

Shaping Destinies



Transformin

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Executive Director

Jeffrie Bruton



A note from John and Jeffrie

The power of transformation is an amazing and energizing force. It can shape a person's future and change a life. We at SRVS firmly believe that every individual we are honored to serve and support comes equipped with the ability to shape their destinies and transform their lives. We are committed to assisting the developmentally challenged with the necessary resources they need to become a vital and instrumental participant at home and in the community.

we do so because of the tenacious spirit, drive and dedication our staff has in caring for our individuals.

Our greatest measures of transformation are exemplified by the milestone achievements made by our individuals such as moving from a home for the medically fragile to a supported living environment, venturing into the community, finding a job, or learning a new skill.

Our agency has undergone program changes as well. This year, SOS Industries moved both its locations into one resulting in a more cost-effective, logistically productive operation. The Employment Concepts (EC) program expanded and diversified its employment services with EC Services to provide contracts for mobile work crews. An Ambassador Program was established through the Day Supports Program which supports the interests of our individuals to formalize a civic group for volunteer and community outreach. And a new Spring Garden was opened which offers a unique stimulating outdoor learning environment for our individuals.

Ever growing and ever changing and forever transforming the lives of those we serve in our community. It would not be possible without the support of our board, staff, United Way of the Mid-South, businesses, donors, community supporters, and funders. Thank you all for your gifts of time, generosity and good will.

John Barzizza
Chairman of the Board

Jeffrie Bruton
Executive Director

OUR HISTORY

SRVS is a non-profit organization and the largest comprehensive service provider in West Tennessee for people with developmental disabilities. It began over 40 years ago in 1962 with a Sheltered Occupational Workshop (SOS) founded by a group of parents who wanted a sheltered work environment where individuals with developmental disabilities could earn a competitive wage, learn valuable job skills, and enhance their self-esteem. In the early 1970's, MARC (the Memphis and Shelby County Association for Retarded Children), opened its first group home for people with mental retardation and a day center for adults called the MARC Adult Activity Center. The merger of both MARC Services and SOS in July of 1983 created SRVS.

Today, SRVS provides a variety of services such as supported living and group homes, family support services, an adult activity day center, job training and placement, a workshop that employs individuals, and special programs for those with severe physical and mental disabilities.

FUNDING SOURCES

Tennessee Department of Mental Health and Mental Retardation
Tennessee Department of Human Services
(Division of Rehabilitation Services)
U.S. Department of Housing and Urban Development
Federal Government (ICF/MR, Medicaid)
City of Memphis
Shelby County Government
United Way of the Mid-South
Title V Program Support from Senior Services, Inc.
Private Pay by Individuals
Sales from SOS Industries
Private Contributions

The Mission

SRVS is committed to providing excellence in providing services and opportunities to individuals with developmental disabilities.

The Vision

Our vision is to provide a life that supports the growth, happiness, and opportunities of individuals with developmental disabilities.

The Guiding Principles

We Focus On

Individuals

Dignity

Respect

Full Participation
Community

Strong Families

Health and

PROGRAMS AND SERVICES

DAY PROGRAMS

Community Day Supports

The program supports the interests of individuals to integrate into the community through various leisure outings, recreational activities, job exploration, and volunteer work, accompanied by staff. It endeavors to promote normalization and make individuals feel part of society.

Employment Concepts (EC)

Through funding from the Tennessee Department of Human Services, Division of Rehabilitation Services, EC provides individualized vocational evaluation, training and job placement services in the community for over 75 individuals. They also solicit contracts for support crews which currently employ 19 individuals. Trained employment specialists and job coaches assess the work strengths of each individual in order to make a quality placement for a community job.

Kramer Activity Day Center (KAC)

The Kramer Center offers weekday programs for more than 70 adults. The classroom environment focuses on teaching self-care skills and pre-vocational training for our individuals.

SOS Industries

Our workshop program provides a safe working environment for more than 190 individuals. Individuals benefit from vocational training, cultivating a strong work ethic, and learning relevant skills for those who desire to work and integrate into competitive community. Many companies in the Memphis and Shelby County area contract for packaging and assembly type services such as labeling kits for FedEx, packaging syrups for Smuckers, and labeling paint cans for Sherwin Williams.

