



# ANNUAL REPORT

2017 FISCAL YEAR



*Hillcroft helps people with disabilities...  
with living, with jobs, with independence.*

## HILLCROFT VALUES

We are all “Gardeners.”  
In order to be amazing  
gardeners for Hillcroft,  
we must all be:

### DEVOTED

- Commit daily to the long term (harvest)
- Adapt to change in all environments/seasons

### SUPPORTIVE

- Cultivate continual growth by providing tools and encouragement
- See the potential in all situations and people

### POSITIVE

- Focus on strengths (plants)  
not weakness (weeds)
- Smile (sunshine)

## HILLCROFT MISSION

To provide innovative  
services and supports  
for People with disabilities  
and their families,  
resulting in extraordinary  
differences in People’s lives.

HILLCROFT HELPS PEOPLE WITH DISABILITIES...

WITH **LIVING**, WITH **JOBS**, WITH **INDEPENDENCE.**

## A MESSAGE FROM DEBBIE BENNETT, PRESIDENT / CEO



### Dear Friends of Hillcroft,

In 2017, HILLCROFT experienced growth, change, challenges, new life, and end of life, happiness, sadness and celebration. Yet, no matter the situation, our mission shines like a guiding light because that is the HILLCROFT way. As you review this Annual Report, please know our work is never complete and ever evolving as needs arise. Our clients need each and every one of you to stand with us and walk together to continue improving the lives of people with intellectual and developmental disabilities.

This past year Hillcroft Services continued to help people with **jobs...** Hillcroft Industries employed 316 individuals to produce subcontracted work for businesses both locally as well as in surrounding states. Adults with disabilities have the opportunity to work part-time or full-time, earn a pay check, and more importantly be a valuable member of the labor force. In addition to that, individuals are taught concepts such as attendance, task completion, problem solving, safety, standardized work practices and quality. This past year, Hillcroft Industries Air Park facility was proud to receive a certification in ISO 9001:2015 which will only enhance the attractiveness of our capabilities for the future. Hillcroft also works with those who desire to be employed in integrated community settings when appropriate.

Hillcroft Services continues to help people with **living...** Hillcroft's residential programming provided services to 169 individuals during the course of our 2017 fiscal year. Our team continues to provide individualized support to people with developmental disabilities in their homes in order for them to live as independently as possible in the community.

This support can be as little as a few hours per week, or as much as twenty four hours a day, seven days a week. Hillcroft is proud to report our client satisfaction rating exceeded 95% for those served by our residential services division.

Hillcroft also continues to help people with **independence...** through Behavior Therapy, Music Therapy, Recreation Therapy, the ABA Clinic and Creativity Unlimited - Hillcroft has provided support to over 500 children and adults with intellectual disabilities. These programs focus on each individual's strengths and uniqueness in a proactive approach to behavior change and emotional wellness. The goal is to educate, support and empower individuals to live healthy and meaningful lives.

HILLCROFT continues its incredible journey. Even though challenges are always present because of the nature of the work we do, we're often struck with wonder by the individuals we serve, our team—and you.

On behalf of the individuals and families we serve; Hillcroft's dedicated team members and Board of Directors; we would like to thank you for your passionate and unwavering support. Whether yours is a volunteer role, a participant in any of Hillcroft's inspiring events, as a financial contributor, or supporting someone we serve...we are grateful for you.

With sincere gratitude,

  
**Debbie Bennett**  
President / CEO

## If Karen's Parents Could See Her Now: 30 Years on the Road to Independence

Karen was born yellow.

Her jaundice was caused by a problem with her liver, a complication of Rh disease. This is a dangerous anemia caused by blood incompatibility between a fetus that has the Rh protein and a mother who does not. It was far more common in the 1940s than it is now.

Once the yellow hue receded, her parents could only wait and see how the disease would affect her development.

Her brother, Kirby, recalls how protective their parents were of Karen as she grew up. She struggled with social cues and simple math, which made school challenging. Independent living just didn't seem possible for Karen as she entered her adult years, so her parents kept her at home with them for most of her life.

