

**GUIDING FAMILIES
TOWARD SUCCESS**



STAFF + LEADERSHIP

A Message from the Executive Director

The never-ending changes that we have navigated over the last year can be exhausting. But a quality team views the challenge of change as an opportunity to make great things happen. **NOCAC is blessed to have that team.** The good work that we do in our communities and the life-changing impact that we have on those that struggle is something that we are proud of.

Over 5,000 households were supported by an NOCAC program or service in 2021. Many were impacted by a change that caused them to seek assistance for the first time ever. With a commitment to quality, NOCAC staff assured that services were provided efficiently, effectively and with dignity and respect.

Who we are, What we do, and Who we do it for matters to us.

Our successes would not be possible without the tireless commitment of our staff, the dedication of our governing board members, the contributions of volunteers, and the shared resources from our community partners and donors. **Together we have transformed the uncertainty of change into a powerful impact.**

This annual report celebrates all that we accomplished as we responded to the challenges of 2021. But we also recognize that far too many are still struggling. Always striving for excellence, we are dedicated to improving current services and launching new initiatives to better serve our community. **We remain committed to overcoming the conditions of poverty and guiding the people we serve to achieve stability and success.** - *Angie Franklin, Executive Director*



Angie Franklin, Executive Director
33 years of service

Management Team



Angie Franklin
Executive Director



Sally Gerken
Assistant Director of Finance



Heidi Keweenaw
Human Resource Director



Amber Simmons
Director of Community Services and Incoming Child Development Director



Susan Cheeseman
Director of Homeless Programs



Kelly Feeney
Housing and Energy Services Director

Governing Board Members



John Basinger
Van Wert County Client Sector Rep.



Penni Bostelman
Henry County Senior Center



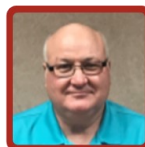
Tiffany Goings
Paulding County Client Sector Rep.



Rachel Eicher
Defiance College



Ron Etzler
Payne Chamber of Commerce



Dean Genter
Genter Farms



Robert Hastedt
Henry County Commissioner



Lewis Hilkert
Williams County Commissioner



Mark Holtsberry
Paulding County Commissioner



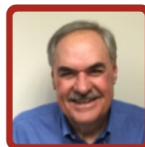
Kaitlyn Howard
Henry County Client Sector Rep.



David Kern
Defiance County Commissioner



David Miller
Williams County Client Sector Rep.



Dennis Miller
Maumee Valley Planning Org.



Lucia Myers
Fulton County Client Sector Rep.



Stan Owens
Van Wert County Commissioner



Joe Short
Fulton County Commissioner



Rick Turner
Vantage Career Center



Kris Walters
Schultz Huber & Assoc.

GOVERNING BOARD: Robert Hastedt, President | Dennis Miller, Vice President | Mark Holtsberry, Secretary
Representative not pictured: Taylor Abner, Client Sector, Defiance County/Head Start Policy Council

