

2018 Annual Report

*The Arc New London County
In Partnership for Full Equality
July 1, 2017 - June 30, 2018*





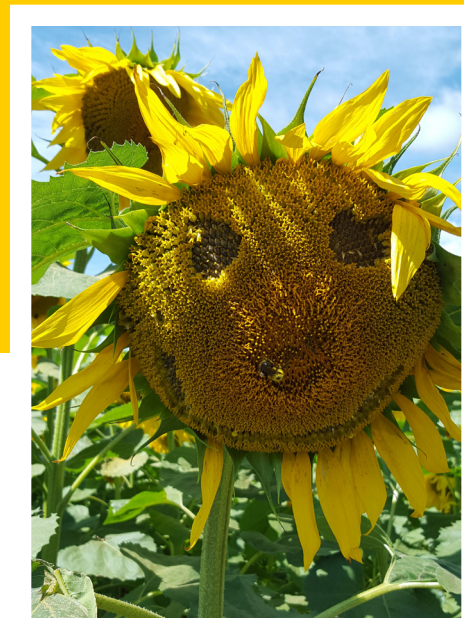
In Partnership for Full Equality

Mission

To partner with people living with intellectual and developmental disability for EQUAL participation and inclusion in the communities of Southeastern Connecticut.

Vision

The Arc New London County will be Southeastern Connecticut's leader in partnering and advocating for equality of opportunity and equality of choice.





New London County Visits The Arc NLC: The Arc NLC's programs were in the state, national, and media spotlight in 2017/2018.

- July** Jennifer Henke and Trudy Jacobsen, Senior Officer for Development at The Arc US in DC, took time out from their meetings with donors in Hartford to travel to southeastern Connecticut and take a tour of our Norwich offices.
- August** NPR Business reporter Harriet Jones interviewed a family member of an Arc NLC participant as part of NPR's "Marketplace" segment, examining the effects of the State budget crisis on families of people with IDD.
- September** Senators Ted Kennedy and Cathy Osten witnessed the Lawn and Landscape Crew in action at the Norwich Fish and Game Association.
- December** State Comptroller Kevin Lembo and Assistant Comptroller Elizabeth McDermott visited ETC's Culinary Arts program.
- January** The Pfizer human resources department tours the Employment Transition Center to explore a possible employment and training partnership.

For a tour of The Arc New London County, contact Denise Tift at (860) 889-4435 ext. 116 or dtift@thearcnlc.org

This is a Civil Rights Movement!

In Partnership for Full Equality . . . that's what it's about

In Partnership for Full Equality remains a practical and useful guide for attaining cutting-edge results in tough times even as we embark on agency-wide discernment for a new Strategic Plan. **Innovation and reinvention will be the focus of our new plan**, a plan to be written and discussed at every level of our agency and with families throughout New London County.

Points of discussion for our new Strategic Plan:

RESIDENTIAL. The waiting list of families in need statewide tops 2,000. How can The Arc NLC serve as many families as possible?

EMPLOYMENT. The Arc NLC's microbusinesses are thriving thanks to a new oven installed at **ShopRite** and support for aquaculture and landscaping operations from the **Community Foundation of Eastern Connecticut, The Lord Foundation** and many community partners. Yet, employment rates for people with Intellectual and Developmental Disabilities have remained flat for 20 years. *What can The Arc NLC do better?*

COMMUNITY LIFE & ADVOCACY. Our Volunteer Corps – **with help from the United Way of Southeastern CT** – continues to prove that **people with intellectual and developmental disabilities can ably give back, donating 593 hours of service valued at \$6,000 to our community** this year. *What else can be done?*

HUMAN RESOURCES. Recruitment and retention of quality team members are priorities. The Arc NLC continues to seek out and reward team members who go the extra mile. *How can we spark greater passion as a national civil rights movement?*

We again brought the topic of **fair wages for Direct Support Professionals to legislators.** Our work continues as The Arc NLC, **Child & Family Agency, The Community Foundation, United Way, the SE CT Cultural Coalition, Thames Valley Council for Community Action and other local nonprofits** completed a Regional Economic Opportunity Task Force Study. The report promotes inclusive prosperity and advocates for fair wages for working poor families in New London County.

And yet again **The Arc NLC exceeded state quality service averages with scores of 99%-100% across all sectors.** Our partnership with the **Mashantucket Pequot Museum & Research Center led to another successful film festival.** And thanks to our **talented partners at Comcast, our message debuted on Newsmakers:** <https://comcastnewsmakers.com/videos/2017/08/28/intellectual-developmental-disability/>

The hard work continues this year and every year. Why? Because The Arc NLC and its talented team are much more than a human service agency. We belong to **America's largest civil rights movement for people with IDD.**

In partnership for full equality,



Kathleen Stauffer,
Chief Executive Officer

In Partnership for Full Equality

What is an Intellectual Disability?

Intellectual Disability refers to a group of disorders characterized by a limited mental capacity and difficulty with adaptive behaviors such as managing money, schedules and routines, or social interactions.

