



2023 *Impact Report*



Voices of Hope, Stories From The Heart



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DEAR FRIENDS of *Cornerstones of Care,*

In 2023, Cornerstones of Care made great strides in serving our children with persistence, commitment, and compassion. As the leader of this great organization, I am proud of our accomplishments in the past year.

In the 2022 Impact Report, I introduced our agency's internal motto of **CARE – Courageous Action Requires Everyone.** Throughout 2023, we saw that motto lived out by our team members who faced daily challenges to make our communities safer and healthier. Additionally, we saw the community respond to our CARE rally cry through their support of the organization and the children and families we serve.

Last year, the community supported Cornerstones of Care during Kansas City Restaurant Week, in which we were the beneficiary of record-breaking fundraising in January. The year ended with the announcement of a federal grant to provide our older youth with workforce development, and the months in between were filled with grit and determination to positively impact the lives of people working through trauma.

In 2023, our leadership made good on our commitment to increase compensation and make some of our positions more competitive in the local workforce market. Our governing board courageously committed to that increase, which retained our team members and reduced open positions by 52 percent.

We are deeply grateful for the strong support of our donors, volunteers, and community partners whose generosity helped position us for a strong year ahead. The ongoing support of organizations and individual donors has made a difference in the lives of our families.

As we enter 2024, we look forward to adding to the depth and breadth of our purpose and continue to engage with the community to make it safer and healthier.



Merideth Rose
President and Chief
Executive Officer

A stylized, handwritten signature of Merideth Rose in black ink, featuring a large, flowing 'M' and 'R'.

Merideth Rose

ABOUT CORNERSTONES OF CARE: *Our Mission*



Our leaders and team members work together across state and county lines to champion our mission: to partner for safe and healthy communities. We believe children belong in families with a caring adult, and families belong in strong communities.

With roots going back more than 150 years, Cornerstones of Care supports children and families as they work through trauma and pursue healthier lives. Annually, we serve more than 15,000 children and families in Missouri, Kansas, and beyond through youth and family support, foster care and adoption, and education and training.



Youth & Family Support services help youth with resources, education, and skill development, while empowering families to be safe and successful now and in the future. These efforts supported by our certification from the Sanctuary Institute, which guides our team in providing trauma-informed and trauma-responsive care.



Foster Care & Adoption services aid youth and their foster parents, relative/kinship providers, and treatment team members through coordination, support, and comprehensive case management. These efforts strive to safely reunify and unite families who have been separated, or find permanency for children through another timely, safe option like adoption.



Education & Training provides services from highly trained professionals to individuals, groups, and organizations. Clients include students in our day treatment program, families who are fostering, individuals through relationship education, apprentices through vocational training, people working in the social sector through a variety of continuing education topics, educators and administrators in schools, and companies through subjects that impact their work and the community.

Cornerstones of Care is a 501c3 non-profit registered in Missouri. In 2023, Cornerstones of Care was led by President and CEO Merideth Rose and the Executive Leadership Team:



Jill Beck
Chief Financial Officer



Chad Harris
Chief Development Officer



Justin Horton
*Chief Programs and
Innovation Officer*



Sarah Scharinger
Chief Administrative Officer



Jamie Stevens
Chief People Officer

The Executive Leadership Team served the 2023 Board of Directors

Julie Barnett (Board Chair)
Community Volunteer

Elven Hickmon
CPKC

Jim Sweeney
Bank of America

Amy Bradshaw
Capitol Bridge

Thomas Kientz
Academy Bank/Dickinson Financial

Jennifer Seyller
Mayo Clinic

Hayley Cacioppo
emfluence

Patrick McCullough
Hallmark Business Solutions

Jody Vanarsdale
H&R Block

Elizabeth Edwards
Community Volunteer

Dr. Jason Moss
MyoCore

Tina Weaver
The OUT Foundation

Ken Gerling
Burns & McDonnell

Dr. Yvette Richards
St. James United Methodist Church

Alexandria Zacny
Turner Construction

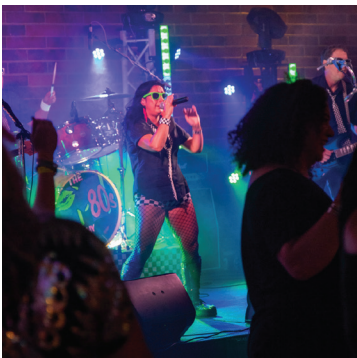
YEAR IN REVIEW:

Celebrating Courageous Action



Last year, Cornerstones of Care experienced improvements, growth and change, successes, and support that led to an impactful 2023.

