BOARD OF DIRECTORS

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Patty Tracy

OUR VISION
Communities enriched by the inclusion of people with disabilities in valued social roles.

OUR MISSION
To create opportunities that enrich the lives of people with disabilities.

OUR VALUES
• Valued roles for people with disabilities.
• People and processes that deliver uncompromising quality.
• Safety, security and economic independence for our people and our enterprise.
• Honesty, integrity, diversity and accountability.
• Opportunities for individual growth and development.

Didlake creates opportunities that enrich the lives of people with disabilities through employment and support.
DIDLAKE CONTINUED TO LEAD THE WAY IN THE USE OF TECHNOLOGY TO EXPAND OUR CAPABILITIES AND SUPPORT OUR MISSION:

- Didlake implemented the CleanTelligent Quality Assurance System. CleanTelligent is a Computerized Maintenance Management System (CMMS) that allows for effective inspections, reporting, job scheduling, time tracking and performance tracking at Didlake contract sites receiving custodial services.

- CaseWorks, a totally electronic comprehensive case management system, was installed and implemented by the Rehabilitation Department.

- Didlake received the Virginia Rehabilitation Association’s Norman C. Hammond Award for its pilot program using i-Touch technology to help people with disabilities prepare for job interviews and as a training tool on the job.

- Didlake implemented Didlake Alerts, an emergency notification system for employees and consumers.

NEW CONTRACTS AND EXPANDED BUSINESS LINES LED TO MORE JOBS FOR PEOPLE WITH DISABILITIES:

- A new contract for grounds services at NASA’s Wallops Island facility created seven new full-time positions.

- SourceAmerica named Didlake as one of only six Total Facility Management Tier 4 providers.

- Didlake was awarded the Defense Information Systems Agency/Joint Interoperability Test Command (DISA/JITC) contract at Indian Head and Fort Meade, adding 22 full-time positions to Didlake’s Total Facilities Management (TFM) line of business.

- Didlake performed well in a self-assessment facilitated by SourceAmerica, determining that the organization is compliant with the Quality Work Environment Initiative, which enables AbilityOne nonprofit agencies to strengthen their commitment to enhance daily work experiences and develop future growth opportunities for people with significant disabilities.

- Didlake was awarded a contract with the Maryland Aviation Administration to perform grounds keeping at Baltimore/Washington International Thurgood Marshall Airport, employing 31 full-time workers. This contract was facilitated through the Employment Works Program of Maryland Works, Inc.

REHABILITATIVE SERVICES AT DIDLAKE EXPANDED, AS WELL, THROUGH NEW PROJECTS, SERVICE COMPONENTS, AND COMMUNITY OPPORTUNITIES FOR PEOPLE WITH DISABILITIES:

- Didlake was selected as the Manassas vendor for Project SEARCH for the 2012 and 2013 school years. This business-led collaboration between Virginia Commonwealth University, the Virginia Department for Aging and Rehabilitative Services, Manassas Public Schools, Prince William Hospital System, and Didlake enabled young adults with disabilities to gain employment through training and career exploration. The Manassas Project SEARCH was recognized by the national Project SEARCH for its excellent placement rates.

- Multiple service components were added to Didlake’s Employment Services, including Work Incentives Specialist Advocacy (WISA), Community Support Services (CSS), and Employee Development Services (EDS).

- Opportunities were created for individuals served in the Community Inclusion Programs that enhanced their community involvement through volunteerism. Consumers volunteered at organizations like Adopt-A-Spot in Prince William County; Adopt-A-Park in Roanoke; Weems Elementary School Garden maintenance in Manassas; and Operation Turkey in Prince William County, which feeds and clothes homeless and less-fortunate members of the community at Thanksgiving.
RICHARD JACKSON RATCLIFFE

All of us at Didlake were deeply saddened by the passing of the Chairman of our Board of Directors, Mr. Richard Jackson Ratcliffe, during the production of this report. Mr. Ratcliffe was a businessman devoted to community service whose volunteer efforts touched many, many lives.

