



DEFINING CHANGE

Be the change you wish to see in the world. – Gandhi

Change before you have to. – Jack Welch

Things do not change, we change. – Henry David Thoreau

There is nothing permanent except change. – Heraclitus

Without a struggle, there can be no progress. – Frederick Douglass

Things don't have to change the world to be important. – Steve Jobs

Only the wisest and stupidest of men never change. – Confucius

When you are through changing, you are through. – Bruce Barton

Change brings opportunity. – Nido Qubein

Change in all things is sweet. – Aristotle

The challenge of leadership is to create change and facilitate growth. – John Maxwell

If you do not change direction, you may end up where you are heading. – Lao Tzu

Never doubt that a small group of committed people can change the world, indeed it is the only thing that ever has. – Margaret Mead

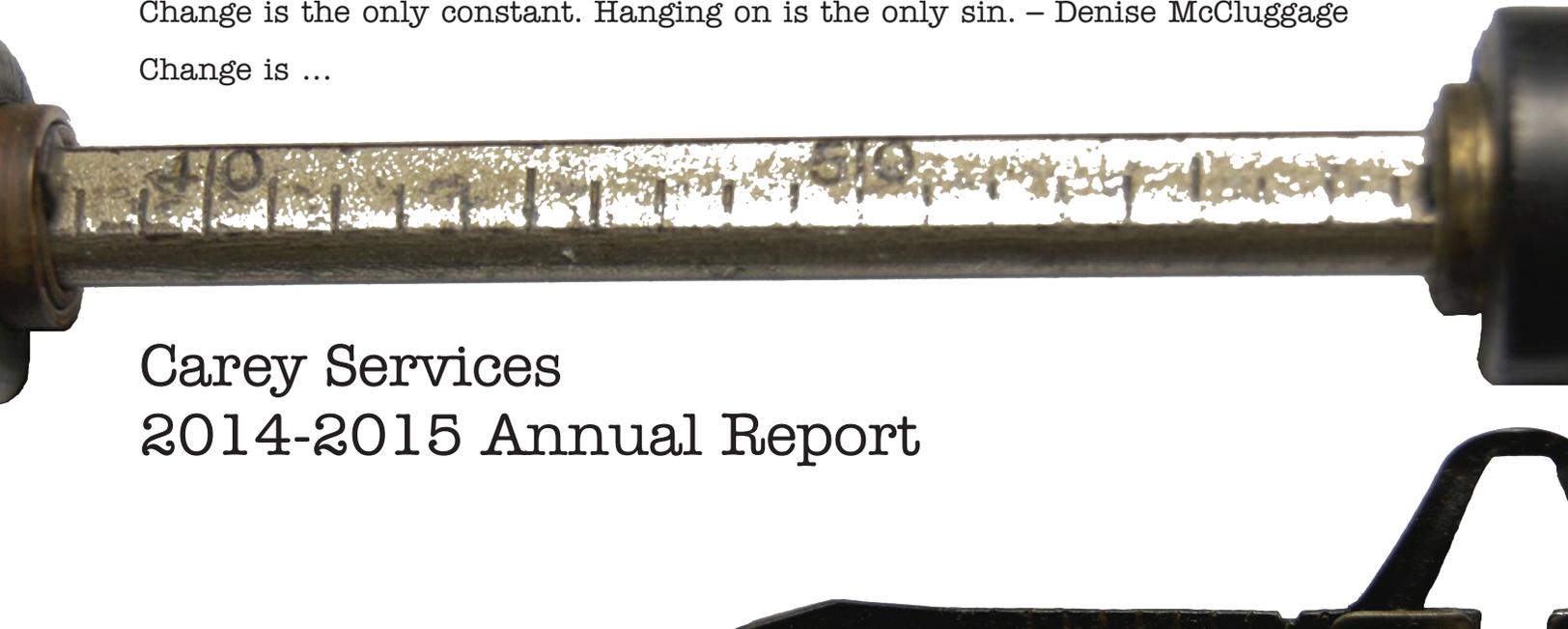
In order to change the world, you have to have your head together. – Jimi Hendrix

Change is inevitable. Change is constant. – Benjamin Disraeli

Life belongs to the living, and he who lives must be prepared for changes – Johann Wolfgang von Goethe

Change is the only constant. Hanging on is the only sin. – Denise McCluggage

Change is ...