On our Ozanam Campus, our Kansas and Missouri teams collaborated to create a licensed emergency shelter for short-term placement stabilization of youth in foster care. Securing safe placement for foster youth on short notice is a challenge for any organization in foster care, and the new location provides placement ranging from a few hours of daytime respite up to 30 days of emergency shelter. Our Kansas team had the fewest incidents of failure to place a foster child of all Kansas Case Management Providers in 2023.



We renewed our accreditation and a key contract last year. Following a thorough review, Cornerstones of Care renewed its accreditation with the Council of Accreditation, which serves organizations in the social sector.

In July, we entered into an agreement with Lexicon Strategies, an Atlanta-based social impact agency, to enhance our Welcoming, Inclusive, Diversity, and Equity (WIDE) commitment. Lexicon began its discovery phase by gathering information and coordinating with team members to develop planning for recruitment, training, board development, evaluating the client-stakeholder experience, and community engagement.



Our team members provided outstanding support to the children and families we serve. Much of our work in Kansas centered on preventing youth from entering foster care. Through programs such as Family Preservation, we were able to help families work through trauma without removing children from the home.

We remain indebted to and in diligent service of our foster families, who provide a caring adult in a child's life. In 2023, we licensed 356 new foster parents to support children. Another 350 existing foster families continued their work with the children we serve.



The goal of foster care is to reunite the family once risk is lowered and safety issues are resolved, and we were able to reunite 117 children with their families this year. When reunification is not possible, we seek forever homes for the children we serve. In 2023, 132 children found their forever home through adoption.

In November, we completed the renovation of our Pathways Assessment and Transition House in midtown Kansas City.

The house is part of our Pathways Transitional Living program and provides supervised living space for up to 10 young people, ages 16-21, transitioning out of foster care. The home showcases a newly landscaped backyard and interior renovation with updates in the HVAC, electrical, and foundation to ensure a safe, comfortable home for years to come.

Numerous contributions, both in-kind gifts and financial donations, boosted our efforts throughout the year. In the spring, Build Trybe, which teaches marketable employment skills to our youth in residential, day treatment, and transitional living programs, received a donation of tools valued at \$20,000 from Stanley Black & Decker.

A special thank you to the fifth-grade ambassadors at West Platte Elementary School in Weston, Mo. for their in-kind donation. The ambassadors' research for their Thanksgiving service project led them to Cornerstones of Care and the need for foster youth to have luggage to transport their valued belongings. The fifth graders led a drive to provide more than 90 suitcases, duffel bags, and backpacks for our youth!

In August, Cornerstones of Care debuted a new fundraiser, Bright Lights, Waldo Nights, which put '80s tunes, neon colors, and tights center stage. Our annual Spirit Gala, with the theme "Color Me Happy," honored Georgiane Hayhow and Kansas City Corporate Challenge as our Spirit Award winners and highlighted our expressive arts therapy. Over the holidays, donors stepped up to provide gifts to more than 1,400 youth at Christmas through our NASB's North Pole event.

Thanks to a \$750,000 grant from the St. Louis County Children's Service Fund, Cornerstones of Care is expanding its impact in St. Louis schools. The agency has been providing school-based counseling services in the Hazelwood School District since 2018. This grant will fund two new therapist positions to provide trauma-informed therapeutic counseling services in the Mehlville and Parkway School Districts. It also brings Behavior Intervention Support Team (BIST) services to 11 buildings in the Hazelwood School District.



