

# *Providing Advocacy and Support to Families and Individuals with Disabilities*



ANNUAL REPORT  
2014



*"I am only one, but still, I am one.  
I cannot do everything but I can do something.  
And, because I cannot do everything,  
I will not refuse to do what I can."*

- Edward Everett Hale

There were many successes as well as many challenges in Fiscal Year 2011, which drew upon the strength and resilience of our individuals and staff. No one person can do everything, but each person affiliated with the organization has done something to make a difference.

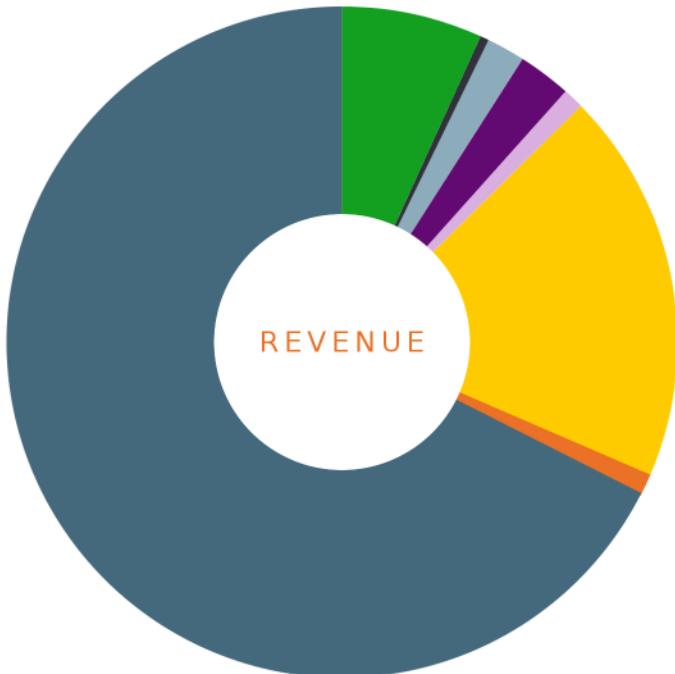
Some of the year's highlights include:

- Progressed on goals outlined in the strategic plan by both staff and board members
- Hired a new design team for the renovation project: McKenzie Engineering of Leominster
- Received a \$600,000 gift from an anonymous donor, which was facilitated by the Community Foundation of North Central Massachusetts
  - Hired an internal construction project manager to oversee the renovations
  - Significantly increased our media presence in several newspapers, as well as on TV, internet and radio
  - Launched the Renovate-a-Square Campaign; donations can still be made at [www.arc-matson.org/squares](http://www.arc-matson.org/squares)
  - Secured a \$50,000 grant from The Crocker Foundation
  - Received a matching challenge grant from HH Gagnon, Inc. of up to \$125,000
  - Supported families and individuals to convince state legislators to delay Mass Health cuts
  - Advocated with funders to cover deficits caused by historically underfunded contracts with end-of-year money
- Acquired three new business partners for our in-house production center representing 13 new job training opportunities and three new group work sites
- Placed inaccessible group home on the market and began search for accessible group home
- Launched The Ron Hurd Lecture Series with six educational opportunities provided to families
- Worked with 89 local and regional artists to transform old chairs from Monson State Hospital into works of art sold at the Artistic Chair Auction
- Restructured the Home Based Support division into two focused areas: Enhanced Adult Family Supports (Medicaid funded) and Shared Living (DDS funded), which resulted in program expansion in both areas and better supports to families
- Revised the staff compensation structure based upon 2010 data gathered by Third Sector, which resulted in improved wages for most staff although not yet providing a living wage for our direct care professionals
- Introduced the Young Athletes program to 10 families of 3 to 8 year olds
- Successfully completed our annual audit once again with no findings and with commendations for our strong financial practices
- Sustained \$400,000 in damage to our Park Snow Building as a result of the Johnsonia Fire
- Supported all individuals in a safe and secure manner during Hurricane Irene
- Infused new monies into our Vocational, Day Habilitation and Supported Community Options Programs by recruiting students who were turning 22
- Responded to the roller coaster of changes in funding of our Department of Elementary and Secondary Education program

In the coming year, I ask you to join me to do what you can for this vibrant, experienced and determined organization. With each one doing what we can, we will change the world for people with intellectual and developmental disabilities of all ages and their families.

