



Annual Report 2016

Explore

Dream

Discover



Board Chairman's Letter

2016 saw a transition from longtime employee and CEO, Jane Wear to another longtime employee and executive, Randy Hall, who now fills the CEO position. The transition has been seamless to employees and the people we serve. I have had the privilege of being involved in the entire process and am confident in the future of Cardinal Services. It takes a cohesive team with strong leadership to carry out the magnitude of Cardinal's mission.

The theme of this report, *Explore. Dream. Discover.* means something different to each of us. However, until you get involved as a volunteer, staff member, board member or donor, you don't experience the feelings that accompany these words.

We deal with individuals who struggle to do things most of us take for granted. I have witnessed this personally with my middle son whom I adopted as an infant from Russia at 7 months of age. He weighed just 10 lbs. Like many of you, I have never been hungry for an extended period of time. When I think about the children Cardinal helps to feed through WIC, I think of my son. When he began to grow into a child, he had numerous physical and developmental issues. All he knew was that he wanted to be like other kids. Cardinal's Head Start program helped him achieve this *Dream*.

Now he's 18 years old and has become an *Explorer* with Cardinal's help. He has a job coach who is helping him *Discover* his career and fulfill his goal of living independently. These may seem like little things, but they are huge for the people we serve.

I encourage you to ask how you can help Cardinal and those we serve. We have 100 job openings that we are having difficulty filling. We have volunteer opportunities daily. We have an ever increasing funding gap. This is a call to action. As Cardinal Services' Chairman of the Board, I can assure you that your involvement will be one of the most gratifying things you will ever do. As the people we serve continue to *Explore, Dream* and *Discover*, so should you.

Sincerely,



Nick Deeter, Board Chair

2016 Board of Directors

Seated: Amy Hobbs, Peggy Michel, Anita Kishan, Penny Brown;

Standing: Jeff Plank, Jon Goss, Amy Lippe, Nick Deeter (Board Chair), Mike Bergen, Jay Rigdon;

Not pictured: Courtney France, RJ Hall, Vicki Morton, Joel Wihebrink, and Bill Winn.



The mission of Cardinal Services
is to assist and advocate for people with disabilities or challenges
to live lives full of dignity, growth, and opportunity.

A Message from our CEO



This year has been one of transition and change at Cardinal Services, and as I step into the CEO role I appreciate all the more the systems that Jane Wear, my predecessor, developed and implemented to assure that Cardinal's success was not dependent upon a personality. As the transition began over the last year the outcomes for people Cardinal serves never wavered. Those outcomes were made possible because Cardinal has systems that do not change even as the names and faces do.

- Career Links assisted 66 individuals with a disability to find competitive employment in the community.
- 79% of five-year-olds leaving Head Start and heading to kindergarten this fall tested kindergarten ready, a feat more remarkable considering one-quarter of those children required an IEP which indicates a learning delay.
- The WIC program provided 3,000 pregnant women, infants, toddlers and breastfeeding moms with nutrition education and food assistance promoting the development of the child and health of the mother.
- RedBird Art Studio became a reality giving adults with disabilities a new service option and an exciting new means to express themselves.
- Ten individuals living in group homes moved into their very own apartment for the first time in their life and have experienced the dignity and satisfaction of living in a place they call their own.

Cardinal's mission to help people live lives full of dignity, growth and opportunity is as alive and vibrant as ever, and never is it more needed. There is little time to sit in the limelight of last year's accomplishments. New opportunities and challenges lay before us and the support of families, volunteers, donors, civic leaders, religious leaders, the business community and more will continue to be critical to Cardinal's success. Together we will continue building better communities for every member of society.

Thank you for being our partner in this endeavor.

Sincerely,

A handwritten signature in black ink that reads "Randy S. Hall". The signature is fluid and cursive, with the first name "Randy" being more prominent.

Randy Hall, CEO

2016 Administrative Team

Seated: CCI General Manager, Jay Tate, CEO Emeritus, Jane Wear, CEO, Randy Hall;

Standing: VP of Human Resources Laura Campbell, Director of Development, Vickie Lootens, Chief Financial Officer, Leanne Ford.
Not pictured: Corporate VP, Matt Boren.