A decorative image of a metal rod with a scale, likely a microscope or similar scientific instrument, running horizontally across the bottom of the page. The rod has a textured, slightly weathered appearance and is held in place by dark metal components on either side.

Carey Services
2014-2015 Annual Report

Planning for change key

Jim Allbaugh is president and chief executive officer of Carey Services.

Change Thought:

Oh the things you can find, if you don't stay behind!
—Dr. Seuss

Another great year has ended, and another great year has started at Carey Services. This annual report depicts many successes, stories, facts and figures... that have already happened. Great things occurred at Carey Services, Inc., in fiscal year 2015, and we made a positive difference in many lives. Greater things also are yet to happen.



Are we prepared to transition to the future? As we review and celebrate the past, I have to tell you, I am excited about what the future holds at Carey Services for those we serve. We have a committed staff and a committed board of directors that intentionally are executing a strategic plan. That strategic plan is forward-looking, with an intentional focus on improving the lives of the individuals we serve...every day.

What's the big deal then? That strategic plan was developed with an understanding Carey Services

is looking to provide some services differently. The needs and desires of individuals we serve are shifting. The workforce and their needs are changing. We are shifting and changing with those people.

During fiscal year 2015, Carey Services worked hard to employ in new ways our vision statement of "Carey Services envisions all people, regardless of their abilities or barriers, as empowered and equally valued members of the community." The key word in that vision is "community." There is no looking back.

What does our vision look like? As we look to fiscal year 2016 and beyond, Carey Services plans to assure individuals with whom we come in contact are empowered and equally valued members of the community to a greater degree. Carey Services is working with community employers, and we are looking to other community resources to execute that vision with the people we serve. This means we need you, the community, to continue to invest in the mission and vision of Carey Services and those we serve. Thank you all for your support as we define our changes.

We must be robust, resilient

Keith Newman

is executive vice president and chief executive officer for residential education at Indiana Wesleyan University. He is chair of Carey Services' board of directors.

Change Thought:

Change almost always requires courage, one of the most, if not the most, important characteristics for making great decisions.

Consider with me these two words: robust and resilient...characteristics I believe are critical for any organization in this season of rapid cultural and societal change. As Carey Services board chair, I love the privilege of serving with a team of individuals invested in such a purposeful mission: "a community based human services organization assisting individuals and families to turn abilities and barriers into opportunities by providing individualized services, education, and advocacy."



Are we resilient? Absolutely. We have more than 60 years of faithful service and countless testimonies of lives impacted. Are we robust? Yes, we are and we are committed to remaining so, but the challenges ahead are significant and our ability to remain flexible and adaptive will be critical. Lots of people will spend their time yelling at the wind in this season of change, but your board and leadership team are committed to adjusting our sails!

Mark Twain is reported to have said, "The only

person who likes change is a baby with a wet diaper." Though I'm sure he said those words with tongue in cheek, his point is well taken. Change is hard. Change is uncomfortable. Change often requires difficult choices. Change might create a sense of loss. But change is also an opportunity to embrace the future while celebrating the past.

Here is another one of my favorite quotes about change from British Prime Minister Harold Wilson: "He who rejects change is the architect of decay. The only human institution which rejects progress is the cemetery." As we dream, discuss and plan for the future, I invite each of you to help us envision our next season of service for Carey Services. Your investment in our mission and vision will be critical to our success. Thanks in advance for your willingness to help us!