SECTOR KEY: Public - Private - Client

FINANCIAL EXPENDITURES

PROGRAMS	2021	2020
Head Start Program	\$3,478,445	\$3,797,341
Early Head Start Program	\$306,730	\$269,295
Head Start Program COVID - CRSSA	\$41,688	\$0
Head Start Program COVID - American Rescue Plan	\$25,278	\$0
Early Childhood Education	\$272,402	\$310,894
Child & Adult Food Care Program (CACFP)	\$147,347	\$175,708
Teach Arts Ohio	\$9,000	\$9,000
Summer Food (CACFP)	\$57,535	\$54,734
United Way - Summer Food	\$19,437	\$16,309
TOTAL CHILD DEVELOPMENT PROGRAMS	\$4,357,862	\$4,633,281
Child Care-Publicly Funded	\$343,743	\$287,569
BCI Checks/Training	\$29,817	\$15,567
TOTAL COMMUNITY PARTNERSHIPS	\$373,560	\$303,136
Community Services Block Grant Program (CSBG)	\$528,047	\$282,994
CSBG Cares COVID	\$224,364	\$66,300
Home Energy Assistance Program (HEAP)	\$1,167,045	\$1,096,352
Percentage of Income Payment Plan (PIPP)	\$30,364	\$34,294
CRFESP Home Relief 1	\$352,675	\$759,818
CDBG Home Relief 2	\$579,699	\$0
CAA-HRG Home Relief 3	\$2,688,341	\$0
Utilities Assistance Plus	\$17,912	\$0
Emergency Food & Shelter Program	\$57,691	\$99,285
Housing Support - Tax Credit Projects	\$3,888	\$3,247
Local Initiatives Support Corp (LISC)	\$4,741	\$28,703
LISC Promedica	\$72,440	\$13,703
LISC General Motors	\$55,000	\$15,000
United Way - FEP Funds/Emergency Services	\$46,188	\$130,649
Local Donations	\$60,217	\$46,684
TOTAL COMMUNITY SERVICES	\$5,888,612	\$2,577,029
Partnership Assistance to the Homeless (PATH)	\$64,928	\$87,277
Richland Place Single Room Occupancy Units (SRO)	\$40,555	\$42,163
CDBG Emergency GAP Fund	0	\$32,400
COHHIO Diversion Training	\$1,474	\$9,026
Emergency Shelter Grant Program	\$27,223	\$137,177
Permanent Supportive Hsg	\$280,969	\$374,860
Supportive Housing Program	\$31,869	\$20,441
Homeless Prevention and Rapid Re-Housing	\$77,282	\$259,659
Housing Stability Rapid Re-Housing - CARES	\$158,278	\$12,426
Targeted Rapid Re-Housing	\$112,350	\$46,116
COHHIO TANF Housing Now	\$58,071	\$13,029
Emergency Shelter Grant Cares	\$233,412	\$101,130
Housing Coordination Services/Diversion	\$12,807	\$42,457
Risk Mitigation	\$3,286	\$7,036
OHFA Criminal Justice & Emergency Housing Assistance	\$21,286	\$62,737
TOTAL HOMELESSNESS ASSISTANCE SERVICES	\$1,123,790	\$1,247,934
Home Weatherization Assistance Program	\$990,359	\$954,489
Home Weatherization Enhancement Program	\$215,453	\$183,076
Housing Assistance Grant Program	\$110,702	\$73,833
Elderly Home Repair Program	\$25,699	\$20,115
Community Connections -Toledo Edison, AEP	\$178,651	\$66,057
Electric Partnership Program	\$165,325	\$102,596
OPAE-Suburban Gas	0	\$6,558
Housewarming Program	\$331	\$610
TOTAL HOUSING & ENERGY PROGRAMS	\$1,686,520	\$1,407,334
Total Corporate/Unrestricted	\$87,423	\$91,781
TOTAL NOCAC EXPENDITURES	\$13,517,767	\$10,260,495

Our Mission

To plan, develop, and coordinate programs and services designed to combat conditions related to poverty in Defiance, Fulton, Henry, Paulding, Van Wert, and Williams counties.

The Promise of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and help each other.

Online Resource Guide

View local resources by county at nocac.org.



Denise Pollard, Payroll/Benefits Specialist (7 years)
Dusty Simpson, Finance Support Specialist (1 year)

HUMAN RESOURCES

Commitment to Our Workforce

The Human Resource Department is committed to attracting and retaining a talented and diverse workforce that fosters a healthy, safe, and productive work environment that focuses on the agency mission. **It's important to NOCAC that all team members have a clear picture of the mission and are motivated about the work they do in order to provide the best possible service to the consumers we serve.**

Since it is the staff of NOCAC who drive the mission, this department continues to work on clear job descriptions, policies and procedures and in helping all NOCAC team members reach their full potential.

Each year, the NOCAC administration focuses on celebrations and employee events to transform the work experience and enhance our employee relations culture.

# of NOCAC Team Members	146
Administration	7
Community Services/FOC	18
Head Start/EHS/ECE	91
Homeless Programs	13
Housing & Energy Services	12
Publicly Funded Child Care	5

% of Employees	Years of Experience
56%	<5 years
13%	6 -10 years
11.5%	11 -15 years
7%	16 - 20 years
12.5%	> 20 years

The Human Resource Department assists applicants and employees during all phases of the employment process, including recruitment, interviewing, background, reference checks, selection and evaluation.

HR also served as a resource to all staff to answer questions related to COVID-19. Due to the COVID-19 Pandemic and vaccination mandates, there were 32 positions left empty by the end of 2021. 81% of those empty positions were with the Head Start Program.