WIC

- *2,960 women and children served.*
- *1714 average # served monthly.*

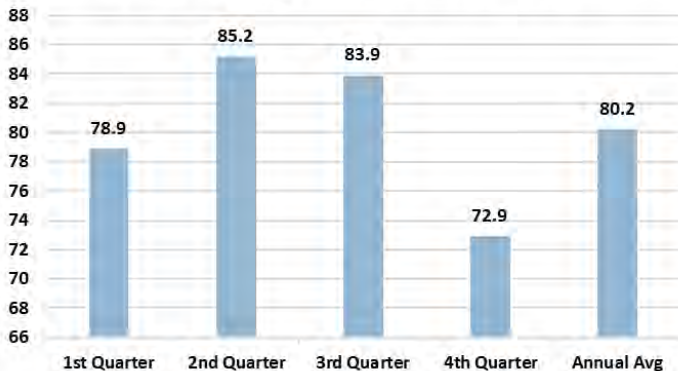
WIC is a nutrition program for new and expectant mothers and their small children, providing nutrition counseling and debit cards good for specific foods crucial to a child's strong development. This includes fresh fruit and vegetables from local farmers' markets.

This year the state rolled out it's new electronic benefits card. More than two years in the planning, the card replaces checks and are significantly more user-friendly for mothers, cashiers, and the next person in the checkout line.

In addition to the new cards, the other major accomplishment at WIC this year was the addition of becoming a Milk Bank Depot. By the end of July, we had 1,761 ounces of breast milk donated at our site since the opening in November.

The Milk Bank allows lactating mothers to donate their excess milk to the Bank, which passes it onto infant ICUs around the country. Mother's milk nourishes sick, premature, and at-risk infants whose own mothers are unable to nurse, and helps them grow stronger. In short, the donated milk saves lives.

Breastfeeding Initiation Rates FY2016



Community Living

- **71 people** live in homes and apartments, receiving only the staff support they need and desire to participate in community life.
- **70%** increase in level of community integration.
- **86%** of consumers participated in meaningful community outings.
- **18,000+ hours** people spent with family or friends rather than paid staff.
- **99.6%** consumer satisfaction

Liz is an independent young woman with a lot of drive. She lives in a house with 3 other women, works at CCI, and is always on the go. This year, she decided she would learn to quilt. Attending a couple talks on quilting at Lowery's Sewing Center and the public library, Liz ultimately settled into classes at the Kosciusko County Senior Center. Once there, she quickly made friends with ladies who were happy to share their expertise.

After making her quilt, Liz brought her leftover fabric to RedBird Art Studio where she used it to make pillow cases. A naturally creative person, Liz also enjoys painting, photography, and scrap-booking.

Liz, who once lived in a group home, is happily involved in her community. She's active in Special Olympics, playing corn-hole, bocce ball, and bowling. She enjoys the concerts in the park, shopping, and having her nails done.

Just a note: If you haven't already guessed, Liz would make a great friend if you are looking to get involved!



Getting You There!

Riders per month FY16



KABS

- 49,424 rides provided in FY16.
- 39.49% ridership based in county outside Warsaw.



KABS stands for Kosciusko Area Bus Service, and is our local *public transportation* system, owned by the county and administered by Cardinal Services.

It seems to be human nature that we often don't realize the value of something until we no longer have it. This is certainly the case with transportation. This seemingly-basic thing is anything *but* when seen through the eyes of KABS riders.

This year we had our share of evidence that KABS is truly *essential* to the community. The homeless gentleman who needed help getting to a doctor and to his new job, the mother and daughter who felt trapped in their home until they discovered KABS, and the multitude of others. This is where you see the value of KABS: in the day-to-day lives of real people.

Day Services

- *191 people received facility-based, home-based, and/or community-based services, learning life and job skills. These skills are their gateway to community participation.*



Our exhibit of framed work, jewelry, wooden and fabric pieces graced the entry of Cerulean Restaurant in June. The audience response was overwhelming and convinced us we need to bring the art into our community.

It's been an exciting year in Day Services!

After many months of planning, we launched **RedBird Art Studio**, our new onsite art studio offering people an opportunity to learn about and express themselves through art. It's been successful beyond our wildest dreams. People visit the studio to paint, sew, make jewelry, pillows, paper maché projects - the list goes on.

Each day, efforts reveal things about an artist we may never have known without this new form of expression, and we are discovering we have a new tool to build connections with and open opportunities for people.

This summer we began showing the art with exhibits at Cerulean during the Village Art Fair, and at the Warsaw Community Public Library. Plans for other shows are in the works, so you'll see us around town. We also include the studio on our monthly tours of Cardinal and have been delighted at the reactions of our guests.