RESIDENTIAL PROGRAM

There are over 80 residential living locations for adults and children providing various levels of independent living situations.

Community Living I, II, III and IV

These sites provide supported living for adults with developmental disabilities and other mental illnesses. Two choices are available: a group home setting with four to ten individuals or a supported living home with one to three individuals. Each site receives 24-hour care from a Direct Support Professional (DSP). CL IV recently added a Personal Assistance Program, formerly known as the Homemaker Services, which gives in-home support for self-help routines such as bathing, dressing, feeding, and grooming through the services of a personal assistant.



Thordis

Transformed by staying in t

Now that she is back with SRVS, Thordis is more comfortable communicating to the outside world. Thordis was born deaf and has limited vision. As a hearing and speech impaired individual, her inability to communicate with those around her often left her frustrated, acting out, and classified as having many behavioral problems.

Just imagine living in a silent world where no one can understand what you are trying to say! SRVS gave Thordis the opportunity to partner with a Direct Support Professional (DSP) who could speak her own language, American Sign Language

Early on in her life, Thordis was sent to the Helen Keller School and then initially to SRVS where she became among the first to benefit from the state supported option to transition from a residential home to a supported living environment. Later, after several interim years of attempting to function with only the direct care of her family, Thordis returned to the SRVS Community Living program, where she has since been given a structured yet self-chosen lifestyle through specialized assistance. This program allows individuals the opportunity to live independently in their residences either by themselves or with one to two other people.

Today, in her mid-thirties, the key player in rehabilitating Thordis has been the connection she has made with Nikki, her friend. "I like Nikki because we can talk together," signs Thordis. Nikki is also hearing impaired but can vocalize. Recently named Employee of the Month, Nikki is someone who Thordis can relate to and emulate. Since the two met almost three years ago, they have been inseparable, and according to the parents of Thordis, "Thordis has been doing extremely well, both physically and emotionally." Thanks to Nikki's health watch and consistent interaction, many of Thordis' behavioral problems have dissipated and her diabetes has been kept in check.

Although Nikki considers herself a lucky caretaker, the two have become good friends. Their special relationship has made Thordis more self-reliant and eager to socialize with the "outside world." Together they participate in silent dinners with deaf people, go bowling, shopping and attend church with deaf members whose pastor is a deaf minister. Just recently, Thordis began working at a Papa John's Pizza restaurant.

Despite her limited vision and speech impairment, Thordis is no longer afraid to communicate with the rest of the world. She speaks passionately about her interests and desire to return to school. All who know and love Thordis will tell you she has become a new and happier person!



Photos (L-R): Nikki and Thordis

PROGRAMS AND SERVICES CONTINUED

Community Living ICF

These comprehensive care homes are primarily for youth and young adults requiring 24-hour nursing and on-site therapy physical and mental disabilities, in addition to supported case management and community participation.

FAMILY SUPPORT

The program provides support to more than 375 children and adults with developmental and physical disabilities and their families who may not otherwise meet their needs from other agencies and organizations. Assistance can be in the form of respite care, after school care, specialized equipment and supplies, education and home modification.

SERVICE COORDINATION

Service Coordinators assist individuals by accessing the necessary services and supports they need to design their own future. The program is responsible for charting and monitoring an Individual Support Plan (ISP) for each individual. For those who receive services, the coordination of medical care with community providers is also another area of management.

SUPPORT SERVICES

SRVS provides certified and trained support staff and behavior analysts and specialists that work with families to affect behavior changes in individuals; a nursing service that ensures all individuals are receiving the necessary health benefits to maintain quality of life; and a medication administration department that oversees medication orders and provides consultation.



Adrian

Changed by new technology

Stricken with spastic cerebral palsy since he was born, the diagnosis that would allow Adrian to continue a meaningful life was dire. At birth, Adrian stopped breathing several times before being revived. His body has constant, involuntary movements known as Choreoathetosis. Failing to develop normally, and compounded by his disability, Adrian was once considered profoundly retarded. A major setback for Adrian came at the age of six when his mother, a custodian at Memphis City Schools, died of a massive heart attack. Six months later, his father, a roofer, passed away. Despite the loving care from his mother, the demands of physically bathing, feeding and diapering became a daily challenge for her. (Photo: Adrian)

By the age of 13, Adrian's family decided to place him with SRVS and since then, he has progressed into a functioning and independent individual capable of communicating and delivering messages to anyone willing to listen.