In addition to his years of service with Didlake, Mr. Ratcliffe worked tirelessly with many local organizations, including being a firefighter with the Manassas Volunteer Fire Company for 45 years. He received the Fireman of the Year Award in 1977 and the Wade House Fireman Award in 2005. He served on the Board of Directors at Sudley Club, Inc., from 1971 to 1973, was Chief Election Precinct Official for Prince William/Manassas from 1958 to 1988, was past president of the Prince William County – Greater Manassas Chamber of Commerce, and was past chairman of the Greater Manassas Christmas Parade (Grand Marshall in 2004). Rick was an active member of the Kiwanis Club and served as Kiwanis President in 1975 and 2001. He was a board member of Crimesolvers, and a director of the Transitional Housing BARN. In 2013, he received the Osbourn High School Outstanding Alumnus Award.

Even as he dealt with a terminal illness, Rick continued to serve as Didlake’s Chairman throughout his final days. We are deeply grateful for all that he has done to help enrich the lives of people with disabilities. He will be sorely missed.

In Memoriam

RICHARD JACKSON RATCLIFFE 1939-2013
Creating opportunities that enrich the lives of people with disabilities — while the language of the current Didlake mission statement has evolved over time, its overarching goal has never changed.

Every day we come to work focused on finding opportunities for people with disabilities to enjoy richer, more independent lives. From our earliest beginnings as a school, to our current status as a major employer and Virginia’s leading provider of supported employment services, the Didlake story has always been about the people we serve. And for the people we serve, the story of the past two years has been one of growth, opportunity and enrichment.

Growth — once more we can report to you a record number of people served. At the end of FY2013 Didlake was serving 1,773 people with disabilities in communities throughout the Commonwealth of Virginia, the District of Columbia and the State of Maryland. Many of those individuals are employed by Didlake, performing work ranging from mail center operations to highly specialized cleaning of historic sites on its 26 federal contracts.

Opportunity — an expansion of our business lines to include Total Facilities Management, and the addition of multiple service components to our Employment Services programs, allowed us to offer more opportunities than ever before to individuals seeking employment in their communities.

Enrichment — we embraced new technologies, such as iPod Touch devices, and new programs, such as SourceAmerica’s Quality Work Environment Initiative, to facilitate richer, more rewarding and more productive work experiences for those we serve.

While we are proud to report to you Didlake’s record of achievement, we must also report the end of an era. Richard J. Ratcliffe, Chairman of Didlake’s Board of Directors, passed away after many years of service to Didlake and his community. Mr. Ratcliffe was a passionate advocate for the Didlake mission and the disability community. We will miss his wisdom, his guidance and his welcoming smile.

Looking ahead, we see new challenges and opportunities for continued expansion of our business lines as well as continued integration of the people we serve into community-based employment opportunities. With your support, the Didlake story will continue to be one of successful outcomes for those we serve.
The Pitkin family has operated hardware stores in Northern Virginia for more than three decades. In 2007, owners Amy and Sarah Pitkin decided to hire people with disabilities for their Pitkin’s Ace Hardware stores in Manassas, Centreville and Dale City. Working with the Virginia Department of Rehabilitative Services, the Pitkins contacted Didlake.

Pitkin’s Ace Hardware participates in Didlake’s supported employment program by hiring Didlake consumers for a variety of job functions.
Jeanette Galloway, a Didlake employment specialist, worked with the Pitkins to develop a supported employment program that puts people with disabilities to work in the community. Six Didlake consumers are now working for the Pitkins, four at the Dale City store. “I’ve never seen people like this,” Galloway said about the sisters. “I’d love to clone them.”

The Didlake consumers do a variety of jobs including making deliveries to customers’ homes, bookkeeping, cashiers, and general store associate duties, including stocking shelves and maintenance.

“It’s nice to be able to call and say I have a position open and they can fill it,” said co-owner Sara Pitkin. “The best part is that the people working for us are trying to do more. They show a lot of initiative. They always try to do a great job.”

“It does work well,” said Amy Pitkin. “It’s nice to give people the chance to let them shine, make stars out of everyone.”