2016 Cardinal Champion Club * Denotes Multi-Year Society Member

Independence Level \$50,000 and up

Dr. Dane and Mary Louise Miller Fdn *
Quality Leasing Co., Inc
United Way of Kosciusko County

Empowerment Level \$25,000 to \$49,999

AWS Foundation

Opportunity Level \$10,000 to \$24,999

Loretta Castaldi *
City of Warsaw
Knights of Columbus Council #4511
Kosciusko County Community Foundation
NIPSCO Incentives
Zimmer Biomet *

Dignity Level \$5,000 to \$9,999

Bertsch Family Charitable Foundation, Inc.
Christ's Covenant Church *
Todd A. and Jan Dawson *
Nick Deeter *
Johnson & Johnson Matching Gifts
Bill and Pam Kolter *
Michael L. and Rebecca Kubacki *
Maple Leaf Farms Inc. *
Willard C. and Victoria Carvey Morton *
Old Leesburg Mill
Paragon Medical *
Robert M. and Karol S. Piecuch *
R.R. Donnelley *
RJ Miller Family Foundation
Karen Troxel *

Tyler and Cassi Silveus *
Boyd and N. Jane Wear *
Wildman Business Group
Wildman Family Foundation *

Ability Level \$1,000 to \$4,999

William and Vicki Aguilar *
American Endowment Foundation
Ameriprise Financial *
David and Erica Bailey *
Teresa Bakehorn-Bevers *
Bartel Printing Company, Inc. *
Jeff Binder *
John and Eva Bonitati *
Michelle M. Boxell *
Spencer and Penny Brown *
Scott and Laura Campbell *
Norman Carr
Cerulean Restaurant *
William and Doris Cook *
W. Eddie and Louise Creighton
Crowe Horwath, LLP
Keith and Julia Cullison
The Curtis Coil Family *
Kevin and Amy Deardorff *
Deborah M. Cooley Charitable Trust
Delta Dental Foundation
Mary Eherenman
Stephen C. and Vicky L. Eisenhut *
Ron and Doris Everson *
Farmers State Bank *
David M. and Susan S. Findlay
First Federal Savings Bank *
Tom and Leanne Ford *
G & G Hauling & Excavating *
John R. and Maureen D. Hall *
Randall S. Hall *

RJ and Jennifer Hall *
Hand Family Foundation, Inc.
Duane and Beth Huffer
Patrick and Holly Ilada *
Indiana Paths to Quality
Orval and Marilyn Jacobsen *
K21 Health Foundation
K.T. and Anita Kishan
Michael J and Barbara B. Kissane
Kosciusko Community Hospital
Dana L. and Sherry Krull *
Lake City Bank—Warsaw *
Jim and Jennifer Lancaster *
Don and Rosemary Laughlin *
Patricia Lenke *
Michael and Dara Long *
Greg and Vickie Lootens *
Robert and Jodi Marshall *
Jacquelyn McDonald *
Donald and Helene McNulty
Medtronic YourCause Program
Mark and Peggy Michel *
Mike Long Family Farms
Brent and Sarah Montel *
Julia Moore *
James and Cathleen Nevin
Charles E. and Lois J. Niemier *
Old National Bank *
Brian Peterson *
Polk Equipment
Larry and Shirley Polk
Brad and Kathy Rauguth
Kirk Ray *
Rob and Shirley Ronk
Richard and Nancy Rooker *
Carl and Rita Schobert Snyder
Scott and Cindy Silveus *
Mike and Glenda Simpson *
Pat Sittler *

Joseph and Jill Thallemer *
Jeff J. and Pam K. Thornburgh *
Toyota Dealer Match Program
Toyota of Warsaw
TRUIST
Adam and Jessica Turner
Joe and Nancy Tynan *
Mark and Suzanne Umbaugh *
John Warren and Lisa Rostvold
William and Molly Warren
Warsaw Optimist Club
Rick and Becky Whitaker
Wihebrink Landscape Management, Inc. *
Brent and Karen Wildman *
Chandler and Erin Williams
Lee and Heather Williams *
William C. and Sherry K. Winn *

Cardinal Friend \$1 to \$999

Andy and Kari Airgood
Troy and Tracey Akers
E. Mazie Alexander
Cindy Anglin
Michael E. and Dinah L. Armey
Terry and Mary Armstrong
Joe and Marcie Arndt
Faye Arnett
Atwood Aldersgate UM Church
Gabe and Jessica Ayres
Jacqueline Bailey
Ben and Kim Baker
Bar'Lon Haircuts for Men
Doug Baumgartner
James and Anne Bausch
Gina M. Becerra
Cheryl Bendix
Donald and Jacqueline Bergen