Remaining robust and resilient in coming years will require a creative, responsive, intentional and strategic approach on the part of Carey Services. Be assured that your board has the highest confidence in our CEO and president, Jim Allbaugh, and the Carey Services team. We are beneficiaries of a great legacy at Carey Services, and for that I give thanks. I am also convinced that the best is yet to come!

Year of defining events

Change. Merriam-Webster defines change many ways, but all of the definitions have something in common.

Whatever is involved in a change is not the same as it was before.

Such was one of the main themes of Fiscal Year 2015 for Carey Services.

The business of serving people with disabilities has been one that has moved at an incredible pace for the past several years. This year we found ourselves in the midst of planning for many more changes, even though many of the most significant changes will not actually take effect until the new fiscal year.

“This past fiscal year was one that has built a foundation for the direction our programming will take in the future,” said Jim Allbaugh, Carey Services’ president and chief executive officer. “We are looking at doing things differently. Some of those changes are because the regulatory environment in which we operate is dictating modifications to our operations; some changes are because we as an agency are trying to be innovative and provide the best possible opportunities for our consumers while becoming more efficient.”

Some major changes the agency implemented in fiscal year 2015 include:

- Deploying iPads and other assistive technology devices to help clients in the day services and employment services programs improve their skills; funding for many of the devices was provided through grant awards from several foundations:
 - ◆ AWS Foundation
 - ◆ Blackford County Community Foundation
 - ◆ Community Foundation of Grant County
 - ◆ Community Foundation of Wabash County
- Launching a partnership with Opportunities for Positive Growth to provide music therapy services; Carey Services renovated a room on the Marion campus for the program that is working with internal consumers and people with disabilities in the community
- Leasing the former Capabilities medical clinic building to HopeBridge to allow HopeBridge to expand its services for children with autism
- Expanding the agency’s Internet and social media presence to provide more agency and disability-issues information to the community
- Began to grow the agency’s fund-raising efforts to diversify finances, including online donations
- Emphasized the importance of the agency’s core values, vision and core competencies to staff and the community
- Renewed the agency emphasis on employee engagement to solicit greater employee input among employees spread out across facilities in five counties and work in several other counties

change \chānj\

Verb

1. a: to make different in some particular: alter
b: to make radically different: transform
c: to give a different position, course, or direction to
2. a: to replace with another
b: to make a shift from one to another: switch
c: to exchange for an equivalent sum of money
d: to undergo a modification of
e: to put fresh clothes or covering on

Noun

1. the act, process, or result of changing: as
a: alteration
b: transformation
c: substitution
d: the passage of the moon from one monthly revolution to another; also: the passage of the moon from one phase to another

From Merriam-Webster Dictionary

- Increased wages for the agency’s direct support professionals, who make up almost two-thirds of the agency’s 340 staff members
- Received increased media coverage, including a national video segment on Fox and Friends, a feature on Indianapolis television station WRTV (Channel 6) and a two-article package in the Ball State University alumni magazine
- Continued to develop the agency’s relationships in two efforts, the Strategic Indiana Provider Network and the Indiana Manufacturing Consortium; both exclusively include agencies that serve people with disabilities

“It’s been a good year and a challenging year,” Allbaugh said. “In looking back, we accomplished a lot of things, all of which are grounded in our mission of caring for people with disabilities in the best way possible. We have a lot of other changes on the horizon that are going to be even more challenging, and our team spent a great deal of time preparing for the next several years.”

Change Thoughts:

Change is the law of life. And those who look only to the past or present are certain to miss the future.

— John F. Kennedy

(Submitted by Anne Dickey, group home manager)

The secret of change is to focus all of your energy, not on fighting the old, but building on the new.

— Socrates

(Submitted by Skye Smith, director of supported living)

To improve is to change; to be perfect is to change often.

— Winston Churchill

(Submitted by Bonnie Smith, director of human resources and staff development)

Change occurs in direct proportion to dissatisfaction, but dissatisfaction never changes.