Instrumental to Adrian's recovery was connecting him with a communication device which is mounted to his wheelchair. The controlling device is located behind his head inside a head rest. In order for the computer to talk for him and print out messages, Adrian must position his head at various angles to tap his head piece which lights up a keyboard of picture symbols to create sentences.

Imagine tapping into a communication device for every single word you wish to utter. Most people would give up such a challenge or grow tired of working with someone who must use this equipment to communicate. Not Adrian, and not his direct support staff and various therapists at SRVS.

Together they have accomplished what others thought would be impossible. Now 25 years old, Adrian recently made the move from living in an Intermediate Care Facility (ICF) for the chronically and medically fragile, to Hannah Home, a Community Living Center arrangement that provides around the clock support for independent living. His move to Supported Living from ICF is the result of SRVS in several years. His Direct Support Professional, Gary, has been with Adrian since his days at the Whitney Group Home. "He's my friend and I don't treat him any different than anyone else! He can understand more than people give him credit for," boasts Gary.

"I am able to use my Pathfinder (equipment) to communicate and use in word documents and access the internet," taps Adrian, "and I love to work on my computer and plan to return to school to take computer classes." In fact, Adrian has become a confident speaker that he has recited stories and songs to kids at day care centers, taught classes at SRVS about meal time and accessibility challenges, was an advocate board member of Community Services Network, and was accepted as a traveling ambassador for the Prentke Romich Company, makers of the Pathfinder. As a company representative, Adrian will be paid per diem and he plans to be fully employed. His life experience can help educate and inform the public about opportunities for the developmentally disabled.

Adrian's aunt is very excited about his progress, "I'm just happy he is so happy, and I don't have to worry like before." She believes he would never read, let alone make presentations in front of crowds. Although fully dependent on staff and therapy care, Adrian's new supported living environment has given him more freedom to determine his lifestyle. He now shares a room with one roommate, plans his menu and outings on his computer, uses email, attends concerts and Friday night dances at the Center, and loves to visit with friends and family.

As his DSP Gary will testify, "Adrian wants to be one of the group. The only thing that slows him down is his handicap. He's unstoppable!"



Photo (L-R): Prentke Romich Co. Representative, Adrian, and his SRVS Site Manager, conducting a presentation.

SERVICE HIGHLIGHTS

Agency Honors

Executive Director Jeffrie Bruton received the 2004 Executive of the Year award from Tennessee Community Organization Board member Harvey Middleton received the 2004 Volunteer of the Year award from TNCO. Staffer Jackie Joiner received the 2004 Direct Support Professional of the Year award from TNCO. Staffer Felecia Robinson received the 2004 Professional of the Year award from Mid-South ARC. Staffer Lee Westbrook received Honorable Mention for the prestigious, nationwide 2005 Irwin Siegal Direct Support Staff award, and won Mid-South ARC's 2005 Humanitarian of the Year Award.

Kramer Activity Center

Awarded a grant from the City of Memphis to purchase equipment and materials for individuals to provide stimulating multiple activities based on their needs assessments and interests. This included cross-training of staff and restructuring classroom to accommodate learning. The wide range of therapy and instruction has benefited and motivated SRVS individuals.

Organized its first Open House, "Greet and Meet," allowing individuals and their families to get acquainted with Direct Support Professionals.

Community Living

Worthy of note is the exceptional standard set by all the staff and residential directors of SRVS Community Living homes (Community Living (CL) I, II, III, IV and Intermediate Care Facility (ICF). They have all made the grade from Dr. Nancy K. Federal Court Monitor's "Quality Tier" list for the third consecutive year. This is a significant accomplishment for the agency since the distinction is highly competitive. The ICF/MR program was the only program of its kind to accomplish this in the Region of Tennessee.

Opened the Hannah home, a Supported Living site for two CL/ICF individuals, one who had been waiting nearly five years out of an ICF home into the community. The home took six months to open after it was located and approved for transition effort from all agency staff.

The program also received State funding for a new Personal Assistance Services, replacing the Homemaker program. It provides administrative support as well as assistance to many needy families. Already benefitting from the program are Hurricane evacuees whose families have special needs members.