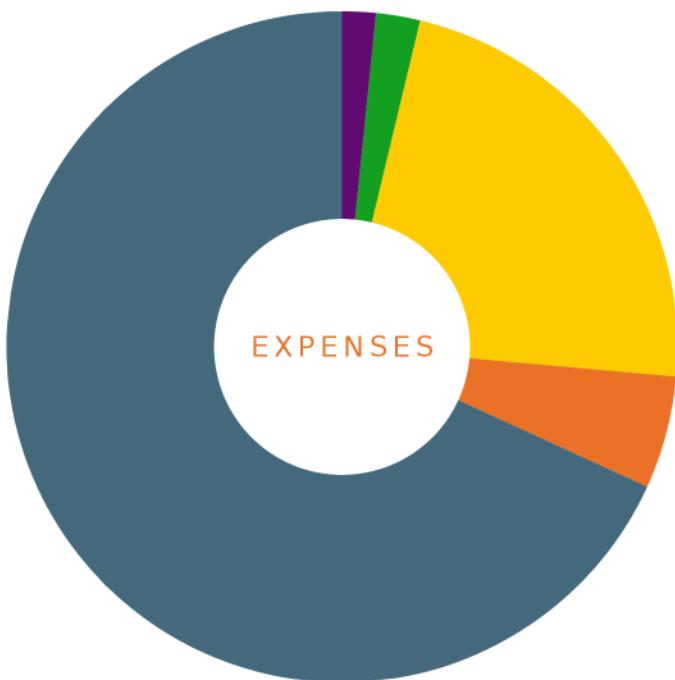
Yours in Service,

A handwritten signature in black ink that reads "Mary Heafy".



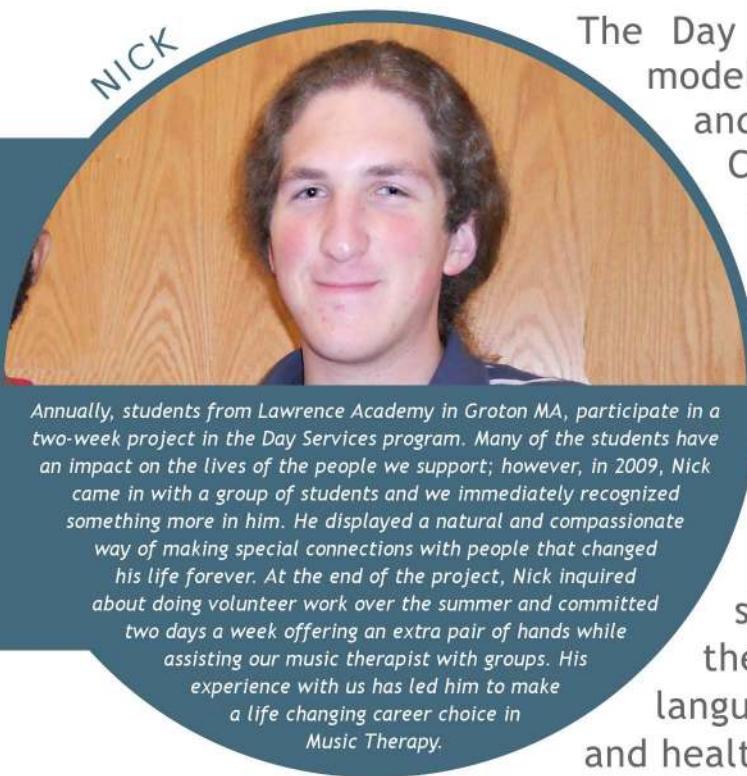
DDS	\$7,118,909	67.03%
MRC	\$97,224	0.92%
DMA	\$2,125,010	20.01%
Other Govt	\$107,554	1.01%
Commercial	\$271,796	2.56%
Fund Raising	\$202,022	1.90%
United Way	\$22,754	0.21%
Other	\$675,495	6.36%
<b>Total</b>	<b>\$10,620,764</b>	<b>100.00%</b>

FINANCIALS



Staff	\$6,953,668	68.05%
Occupancy	\$554,051	5.42%
Program Costs	\$2,345,278	22.95%
Administration	\$210,822	2.06%
Depreciation	\$154,905	1.52%
<b>Total</b>	<b>\$10,218,724</b>	<b>100.00%</b>

# Day Services



Annually, students from Lawrence Academy in Groton MA, participate in a two-week project in the Day Services program. Many of the students have an impact on the lives of the people we support; however, in 2009, Nick came in with a group of students and we immediately recognized something more in him. He displayed a natural and compassionate way of making special connections with people that changed his life forever. At the end of the project, Nick inquired about doing volunteer work over the summer and committed two days a week offering an extra pair of hands while assisting our music therapist with groups. His experience with us has led him to make a life changing career choice in Music Therapy.

