



Adriel



**Fiscal Year
2018**

**Annual
Report**

ADRIEL 2018 BOARD

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OUR MISSION

Providing quality
care for children in
the spirit of Christian
love.

OUR VISION

Until every child
lives in a safe and
loving home, Adriel
will be a premier
provider of
exceptional care to
children in need.



God's Purpose Propels Adriel Forward

Todd Hanes
CEO and President

"To everything there is a season, and a time to every purpose under the heaven."
Ecclesiastes 3:1

In last year's report, I shared with you Adriel's leap of faith in choosing to close our residential program and instead focus our energies on our other in-demand services. It was difficult to see that season end, but our faith in God and God's purpose for Adriel propelled us forward and it has made all the difference for the children and families we serve.

Taking the Ecclesiastes verse to heart, Adriel's Board of Directors and staff developed a strategic plan, combining our firmly planted roots in the Mennonite church and more than a century of serving children and families in the spirit of Christian love with a focus on the future, pioneering new ways to serve the children in our care today. This plan is tailored to expanding the services we do best, and also cultivating new programs centered on meeting the unmet needs of youth and families throughout the 44 counties we serve in Ohio.

We have already seen the positive impact of our plan throughout our agency and in the lives of the children and families in our care. Our faith in God has resulted in:

- **Several months of positive cash flow, leading to a favorable trajectory for closing the fiscal year**
- **Flourishing Foster Care Services with new foster parent candidates and opportunities for training**
- **Expanded Clinical Services to meet the broadened mental health needs of youth in our care**
- **Double the number of families helped through our Family Preservation Services**

Throughout this report, you will see how following God's purpose for Adriel has made it able for us to significantly increase the amount of children we can care for and the amount of families we can help in real, tangible and sustainable ways. This report not only shows the data, but gives you a glimpse of the real lives positively changed by what we do.

- Increase our coverage in the Van Wert area with a new facility offering clinical services, family preservation visitation rooms and more training opportunities for foster parents
- New, larger, more engaging office in Archbold, enabling us to extend our clinical therapy and training services, as well as provide respite activities for foster families
- Enhanced family preservation visitation rooms throughout our regions to provide space for bringing families together to develop the skills and connections for reunification
- Utilizing our West Liberty campus through a partnership with Heart of Unlimited Boundaries (HUB) to help children and adults who have developmental disabilities become stronger and more self-confident
- New opportunities to increase awareness in communities and share our mission with future foster parents, donors, volunteers and staff committed to the same value of making sure every child has a safe and loving home

Scripture tells us that everything comes to fruition in God's time. In this season of Adriel, God provides passionate people with a heart for service, and God provides the resources essential to fulfill the needs of children and families throughout Ohio.

It is only through the ongoing support of our donors, committed volunteers, dedicated staff members, devoted foster parents, and the prayers of faith communities that we are able to provide quality care for children in the spirit of Christian love and work toward ensuring that every child has a safe and loving home.

All of us at Adriel thank you for your continued support and look forward to a brighter future for all of God's children.



