



**BUILDING
SKILLS**

**BECOMING
YOUR
WORKFORCE**



**VOCATIONAL
GUIDANCE
SERVICES**

Where Brighter Futures are Realized

2017 AGENCY HIGHLIGHTS

\$7.7

MILLION IN WAGES
AND BENEFITS PAID
TO OHIOANS

1,656

INDIVIDUALS
RECEIVED WORK
ADJUSTMENT
SERVICES

3,785

INDIVIDUALS SERVED

VGS PROVIDED SERVICES TO 3,785 INDIVIDUALS
WITH PHYSICAL DISABILITIES, MENTAL DISABILITIES,
A HISTORY OF SUBSTANCE ABUSE, ECONOMIC CHALLENGES,
AND/OR A HISTORY OF INCARCERATION.

IN TOTAL,
VGS PROVIDED
755,255 HOURS
OF WORK EXPERIENCE,
TRAINING, AND
EMPLOYMENT
OPPORTUNITIES TO
INDIVIDUALS WITH
DISABILITIES OR
OTHER BARRIERS TO
EMPLOYMENT.

594
INDIVIDUALS

VGS SERVED 594
INDIVIDUALS IN
DEVELOPMENTAL
SERVICES
PROGRAMS.

535

INDIVIDUALS
PLACED

VGS PLACED 535
INDIVIDUALS INTO
PERMANENT JOBS,
288 OF WHOM WERE
INDIVIDUALS WITH
SIGNIFICANT
DISABILITIES.

2017 VGS SERVICE STATISTICS AT A GLANCE

PEOPLE SERVED	2017	2016	2015	2014
VOCATIONAL SERVICES Case Management, Work Evaluation, Youth Training, Remedial Education, Work Adjustment, Occupational Skills Training, Physical Capacity Evaluations, Job Coaching, Substance Abuse Services, Personal, Social and Employment Services	3,785	3,800	3,590	4,154
WORK EXPERIENCE Work Experience with an Employer, Temporary Employment, Long and Short-term Transitional Employment, and jobs created via Full-time Hourly Employment at VGS	1,656	1,617	1,504	1,525
WORK EXPERIENCE WAGES AND BENEFITS PAID (in millions)	\$7.7	\$8.2	\$7.7	\$7.7
TOTAL WORK EXPERIENCE HOURS	755,255	835,636	778,302	785,988
FULL-TIME EQUIVALENTS	363	402	374	378
DRESS FOR SUCCESS Total individuals served	898	689	587	894

A LETTER FROM THE BOARD CHAIR AND PRESIDENT & CEO

Dear Friends:

As a community we are faced with a workforce challenge. The Labor Department recently released data stating that there are a record number of jobs currently available and yet the unemployment rate for people with disabilities is nearly 70%, a number that has remained largely unchanged despite massive changes in the job market. As you know, VGS exists to make sure that individuals with disabilities, the far too often forgotten population, have the opportunity to develop their marketable skills through training programs that ensure they are qualified for jobs that match their abilities. VGS is a vocational rehabilitation agency that works to break down barriers to employment so that people who have been on the employment sideline can get into the game and earn a paycheck.

2017 marked Vocational Guidance Services' one hundred and twenty seventh year of *Preparing People with Barriers to Employment for a Brighter Future*. It was a year that saw the Agency continue its storied history of serving individuals with physical and mental disabilities and other barriers – such as a history of substance abuse or incarceration, economic challenges, work-related injuries, and/or injuries sustained during military duty – through our job skills training programs and “earning while learning” work opportunities. These opportunities were created in our own facilities, where individuals work on contracts for companies such as Nordson Corporation, Parker Hannifin, SourceAmerica, Caruso's Coffee and many others. Even more opportunities were created at over 180 community sites at companies such as Giant Eagle, Swagelok, PNC, Cuyahoga County Public Library, and Constantino's Market, just to name a few. Through our mix of formalized skills training and work opportunities, VGS is developing a workforce that is ready to go out and strengthen every business that makes the wise decision to hire us.