Other employees at the hardware stores have welcomed the Didlake consumers, too. “I think for the most part, the staff has been very embracing and welcoming,” said Amy. “Everyone is an equal. It’s a family environment.”

Rodney Sanders, 45, enjoys his work at the Dale City store. “I like it,” he said. “I work more hours and get better pay.”

Galloway credits the Pitkin sisters for creating the opportunities and taking a personal interest in the lives of the employees. “They’re very patient people,” she said, recalling how the Pitkins handled a difficult personal situation for one of the Didlake consumers.

When the employee’s wife lost her job, the Pitkins gave him a raise after he had worked for them about six months. When his two children developed medical problems, the Pitkins made sure he had health insurance. They even arranged for another employee to give him a ride to work. “They continue to take them under their wing because he’s an excellent worker,” Galloway said. “He’s a very, very hard worker. So you see why I’d like to clone these two people. They’re exceptional. The kids will be getting Christmas gifts from them.”

Galloway praised the Pitkins for their commitment to Didlake and its consumers. “They look out for Didlake, and they will continue to hire as many people as they can,” she said, noting that the Pitkins plan to open more hardware stores. “I will continue to provide the best service for them that I can. I believe that the owners know that I’m going to be there because I represent Didlake for whenever they need me, providing the best service that I can.”

Rodney Sanders works at Pitkin’s Ace Hardware, an employer that partners with Didlake.
### BY THE NUMBERS

#### PRIMARY DISABILITY

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<tr>
<th>Disability</th>
<th>2012</th>
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<td>Acquired/Traumatic Brain Surgery</td>
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<td>65</td>
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<tr>
<td>Autistic Disorder</td>
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<td>135</td>
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<tr>
<td>Developmental Disability</td>
<td>940</td>
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<tr>
<td>Hearing Impaired/Deaf</td>
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<td>96</td>
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<tr>
<td>Physical Disability</td>
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<tr>
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<td>32</td>
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<tr>
<td>Visual Impairment/Blind</td>
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<td><strong>1773</strong></td>
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#### GENDER

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<tr>
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</tr>
<tr>
<td>Male</td>
<td>1,021</td>
<td>1,079</td>
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<tr>
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#### JURISDICTION

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<td>20</td>
<td>12</td>
</tr>
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<td>51</td>
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<tr>
<td>Arlington</td>
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<tr>
<td>Chesapeake City</td>
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<tr>
<td>Culpeper</td>
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<tr>
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<td>Manassas City</td>
<td>24</td>
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<td>Maryland</td>
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<td>Norfolk City</td>
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<td>Northampton</td>
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<td>14</td>
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<tr>
<td>Other*</td>
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<td>Portsmouth City</td>
<td>61</td>
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<tr>
<td>Prince William</td>
<td>383</td>
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<td>Roanoke City</td>
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<td>Roanoke</td>
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<tr>
<td>Virginia Beach City</td>
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<td><strong>Grand Total</strong></td>
<td><strong>1641</strong></td>
<td><strong>1773</strong></td>
</tr>
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</table>
**Demographics of Those Served in FY 2013**

**Primary Disability**

- Developmental Disability: 51%
- Mental Illness: 15.91%
- Physical Disability: 8.97%
- Visual Impairment/Blind: 2%
- Hearing Impaired/Deaf: 5.41%
- Autistic Disorder: 7.61%
- Acq./Traumatic Brain Injury: 3.67%
- Substance Abuse or Other Add.: 1.80%

**Jurisdiction**

- Fairfax: 18.05%
- Prince William: 22.05%
- Suffolk City: 3.89%
- Manassas City: 3.05%
- Loudoun County: 3.38%
- Fauquier: 3.05%
- Chesapeake City: 2.09%
- Accomack: 0.68%
- Roanoke City: 0.34%
- Roanoke: 0.45%
- *Other: 5.30%
- Norfolk City: 7.28%
- Northampton: 0.79%
- Portsmouth City: 2.26%
- Virginia Beach City: 5.13%
- Alexandria City: 3.95%
- Arlington: 2.31%
- Culpeper: 2.59%
- District of Columbia: 4.34%

