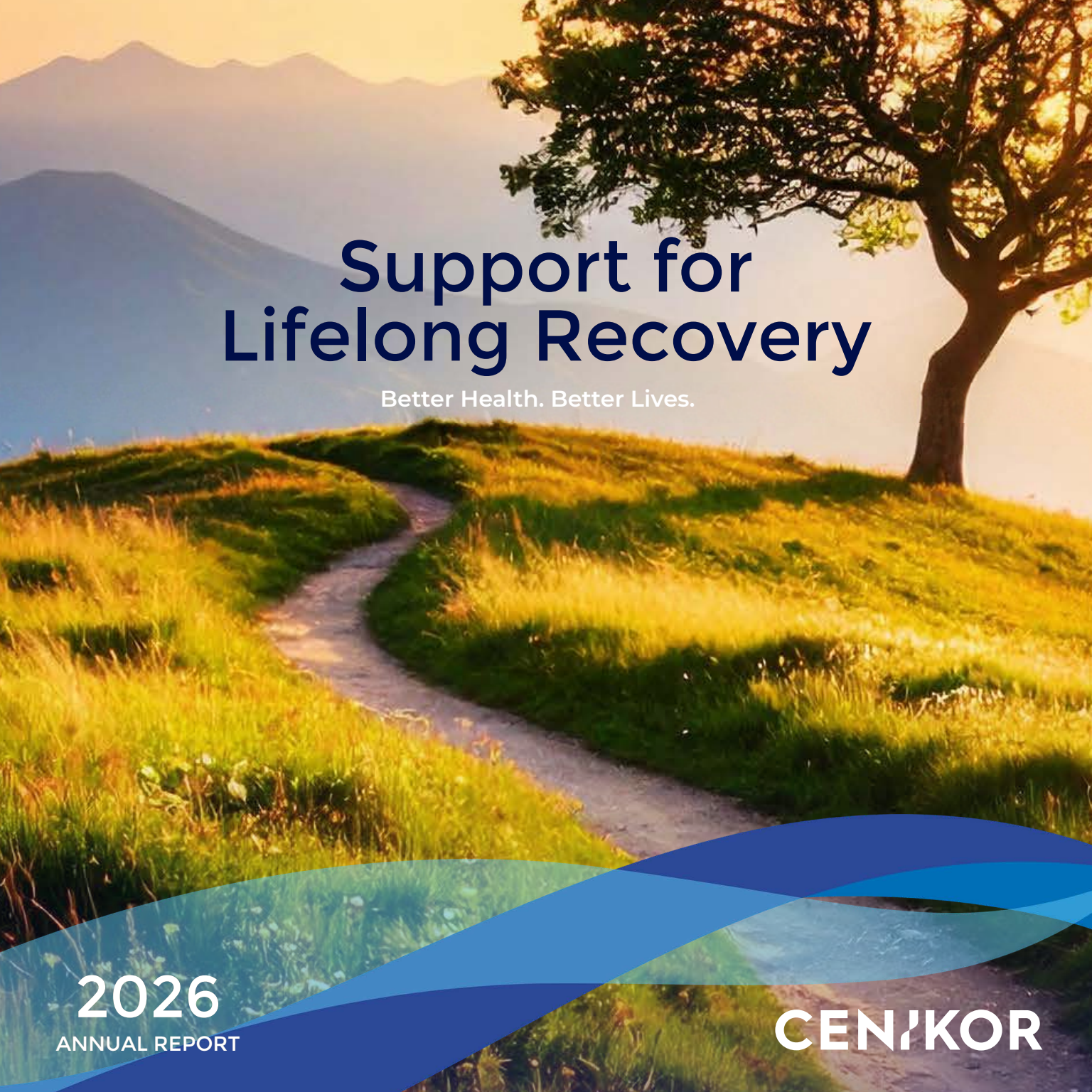


Support for Lifelong Recovery

Better Health. Better Lives.

2026

ANNUAL REPORT

CENTKOR



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MISSION

Behavioral Health for All.

For nearly six decades, Cenikor has walked alongside individuals and families on their lifelong journey of recovery. Our team meets people where they are, removes barriers to care, and delivers evidence-based treatment that changes lives. We believe access to quality behavioral healthcare is not a privilege. It is a right.



Core Values

- ACCOUNTABILITY
- STEWARDSHIP
- RECOVERY
- FAITH

Mission

→ Cenikor is a place for change. We're committed to providing a foundation for better health and better lives.

Vision

→ Cenikor will be a leader in providing quality behavioral health care services in the communities we serve through a continuum of care for both adults and adolescents.

Support for Lifelong Recovery

This past year, Cenikor provided services to 16,294 individuals. Behind that number are lives transformed, families restored, and recovery journeys at every stage. It represents people who made courageous decisions to seek help, often during some of the most challenging moments of their lives. Because of our continuum of care and our commitment to walking alongside each client as a true partner in their recovery, we remain focused not on the aggregate, but on the individual.

That is what "Support for Lifelong Recovery" means. It means meeting people where they are, in the hardest moments of their lives, and guiding them toward something better.

Over the last four years, Cenikor has invested approximately $21 million in facility renovations and new construction. Our newest facility in Corpus Christi, completed this year, stands as one of the most meaningful expressions of that commitment. Fully rehabilitated and purpose-built for substance use disorder services, it features multiple wings designed to support clients based on their individual needs, creating focused environments that give each person the greatest possible opportunity for recovery. It is more than a building. It is a promise kept to this community.

We are also proud to now offer limited primary healthcare services alongside our substance use disorder and mental health programming, rooted in the belief that physical health is inseparable from lasting recovery. By integrating medical, mental health, and substance use disorder services under one continuum, we are better positioned to treat the whole person. We have continued to grow through strategic partnerships with nonprofits who share our mission, and we will keep pursuing these collaborations to ensure communities receive the services they need.

Cenikor is not immune to the financial pressures facing the nonprofit sector today. What distinguishes us is a business model built for resilience, one that balances government-funded services for indigent clients with commercial insurance relationships. This past year, we invested more than $7.16 million of organizational resources to bridge the gap between the true cost of care and HHSC funding, ensuring that the ability to pay never became a barrier to treatment. Our model allows us to honor that commitment while maintaining a strong financial foundation.

The reduction in government funding has only increased the need for organizations like Cenikor that offer a diversified, sustainable approach to care. Staff are choosing Cenikor because they trust in our stability and our future. We will continue to grow, expand access, and invest in innovative approaches that strengthen outcomes for those we serve. This includes the introduction of our Phases of Care framework, designed to provide the right support at the right time and create a clearer pathway through recovery. By helping individuals move from stabilization to growth and long-term wellness, this approach reflects our belief that recovery happens in stages, but support should never end. We will continue to keep a disciplined watch on the economic landscape, guided by our commitment to providing the care, connection, and support for lifelong recovery. The need for our services is not diminishing. If anything, it is growing. And we intend to meet it.



Bill Bailey

President & CEO,
Cenikor Foundation



Executive Leadership

BILL BAILEY
President and CEO

KELLEE WEBB, MBA, SPHR
VP, Chief of Staff

MATT KUHLMAN, CPA
VP, CFO/COO

SARA BUCKLER, MHA
AVP, Marketing & Business Development

DR. TREVOR GEORGE
AVP, Clinical Services

LEADING WITH COMPASSION

Senior Leadership

Recovery requires meaningful partnerships, strong commitments, and a balance of meeting people where they are. Our senior leadership collaborates with community organizations, healthcare providers, elected officials, and funding partners to strengthen our organization and build relationships that make recovery possible.

Throughout the year, our senior leaders navigate complex challenges and identify new opportunities for our clients and the Foundation. Their focus is on removing barriers, expanding access to care, and providing the support and services our clients have come to expect from Cenikor.

Board of Directors

John Marmaduke
Chairman of the Board

Pete Guilfoile
Secretary

Willie Mount
Treasurer

Abel Reyna

Alonzo Harris

Bill Bailey

Bentley Sanford

Chris Nicosia

Dr. Gail Vozzella

Joy Schmitz, Ph.D.

Larry Hobbs

Dr. Kelty Baker

Mike Viator

Richard Fountain

Sandra Klein



Governance & Growth: Strengthening the Mission

Cenikor's continuum of care offers eight different levels of treatment, each customized to the client's situation, and this flexibility is at the heart of what makes the nonprofit model so vital right now.