Throughout the pages of this Annual Report you will read about the services offered to the individuals we serve, the work partnership opportunities that are available to the business community, and the success that we have seen in 2017 as individuals continue **Building Skills** with the goal of **Becoming Your Workforce**.

VGS is very proud to have been able to play a role in the progress made by over 3,700 individuals last year who engaged our services, 535 of whom worked with our placement staff and were successful in obtaining employment. Congratulations to all! Your paths were not without their twists and turns but your hard work and your commitment to realizing your brighter futures are an inspiration to us all.

We are so thankful for the generous support of the many foundations, corporations, and individual donors who understand how important VGS is to the community. As you know, all of the services provided by VGS are done so at no cost to the individual, and as a not-for-profit VGS relies on philanthropic support from the community to achieve our mission. As you will see throughout these pages, your investment is being put to good use and is Changing Lives and Strengthening Our Communities.

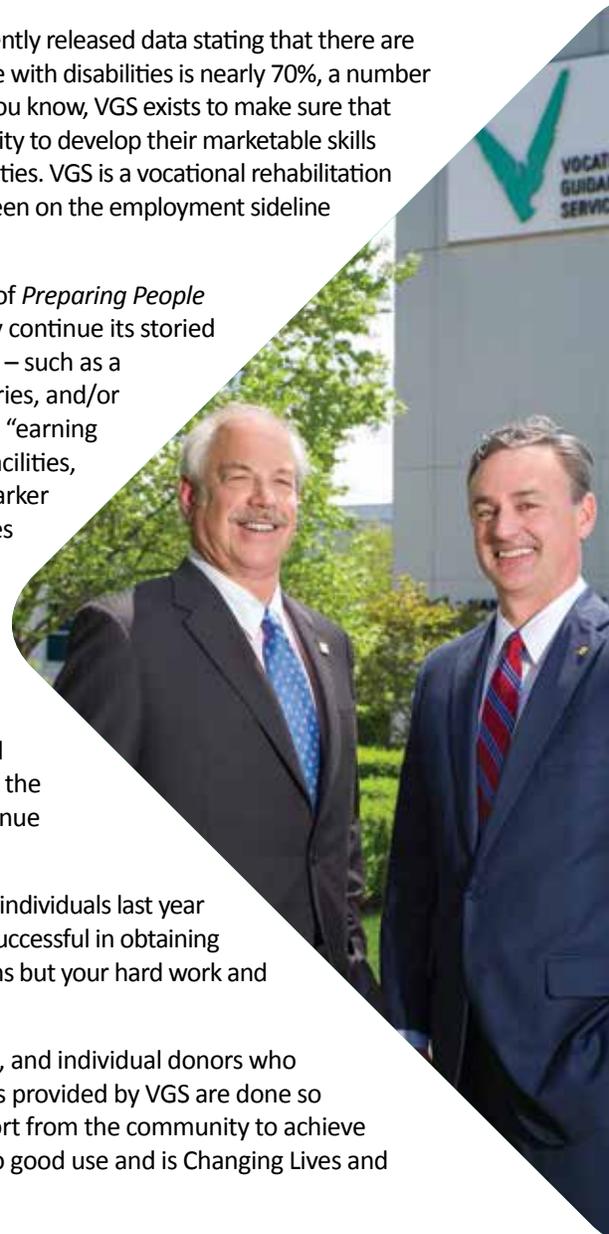
We would like to congratulate our staff for another year of exceptional dedication and service; they continue to make certain that VGS' services maintain our standard of excellence. We also applaud the outstanding support and contributions from our referral source counselors and community partners. And we are extremely grateful to our volunteers, in particular our Sunbeam Board, for their unwavering commitment to our mission. It is through the work that we all do together – funders, referral sources, community partners, and volunteers – that we are able to create the community of caring that enables individuals at VGS to achieve their brighter futures. As we move forward in 2018, we at Vocational Guidance Services will continue to dedicate ourselves to outstanding execution of our mission.

