"Alone we can do so little; Together we can do so much"
~Helen Keller

Community Service
- Home Weatherization
- Handicap Accessibility
- Home Repair
- Food/Clothing Assistance
- Utility Assistance

Child Development
- Head Start
- Early Head Start
- Comprehensive Services
- Food and Nutrition Services

Housing Services
- Affordable Housing
- Senior Housing
- Community Investment
- Rental Assistance
Benjamin J. Broyles

Ben Broyles joined Licking Memorial Health Systems (LMHS) in 2014 and serves as the Director of Rehabilitation, Home Care and Community Case Management. He received his Master of Science in Occupational Therapy from Washington University School of Medicine in St. Louis, Missouri and has worked as a therapist for 18 years. Ben is a past member of the Physical Therapy and Exercise Program board at C-TEC and is a certified Parkinson’s instructor. Ben and his wife, Anissa, who reside in Newark, have five children, Joshua, Nicholas, McKenna, Jackson and Taylor. The couple are fitness enthusiasts and very active in their children’s extra-curricular activities.

Tess Berry-Swartz

Tess Berry-Swartz joined State Farm in 2011 and serves as a Process Analyst in the Operations Excellence Department. As a Process Analyst, Tess is responsible for supporting the entire Personal and Business Underwriting Lines Contact Centers. She received her Bachelors of Science in Psychology from The Ohio State University and her Associate in General Insurance from The Institutes. Tess is very active in a local action group, Strong Voices Rising. Tess and her husband, Jacob, reside in Granville. The couple enjoys spending time with their three Australian Shepherds (Zoe, Jackson, and Luna).

LEADS would like to welcome...

LEADS Board of Trustees

Tess Berry-Swartz  
Benjamin Broyles  
John Compton  
Kelly Corrigan  
George Croom  
Nancy Gifford  
Dee Hall  
Marlena Krugel  
Carolyn Martin  
Alice Meadows  
Bill Mercurio  
Rochelle Paul  
Marcia Phelps  
Bruce Smith  
Lori Tabler  
Warren Weber  
John Whittington  
Herb Wise

THANK YOU for your years of service

Dom Crawmer  
25 Years of Service

Sherry Day  
25 Years of Service

Cindy Hottinger  
25 Years of Service
Cindy Hottinger
Employee of the Year

Cindy Hottinger was a Head Start parent and a volunteer that served on Policy Council from 1989 to 1991 as a council secretary and a parent representative for the Head Start Newark Center.

She was hired as a coordinator assistant in October of 1991. Cindy’s tenure at LEADS has seen her in a variety of positions that have included various roles in Health, Nutrition, Transportation, Social Services and ERSEA.

Through the years Cindy has obtained her CDL with school bus endorsement. She has spent most of her employment as a Client Specialist/Family Service Worker. She obtained her Family Service Worker Certification from COTC/OSU and recently received her Bachelor Degree in Human Services from Ashford University. She is currently the Home Base Administrator for Delaware, Licking and Union Counties for Head Start and Early Head Start.

Cindy is a widow and the mother of three children, the grandmother “Mimi” to eight beautiful and lovable grandchildren.

She reports that she appreciates the numerous opportunities she has been fortunate to experience at LEADS.

Jackie Williams
Head Start Volunteer of the Year

Jackie Williams is a former Parent Ambassador for LEADS Head Start and represented us in Washington D.C. by talking to our Congressmen about the benefits of the Head Start Program. She was also a substitute Head Start teacher. Jackie is always volunteering to help the Newark Center staff any way she can. She has cut out items for teaching staff, helped clean the classrooms, bathrooms and center. She helped decorate the big room for the “Winter Wonderland” dance. She also managed to get all of the dinner food items donated for the formal style dinner at the dance. Jackie opened up her church’s kitchen for a parent who volunteered to prepare the whole dinner which consisted of ham, green beans, mashed potatoes, rolls and dessert. Jackie also donates clothing to HS children who need them. If a child does not have transportation to get to or from school and the parents ask for help she will go get them or drop them off. Jackie helped a few families attain the forms and helped fill them out for affordable housing at the Washington Square Apartments because she used to work there. Jackie is a caring, kind and compassionate woman who in every aspect of her life helps everyone in one way or another.