In 1988, Kirby and Karen's mother died in Florida where they had been living for several years. Their father decided to move back to an apartment in Muncie to be close to Kirby's family. Now, caring for his middle-aged daughter on his own, he reached out to Hillcroft Services for help.

The result was life-changing.

A social person, Karen wanted to be with people, and she wanted to work. Hillcroft's employment services program connected her with the Bob Evans restaurant in Muncie. A Hillcroft staff person helped her with interviewing, and when she got the job as a busser, assisted in on-site training.

Karen enjoyed working there for several years. Her father would transport her to and from work. She was able to help with their finances. Hillcroft also provided social activities from bingo to holiday parties and outings to places like the mall and YMCA. Life was vibrant for Karen, manageable for her father.

In February 1997, Karen called her brother Kirby. "Dad's not here to pick me up from work," she said.

Their father had passed away. Another chapter in Karen's life had begun; for the first time, she would not have her parents there to protect her.

She moved in with Kirby, his wife, Kristi, and their youngest son. Kirby was working as full-time faculty in the Ball State School of Music and planning for retirement in a few years; Kristi was both working at Ball State and attending graduate school; their son was finishing school. Karen was in transition in a house full of people in transition.

Living with Kirby's family worked, but it wasn't ideal for Karen. She had started down the road to independence and wanted to keep going.

Karen moved into a place of her own!

No one was quite sure that living on her own would work, but it's what she wanted to do. Kirby, Kristi and the Hillcroft caseworker were supportive of her decision.

And, it worked. Hillcroft provided transportation, financial services and access to medical care to empower Karen to live on her own.

"My parents wouldn't have believed it!" Kirby said.

Karen's needs were naturally changing, as she was now in her 50s. She wasn't quite as steady on her feet as she used to be. In her youth, she loved to dance and she had more recently been a swimmer, involved in local Special Olympics. Now she was beginning to lose her footing moving around the house.

There were also signs that she was developing a degree of dementia. She was increasingly less verbal, her struggle with math made dealing with money difficult, and she needed more dietary supervision to manage her type 2 diabetes.

Again, the family reached out to Hillcroft for help planning the next phase of Karen's life. She moved into a residential setting with the support of Hillcroft staff. She currently resides in a supported living home, impeccably maintained by a local landlord and staffed day and night by Hillcroft staff.

***"They provide so many resources we just don't have and could never provide ourselves"***

She lives in one of these today, with two roommates. The house looks like an ordinary three-bedroom home: hardwood floors, full kitchen and dining area, garage they use primarily for storage and spacious bathroom.

"Come see my room!" she tells visitors. She loves to show off her collection of stuffed animals.

The home is run by Christina Jespersen, the Residential Site Manager (RSM), one of several staff on Team Karen. Others include her case manager, behavior consultant, Creativity Unlimited activities, supervisor, nurse and music therapist.

"I go to these quarterly meetings," Kirby said, "It's led by the case manager. All these people, for an hour, are talking about the progress Karen has made. She's there, commenting. They're all so supportive."

Another member of the team is her work supervisor. Since 2003, Karen has worked at Hillcroft Industries, a work-based training program where she engages in jobs like stuffing envelopes for LifeTouch and checking the width of bronze rings for Beckett Bronze. She works there three times a week.

"I love it," Karen said of her job, and of her home, a broad, toothy smile on her face. "I love it."

When Kristi speaks about the effect Hillcroft Services has had on her sister-in-law's life, her eyes reveal a depth to her gratitude to which words can't do justice.

"They provide so many resources we just don't have and could never provide ourselves," she said, with a gentle shake of her head. "We are indebted to Hillcroft, and can never pay back what they've done for us."



RSM Christina & Karen



Jim working on bronze casts for Beckett Bronze at Hillcroft Industries

*“Hillcroft Industries produces high quality work at a competitive price”*

Steve Dixon lives in Muncie, Indiana and is the current General Manager of the Beckett Bronze Company, which was established in 1913. The company is known worldwide for manufacturing bronze bushing, bearings, pipe fittings, and rings; all created by his team of trained machinist who produce products to the customer’s specifications. With large companies spanning the globe, like Anvil International, there is a high demand for products made by Beckett Bronze Company.