Focusing on Growth and Renewal

Jacquie Linville
Vice President, Family Support Services

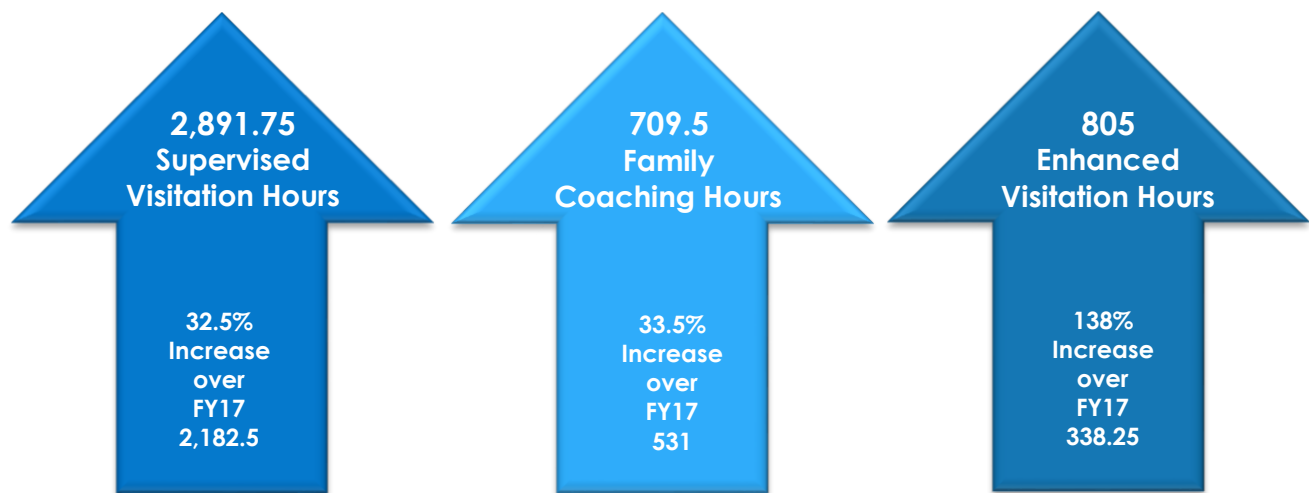
Family Preservation Update

In fiscal year 2018, Adriel's Family Preservation department was challenged with the need to grow — at a rate this department had not experienced previously. The Family Preservation Department took on the challenge and exceeded expectations which enabled it to meet some of its end-of-year goals within the first quarter of the year. The Family Preservation Department exceeded their established goals for growth as a department all four quarters of FY18.

The most impressive growth in FY18 was seen in the Enhanced Visitation Program. Enhanced visitation is a combination of our other two preservation programs (Coaching and Supervised Visitation) that usually occurs in the biological family's home. This program alone more than doubled their total units of service from FY17 to FY18.

This growth was completed with very minor difficulty. The dedication and hard work in streamlining processes and practices within the department played a huge role in the success in growth and lack of problems arising from the growth. Work will continue in this area as family preservation continues to make a presence in all five of Adriel's regions.

In Fiscal Year 2018, Family Preservation achieved the following for our children and their families:



Clinical Services Update

FY 2018 was a year of new beginnings in the clinical department, including new leadership, positions, staff, administrative code, billing codes, practices, and clinical forms, there was not much left that wasn't new or had not been changed.

As of January 1, 2018, we embarked on the new world of the Medicaid Behavioral Health Redesign. Previous staff and leadership of the clinical department had ensured Adriel was well prepared for this and the transition went fairly smoothly with very minor difficulties.

Our focus then turned 100% to preparing for the journey into the Medicaid Managed Care Carve In, scheduled to take place July 1, 2018. We worked diligently on contracting with all five Managed Care Organizations (MCOs) and continued our work with this even after the end of the fiscal year. The Carve In has proved to be more trying than the Redesign, with several differences among the five MCOs, proving to be very difficult to do certain tasks without the assistance of outside guidance and/or help.

A few other highlights in the Clinical Department that happened during FY 2018:

- **The Clinical Department is seeing clients in all five Adriel regions.**
- **A Clinical Case Manager position was developed and is now a full-time position seeing clients in both the Van Wert and Archbold regions.**
- **A full-time Therapist was hired to assist in seeing clients within the Van Wert and Archbold regions.**
- **During the last seven months of the fiscal year (December-June), the clinical department increased their revenue by more than 400%.**

As we look to FY 2019, we are eager to continue the growth of the Clinical Department, as well as the continuation of streamlining processes and practices and to make the clinical division an exemplary department at Adriel.



Fostering Support in Homes and Beyond

Jessica Smith
Vice President, Out-of-Home Services

Foster Care and Adoption Update

Adriel foster families are at the heart of our mission to “Provide Quality Care to Children in Spirit of Christian Love.” Fiscal Year 2018 focused on growth and quality of Adriel’s therapeutic and family foster care program. Many new initiatives from FY17 were continued, including welcoming an Adriel foster family to live on campus and contracting with adoption assessor for increased licensing support. Based on the strategic plan, goals were set and met in the area of foster families certified in the Teaching Family Model and the increased number of licensed foster homes. In FY18, the Van Wert region opened, allowing for increased support of current foster families and expansion in the a five-county area.

In FY 2018 Adriel Foster Care and Adoption achieved the following for our youth and foster families:

246 youth initially placed in an Adriel foster home

469 youth in an Adriel foster home, including external respite

40 youth adopted by their Adriel foster parent

41 new Adriel foster/adoptive homes licensed

Increase or level in foster care census each quarter

Bridges Program Update

In January 2018, Adriel entered into a subgrant agreement to offer Bridges services to qualifying young adults. Bridges is a new voluntary program available to young adults who left foster care in Ohio, are 18-20 years old, and are in school, working, and/or participating in an employment program, or have a medical condition that prevents them from going to school or working. The program provides support as a young adult transitions to adulthood, as well as financial support to assist the young adult with their basic needs. In FY18, four young adults were served in the Bridges program through Adriel. Young adults were assisted with stable housing, securing and maintaining employment, goal setting, and college enrollment.