*Other includes: Charles County, Clarke County, Falls Church City, Fairfax City, Fredericksburg City, Hampton City, Madison County, Newport News City, Orange County, Rappahannock County, Salem City, Shenandoah County, Spotsylvania County, Stafford County, Suffolk City, and Warren County.
ROBERT DORSEY

Although he had been a Didlake consumer for several years, Robert Dorsey’s behavioral issues required an increased level of support. Rebecca Crampton, program manager for the Center Point Community Inclusion Program, noticed that Robert was increasingly disruptive and the value of his day-to-day activities was decreasing.

“He needed a higher level of supervision based on his behavior, so he transitioned from a supported employment mobile crew to the mailroom and finally into the Community Inclusion Program,” Crampton said. The Didlake staff identified Robert as a good candidate for behavioral support and, after meeting with his mother, established a plan to help him.

“We applied proactive strategies based on observations, including providing him with an iPod Touch,” Crampton said. “There was a definite increase of positive interactions. The iPod supports his need to self-stimulate. It’s a matter of drowning out other noises. He can listen to a song he chooses rather than the hum of people around him. He’s more comfortable in the classroom.”

“Robert, 39, lives in Manassas and volunteers at the Clock Tower Thrift Shop in Centreville folding linens, hanging clothing and organizing shelves. He helps out with the Operation Turkey Thanksgiving food drive, where he works along-side people without disabilities.

“I like folding linens and stacking books at Clock Towers” Robert said. “My mom taught me good manners.”

Martha Finger, Robert’s mother, praised Didlake for helping solve Robert’s problems. “I see a lot of care for Robert at Didlake,” she said. “They’ve really gone beyond and above by keeping me in touch with what’s going on with him. They’ve given him a good quality of life.”

Finger said Didlake is a place that Robert could go and be his best. “When you have a child with special needs, you wonder what your child is going to do, and most parents don’t want their kids under their feet,” she said. “They want to see their child grow and progress. Didlake provided that. It really helped me a lot.”
## Finance Update

### Growth in FY2012 and FY2013

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<tr>
<th>Revenue Type</th>
<th>FY2012</th>
<th>FY2013</th>
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<td>VA Medicaid</td>
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<td>Community Service Boards</td>
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<td>Department of Rehabilitation Services</td>
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<td>Other</td>
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<td>United Way</td>
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<td>Total</td>
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<tr>
<th>Expenses Type</th>
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<td>Direct Labor &amp; Benefits</td>
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<td>$26,188,863</td>
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<tr>
<td>Salaries &amp; Benefits</td>
<td>$10,493,134</td>
<td>$11,914,393</td>
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<tr>
<td>Occupancy, Office Expenses</td>
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<td>Supplies</td>
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<td>Professional Fees</td>
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<td>Communication, Travel, Interest</td>
<td>$1,506,733</td>
<td>$1,664,739</td>
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<tr>
<td>Total</td>
<td><strong>$59,714,269</strong></td>
<td><strong>$62,759,181</strong></td>
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SHANNON JACKSON

Shannon Jackson, 35, of Culpeper is a Special Olympics athlete who successfully made the transition from working at the Opal Business Services Center to competitive employment in the community. A Didlake consumer for 15 years, Shannon administered the items found inside the vending machine at car washes, such as filling plastic bottles with scented air fresheners and packaging quick-dry towels.

“Shannon is an exemplary employee and capable of a lot of tasks, said Trepin Tate, program manager at the Opal center in Fauquier County. “Our goal for her was to find a valued position out in the community.”

Shannon also competes in the Special Olympics in basketball and bocce ball. Last year, she won gold medals in bocce ball in the Virginia Special Olympics and the national competition in Nebraska. She also was selected as an alternate for the world Special Olympics games in Greece.

Lisa Malone, an employment specialist, and the Culpeper Department of Rehabilitation knew that Shannon was an excellent candidate for a community job and found a part-time position for her at the Culpeper Health and Rehabilitation Center. The job required her to use public transportation and, with support from Malone and her family, Shannon was able to master riding the bus.