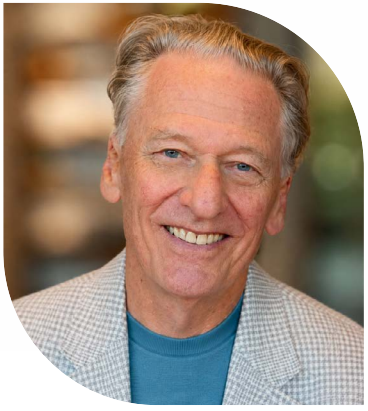
"Our priorities for the past few years are strengthening management," John says. "This is critical for clinical competency and expanding our mission. We've determined that we have some great leadership on board and we'll continue to attract leadership from other industries, and you need a mix of both. Our model is unique to the recovery realm, not only in the way that it efficiently delivers service, but that service is so effective. We get real results with our integrated, whole-person care experience and approach."

Looking ahead, expansion is squarely in focus. "One of the priorities we can talk about is Cenikor expanding its geographical reach beyond our borders. We don't want another facility in Texas right now; we want to have another in another state. We want to expand our footprint. We have upgraded the majority of our facilities in the last four years so that we can better offer quality care."

John Marmaduke

Chairman of the Board, Cenikor Foundation

"What gives me the most confidence, beyond Cenikor's superior model and management, is their ability to adapt and change to different environments. We have a clear vision for growth and innovation."





PURPOSE IN ACTION

Making Every Action Count

Hope is not passive. At Cenikor, hope is a phone call answered at 2 a.m. It is a detox bed available when someone is finally ready. It is a counselor who has lived the same story and refuses to let a client give up. It is a recovery support specialist who shows up not just at transition, but a year later, still checking in.

This is what "Support for Lifelong Recovery" looks like in practice. Every day, across multiple locations and growing in Texas and New Mexico, our teams are doing the hard, necessary, and life-changing work of meeting people where they are with no shame, no barriers, and no exceptions.

Access to care is not just about geography. It is about affordability, trust, timing, and the knowledge that help is available no matter what you look like, where you come from, or how many times you have tried before. Cenikor accepts everyone. We work with every major insurance provider. We offer grant-funded and state-supported options. And we never turn someone away simply because they cannot pay.

Recovery is a lifelong journey. Our continuum of care, from prevention through aftercare, is designed to support clients at every phase of their journey. Recovery support specialists and alumni communities provide peer support because hope requires a lifetime of action and connection, and we are committed to providing both.

Client Impact & Success Stories

"The cycle ends with me."

Before coming to Cenikor, his life revolved around drinking, late nights, and a cycle he couldn't break. He was on the verge of losing everything: his job, his stability, and his relationship with his kids. He grew up surrounded by alcoholism. Both of his parents struggled with drinking, and for a long time he feared he would carry that same cycle into the next generation.

During treatment at Cenikor's Farmington facility, he learned to finally prioritize himself and his recovery. "Cenikor gave me the tools, support, and resources I needed to build a sober life and realize there is so much more to life than alcohol and temporary escapes." Today he is sober, spending quality time with his kids, enjoying sports, and truly living again. His mantra is simple: the cycle ends with me.

- **Tio J.**

"It felt like a family."

He went into Odyssey House not knowing what to expect. What he found was something he hadn't anticipated: real conversations, daily growth, and people who genuinely cared.

"Every day brought laughs, growth, real conversations, and moments that changed my mindset for the better. The recovery support specialist and everyone involved truly cared and made it feel more than just a program. It felt like a family." He left with memories, lessons, and people he will never forget, and says will always stay connected to Odyssey House.

- **Aaron S.**

"Recovery gave me a chance to rebuild a life I actually want to live."

Before treatment, life felt chaotic and exhausting. He was stuck in unhealthy patterns, avoiding problems instead of facing them, and feeling disconnected from who he really was. Treatment helped him slow down and look at himself honestly. He learned healthier coping skills, how to communicate, and how to recognize the triggers holding him back. He also began a deeper journey: reconnecting with his cultural identity as Dine (Navajo) and discovering the Wellbriety program, a recovery path rooted in Indigenous healing traditions.

Today his life is more stable, clear, and meaningful. His relationships are healthier, he is more present, and he has goals for his future. He hopes one day to become certified in Wellbriety and carry those teachings to his own people.

- **John L.**

"For the first time, I believed recovery could happen for me."

She was homeless and struggling with addiction, had never tried treatment before, but began to see that recovery was possible for people like her. She came to Cenikor in San Antonio, and her life began to change.

Today she has a safe place to sleep, food, an ID, and a job. Most importantly, she feels hopeful about her future.

- **Stephanie M.**

Phases of Care Framework

At Cenikor, the Phases of Care framework was designed to meet people where they are and provide the right support at the right time in their recovery journey. By creating a clear pathway between Balance to Strengthen to Thrive, we help clients build a stronger foundation for lasting recovery while reducing gaps in care and improving long-term outcomes. Cenikor's Integrated care is a coordinated healthcare approach that combines primary care and mental health services to address an individual's physical, behavioral, and emotional health needs through a unified treatment plan. The model reflects our belief that recovery happens in phases, but support should last a lifetime.



CENIKOR

WELL BEYOND RECOVERY

BALANCE	STRENGTHEN	THRIVE
WITHDRAWAL MANAGEMENT	RESIDENTIAL	RECOVERY HOUSING
RESIDENTIAL	DAY TREATMENT (PHP)	ALUMNI SERVICES
	OUTPATIENT	PREVENTION & YOUTH RECOVERY SUPPORT

INTEGRATED HEALTH CARE | MEDICATION ASSISTED TREATMENT | RECOVERY SUPPORT SERVICES

SUPPORT FOR LIFELONG RECOVERY

WHERE WE ARE

Locations & Growth

AMARILLO, TX
Adult Services
803 South Rusk Street
Amarillo, TX 79106

AUSTIN, TX
Adult Services
2410 West Howard Lane
Austin, TX 78728

CONROE, TX
804 West Dallas Street
Suite 7
Conroe, TX 77301

CORPUS CHRISTI, TX
Adult Services
801 Cantwell Dr
Corpus Christi, TX 78408

DFW METROPLEX, TX
Adult Services
2425 Texas Drive
Irving, TX 75062

FARMINGTON, NM
Adult Services
1313 Mission Avenue
Farmington, NM 87401

HOUSTON, TX
Adult Services
4525 Glenwood Avenue
Deer Park, TX 77536

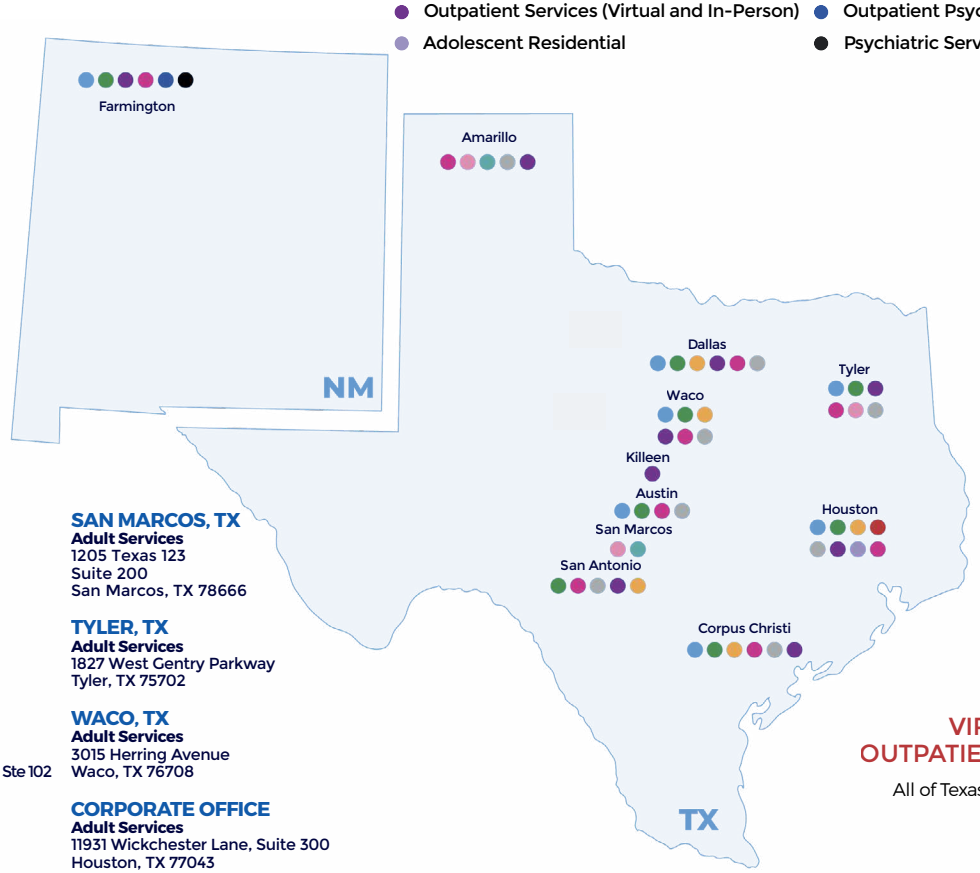
HOUSTON, TX
Odyssey House
Adolescent Services
5629 Grapevine Street
Houston, TX 77085