Jackie was recently hired as a Head Start assistant teacher.

John Rizor
Community Service Volunteer of the Year

John is a volunteer at the Utica Food Pantry. He is a very personable, honest caring and hard working man.

John comes in early every Thursday morning to stock the shelves and unload the truck. By the time we arrive, everything is organized, the lights on and the coffee is brewing.

Throughout the day he continues to restock the shelves and carry out the groceries and load them into people's cars.

John keeps a running inventory in his head and is eager to tell us when we are running low on an item and need to reorder. He knows where everything is stored and is more than eager to get us anything we need when we need it.

On Fridays, John comes in to sweep everything is stored and is more than need to reorder. He knows where everything is stored and is more than eager to get us anything we need when we need it.

As you can see, John is an all around good guy, who answers every call.

We feel his reliability and work record is superior and for these reasons we highly recommend him for the "Volunteer of the Year."

Special Recognition

John Whittington
Board Member of the Year

John A. Whittington is a graduate of both The Ohio State University and the Capital University Law School. Mr. Whittington retired as the Senior Legal Counsel and Special Assistant Prosecuting Attorney from the Licking County Child Support Enforcement Agency where he is currently an on call attorney with them. While with the county, he also served as the Interim Human Resource Director.

Since his retirement he has been actively involved with LEADS and with the Alumni Association of The Ohio State University’s Newark Campus. He currently is the Newark Campus Representative on The Ohio State Alumni Association Advisory Council Board. He periodically volunteers with Lifeline Christian Missions in Westerville, Ohio where he was fortunate to travel to and work with the Navajo Nation in Arizona.

Besides teaching law courses at the Central Ohio Technical College and Park University, he has spoken at numerous state conferences on ethics and professionalism throughout his career. He currently serves as a Guardian Ad Litem for the local Domestic Relations Court.

Mr. Whittington is an avid snow skier, as well as a past ski instructor, and an avid outdoors enthusiast which includes hiking and "lumberjacking"! Mr. Whittington completed his 34th year of ushering at Ohio State football games in 2016. He currently resides with his wife, Laura, and family in Granville, Ohio.
Clifford Mason

Clifford L. Mason was born and raised in Hebron, OH. He is a 1979 Lakewood High School graduate and was elected by his classmates to serve as their class president. He began a career in the fire service in 1980 as a volunteer firefighter/paramedic in Hebron. He retired as Fire Chief of the Madison Township FD in Groveport, OH in 2012. He served as a firefighter/paramedic in five different central Ohio communities during an almost 33-year career.

He was elected to Hebron Village Council in 1989, served six years as a council member, and was elected Mayor of Hebron in 1995. He served the Village of Hebron as Mayor for twenty years. He married Rose in 1986 and together they have two children, Joshua and Whitney. They are proud grandparents to CJ Klein, Kyndal Mary/Rose Mason and Adasyn Klein.

Clifford has attended Hebron Christian Church, Disciples of Christ his entire life, serving as a deacon, chairman of the board, trustee and has been an elder for many years. He is certified as a Life Celebrant, and has been a Fire Chaplain for over ten years, serving the Ohio Fire Chiefs Association as Chaplain. He remains active in retirement by working for Hoskinson Funeral Home and Cremation Services and The Licking County Coroner’s office.

He is active in the Hebron Masonic Lodge (Treasurer), Hebron Lions Club (President), Newark Elks 391, Buckeye Lake Moose, Ancient Accepted Scottish Rite, Valley of Columbus, Shriners International, Aladdin Shrine, Ohio and International Federation of Fire Chaplains, Lakewood Education Foundation, Board member, American Red Cross, East and South Central Ohio Chapter, and was appointed by Governor John Kasich in 2014 to serve on the State Emergency Response Commission.