— Douglas Horton

CAREY SERVICES' CO

Early Head Start

154 families served
220 children served
36 pregnant women served



People

340 employees
worked 527,937 hours
104 clients
worked 35,775 hours in production



Client Enrollment by Program†



Employment Services

278 total clients served
52 placements achieved
in community employment



Age
Comm
Imp

\$24,07

Agency C



91% of budget
benefits clients

†This chart shows the total number of clients served in each programming area for the year. This includes new enrollments and clients who exited a program. Some clients receive multiple services; they are counted multiple times for this chart.

COMMUNITY IMPACT



Facilities

- 5 group homes
- 5 day service centers
- 58 supported living units



Outlying County Expenditures

Blackford	\$1,390,000
Wabash	\$1,243,500
\$502,200	Hamilton
\$366,700	Cass



Transportation

- 83 clients served each month (on average)
- 9,126 round trips
- 49 agency vehicles
- 541,296 miles on agency vehicles



Production Item Output

- 18,891 envelope card inserts
- 90,556 magnet assemblies
- 183,341 screw pack bag assemblies
- 195,095 Mr. Canary birdfeeders
- 549,062 electrical contact assemblies



Agency
Community
Impact*

72,269

Overhead



9% of budget
administrative

*This was calculated with a formula that 70 percent of agency expenses paid to vendors remains in the community and 35 percent of the money those vendors paid to their vendors remains in the community.

Change Thoughts:

A smooth sea never
made a skilled
sailor.
— Unknown
(Submitted by Yolanda
Kincaid, chief operating
officer)

All meaningful
and lasting change
starts first in your
imagination and
then works its way
out. Imagination
is more important
than knowledge.
— Albert Einstein
(Submitted by Dan
Kaufman, director of day
services)

Father, grant me
the serenity to
accept the things I
cannot change, the
courage to change
the things I can,
and the wisdom to
know the
difference.
— Reinhold
Neibuhr

Financial year in review

Agency revenues and support



Public Support
\$1,480,809

Service Revenue
\$10,569,358

Other
\$92,066

Agency expenditures



Administrative
\$998,542

Programming
\$11,275,594

Fund Raising
\$102,352

A copy of Carey Services' audited financial statements is available upon request.

When it becomes
more difficult to
suffer than to
change, you will
change.
— Robert Anthony

2014-2015 donors

Individuals
Jim & Jennifer Allbaugh
Leslie Bantz
David Bates
Phillip Bays
James Botkins, MD
Doug Bryant
Thomas Chowattukunnel
Karen Ann Cox
Anne Dickey
Jacquie Dodyk
Patricia Edwards
Bruce Elliott
Rodney Faulk
Larry French
Mary Goins
Katrina Golden
Diane Guyer
Timothy Harris
Gary Hendricks
Verna Hicks
Joshua Johnson
Ryan Jones
Michele Kelsay

Cindy Kohlmorgen
Brenda Lamb
Martha Lines
Robert J. Logan
Matthew Maine
Royce Mitchell
Linda Moritz
Terry Munday
Keith Newman
Chris & Karen Norris
Henry Olynger
Dawn Phillips
Richard Rodmaker
Gerald Rose
LaRea Slater
Bonnie Smith
Tom Stanton
James Wallace
Eric Walts
Craig White
Lisa B. Wickes
Jim Widner
C. Marvin Wiseman
Timothy Woodhull

Businesses
Afena Federal Credit
Allstate — Porfilio-Rees Agency
American Woodmark
AT&T Employee Giving
AWS Foundation
Blackford County Comm. Foundation
Central Indiana Orthopedics
Chronicle-Tribune
Dave's Excavating Inc.
Deltec
Ewer & Moritz
Halstead Architecture
Hartson-Kennedy Cabinet Tops
JA Benefits
Kohl's
Maidenbourg Associate
Marion General Hospital
Marion Rehabilitation & Assisted Living
Marion-Grant County Chamber
of Commerce
MedExpress Urgent Care
Meijer
Mike Anderson Chevrolet