SERVICE HIGHLIGHTS CONTINUED

Graduated one of the largest classes from the Southwest Tennessee Community College Home Managers certificate program.

Facilitated the progress of six individuals from group homes into supported living homes and relocated individuals from two into better accommodations. With staff support, an individual was able to visit WLOK radio station and record a CD at the station in Memphis! Another individual began his own pecan business by picking up pecans in his yard and selling them. Staff at Hancock and Martindale Homes also worked together to raise enough money from bake sales, car washes, and donations to help individuals to see relatives out of state, take a vacation, and visit Six Flags Over St. Louis.

Held the first annual Fun, Food, and Fellowship appreciation celebration for the parents, guardians and conservators of all individuals for CL III.

SOS Industries

Program helped five new individuals find employment at the workshop.

SOS Merger – The Jackson Avenue workshop merged with the Knight Arnold workshop to form one SOS Industries. The merger resulted in greater logistical flexibility for contracts; the ability to add production capacity; opportunities for socialization and support between individuals; and an increase in “oneness” as a work facility among staff and individuals.

SOS Celebration – A customer appreciation celebration recognized SRVS' largest volume contract, ExcelleRx; newest customer, longest-running enclave, Cadna Automotive; newest enclave, Business Products, Inc.; and longest-running contracts, Bell and Federal Express.

Employment Concepts

Focused on broadening the employment options and opportunities for individuals by obtaining eight janitorial contracts through the Tennessee State Use program. Around 19 crew persons involving both day and night services are employed to perform tasks at eight state locations. Contracted with a uniform service to provide uniforms for the janitorial crew and SRVS SETS janitorial staff. SRVS individuals would be professionally dressed.



SERVICE HIGHLIGHTS CONTINUED

Family Support

Continues to serve 360 individuals in Shelby and Fayette Counties with a waiting list of over 1,100 people.

Behavior Supports Department

The department presented research findings at the National Conferences of the Association for Behavior Analysis (ABA) and Tennessee Association for Behavior Analysis (TBA). Their papers were well received, and SRVS has plans to copyright a few of them.

Continues to place Bachelor level social work interns from area universities for CL-ICF. Since 2004, four students have received their certification and one student from the University of Memphis is in training for the Master Level Rehabilitation Program.

The Health and Socialization Group expanded into two groups that meet twice a month to discuss hygiene and social relationships at home and in the workplace. Developed in conjunction with the University of Tennessee Boling Center for Developmental Disabilities.

Community Based Day Program

Created a new volunteer program for individuals called the SRVS Ambassadors Club of Shelby County. The volunteer group recruits and supports individuals already volunteering in the community and will be organized and lead by individuals with the support of SRVS Professionals.

Public Relations and Development

Received several grants to include: \$5,923 from Duration Club for EC, \$5,000 from Madonna Circle for Sensory Garden, BlueCross BlueShield (BCBS) of Tennessee for several programs, \$21,760 from City of Memphis Human Services for Sensory Garden Project, and 45 vouchers from the City of Memphis Tenant Based Rental Assistance Grant.

Increased fundraising and public awareness: SRVS Annual Campaign raised \$50,439, and the 2004 Spirit of SRVS fundraiser raised \$60,000; Sea Isle Elementary held a Sock Hop and helped with the Christmas Angels Program; and the SOS Celebration at BCBS of TN, United Way of the Mid-South and many SOS businesses.

Spent its third year as part of The Grant Center's Program for Non-Profit Excellence, and began the Healthy SRVS campaign.





Photo (L-R): Napoleon, Sammy, Sahola, Alicia and Louis.

Mobile Work Crews

Shaped by camaraderie

There's no limiting the ability of a person who desires to work. . . wants to work, can work, no matter how significant the disability. The philosophy behind SRVS Employment Concepts (EC), a program designed to match employers with jobs seekers with disabilities. Started as a pilot project with the State of Tennessee Division of Rehabilitation Services, only five agencies were awarded state contracts at the time. SRVS is the only agency working with the developmentally disabled.

EC is more than just a place for supported employment. It offers SRVS individuals career development, job coaching, and the opportunity to earn a competitive wage, and best of all, a quality needs assessment based on the individual's work interests. Some individuals have stayed on the job SRVS found for them for many years, a rarity in today's job market.