KILLEEN, TX
Adult Services
4520 East Central Texas Expressway, Ste 102
Killeen, TX 76542

SAN ANTONIO, TX
Adult Services
815 E. Grayson
San Antonio, TX 78208

Programs & Services

- Withdrawal Management
- Adult Residential
- Recovery Housing
- Adolescent Outpatient
- Outpatient Services (Virtual and In-Person)
- Adolescent Residential
- Medication-Assisted Treatment (MAT)
- Prevention (PR)
- Youth Recovery Community
- Recovery Support Services (RSS)
- Outpatient Psychiatric Services
- Psychiatric Services



SAN MARCOS, TX
Adult Services
1205 Texas 123
Suite 200
San Marcos, TX 78666

TYLER, TX
Adult Services
1827 West Gentry Parkway
Tyler, TX 75702

WACO, TX
Adult Services
3015 Herring Avenue
Waco, TX 76708

CORPORATE OFFICE
Adult Services
11931 Wickchester Lane, Suite 300
Houston, TX 77043

VIRTUAL OUTPATIENT SERVICES

All of Texas & New Mexico

Cenikor currently operates across Texas and New Mexico, offering inpatient, outpatient (both virtual and in-person), MAT, prevention and YRC, and recovery support services. From rural communities to major urban centers in Houston, Dallas-Fort Worth, San Antonio, and Austin, our footprint reflects our commitment to reaching people wherever they are.

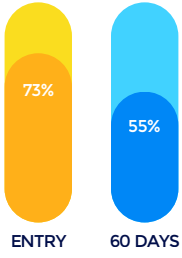
The new Corpus Christi facility marks a significant expansion of our Gulf Coast presence with a dedicated veterans wing, full continuum of care, and a 24/7 admissions model designed to minimize barriers to treatment.

Through virtual care services available across Texas and New Mexico, Cenikor helps individuals access treatment and support for lifelong recovery, regardless of location. To further expand access and flexibility, outpatient services previously provided in person in Cleburne, Decatur, and Stephenville, Texas, are now available through our virtual care program, allowing individuals to receive support from wherever they call home.

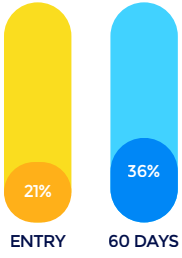
Looking Ahead: Cenikor is actively exploring expansion for improved access to quality care.

Adolescent: Inpatient Residential

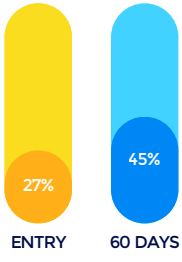
Attending School



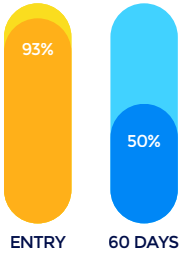
Connected with Support Group in the Last 60 Days



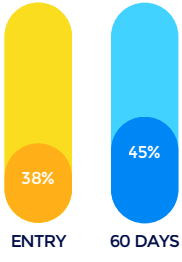
Alcohol and Drug Free in the Last 30 Days