Clifford enjoys traveling with his wife, spending time with the grandchildren and anything OSU football and basketball!

Newark Firefighters Local #109

Community Volunteers of the Year

Newark Firefighters Local 109 raises funds for our children’s charities through two main fundraisers. The first is a gun raffle that runs all during the month of July. We sell approximately 1000 tickets with an opportunity to win every day in the month of July. We partner with a local outdoor outfitter for the raffle. The second fund raising activity is in partnership with Crossfit Newark (CFN). We host a 4 person Team Crossfit competition. Crossfit Athletes across the Central Ohio region form 4 person coed teams to compete for 444 Trophy (4 Athletes, 4 coats, 4 kids) this has been a very successful event since its inception. Funds are raised through corporate sponsorships and entry fees.

We purchase the coats from Operation Warm. This is a non-profit charitable organization that manufactures and distributes Union-Made-in-the-USA children’s coats all across the United States. Operation Warm and the International Association of Firefighters (IAFF) have been in partnership since 2012. Since then the IAFF and Operation Warm have distributed over 250,000 coats to children all over the country.

Local 109 and Crossfit Newark are so excited to be in partnership with LEADS/Headstart in Licking County. It is truly a special day when you allow us into your classrooms to spend some time with your students. The firefighters and members of CFN really enjoy their time with the kids and faculty. Thank you so much for allowing us to be a part of your incredible organization.

In Loving Memory

Marge Schulze

Volunteer at Buckeye Lake for over 30 Years
In 2016, Licking County Jobs and Family Services (JFS) entered into a contract partnership with LEADS to provide services for their Adult Protective Services Division (APS).

In late spring, an APS Case Worker discovered a 69-year-old elderly man who we will call Fred living in a horrible environment due to years of hoarding and the lack of home maintenance and repairs.

Fred’s wife Shirley of 33 years suddenly passed away nearly 4 years ago and since then he has had multiple heart surgeries and a brain hemorrhage. While married the couple never had children and there was no other family members able to help keep up with general cleaning and maintenance. He was on the verge of his home being condemned and being evicted and the possibility of being placed under the Jurisdiction of the courts because of the terrible conditions which he was living in.

APS contacted LEADS to assess the situation and provide a plan of action to keep him in his home, if at all possible. LEADS staff came up with an acceptable plan that was fully supported by the local APS and the work began immediately.

LEADS crew members volunteered to work over the weekend by removing loads of debris, trash and waste to enable us to begin the needed repairs. They went on to install new flooring for the kitchen, bath and living room because the original floorings had caved and were very unsafe. He had been living with no hot water for several years, so new plumbing and a hot water tank was installed. In addition, we had to replace the heating system and ductwork and finished it off with a new handicapped commode.

Fred was so appreciative of our assistance; he can now enjoy a clean, safe and comfortable home. He has also made friends with some of the LEADS staff who have reached out to give him support and companionship. The long term positive working relationship between LEADS and LCJFS enable us to combine APS funds with our CSBG funds to effectively assist Fred in a very meaningful way. He should be able to live unassisted for years to come. LEADS staff are committed to check in on Fred from time to time and we are confident the APS Case Workers will do the same.

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Ken Kempton receives the 2017 True Core Outstanding Community Leader Award

PNC Affordable Housing Grant
Thank You to Our Volunteers

132 Head Start & Early Head Start Volunteers
working 1,922 hours

55 Community Service Volunteers
working 8,901 hours

Volunteers came to tear down, load, haul and reset up playground equipment at Head Start.

Buckeye Lake Food Pantry volunteers

Pataskala volunteer recognition lunch

Pataskala Advisory Committee
46 All Other Volunteers working 1,231.75 hours

233 TOTAL Volunteers working 12,054.75 hours

Data gathered from CSBG Information Survey Report (IS Report)

Park National Bank employees have volunteered at LEADS Service locations since 2010. During that time they volunteered thousands of hours to the agency by doing projects like landscaping, shredding, painting and light cleaning.

