



The Arc®

*Sullivan-Orange Counties
New York*

2018

ANNUAL REPORT

A Message from our Executive Director Ric Schwartz

I am pleased to announce that the merge between SullivanArc and The Arc of Orange County has been completed since January of this year. We are now The Arc Sullivan-Orange Counties. We spent 2018 preparing for the merge, and now in 2019, we continue to have a lot of work ahead of us as we move into the details of combining our technical systems, as well as cultural procedures, while keeping services in both Sullivan County and Orange County intact.

I am thankful to all of our dedicated staff members, as well as the people we support, for their cooperation and patience. I also want to assure everyone that this unification has made us a stronger and improved organization, giving the people we support more opportunities as we continue to pursue our mission of supporting people with unique abilities to live as valued and contributing members of the community.

In this 2018 Annual Report, you will find two reports, one for SullivanArc and one for The Arc of Orange County because in 2018, we were still operating as two organizations.

Thank you for your membership and on-going dedication to people with developmental disabilities.



Warm regards,

A handwritten signature in cursive script.

A Message from our Board President Steven Drobysch

I am proud to serve as President of the Board of Directors of the newly formed The Arc Sullivan-Orange Counties. I have previously served as President of SullivanArc numerous times over the years. Our Board now consists of a mix of members from both Sullivan and Orange County chapters. I wish to thank all the Board members for their dedication to our cause and for their work in helping to make our merge a success.

I also want to thank all of our devoted staff members who work daily with the people we support to help us accomplish our mission.

Finally, I am grateful to community members, family members, and local businesses who continue to support us. Thank you for all you do for us.



Sincerely,

A handwritten signature in cursive script.

Day Services

*Our Mission
is supporting
people with
unique abilities
to live as
valued and
contributing
members of the
community.*

Day Services served approximately 340 people in Day Habilitation settings, including our "With-Out-Walls" programs during 2018. In 2018, Day Services worked very hard to fill staff vacancies and by the end of the year, the only program with significant openings was the Cimarron Day Habilitation site. They had only 50% of their full-time staff positions fulfilled. The program utilized staff from other sites to meet the needs of the people supported.

The Cimarron Road program had significant organizational changes during 2018. The long time Program Manager left, and we converted the three Group Supervisor positions into two Direct Support and one Program Supervisor. Both the Program Manager and Program Supervisor positions were filled in late fall. The Monticello Day Hab site continues to serve the most behaviorally challenged individuals. Currently, they provide services for six people that have higher levels of funding due to their behavioral challenges, as well as higher levels of supervision.

The Fallsburg site continues to support people with the most significant physical disabilities. The staff at the site are really creative in finding ways to engage people. They regularly have bulletin board competitions that are judged by other people in the Agency. They celebrate the holidays not always with food but with activities that are Holiday Themed.

The program's goal to increase quality community integration is being continued. This will ensure that all people, regardless of physical support needs, will have the opportunity to become contributing, valued members of their community.

The 2019 goals for Day Services are to ensure consistency in operations across both counties, and to focus on providing supervisory skills training to front-line and middle managers to ensure staff are properly supported in their invaluable work.



Employment Services



Employment Services Department consisted of three major components in 2018: a Sheltered Workshop, Supported Employment (individual and group placements), and Community Integrated Pre-Vocational - providing job opportunities and training within the community.

Sullivan Industries Workshop sales totaled \$911,781 during 2018, including sub-contracts and prime products. The sub-contracts goal was \$550,000, and sales totaled \$246,089. This drop in sales can be attributed to a business sale of a major customer mid-year. Prime products goal was \$550,000 and sales totaled \$665,692. The increase is due to Prime (C-fold towel) receiving a price increase from the Office of General Services.

Sullivan Industries Enclaves goal was \$256,628, and our actual total for 2018 was \$246,089. This decrease was due to two customer bases reducing the amount of production days required.