Imagine being constantly overlooked and mismatched for a job just because of your developmental disability. Making the right fit for the right person is a trademark of SRVS. And having the opportunity to work in a group with the added benefit of fellowship is a unique hallmark of the Employment Concepts program.

This year, the EC program expanded and diversified its business to include enclaves, or mobile work crews. Known as EC Services, the enclaves are typically service oriented and one of the first to develop has been the Janitorial Crew. These individuals work together at business sites and provide cleaning for state use contracts such as Tennessee's Department of Human Services, Labor and Work Force Development, Driver's License Bureau and Safety and Highway Patrol. There are now more than nineteen on staff for the day and night-time janitorial crews.

The crews work around the clock. "It's hard work, but I enjoy it. Basically, it gives me the feeling of being independent and making money and becoming self-supportive," says EC Services employee Alicia.



Photo (L-R): Marvin, Quatt...



Photo (L-R): Angelique, Michael, Anita and Robert.

Gene, who is hearing impaired, finally found a job he loves to do, buffing floors! In fact, most will say they miss each other when they don't have to come to work, and several make plans to eat out together on occasion.

More than just finding a job, but improving the quality of our individuals' lives, has kept the enclaves a successful program. Donna Palmer, Director of EC, will tell you that "the program benchmark is to provide a superior assessment of our individuals' strengths and desires – it's imperative to making good quality placement." Donna, who focuses on the job carving and job coaching, firmly believes that anyone can be employable, "Our job is to work with providers and identify the supports our individuals will need to learn and be successful!"

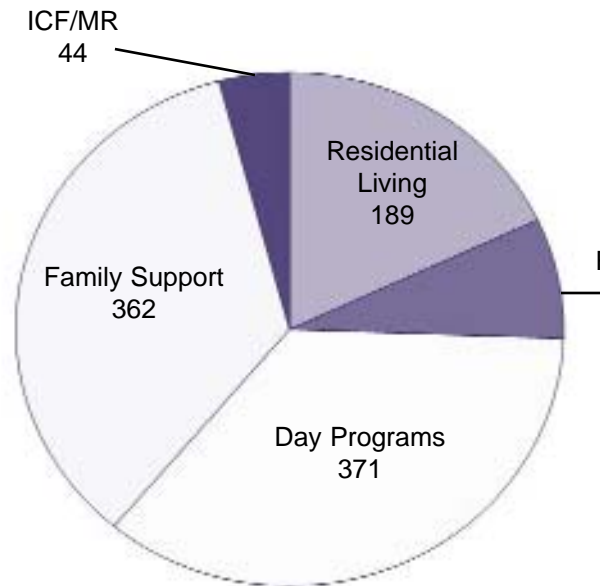
A small percentage of the crews consist of non-disabled employees working side by side with people who are non-disabled employees. This has given SRVS individuals a feeling of truly being integrated into the team. It offers a sense of normalization and socialization.

EC Manager, Graylin, has witnessed this first hand: "The enclaves allow our individuals to create a lot of new friends and build relationships with other people. It makes them feel less isolated, and gives them a sense of belonging in addition to a paycheck. They've become real close friends and look after one another. It's the best form of advertisement we have. When people see our individuals out there working harmoniously. That's a good job."

Sammy is a SRVS individual who works for EC Services. He is very quiet and reserved. Since joining the night crew, he has