Thank you again for your continued support. Together, we will continue to provide services that educate, empower and provide the opportunity to earn a paycheck!

Most Sincerely,

Jeffrey L. Kapp
Chair of the Board

Robert E. Comben, Jr.
President & CEO



SKILLS TRAINING

WORK EVALUATION

Evaluation and assessment services help individuals explore options and identify immediate and long-term vocational goals.

Through Work Evaluation and Situational Assessments, each person's vocational interests, aptitudes, strengths and limitations are tested and identified. The information is then used to determine the steps necessary to reach career goals and achieve success.

WORK ADJUSTMENT

VGS pioneered the Work Adjustment technique that is now used throughout the world. Work Adjustment is an employment program through which individuals earn a paycheck while learning critical job keeping skills such as work quality, punctuality, and productivity.

- Clerical Work Adjustment
- Community-Based Work Adjustment
- Custodial Work Adjustment
- Facility-Based Work Adjustment
- Textile Services Work Adjustment

SPECIALIZED SERVICES

Specialized Services help to enhance each individual's vocational readiness through the following services:

- Adult Basic Education
- Community-Based Work Experience
- Summer Youth Career Exploration
- Summer Youth Work Experience

SKILLS TRAINING

VGS' Skills Training programs give individuals the tools they need to gain employment. Hands-on work experience, thoughtful instruction, and relevant curriculum provide individuals with marketable workforce skills.

- Building Maintenance Skills Training
- Customer Service Representative Training
- Computer Skills Training
- Custodial Skills Training
- Food Service Training
- Forklift Training
- Textile Services Work Experience
- Food Packaging and Production Training
- Wait Staff Training

EMPLOYMENT PROGRAMS

- Job Search Skills Training
- Job Placement & Retention
- Job Coaching
- Life Skills
- Temporary Employment

JOB PLACEMENT SERVICES

Job Placement Services are designed to help individuals learn effective techniques for seeking, securing, and maintaining employment.

IN 2017 VGS SERVED
NEARLY 600 INDIVIDUALS
IN OUR DEVELOPMENTAL
DISABILITY SERVICES

DEVELOPMENTAL SERVICES PROGRAMS

- Adult Day Services
- Vocational Habilitation Services
- Career Planning Services
- Non-Medical Transportation
- Individual Employment Supports

93%

OF THE INDIVIDUALS ENROLLED
IN OCCUPATIONAL SKILLS
TRAINING CLASSES
SUCCESSFULLY
COMPLETED
THE COURSE.

IN 2017,
VGS DOUBLED
THE NUMBER OF
INDIVIDUALS IT SERVED
IN ITS PROGRAMS
FOR SENIOR CITIZENS
WITH DEVELOPMENTAL
DISABILITIES.

40,000
COFFEE PODS

INDIVIDUALS IN VGS' PERSONAL, SOCIAL,
AND EMPLOYMENT SKILLS TRAINING PROGRAM
PACKAGED 40,000 COFFEE PODS EVERY MONTH FOR
CARUSO'S COFFEE IN 2017.



LEADS

MEET LYNETIA

Lynetia is a young woman with a bright smile and a happy, positive outlook. She has a mild cognitive disability and she also has scoliosis and club feet, all of which have limited her somewhat in her life. She worked in child care for awhile after she got out of school, but she wanted to find a full-time job that would help her to be more independent. “I always wanted to be on my own and work,” she says. She just needed a little help figuring out what would be the best job for her.

Through VGS, Lynetia met with a vocational rehabilitation coordinator in August of 2016. Her dad, the primary member of her support system, attended the meeting with her and together they discussed Lynetia’s goals for employment as well as her physical limitations.