Goals for 2019 as the newly merged The Arc of Sullivan-Orange Counties is to develop leasing partnerships for the space at 162 E Broadway, Monticello; applying for the new ACCES-VR (Adult Career and Continuing Education Services-Vocational Rehabilitation) contract that focuses on student workers aged 14-21; increasing people in each of our services, with a focus on transitioning people from Community Pre-Vocational services to Supported Employment. In addition, we will be focusing on exploring creative opportunities leading to employment outcomes. We have been chosen by the Census Bureau to be a hub site for the community in Sullivan County starting in June 2019.

Community Services & Inclusion

The CSI Department provides individualized, self-determined services for people in the community. Most of the staff hired in 2018 were interviewed by the people needing their supports, which helps the program be more personalized and successful.

We currently have 300+ "slots" utilized by people in all our programs, translating to approximately 190 families/people supported. There are still families on our waiting lists. Unfortunately, our biggest area of need continues to be the recruitment and retention of qualified staff to meet the needs of the people enrolled/referred to our programs.

CSI offers 12 different programs:

- Supportive Apartments serving 14 people
- Socialization Club serving 10 participants
- Recreation Group serving 45 people
- 2 Children's Respite programs that are camp-like in nature: One served 15 children and the other served 3 children
- Sibshop, which served 8 children
- Community Habilitation served 68 people
- Day Habilitation served 8 people
- In-Home Waiver Respite served 19 people
- Respite Reimbursement reimbursed 31 families on a monthly basis, and 107 requests were processed for families
- In-Home Respite Program funded by the Office of Mental Health, provided services to 11 children with serious emotional disturbances



Residential Services

The SullivanArc Residential program consists of 20 community based IRAs serving 136 people. The department successfully retired one of our older homes in 2018 and is looking forward to the development of a new five bed IRA designed to support people requiring a barrier free environment.

Efforts to reduce the number of staffing vacancies in the Residential Services Department proved effective during the fourth quarter of 2018, boasting a 60% reduction by year's end. A successful online recruitment and application endeavor is thought to have made the greatest impact on this achievement.

The department saw a change in administration which included two new Program Directors. With the hiring of these new administrators came the opportunity to modify the long standing caseloads and created a fresh team with strong shared values. This new team established a set of five priorities for the department to move forward together with.

Those are:

- The Safety, Wellbeing, Health and Happiness of the People We Support
- Well Trained Staff
- Clean and Safe Environments
- Harmonious Work Environments
- Outstanding Customer Service.

The team agreed that these priorities aligned nicely with the overarching core values of the organization, and they strive to keep these priorities at the forefront of daily executive planning and decision making.

Goals for 2019 include the continuation of efforts to reduce staffing vacancies and offer quality training for Direct Support Professionals, as well as front-line management. The department will work closely with members of the newly reorganized Quality Improvement Department in an effort to reduce State survey citations, focusing on fire safety and physical plant deficiencies. Finally, the agency has committed to converting one of the standard IRA's located in Monticello, to a Life Safety Code home in order to allow for the people residing in this home to stay, despite their growing issue with evacuation as they age.



Clinical Services

SullivanArc's Article 16 Clinic has continued to provide psychiatry, dental, podiatry, occupational therapy (OT), physical therapy (PT), psychology, psychological testing, nutrition, speech and language pathology, rehab counseling, treatment coordination, and intake services during the past year. Approximately 745 people from multiple agencies in Sullivan and Orange Counties received services. A total of approximately 24,224 service visits were provided.



In 2018, the Clinic underwent an OMIG audit covering the years 2013 through 2015. While the results were not as favorable as we had hoped, most of the findings from OMIG had already been addressed and corrected in recent years. The Clinic continues to implement updates/revisions to program policies/procedures and forms in order to enhance the quality of services provided and program compliance.

The Clinic did experience some staffing changes in 2018 as an additional full-time Physical Therapist was hired towards the end of the year to meet a growing demand for services. The Occupational Therapy Department lost one of their Occupational Therapy Assistants to retirement but has continued to meet the needs of the people we support.

The Clinic added a staff position for a Nutritionist, which has greatly benefited the people supported. Through her recommendations and guidance, many of the people we support have begun to exhibit weight loss as they strive to make healthier choices.