Moorehead Family Foundation
Mutual Bank
Neace Lukens
Needham-Storey-Wampner
Funeral Service
Premier Home Health Care
Riverview Hospital
Star 106.9 Radio
Star Financial Bank
Star Insurance Agency
Stifle Investment Co. — Dave Raabe
The Community Foundation
The News Herald
The Ott Foundation
TLC Management
(Wesleyan and Colonial Oaks)
Tree of Life
Tree of Life Bookstore
VIA Credit Union
Whittinger Strategic Services

Organizational foundation

Anything that is to have lasting value must have a firm foundation for long-term success. For Carey Services, we call those statements that guide all of our work our organizational foundation.

It's a document you will see hanging on the wall of most every office in the agency, and the words remind us, in this season of change, why we come to work each day and do what we do to help others.

"Carey Services is a community based human services organization assisting individuals and families to turn abilities and barriers into opportunities by providing individualized services, education, and advocacy."

Carey Services' Mission Statement

"Carey Services envisions all people, regardless of their abilities or barriers, as empowered and equally valued members of the community."

Carey Services' Vision Statement

Professionalism
Integrity
Excellence

Carey Services' Core Values

Change Thoughts:
If you want to change the culture, you will have to start by changing the organization.
— Mary Douglas

You have brains in your head, you have feet in your shoes, you can steer yourself any direction you choose.
—Dr. Seuss

Progress is impossible without change, and those who cannot change their minds cannot change anything.
—George Bernard Shaw

(Submitted by Brandi Foreman, director of group homes)

2014-2015 board of directors

Dr. Keith Newman — Chairperson
*Executive Vice President and Chief Executive Officer for Residential Education
Indiana Wesleyan University*

Michele Kelsay — Vice-Chairperson
*Instructional Coordinator
Marion Community Schools*