She didn’t have a particular industry in mind – she was open to try most anything – but she and her dad were concerned with her ability to stand for long periods of time as well as her strength and stamina in general. Lynetia hadn’t had a lot of work experience and also needed to develop some life skills to make herself more confident and self-sufficient.

VGS PARTNERED WITH LOCAL BUSINESSES TO PROVIDE COMMUNITY BASED “EARNING WHILE LEARNING” TRAINING FOR MORE THAN 800 INDIVIDUALS AT 180 LOCATIONS OUT IN THE COMMUNITY.

Lynetia first participated in a vocational evaluation and a situational assessment. Her evaluation recommended exploring options such as custodial services, manufacturing, or food service based on her interests and abilities. Lynetia then completed an additional assessment and work adjustment in custodial services, yielding high remarks in all areas related to both hard and soft skills. She moved on to job readiness training for additional experience to build confidence, stamina, and a positive work experience to list on her resume. Lynetia also received assistance in developing her resume, preparing for interviews, and submitting applications. As VGS staff got to know her, we learned that she loved fashion and shopping, so Lynetia’s job search expanded to retail, hopefully to find a position in which she might be able to do processing in a back room setting where she could be flexible in meeting her needs to sit, lean, or stand and could focus on her work without concern. She quickly found an exciting opportunity at a Burlington store where she would be doing mostly backroom stock work and could work mornings, often before the store

opened, preparing the store for business hours, attaching sensors and price tickets, sizing and racking clothing, and getting it out to the floor.

Once she completed her training with the support of a job coach, Lynetia was hired by Burlington in August of 2017 and she has been working there successfully ever since. Lynetia will tell you that she loves her job, loves the work she’s doing, and loves helping her co-workers. “VGS helped me figure out what I could do, what’s the best job for me,” she says. “Now I can do more by myself and I feel more confident.” Lynetia has her own apartment right next to her dad, is helping to pay the bills, manages her own bank account, and has the independence she was seeking. “It’s a whole different environment,” she says.

Her supervisors say that she’s one of the people they know they can always depend on and they wouldn’t trade her for the world. We congratulate Lynetia on all of her accomplishments and wish her all the best as she’s well on her way to her brighter future!



OUR WORK

VGS' TOTAL WORK OPPORTUNITIES IN 2017:

1,656 individuals with physical disabilities, mental disabilities or other barriers to employment were employed by VGS' Social Enterprise Work Opportunities.

\$7,739,560 in wages were paid to individuals working in VGS' Social Enterprise Work Opportunities.

755,225 hours of work were provided by VGS' Social Enterprise Work Opportunities.

\$9.00 was the average wage paid.



BECOMING
YOUR
WORKFORCE

▶ VGS has developed paid work experience opportunities through our social enterprise ventures.

We secure contracted service and product contracts which enable both private sector companies and all levels of public sector agencies to meet their operational needs while assisting VGS in achieving our philanthropic mission.

Examples of such partnerships include dress slacks produced for female personnel in the U.S. military, meals prepared and packaged for students at private/charter schools and learning centers, and custodial services for public and private sector customers.

For our Social Enterprise approach to social services to work, commercial price, quality and delivery expectation must be achieved. And to meet these expectations while employing people challenged by disabilities requires a unique blend of supports and services.

Though our Social Enterprise work opportunities VGS is able to provide paid work experience to nearly 1,000 people daily.

VGS ACHIEVED
ISO 9001:2015
CERTIFICATION
IN 2017

12,500
MEALS

INDIVIDUALS IN VGS' FOOD
PRODUCTION PROGRAM PRODUCED
12,500 MEALS FOR CHILDREN IN LOCAL
SCHOOLS IN 2017

INDIVIDUALS IN VGS' POWER SEWING
PROGRAM PRODUCED 144,393
PAIRS OF DRESS PANTS FOR
WOMEN IN THE U.S.
MILITARY IN 2017



details immediately after the accident occurred, he reports that the hardest part was waking up after the surgery and facing the reality of losing his arm. For Scott, that's when the depression and anxiety hit.