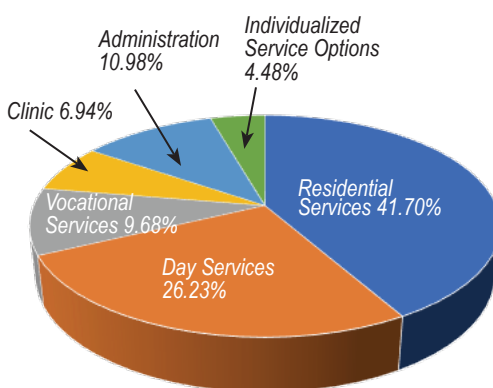
Medicaid Service Coordination

As of July 2018, the Medicaid Service Coordination Department has moved from our agency to Care Design New York (CDNY), where they continue to service the people in our organization, as well as deliver care management services specifically designed to meet the needs of children and adults with IDD and their families.

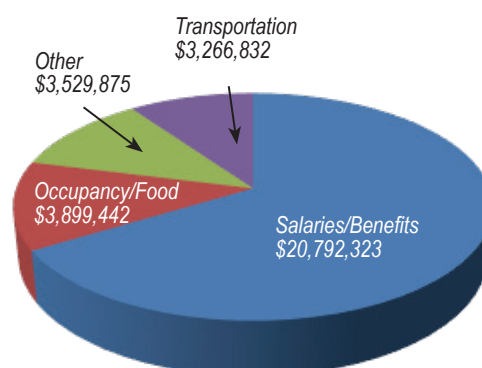


Financial Snapshot 2018

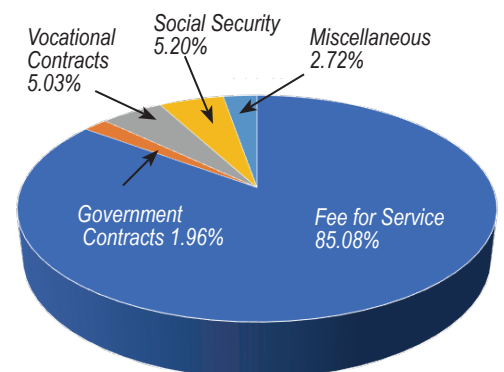
SullivanArc



Expenses %
Total 100%



Expenditures
Total \$31,488,472



Revenues %
Total 100%

Thank you to all of the SullivanArc 2018 Members. Your membership makes a difference.

Lifetime Members

Mary Lee Adamson
Ida & Luis Alvarez
Carl & Paula Amaditz
Patty Armstrong
Paula & Harold Barber
June & Robert Barrett
Jeanne Bartolo
Laura & Kevin Batule
Miranda Behan
Philip & Dale Beliaowsky
Joseph Benjamin
Daniel & Linda Berkowicz
Laura Berzofsky
Michael Beseth
Karen Motl Bigelman
Jacob & Karen Billig
Roger Bisland
Peter & Barbara Blakey
Patricia & Morton Bleetstein
Martha Bluestein
Phil & Colleen Borko
John Boyd
Marc & Susan Brandt
Howard & Donna Braunstein
Dan Briggs
Mark & Karoline Brinn
Floyd Campfield
Susan Celentano
Bernard Cohen
Lorraine Cohen
Dr. Stephen Cohen
Estelle & Irving Cohen
Thelma Cohen
Catherine & Philip Coombe III
Frank Cuttita
William & Deborah Cuttita
Robert Demming
Carol & Harold Diamond
Susan Diamond
Viola DiMarzio
Susan & Tim Dollard
Steven & Missy Drobysh
Madeline Drugan
Dan & Cathy Edminster
Sherry & Michael Eidel
George & Helen Elias
Alice Elliott & Russell Treyz
Denise & Lee Ellmayer, Jr.
Glen Erts
Betty Everett
Erin Allen Everett
Robert G. & Carrie Anne Ewen
Jill A. Farrow
Joan Farrow
David Feigin
Stanley & Merrie Felshman
Monica & Joel Forman
Roberta Foster
Jeffrey Friedman
Peter & Beverly Frunzi
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Greg & Linda Goldstein
Carol Goord
Richard & Jane Gordon
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Sarah Green
Dina Greenbaum
Abigail Greene
Dennis Greenwald
Lori Guerriero
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David & Theresa Kiely
Bernita Kimble
Irene Kirtack
Chana & Yisroel Kreitman
Jim Krueger
Beatrice Kubenik-Erlwein
Gary Erlwein
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Grace & Jerome Lanuti
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Ludmilla Raum
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Mildred Resnick
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Howard Siegel
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Suzanne Solomon
Karen Specbler
Nick & Karen Speranza
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Michael & Joanna Taylor
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Phil & Donna Vallone
Keith Vandermark
John Veleber
Paul Walsh
Diana K. Weiner
Eileen Whiston
Myra Widmann
Lesia Williams
Cindi & Mick Woodard
Linda & Jerry Yohay-Sheeler
Karen & Richard Zuckerman
Stanley Zulanch