Utica Food Pantry volunteer recognition lunch

Hebron Christian Church painting the Buckeye Lake Food Pantry

Newborns In need volunteer recognition

David Day, volunteer painting the 159 Wilson Street Office
Thank You to Our Staff

LEADS Service Award recipients

Head Start staff in training before school is back in session

Mobile Heating Lab

Community Services heating tech class

Thank You to Our Sponsors

Ohio Capital Impact Corp.
Fairfield Homes Inc.
Park National Bank
Stock Development
PNC Bank
Licking County Foundation
Madison-Collins-Stephens
Central Ohio Technical College

LW/Community Investment Management Services
Lincoln Financial Foundation, Inc.
Myers Wholesale Sheet, Metal & Supply Co.
RLJ Management
Clark Schaefer Hackett
Dynamic Networks

Applied Energy Products & Sales Inc.
Ohio Association of Community Action Agencies
Canal Investments, LLC
True Core Federal Credit Union
Englefield Oil Co.
CREA, LLC
Star Title Agency, LLC
Community Services staff Pancake breakfast for Operation Feed

107 LEADS employees have over 2,303 hours of training

Mandy Daughriety was the $100 gas card winner for Operation Feed

Chuck Moore, Executive Director of the Food Pantry Network of Licking County
HEAD START & EARLY HEAD START DIVISION

Major Accomplishments

• Step Up to Quality (SUTQ) is a 5-star quality rating and improvement system administered by the Ohio Department of Job and Family Services. SUTQ recognizes and promotes learning and development programs that meet quality program standards that exceed licensing health and safety regulations. The program standards are based on national research identifying program standards which lead to improved outcomes for children.

• ALL seven LEADS Head Start centers have earned a 5-star Step Up to Quality rating!

• 100% of classroom teachers meet the degree requirement of a Bachelor degree or higher or are currently enrolled in an Early Childhood Education program leading to a Bachelor degree or higher.

• Head Start was able to continue their partnership with Dr. Canfield from Comfort Dental in Heath and Dr. Munn from Comfort Dental in Dublin. LEADS hosted their 2nd annual “dental day” at each site, where children were transported to the dentist offices and had dental exams completed. In November, 21 children in Licking County had their dental exam completed in the Heath office; and 4 children in Union County completed exams at the Dublin office.

• On June 28th, LEADS Head Start hosted a “Healthy Kids, Healthy Community” breakfast at Licking Memorial Hospital. The breakfast highlighted the importance of our comprehensive health services component, presented by Sherry Day LSW, Health Manager. Invited were; community Pediatricians, Dentists, Audiologists & Optometrists. There were several LEADS board members who attended, as well as Health Services Advisory Committee members. The breakfast was a success and we hope to continue to build and strengthen our community partnerships through this event. We thank LMH for their wonderful facility and hospitality.

• This year, LEADS Policy Council Member, Jodie Waters, was chosen to be a participant in the Ohio Head Start Association, Inc. Parent Ambassador Program. This training allowed Jodie to travel to Washington D.C. In January and speak to Ohio’s Congressional leaders on the

Food Service

109,568 meals are provided to our children from the two LEADS kitchens: 35,420 breakfasts; 36,915 lunches; and, 37,233 snacks during PY 2016-2017 with a reimbursement through the Child and Adult Care Food Program (CACFP) totaling $217,730.43.

Disabilities

59 children had an Individualized Education Plan (IEP) through their local education agency or education service center and 17 families had an Individual Family Service Plan (IFSP) through their local early intervention agency.

17 effective collaborations with local education agencies and three Help Me Grow partners in Delaware, Licking and Union Counties.
Early Head Start

16 mothers and their infants were served in Early Head Start through the Ohio Reformatory for Women’s Achieving Baby Care Success nursery program (ABC’s).

5 pregnant women were enrolled in Early Head Start and subsequently enrolled their newborn at birth.

Health

94% of Head Start/Early Head Start children are up-to-date on all preventative and primary health care, according to the states EPSDT (well child physical) schedule.