As a result of this life-changing injury, Scott underwent 12 surgeries in two years including skin grafting from his thighs to close the wound on his arm that was left from the amputation. He suffered from Post-Traumatic Stress Disorder (PTSD) as well as extreme anxiety. He even suffered an accidental overdose from his anxiety medications. He was self-conscious about his appearance and didn't enjoy being out in public. Quite often, Scott felt helpless and a burden on his family. Life was pretty rough for some time and he wondered if anything would ever feel "normal" again.

Once Scott had physically healed from his injuries, though, he wanted to get back to work. He knew that having a job would help him to heal by giving him purpose. Through a referral from the Ohio Bureau of Workers' Compensation, Scott was hired as a general laborer at VGS' Elyria facility. Thanks to his exceptional work ethic and his previous experience, Scott stood out from the start and took on every responsibility that was presented to him, including playing an integral role in the agency's most recent ISO 9001 audit and certification. He always gave 100% and challenged himself to complete tasks and see just how much he could do, even with his physical limitations. When the position of Shop Coordinator opened at the Elyria facility, Scott was first choice for that position. He now manages 50+ hourly employees – most of whom have physical or mental disabilities – and oversees 100+ projects in the shop each year working with 30+ different customers.

Scott reports that he loves his job. He has stated many times that he used to wonder "Who is going to hire me?... I'm too old and missing a limb, who will hire me?" but now he wakes in the morning and truly looks forward to going to work. He remembers often feeling so lost during his journey back to employment; when he was in Vocational Rehabilitation Training at VGS and deciding on his vocational future, he determined that he wanted to work with individuals with barriers because he wanted to help others who were in similar circumstances as he was. He had rediscovered himself, his strengths, and his purpose in life and he wanted to share his experiences so that other people with disabilities and barriers could understand that they too have a purpose. Now, Scott enjoys encouraging others and watching them blossom when they succeed at their training and jobs.

Scott reports that his personal life has improved, as well, as he is more motivated, like he used to be before the accident. He feels he is getting his life back to how he felt he used to be. He is confident and proud again, and we couldn't be happier for him. Congratulations, Scott, and keep up the great work!

MEET SCOTT

Scott is 54 and married with five adult sons and four grandsons. He's always been a happy-go-lucky kind of guy with a great attitude and a lot to be grateful for in his life. But about nine years ago, Scott's life changed forever.

Scott used to work as a molder at a foundry. On October 6, 2009, Scott's day started like any other and he was off to work. On that day, Scott was setting heavy weights for a mold. The rails that balanced the plates that held the mold were not centered, however, and the weights shifted forward and hit him in the shoulder. The weights landed on Scott's arm, causing it to become trapped under 2,500 lbs. of weight. Once they were able to free him, he was Life-Flighted to MetroHealth Hospital, where later that day, despite all the doctors' efforts, his arm had to be amputated. While he doesn't remember many of the

A THANK YOU TO OUR SUPPORTERS

We appreciate the generous support of our contributors and are pleased to have this opportunity to acknowledge their 2017 gifts. It is through their generosity that we are able to fulfill our mission of *Preparing People with Barriers to Employment for a Brighter Future* and we are forever grateful.

EXCEL SOCIETY

The Excel Society is comprised of VGS' most dedicated supporters who, by making a multi-year Annual Fund commitment, are ensuring that VGS is able to provide the vocational rehabilitation services, vocational skills training, and paid work experiences that are critical to individuals with disabilities or other barriers in order for them to excel on their path to a brighter future.