The Day Services Program operates under two models: Community Based Day Supports (CBDS) and Day Habilitation. The Supported Community Options (SCOP) and Elder Services programs fall under the CBDS model. SCOP, a stepping-stone to and from full time work, includes a blend of employment and recreational activities. The Elder Services program offers older adults a retirement option while supporting them through the aging process. Day Habilitation provides a therapeutic and medical approach to skill building that includes physical therapy, occupational therapy, speech and language therapy, behavioral management, and health care supervision through nursing.

## Family Support and Advocacy

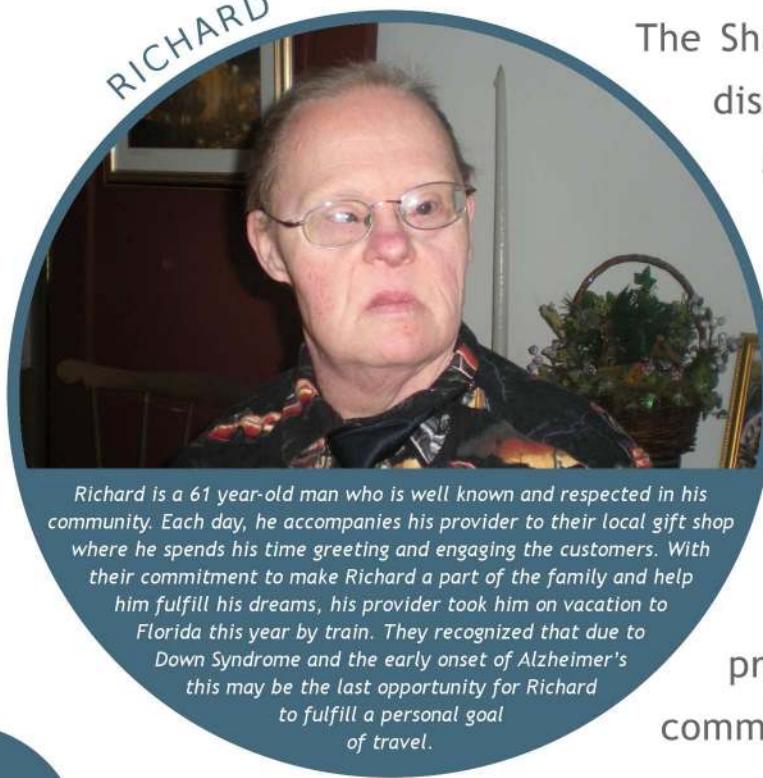
The Family Support Program responds to families by providing a non-judgmental and confidential setting to share information and get answers to situations they are facing. A variety of supports are offered including support groups, family education and trainings, legislative and programmatic updates, family fun and networking days, food baskets and gifts during the holiday season, information and referral services, resource material, links to local specialized and main-streamed services.



Jillian was a shy young woman reluctant to speak for herself when she first joined the Arc Self-Advocacy group. The group gave her encouragement that helped her begin to develop the skills to articulate her thoughts and feelings, take on a leadership role with her peers, and became active in her community. She helped write a letter protesting proposed budget cuts for disability services to the State Rate Setting Commission and the Massachusetts Legislature and attends many state advocacy events. As her confidence grew, Jillian found a job in a retail store, signed up for drama courses, and registered for classes at Mt. Wachusett Community College. Jillian is poised to begin a vibrant life as a contributing member of her community.

# Home Based Supports – Shared Living Program

RICHARD



*Richard is a 61 year-old man who is well known and respected in his community. Each day, he accompanies his provider to their local gift shop where he spends his time greeting and engaging the customers. With their commitment to make Richard a part of the family and help him fulfill his dreams, his provider took him on vacation to Florida this year by train. They recognized that due to Down Syndrome and the early onset of Alzheimer's this may be the last opportunity for Richard to fulfill a personal goal of travel.*

The Shared Living Program matches adults with disabilities to people in the community who are willing to share their homes and lives by offering support, stability, and skill development so that the individual can live in community settings and meet his or her personal goals of independence. Each home care provider undergoes an intensive screening process to be eligible for this program and must be approved by committee before any placement is made.