43 out of 45 Head Start/Early Head Start children (95.5%) diagnosed with a chronic health condition needing medical treatment, received/completed their treatment.

98% of Head Start children have continuous and accessible dental care provided by a dentist.

98.5% of Head Start children received a dental exam this program year.

63 out of 81 Head Start children (80%) who were diagnosed as needing dental treatment, received/completed their treatment.

Child Development

All Head Start Teaching staff and Center Administrators received 30 or more hours of Step Up to Quality approved trainings.

32 Teaching staff, 4 Center Administrators, 2 Coach Mentors and Child Development Manager received training on “Process vs. Product Art” Experiences.

Child Development Manager and 2 Coach Mentors were trained to “Understand and Manage Trauma in Children,” and are approved to be future trainers of this material.

36 Teaching Staff, 4 Center Administrators and 2 Coach Mentors received training on “I am Moving, I am Learning” -strategies to address CLASS and Increase Instructional support.

24 Teaching staff, 4 Center Administrators, 2 Coach Mentors and Child Development Manager received training on “Creating a Print Rich Environment.”

7 Head Start staff members completed the requirements to become a certified CLASS observer. The Classroom Assessment Scoring System (CLASS) is an observational tool that focuses on effective teaching, helps teachers recognize and understand the power of their interactions with students, and aligns with professional development tools.

Family Engagement

542 families received health and parent education throughout the school year.

1,317 social service home visits were conducted with families throughout the year.

221 families engaged in the program by participating in parent events (family focus and/or fatherhood events) at their child’s school.
COMMUNITY SERVICE DIVISION

Programs Operated

• Home Weatherization Assistance Program (HWAP)
• WarmChoice® Program
• Electric Partnership Program (EPP)
• American Electric Power Community Assistance Program (AEP CAP)
• Home Repair Program for Senior Citizens (Senior Levy)
• Emergency Home Repair & Handicapped Accessibility Program (Senior Levy) (COAAA) (Housing Assistance Grant)
• Home Energy Assistance Program (HEAP)
• Summer Crisis Program (SCP)
• Winter Crisis Program (WCP)
• Percentage of Income Payment Plan (PIPP Plus)
• Community Services Block Grant (CSBG)
• Emergency Food & Shelter Program (EFSP)
• Clothes Closet
• Food Pantries

282
Households received energy efficient measures such as furnaces, insulation, high efficient lighting and air sealing.

122
Households received emergency repairs such as new roofs, wheelchair ramps, handicapped accessible bathrooms and other emergency repairs.

7,909
Households received emergency assistance with either utilities, rent, medical and dental assistance or a combination of assistance.
Households received food from the food pantries.**3,738**

Households received emergency clothing at the clothes closets.**1,150**

Households served with $22,474 obligated to help with the summer cooling bills.**139**

Household utility disconnects were prevented by E-HEAP and spent over $252,557.**1,031**

Contracts and Funding Sources

- **AEP**
  - Community Assistance Program
- **Ground Level Solutions/Columbia Gas**
  - WarmChoice Program
- **Central Ohio Area Agency on Aging (COAAA)**
  - Home Repair
  - PASSPORT
- **Ohio Development Services Agency (ODSA)**
  - HEAP, PIPP, WCP & SCP
  - OCD Housing Assistance Program
  - CSBG
  - HWAP
- **United Way**
  - EFSP Program
- **Corporation for Ohio Appalachian Development (COAD)**
  - Electric Partnership Program
- **Licking County Food Pantry Network**
  - Food Pantries
- **Licking County**
  - Senior Levy Home Repair Program
  - Energy Audits (Planning & Development)
- **City of Newark Economic & Development**
  - Energy Audits
- **Private Donations**
LEADS Housing Division is an experienced provider of affordable housing. To date LEADS has participated in 39 housing developments ranging from 15 to 80 units. Of these developments, 32 are funded using tax credits, 11 are funded with USDA Rural Development, 3 are funded with U.S. Department of Housing and Urban Development and 1 with conventional funds. The affordable housing developments are located in 21 counties in Ohio. The prospective residents must qualify under the various income, credit and background guidelines for each of the programs the property is financed under.

