

Choices

Fulfillment

RESPECT

Community

Relationships

Dreams

Excellence

Interdependence

Inspiration



2017 Annual Report



LAURA BAKER

SERVICES ASSOCIATION

*Bringing the Power of Possibility
to People with Special Needs*



CLIENT PROFILE

MARK

MARK IS FULL
OF SURPRISES.

L AURA BAKER Services Association Executive Director Sandi Gerdes knew Mark from early in her career at LBSA and recalls seeing Mark on stage years later. “I knew from working with Mark how difficult it could be for him to speak, so when I saw him singing a solo on stage I had tears running down my face,” says Sandi.

“No one would have imagined in a thousand years that Mark would love to go up on stage and perform,” says Grace Neuroth-Casson, who has known Mark for over 12 years. “They say music activates a whole different part of the brain.”

Music is clearly important to Mark. LBSA’s music therapy program allows opportunities for self-expression and a social outlet. As a choir member, Mark never misses a weekly practice or performance. He loves 50s music. Two years ago, he did a solo of Elvis’ Blue Christmas at the Gala. Music Therapist Jenny Solar says, “Mark really loves music and singing. Having a microphone is important to him. He really enjoys opportunities to be social.”

Mark’s sister appreciates that LBSA provides stability for Mark. “He’s very shy. The staff goes out of their way to ensure that he does the things he wants to do.” Given Mark’s quiet disposition you might think he sits back and has difficulty keeping busy.

Wrong.

Mark also attends a day program half time and works half time at the cafeteria at Carleton College where he’s worked for years. He makes weekly trips to the library and senior center and loves trips to the zoo. Mark is also artistic. He loves reading and receiving cards and letters and loves to write back.

Interacting with others is important to Mark. Sometimes you’ll see him dancing at the Halloween party, Summer Fun Day or one of the other LBSA events. Mark likes to go bicycling with his college buddy, Daniel. Grace says, “Mark loves it when Daniel comes over. They have developed a really great relationship. When Daniel comes, Mark lights up.”

In Mark’s 40+ years at LBSA, he is proof that you don’t have to be the center of attention to become a valued member of a community. So, next time you meet someone shy or quiet like Mark, make a point to be friendly and get to know them.

You might be surprised.

LETTER FROM THE BOARD PRESIDENT



Dear Friends,

I BELIEVE THAT ATTITUDE, whether positive or negative, tends to perpetuate itself. I have seen many examples from LBSA staff members sending personal thank you messages to many of you. Their message is short and simple. “Thank you for all that you do.” I am going to take a lesson from them and say to all of the donors, volunteers, direct care staff, family members, administrative staff, and friends of LBSA, “THANK YOU FOR ALL THAT YOU DO!”

Do what you can, no matter how small you think the act. Be an example and a role model. TRUST that your action makes a difference because you know it does. We may not know exactly how to get there, but as we progress on a journey to solutions, one step at a time, the path before us illuminates and we see the next step, and the next step, and the next step after that.

The theme of this year’s annual report is INSPIRE, UNITE, BUILD. Notice that they are all verbs, a call-to-action. The magnitude of the task before us is large and it is easy to be discouraged. A natural reaction is to be paralyzed by the overwhelming task and to prematurely “give up” before engaging, because we believe the solutions are beyond our capability. This is exactly the time when we need to act! We don’t have to have the entire solution mapped out to conclusion. We only have to identify the next step to take.

One step that we can all take is to be an example. A simple kindness, spending some time with someone lonely, helping someone with a task they find difficult, or just being present by volunteering, are all simple steps that make a positive difference. A positive spirit counteracts a gloomy environment. Collectively, this creates an environment that supports solutions.

Join with us to INSPIRE, UNITE, BUILD.

Thank you!

— Greg Closser



INSPIRE.
UNITE. BUILD.

THROUGHOUT THE LAST YEAR, Laura Baker Services Association has been working to build community with our many partners. We have been at this community-building for a long while now, and, for our clients and our vision to be successful, we must continue.