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OUR EVENTS

ANNUAL MEETING



SUNBEAM HOLIDAY BOUTIQUE



MOONBEAMS OVER SUNBEAM



SUMMARY OF COMBINED STATEMENTS OF ACTIVITIES

For the years ended December 31

	2017	2016	2015
REVENUE, GAINS AND OTHER SUPPORT			
Government Program Fees	9,051,966	9,432,387	8,964,954
Government Grants	373,849	565,669	568,996
Sales to Business and Industry	14,700,608	14,391,443	13,511,324
Other Revenue	17,500	3,820	3,012
Investment Income Designed for Operations	424,473	442,525	469,366
Allocation United Way Services	239,585	239,152	266,330
Board Funding of Certain Expenses	25,052	35,358	45,070
Annual Donations and Foundation Support	2,096,078	1,287,314	928,466
Total Program Revenue and Public Support	\$ 26,929,111	\$ 26,397,668	\$ 24,757,518
EXPENSES			
Vocational Rehabilitation	8,191,933	8,554,982	8,447,836
Paid Work Experience and Employment	13,297,492	13,412,811	12,641,023
Management and General	3,486,293	3,210,382	2,878,416
Fundraising and Public Education	620,952	575,574	574,817
Total Expense	\$ 25,596,670	\$ 25,753,749	\$ 24,542,092
CHANGE IN NET ASSETS FROM OPERATIONS	\$ 1,332,441	\$ 643,919	\$ 215,426
OTHER CHANGES			
Depreciation	(559,691)	(531,442)	(496,945)
Total Investment Return at Gross	1,262,605	500,548	(110,805)
Total Return Used in Operations	(424,473)	(442,525)	(469,366)
Use of Board Trustee Designated Assets	(25,052)	(35,358)	(45,070)
Other Charge for Pension	(296,053)	(647,826)	(180,108)
CHANGE IN NET ASSETS	\$ 1,289,777	\$ (512,684)	\$ 1,086,868
NET ASSETS, BEGINNING OF YEAR	\$ 15,619,303	\$ 16,131,987	\$ 17,218,855
NET ASSETS, END OF YEAR	\$ 16,909,080	\$ 15,619,303	\$ 16,131,987

Subject to audit by Samuel Kellogg & Co., Inc. This report summarizes the 2017 activities of Vocational Guidance Services and its affiliates: VGS, Inc., Vocational Services, Inc. and Dress for Success Cleveland.

SUMMARY OF COMBINED STATEMENTS FINANCIAL POSITION

<i>For the years ended December 31</i>	2017	2016	2015
ASSETS			
Cash and Cash Equivalents	1,376,374	1,617,142	1,076,347
Accounts Receivable Trade	3,037,589	2,508,826	2,533,289
Accounts Receivable Donations	846,401	157,712	72,089
Investments	9,020,348	8,332,313	8,263,983
Inventories	749,807	1,029,279	744,625
Prepaid Expenses and Other Assets	196,902	149,678	231,581
	\$ 15,227,421	\$ 13,794,950	\$ 12,921,914
Land Buildings and Equipment			
Land	787,890	787,890	560,779
Building and Improvements	17,937,539	17,708,777	17,164,958
Equipment	4,808,123	4,804,762	4,663,608
Vehicles	242,637	242,637	229,759
	23,776,189	23,544,066	22,619,104
Less – Accumulated Depreciation	(14,405,963)	(13,888,270)	(13,356,829)
	9,370,226	9,655,796	9,262,275
Total Assets	\$ 24,597,647	\$ 23,450,746	\$ 22,184,189
LIABILITIES			
Accounts Payable	589,113	684,977	445,136
Line of Credit	990,000	990,000	1,040,000
Notes Payable	1,066,902	1,332,247	768,582
Accrued Expenses, Other Liabilities	5,042,552	4,824,219	3,798,484
Total Liabilities	\$ 7,688,567	\$ 7,831,443	\$ 6,052,202
NET ASSETS			
UNRESTRICTED	7,136,016	7,174,223	7,822,466
Board of Trustees Designated	570,473	403,070	411,911
Temporarily Restricted	921,012	263,442	188,290
Permanently Restricted	8,281,579	7,778,568	7,709,320
Total Net Assets	\$ 16,909,080	\$ 15,619,303	\$ 16,131,987
Total Liabilities and Net Assets	\$ 24,597,647	\$ 23,450,746	\$ 22,184,189

Subject to audit by Samuel Kellogg & Co., Inc. This report summarizes the 2017 activities of Vocational Guidance Services and its affiliates: VGS, Inc., Vocational Services, Inc. and Dress for Success Cleveland.