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Joseph & Chantal Alexy
Henne Altman
Leonilda E Aquino

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Mary & August D. Barbuti
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Dorothy Conklin
Mari-Jane Conklin
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Nilda Dejesus
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Alea Fidecaro
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Marc Friedland
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James Goldfarb
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Esta Jacob
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Mindy Krupka
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Dan Mastro
Sharon Maus
Kathleen McGarvey
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Tabatha McLain
Kimberly McLain
Arnold Mela
Lauren & Martin Miller
Raymond Mickelson
Heather Miller Porter
Patricia Modica
Olga Monlina
Stephanie Montalvo
Gerald & Margarita Montes
A David Moore
Phyllis Thomas-Moore
Jennifer & Mark Moore
John Moore
Dametrius Moorser
Felix Morales

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Doris & Mary Motl
Erin Mulher
Kristin & David Myers
Angelyn Nelson
Mark Nelson
Carol Niedermeyer
Renee Nipp
Colette Oakley
Grace Ocasio
Jenny Olalla-Peters
Irene Omelchuk
Beverly Paige
Jesse Ann Palmer
Keith Pander
Amanda Parker
Makayla Perez
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Love Price
Susan & Ioane PuaPuaga
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Rajeev Puttaswamy
Helen Rados
Nicole Rainey
Mr Edwin Ramos-Ortiz
Robert Rasnick
Ray Restaino
Lou Ann Rexford
Michael Reynolds
David Richards
Frances Roberts
Katherine Robinson
Charles N Robinson Jr
Mrs. Billie Robson
Wendy Roosa
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Alan Rosenblatt
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Denise & Paul Ryder
Carmen Salvemini
Christopher Samuel
Vince Sanborn
Jacqueline Sanchez
Veronica & Nathan Sanders
Sylvia Schwartz
Amanda J Scott
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Richard Seehausen
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Tiffany Sheerer
Julie Sheppard
Kevin Shortall
Jennifer Siegler
Norman Silon
Stephen Slodzina
Gloria Smith
Phyllis Ann Smith
Khaliyah Sneed
Howard Somyk
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Mike Stawarz
Jillian Stemberger
Kevin Stenson
Maureen Stewart
Rose Stewart
Jack Strassman
Stephanie & Shanna Suarez
Jennie Sush
Beatrice Talent
CarrolAnn Taubli
Gary Tavormina
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Lindy Titus
Wanda Toney
Ruth Lee Turk
Casey & Chad Unger
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Porfirio Vega Jr
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Suzanne & Tony Vierstra
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Peter & Mary Jo Warren
Shanica Watson
Shanee Weeks
Martin & Helaine Weiner
Lori J Whitmore
Allanah Wickham
Larry Wilson
Robert Wilson
Hussani Williams
Mary E & Tylan Williams
William Williams
Mary Williams-Witthohn
David Witthohn
Stuart & Ilene Wizwer
Theron Worden
August & Donna Yeomans
Michael & Makai York
Loretta Young
Clare & Jack Youngs

Residential Services

Residential Services Department provides essential supports, services, and skill-building to adults that require additional assistance in order to live in a home in the community as independently as possible. We proudly operate 18 community based Individualized Residential Alternative houses, as well as three Supported Apartments in the Orange County community.

In 2018 The Arc of Orange County Residential Program focused on preparing for the 2019 merge by setting new standards for the program in terms of communication, follow through, and accountability.