“I cleaned up people’s rooms and folded clothes in the laundry room,” Shannon said. “My favorite part was working in laundry and folding clothes. A lot of people were happy to see me when I went into their rooms. They like having me on the shift because I work hard.”

Shannon worked about three days a week and became a valued worker because she could fill shifts as needed. She also continued working at the Opal center. Unfortunately, an injury forced Shannon to give up the job at the health and rehabilitation center.

Shannon recovered and returned to the Opal center to resume her work. In addition to her regular duties, Shannon is the center’s party planner and assists in the setup of outing experiences for Didlake’s consumers.
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703.369.7141 | Fax

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**Opal**
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Bealeton, VA 22712
540.904.4207

**Roanoke**
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Roanoke, VA 24018
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**Virginia Beach**
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Virginia Beach, VA 23452
757.493.8000

**Woodbridge**
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Woodbridge, VA 22191
703.494.0613

**WASHINGTON, D.C. METRO-AREA CONTRACT LOCATIONS**

- Baltimore Washington International Airport
- National Institute of Science and Technology
- U.S. Department of Defense
- U.S. Department of Energy
- U.S. Department of Health and Human Services
- U.S. Department of Housing and Urban Development
- U.S. Department of Justice
- U.S. Department of State
- U.S. Department of the Treasury
- U.S. General Services Administration

**LEGEND:**
- Administrative Office
- Business Service Center
- Community Inclusion Program
- Supported Employment Services Program
**NICOLE FINI**

As patrons attending concerts or plays at the Hylton Performing Arts Center in Manassas make their way to the correct orchestra seats, Nicole Fini greets them with a smile and a program.

Nicole, who uses a wheelchair, has overcome her physical challenges to become a valuable member of the center’s usher staff. The 22-year-old Manassas resident earned her high school diploma and went back to school for another year of job training. Working with Didlake job coach Samantha Williamson, Nicole started ushering at the Hylton Center when it opened in May 2010.

“We absolutely love having Nicole,” said Marit Majeske, her supervisor. “My entire job is customer service. Nicole definitely represents us well. She’s very respectful and very welcoming. She’s a great part of our team, and we love having her here.”

Majeske said Nicole now knows many of the patrons and that she has opened up, becoming more talkative. “She’s a great employee and a welcome addition to our staff,” she said. “I think it’s a good opportunity for her to get into an environment with a lot of different people, large crowds and working with a variety of different patrons, and it’s made her become a lot more outgoing.”

Beth Fini, Nicole’s mother, has noticed how working at the Hylton Center has changed her daughter’s life. “These are her two big activities in her life — riding horses and working at the Hylton Center,” she said. “Nicole has something to talk about with other people, and it’s given her a lot of self-esteem.”

As for Nicole, she enjoys giving out programs and likes the performances. “I like dancing. It’s really nice to work here,” she said.

The partnership between Didlake and the Hylton Performing Arts Center fosters community involvement and provides opportunities for people with disabilities. These opportunities include employment and participation in events, whether seated in the audience or performing on stage. Made possible by a family bequest, the Didlake Grand Foyer is the large, welcoming expanse inside the front doors of the center, and a space dedicated to community gathering.
DIDLAKE IS APPROVED BY:
United States Department of Labor Wage and Hour Division
The Committee for Purchase from People Who are Blind or Severely Disabled
Virginia Department of Medical Assistance Services
Virginia Department of Behavioral Health and Developmental Services
Virginia Department for Aging and Rehabilitative Services

DIDLAKE HAS STATE AND NATIONAL AFFILIATIONS WITH:
SourceAmerica (formerly NISH)
National Council of Work Centers
Coalition for Human Services
The American Congress of Community Support and Employment Services and Disability Service Providers of America
Virginia Network of Private Providers

DIDLAKE’S REHABILITATION SERVICES ARE ACCREDITED BY:
CARF — Commission on Accreditation of Rehabilitation Facilities

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