Stable Living Situation



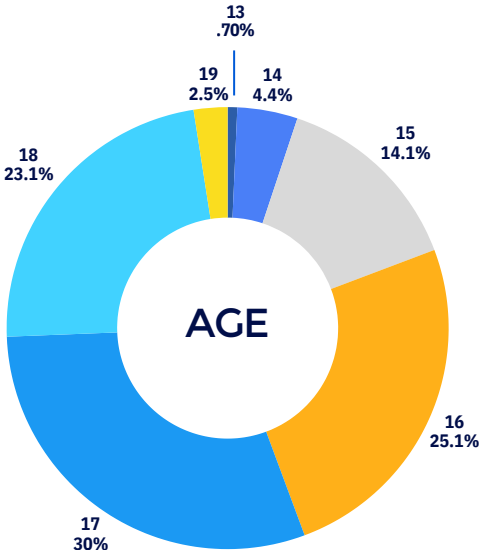
Law Abiding Citizen in the Past Year

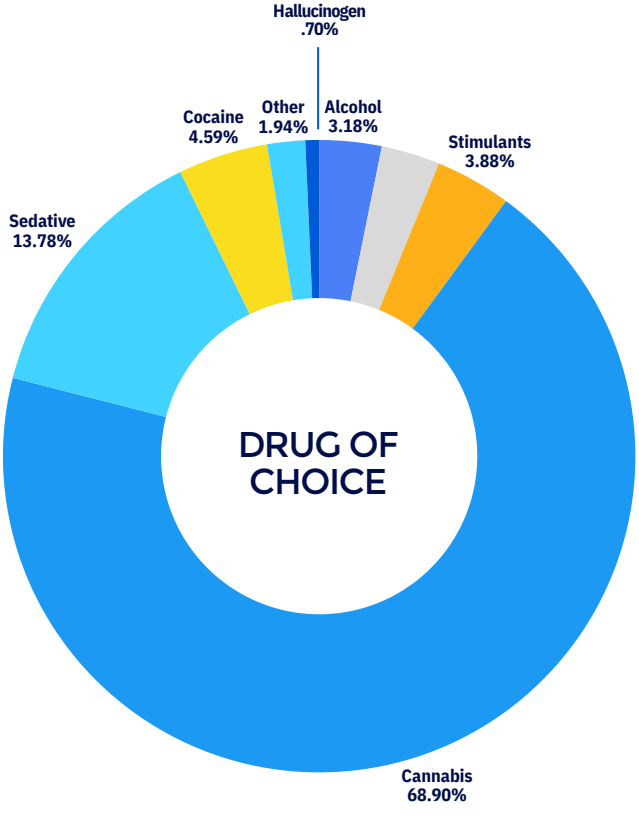


GENDER



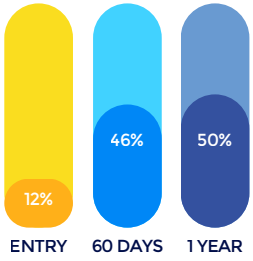
37% Female | 63% Male



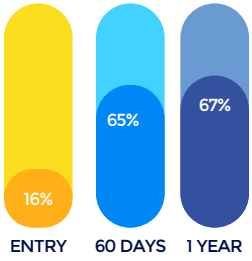


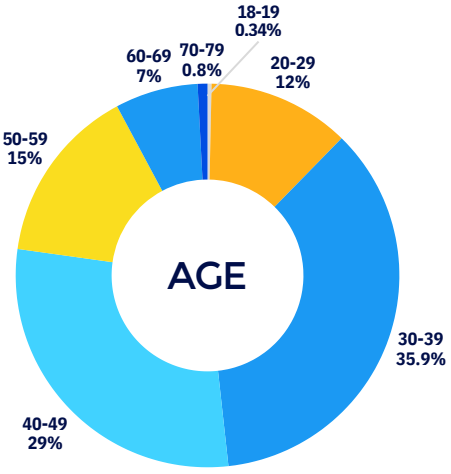
Adult: Detox

Presently Working

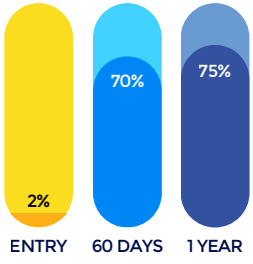


Connected with Support Group in the Last 60 Days

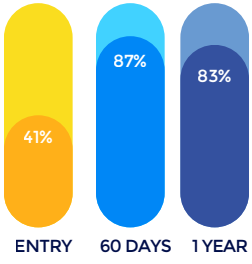


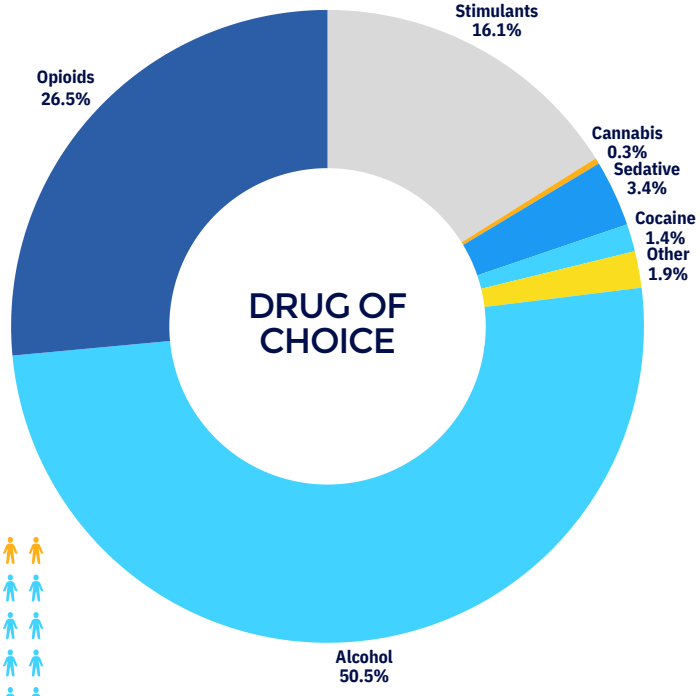


Alcohol and Drug Free in the Last 30 Days

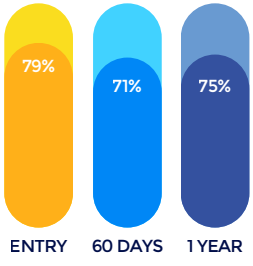


Stable Living Situation





Law Abiding Citizen in the Past Year



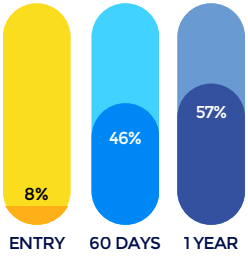
GENDER



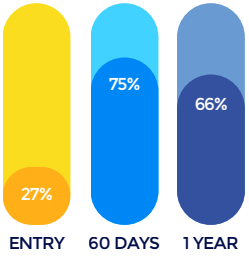
29% Female | **71%** Male

Adult: Inpatient Residential

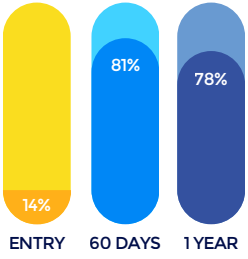
Presently Working



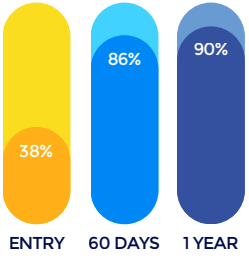
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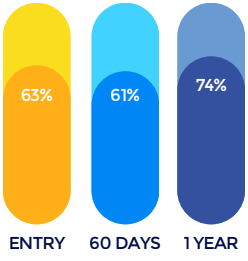
Alcohol and Drug Free in the Last 30 Days



Stable Living Situation



Law Abiding Citizen in the Past Year

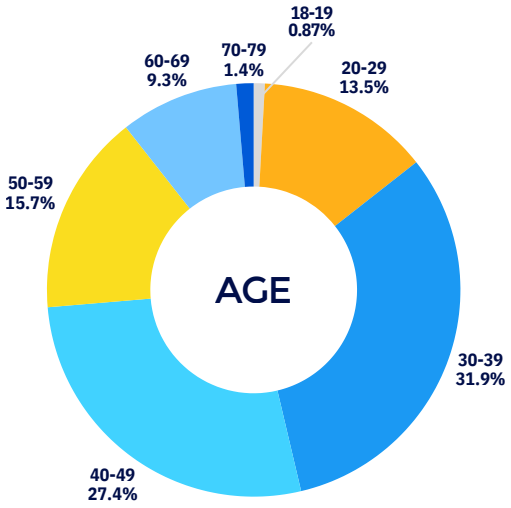


GENDER

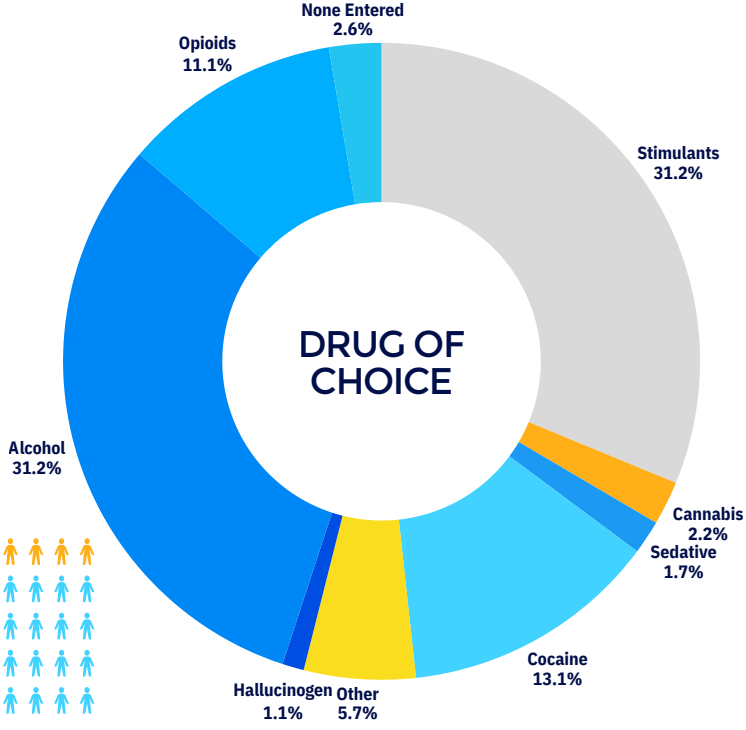


31% Female | 69% Male

AGE

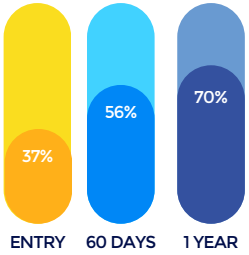


DRUG OF CHOICE

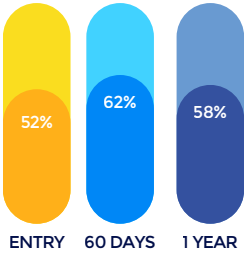


Adult: Outpatient

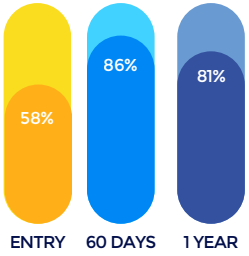
Presently Working



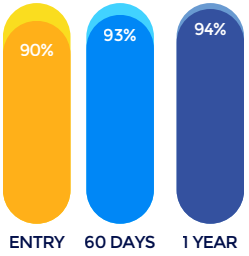
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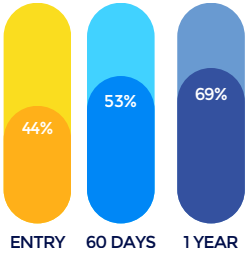
Alcohol and Drug Free in the Last 30 Days