2023

Donations and grants:

KANSAS CITY RESTAURANT WEEK

\$127,167

HUNT FAMILY FOUNDATION

\$20,000

UNITED STATES DEPARTMENT OF AGRICULTURE

\$50,000

ENVIRONMENTAL PROTECTION AGENCY

\$458,358 (over five years)

JACKSON COUNTY COMMUNITY BACKED ANTI-VIOLENCE, DRUG TAX (COMBAT)

\$246,000

CHILDREN'S SERVICES FUND OF CLAY COUNTY

\$146,486

CHILDREN'S SERVICES FUND OF JACKSON COUNTY

\$502,500

ST. LOUIS COUNTY CHILDREN'S SERVICE FUND

\$750,000 (over three years)

JACKSON COUNTY COMMUNITY MENTAL HEALTH FUND

\$1,537,625

KANSAS FIGHTS ADDICTION FUND

\$105,831

ANN & GARY DICKINSON FAMILY CHARITABLE FOUNDATION

\$50,000

CHILDREN'S TRUST FUND OF MISSOURI

\$222,792

PROGRAM *Highlights*

Our programs impact the lives of more than 15,000 children, families, and individuals each year as they work through trauma and other difficult life circumstances.

Throughout 2023, our team members partnered with families in 97 counties in Missouri and Kansas to help them work through challenges.



Youth and Family Support

In 2023, our Functional Family Therapy (FFT) team received a grant from the Kansas Department for Children and Families to partner with youth and their families who are at risk for disruption. This expands our existing FFT team to reach more families in Foster Care and Family Preservation in 2024.

In Kansas, Family Preservation Services improves the lives of families while keeping them intact, as does its Missouri counterparts, Intensive Family Reunification Services (IFRS) and In-Home Intensive Services (IIS). In total, we served 919 families through these services. Family Preservation increased its efforts to provide respite care to families in 2023. For example, respite care provides a known care provider who would be available for short-term relief when a family needs a break or there are safety concerns, in order to prevent an entry to foster care, while the safety concern is addressed.

In Missouri, Cornerstones of Care obtained funding through the St. Louis County Children's Service Fund to enable our BIST team to work with the Hazelwood School District. The funding also allows the St. Louis Outpatient Therapy program to expand their school district partnerships beyond Hazelwood to Parkway School District and Mehlville School District. The Western Missouri Outpatient Therapy program received first-time funding through the Clay County Children's Services Fund to better meet the therapeutic needs of children and families in Clay County. This is an important funding source and partnership for the program, which provides needed services to an area struggling with a shortage of mental health service options.

We continue to serve young people as they navigate the impact of childhood trauma and journey into adulthood. In 2023, our Pathways Transitional Living program served 79 youth with transitional services. In November, we reopened the renovated Pathways Assessment and Transition House in midtown Kansas City with room for supervised residence for up to 10 youth.

Foster and Adoption Services

Throughout 2023, the agency helped 117 families reunite and provided adoption services for 132 children to find forever homes. In recent years, Cornerstones of Care has focused on resolving family trauma without removing children from the home. In Wyandotte, Leavenworth, and Atchison Counties in Kansas, we reduced the number of children removed from their homes by 9 percent in 2023.

The Missouri Foster Care Case Management team doubled in size in 2023 and now serves 475 youth in central and western regions of the state.

Education & Training

Continuously improving the level of support in the social services sector requires high-quality, ongoing education from reputable providers. Last year, 2,251 social service professionals received continuing education credits through Cornerstones of Care's professional development training. Our two highest-attended courses focused on diversity, equity, and inclusion, "My Kids See and Appreciate Color" and "From Color Blind to Color Brave."

In the summer, the Collaborative Learning & Training team rolled out "Managing with Care," a weekly course for Cornerstones of Care managers to navigate staffing issues effectively. In 2024, the Training team will launch a companion course, Leading with Care, for all team members.