When I reflect on the challenges in our society, and as I reflect on *my* youth, I see that connections that used to be informal - knowing my neighbors and taking care of their dogs or their children or playing in the yard or the field behind my house with the neighborhood kids - have become formalized and programmed. We rely on professionals to walk our dogs, care for our children and organize play. Often, afraid of what might happen or of losing control, we have lost sight of the joys and support that informal community brings. I wonder if those strong community connections are what people are looking for when they long for a time past.

How do we build the relationships and support networks that used to come from knowing our neighbors? In our global society, we must find new ways to connect and belong.

And so it is with the LBSA theme for the year:

INSPIRE. UNITE. BUILD.

Inspire action.

Unite people.

Build connections.

Inspire people.

Unite through shared values.

Build community.



Building community resonates as a way to mitigate loneliness ... to engage in mutual problem-solving, and to have some fun.

It's the art of compromise. It's the art of living in community.



In *Thank You for Being Late*, journalist, author and Minnesotan Thomas Friedman notes: “... every day going forward we’re going to be asked to dance in the hurricane, set off by the accelerations in the Market, Mother Nature, and Moore’s law.”



He goes on: “There is only one way to thrive now, and it’s by finding and creating your own eye. The closest political analogue for the eye of a hurricane that I can think of is a healthy community. When people feel ‘protected, respected and connected’ in a healthy

community, it generates enormous trust. When trust is in the room, people are much more adaptable, think long-term, [are] more inclined to collaborate and experiment [and are] open to new ideas and novel approaches.”

In days filled with uncertainty, divisive rhetoric and hate-filled rants, and attacks on people who need our support to be successful, in days when there is more to do than there is time, I thank each of you for your support and friendship, and for the work you do to inspire, unite and build.



Let’s be inspired by what we have been given, unite to recognize the resources around us, and build a sustainable and abundant future for every person.

— Sandi Gerdes

Spirit of Laura Baker Award Recipient 2017

Polly Hruza



OVER HER CAREER AT LBSA, Polly contributed on many different teams, maintaining dedication to the people we serve while working through challenges of a day, a season, and over years.

Polly is known by all she works with as someone kind, knowledgeable, and willing to lend a hand. Not only does Polly have a reputation of being universally respected among co-workers, she is also recognized for her skill in establishing new Laura Baker working relationships.

An asset and role model in each of the programs she supports, Polly is good at building relationships and working across programs. She is willing and able to adapt. She is recognized as someone willing to work outside her comfort zone to figure out a situation to make it work. She can quickly move through changes when necessary.

The impact of any Laura Baker staff might only be fully measured by looking at the other lives they touch. The enormous impact of any Laura Baker staff member is often best seen in moments of change.

Here's a story of how Polly's adaptability and willingness to change made a difference. Several years ago, an individual came to LBSA as an in-home client. Polly helped provide long hours of support so the family could have needed respite time, and so the individual could explore new learning opportunities.

The individual was a student in the Laura Baker School and started spending more time with Polly during the day, after school, and on weekends! With Polly's help, this individual learned to access a larger world through the use of increased language and problem-solving skills and through growing self-awareness. Through Polly's support, the person started taking larger steps toward becoming comfortable in new places and transitioning between spaces. Finally the individual made the transition to living on the Oak Street campus.

As an organization made up of teams, we hold open spaces for transition in the lives of individuals, programs, students, and families. Polly served as a reassuring thread through it all demonstrating how Laura Baker's mission, vision and values continue forward even in times of great change.

The Spirit of Laura Baker Award is given annually to one individual who best embodies the mission, vision and values of LBSA - and the spirit of Laura Baker. Recipients care deeply for the people we serve and make a difference in their lives and in the life of the organization as a whole.

Leadership and teamwork are the hallmarks of award winners' work in the organization.

*Robert Bonner Distinguished Service
Award Recipient 2017*

Cheryl Buck



CHERYL BUCK HAS SERVED ON THE BOARD since 2004, four years of which she was president. During that time, she worked to move board leadership and practices forward and to advance the mission, vision and values of LBSA ahead through our strategic plan and goals. Prior to joining the board, Cheryl was on the Gala committee.