Enabling Improved Skills and Compliance

Amy Bennett

Vice President, Corporate Compliance and Support Services

Support Services Update

Fiscal Year 2018 was one of change and development in the Support Services department. At Adriel, Support Services include Human Resources, training and Teaching Family Model education and evaluation. Through this year, the personnel and leadership of the department changed, but the services remained constant and new services were provided.

The Adriel Training Institute offered a number of training sessions aimed at foster parents, social workers, counselors, and other service providers through the year.

Topics offered included:

- **Multicultural hair care and hygiene**
- **Caring for medically needy youth**
- **Kids and social media**
- **Normalcy and prudent parenting**
- **Ethics and motivational interviewing (offered in conjunction with OCA)**
- **Advocating for youth in a school setting**

The training department also provided 6,596 hours of in-service and pre-service training to Adriel foster parents this year.

The Human Resources department continues to support the employees of all Adriel departments. Employee turnover was a notable risk to the agency in years past, but has improved notably in recent years. This year's employee satisfaction survey showed a 93% job satisfaction rate among current employees.

Adriel's commitment to the Teaching Family Model of care was demonstrated strongly through this year. Adriel employs a full-time Teaching Family mentor and evaluator who works to formally evaluate active foster parents and continually mentor foster care consultants in the Model. In this year, 37 foster families were evaluated and ten of those were certified in the Model. This certification is internationally recognized through the Teaching Family Association and is a hallmark of excellence in providing quality care for children in the spirit of Christian love.

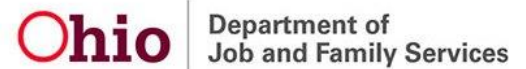
Corporate Compliance Update

Adriel continues to be licensed through OJDFS to provide foster care and adoptive placement services, and through OMHAS to provide counseling and case management services. Additional locations were added to these licenses as the new Van Wert office opened and the Archbold office moved to a new location.

Adriel also maintained accreditation through the Council on Accreditation (COA) and the Teaching Family Association (TFA) this year.

Adriel continued to use a Performance and Quality Improvement (PQI) report card to track outputs and outcomes for each program. A notable trend through the year was increase in foster care census. This number increased each quarter and showed an 8% increase from the beginning of the year to year end. Also exciting, the Enhanced Visitation program, which is managed under Family Preservation services, had a 96% positive outcome through the year.

Adriel monitors and manages risk through quarterly and annual risk management review processes.



CREDIBILITY • INTEGRITY • ACHIEVEMENT





Providing Quality Financial Care & Stability

Glenn Richard
Vice President, Finances

Financial Update

Adriel's commitment to its mission of providing quality care to children in the spirit of Christian love remains strong. We maintained our high standards of care and did not increase rates to our consumers. Yet, we finished another year financially sound.

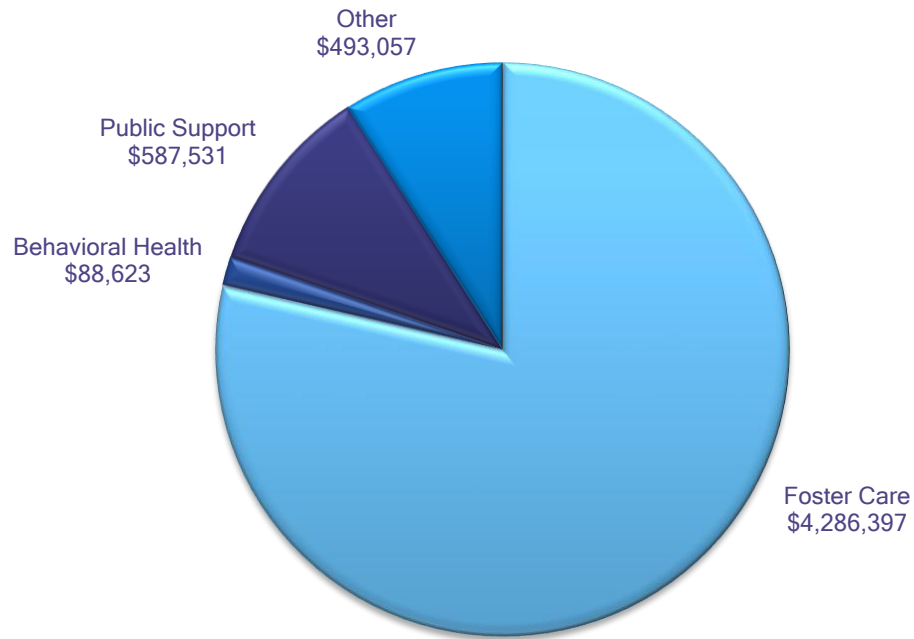
Caring for children, especially children removed from their families, is one of the most highly regulated professions in this country. Adriel is licensed to provide child care by the Ohio Department of Jobs and Family Services. There are entire chapters of rules in the Ohio Administrative Code for each different program Adriel operates.