278 Employment Applications
77 Positions Posted
20 New Staff Members



*Heidi Keweenaw, Human Resource Director
16 years of service*

PUBLICLY FUNDED CHILD CARE

NOCAC holds contract's with County Departments of Job and Family Services (ODJFS) located in Auglaize, Defiance, Fulton, Hancock, Hardin, Paulding, Van Wert and Williams to administer the Publicly Funded Child Care (PFCC) Assistance program.

This program offers financial assistance to eligible parents to help them with child care costs while they engage in work, education or job training. In addition, NOCAC staff are responsible for licensing and inspecting Family Child Care homes located in the county.

This assistance allows low-income parents to find and keep jobs, and it ensures that their children have access to an early care and education experience that they need to help them succeed in school.

*Child Care Eligibility and Licensing Specialist Team:
Bobbi Burke (16 years), Victoria Taquino (4 years), Jill Gentile (21 years),
Lisa Arce (32 years), Diana Ysasaga (13 years)*



HEAD START + EARLY HEAD START

School Readiness Goals



Defiance Head Start Children and Martha Gould, Teacher (5 years)

Approaches to Learning: Children will develop a positive approach to learning by developing strategies for self-regulating their feelings and behavior.

Social and Emotional: Children who show interest in personal relationships and use basic problem-solving skills, with other children and will develop friendships with peers.

Language and Literacy: Preschool - children will increase awareness of the sounds that make up language, show an interest in books, songs, rhymes and stories.

Infant / Toddler - children will be receptive to understanding language and recognized frequently used words or gestures.

Cognition: Children will develop their vocabulary and their sense of numbers, quantity, and objects in small sets.

Perceptual, Motor, and Physical Development: Children will use and demonstrate their ability to increase position, strength, coordination, and efficiency when using fine motor manipulative skills.



Early Head Start

Program for pregnant women and families of children birth to age three.

Access to prenatal care and to food programs for mother and newborns.

Head Start

Children development program for 3-4 years old.

Provides professional services in education and early childhood development, medical, dental and mental health, nutrition and parent involvement.

More Head Start on next pages.

To become eligible for publicly funded child care, a family's income must be below 142% of the federal poverty level (FPL). After that, families may remain eligible unless their income becomes greater than 300% of the FPL.


Families can be eligible for all or part of their monthly child care expenses. The program serves children ages 0-13.




County	# of Licensed Family Child Care Homes	# of Licensed Child Care Centers	# of Families Who Were Supported with Child Care Expenses	# of Families Who Received Care
Auglaize	2	12	35	72
Defiance	5	12	167	312
Fulton	7	32	142	274
Hancock	9	16	246	454
Hardin	8	6	84	174
Paulding	1	3	27	52
Van Wert	0	7	40	74
Williams	3	13	43	99

HEADSTART + EARLY HEADSTART

Enrollment



Enrollment	Funded Enrollment	Avg. Monthly Enrollment	Total # of Children Served	Total # of Families Served
Head Start	300	271 (91%)	354	312
Early Head Start	44	43 (98%)	94 (85 children + 9 pregnant women)	69



Percentage of Eligible Children Served

	Head Start	Early Head Start
Income at or below 100% of federal poverty line	66%	65%
Public assistance such as TANF and SSI	10%	6%
Foster Care	3%	3%
Homeless	1%	4%
Other Eligibility	5%	11%
Income between 100% and 130% of federal poverty line	15%	11%

Cassie Hayes, Teacher Assistant
1 year of service

Demographics	Head Start	Early Head Start
Two Parent Families	42%	64%
Single Parent Families	58%	36%
Of the Total Families, the % in which the Parent/ Guardian Figures are Best Described As :		
Parent(s) biological, adoptive, step-parents)	87%	90%
Single parent families with mother only	14%	10%
Single parent families with father only	3%	0
Grandparents	7%	4%
Relatives other than grandparents	2%	3%
Foster Parents	4%	3%
Other	1%	0



Hicksville Head Start students learning about healthy meals with Teacher Assistant, **Madison Bowsher** (1 year).