Although hiring, training, and retaining qualified staff continues to be an ongoing struggle, there have been numerous successes that have taken place that continue to define the culture of the department.

Since 2018, we have been able to provide internal movement to various individuals that have expressed the desire to live at another location within the agency. These moves are based on personal preference, change in abilities, and medical issues that suddenly arise. It is difficult to provide choice and opportunity within the system, but we continue to emphasize the ability for the people supported to self-direct their own lives. Recently, we were faced with a challenge that brought together the collaboration of Residential, Day Services, Nursing, Intake, Maintenance, Information Technology, and Finance. By working together, we were able to prevent a homelessness issue for a person in the community. The success was truly a testament to the entire organization.

We are extremely pleased to announce that we have zero vacancies at the Program Manager position and continue to take efforts to retain our most valuable resource, staff. We have raised the base salary in an attempt to attract qualified front line staff and have added close to 20 full-time front line positions within the Residential Department to continue to improve quality.

Our primary goals for the upcoming year are to continue to make positive strides in our journey towards person centered excellence, the hiring and retaining of qualified staff, and to identify and provide staff with any needed resources in order to do their jobs to the best of their ability.



Employment Services

Employment Services' mission is "To provide quality supports to people to gain and maintain meaningful employment in order to become equal and contributing members of the business community."

Currently we support 62 people working at or above minimum wage in the community and of those, five of them are first time workers. We currently have people in a wide variety of careers, including dish-washing, assembly workers, kitchen workers, retail positions, forklift operators, car detailing, cart attendants, building cleaners, and gym attendants.

The Sheltered Workshop in Orange County officially closed in June 2018, completing our transformation plan.

Our goals for 2019 are to apply for the new ACCES-VR (Adult Career and Continuing Education Services-Vocational Rehabilitation) contract that focuses on student workers age 14-21, increasing people in each of the services, with a focus on transitioning people from Community Pre-Vocational Services to Supported Employment, and developing Enclaves (group placement) and more individual jobs throughout the county.



Day Services

The Arc of Orange County's Day Service programs served 398 people in 2018. At the Campbell Hall location, there were 175 people supported during the year; Middletown Group Day Hab served 79 people; Community Builders served 74; Chester Life Choices served 26; Monroe Group Day Hab served 44. Monroe also has a Supplemental Day Hab program where 19 people are supported after normal program hours from Monday through Thursday.

Campbell Hall is the largest day program site, and the people who attend have a wide range of interests, needs and safeguards to be adhered to. Many of the people at Campbell Hall require intensive medical and or behavioral supports, including one-to-one supervision. At Middletown Group Day Hab, there are also quite a few people who require additional staffing supports both medically and behaviorally. Chester Life Choices is a smaller program where people are more active and require fewer supports than the

large centers, but the participants tend to be older and not able to be out in the community all day, every day. Monroe Group Day Hab was previously conducted like a classroom type of program where people attended classes within the program setting. In 2018, the program model changed and now runs as a "With-Out-Walls" program. In addition to Group Day Hab, there is a Supplemental Day Hab program at Monroe for people to attend Monday through Thursday. Community Builders is our "With-Out-Walls" program at Orange.



Obstacles that were faced during 2018 included extreme staffing shortages, vehicle shortages and vacancies for the people supported. The DSP (Direct Support Professional) salary has been increased which has helped to fill vacant positions. With more staff, we are able to fill vacant spots for people supported. In 2019, there is a plan to get more vehicles into programs which will improve the amount of community outings for people supported.

At-Home Supports & Recreation

In October of 2018, The Arc of Orange County's At-Home Supports and Recreation programs became part of the SullivanArc's Community Services and Inclusion (CSI) Department.

Our Overnight Weekend Respite Trip Program provided approximately 1200 hours of support to 15 people. Many of these people attended multiple trips. Some of our trips were a weekend in Lake George at an Elvis Festival, a fishing trip to the The Thousand Islands, and several weekend getaways to theme parks. A total of 7 trips were offered.

Day/Evening Respite program offered a total of 42 day trips, approximately 880 hours of service to 51 people. Some trips offered were dinner and movies, bowling, fairs, a Disney on Ice Show, etc.