Compliance requires much expertise and attention to detail by many people. Adriel has a reputation of high standards, which is proven during times like these. This is truly a remarkable testimony to the dedication of our staff.

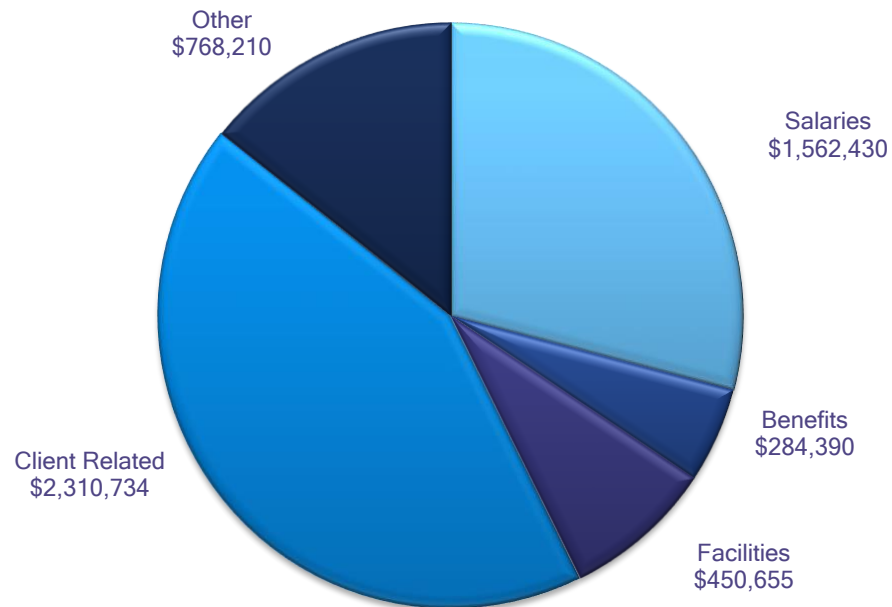
Incidentally, Adriel is also licensed by The Ohio Departments of Mental Health and Addiction Services, each of which also has more rules and standards with which we must comply.

Adriel remains a leader in service provision to youth and families all across Ohio. The financial state of the agency remains strong. Donors continue to provide additional support to meet the needs of today's children. We closed Fiscal Year 2018 with gratitude for another positive year of successful service to children.

Revenues



Expenses





Thriving Through Generous Blessings

Paul Forrey
Vice President, Development

Foundation Update

The Adriel Foundation continues to support Adriel's mission to serve children in the spirit of Christian love by providing the financial endowment that underpins Adriel's programs, and by providing donors with opportunities to become a vital part of Adriel's work. The wisdom of scripture teaches us that "Generous people will prosper; those who refresh others will themselves be refreshed" (Proverbs 11:25). This verse reminds us of the truth that is sewn into the fabric of God's creation: When we give freely and generous we discover that we are happier, healthier, and experience rich blessings.

The donors and supporters who partner with Adriel continue to serve as co-creators of joy in this world, joy among the children and families Adriel serves, and joy in their own lives. The Adriel Board of Directors, leadership, and staff express thanksgiving to all who supported Adriel's mission and ministry through:

- **Prayer and spiritual support**
- **Financial contributions totaling more than \$580,000**
- **Donations of in-kind goods such as blankets, towels, diapers, clothing, games, toys, and personal products for children**
- **Donations in support of Adriel fundraising events, including the summer Ice Cream Social, the Benefit Golf Scramble, and the fall Benefit Auction**
- **Donations of time and energy from so many volunteers that equip us in our work**

We thank all those who volunteered at our fundraising events, churches and organizations who supported the Angel Tree program or donated space to hold foster parent appreciation events, and those who helped at all of our office locations. We praise God for the dedication and inspiration of the Archbold Adriel Auxiliary members who connect us with area churches and who produce the summer Ice Cream Social.