Supporting LBSA enthusiastically, she encourages others to join our efforts. Whether it is the gang at Heritage Dental or PRMIA, or her friends and family, Cheryl welcomes others to join the cause.

Cheryl has frequently been a listening ear for folks in the community who share their needs. She then funnels them back to the Association, and asks how we can help.

She is a passionate advocate for public policies that support people with disabilities to live the lives they choose by inviting lawmakers to understand our needs.

Cheryl consistently sees opportunity in the ordinary and extraordinary life of LBSA. We are grateful to Cheryl for her commitment to making a difference in the lives of people with developmental disabilities.

The Robert Bonner Distinguished Service Award honors people who have been constant in their association with LBSA and who have made consistent and personally significant contributions of their time, energy and resources during that time.



A Family of Ten

THREE TIMES A DAY. EVERY DAY. 365 DAYS A YEAR.

You could say the kitchen staff at Laura Baker Services Association is always “on.” When 30 people are relying on you for their sustenance, you can’t exactly skip a meal or close down the kitchen for the day. Every day the kitchen staff at LBSA prepare meals in the kitchen of Millis Hall and then deliver them to each of the five cottages via hand-pushed carts regardless of rain, sleet, snow or temperature. Afterwards, the dishes are picked up and washed and the kitchen gets cleaned up. On to the next meal.

Given the importance of this work, you might think the LBSA kitchen is staffed with 25 or maybe 30 individuals to ensure proper coverage. Guess again.

Ten people with 187 years of combined experience!

To an outsider, the work might seem monotonous, but if you ask members of the team they speak with admiration about what they do. Audrey, who has worked in the kitchen for 17 years, explains that like most families, the kitchen staff at LBSA have their ups and downs and disagreements. All the while, there is clearly a mutual feeling of respect for each member of the

team. Audrey explains, “We work well as a group. It’s like a family outside of family; people really care about each other.”

Behind every effective team, you’ll find an effective leader. A big reason that the LBSA kitchen team works so well together is the leadership and experience of Dietary Manager Eileen Anderson. She speaks humbly and fondly about her 34 years at LBSA and the members of her team. She says, “We try and go out and do things together. I’ve been a very blessed woman to work with all of them. They don’t always agree with me, but I appreciate all of them.”

Even though the faces in the kitchen haven’t changed much over the years, the work has. The kitchen crew has had to adapt to the restructuring of the campus into five separate cottages. Ila, who has been employed in the kitchen for 37 years, has seen many transitions. “When I first started working here, we used to do a five-course meal,” Ila explains. “We were all together in the dining hall as a large group. It is very different from today.” In addition to changes in the campus layout, the content of the meals has changed as well. Today, approximately one third of the meals the team prepares are individualized to accommodate special needs or health requirements.

Chris, who has been working in the kitchen for 11 years, has also seen his share of changes. And there are more on the horizon. “The biggest change is coming,” Chris explains. “We are moving to a totally different menu, which will take some time to put together.” Over the upcoming months, LBSA will be implementing a new dietary program as part of the organization’s goal to adopt healthy food practices focusing on nutrient-rich whole foods while maintaining client choice and input. Thanks, in part, to a grant from Northfield Hospital & Clinics, Eileen and her staff will be working directly with a registered dietician to implement the new menus on the Oak Street campus over the next several months. This will require new menus, ingredients and monitoring of data like calories and sodium content.

Another layer of complexity. A new set of routines. The meals keep coming.

Hard work, fun and a team environment make the work rewarding. But, according to Audrey, the best part of working on the kitchen staff at LBSA is when a client smiles and says, “Have a good day!” Audrey adds, “That’s like a \$100 bonus.”



2017 Accomplishments

OUR MISSION is to respect the life choices and dreams of people with developmental disabilities and help them reach their goals. Understanding that the needs of each individual are unique, we empower families to choose from a continuum of care that will support their loved ones in leading fulfilling lives.



Redesigning what we do for today and into the foreseeable future requires ambitious goals, radical collaboration, creative problem solving, patience, persistence and the willingness to take risks.