Stable Living Situation



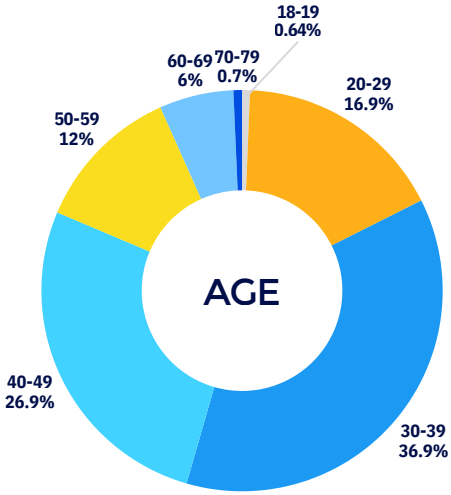
Law Abiding Citizen in the Past Year

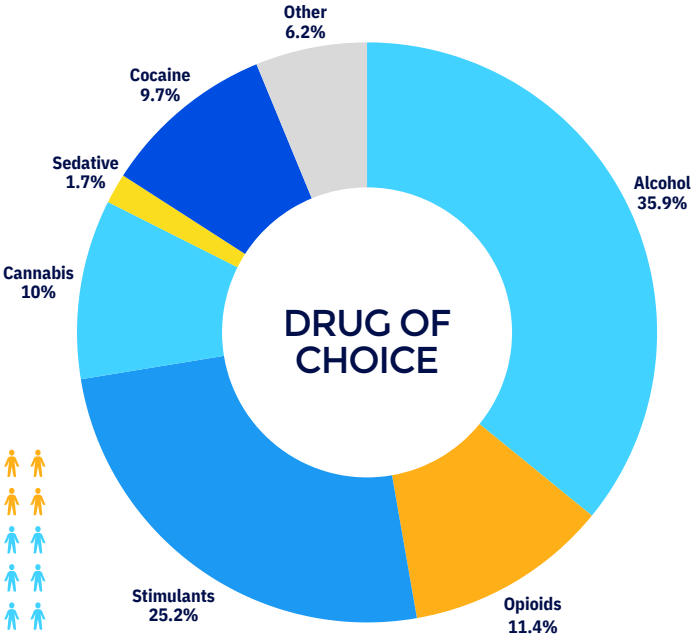


GENDER



41% Female | 59% Male





CLINICAL EXCELLENCE IN ACTION

Dr. Trevor George

AVP, Clinical & Medical Services

At Cenikor, clinical care is built around a simple but powerful truth: people are not diagnoses. They are whole human beings who deserve whole-person care.

"Treating the whole person means recognizing that health is influenced by physical, emotional, social, and practical factors," says Dr. George. "Lasting improvement happens when these areas are addressed together."

The approach is phase-based and organized around where each client is in their recovery journey, not a predetermined timeline. Balance. Strengthen. Thrive.

"Clinical teams meet clients where they are," he explains, "and walk with them as their needs evolve."

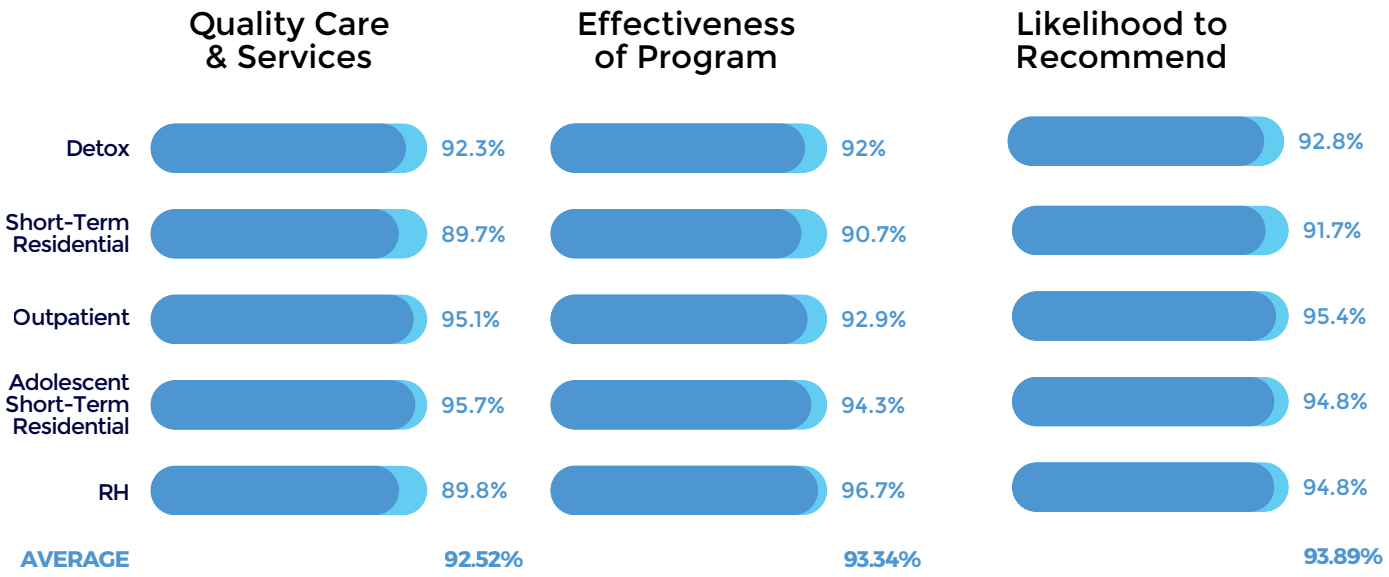
Medication-assisted treatment plays a central role. "MAT keeps people alive, engaged, and stable long enough for recovery to take hold," he says. In early phases it supports safety and stabilization and as clients progress, it provides a protective foundation for growing independence. "When integrated into individualized, phase-based treatment, MAT substantially increases the likelihood of long-term recovery."

"By grounding treatment in phases rather than rigid timelines, clinical teams honor each client's individual experience while still providing structured, evidence-based care."

Dr. Trevor George
AVP, Clinical & Medical Services



Satisfaction Scores



GAD Scoring

Generalized Anxiety Disorder (GAD) is a mental health condition characterized by persistent, excessive worry about everyday situations. Healthcare providers diagnose GAD when these symptoms occur frequently and continue for at least 6 months.

0-4
MINIMAL

5-9
MILD

10-14
MODERATE

15-21
SEVERE

DETOX

9.63% ENTRY

8.2% REVIEW

7.33% DISCHARGE

SHORT-TERM RESIDENTIAL

8.2% ENTRY

6.37% REVIEW

4.35% DISCHARGE

OUTPATIENT

6.10% ENTRY

4.93% REVIEW

2.66% DISCHARGE

Julie McCarty

Regional Director

Outpatient care continues to play a vital role in removing barriers to treatment and meeting individuals where they are, both in their daily lives and along their recovery journey. Through in-person and virtual services available across Texas, Cenikor expands access to care for individuals who may otherwise face geographic, transportation, or scheduling challenges. While the industry benchmark for outpatient client engagement is approximately 85%, Cenikor outpatient programs have consistently exceeded this standard and are well on the way to becoming best in class.

Outpatient services address real-world challenges such as employment obligations, childcare responsibilities, and transportation limitations. Financial accessibility is another critical factor: Cenikor offers a lower-cost alternative while leveraging Medicaid, commercial insurance, and state-funded programs to further reduce financial burden.

Recovery today requires flexibility, and Cenikor's outpatient programs are designed to adapt to evolving client needs. For many individuals, flexibility means the ability to maintain employment, attend school, or care for family members while actively participating in treatment. It also means access to varied therapeutic approaches, including group counseling, individual sessions, and peer support.

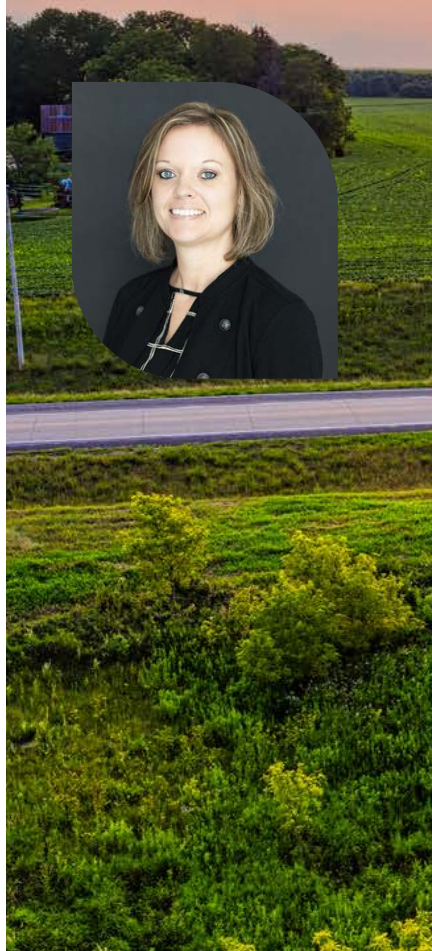
Flexibility also means ensuring care is culturally and linguistically accessible. Through Spanish Supportive Outpatient services, Cenikor meets the needs of Spanish-speaking clients by providing treatment in their preferred language, strengthening therapeutic connection and increasing engagement so that language is never an obstacle to care.

