First, thank you for taking the time to read our Annual Report, which is a Bi-Annual Report for both 2015 and 2016. Significant effort and resources are required to produce a high-quality report, thus the reason for publishing every other year.

The years of 2015 and 2016 were years of growth in numbers of families served and quality achieved by a seasoned Board, Staff and Administration. In addition, the community and government focus on early care and education at the local, state and federal level guarantee Horizon efforts came to fruition.

We experienced rapid growth of quality ratings in our center-based programs, measured by Ohio’s tiered quality rating system known as Step Up to Quality. At the beginning of 2015, Horizon had six centers each at three stars, by the end of 2016, five of the six centers were rated as four-stars, and one was five (the highest quality). We are ahead of the state’s quality goals of being rated one star by 2020 and highly rated by 2025 (highly rated=three stars or more).

These new centers came online at three stars meeting the new state rules for Step Up To Quality centers serving over 150 children each. We didn’t achieve this alone. We formed new partnerships and collaborates that flourished in 2015 and 2016. Horizon became the lead agency for two Lorain County United Way collaboratives: “Ready Set Go”... to Kindergarten and “Southside Pride.” Both programs focus on Horizon’s core mission, and bring in many other organizations in a united effort for children and youth.

We thank all our supporters and funders for their faith and investments in Horizon. We also appreciate the thousands of parents that choose us for their children; there is no stronger endorsement.

During this period, Horizon consolidated school-based afterschool programs in the Cleveland Metropolitan School District into our new full-service centers, Market Square and Old Brooklyn Horizon Education Centers.

Before opening on 25th Street in 2016, Horizon was in the Pilgrim UCC Church in Tremont and had a school-based program at Scranton School (CMSD).

DEAR FRIENDS

In 2008, the Horizon Board of Trustees developed and approved a plan to expand Horizon programs into Cleveland. The goal was to develop three new full-service Horizon Centers in areas selected by Cleveland State University’s Geographic Information System (GIS) office, based on criteria from Horizon. All the target neighborhoods were in the Cleveland Metropolitan School District (CMSD) because of their great need for high-quality early childhood and afterschool programs. By joining forces with CMSD, we can achieve the following:

• Increase kindergarten readiness
• Improve student performance in school
• Prevent summer learning loss
• Minimize the achievement gap among low-income children

Market Square Horizon Education Center
2500 W. 25th Street, Cleveland, Ohio

Before opening on 25th Street in 2016, Horizon was in the Pilgrim UCC Church in Tremont and had a school-based program at Scranton School (CMSD).

Old Brooklyn Horizon Education Center
4142 Pearl Road
Cleveland, Ohio

Also opened in 2016, this historical building was custom renovated to Horizon program specifications. The two-story center has the same room as a typical Horizon Center but with a custom indoor slide and elevator. This center partnered with Mooney School (CMSD).

Triskett Station Horizon Education Center
Triskett RTA Station
Cleveland, Ohio

This center is currently under development with an opening date in 2018-2019 school year.

David Hartman
President of Board

David Smith
Executive Director
OUR 2015 & 2016 LOCATIONS

ADMINISTRATIVE OFFICE
North Olmsted

HORIZON CENTERS

1- CASCADE - ELYRIA
 April Palmer, Center Director

2- EAST LORAIN
Rebecca Wisniewski, Center Director

3- ELYRIA
Louise Reuter, Center Director

4- MARKET SQUARE
Annalise Nunn, Center Director

5- NORTH OLMSTED
Dawn Marflake, Center Director

6- OLD BROOKLYN
Tammy Shields, Center Director

7- SOUTH ELYRIA
Ashlee Torres, Center Director

8- SOUTH SIDE - LORAIN
Teria Bivins, Center Director

PROGRAMS BY LOCATION

<table>
<thead>
<tr>
<th>Location</th>
<th>Toddler</th>
<th>Preschool</th>
<th>Head Start</th>
<th>Early Childhood</th>
<th>Universal Preschool</th>
<th>After School</th>
<th>Summer Camp</th>
<th>21st Century</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cascade - Elyria</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>East Lorain</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Elyria</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Market Square</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>North Olmsted</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Old Brooklyn</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>South Elyria</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Southside - Lorain</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
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</tbody>
</table>
Step up to Quality (SUTQ) is a voluntary Five Star Quality Rating System monitored by the Ohio Department of Job and Family services which recognizes and promotes early care and education programs meeting quality benchmarks over and above minimum health and safety licensing standards. The steps are based on national research identifying the key benchmarks leading to improved outcomes for children. These benchmarks include increased education of the staff, specialized training for key staff, excellent learning environments and following education standards for all children, and improved workplace environment. Horizon Education Centers is dedicated to increasing quality. In 2015 and 2016, the organization increased from 20 to 31 stars, as shown in table below.