Early Childhood Education Program

72 Head Start children receive wrap-around services in coordination with the Ohio Department of Education ECE program.

HEADSTART + EARLY HEADSTART

Parent Engagement

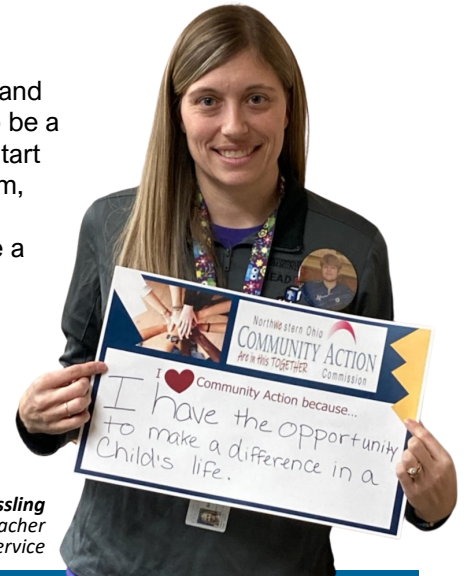


Three Generations of Head Start Impact!
Heidi Brinkman, Teacher Assistant (21 years) holding her grand daughter Nancy who is a current Head Start student, and Heidi's daughter, Kathleen.

Parents/guardian figures are the child's first and most important teacher and they continue to be a vital part of our Head Start and Early Head Start programs. Their involvement in the classroom, center events, Policy Council, and parent meetings help facilitate our efforts to provide a holistic approach to learning.

319 Parent Volunteers

32% Of Staff are Current or Former HS or EHS Parents



Brianne Kiessling
Head Start Teacher
19 years of service

Health Focus

Good health is essential for learning and development. NOCAC's Head Start program assures that all enrolled children receive health and medical exams. Families are supported with follow-up care when needed.

% Enrolled Completed

Dental Exams

Health Exams + Screenings

Head Start

78%

90%

Early Head

N/A

64%

1/1/21-12/31/21 FINANCIAL REPORT

		Head Start	Early Head Start	Head Start Cares Funding
	Funded Budget	Expenditures	Expenditures	Expenditures
Personnel	\$2,412,954	\$1,893,223	\$182,826	\$76,236
Fringe	\$1,155,655	\$737,561	\$70,441	\$23,903
Travel	\$19,504	\$35,334	\$9,950	\$840
Equipment	\$142,081	\$153,394	-	-
Supplies	\$348,004	\$160,488	\$9,714	\$9,457
Contractual	\$41,084	\$45,465	\$2,924	-
Other	\$586,895	\$452,713	\$30,875	-
Federal Income	\$4,706,177	\$3,478,179	\$306,730	\$110,436
Program Income	\$266	\$266	-	-
Total Federal Income	\$4,706,443	\$3,478,445	\$306,730	\$110,436
Total In-kind Contribution	\$1,053,699	\$876,657	\$98,652	0
Total	\$5,760,142	\$4,355,102	\$405,382	\$110,436



HHS/COVID/ (CRSSA & America Rescue Plan)

	Funded Budget	Expenditures
Construction (CRSSA)	\$103,533	\$41,688
Other (ARP)	\$411,596	\$25,278
Federal Income	\$515,129	\$66,966

The most recent agency audit for the year ending 12/31/2020, disclosed no reportable conditions in internal controls, no instances of non-compliance; which were material to the financial statements, no findings; which were required to be reported and no questioned costs requiring corrective action. NOCAC qualified as a low risk auditee.

SUMMER FOOD PROGRAM



Healthy lunches and educational activities were provided at 11 sites in Defiance, Fulton, Henry, Paulding and Williams Counties. Funding was supported by local United Ways, Ohio JFS and ODE.



1,337 Children Served



10,632 Nutritious "Grab and Go" Lunches Served



323 Volunteers



1,178 Hours Donated

COMMUNITY SERVICES

Financial Opportunity Center



The Dwayne and Tiffany Schermerhorn family celebrating the purchase of their new home. A life changing goal achieved with the support of The Financial Opportunity Center.

The FOC model is built and managed by the national community development organization, Local Initiative Support Corporation (LISC), and is currently operating in more than 100 communities across the U.S. with local community partners, such as NOCAC.

Financial Opportunity Centers pair individuals with Financial and Employment Coaches to co-create financial freedom plans. Coaches support individuals with tools and resources that allow them to navigate the complexities of increasing income, decreasing expenses, acquiring assets, and navigating career pathways.

More than 15 years of data has shown that FOC clients who take advantage of combined services are 50% more likely to land a well-paying job than people receiving employment services alone. And long-term job retention (holding a job for a year or more) almost doubles when financial coaching reinforces the work of employment counseling.