Over the past year, outpatient programs have seen a shift in client complexity: increasingly, individuals present with co-occurring mental health and substance use disorders. In response, Cenikor has expanded services to include women's-only outpatient groups focused on trauma-informed care, creating a safe, supportive environment where women can address both substance use and its underlying causes.

Outpatient treatment supports long-term recovery by allowing clients to apply recovery skills in real time within their everyday environments. Rather than separating individuals from their daily lives, outpatient care integrates treatment into daily routines through both in-person and virtual services available across Texas, building the coping strategies, accountability, and community connection that are essential to sustained recovery.

"By exceeding the industry engagement standard, Cenikor demonstrates how a flexible, client-centered approach leads to stronger connection, retention, and outcomes."

Julie McCarty
Regional Director





PREVENTION FIRST: REACHING THE NEXT GENERATION

Kail Winfrey-Gorzek

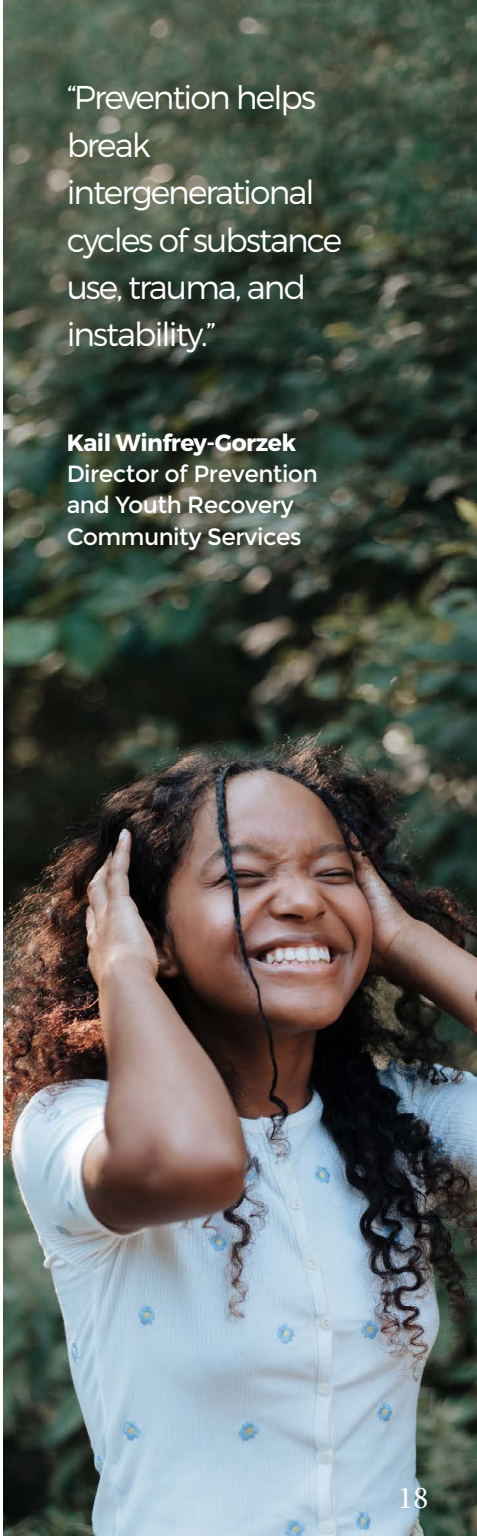
Director of Prevention and Youth Recovery Community Services

Prevention is not a footnote to Cenikor's mission; it is the core of it. "Prevention is foundational because it allows us to address substance use and behavioral health challenges before they escalate into crisis-level needs," says Kail Winfrey-Gorzek. "While treatment is essential, prevention can reduce the number of individuals who may need that level of care."

Cenikor reaches youth through school-based programs serving elementary through high school students, evidence-informed curricula focused on decision-making, coping skills, and emotional regulation, and community partnerships with Independent School Districts (ISDs), colleges, and youth-serving organizations. Formats are interactive and relatable by offering real-life scenarios, peer-informed conversations, and safe spaces where young people can talk openly about mental health and substance use.

The trends Kail's team is tracking are sobering: increased normalization of vaping and cannabis at younger ages, greater exposure to fentanyl through unintentional polysubstance use, and rising GAD (Generalized Anxiety Disorder) and depression linked to social media and isolation. But there is also opportunity. "Youth have a strong desire for honest, non-judgmental conversations," she says, "and greater openness to prevention messaging when it is relevant, respectful, culturally responsive, and practical."

The long-term impact is generational. Prevention builds resilience, improves mental health outcomes, reduces justice system involvement, and strengthens community connection, which are all skills that individuals carry into adulthood and pass on to their own families.





BEYOND TREATMENT: LIFELONG RECOVERY

Charyle Gillie

Aftercare Manager

Transition is not the finish line. For Cenikor's Recovery Coaches and Recovery Support Services team (RSS), supporting clients beyond treatment is where the real work begins. “After treatment, the focus shifts from stabilization to sustainability,” she says. Clients are connected to RSS, alumni programming, and community resources so they are not navigating life after treatment alone.

“Recovery doesn’t stop when treatment ends; that’s when real-life challenges start,” Charyle explains. Recovery support specialists provide ongoing connection, accountability, and peer support from people who understand the process firsthand.

That reduces isolation, builds confidence, and gives clients practical tools to maintain long-term recovery.
Alumni engagement is one of the strongest predictors of long-term success. Through panels, events, and ongoing communication, alumni are reminded they are not alone and that they have a community to return to. “It also
gives them opportunities to give back,” Charyle says, “which strengthens their own recovery.”

And what does success ultimately look like? “Success goes beyond sobriety,” she says. “It looks like stability,
purpose, and connection. Maintaining employment, rebuilding relationships, showing up consistently, or simply
handling life’s challenges in a healthier way. It’s about creating a life that someone wants to stay sober for.”

“Success goes beyond sobriety. It looks like stability, purpose, and connection.”

Charyle Gillie
Aftercare Manager





THE FIRST CALL: WHERE RECOVERY BEGINS

Sherell Morgan

Director of Admissions

For many people, the call to Cenikor is the hardest call they will ever make. Sherell Morgan and the admissions team understand this, and they treat every inquiry accordingly.

"What families need most when they first reach out is to feel welcomed," Sherell says, "and to know that help is accessible and available." The most common concerns are insurance coverage, bed availability, and how quickly care can begin. The Cenikor Admissions team addresses all of them with compassion, specificity, and a commitment to moving quickly.

"We try to make the process feel less overwhelming," she explains. "Being compassionate, informative, and meeting clients where they are, all while walking them through each step." That approach is what makes Cenikor's first interaction feel different. Not a transaction. A lifeline.

"We lead with compassion and urgency. Whether it's by phone, email, chat, or in person, we work hard to make people feel supported from the very first interaction."

Sherell Morgan, LCDCI
Director of Admissions





COMMUNITY IMPACT: BEYOND TREATMENT

Sara Buckler

AVP, Marketing & Business Development

Cenikor's presence in the community extends far beyond the walls of its treatment facilities. Through our dedicated Client Outreach team, we actively engage with schools, hospitals, court systems, shelters, employers, and community organizations to ensure individuals and families can access support, resources, and pathways to recovery.