### QUALITY IMPROVEMENTS UNDER SUTQ BY CENTER 2014-2017

<table>
<thead>
<tr>
<th>Year</th>
<th>Center</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>SOUTH ELYRIA</td>
<td>🌟🌟🌟🌟🌟</td>
<td>🌟🌟🌟🌟🌟</td>
<td>🌟🌟🌟🌟🌟🌟</td>
</tr>
<tr>
<td></td>
<td>ELYRIA</td>
<td>🌟🌟🌟🌟🌟</td>
<td>🌟🌟🌟🌟🌟</td>
<td>🌟🌟🌟🌟🌟🌟</td>
</tr>
<tr>
<td></td>
<td>CASCADE</td>
<td>🌟🌟🌟🌟🌟</td>
<td>🌟🌟🌟🌟🌟</td>
<td>🌟🌟🌟🌟🌟🌟</td>
</tr>
<tr>
<td></td>
<td>SOUTH SIDE</td>
<td>🌟🌟🌟🌟🌟</td>
<td>🌟🌟🌟🌟🌟</td>
<td>🌟🌟🌟🌟🌟🌟</td>
</tr>
<tr>
<td></td>
<td>EAST LORAIN</td>
<td>🌟🌟🌟🌟🌟</td>
<td>🌟🌟🌟🌟🌟</td>
<td>🌟🌟🌟🌟🌟🌟</td>
</tr>
<tr>
<td></td>
<td>NORTH OLMSTED</td>
<td>🌟🌟🌟🌟🌟</td>
<td>🌟🌟🌟🌟🌟</td>
<td>🌟🌟🌟🌟🌟🌟</td>
</tr>
</tbody>
</table>

### HEAD START PROGRAMS

Started in 1966, Head Start is a federally funded preschool program with high standards and comprehensive family services. Our Partners for this program are Lorain County Community Action Agency for traditional half day programs since 2008, and Council of Economic Opportunities of Greater Cleveland for collaborative full day programs, in North Olmsted.

### KINDERGARTEN READINESS

Regardless of the type of preschool class or funding your child receives, Horizon gets children ready for kindergarten by following the Creative Curriculum. The Curriculum is aligned to Ohio’s Early Learning Content Standards and provides learning experiences in the areas of physical, language, cognitive and social emotional growth with a concentration on math and literacy. Horizon supplements with its own preschool literacy kits as an additional teacher classroom resource. Using technology in the classroom for learning and individualizing learning plans lets our teacher’s analyze and focus on critical developmentally appropriate skills and milestones. Offering full day and year-round programming children can avoid summer learning loss, which increases kindergarten readiness.

### EARLY CHILDHOOD EDUCATION GRANT

Also known as Public Preschool, the State of Ohio expanded opportunities for preschoolers to access high quality programs to prepare children for Kindergarten. Programs are delivered in half day and full day classrooms.

### UNIVERSAL PRE-KINDERGARTEN

Cuyahoga County funds quality enhancements and scholarship for families up to 400% of poverty. Only Cuyahoga residents attending highly rated preschool programs qualify.
"They aren't just kicking the kids out, they are trying to help me with my children because I'm by myself," said Anita. She is a mother of five children ages three to ten years old, who have attended Horizon for a year. Prior to Horizon, the children were expelled from three other childcare centers due to behavioral issues. Horizon takes a comprehensive approach with an individualized care and education plan for each of the children, which includes helping families address behavior issues. Once her children started at Horizon, the staff saw a struggling mother doing the best she could to raise children in what seemed incredible odds. "I had to have a difficult conversation about one of the children getting assessed for different behavior possibilities," said April Palmer, Center Director. "I was able to help Anita complete the necessary paperwork and guide her through the assessment process within a 2-week period, which usually takes up to 6 months!" said Palmer. "Horizon has made a big change in my family... They treat me like a friend, not a customer. I appreciate that!"
## 2015 & 2016 DONORS, FUNDERS & PARTNERS

- Child Care Resource Center
- City of Lorain
- Stan Ball
- Bob Wendt
- Boy Scouts of America
- Brendan Mackin
- Council for Economic Opportunities of Greater Cleveland
- City of Lorain
- Clearview Local Schools
- Cleveland Food Bank
- Cleveland Metropolitan School District
- Combined Federal Campaign
- Constellation Community Schools
- Culinary Management Services
- Cuyahoga County
- Cuyahoga County Public Library
- Cuyahoga Employment & Family Services
- Dave Hartman
- David Kenney
- Elyria City Schools
- Elyria Public Library System
- Finance Fund
- Girl Scouts
- Joanne DiCarlo
- Junior Achievement of Greater Cleveland
- Kamm’s Corners Community Development Corp
- Key Bank
- Laura Reinhard
- Lorain City Schools
- Lorain County
- Lorain County Community Action Agency
- Lorain County Community College
- Lorain County Department of Jobs & Family Services
- Lorain County Education Service Center
- Lorain County Metro Parks
- Lorain County of Jobs & Family Services
- Lorain Metropolitan Housing
- Lorain Port Authority
- Lorain Public Library Systems
- Mary Smith
- Matt Maloney
- MYCam
- Midview Local Schools
- PNC Bank
- Nordson Corporation Foundation
- North Olmsted City Schools
- Nutrition Group
- Ohio Child Care Resource & Referral Agency
- Ohio Department of Education
- Ohio Department of Jobs & Family Services
- Olú Mánm, African Drumming Company
- OSU Extension 4-H
- Pat Dillon
- Pilgrim United Church of Christ
- Rusty & Betsy Jack Starting Point
- Stacker Foundation
- TJ Worsencroft
- Tom Herbster
- United States Department of Agriculture (CACFP)
- United Way of Greater Lorain County
- Walt Spalding