With humility and in the spirit of great thanksgiving to everyone who supports Adriel's mission to provide quality care for children in the spirit of Christian love, the Adriel Foundation will continue to work ensure that Adriel remains a premier provider of exceptional care for children in need. Your ministry of this service to God's people isn't only fully meeting their needs but it is also multiplying in many expressions of thanksgiving to God (2 Corinthians 9:12).

Our Family of Donors

Ambassadors \$50,000+

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Pace Setters \$5,000-49,999

Robert and LuAnne Aschliman
 Roger and Sharon Frey
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 Roger and Peggy Rupp
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Partners \$1,000-4,999

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 West Clinton Mennonite Church
 Zion Mennonite Church

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 Beulah M. Good Estate
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 Greg and Reva Blaker
 Michael and Lisa Bumb
 Butch Frey Equipment
 David and Lynette Coil
 Cherish Cronmiller
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 Gloria Anderson
 Jerry and Ladonna Andres
 Archbold Container Corp.
 Ralph and Betty Aschliman
 Beck Insurance
 James and Charlene Beck
 Beech Mennonite Women
 Marie Beechy
 Berean Fellowship Church
 Karen Berry

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 Clancy's Cabinets
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 Creighton Electric, LLC
 Crown Hill Mennonite Women
 Cutting Edge Golf
 D & G Welding, Inc.
 Dave's Sand and Stone, Inc.
 John and Iris Esch
 Thomas and Diana Evans
 Larry and Elva Evers
 First Mennonite Church Women
 Kimberly and Warren Fitzpatrick
 Joshua and Charlene Foreman
 Paul Forrey and Patricia Ross
 Greg Foughty
 Bernard and JoAnne Frey
 Katherine Frey Endowment Fund
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 Alta Grieser
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 Choo Y. Hamilton
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 James and Peggy Hanna
 Erica Hartshorn
 Grace Hartzler
 Doris and John Henderson
 Wayne and Joann Hershberger
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 Homestead Ice Cream Shoppe
 Philip Horrisberger
 Dixie Idle
 Inlet Mennonite Women
 Jenny King
 Jubilee Mennonite Church
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 Karla Kauffman
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 Gertrude Kuhl
 Ruth Lange
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 James Logan

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 M.E. Miller Tire Co.
 Brenda Marshman
 Cathleen Mastin
 Rudelle Matthews
 Christy McCarty
 Richard and Wilma McClure
 Deborah McColloch
 John McLaughlin
 Meyer Equipment
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 Edna Miller
 Fred Miller
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 Ronald and Norma Reynolds
 Donald and Mona Riegsecker
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 Maynard and Carolyn Sauder
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 Lara Shoemaker
 Alysa and Mark Short
 Gerald and Karen Short
 Larry and Elaine Short
 Lynn and Bonnie Short
 Tom and Ruth Short
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 Marker-Smith
 Jessica Smith
 Mac and Carol Smith
 Pauline Smucker
 Sonnenberg Mennonite Women
 Ashley Spence
 St. John's Mennonite Chapel
 Larry and Phyllis Stauffer
 Shirley Stoll
 Juanita Storrer
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Alma Stutzman
 Ed and Elaine Swartzbaugh
 Temar Accounting
 Terry Henricks Chrysler-Dodge-Jeep
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 The Locker Room
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 Tri-Flo Inc.
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 Vernella Furniture
 Delores Jean Wallace
 Watson & Weldy Financial Planning
 Dale and Helen Weldy
 Leah Weldy
 West Liberty United Church of Christ
 Dale and Geneva Wyse
 Ross and Karen Wyse
 Yoder & Frey, Inc.
 Ed and Theo Yoder
 Jeff and Roberta Yoder
 LeMar and Dianne Yoder
 Lisa Yoder
 Martha Yoder
 Meredith and Eloise Yoder
 Raymond Yoder
 Treva Yoder
 Mary Young
 Malinda Yutzky
 Kenneth and Mary Zimmerman
 Zion Mennonite Women