Intellectual disability originates before the age of 18 and may result from physical causes, such as autism or cerebral palsy, or from nonphysical causes, such as lack of stimulation and adult responsiveness.

What is a Developmental Disability?

Developmental Disability is a severe, long-term disability that can affect cognitive ability, physical functioning, or both. These disabilities appear before age 22 and are likely to be lifelong.

The term “developmental disability” encompasses intellectual disability, but it also includes physical disabilities. Some developmental disabilities may be solely physical, such as blindness from birth. Others involve both physical and intellectual disabilities stemming from genetic or other causes, such as Down syndrome and fetal alcohol syndrome.

Our Vision for People with Disability Operating Principles

Equality of opportunity, equality of choice.

Our Vision for Our Organization

The Arc New London County will be Southeastern Connecticut’s leader in partnering and advocating for equality of opportunity and equality of choice.

Our Mission

To PARTNER with people living with intellectual and developmental disability for EQUAL participation and inclusion in the communities of Southeastern Connecticut.

CIVIL RIGHTS—We partner with people living with disability to promote their voice and champion their perspective.

COMMUNITY—We facilitate the development of natural relationships to connect people with their communities.

INNOVATION—We continually break new ground in providing a menu of service options and improving how we operate our organization to bring about meaningful change for the future.

FAMILY—We encourage and facilitate family education and engagement as fundamental to helping people living with disability achieve positive outcomes.

LEADERSHIP—We model choice in everything we do.

CHANGE—We will change our community by modeling and raising awareness of our mission.

Our Values

PERSON-CENTERED—We respect and respond to individual choices as the guiding force in the lives of people living with intellectual and developmental disability.

DEDICATION—Organizationally and individually, we are dedicated to the people living with disability who have placed their trust in us to provide quality individualized, self-directed supports.

INTEGRITY—We uphold the highest ethical standards in how we treat people living with disability and in how we operate our organization.

STEWARDSHIP—We are fully committed to protecting and maximizing the return on the resources available to us and to embracing the highest standards of accountability.

Mission, vision
and strategic plan
focus on equality



Highlights 2017-2018



Our Partnerships Bring Employment Dreams to Life

The Arc NLC's FARM STAND, AQUAPONICS, and COMMUNITY SUPPORTED AGRICULTURE micro-enterprises expand with new vertical aquaponics towers and 3-season greenhouse. Participant employees learn latest technologies in vertical growing and aquaponics maintenance. A successful Community Supported Agriculture (CSA) pilot will be expanded.

The EASTERN CT CHAMBER OF COMMERCE LEADERSHIP TEAM raised funds and built an equipment shed for the Lawn and Landscape Crew's growing array of trailers and mowers – equipment which was purchased via grants from THE EDWARD AND MARY LORD FOUNDATION.

VOLUNTEER CORPS – 31 volunteers completed 593 hours of service for organizations in the region at a value of \$6,000, strengthening community partnerships and introducing people with IDD to potential new employers.



Continuing Initiatives Ignite Mission and Strategic Plan

REGIONAL ECONOMIC RECOVERY TASK FORCE – The Arc NLC, in partnership with the United Way of Southeastern Connecticut, the Community Foundation of Eastern Connecticut, the Council of United Way Agency Executives, the Thames Valley Council for Community Action (TVCCA), the Child & Family Agency, and The Southeastern Connecticut Cultural Coalition released a **Southeastern CT Economic Opportunity Recovery Taskforce report** spotlighting struggling populations and advocating for inclusion and prosperity. The aim is to engage the community in a discussion to ensure that the region's working poor are not left behind as the economy improves.

STRATEGIC PLANNING PROCESS BEGINS – Harvard Business School graduate and social entrepreneurship specialist David Grasfield leads the agency's strategic planning discernment using principals of reinvention and innovation. The Harvard Business School and Greenwich Porsche award a **Turbo Innovation grant** to The Arc NLC's cookie micro-enterprise.

Advocacy through Quality

INTERNAL REVIEWS – The Arc NLC once again leads the state in quality service delivery with across-the-board scores of 99-100%, driving The Arc NLC's mission "In Partnership for Full Equality."

New Projects Provide Access, Safety and Information

CT DOT & SOUTHEASTERN CT COUNCIL OF GOVERNMENTS facilitated the purchase of The Arc NLC's second wheelchair-accessible van from the Federal Transit Administration's Section 5310 program.

COMCAST CARES DAY – The Arc NLC Volunteer Corps joined US Coast Guard volunteers, the United Way, and Comcast volunteers at the Child & Family Agency to complete **landscape and beautification projects**.

NEIGHBORHOOD ASSISTANCE ACT – Thanks to Norwich Public Utilities, Groton Utilities, and Comcast, **\$43,040 worth of energy efficiencies** was installed at community living homes operated by The Arc NLC.

Raising Funds and Awareness

FUNDRAISERS – 100% of proceeds raised from The Arc NLC's community fundraisers support the critical Community Life & Advocacy (CL&A) program.