In 2017, we were able to achieve many significant accomplishments. Our most significant challenge was, and continues to be, our ability to retain our exceptional staff members in a funding environment where our reimbursement rates have been frozen since 2014. To that end, we partnered with Annette Nierobisz and her sociology students from Carleton College to create a recruiting and retention survey.

Employer of Choice and Organizational Learning Culture:

- We created a leadership development curriculum to ensure that all staff members have the opportunity to develop leadership skills. The 2017 curriculum concluded with a large group leadership session in November hosted by leadership consultant, Ken Hedberg.
- We conducted a learning fair in August as part of our staff development program providing an opportunity for all employees to teach and learn from each other.

Program Development:

- We hosted our fourth Reverse Job Fair with two St. Olaf College interns leading the planning. Eight employers and nearly 20 people with disabilities made connections.
- We continued our efforts of supporting families by hosting monthly respite services to individuals with special needs.
- We facilitated quarterly support meetings for family members to discuss concerns and potential service solutions for individuals with developmental disabilities.



Advocacy:

- A St. Olaf College intern quantified and organized our advocacy data, so we can better measure impact and determine strategies.
- We continued our advocacy efforts by producing an advocacy marketing packet that highlights LBSA policy positions for fair compensation for support staff and housing options for people with developmental disabilities.
- We conducted several advocacy campaigns throughout the year including an employee campaign where more than 50 employees wrote to legislators advocating for fair compensation and a *Change.org* petition with over 200 signers.
- We participated in the “Save Medicaid” campaigns at state and national levels.
- We had 311 individuals engaged in our social media and email advocacy campaigns in 2017.

Community Building:

- We received a “Top Rated Nonprofit” designation from GreatNonprofits in 2017.
- We received a grant from St. John’s Lutheran Church in Northfield to create community connections through arts and technology.
- We increased the number of followers to the LBSA Facebook page by 13% which will assist with our advocacy and development outreach.
- We engaged with the Northfield community by working with over 250 volunteers and over 20 community collaboration partners throughout the course of 2017. Some of those partners included:
 - Bethel Lutheran Church
 - Cannon Valley Special Education Cooperative
 - Carleton College
 - Emmaus Baptist Church
 - Northfield Affordable Housing Task Force
 - Northfield Construction
 - Northfield Hospital & Clinics
 - Northfield Promise
 - Northfield Public Schools
 - Northfield United Methodist Church
 - St. John’s Lutheran Church
 - St. Olaf College
 - Three Links Care Center



2018 Organizational Goals

TO BEST SUPPORT PEOPLE with intellectual and developmental disabilities and their families, and help them reach their goals, we must have big, hairy audacious goals. We can only respond to our changing environment and the challenges of our industry by keeping an eye to the future while navigating the day to day challenges of our work. These goals are intended to do both.



- We are examining our food practices and menus, and are adopting improved dietary practices, including menus that focus on nutrient-rich, whole foods.
- We are partnering with the St. John's Lutheran Church to create community through art, music and technology, providing opportunities for our clients to engage with community members in new and different ways, designed to create lasting relationships wherever possible, through the mutual enjoyment of music and art.
- We are conducting employee focus groups or surveys to determine “why people stay” to assist in retaining and recruiting staff members.
- We are continuing to cultivate an organizational learning culture which supports and encourages every staff member to enhance his/her skills and knowledge by offering a variety of learning and teaching opportunities.





- We are assisting staff members to develop leadership skills, using our leadership development program.
- We are creating a data warehouse that will be able to access data from several systems and report accomplishments and needs and will support possible research initiatives.
- We continue to explore options for service development through needs identified at quarterly family meetings. Service development areas include housing, and advocacy. We continue to explore opportunities for developing affordable housing solutions for our clients and others.
- We are examining and working to adjust organizational structure to create additional capacity for responding to current and future organizational needs.
- We are identifying and engaging 30 champions, who will assist us in broadening our advocacy reach.
- We will raise \$540,000 through private donations to allow us to provide quality core services and support our Pathways to the Future initiatives.



CLIENT PROFILE

KESHIA

WITH HER BRIGHT COLORED CLOTHES and her outgoing personality, you would never know the challenges Keshia has had to face in her life. In fact, you could say she is an expert at overcoming obstacles.