Major Accomplishments

• LEADS Cardington Place Apartments, Hebron Heights Apartments and Lakeland Townhomes each received funding from the Ohio Housing Finance Agency to complete major rehabilitations on each of the properties. The combined cost of the three properties is expected to be $4,456,048.00. Construction on Cardington Place Apartments and Lakeland Townhomes started on November 1, 2015 and the final draw was requested in April 2017 on both properties. The construction on Hebron Heights started on March 1, 2016 and is expected to be completed by the end of the second quarter in 2017. The units will receive updated kitchens, bathrooms, new windows, roof replacement, vinyl siding, new energy efficient HVAC systems and appliances along with other improvements at the property.

• Construction of the extensive structural repairs on Central Hotel Apartments in Galion, Ohio was completed in November 2016. A Grand Re-Opening was held on December 5, 2016 for the community.

• Ridgeview Manor I reached the Year 15 compliance period at 12/31/2016. Ridgeview Manor I is a 35 unit senior property located in Johnstown, Ohio. It will remain as an Affordable Housing property through the Extended Use Period.

• Carnes Senior Apartments reached the Year 15 compliance period at 12/31/2016. Carnes Senior Apartments is a 26 unit senior property located in Bellaire, Ohio. It will remain as an Affordable Housing property through the Extended Use Period.
LEADS was able to provide 1,204 households affordable housing as of 03/31/2017. The occupancy rate for the same time period for the portfolio was 91%. The majority of the vacancy rate was due to the four properties receiving major rehabilitations.

Audits and tax returns for 37 properties were reviewed and approved.

312 Monthly Financial Statements are received and reviewed during the year.

Funding Sources
- Ohio Housing Finance Agency
- Ohio Capital Corporation for Housing
- City Real Estate Advisors
- U.S. Department of Housing and Urban Developments
- USDA Rural Development
- Alliant Asset Management Company
- Fifth Third Community Development Corp.
- NEF Assignment Corp.
- PNC Multifamily Capital

Financial Institutions
Mortgage Financing
- Midland Loan Services
- Fifth Third Bank
- Heartland Bank
- Key Bank N.A.
- Lancaster Pollard
- Park National Bank
- PNC Bank
- Red Capital
- Wesbanco
- West Union Bank

Management Partnerships
- Wallick Companies
- Gorsuch Management
- LW Associates
- Millennia
- Provident Management
- RLJ Management
- WODA
Human Resources

The Human Resource department is a critical unit of the agency tasked with various personnel related functions, benefits administration, performance management, safety, employee relations as well as compliance with federal, state and local regulations.

Outcomes

- Human Resource Services to 115 fulltime employees
- Rewrote the Personnel Policy-effective March 2017
- Only 1 BWC case with days away from work, total 6 days
- Revising and updating forms. The Exit Survey, New Substitute Checklist, New hire checklist, Education Reimbursement form, Client Incident, Accident & Injury Report etc.
- Year End Staff training: Distracted Driving and Active Shooter

Mission Statement

LEADS Community Action Agency is a private nonprofit corporation which seeks to identify and remove the causes of poverty and provide direct assistance to alleviate the effects of poverty to result in greater self-sufficiency among low-income citizens of our area.

2017 Revenues

$9,207,979

2017 Expenses

$8,323,800

2017 Revenues

Corporate Program Activities 6%
- Older Adult Programs 3%
- Community Services 4%
- Food Programs 3%
- Weatherization Energy Assistance 12%
- Housing 11%
- Child Education 61%

2017 Expenses

Corporate Program Activities 6%
- Older Adult Programs 3%
- Community Services 4%
- Food Programs 3%
- Weatherization Energy Assistance 11%
- Housing 11%
- Child Education 62%

M&G and Funding 10%