The Training team also launched active intruder training, "Prevail!" in which the Executive Leadership Team, Risk Management Committee, and some Sanctuary Circle members received training over the summer. The Training team has been rolling it out to departments and different agency locations. In 2024, every staff teammate or employee at Cornerstones of Care will be trained in the model.

Prevail! will give our staff the knowledge to keep themselves and others safe if there is an active shooter at one of our locations. Furthermore, the skills obtained in the training can be used wherever our team members happen to be.

Cornerstones of Care Programs: By the Numbers

YOUTH & FAMILY SUPPORT

Individuals Served

Outpatient - School-based (Grandview and Center) Students Screened	903
Outpatient - School-based (Grandview) Student Therapy	48
Outpatient - School-based (Grandview) Psychoeducation Groups	20
Outpatient - School-based (Grandview) Navigation	1124
Outpatient - Functional Family Therapy	326
Outpatient - Community-based	430
Residential Treatment	107
Pathways Transitional Living	79
IIS, IFRS & Family Preservation	919

FOSTER CARE & ADOPTION

FCCM Children adopted	132
FCCM Families reunified	117
FCCM - Children in foster care case management services	1017
Resource Development - New foster homes licensed	356
Resource Development - Homes maintained	350
Treatment Foster Care/BIST supports to families	105

EDUCATION & TRAINING

Day Treatment	147
Healthy Relationships classes	152
Professional Development/Trauma-Informed Training - BIST	1252
Professional Development/Trauma-Informed Training - Collaborative Learning	999

2023 RESTAURANT WEEK BENEFICIARY:

Build Trybe Seed-To-Plate Program

The Present

It's Breakfast Week for the ***Build Trybe Seed-to-Plate program***, which means five students enrolled in the Ozanam Campus Day Treatment School are tasked with working together to prepare omelets.

The Seed-to-Plate program incorporates as many fresh, home-grown fruits and vegetables in the cooking as possible to show kids how to use them when preparing meals. Plant-based menus have included eggplant sticks, enchiladas, and buffalo cauliflower wings.

In the winter, students primarily stay indoors and focus on baking, using remaining canned or frozen produce from the fall harvest. In the summer, they split their time between the kitchen and the 1.5-acre Ozanam Campus garden.

In 2023, 2,200 pounds of vegetables were harvested from our Ozanam Campus gardens. Program leaders plan to add about 950 square feet of growing space for the upcoming planting season. The entire garden will be planted, grown, and harvested by an estimated 50 kids in the three Seed-to-Plate programs.

For older youth who excel and are interested in learning more, Build Trybe connects them with a transition coordinator to try and find a job.

One of those youth, *Andrew, logs about four hours per week as part of the Build Trybe Vocational Workshops, a training program for youth in the Day Treatment program. Andrew works closely with Build Trybe instructors to learn job skills and assist the instructors in maintaining the farm space.



“This program shows you a lot about what you can make without going to the grocery store,” said Andrew.

His favorite part of the job is harvesting produce in the summer, but Andrew keeps himself busy throughout the year by helping with projects around campus.

When asked whether he plans to have his own garden someday, Andrew responded without hesitation: “Definitely.”





The Future

“Visiting chefs will come into our cafeterias, work directly with our youth, and plan and cook meals with them. Our goal is for those cafeterias to feel more like a restaurant and a place where you’d be down to pay to eat. It’s very exciting.”

If you want to learn more about the future of the Seed to Plate program and dream big about this project’s potential, look no further than Theo Bunch, Build Trybe Director of Career and Education. Four years ago, Theo helped to identify a need to prepare youth for life after their time with Cornerstones of Care. The agriculture and culinary program were the first to get on their feet, and the building trades and landscaping programs followed soon after.

“We saw employment as one of the key pieces of this,” said Theo.

Today, students in the Culinary Program’s advanced cohort focus most of their time in the cafeteria. Once or twice per week, they prepare fresh food for the 60 students and staff in the Residential Treatment Program.

In 2024, Theo and the rest of the Seed-to-Plate team hope to take this program to the next level.