“Since the beginning, she’s exceeded what everyone thought she could be,” explains Keshia’s mother. Keshia was born very thin and fragile and had difficulty moving as a baby. Doctors even told Keshia’s parents that she would most likely never walk. Keshia’s parents didn’t accept that fate for their daughter and have worked tirelessly to find support resources.

In elementary school, Keshia was diagnosed with Prader-Willi Syndrome – a genetic disorder where one of the symptoms is a constant feeling of hunger. Having a better understanding of their daughter’s condition, Keshia’s parents supported her as she lived at home until she graduated from her high school’s special needs program. “They say the first decade is easier to manage, but the second decade becomes more challenging,” says Keshia’s mother. “After Keshia’s graduation, we felt we had done what we could on our own.” That’s when Keshia moved onto Laura Baker Services Association’s Oak Street campus.

Her mother says, “One of the reasons we were attracted to LBSA was because they had successfully supported Prader-Willi clients.” The transition to LBSA went well for the first few months until some of the novelty of a new living situation wore off. With the support of LBSA staff, and continued advocacy and support of her parents, Keshia continued to work through daily ups and downs.

A few years after moving into LBSA, Keshia faced another significant challenge – she was diagnosed with bipolar disorder and depression. As a result, she was prescribed new medication, which involved several different medication trials. It was during this time that Keshia’s health began to suffer. Keshia’s mother was very concerned about her daughter’s increasing weight and overall health. At the suggestion of



Keshia's doctor, she read the book "Eat to Live." Afterwards, Keshia's mother requested a meeting with LBSA support staff to develop a plan to better manage Keshia's eating and impact her health positively.

Implementing a new diet sounds easier than it was. The plan required two layers of collaboration, specifically dietary staff preparing the meals and Keshia's direct support staff working with Keshia on the transition to the new menu. According to Keshia's household director Sierra Law, the transition to the new eating regime was rough at first. "Keshia doesn't like changes, so we would try and make it fun for her," explains Sierra. "The way you word things is important, and she likes surprises, so we would say, "This is your special diet."

Staff began involving Keshia in the menu planning process, helping her feel energized and engaged. The full transition to the new diet took about 12 weeks, and the results have been transformative. Keshia has lost over 50 pounds, which is considerable given she is under five feet tall. Even more remarkable are the additional changes her mother has seen. "We've been able to decrease the dosage of her psychotropic medications. She no longer takes afternoon naps. She has a lot more energy to go out and do things, and her ability to converse with you is so much improved."

Today, Keshia goes to her day program in Owatonna five days a week and loves it! She loves cats. She loves being outside in the summer and going for walks. She enjoys movies and spending time with staff and peers in Elwell House. "When she gives you a food name, that's when you know she's accepted you as a staff member," says Sierra Chicken Noodle Soup, who has worked with Keshia for the last 11 years. "Keshia is very happy and makes Elwell so much fun!"

All from the little girl that would likely never walk.



Board of Trustees



GREG CLOSSER,
President, joined the board in 2011. He is President of All Flex, a flexible circuitry manufacturer. Greg and his wife, Patty, have six

children, two of whom have disabilities. Greg provides a unique combination of business skills and family empathy. Each year, the Clossers create Easter baskets for LBSA clients and personally deliver them to each home.



BOB GILBERTSON, *Vice President*, a Minneapolis attorney, joined the board in 2012. He and his wife, Cynthia, are happy to be involved with LBSA, which they

consider a respected and admired part of the community. Bob is especially interested in public policy.



DENNIS BERRY
Treasurer, joined the board in 2012 after retiring from Enebak Construction. He is a founding member of the Northfield Youth Baseball

Association. Dennis and his wife, Beth, look forward to this chapter of giving back to the community.



FRANK ZASTERA,
Secretary, lives in Superior, Wisconsin, and has a sister at LBSA. He joined the board in 2000, continuing the Zastera family tradition of service

on the LBSA board. He and his wife, Julie, have six grown children.