RAMS

## Home Based Supports - EAFC

The Enhanced Adult Foster Care (EAFC) program assists families caring for a relative in their home who has a developmental disability or who is elderly and is in need of assistance with daily living or medical supports. The EAFC program offers a number of resources including nursing, trainings, social work visits, along with opportunities to network and connect with other families living with similar circumstances. In addition, each family receives a stipend to aid with additional expenses. EAFC gives the opportunity for a family member with disabilities to continue living at home in their community where they thrive and lead fulfilling lives.

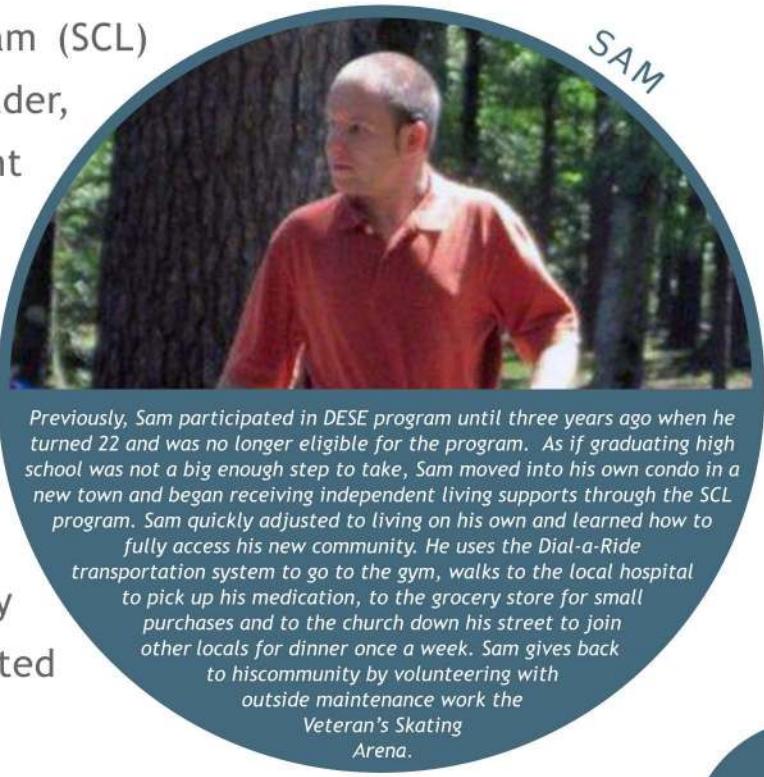
KEVIN



*One family encourages and actively fosters their son Kevin's involvement with his school, friends, family and the community as a whole. Like most young men, Kevin desires to live an independent life including the option to date without mom and dad tagging along. Using funding provided by the EAFC program, the family recently hired a support person to accompany Kevin on a date with his girlfriend. The support person, a young man around Kevin's age, brought his girlfriend along and they went on a double date. The family shaped an opportunity that allowed Kevin to go out into the community on a date in a way that was independent yet supportive.*

# Supported Community Living

The Supported Community Living Program (SCL) provides people, 22 years of age or older, with person-centered case management supports necessary to live independently and safely in the community. Supports include assistance with housing, transportation, money management, meal preparation, life skills, and medical care. The SCL program actively supports participants to become integrated members of their community.