Mike and Casey Bergen
 Carolyn Bickel
 Roger and Lorraine Bingham
 Robert and Waneta Bishop
 Paul and Jan Blair
 Bob List Photography
 Wendell and Shelley Bontrager
 Matt and Monica Boren
 Flora Bowser
 Paul and Ann Lash Branson
 Kevin and Linda Bruss
 Edna Bryant
 Jeri Burkhardt
 John and Lisa Briggs
 Kevin and Kresta Burkholder
 Tom and Barb Bussell
 Neal and Rebecca Butler
 Andy and Betty Butterbaugh
 Joe and Jan Callaghan
 Jack and Ella Carr
 John Carvey
 Jon Caudell
 Central Missouri Community Action
 Ray and Laurie Chambers
 Shirley Chase
 Joe and Dee Clark
 Elsie Close
 Clunette Elevator
 Connie Coleman
 J. Barbara Colford
 Blaine Conley
 Michael Coon
 Daniel and Jane Coplen
 Larry Coplen
 Jeanine Corson
 Creative Benefit Solutions
 Crystal Creekmore
 Keith and Lili Dailey
 Lex and Tammy Dalton
 Brian Clark and Amanda Darrah
 Data Facts, Inc.
 Purvi Dave
 Stephen and Becki Davis

Mark Deady
 Brian K. and Jill A. DeBatty
 Allyn and Vicky Decker
 Gary and Liz Decker
 Jerry and Darcy Deeter
 Design Collaborative
 Marlene Dicken
 Double H Club
 Dana Draper
 Nick and Karen Drury
 Wendy Duckett
 Charles and Anna Dunlap
 Tom and Bettina Dunn
 Dianna Emerick
 Ronald Erb
 William Erwin
 Tom Everett
 Jeffrey and Tonya Fawcett
 Valencia Finkenbinder
 Maureen F. Fischer
 Donna Fisher
 Tracy Fitzgerald
 Andrew Flamm
 Carol Fletcher
 Peaches French
 Daniel Fulton
 Jerry V. and Cynthia L. Gackenhimer
 Tom and Connie Gatke
 Ann Gephart
 Aaron Gibbs
 Harry and Barbara Gigous
 Larry and Susan Gochenour
 Jon and Serena Goss
 Steve and Susan Grill
 Brandi Grimm
 Alan E. and Peggy M. Grossnickle, Sr
 Rama and Lalitha Gundlapalli
 Robert Gunter
 Bradley Hagg
 Hall Marose Silveus, LLC
 Michael R. and Jodie B. Hall
 Rick Hall
 John and Shirley Hand

Jefferson Hankins
 Robert and Elizabeth Harkness
 Lon and Barbara Harper
 Greg Hartzler
 Denise Hauser
 Leonard Helfrich
 Joseph Helt
 Rachel Henn
 Gary W. and Teresa Herbruck
 David E. and Jane A. Heyn
 John and Cindy Hilgenberg
 Travis and Amanda Himes
 Amy Hobbs
 Carol Hoffer
 David and Rachael Hoffer
 Brian and Bonnie Hoffman
 Richard and Sharon Hollar
 Barbara A. Holloway
 Fabiola Holsclaw
 Eleanor Hood
 June Hook
 Mary Horan
 Leon and Belva Horn
 Kristi Howell
 Ray and Mary Hunsberger
 Harold and Shirley Huston
 Andrew and Bethany Jones
 Randy and Ruth Jones
 Chuck Josey
 Thomas Joyner
 Jerry and Teresa Jungels
 Thomas and Sharalee Kabrich
 William J. and Debrah S. Katip
 James and Amber Katris
 Scott Kauffman
 Ronna Kawsky
 Fran Kelsey
 Hubert P. and Sandra Kennedy
 Donn Kesler
 Michael Kissinger
 Donna Kite
 Laura Kitson
 Kiwanis Club of Milford