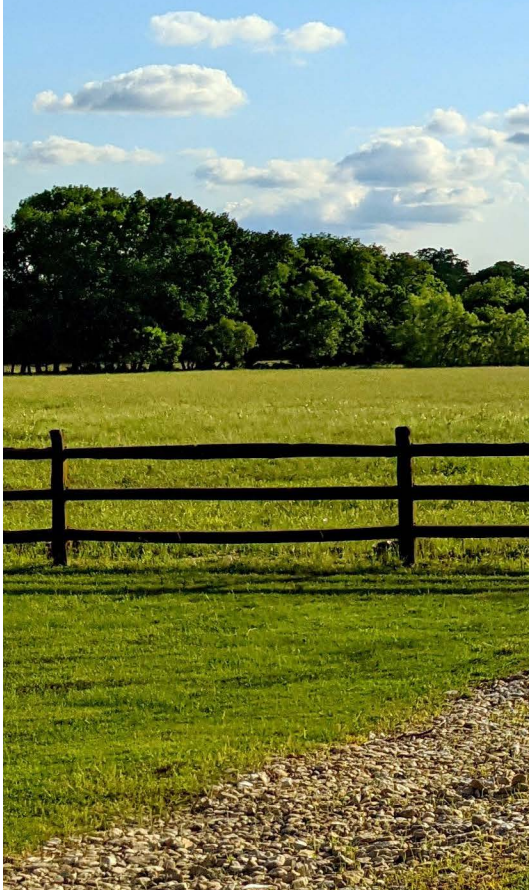
"Cenikor shows up by being present, accessible, and engaged," says Sara Buckler. "Through outreach initiatives, partnerships, alumni involvement, and community collaborations, we work to meet individuals and families where they are and connect them with the support they need."

Throughout the year, outreach efforts strengthened relationships with referral partners, healthcare providers, judicial systems, employers, and community organizations across every region Cenikor serves. Team members regularly participate in educational events, professional training, recovery celebrations, prevention initiatives, and community forums, helping to foster understanding and promote hope.

Alumni engagement and recovery support services play a vital role in extending Cenikor's impact beyond treatment. By maintaining connections with individuals after discharge and encouraging involvement in recovery communities, Cenikor reinforces the message that healing continues well after treatment ends. This commitment is further strengthened through the implementation of our Phases of Care framework, which creates clearer pathways for support at any stage in the recovery journey. As the organization grows, community engagement remains central to its mission and to creating more opportunities for individuals and families to find hope, healing, and lifelong recovery.

"Recovery does not happen in isolation. Community engagement helps reduce stigma, increase awareness, and create meaningful connections that support a lifelong recovery journey."

Sara Buckler, MHA, LCDCI
AVP, Marketing & Business Development





Kim Reaves, MHSA, LCDC
Regional Director

Stronger Together: Building Meaningful Partnerships

For Kim, the impact of collaborative partnerships is ultimately personal. "A strong partnership is grounded in shared values and a belief that recovery is possible," she says. "Partnerships help bridge funding and resource gaps that would otherwise limit treatment." When those gaps close, clients experience something they may never have had before: a network of people and resources fully invested in their success.

"Many clients encounter love, consistency, and community for the first time, often becoming the foundation that changes the trajectory of their lives."



Successful partnerships at Cenikor Waco are built on a shared commitment to helping individuals achieve lasting recovery. Lindsay emphasizes clear communication, mutual accountability, and alignment across the full continuum of care. "Our partners work alongside us to ensure clients are supported at every stage, with a focus on proactive coordination, timely follow-through, and seamless transitions before transition occurs."

Partnerships expand access to care by creating efficient referral pathways and reducing barriers that often delay treatment. Through collaboration with local providers, law enforcement, and community agencies, Cenikor Waco connects clients to the appropriate level of care quickly and ensures they leave with confirmed next steps. These relationships also help address critical needs such as transportation, documentation, and basic resources, making it easier for individuals to enter and remain engaged in treatment.

Cenikor Waco collaborates with a wide range of organizations, including hospitals and behavioral health providers, law enforcement and criminal justice partners, community coalitions, housing programs, workforce development agencies, and local colleges. Together, these relationships address not only clinical needs, but also the social and environmental factors that shape whether recovery holds.

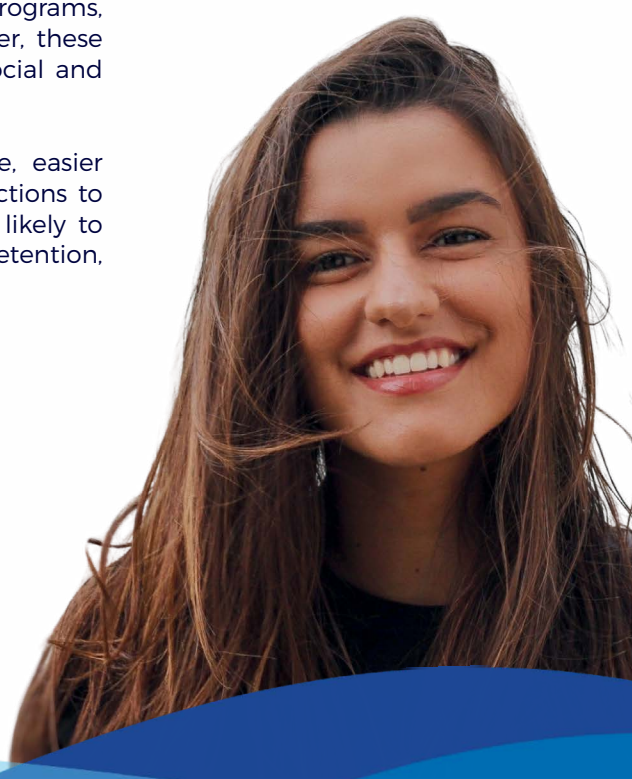
For clients, the difference is tangible: faster access to care, easier transition planning, and a clearer path forward. "With connections to housing, employment, and ongoing services, they are more likely to remain engaged in recovery, resulting in improved retention, completion rates, and long-term stability."

"Strong partnerships ensure clients are supported at every stage, with a focus on proactive coordination, timely follow-through, and seamless transitions before discharge occurs."

Lindsay Smith
Regional Director



Lindsay Smith, LCDC
Regional Director



Our People: Employees & Culture

Cenikor's greatest strength is its people. With over 500 employees, our workforce is as diverse and dedicated as the communities we serve. Many of our staff members are themselves in recovery; they bring lived experience to their work every day and prove to every client who walks through our doors that recovery is real and possible.



"Our culture is rooted in the belief that second chances are not exceptions; they are the rule. We extend that same philosophy to our team.

Cenikor invests in its employees through the LEAD professional development program, license renewal, tuition reimbursement, competitive benefits, and a retirement program that goes beyond what most nonprofits offer, including a 5% employer contribution with no employee contribution required and immediate 100% vesting, plus an additional 5% employer match for participating employees.

This commitment reflects our belief that supporting employees means investing not only in the work they do today, but also in their long-term financial future."

Kellee Webb, MBA, SPHR
VP & Chief of Staff



EMPLOYEE SPOTLIGHTS

People Behind the Mission

What makes Cenikor's culture truly distinct, according to Kellee Webb, is who shows up to do the work. "About 65% of all our team members are in recovery themselves," she says. "They are on the same recovery journey as our clients." That shared experience creates something that cannot be manufactured: a culture rooted in genuine empathy, accountability, and hope.

Employees live out Cenikor's mission through every interaction, not just in clinical settings, but in the hallways, the break rooms, and the difficult conversations. "Whether it's offering encouragement, holding someone accountable with compassion, celebrating progress, or simply being a steady presence on a hard day," Kellee says, "our team members make the mission real through small acts of care and dignity."

Staff with lived experience bring something no credential can replicate. "They can look at someone in one of the hardest seasons of life and say, without judgment or stigma, 'I understand,' and truly mean it," she explains. That connection lowers shame, builds trust, and reminds clients that recovery is not just a concept; it is a reality that people around them are living every day.

And the concept of second chances extends in every direction. "At Cenikor, second chances means we do not define people by their worst day or their hardest chapter," Kellee says. "A second chance is not about lowering standards; it is about holding onto hope while walking alongside someone as they do the hard work of recovery and growth."

That philosophy shows up in how Cenikor invests in its own team. In fiscal year 2025 alone, Cenikor promoted 24 employees, reflecting a culture that actively creates pathways for growth and recognizes the talent already within its walls.



"Our team members make the mission real through small acts of care and dignity."

Kellee Webb, MBA, SPHR
VP & Chief of Staff

EXPANDING ACCESS:
GROWTH THAT MEETS COMMUNITY NEEDS

Crystal Aguilar

Senior Regional Director, Corpus Christi

Crystal Aguilar has guided Cenikor's expansion into the new Corpus Christi facility from vision to reality, and she has felt every step of it personally.