BARB ANDERSON
joined the board in 2016 after retiring from work as a Principal Attorney Editor at Thomson Reuters in Eagan, Minnesota. She

and her husband, Kurt, have two adult children. She is honored to serve people with developmental disabilities and their families as a board member.



CHERYL BUCK,
Director of Sponsor Relations for PRMIA, joined the board in 2004. She recently completed a four-year term as president of the board.

Cheryl and her husband, Dave, have two children. Cheryl volunteers throughout the Northfield community.



MATT CHRISTENSEN
joined the board in 2016. Currently, he is a commercial risk advisor at WA Insurance Group/Winona Agency. He lives in Rochester with his wife

and two daughters. He is a basketball coach at Rochester Community and Technical College and believes some of the kindest souls are also some of the most vulnerable.



JOE HARGIS is the Associate Vice President for External Relations and Director of College Communications at Carleton College. Joe and his wife, Katy, live in

Northfield and have five children. He wants to continue to support and nurture the strong connections Carleton has to LBSA.



MARGARET CLOUD

works for her family-owned business, Bierman's Home Furnishings and Floor Coverings, which, like LBSA, has been in

existence in Northfield for over 100 years. Margaret is very familiar with LBSA having grown up a few blocks away and having had an aunt who was a client. Margaret is married to Steve Cloud; they have four children. She is actively involved in the community by sharing her time and talent as a volunteer for a variety of organizations and events. Margaret is humbled by the commitment of others and the goals and objectives of LBSA.



MARIAH JACOBSEN

joined the board in 2017. She is an attorney for a large healthcare technology company in Eden Prairie. Mariah and her husband, David, have

three young children and live in Northfield. Mariah is passionate about social justice issues. She is inspired by Laura Baker's advocacy work and its mission to encourage its clients to live fulfilling lives.



KENT HOLDEN is

a lifelong resident of Northfield and is President of Holden Farms. He has been associated with LBSA for over 40 years. During this

time he developed a friendship with one of the people we support and now serves as his legal guardian (see the video telling their story on our website). Kent believes he benefits more than he gives by being connected here. He and his wife, Heloisa, have supported LBSA in countless ways over the years.



RUTH NEUGER

has served on the board since 2013. She is a print consultant at Engage Print. Ruth and her husband, Dave, have three children and are

active volunteers in the community. Ruth looks forward to influencing community members to participate with LBSA.



JULIE THORSHEIM

is a social work consultant and founder of KST Associates. She joined the board in

2002. She advocates for providing support with

integrity. Julie and her husband, Howard, are especially committed to LBSA's arts programming.



STEVE UNDERDAHL

is president and CEO of Northfield Hospital & Clinics. He joined the board in 2014, shortly after he and his wife, Lori, moved to the

Northfield community. Steve has a family member with developmental disabilities, which drives his passion for advocacy. He is a vital community partner in the LBSA Reverse Job Fair.



Our Good Neighbors 2017

Every year we participate in the Good Neighbor banquet, a regional event recognizing people who are good neighbors in their communities to people with developmental disabilities and the organizations that support them.

This year, we recognized the Sorenmann family and Jill Metz.

The Sorenmann Family

THE SORENMANN FAMILY approaches volunteering as a family event. Dean, Rose and their two daughters, Greta and Audrey began volunteering at LBSA's Saturday Fun Respite events in June 2016, and have been loyal volunteers ever since. The Sorenmanns enjoy hearing clients' stories and observing their talents while volunteering. While Respite Care events also enable the four of them to spend quality time together, they say, "It feels like we have built another family here." Laura Baker Services Association is fortunate to have dedicated volunteers like the Sorenmanns as part of the LBSA community.



Jill Metz

JILL METZ has been serving as the Chair of Laura Baker's annual Gala for six years. Jill is a natural for the role, applying her professional catering talents with passion and dedication to help with the nearly yearlong work of planning LBSA's primary fundraising effort. Jill's involvement doesn't stop there. She has stepped in to deliver weekly meals to a family who have three children with special needs and is the driving force behind the popular Farm to Fork dinner. Jill's enthusiastic commitment and dedicated support make her a great neighbor.

Thank you to our donors!