This could include a career track-type program where students advance from dishwasher to line cook to sous chef. It also opens up the possibility of bringing in local chefs and farmers to inspire the students and provide them with hands-on learning opportunities.

Another goal is to build a high tunnel for growing plants in the ground in colder weather.

The hope is the increase in locally-grown food will translate to more regular service hours for the Ozanam Campus cafeteria and restaurant-quality meals for staff, students, and community members.

Theo is quick to highlight that Cornerstones of Care only does this work with support from the community and innovators in the field that help to lead the way.

Build Trybe is almost entirely donor and grant-funded, so the financial support from the community is integral to the program’s success. Major funders include the United States Department of Agriculture (USDA), Cargill, and Kansas City Restaurant Week.

The community matches these grant dollars with proceeds from two Build Trybe fundraisers: Savor the Sound and the Thyme for Kids Plant Sale.

“This combination of events, grants, private donors, and benefactors keep our youth learning and growing,” said Theo. “We encourage anyone interested to come meet our instructors and tour our sites to see just how these dollars help our community thrive.” 📖



**name changed to protect privacy*

BIST IN ACTION:

33 Years of Impact in Public Schools

by Marty Huitt, Director of BIST



My journey with BIST (Behavior Intervention Support Team) began in 1997 as a BIST Consultant working in schools throughout the Kansas City metropolitan area. Six years later, I took on the role of Director of BIST. Since that time, I have had the awesome opportunity to witness schools on their journey to enhance care for students. BIST now works with nearly 300 schools throughout a seven-state area – Missouri, Kansas, Nebraska, Arkansas, California, Colorado, and Illinois. When schools come together and become more like-minded in their thinking about what students need when they struggle behaviorally, they are able to increase student success on a regular basis.

BIST is a trauma-informed, psycho-educational model based on the concepts of grace and accountability. The intent when working with schools is to support the adult educational community – teachers, administrators, counselors, and paraprofessionals – in a manner that allows them to increase the consistency of care for all students.

A few years ago, I had the opportunity to work with a student who transferred into a new elementary school in the late first quarter of her third-grade year. This school was her fifth school since starting kindergarten. Due to her past experience, she was not able to trust the adults in the school to be on her side and support her in a kind, caring manner. As a result, she began to act out and was disruptive in the classroom. Fortunately, her teacher was effective and committed to the success of her students. Within a few weeks, the teacher reached out to the administrative team for support regarding this challenging student.

In true BIST fashion, the adults in the school came together to support this girl in collaboration with her mom. The student started the difficult, vulnerable process of learning to trust adults. Significant restrictions (protections) were put in place to help this student stay out of trouble. During that time, she was provided with schoolwork and the opportunity to help with the preschool program.



Over the course of three months, this young student began to make significant academic gains. She also started experiencing higher levels of success behaviorally, and she felt very important due to her work in preschool.


In the summer, I asked this student to come to a BIST Training to share about her personal success. During her presentation, one teacher asked if she got any rewards during this process for her hard work.

"I got three rewards," she said. "One, every day I had a good day, the principal would either call my mom or send a positive note home. Two, I got to go back to third grade and join my class. And three, I have friends for the first time in my life!"

Years later, I had the opportunity to speak again with this student, now a freshman in high school. I asked her what she thought about how the adults supported her in third grade. Her response was:

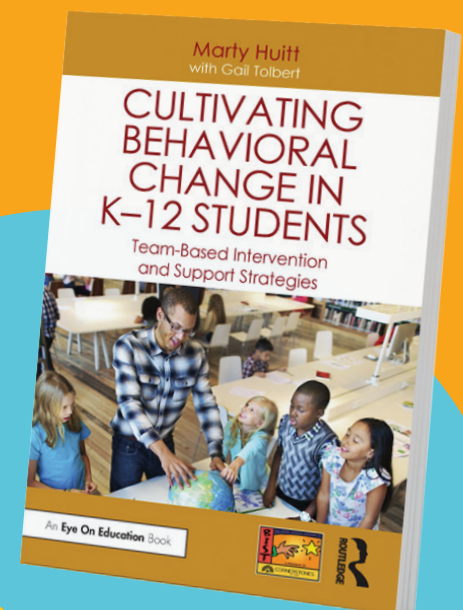
"If they hadn't worked with me for that amount of time to help me learn how to trust adults and follow directions, I probably wouldn't still be in high school."