Doug Bryant — Treasurer
Rea, Logan And Co., LLC

Steve Smithley — Secretary

Eric Walts — Immediate Past Chairperson
*Chief Executive Officer
Suite Living*

Jacquie Dodyk
*Director
Affordable Housing Corporation*

Michelle Bunker
*Producer
Insurance Management Group*

James Widner
*Senior Vice President
Mutual Bank*

Rodney Faulk
*Attorney
Grant County Prosecutor's Office*

Richard Orrell
Wesleyan Healthcare Center

Cindy Kohlmorgen
*Vice President Of Operations
VIA Credit Union*

April Evans
*Assistant Director Of Human Resources
Taylor University*

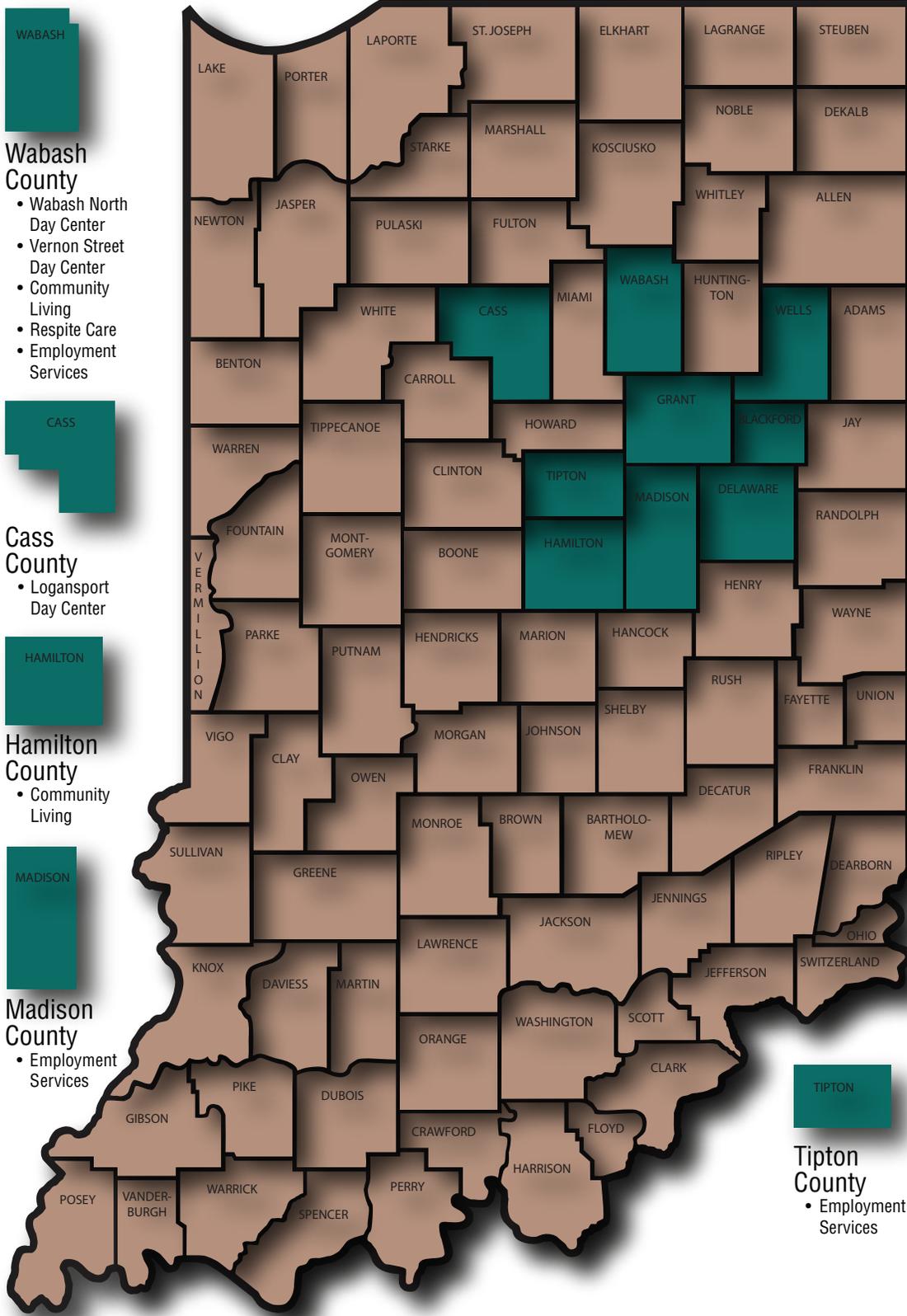
James Wallace
*AVP, Commercial Banking
Star Financial Bank*

Angela Herrington
*Director Of Spiritual Formation
Broken Beautiful Bold Ministries*

Eric Reaves
*Chief Cartoonist
Browne Creative Entertainment*

Dianne Bustos
Hartford City Chamber of Commerce

Optimism is the faith that leads to achievement. Nothing can be done without hope or confidence.
— Helen Keller
(Submitted by Verna Hicks, home visit supervisor, Early Head Start program)



WABASH

- Wabash County**
- Wabash North Day Center
 - Vernon Street Day Center
 - Community Living
 - Respite Care
 - Employment Services

CASS

- Cass County**
- Logansport Day Center

HAMILTON

- Hamilton County**
- Community Living

MADISON

- Madison County**
- Employment Services

TIPTON

- Tipton County**
- Employment Services

GRANT

- Grant County**
- Administrative Offices
 - Marion Day Center
 - Early Head Start
 - Community Living
 - Respite Care
 - Production Facility
 - Employment Services

BLACKFORD

- Blackford County**
- Hartford City Day Center
 - Early Head Start
 - Community Living
 - Respite Care
 - Employment Services

DELAWARE

- Delaware County**
- Employment Services

WELLS

- Wells County**
- Employment Services

Carey Services
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 Marion, IN 46953
 (765) 668-8961
www.careyservices.com



www.facebook.com/careyservices



www.twitter.com/careyservices



www.instagram.com/careyservices



www.linkedin.com/company/carey-services