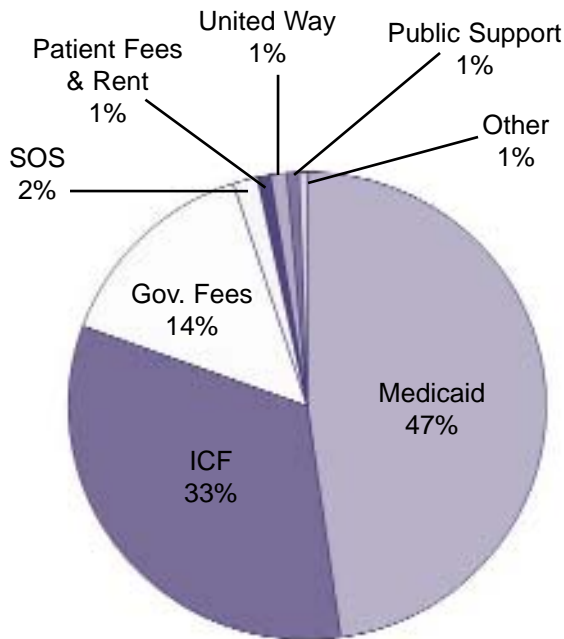
NUMBER OF PEOPLE SERVED BY PROGRAMS

For more than 40 years, SRVS employees have worked together to provide quality services to the developmentally disabled in Memphis and Shelby County. Currently, staff assist more than 900 individuals and preside over 80 home locations, however, more than 1,400 people remain on our waiting list. Despite a staff of 900 and around the clock care, SRVS manages to stay fiscally responsible despite the increase in program costs.



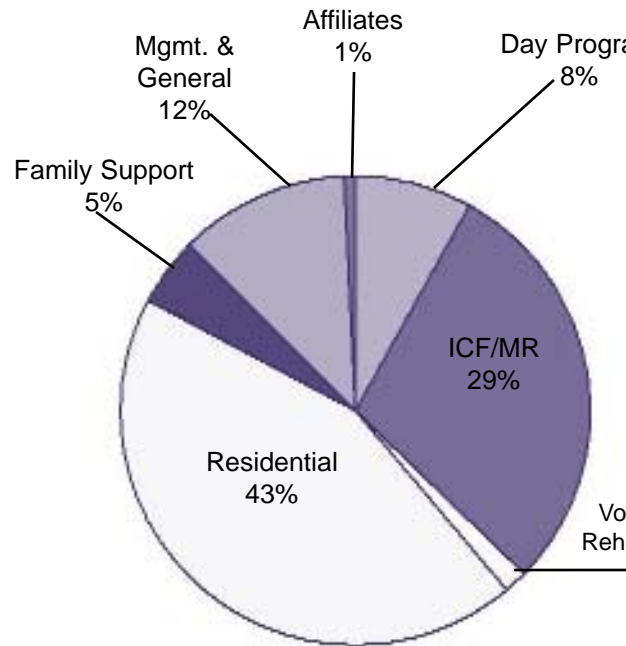
REVENUES BY SOURCE

Medicaid Programs	14,741,424
ICF/MR	10,100,960
Government Fees & Grants	4,419,789
SOS Sales	524,791
Patient Fees & Rent	221,793
United Way	325,520
Public Support	286,780
Other	178,105
Total	\$30,799,162



EXPENSES BY PROGRAM

Day Program	2,411,424
ICF/MR	8,880,960
Vocational Rehabilitation	511,424
Residential	13,300,960
Family Support	1,441,793
Management & General	3,541,520
Affiliates	236,780
Total	\$30,345,217