When adults come together to increase the consistency and quality of care for children, kids have the opportunity to make better choices and improve their relationships with themselves and others. Through the BIST program, we strive to increase success in the classroom and, ultimately, to ensure success in life.

If you are an educator, parent, or adult who works with children, we challenge you to accept the opportunity to create sustainable transformation in a child's life by learning more about this evidence-based model. 

NEW FOR 2024

The wait is over for one of the leading Behavior Management Programs



***Behavioral Intervention
Support Team (BIST)
processes have gotten results
in classrooms for nearly
four decades, and now those
concepts are available in a
book for the first time***

ORDER YOUR COPY TODAY!

INTENSIVE IN-HOME SERVICES PROGRAM: *A Helping Hand to a Stroke Survivor*



When Tara experienced her first stroke in March 2022, she was in her 17th year of teaching young children how to read. As a literacy specialist for K-6th graders, she drew on her love of writing to help kids overcome challenges in the classroom – and she loved her job.

Fortunately, the stroke was mild, and Tara was able to return to the classroom within a few days.

The hard truth is that when one stroke occurs, it's statistically more likely that another is on its way, and Tara's second stroke arrived with a vengeance just four months later.

The impact of the strokes on Tara's functioning was devastating. Basic movements like getting out of bed, bending down, or walking up the stairs were accompanied by constant pain. She tried to maintain her teaching job, but the bright lights and loud noises were wildly overstimulating and caused constant headaches and nausea.

At home, she found it increasingly difficult to keep up with basic chores. She developed a debilitating fear of going outside, and in the months that followed, Tara's house and life fell into disarray. Her 16-year-old child, Avery, was also impacted by this series of life events and needed specialized mental health support.

And that's where Cornerstones of Care and the Intensive In-Home Services (IIS) program entered the picture.

The IIS program is a 4-6-week crisis intervention program for families at immediate risk of being separated due to mental illness, emotional disturbances, juvenile delinquency, family violence, abuse, or neglect. It aims to keep children safely at home by improving family functioning through safety planning, increasing life skills, and linking to community supports.

In this referral for services, Briar Strunk, an IIS Specialist in Warrensburg, Missouri, was tasked with helping Tara make changes in the home for the safety and well-being of Avery so she could stay at home with her mother.

An important aspect of IIS is that it's voluntary for families to participate; therefore, success in the program depends heavily on full buy-in from family members.

"If they do utilize our services, it shows that they can be motivated and goal-driven and can do it on their own," said Briar.

Luckily, Tara was ready for what was ahead.

The intervention began almost one full year after Tara's second stroke and started with a collaborative treatment planning process to define goals.

Goal #1: *The family will work to establish and maintain a household routine.*

To meet this goal, Briar worked with Tara and Avery to help them understand the importance of keeping each other accountable for maintaining a household routine. They worked together to map out a daily schedule that stayed on the front of the refrigerator.

"After having a stroke, we take for granted the things we naturally are able to do," said Briar. "The schedule helps remind Tara of things she needs to pay attention to during the day, including cleaning, cooking, and personal hygiene."

Briar helped Tara understand that it's okay if she is unable to accomplish a task and that time for rest needed to be built into the schedule.

At the end of each day, Briar had Tara and Avery engage in a "nightly bonding routine" to rebuild trust and finish the day with a moment of positive connection.

Goal #2: *The IIS Specialist will assist Tara in connecting her with mental health services.*

It quickly became apparent that addressing Tara and Avery's mental health needed to occur in conjunction with other interventions.

Briar connected Tara with an online support group for stroke survivors. She helped Tara enroll in early disability retirement and find health insurance before her Medicaid expired.