SUMMARY OF INVESTMENTS

For the years ended December 31

	2017	2016	2015
Endowment Fund			
The F.J. O'Neill Endowment	1,825,000	1,825,000	1,825,000
The Jane Jenkins Trust Endowment	1,667,718	1,475,151	1,453,705
The Robert Rhodes Trust Endowment	1,178,897	1,082,247	1,052,177
The Helen C. Cole Endowment	801,872	728,290	721,872
The Mary Ann Swetland Facilities Endowment	778,120	709,225	701,170
The Ted Fabyan Job Placement Endowment	402,780	401,653	401,521
The Louis Kacalieff Endowment	400,000	400,000	400,000
The Ellen Garretson Wade Trust Endowment	339,434	310,469	300,365
The 1525 Foundation Endowment	300,000	300,000	300,000
The John Huntington Endowment	132,611	119,010	117,312
Elisabeth Severance Prentiss Endowment	120,000	120,000	120,000
The Armington Trust Endowment	134,590	121,373	118,367
The Helen Bowler Trust Endowment	59,511	53,666	52,354
The GAR Foundation Endowment	37,006	33,729	33,346
The McBride Endowment	35,000	35,000	35,000
The Cleveland Foundation Investment Funds	48,570	43,285	56,661
The Salaried Staff Continuing Education Fund	20,470	20,470	20,470
Total Endowment	\$8,281,579	\$7,778,568	\$7,709,320
Board Designated Fund			
Unrestricted	570,473	53,070	61,911
Temporarily Restricted:			
The VGS Pooled Income Fund	168,296	150,675	142,752
Designated:			
The Elizabeth M. and William Truehaft Fund	250,000	250,000	250,000
John Cunin Job Placement Fund	50,000	50,000	50,000
Bruce Griswold Job Placement Fund	50,000	50,000	50,000
Total Board Designated	\$1,088,769	\$553,746	\$554,663
Total Endowment and Board Designated Funds	\$9,370,348	\$8,332,313	\$8,263,983

Subject to audit by Samuel Kellogg & Co., Inc. This report summarizes the 2017 activities of Vocational Guidance Services and its affiliates: VGS, Inc., Vocational Services, Inc. and Dress for Success Cleveland.

SERVING THROUGHOUT THE STATE



Comprehensive services are provided at Vocational Guidance Services' east and west side facilities in Cleveland, as well as in Elyria. Services are also provided at our facilities in Painesville and Columbus. VGS has expanded its operations to offer services in a total of 26 Ohio counties: Ashland, Ashtabula, Champaign, Clark, Columbiana, Cuyahoga, Delaware, Erie, Fairfield, Franklin, Geauga, Huron, Lake, Licking, Logan, Lorain, Madison, Mahoning, Medina, Ottawa, Portage, Sandusky, Seneca, Summit, Trumbull, and Union.



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Cleveland, OH 44103
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FAX 216.431.5123
TTY 216.431.0073

TRAINING CENTER

2235 East 55th Street
Cleveland, OH 44103
PHONE 216.881.7800
FAX 216.881.6306
TTY 216.431.0073

WEST SIDE

13102 Triskett Road
Cleveland, OH 44111
PHONE 216.476.3020
FAX 216.476.3435

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359 Lowell Street
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This report summarizes the 2017 activities and accomplishments of Vocational Guidance Services and its affiliates, VGS, Inc., Vocational Services Inc. and Dress for Success Cleveland.