Our "360" Program offers services to people that don't qualify for Respite Services. Parties, dances, craft classes, and music appreciation classes are just a few of the activities offered.

The Outreach and Referral Program serves Spanish speaking families. We served 27 families, assisting with applications for service, arranging medical and Social Security appointments, and assisting with translation during those appointments.

Our Community Habilitation Program provided 24 people with one-on-one supports and services to assist people in accessing their community. These services are self-directed and families are a large part of the hiring process. We also have 2 people served in our In-Home Respite Program.



Education

The Education Program has two schools: one Middletown at The George Robinson Center (GRC), and one in New Windsor at the Preschool Learning Experience, which also houses our Jean Black School Annex. We provide special education services to more than 300 students ages 3 to 21, providing self-contained and integrated preschool classrooms, self-contained school age classrooms, and related services in Speech Therapy, Feeding Therapy, Occupational Therapy, Physical Therapy, Counseling, and Vision Therapy. In addition to all of these center based programs, we also have a full multi-disciplinary evaluation unit.

All of our programs provide high quality, developmentally appropriate learning experiences for children with or without disabilities. The programs offer a student-centered approach to learning designed to meet each child's intellectual, physical, emotional, and social needs. Every child receives individualized programming in small classes in order to meet their specific needs.

We employ the methodology of Positive Behavior Interventions and Supports (PBIS) throughout our entire program. This is a proactive approach to establishing the behavioral supports and social culture needed for all students in a school setting. This helps to promote social, emotional, and academic success. Attention is focused on creating and sustaining school wide, classroom, and individual systems of support that improve targeted behavior.

We welcomed our newest team member, a Behavior Support Specialist, who is an asset to the program.

Moving forward, we have applied to the New York State Department of Education for a formal name change under the new merged organization. We will be changing our rations in the school age program to better serve our children.



Other Education Services:

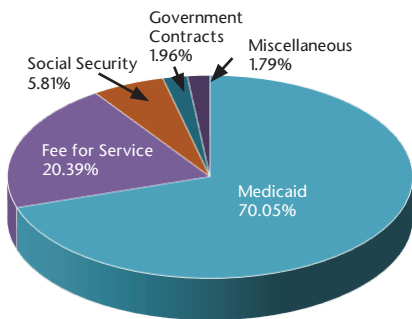
- Preschool evaluations ages 3 to 5 - Initial and supplemental evaluations are referred to the Evaluation Unit from surrounding school districts. Referrals may include any of the following evaluations:
Psychological, Social History, Observations, Educational, Speech/Feeding, OT, PT, or Vision.
- Special Education Itinerant Services – a NY State Certified Teacher provides 1:1 instruction to preschool students in their natural setting (e.g. home, daycare, nursery school).
- Daycare for preschoolers ages 3 to 5 located at GRC - Affordable integrated daycare for children that may or may not attend GRC. Daycare hours are from 7:30am to 6:00pm.

Medicaid Service Coordination

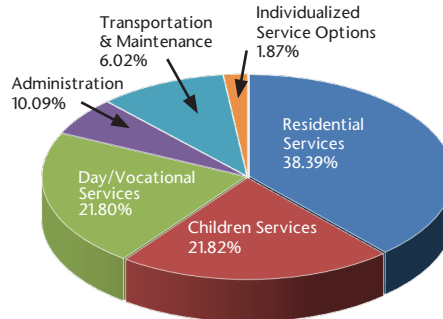
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Financial Snapshot 2018

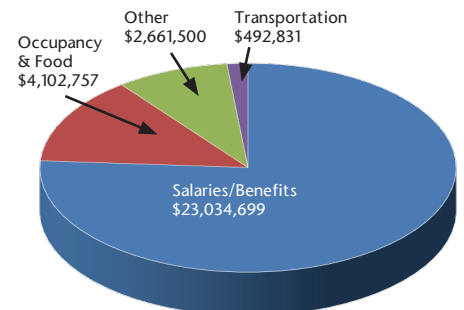
The Arc of Orange County



Revenue %



Expenses %



Expenditures
\$30,291,1787

Membership 2018

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