"It represents a new beginning," she says of the Corpus Christi facility. "An environment where clients feel genuinely welcomed and supported. We serve not only the Coastal Bend, but the Rio Grande Valley community."

Among the features she is most proud of: a dedicated veterans wing where those who have served can focus on recovery alongside peers who share similar experiences. "We provide specialized curricula tailored to both combat and non-combat veterans," she says. "Care that is relevant, respectful, and effective."

Crystal's own growth has mirrored the organization's. She has been mentored by executive leadership, represented underserved voices in community conversations, and collaborated with partners across cities to close service gaps. "Cenikor's potential is far-reaching," she says. "This feels like just the beginning."

"This feels like just the beginning."

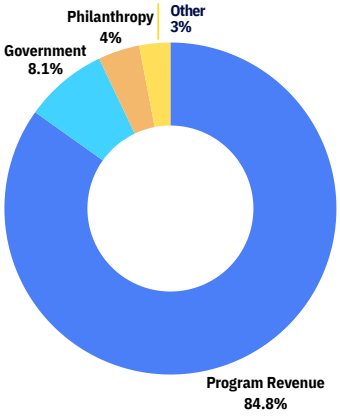
Crystal Aguilar, MS, LCDC
Senior Regional Director



Total Revenue

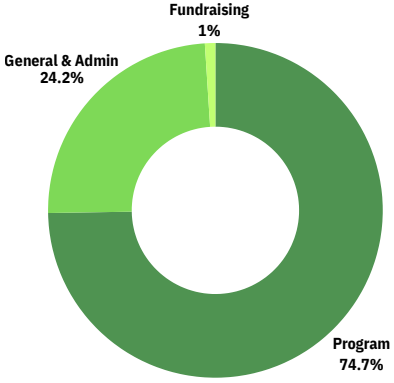
IN THE PAST FISCAL YEAR*

$45M



IN 2026, WE RAISED:

- **$38M** in Program Revenues
- **$1.9M** in Philanthropy
- **$3.7M** in Government Funding
- **$1.5M** in Other Sources



IN 2026, WE INVESTED:

- **$34.8M** to fund Programs
- **$11M** to fund General/Admin
- **$677K** to fund Fundraising

NET ASSETS

Beginning of Year	End of Year
$50.1M	$45.3M ▼
5 Year Revenue Growth: 29%	5 Year Expense Growth: 47%

Sustaining the Mission: Financial Stewardship in Action

Cenikor's financial model is built on a simple philosophy: to serve the most people possible, staying connected as long as possible, at the highest quality possible. That requires both mission-driven care and sound business management, and our team pursues both without apology.

This year, Cenikor continued to navigate the dual pressures facing all nonprofit healthcare providers: rising costs and a complex reimbursement landscape. By expanding our commercial and higher-tier payer relationships, improving operational efficiency, and diversifying our funding matrix, we have maintained a strong financial foundation, even in a challenging environment.

Our funding model includes state contracts, Medicaid, commercial insurance, philanthropic giving, and government grants. This diversification is intentional and strategic. It allows Cenikor to serve clients across all income levels, including those whose care is fully grant- or scholarship-funded, all without compromising quality.



"We focus on both the mission and the business side so we can continue to provide lifesaving services well into the future."

Matt Kuhlman, CPA
VP, COO & CFO



"It is gratifying to know that the money I'm investing has a tangible return in the form of transformed lives."

Mike Viator
Board Member & Donor

WITH GRATITUDE

Mike Viator

Board Member & Donor

For Mike Viator, supporting Cenikor is personal. "It represents community outreach for me more than anything else," he says. "All families are affected by addiction one way or another, and this is a way to relate and to offer support in a meaningful way."

As a board member and donor, Mike sees his investment as both a commitment and a proof point. "It shows that you're committed to the mission and invested in seeing results," he says. "My contributions are applied directly to the work at hand." And the community, he emphasizes, is not just a beneficiary of Cenikor's work; it is the source of it. "It is because of the community that we exist at all."

What moves Mike most is transformation. "It is remarkable to see people magically metamorphosize into someone that no one knew was in there," he says. "I receive as much as I give by seeing people become productive members of society and become all they can be."

Alex Howard,
Former Board
Member & Donor



Alex Howard served on the Board of Directors of Cenikor Foundation for nine years and on the Board of Odyssey House for many years before it became part of Cenikor. In that time, he saw firsthand the impact the organization has on clients, their families, and surrounding communities.

"I am sure that most people know someone whose life has been impacted by addiction," he says. "When you visit a facility and speak with the staff and clients, you understand the detrimental effects of addiction and the importance of eliminating this scourge from society."

As governmental support for addiction services has decreased at both the federal and state level, Alex has watched the need for donor and board engagement grow. "All organizations like Cenikor need the support of the communities served in order to fulfill the mission," he says. "This support is not only financial but also about understanding that the clients will someday be your neighbors. Acceptance by the community is vital in preventing recidivism."

His message to potential supporters is direct: "Those of us fortunate enough to live with financial security have an obligation to help those who have fallen on hard times. A progressive and kind society must support the less fortunate."

Geoff Crabtree,
Former Board
Member & Donor



"Real impact begins with a willingness to act. You just have to take that first step."

For Geoff Crabtree, Cenikor represents one of the most meaningful causes in Texas today. "The mental health crisis, including the escalating challenges of alcohol and substance use disorders, is one of the most urgent public health issues facing Texas," he says. "Yet public-sector resources remain insufficient relative to the scale and urgency of this need."

As a nonprofit provider, Geoff sees Cenikor as a powerful example of its mission in action: consistently expanding access to care regardless of a patient's ability to pay. "When you witness this mission firsthand, through the lives of individuals in recovery and the dedication of Cenikor's staff and leadership, it becomes clear how meaningful this work truly is."

On the role of board members, Geoff is clear: "The careful selection of board members, combined with their strong relationship with Cenikor leadership, is fundamental to the organization's continued success. This partnership fosters innovation in care delivery and consistently supports the achievement of excellent outcomes for those most in need."

His message on giving is inclusive: "Giving is often seen as something reserved for those with financial means. While this may seem logical, it simply isn't true. Whether it's offering a helping hand, sharing leadership and expertise, contributing financially, or advocating for the seriousness of substance use in our communities, every effort matters. Real impact begins with a willingness to act. You just have to take that first step."

Donor Recognition

Cenikor's mission is made possible by the generosity of individuals, families, foundations, and corporate partners who believe that behavioral health is for everyone. Every contribution, of any size, expands access to care for people who need it most.

We are deeply grateful to our community of supporters. Your investment changes lives.

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The Center for Health Care
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The Ellwood Foundation
The Haven, LLC
The Panhandle Gives
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Aileene Nillo
Aimee Jaunal
Aja Moreno
Alejandra Segura
Alesha Turner
Allison McLemore
Alton King
Amanda Corbin
Amanda Dyer
Amber Edwards
Amelia Forman
Amiya Walker
Andrea Rainer
Andrea Taylor
Andrew Jacob Palamidy
Angel Contreras
Angela Cullum
Angela Hayes
Angela Sique
Anica Greathouse
Anita Rutherford
Ann Marie Matush
Anna Ptak
Anna-Leigh Copeland
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April Webber
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Ashley Nicole Ramos
Ashly Lyles
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Christopher Wilson
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Veronica Marquez
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William Jarrett Fox
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William Wall
Yazmin Prieto Pascual
Yolanda Williams



THE ROAD AHEAD

Looking Ahead

The need for behavioral health services has never been greater. Substance use disorder is starting younger. Mental health challenges are more prevalent. Communities across our region, and across the country, are still struggling to find enough quality care for everyone who needs it.

Cenikor is ready for that challenge.

In the year ahead, we will continue expanding our reach into new communities, strengthening our commercial payer relationships, and deepening the clinical quality that sets our programs apart. We are actively exploring expansion by carrying our mission of Better Health and Better Lives beyond the borders of Texas and New Mexico.

We will also continue investing in our people, including our clinicians, our nurses, our recovery support specialists, our admissions staff, and the many others who make hope actionable every single day. Because where great people go, great outcomes follow.



SUPPORT FOR LIFELONG RECOVERY

Today and into the future





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