant management and delivery of services.

Wayne County

Carrie Chance
Wyn Jones
Christine Vansickle
Stacey Tanner
Rex Gasser
Philip Turskey
Dr. Megan Wereley
Allison Allison
Dan Franks

Medina County

Melanie Trivett
Rob Ebner
Debbie Kubena-Yatsko
Annie Finnerty
Rebecca Rak
Mattie Jones
Kathy Breitenbucher
Josh Hinkel
Cheryle Sission

2025 Executive Committee

Kathy Brietenbucher, Chair
Josh Hinkel, Vice Chair
Debbie Kubena-Yatsko, Treasurer
Annie Finnerty, Secretary

Leadership Team

Senior Leadership Team

James Fox - President & CEO
Don Ackerman - Senior VP & CFO
Kristin Kerr - VP & COO
Stacey Corbin - VP of Human Resources

Leadership Team

Angela Miller - Director of Energy Assistance
Cassie Shaum - Associate Director of CFD
Rebecca Dishauzi - Associate Director of CFD
Christina Dantona - Director of Housing
Kathryn Hardinger - Mobility Manager
Brian Thompson - Director of HWAP
Suzanne Henderson - Community Impact Manager



If you would like to donate to the Action Fund please scan the QR code or visit: <https://www.cawm.org/get-involved/donate.html>
If you have questions, ideas, or would like more information about our programs contact James Fox at jfox@cawm.org