Tim and Sally Kolar
 David and Kathy Kolbe
 Kosciusko County Democrats
 Kosciusko County Shrine Club
 Kosciusko REMC
 Michael E. and Helene B. Krafft
 Mazie Kreicker
 Jeffery Kunce
 Lake City Animal Clinic
 Gary Landis
 Bruce and Melinda Lankenau
 John and Karen Lantz
 Thomas and Kathleen Lauth
 John and Jane Leavitt
 Stephanie S. Leek
 Jon K. and Amy S. Lippe
 Susanna M. Lozano
 Drew and Monique Lyon
 Dawn Lytle
 Grant Magner
 Thomas and Sandra Marcucciilli
 Mitzi Martin
 McCord's Do It Best
 Kenneth and Robin McEwan
 Ronald and Della McCleary
 Ken and Donna McDonald
 Jason and Allison McSherry
 Abby Meeks
 Isaac Mensah
 Matt Metzger
 Haley Miller
 Heidi Miller
 Kim Mimnaugh
 Mishler Funeral Home, Inc.
 Evert and Susan Mol
 Monteith Tire Company
 Janis E. Monteith
 Kimberly Mundy
 Debra Murphy
 Mutual of America Fdn
 National Philanthropic Trust
 David and Amy Neff
 James R. and Pamela A. Nichols

James W. and Jean Northenor
 Kerry and Angie Nott
 Tim and Carla Nussbaum
 April Oberkrom
 Janet Oberlin
 Jackelyn Ochstein
 Oliver Ford
 Randrea Owens
 Richard R. and Jo Paczkowski
 Stacy L. Pane
 Matthew Palladino
 The Papers, Inc.
 Rob and Elizabeth Patrick
 Jason Patton
 Sheila Patton
 Tom and Davita Paxson
 Layton L. and Cynthia A. Pergern
 Glenn and Velma Pfeleiderer
 James and Betty Phillips
 Mark T. and Leslie L. Piazza
 Lester and Nanette Pierce
 John S. and Laurie A. Pierog
 Jeffrey and Jodene Plank
 Dan Porter
 The Property Shoppe
 Carol Rappe
 Connie Ratcliff
 Melissa Rees
 Heather Reichenbach
 Keith and Cindy Reinholt
 Melinda Reinholt
 Troy Reith
 LeeAnn Rensberger
 Scott and Julie Reust
 Kirby Ridge
 Aaron Rimmel
 John and Carolyn Ridge Larsen
 Steve and Angie Ritchey
 David and Meredith Robertson
 Kirk and Deb Rockenbaugh
 Terry Rodocker
 Courtney Robinson

Andrea Rocha
 Ben Romine
 Trevor and Ariel Ross
 Allan F. Rucka
 Lynn Ruley
 Sacred Heart Catholic School
 Salem Insurance Agency - Goshen
 Brian and Stephanie Salyer
 Gary and Carol Salyer
 Steve Savage
 Paul and Susan Scheuer
 Schroeder Insurance Agency/State Farm Ins.
 Kevin and Lynnette Scott
 Kimberly Sharpe
 Colleen Sheets
 Todd and Christa Shenefield
 Cheryl Shepherd
 Shelley Shilling
 Barry and Cynthia Sisson
 Karrie Smith
 Sharon Smith
 Teresa Smith
 Janis L. Smyers
 JoElla Smyth
 Craig and Sherri Snow
 Constance Stavropulos
 June Stealy
 Chris Stine
 Stan and Marcia Stokes
 Stoney Point, LLC
 Phil E. and Linda L. Stump
 Richard and Lois Sullivan
 Andy and Amy Swihart
 Trisha Tackett
 Mike Takamori and Candyce Gray
 Bradley J. and Jennifer Tandy
 Jay B. and Julia P. Tate
 Darrel Taylor
 Tecomet
 Dorothy Teeple
 John A. and Jane C. Teevan
 Greg Teghtmeyer

Georgia Tenney
 Matt Thomas
 Trinity United Methodist Church
 Josh and Cassidy Topel
 Gloria Triplett
 Gavin Tripp
 Angie VanArsdale
 Thomas D. and Linda D. VanOsdol
 Jeffery and Dee Vida
 Ned and Charlene Vogel
 Robert and Ruth E. Voreis
 Robert von Seggern
 Carl H. and Judy A. Wagoner
 Terri Wagoner
 Raymond Waldman
 Robert Walls, Jr.
 Christopher Walter
 Lisa Watkins
 Irene Wawok
 Callie Weaver
 Weigland Construction
 Wayne and Naomi Welty
 Samuel and Jennifer Whetstone
 Chuck E. and Deb Whitcraft
 Roy Wiley
 Women of Today
 R. Scott and Tish Woods
 Terry and Sharon White
 Howard Woodward, Jr.
 Alan R. and Kathleen A. Wuthrich
 John and Debbie Yingling
 Jim and Susie Yentes
 Mike and Carrie Yocum
 YourCause, LLC for CenturyLink
 - Employee Giving
 Kevin and Charlotte Zachary
 Chad and Ashlee Zaucha
 Timothy and Christi Ziebarth
 Deena Zimmerhanel
 Kirk Zuber and Sonya Hoskins
 Larry and Susan Zurcher