## How Jim is Solving Steve’s Problem

Producing high quality manufactured products is essential to the smooth operations of the company. Inferior products would result in diminished sales and a loss of valuable customers. Providing quality control to 1.5 to 2 million products per year is an enormous task. So, what is the most efficient and cost effective method of ensuring quality control?

The answer to Steve’s dilemma was sitting in his rolodex. He recalled the name of a local non-profit organization that could inspect products before shipping. In fact, his mother, Jo Ann Dixon had an automotive account with Cannon Industries.

Back in the 1970’s, Hillcroft was previously known as Cannon Industries and Steve worked there as a shipping clerk. “I used to run the materials over to their place by the railroad tracks,” Steve said. “They would insert seals into jewel glands for us. Even when we ran things out there at the last minute, they always took good care of us.”

The products are created at the foundry and machine shop, and then brought to Hillcroft for final inspection, before being shipped to Anvil International’s customers. Trevor Kelley is the Operations Manager at Beckett Bronze, and he says, “It’s almost automatic to think of Hillcroft for this job, they have a competitive price and we have no plans to make changes anytime soon.”

Jim Benadum has been working on and off at Hillcroft since his high school graduation in 1990. You will find him wearing a “I love KISS” t-shirt, with a wide smile beneath a thin mustache. He’s aspiring to be a DJ at a radio station, but until then, he says Beckett Bronze is one of his favorite accounts.

While he has yet to make plans to launch his career in radio, Jim loves his job at Hillcroft. “We take this bar, about this long,” Jim said, holding up his hands a couple feet apart. “We put rings on them. Its 90 rings to a bar. If they fall off, they’re too wide.”

Jim says he has problems with his memory, which is why he had trouble working for other companies in the community. Here, at Hillcroft Industries, he has a team of supervisors to train him and encourage him in his work.

After nearly three decades of doing similar work, Jim feels comfortable in the work he does and has gotten pretty good at what he does. He enjoys using what he’s learned to help his co-workers.

Beckett Bronze’s partnership with Hillcroft Industries is a win-win: Steve is grateful for people like Jim, who are eager to solve his business problem for him, and Jim loves earning a paycheck.

90 rings at a time.



Hillcroft Services, Inc. provides residential, employment, and community support services to individuals with disabilities in a ten county area in East Central Indiana.

The mission of Hillcroft is: "To provide innovative services and supports for People with disabilities and their families, resulting in extraordinary differences in people's lives." Hillcroft is focused on creating a culture of strong values, understanding the importance of ethical behavior, and maintaining high quality services to the people we serve.

If you or someone you know could benefit from our services, please contact us at 765-284-4166 or visit [Hillcroft.org](http://Hillcroft.org)

## HILLCROFT HELPS PEOPLE WITH DISABILITIES...

WITH **LIVING**, WITH **JOB**S, WITH **INDEPENDENCE**.

### RESIDENTIAL SERVICES

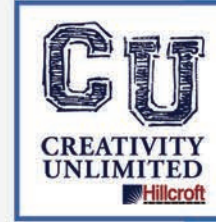
Hillcroft's Residential Services provide support to people with disabilities in a variety of settings. Supports include respite care, 24-hour supported and group living sites and scheduled drop-in services.

### EMPLOYMENT SERVICES

Hillcroft's Employment Services programs support individuals with disabilities in achieving greater independence through developing and maintaining the skills needed for employment.



Hillcroft ABA Clinic offers behavioral treatment for children with autism spectrum disorders. Based upon the principles and technology of ABA, Applied Behavioral Analysis, Hillcroft ABA Clinic provides intensive therapy, individualized academic instruction, and social skills training for children starting at age 2.



Hillcroft's Therapy Services include Behavior Management, Outpatient Therapy, Music Therapy and Creativity Unlimited programming. Hillcroft's Therapy Services are designed to provide participants with the skills and support needed to improve their own independence and well-being.