“FOC Participants are saying...”

“Every chance I have I get into a class to prepare for a better future for my son and I. I have changed the way that I think about things now and I am a whole new person.”

“My coach taught us how to get our credit score up to par so we could purchase our first home. She went above and beyond to lead us to better ourselves and our future.”

Zach Houck, 2021 Intern
Northwest State
Community College



Programs

Getting Ahead in a Just Gettin' By World Classes	109 Participants	742 Classes + 82% Graduated
Financial Literacy Classes (11 topics)	52 Participants	86 Classes
Financial and Employment Coaching	62 Participants	237 Hours of Individual Coaching
Asset Development and Incentive Programs	13 Participants saved and received matching \$ to achieve an asset goal	
Volunteer Income Tax Assistance Program (VITA)	708 Participants were supported with free completion of State, Federal and School District Tax Returns Completed	

Getting Ahead participant, Alesa Swift receiving a certificate of completion from Financial Empowerment Facilitator, Lisa Durre (2 years).



Long Term Change Data

Average Credit Score Increase	58 Points
Average Increase in Net Income	\$602
Average Increase in Net Worth	\$6,542
Average Increase in Savings	\$1,739
Average Debt Reduction	\$3,118

Financial Opportunity Center: Integrated Service Delivery

Tools, motivation, and know-how to make sound financial decisions that increase earnings, build credit, reduce expenses, and boost assets.

EMPLOYMENT SERVICES

Career Coaching
Job readiness & job placement
Access to education & training
Bridge Programming

FINANCIAL COACHING

Establish budget & balance sheet
Visioning & goal-setting
Credit report & FICO score review
Access to financial products

INCOME SUPPORTS

Connection to public and private benefits (SNAP, childcare subsidies, housing and energy assistance, EITC)

EMERGENCY SERVICES

Emergency Payments, Resources, and Grants

NOCAC helps people lift themselves up by providing emergency payments and connection to resources so they can keep a roof over their heads, the utilities on, and move to greater self-sufficiency.

2021 provided several new grants that expanded eligibility for mortgage, rental, and utility assistance as well as new funding for delinquent property taxes. NOCAC staff processed applications and provided caring support to assure that **1,232 households avoided eviction or foreclosure.**

Amber Simmons
Director of Community Services
12 years of service



Characteristics of Households Receiving Emergency Payments

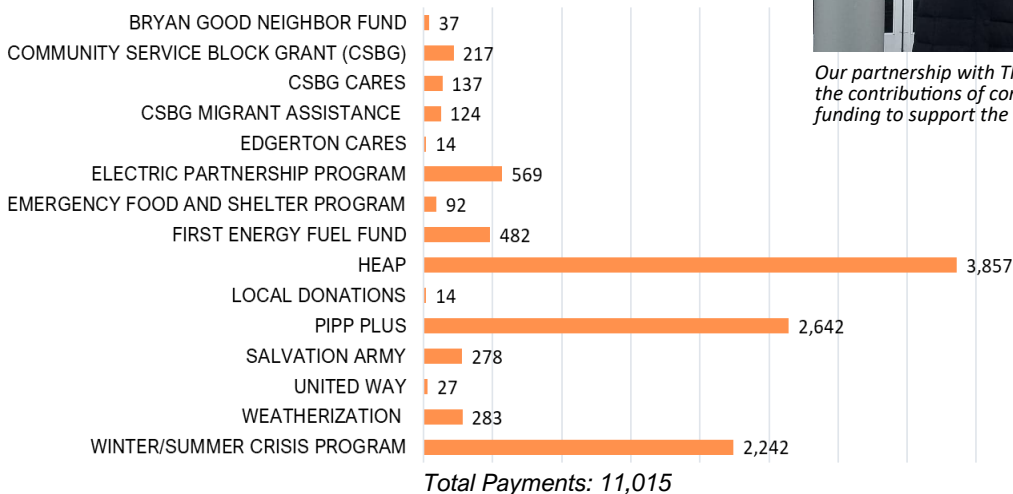
Household	
Single Person - 50%	Two Adults – No Children – 14%
Single Parent Female – 19%	Single Parent Male – 3%
Two Parent Household – 14%	
Employment	
Employed Full-Time – 17%	Employed Part-Time – 11%
Unemployed – 52%	Unemployed – Short Term 12%
Retired – 8%	
Other Characteristics	
% of individuals with a disabling condition – 19%	Homeless – 6%
Homeowners – 27%	Renters – 67%

“Clients are saying...”