IN MEMORY OF

Marcia Jean Beplay
 Eleanor Hood

Randy Cumberberland, Sr.
 Thomas and Kathleen Lauth
 Robert Walls, Jr.
 Deena Zimmerhanel

Curt Gatke
 Faye Arnett
 Spencer and Penny Brown
 The Gatke Family
 Tim and Sally Kolar
 John Warren and Lisa Rostvold
 William and Molly Warren
 Boyd and N. Jane Wear

Nedra Holderman
 Raymond Waldman

Beverly Long
 Atwood Aldersgate UM Church
 Bradley and Cynthia Baumgardner
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 Clunette Elevator
 William Erwin
 Richard L. and Sharon J. Hollar
 James and Donna Truex
 Bruce and Melinda Lankenau
 Larry and Susan Gochenour
 Ray & Laurie Chambers

Lael Miller
 Scott and Sarah Yoder

Flora Overstedt
 Howard E. Woodward Jr.

Robert Pfaff, Jr.
Boyd and N. Jane Wear

Brandon Rauguth
Brad and Kathy Rauguth

Sandi Rude
Brian Clark and Miranda Darrah
Joseph and Deloris Clark
Dawn Lytle
Ronald and Della McCleary

IN HONOR OF

Curt Gatke
Spencer and Penny Brown

Patsy Brailier
Jerry V. and Cynthia L. Gackenhimer

Mark Warren
Michael E. and E. Luann Kissinger

Curtis Coil
Janis L. Smyers
Andrew Morton

This list reports monetary donations to
Cardinal Services in our 2016 Fiscal Year:
July 1, 2015 to June 30, 2016.



In recognition of Jane Wear's 40-year career with Cardinal Services,
we re-christened our Legacy Society in her honor.

The Jane Wear Legacy Society recognizes those who have honored Cardinal
by naming us in their estate plans.

Anonymous (5)
Alvin and Mary Bontrager
Matt and Monica Boren
Spencer and Penny Brown
Lawrence and Ruth Castaldi
Todd and Jan Dawson
Allyn and Vicky Decker
Nick Deeter
Tom and Leanne Ford
Randy Hall
Betty Heeter
David Heyn
Duane and Beth Huffer

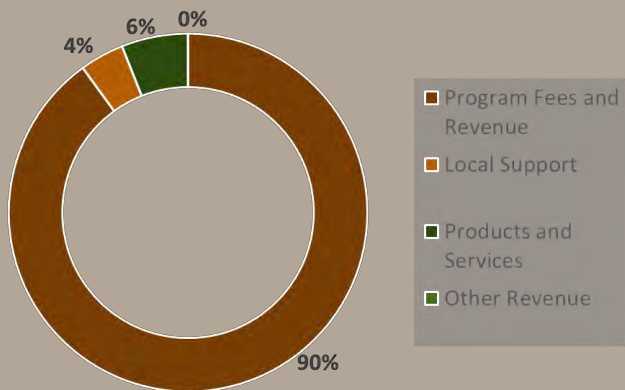
K.T. and Anita Kishan
Dana and Sherry Krull
Michael and Rebecca Kubacki
Greg and Vickie Lootens
Mike and Dara Long
Isaac Long
Mark and Peggy Michel
Brent and Sarah Montel
Bill and Vicki Morton
Charles and Lois Neimier
Randrea Owens
Robert and Karol Piecuch
Richard and Nancy Rooker

Carl and Rita Schobert Snyder
Miki Takamori (in memory)
Mark and Suzanne Umbaugh
Rick and Sherrie VanPuffelen
Bill and Molly Warren
John Warren and Lisa Rostvold
Mark Warren
Boyd Wear
Jane Wear
Rick and Becky Whitaker
Joel and Heather Wihebrink