## 2015 & 2016 BOARD OF TRUSTEES

**President of the Board:** David Hartman

**President-Elect:** T.J. Worsencroft

**Treasurer of the Board:** Matthew J. Maloney

**Secretary of the Board:** David G. Kenney

**Executive Staff**

- Executive Director: David Smith
- Financial Director: Judy Woshman
- Educational Services Director: Cathy Heck

**Board Members**

- President of the Board: David Hartman
- President-Elect: T.J. Worsencroft
- Treasurer of the Board: Matthew J. Maloney
- Secretary of the Board: David G. Kenney

## 2015 & 2016 FINANCES & STATISTICS

### MINI BALANCE SHEET

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<tbody>
<tr>
<td><strong>Assets</strong></td>
<td>$10,417,702</td>
<td>$11,883,976</td>
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<tr>
<td><strong>Liabilities</strong></td>
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<td>$5,750,505</td>
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<tr>
<td><strong>Equity</strong></td>
<td>$5,645,430</td>
<td>$6,133,471</td>
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### EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2016</th>
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</thead>
<tbody>
<tr>
<td>The Centers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Olmsted Center</td>
<td>$1,055,434</td>
<td>$1,130,992</td>
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<tr>
<td>East Lorain Center</td>
<td>$867,710</td>
<td>$913,981</td>
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<tr>
<td>South Elyria Center</td>
<td>$325,751</td>
<td>$356,233</td>
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<tr>
<td>Elyria Dawhurst Center</td>
<td>$856,097</td>
<td>$890,450</td>
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<tr>
<td>Cascade Center</td>
<td>$872,537</td>
<td>$969,533</td>
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<td>$811,451</td>
<td>$946,433</td>
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<tr>
<td>Old Brooklyn</td>
<td>$132,717</td>
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<tr>
<td>21st Century School Based Sites</td>
<td>$62,083</td>
<td>$71,762</td>
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<tr>
<td>AmeriCorps</td>
<td>$0</td>
<td>$59,080</td>
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<tr>
<td>Ready Set Go to Kindergarten</td>
<td>$123,518</td>
<td>$128,847</td>
</tr>
<tr>
<td>Administration and Fundraising</td>
<td>$305,651</td>
<td>$321,953</td>
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<tr>
<td>Operating Reserves</td>
<td>$526,754</td>
<td>$435,628</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$6,767,035</td>
<td>$7,859,850</td>
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### STAFFING

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time (October)</td>
<td>87</td>
<td>118</td>
</tr>
<tr>
<td>Part Time (October)</td>
<td>102</td>
<td>97</td>
</tr>
<tr>
<td>Seasonal (August)</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>215</td>
<td>241</td>
</tr>
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### REVENUES

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
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</thead>
<tbody>
<tr>
<td>ODE - 21st Century</td>
<td>$2,597,887</td>
<td>$1,440,623</td>
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<tr>
<td>ODJFS - Subsidized Childcare</td>
<td>$1,781,265</td>
<td>$2,333,534</td>
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<tr>
<td>Partnerships Headstarts</td>
<td>$315,890</td>
<td>$299,999</td>
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<tr>
<td>Universal Pre-K</td>
<td>$28,285</td>
<td>$152,861</td>
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<tr>
<td>Early Childhood Expansion</td>
<td>$0</td>
<td>$1,032,522</td>
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<tr>
<td>USDA - Food Program</td>
<td>$279,505</td>
<td>$359,700</td>
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<tr>
<td>United Way of Greater Lorain County</td>
<td>$7,977</td>
<td>$77,200</td>
</tr>
<tr>
<td>Grant Income and other</td>
<td>$7,857,035</td>
<td>$7,859,850</td>
</tr>
</tbody>
</table>
OUR LOCATIONS

ADMINISTRATION OFFICE
29510 Lorain Road, North Olmsted, OH 44070
440-779-1930
1-888-743-2543

Elyria-Cascade
233 Bond Street
Elyria, OH 44035
440-322-KIDS

East Lorain
2500 Colorado Ave.
Lorain, OH 44052
440-288-KIDS

Elyria
10347 Dewhurst Road
Elyria, OH 44035
440-458-5115

Market Square
2500 W. 25th Street,
Cleveland, OH 44113
216-930-KIDS

North Olmsted
4001 David Drive
North Olmsted, OH 44070
440-734-KIDS

Old Brooklyn
4142 Pearl Road,
Cleveland, OH 44109
216-584-KIDS

South Elyria
109 Louden Court
Elyria, OH 44035
440-322-3409

Lorain – Southside
4911 Grove Ave.
Lorain, OH 44055
440-277-KIDS

The mission of the Horizon Education Centers is to provide affordable quality care including educational and enrichment opportunities to the children in our communities.