Annual Giving Fund

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\$250 to \$499

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Hogan Brothers'
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Volunteer Spotlight

Rachel Gallagher

BEFORE ATTENDING HER FIRST CLASS at Carleton College, Rachel Gallagher knew she wanted to supplement her college career by volunteering with individuals who have special needs. Inspired by a friend from high school who had autism and an aunt who worked in the Philippines with children who have special needs, Rachel researched offerings through Carleton's Center for Community and Civic Engagement (CCCE), and signed up with Laura Baker Services Association's College Buddies program.

Through College Buddies, Rachel met Glenn during first semester of her freshman year. Since that time, she and Glenn have developed a strong connection. "Visiting Glenn at the house gives me perspective that there is life beyond campus and being a student," she says. "I enjoy getting to interact with Glenn and the other residents and staff there." One of Rachel's favorite memories is Wii® bowling with Glenn. "Watching him be so happy — it's the small moments that are most inspiring."

When asked about Rachel, Glenn says, "She likes me. She comes to see me. She makes me laugh." The staff at Prairie House appreciate Rachel's dedication to the College Buddies program. She's dependable, responsible, and able to think on her feet if an issue arises.

Rachel's experiences working with Glenn inspired her comprehensive research project for her sociology and anthropology major. Her project, titled "Hopes, Dreams but No Plans: Aging Parents of Individuals With Intellectual and Developmental Disabilities," was the culmination of 14 interviews of parents of people with special needs. The topic was created by Rachel's advisor, Professor Annette Nierobisz of Carleton College, who plans to expand this pilot study in the near future. Reflecting on her conversations with parents, Rachel says, "What they do is inspiring, and they have very little support. It's heartbreaking. It becomes hard for them to plan for the future."

After graduation, Rachel is considering spending a year or two working for an organization like LBSA and then going on to medical school. Although the exact career path for Rachel is undefined, one certainty is that she plans to work with people with special needs in some capacity. She says, "The more I've worked in the field, the more I realize I have always been drawn to people who may see the world differently."

LBSA has benefitted greatly from Rachel's contributions over the last four years!



Statement of Activities



STATEMENT OF ACTIVITIES FOR THE YEAR ENDING DECEMBER 31, 2017

Support and Revenue

Client Services	\$ 4,982,747
Donations	488,723
Other Income	304,621
In-Kind Donations	16,356
Net Gain/(Loss) on Investment	38,872
Total Support and Revenue	\$ 5,831,319

Operating Expenses

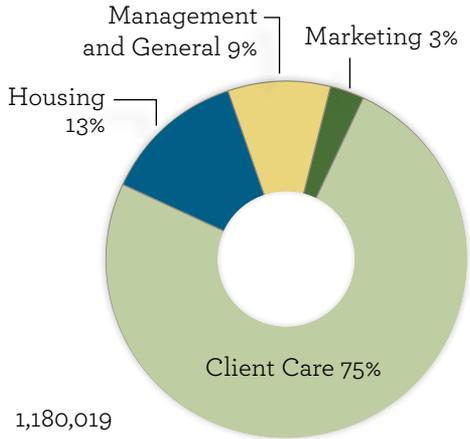
Salaries & Benefits Client Care	\$ 3,441,637
Client Program Expense	250,644
Transportation	19,123
Contracted Services	206,184
Housing	767,442
Food	209,966
Other Client Care Expenses	190,354

Total Client Care Expenses \$ 5,085,350

Management and General	\$ 485,511
Marketing & Events	186,345

Total Support Services \$ 671,856

Total Expenses \$ 5,757,206



BALANCE SHEET

as of December 31, 2017

Assets

Current Assets	\$ 1,180,019
Investments	345,336
Building and Equipment (Net)	4,705,701
Total Assets	\$ 6,231,056

Liabilities

Current Liabilities	\$ 634,452
Long Term Liabilities	1,286,669
Total Liabilities	\$ 1,921,121

Net Assets

Unrestricted Assets	\$ 4,309,935
Temporarily Restricted Assets	—
Total Net Assets	\$ 4,309,935

Total Liabilities and Net Assets	\$ 6,231,056
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