“Thanks to the assistance that I received from the wonderful staff at the Fulton County office, I was able to get help with utilities. Not only did this allow us to stay in a safe and warm home, I am now able to get my diabetes medicine for the rest of the month.”

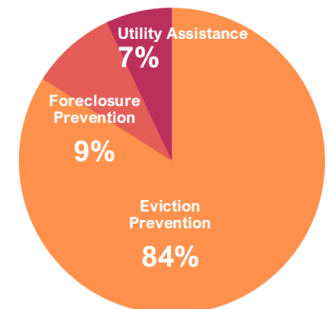
“The help I receive through the HEAP program helps keep my living expenses affordable. NOCAC staff are knowledgeable, helpful, and compassionate.”

Emergency Assistance Payments by Funding Source



Our partnership with The Salvation Army Red Kettle Fundraiser and the contributions of community volunteers provides important funding to support the emergency needs of local residents.

Home Relief Areas



Home Relief Grants



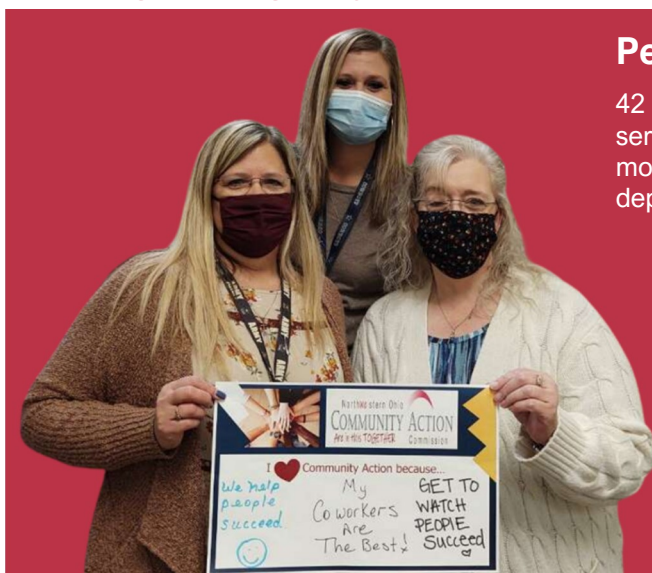
1,232 Households Served



\$3,308,058 in Payments to Avoid Eviction or Foreclosure

HOMELESS SERVICES

Housing, Emergency Shelter, Meals, and Prevention



Housing Stability Specialists:
Tracey Backhaus (7 years), Kaylea Scott (1 year), Shelia Elston (2 years)

Permanent Supportive Housing

42 households consisting of 49 adults and 16 children were served. The average number of days from program intake to move in date was 19 days. \$164,821.51 was spent on rent deposits, monthly rent and utility assistance.

- 55% Live with severe mental illness
- 24% Live with a physical disability
- 21% Live with a chronic disabling condition
- 12% Have a diagnosed developmental disability

Homelessness Prevention & Rapid Re-Housing Program

170 households consisting of 225 adults and 92 children were served. Housing was achieved in an average of 24 days.

\$244,597.55 was paid to assist with rent, rent arrearages, deposits and/or utility payments to prevent homelessness. The average length of program participation was 93 days.

- 22% Of adults gained or increased their income during the program
- 43% Of adults became eligible for at least one source of non-cash benefit during the program

PATH Center Services

9,022 meals were served averaging 35 per day.

353 food donations valued at approximately \$81,825 were received.

PATH vehicles provided 357 trips that resulted in 474 units of transportation to consumers and to pick-up local donations of food.

987.5 volunteer hours were contributed.

131 Defiance County households received USDA commodity food packages.

Emergency Shelter Program

NOCAC served 244 homeless individuals (169 households including 43 children) were provided shelter.

10,291 nights of emergency shelter were provided, averaging 21 persons sheltered per night. The average shelter stay was 44 nights.