Briar also helped Avery establish a regular sleep routine and find mental health support.

Most of all, Briar's work focused on helping Tara and Avery navigate whatever physical or mental barriers got in the way of meeting their goals and encouraging them to make small steps towards better overall functioning.


At the end of six weeks, Tara was making huge improvements; she was consistently sticking to her routine and understanding the critical lesson of learning to ask for help.

"I might need a little help and support, but I can do it," said Tara. "It might be hard, but I've learned that I can do hard things."

The beauty of the IIS program is that it has the potential to create change in a short period of time, driven by a strong, trusting relationship between the specialist and the family. And for some families, the end of this relationship can come quite quickly.

"My entire family loves her," said Tara, speaking of Briar. "The hardest part of this process has been saying goodbye."

Despite this reality, Tara is grateful for the impact that the IIS program has had on her life and knows that there are many others, like her, who need the help.

"Please keep this program going," said Tara. "It's unfortunate that some people aren't ready to accept help because it can do really good things in your life. Help as many people as you can because you're doing good." 

OUR 2023 *Financial Overview*

Expansion, Rate Increases Add Revenue; Commitment to Staff, Inflation Increase Costs in 2023

An increase in cases, new and renewed contracts, and higher rates from our Missouri and Kansas partners led to additional 2023 revenue.

Cornerstones of Care receives revenue through state contracts, grants, donations, and earned income. As you see by the accompanying graphs, this revenue funds our costs, with the significant expenditure going toward our programs. Overall, we experienced 2023 net revenue growth of more than \$3.6 million, and we expect program expansion in 2024 to increase another \$9 million, leading to a \$60 million 2024 revenue budget.

In Missouri, our Foster Care Case Management funding, administered through the Missouri Alliance of Children and Families (MACF), has

doubled over the course of 2023. With that funding came additional cases, and required expenses to effectively manage them.

In addition, the Missouri legislature passed, and the Missouri governor signed a 13-percent rate increase for residential care, increasing our revenues for on-campus residential services, treatment foster care in foster homes, and our work with preventive services to keep children from entering the foster system.

Our work in mental and behavioral health expanded in 2023 as well with a new contract from the St. Louis County Children's Service Fund along with an increased rate from our Clay Platte Ray Health Levy partners.

WHO PAYS OUR BILLS?

*Source: 2023 Financial Statements**



- **93%** Revenue from Program Grants and Contracts, Including Government Sources
- **4%** Fundraising
- **2%** Internal Support (Foundation & Board Reserve)
- **1%** Other

In Kansas, the Department for Children and Families partners expanded functional family therapy funding.

Our Behavioral Intervention Support Team program (BIST) increased the work done in schools significantly, exceeding our revenue forecast by 20 percent, including the growth of BIST in Home during the past year. The work being done by this team benefits more than 300 schools in nine states at the end of 2023. BIST work will grow with an estimated \$315,000 of expanded contracts in 2024.

Our Build Trybe program has projected an over 100 percent revenue increase in 2024 due to our expanded contract with Missouri Department of Conservation and NAP state tax credits. At the end of 2023, we received word that Build Trybe would be the recipient of a new \$458,000 Environmental Protection Agency grant over five years, starting in the fourth quarter of 2024.

Our largest investment at Cornerstones of Care in 2024 was in our most valuable resource -- our people. We made historic investments in our team members, many of whom had been paid under market value for several years. This decreased our staff vacancy rate by more than 50 percent and allowed some programs to be

fully staffed for the first time in years. It takes people to care for the youth and families in our charge and we cannot do it without them. We consider these dollars well invested.

Inflation hit Cornerstones of Care as it has everyone in 2023. Transportation was among the biggest increases in 2023 spending. Several of our funders require we provide transportation as part of our contract to the youth in our care. Overall, we spent 58 percent more on transportation than we planned in 2023.