REVENUE

Program Fees and Revenue	\$18,591,801
Local Support	\$820,734
Unrestricted Contributions and Memorials	\$635,340
Restricted Contributions and Memorials	\$1,000
United Way	\$52,150
Kosciusko County Community Foundation	\$11,454
County/City	\$120,790
Products and Services	\$1,206,467
Other Revenue	\$109,573
Investment Earnings	\$62,450
Interest on Housing Project	\$25,000
Loss on Sale of Fixed Asset	(\$10,228)
Miscellaneous	\$32,351

TOTAL REVENUE: \$20,728,575



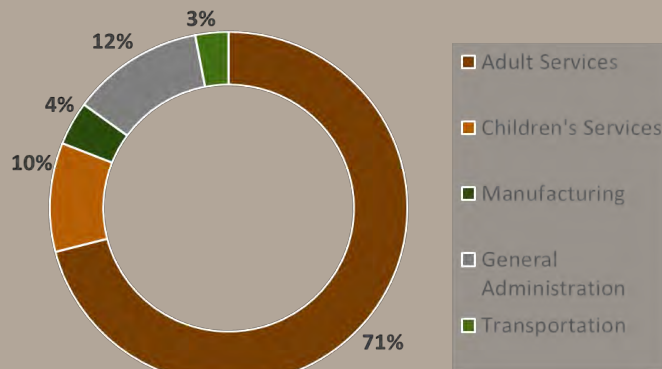
EXPENSES

PROGRAM SERVICES	\$18,085,946
Adult Services	\$14,479,414
Residential	\$8,972,315
Community Living	\$3,934,742
Supported Employment	\$466,754
Adult Day and Work Services	\$1,105,603
Children's Services	\$2,046,804
Manufacturing	\$895,734
Transportation	\$663,994

SUPPORTING SERVICES

General Administration	\$2,379,083
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TOTAL EXPENSE: \$20,465,029



Residential Living

- **115 people** lived in group homes where they learned home life skills and shared their lives with others in a family-like setting.
- **95%** achieved a meaningful life experience goal.
- **10 individuals** worked with staff to achieve greater life skills permitting them to move into more independent environments.

Dawn has a history of living independently but over the years, seizures and time weakened her physically, and she found herself living in a group home. Fed by staff and unable to walk without assistance, it was not the life she wanted. As she says: *Too many people!*

Her unhappiness manifested itself in anger and silence toward her staff. They began working on coping skills, taught her to deal with her frustration by calming herself and talking it out instead of reacting. Once she discovered she had a voice and that people would listen, Dawn found the courage to express herself. She shared her desire to move out of the group home and into a smaller, more independent environment.

Understanding there were things she had to do before she could move, Dawn and her staff began working on skills she needed to re-learn. Adaptive plates with lips and utensils were purchased so she could manipulate her food and feed herself. It took time and was not easy.

When staff fed Dawn she often refused food and was listless, but as she learned to feed herself she grew stronger. She went from needing a walker and gait belt (for staff to support her as she walked) to a cane. Today she needs no assistance at all.

With the support of her staff, Dawn's determination and focus on her goals have transformed her life. This spring she moved into a small house closer to her mother who, Dawn explains with a huge smile, she sees every-other-weekend. Living with 2 other women suits Dawn just right. They share a staff person, work during the week, and enjoy going to the Moose Lodge where Dawn is a devoted bingo player. What a long road Dawn has traveled! As she will tell you:

It was hard, but it's worth it!



CCI Manufacturing



- **111 people** worked on parts for companies contracting with CCI, earning a paycheck as they learn job skills.
- **ISO 9001-2008** We passed our ISO audit with no findings assuring the highest manufacturing quality.
- **2nd highest ever** consumer wages (see chart below).
- www.ccimfg.com
- **Zimmer Biomet Packaging Recycling** business returns to CCI.



Career Links Employment Services



- *213 men and women were guided in the process of finding and maintaining employment.*
- *24.5 average number of hours worked per week.*
- *4 the number of new school systems our transition services expanded into.*
- *59% of participants who were able to reduce or eliminate government assistance due to earned income.*



While at lunch one day in a local restaurant, 2 managers from Tecomet observed a young man doing his job. He was cleaning tables, greeting customers, keeping things in order, and generally making it a nice, welcoming place to have lunch.

He also happened to have a disability. A light went on. *They* needed someone to do jobs that consumed employees' time away from actual production. Soon, Tecomet was working with Career Links to "job carve." That is, creating a position to meet their needs. Enter Josh.

After finishing high school, Josh looked for a job and interviewed at different places, but didn't find anything, and he was becoming frustrated. Then he got a call from Career Links about Tecomet. Upon seeing his resume they wanted him to work for them. It was like a dream!