Hillcroft Industries, the industrial division of Hillcroft Services, employs nearly 400 adults with disabilities to provide subcontract work for businesses in East Central Indiana.



Hillcroft's Reliable Transit provides safe and reliable transportation to individuals using Medicaid, Medicaid Waiver, or private pay.

## A Labor of Love

This past fiscal year, we were saddened by the loss of our long-time champion, community leader and friend, Jeanette Taylor. Without her undying commitment to advocate for people with disabilities, Hillcroft Services wouldn't exist today.

It all started with a dream on her front porch. Being the parent of a special needs child, she and two other families wanted more for their children with disabilities who were full of potential and ready to learn. But in 1943, there were no such services available.

Jeanette's dream would eventually become Hillcroft Services, employing approximately 300 dedicated staff members who support nearly 1,000 children and adults with disabilities in East Central Indiana.

Throughout her 94 years, Jeanette enjoyed participating in events and committees at Hillcroft. Her love of painting led Hillcroft to organize an art gallery named in her honor. Each year, the Jeanette Taylor Gallery of Artists showcased not only her work, but also the work of artists who receive services from Hillcroft. A few of her paintings still hang in the halls of our Streeter location.

Sadly, Jeanette passed away September 8, 2016. We appreciate her hard work and dedication as she tirelessly strived to advocate for services for children and adults with special needs.



*Picture from 2014 Jeanette Taylor Gallery of Artists*

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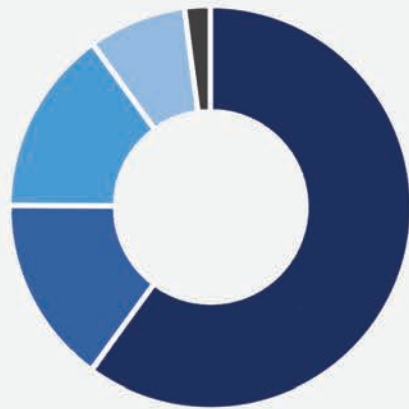


**MICHAEL WHITLOCK**  
VP Business Operations



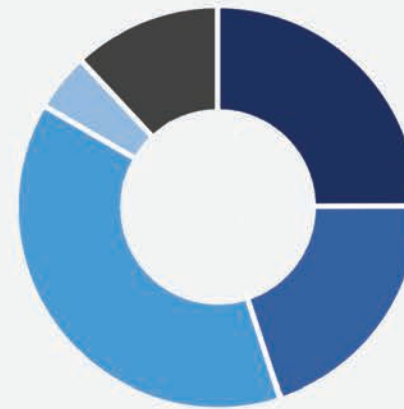
# 2017 FINANCIAL ACTIVITY

## WHERE OUR FUNDS COME FROM



- Residential Fees  
63%
- Day Program Fees  
15%
- Contract Income  
16%
- Transportation  
4%
- Other Income  
1%

## HOW WE USE OUR FUNDS



- Adult & Child Services  
24%
- Workshop  
20%
- Residential Services  
38%
- Transportation  
4%
- Admin. & Fundraising  
14%

### REVENUE

|  |                     |
|--|---------------------|
| Residential Fees                       | \$8,673,500         |
| Day Program Fees                       | 2,100,890           |
| Contract Income                        | 2,208,639           |
| Transportation Income                  | 593,658             |
| Interest Income                        | 3,570               |
| Change in Value of Endowments Interest | 21,390              |
| Change in Value of Property/Equipment  | 384                 |
| Other Income                           | 4,446               |
| <b>TOTAL REVENUE</b>                   | <b>\$13,606,477</b> |

### EXPENSES

|                       |                     |
|-----------------------|---------------------|
| Adult Services        | \$1,720,593         |
| Children's Services   | 1,553,785           |
| Workshop              | 2,663,651           |
| Residential Services  | 5,134,057           |
| Transportation        | 570,896             |
| Fundraising           | 100,526             |
| Isanogel              | 102                 |
| Administrative        | 1,764,017           |
| <b>TOTAL EXPENSES</b> | <b>\$13,507,627</b> |

# THANK YOU TO OUR 2017 DONORS & SPONSORS

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