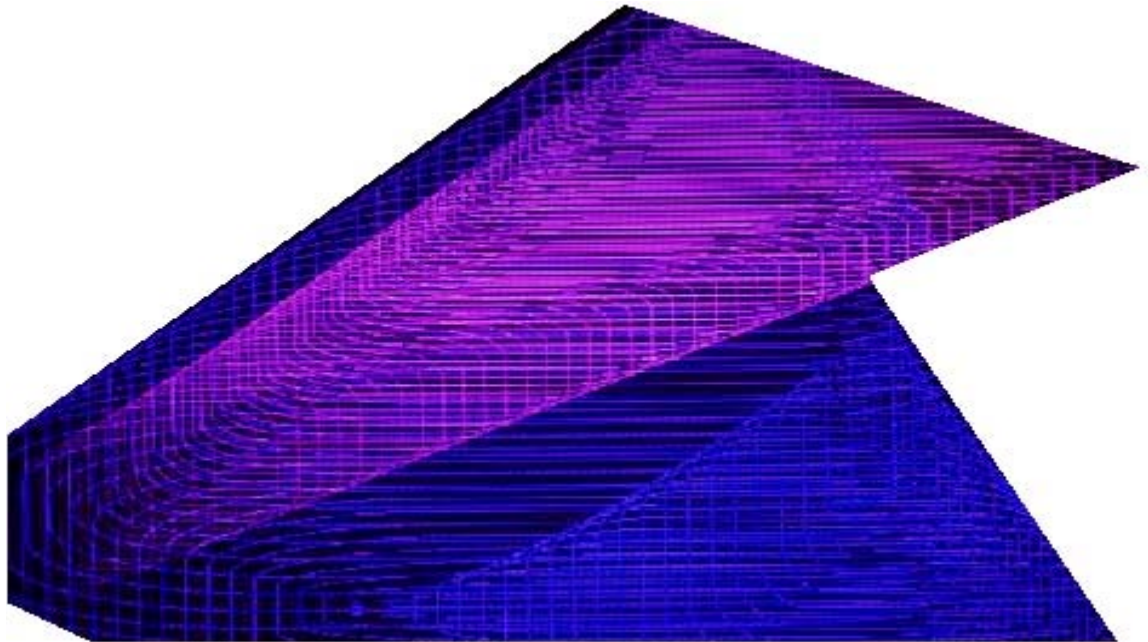
FIVE YEAR SUMMARY

	2001	2002	2003	2004	2005
Total Assets	8,671,899	8,485,564	7,970,590	8,590,825	9,096,434
Revenue	24,288,169	28,014,300	29,226,409	29,430,806	30,799,162
Expenses	24,398,805	28,352,026	29,733,009	29,272,279	30,345,217
Net Income	\$(110,636)	\$(337,726)	\$(506,600)	\$158,527	453,945

FAMILY SURVEY

Each year, a survey is conducted to assess how our individuals' families, guardians, parents and conservators feel about our programs. This year's rating scale changed to reflect a 1-5 scale with 5 reflecting the most positive answer of "Most of the time" to questions regarding the responsiveness of services rendered, and 1 reflecting the most negative response of "Never". Eighty-five respondents completed the survey.

<u>Ratings of Services</u>	<u>1 - Never</u>	<u>2 - Rarely</u>	<u>3 - Sometimes</u>	<u>4 - Most of the time</u>	<u>5 - Always</u>
Overall Services	2%	3%	9%	24%	61%
Residential Services CL 1,2,3	8%	7%	13%	14%	58%
Service Coordination	5%	2%	14%	16%	63%
CL 1,2,3 Medical Nursing	7%	0%	12%	12%	70%
Behavior Services	12%	9%	18%	30%	31%
Homemaker CL4	0%	0%	18%	18%	65%
Residential ICF	4%	2%	9%	11%	74%
Nursing ICF	0%	2%	10%	14%	74%
Therapy ICF	0%	0%	7%	13%	81%
Behavior ICF	3%	3%	12%	28%	55%
SOS Industries	7%	8%	21%	24%	41%
Kramer Activity Center	4%	9%	13%	29%	45%
Community Employment	34%	2%	4%	21%	38%





Donor Recognition

Donations from July 1, 2004 - June 30, 2005

Thank you, donors, for your support and generosity!

Director's Society

(\$10,000+)

BlueCross BlueShield of
Tennessee
City of Memphis
Hilton Memphis
Mounir & Nemat Shazly
Southwestern Distributing
United Way of the Mid-South
WREC News Radio 600

Ambassador

(\$5,000 - \$9,999)

John & Wanda Barzizza
The Duration Club
Guardian Healthcare
Providers
Ralph Horn
Madonna Circle

Champion

(\$1,000 - \$4,999)

Cynthia Alexander*
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Bank of Bartlett
Ben & Janis Benson*
Bill Bradford*
Mickey & Patty Brigance
*Allen & Jeffrie Bruton**
Carey & Nancy Casad

Claude & Octavia Chafin

Conwood Company
Cook & Huddleston

Julia Dean

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Employee Benefit Specialist
FedEx

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Association

Memphis Light, Gas & Water

Robert & Frances Metheny
Marshall & Carol Morris
Nike

Schieffelin & Company

Sea Isle Elementary School
*Beverly Shaw**
Michael Starnes

Wal-mart

Barbara Williamson
Gary & Tami Wilson

Visionary

(\$500 - \$999)

Anonymous
Margaret A. Bland
Gaylon & Elsie Booker
Scott & Jennifer Cockroft*
Coors Brewery
Colonial Counseling
Dudley Crowder*
Kevin & Leah Dunnigan
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Joshua Goldin

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Stacie Wood Larry

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Charitable Trust

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Raleigh Bartlett Civitan Club

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Reynolds, Bone, &
Griesbeck, PLC