Eight months into his job, Josh is doing great. The backlog his supervisor thought would take a year, Josh completed in 4 months and now he's taking on other responsibilities. What's more, Josh has become part of the team: making friends, going to South Bend Cubs games with co-workers, helping set up for the employee picnic – being included.

Josh says his job not only gives him a paycheck, but helps him with his social skills – not always the easiest thing for him. *If it weren't for my job I'd probably just stay at home all day . . . and who needs that noise?!*

Instead, Josh is a valued, hard-working employee, and an increasingly active member of our community.

Healthy Families



- **93 children and their parents** received parental guidance and support during home visits from their Healthy Families worker.
- **99% of children** received appropriate developmental screenings.
- **100% parental satisfaction** with services.

The child in this photo is one of many who enjoyed *Messy Play Day* at Winona Lake Park this spring. It was just one of the activities Healthy Families sponsored through the year to support families in their journey.

Every family is different but each has stressors that can make home life difficult, especially for a single parent. Take Mary, who is a single mom of 2 small kids. She herself was raised by a single mom and was searching for direction. She suffered from postpartum depression, was unemployed and felt she had no control of her situation.

Meeting every week with her Healthy Families worker, Mary

set goals and slowly began to reclaim her life, and her family's as well.

Mary shifted her focus away from what was out of her control and boldly embraced a healthy lifestyle. She quit smoking, began an exercise program, made sure her family had sit-down meals together, and insisted on good food choices.

The control she gained over her health helped Mary discover her own ability and led her to other achievements, including a new job.

Mary recently exited Healthy Families, now in control and able to stand on her own.





Head Start/Early Head

- **40 children** received home-based Early Head Start services.
- **135 children** participated in classroom-based Head Start pre-school.
- **100%** (5 of 5) goals met, including:
 - **79.2%** active parent participation.
 - **99%** of children up-to-date with dental examinations.
 - **90%** of children met School Readiness goals in language and literacy.

After an exhaustive application process, we are proud to announce that Cardinal's Head Start/Early Head Start program has been accepted into the prestigious UCLA/Johnson & Johnson Health Care Institute and the National Center on Health's innovative health literacy program, based on the "What to Do When My Child Gets Sick" book series.

Over the past year, staff has attended national training and been working hard to implement the program with the start of the 2016-17 school year.

Research shows that families who have gone through the program have a 48% reduction in ER visits and a 37.5% reduction in unnecessary clinic visits. By improving parents' health knowledge, approximately 42% fewer work days were missed and each family that participated reported an average of \$554 in annual savings because of reduced unnecessary ER/clinic visits.

By delivering this easy to understand training to Head Start/Early Head Start families, we strive to not only improve children's health and attendance, but empower parents to make well-informed decisions about their child's health. We look forward to sharing some of these outcomes with you in next year's annual report!





A Snapshot of our Year



Our Corporate Values:

Accountability: We take personal responsibility for our actions and follow through with our commitments.

Dignity and Respect: We treat our employees and the people we serve with professionalism, dignity, and respect, fostering an environment where people can learn, contribute, and excel.

Health and Safety: We share a personal and professional commitment to promote the health and safety of our employees, the people we serve, and the people of the communities in which we operate.

Integrity: We conduct ourselves and our business affairs in accordance with the highest ethical standards and in compliance with all applicable laws, striving always to be a respected corporate citizen in our communities.

Partnership: We are involved in our communities knowing it will result in more opportunity for those we serve, greater personal satisfaction, and stronger communities.

Our Service Values:

People First: Each person should be defined by their unique gifts, interests, and goals.

Personal Choice: Each person should be offered opportunities to make choices in all areas relating to their life circumstance.

Family Involvement: Families are an important part of our service delivery, planning, and evaluation.

Community Involvement: Connecting services, individuals, and families with the community is essential to their independence and well-being.

Employment: Work is the most significant way adults contribute to the well-being of our community and develop self-esteem. We must aid in developing employment opportunities for those we serve.



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Cardinal Services, Inc. is a non-profit social service agency providing rehabilitation programs and services for people with disabilities or other needs. The people we serve are considered for services without regard to race, color, religion, gender, national origin, age, culture, sexual orientation, socioeconomic status, language, marital or veteran status, or the presence of non-service related medical condition or handicap. Cardinal Services is partially funded through SSBG/Title XX through the Social Services Fiscal Office of the State of Indiana.