## Residential Supports

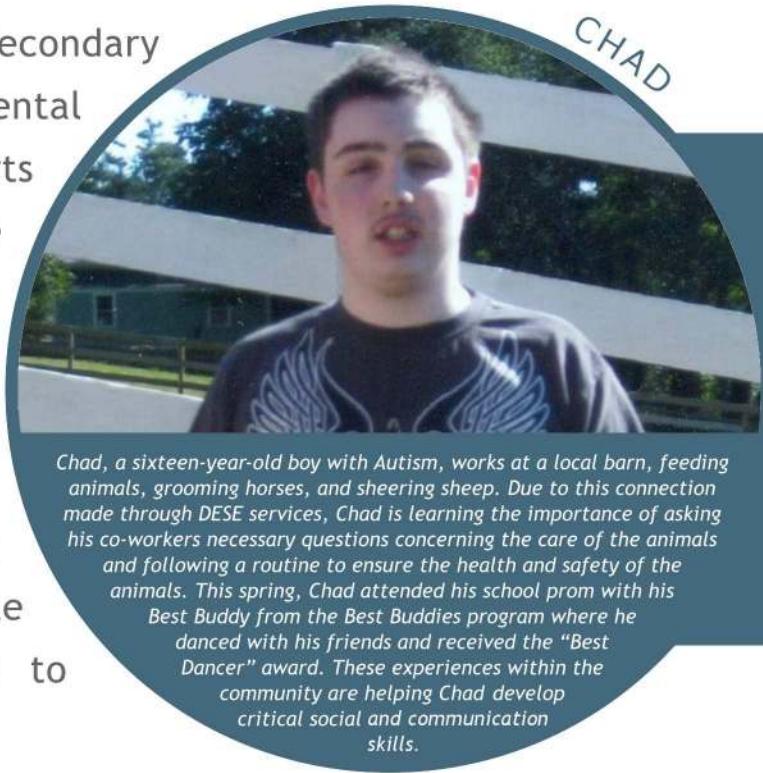


Tracy, a 31 year-old woman living in one of our community residences, participates in community activities that bring her happiness and long lasting friendships. Tracy is an active member at the Seventh Day Adventist church in Fitchburg where she participates in worship, sings hymns with friends, and bakes monthly for their potluck meal. Through her joy of singing, Tracy has built a close connection to the song leader at the church who checks with her each week as to what songs she would like on the song list.

The Residential program supports people with intellectual and developmental disabilities in multiple community residences throughout the Worcester and North Central Massachusetts areas. Individuals are encouraged and supported by staff to become independent, productive, and active members of their community.

# DESE / DDS

The Department of Elementary and Secondary Education / Department of Developmental Services (DESE/DDS) program supports children between 6 and 21 years of age with significant behavioral and/or physical needs to continue living at home, thus preventing a restrictive residential placement. The program provides the flexibility to deliver cost effective family support services while meeting the necessary requirements to support the child's unique needs.



RAMS

## Recreation Program



The Recreation program provides diverse, year-round leisure and group activities that play an important role in the emotional and social growth of people of all ages with intellectual and developmental disabilities. Programs include the Special Olympics, bowling and miniature golf leagues, monthly dances, weekend recreation club, overnight trips, annual family vacation, holiday gatherings, and many other special events throughout the year.

# Vocational – Employment Resources



*Heather began attending our vocational program through Fitchburg High School with very limited experience. After working in our center-based program, Heather developed job skills and gained the confidence needed to secure competitive employment. She obtained janitorial and substitute receptionist positions where she utilized her interpersonal skills and vibrant personality. Most recently, Heather volunteered at a fundraising event as a host and tour guide where she made great connections with people in the community. Heather is an inspiration and role model to her peers and continues to stay active in her community.*

Employment Resources offers work to everyone who enters the vocational program through on the job training and skill building. The program offers a continuum of opportunities that allows people to progressively build the skills they need to obtain competitive employment including center-based production, small groups working in the community, and competitive employment placement.

## PROGRAMS

## By The Numbers

*Individuals may have been counted in more than one service area*

### FAMILY SUPPORTS 11,096

Legislative Alerts & Informational Emails • 2500  
Mailings • 1250 families, 6 times a year  
Information & Referral • 325  
Family Events • 578  
Workshops & Training • 30  
Support Groups • 163

### RECREATION 1,980

Dances • 800  
Trips • 120  
Special Olympics • 265  
Bowling & Mini Golf League • 95  
Weekend Drop-In • 700

### RESIDENTIAL 43

Six North Central Residential Homes • 29  
Three Worcester Residential Homes • 14

### URBAN YOUTH PROGRAM 8

## SERVICE STATISTICS 2011

### VOCATIONAL 118

Employment Resources • 60  
Enclaves • 28  
Competitive Placements • 15  
Assessments • 15

### COMMUNITY BASED DAY SUPPORTS 65

Elder Services • 19  
Supportive Community Options • 46

### DAY HABILITATION 58

### SUPPORTED COMMUNITY LIVING 65

### DESE/DDS PROGRAM 14

### HOME-BASED SUPPORTS 71

Shared Living • 34  
Enhanced AFC Program • 36 families / 37 individuals

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Darlene Varnot  
Shakiya Wilson  
Timothy Zinn



## Our Mission

To create lifetime opportunities for persons with disabilities to reach their fullest potential by providing advocacy, education, employment, residential and recreational services.



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