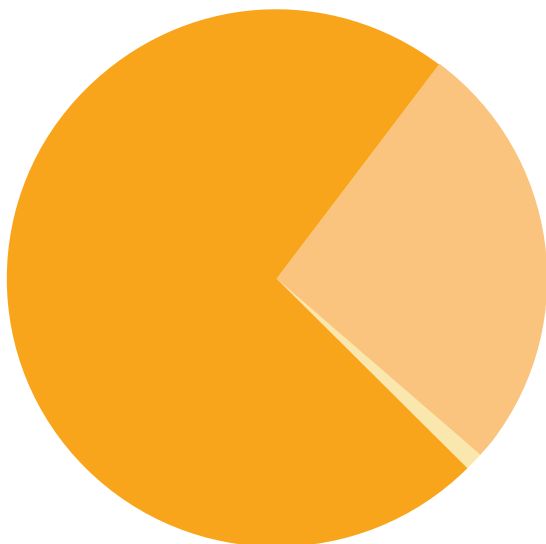
The Foster Care Case Management and residential rate increases, with an expected capital campaign fundraising bump in revenue for some needed renovations to our facilities, we plan to grow our agency by more than \$9 million in 2024.

As the 2024 budget was approved, we learned of new areas that weren't budgeted in 2024. We now will bill Medicaid for art and music therapy at our residential campus, and we will receive higher rates for our residential bed nights beginning February 1, 2024.

As Cornerstones of Care transitions into a new strategic plan in 2024, our finances have a solid foundation as we look for additional ways to service children and families.

WHERE THE MONEY GOES

Source: 2022 Approved Audit*



- **88% Programs**
- **10% Administration**
- **2% Development**

** Financials in this report are those we provided to auditors. Final numbers will be provided upon request when the audit is complete in second quarter, 2024.*

WHAT TO EXPECT IN *The Coming Year*

In 2024, Cornerstones of Care will initiate a new three-year strategic plan. The board-approved plan will connect the organization to caring communities, reinforce health and safety for our team members and the children and families we serve, and identify innovative opportunities that will drive Cornerstones of Care in the future.

The strategic plan centers on five aspirational statements:


Cornerstones of Care is the leading provider of The Sanctuary Model of Trauma Informed Care in our geographic footprint of programs and services, fostering caring communities built on the cornerstones of safety, trust, awareness, healing, treatment, recovery, resilience, hope, and love.

Cornerstones of Care cultivates a welcoming, inclusive, diverse, and equitable environment where children, families, team members, and volunteers flourish.

Drawing inspiration from these aspirational statements, agency leaders have developed several strategies to align policies in the most trauma-responsive manner and ensure compliance with all accreditation requirements.

Cornerstones of Care will explore social determinants of health to improve the well-being of the children and families we serve.

Additionally, Cornerstones of Care will continue its ongoing commitment to its **Sanctuary** certification and dedication to diversity, equity, and inclusion through its **WIDE 2.0** priorities. The organization will also build upon its data-collection resources to enhance its ability to effectively support the children and families we serve.



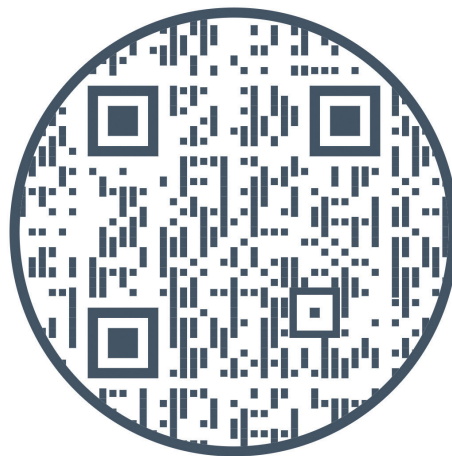
Cornerstones of Care prioritizes a family-focused approach to care, believing and leading strategies to keep families whole.

Cornerstones of Care creates opportunities responsibly and responsively and with a commitment to do no harm.

Cornerstones of Care is a trusted partner for proactive, preventative, and innovative solutions to child and family well-being.



*Partnering for **safe** and **healthy** communities.*



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