16%	Of persons receiving shelter were children
5%	Of adults receiving shelter were veterans
25%	Of persons receiving shelter reported a history of chronic mental illness
12%	Of those receiving shelter were identified as chronically homeless
74%	Of emergency shelter clients were connected to supportive services/entitlement benefits
9%	Of adult clients gained or increased income before exiting shelter
48%	Of persons receiving shelter exited into a positive permanent housing outcome

Coordinated Entry

- 355 Housing risk assessments completed
- 31 Households diverted from entering the Homeless Crisis Response System
- 391 Referrals to other programs (Ex: Rapid Re-Housing, Permanent Supportive Housing)

HOUSING + ENERGY SERVICES

Home Weatherization Assistance Program



Weatherization Crew Members :
Cory Adams (7 years), Hunter Hageman (1 year),
Chris Botts (8 years)

The Home Weatherization Assistance Program (HWAP) and Enhancement Program enabled homes occupied by low-income families to become more energy efficient and safe to allow the family to reside in the comfort of their own home.

In 2021, 106 homes were weatherized, of the 106 homes; 50 individuals were elderly and 62 individuals were disabled. *Defiance (14), Fulton (23), Henry (19), Paulding (16), Van Wert (14) and Williams (20)*

# of Households	Service
75	Furnace Replacement
46	Water Heater Replacement or Plumbing
5	Clean and Tune on Heating Unit
64	Exhaust Fan (ASHRA)
2	Roof Replacement
6	Electrical Repairs
2	Pest Control
54	Received Refrigerator
656	Energy Efficient Bulb Installation
106	All received attic, sidewall, floor insulation and consumer education

Community Connections

Toledo Edison & AEP Low-Income Programs, Electric Partnership Program, Housewarming-Dominion East Ohio and Suburban Propane

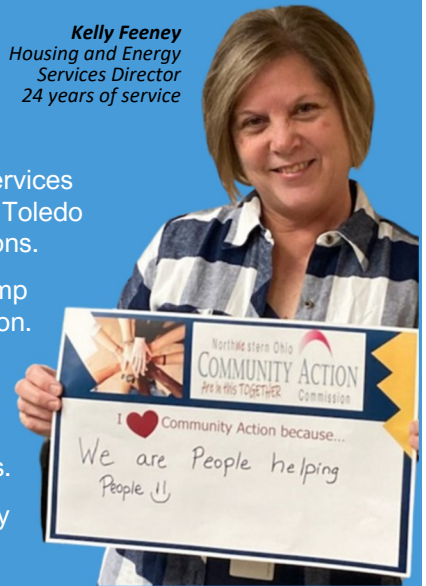
Energy efficiency programs provided services to those who are eligible to receive services through the Home Weatherization Assistance Program. In 2021, 221 homes utilizing Toledo Edison and AEP received energy efficient measure funded by Community Connections.

208 refrigerators, 22 freezers, 5 cook stoves, 24 electric Water Heaters, 1 Sump Pump and 282 energy efficient bulbs were installed. All homes received consumer education.

314 households were eligible through the Percentage of Income Program (PIP), these 314 households were served through the Electric Partnership Program EPP. 193 refrigerators were replaced and a total of 1379 energy efficient bulbs were installed. All homes received consumer education to help provide energy saving tips.

In 2021, 4 homes benefited services from NOCAC's utility gas programs provided by Dominion Gas and Suburban Propane. 4 furnaces were replaced.

Kelly Feeney
Housing and Energy
Services Director
24 years of service



Housing Assistance Handicap Modification

12 Households received services in 2021. *Defiance County (3), Fulton County (1), Henry County (3), Paulding County (2), and Williams County (3)*

# of Households	Service
5	Furnace Installation
2	Water Heater Installation
1	Electrical Repairs
1	Handicap Shower Modification
2	A/C Units
1	Window Replacements

Area Office on Aging Home Repair Program

6 Elderly Individuals received services in 2021. *Defiance County (3), Henry County (2), and Williams County (1)*

# of Households	Service
1	Water Heater Replacement
1	Roof Repair/Replacement
2	Window/Door Installation
1	Handicap Shower Modification
1	New Skirting
1	Entry Deck Platform/Stairs

“Your program has eased our stress and our heating bills have dropped since the repairs. The work is a blessing.”
- Paulding County Client



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www.nocac.org



The Mission of NOCAC is to plan, develop, and coordinate programs and services designed to combat conditions related to poverty in Defiance, Fulton, Henry, Paulding, Van Wert, and Williams counties.