In-Kind Gifts

A CPA, Inc.
 Affordable Frames Plus
 Mike and Mary Jo Alstaetter
 Archbold Evangelical Church
 Bruce and Connie Ark
 Berlin Farmstead Restaurant
 Berlin Mennonite Women
 Bethel and Oak Grove Mennonite
 Women
 Bethel Mennonite Sewing
 Women
 Levi and Katie Mae Borkholder
 Shelly Boyle
 Rebecca Burkholder
 Burlington Amish Sewing
 Anna Byler
 Calvary Church
 Canaan Conservative Mennonite
 Church
 Karen Cane
 Care and Share MCC Thrift
 Cedar Point
 Central Mennonite Women
 Wanita Chupp
 Cincinnati Reds
 Cincinnati Zoo & Botanical Garden

Clinton Frame Mennonite Women
 Columbus Clippers
 Columbus Zoo
 Comfort Cases
 Edna Cooley
 Bob and Claudette Cramer
 Culligan Water Conditioning
 Toni Custer
 Dayton Dragons Baseball Team
 Delta Kappa Gamma International
 Rachel Dominique
 Dublin Women's Philanthropic Club
 Mary Dunn
 Eagle Rock Golf Course
 The Farm At Walnut Creek
 FCCA Evergreen High School
 Field Of Dreams
 First Church of Christ
 First Community Church
 First Lutheran Church – Stryker
 Fish Lake Amish
 Penny Frey
 Golden Age Sewing
 Teresa Grisby
 Nora Helmuth
 Jay and Linda Hoffman
 Dwight and Trella Kauffman
 Benjamin Kovar
 Latty Apostolic Christian Church
 Jake and Grace Leichty
 Karen Sue Lenacher
 Christopher and Holly Liechty
 Diana Lobdell
 Longenecker Mennonite Women
 Lowe's
 Many Churches Serving One God
 Maple Grove Mennonite Women
 Marie's Candies
 Martins Creek Mennonite Women
 Inez Mast
 Mennonite Mutual Insurance Co.
 Miami Valley Quilters Guild
 Mt. Carmel Friends Church
 Mt. Joy Mennonite Sewing Group
 Mt. Olive Church
 Napoleon Church Of The Nazarene
 Kaye Neuenschwander
 New Burlington Sewing
 New Order Fellowship Sewing Circle
 Carl and Elaine Newcomer
 Denise Nimm
 North Clinton Threads of Love
 Northwest Ohio Adriel Auxiliary
 Ken and Sharon Norton
 Oak Grove Mennonite Women
 Morgan Owens
 P. Buckley Moss Society
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 Providence Mennonite Sewing
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Ron Roth
 Salem Mennonite Women
 Savage and Associates
 Fern Schrock
 Doug and Kathy Selfe
 Dale and Judy Sharpe-Kosmatka
 Dale and Arlene Short
 SkyZone Trampoline Park
 Smithville Mennonite Women
 Joe Smucker
 South Union Mennonite Women

Southwest Clinton Sewing
 St. Richards Knights Of Columbus
 Joan Sterr
 Ryan and Kori Stoller
 Orpha Stutzman
 Diane Swisher
 Marcia Switzer
 Thrivent
 Audrey Veath
 Becky Wagler
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Wauseon HS Student Council
 West Clinton Mennonite Women
 Elaine Weyandt
 Woodburn Missionary Church
 Wooster Mennonite Women
 Teresa Wurns
 Peter Wurster
 Cheryl Wyse
 Glora Bell Yoder
 Zion Amish Mennonite Church

Memorials and Honorariums

Robert Aschliman

Garrett Waidelich

Robert T. Hamilton

Choo-Yieng Hamilton

Hartzell-Norris Trust

Hartzell Norris Charitable Trust

Terri McGarry

Mac and Carol Smith

Kent, Megan & Emersyn Nafziger

Ella Nafziger

Solomon K. Plank

Larry and Elva Evers

Abbigail Sager

Andrea Sager

Willis Sommer

Marvin and Karen Detwiler
 Doris and John Henderson
 Julie and Robert Krupp
 Joe and Diane Milosevich
 Kenneth and Mary Zimmerman

Our Offices

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CREDIBILITY • INTEGRITY • ACHIEVEMENT



Foster Family-based Treatment Association



An International Association
Based on the Teaching-Family Model

Ohio | Department of
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