Rheumatology and
Dermatology Associates

Linda Rogers

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Underwriters Safety & Claim

Georgia Whitney*

The Kem & Norma Wilson

Family Foundation Fund

Robert E. L. Wilson V

Partner

(\$250 - \$499)

American Tuxedo

Bari

Victoria Bass*

Bhan Thai

Angela Bisceglia

The Memphis B

Thomas & Wight

William & Mary B

Business Link

Telecommun

Capriccio Grill

*Lee Carver**

Central BBQ

Dr. Janet Cherry

Doris Christian*

Click's Billard

Cummins Engine

Aftermarket

Gloria Davis*

Linda Detra*

Dobbs Honda

Mike Dreyfus

Equestria Restau

Jef & Barbara Fe

Tracey Fields*

Functional Indepe

David Gairhan

Maurice & Pat G

Dorothy Gerwin

HealthQuest

John Henderson*

Catherine Hobbs*

Holiday Inn, Univ

Memphis

Independent The

Network

Jacobson Indus

Teshundra Johns

Sheryl Jones

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Master Design Salon
Del & Jo Ann Mercer
Merle Norman Cosmetics
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(\$1 - \$249)

Christine Abston
Bill Albans
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Aisha Atkins*
John & Susan Austin
AutoZone
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Baber
George Bacon*
Tonya Bailey*
Joseph & Jacquelyn Baldrige
Latonya Baldwin*
Barnhill's Buffet Inc.
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Phyllis Boddie*
Boise Office Products
George & Linda Bond
Paul & Doretha Boucher
Stacy Bougard*
Carol Branch*
Jerry & Judi Brey
Betty Brock
January Brooks*
Phil & Sukey Brooks

Betrice Brown
Beverly Brown*
Cassie Brown*
Craig & Diane Brown
Jacqueline Brown*
LaVern Brown
Pamela Brown*
Marques Brownlee-Rainey*
*Sandra Bruce**
Jacqueline Brunt*
Chasity Buckhanon*
John & Beverly Burroughs
Patsy Burke
Jarail Butler*
Persela Butler*
Loretta Cade*
Peter & Elizabeth Calcutt
Andrea Caldwell*
Surflorunia Campbell*
Scott & Molly Carr
Tashia Carbins*
Kimberly Carpenter *
Francis Carter*
Cash & Carry
Kamau Caver*
Janie Charles
Cynthia Chatman*
Veronica Christopher *
Tashunda Clayborne*
Delondria Clear*
Mary Clouse
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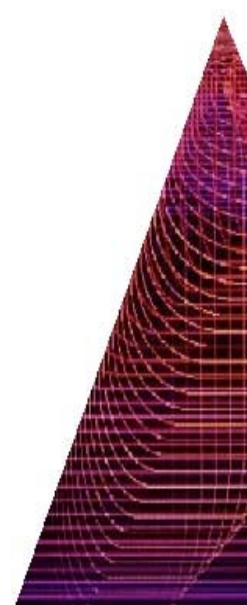
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Kytrinia Deener	Director, Human Resources
Joe Poston	Director, Personnel
Caye Hobbs	Director, Staff Development
Ben Benson	Director, Information and Technology
Melinda Johnson	Director, Public Relations and Development

DAY PROGRAMS

Jennifer Cockroft	Team Leader
Dudley Crowder	Director, SOS Industries
Carol Branch	Director, Kramer Activity Center
Cherry Davis	Director, Community Day Supports
Donna Palmer	Director, Employment Concepts

RESIDENTIAL

Nancy Casad	Team Leader
Cynthia Alexander	Director, Community Living I
Beverly Shaw	Director, Community Living II
Bill Bradford	Director, Community Living III
Felecia Robinson	Director, Community Living IV
Reginald McMillan	Director, Community Living ICF
Evelyn Ellington	Director, Service Coordination
Rosemary Sweeney	Director, Nursing
Ann Cobbs	Director, Medication Administration

LOCATIONS

Headquarters:
Administrative Offices
and Kramer Activity Center
3592 Knight Arnold
Memphis, TN 38118
901.869.7787
www.srvs.org

Administrative Offices
and Employment Concepts
4523 Elvis Presley Blvd.
Memphis, TN 38116
901.276.2520

SOS Industries
3592 Knight Arnold
Memphis, TN 38118
901.869.7787



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