The **Third Annual Arc NLC Film Festival** raised more than **\$22,000**. The **Strides Road Race**, which celebrated its 40th year in 2017, topped **\$15,600**.



ANNUAL APPEAL – Joe's determination and success via training at The Arc NLC's Employment Transition Center landed him a job with the Mohegan Sun culinary team. **Joe's story helped raise more than \$36,000** to support The Arc NLC's empowerment/enrichment programs, Special Olympics, advocacy groups and respite.

GRANTS AND REVENUES – Grants including those from the Comcast Foundation, The Edward and Mary Lord Foundation, the CT Department of Transportation and

The Community Foundation of Eastern Connecticut's donor-advised funds **raised over \$215,000** this year. Partnerships with the United Way of Southeastern CT, People's United Community Foundation, the Connecticut Health and Educational Facilities Authority, the Chelsea Groton and Savings Institute Foundations, the Gernon Trust, and the Dominion Foundation provided **much needed support for Community Life & Advocacy programs**. Thanks to the quality of and public demand for The Arc NLC's residential, employment and community programming, contract revenues with the State of Connecticut topped **\$11,837,000** in 2016-17.



The Fight for Fair Funding

The Arc New London County's work in the legislative funding arena on behalf of families and employees



July 2017

The Arc NLC CEO Kathleen Stauffer begins **year-long term as President of the Rotary Club of Norwich**. Stauffer also begins researching **strategic planning facilitators** and strategies in partnership with The Arc NLC Board of Directors for The Arc NLC.

CT's Department of Developmental Disability (DDS) implements **two furlough days** (July and August). The Arc NLC allows personal/vacation time, at a **cost to the agency of \$10,449**. The furlough days also **cost an additional \$25,800 in revenue for the agency**.

The Arc CEO presents on **agency reinvention and transformation** at the National Conference of Executives of The Arc Professional Development Seminar in St. Louis, MO.

August 2017

Second furlough day, August 23rd.

September 2017

The **Arc NLC CEO is appointed to the Rates Work Group** of The Governor's Cabinet for Health & Human Services work group, working to establish more effective rate and reimbursement protocols.

More than **19,600 signatures protest the budgeted closure of Camp Harkness**. Advocates win the day; **camp remains open**.

October 2017

The Southeastern Connecticut Economic Opportunity and Recovery Task Force, of which The Arc NLC is a leading contributing member, leads the charge for **fair wages and economic opportunities for direct support personnel and people with IDD in southeastern CT**.

November 2017

The Arc NLC's 2018 healthcare insurance premium increases by **54%**, necessitating a switch from Anthem to United Healthcare. The Arc NLC is **forced to increase employee contributions**.

A Sacred Heart Poll indicates **70% of CT residents support human service funding**. CT Legislature **cuts CT health and human service funding for the 10th year in a row**.

Sens. Kennedy and Osten visit The Arc NLC's lawncare micro-enterprise and call it **"a model for the state—and the country, for that matter."**

The Arc NLC's leadership team takes on added duties providing **contracted consulting supports to various sister Chapters** as a means of improving brand impact and services and increasing agency revenue.

December 2017

The Arc New London County is **praised for its efforts fighting budget cuts** at the State Capitol this year. The Arc CEO attends the Arc US Board of Directors meeting. Legislative advocacy and ideas for greater impact are discussed.

The Arc NLC CEO, COO and CFO **protest The Arc NLC's payment rates to the DDS Commissioner and Deputy Commissioner**. They provide white papers on the inadequacy of rates.

Retention and recruitment incentives rolled out for new and current In-Home Supports employees.

January 2018

The Arc NLC CEO attends **The Arc US quarterly Board of Directors Meeting** to discuss greater public policy impact.

The Arc NLC signs agreement with Groton Senior Center to manage consignment center beginning in September 2018, creating another **vocational training opportunity for people with IDD**.

Arlean and Martin Bednar **establish a Trust** and name The Arc NLC as beneficiary.

The Arc NLC CEO works with area partners to **finalize and release findings for the Southeastern CT Economic Opportunity and Recovery Study**.

February 2018

The Arc CT fights **more than \$30 million in service cuts for people with IDD**. A Capitol rally urges restoration of funding. For the 5th year running, The Arc NLC CEO makes personal appeal for funding for people with IDD and fair wages for Direct Support professionals.

Worker's compensation claims drop 82% from 2016 and 2015 thanks to team efforts and The Arc NLC's Safety Committee, comprised of employee representatives. **All savings are converted into safety initiatives and team incentives**.

The Arc NLC CEO advocates at legislative gathering at Otis Library in Norwich for **equitable wages for direct support personnel**.

April 2018

Employment Transition Center staff attend **IDD Caucus at the State Capitol**, advocating for creation of **meaningful employment opportunities for people with IDD**.

The Arc NLC CEO attends The Arc US Board meeting in DC, discusses **ways to increase The Arc's influence nationally**.

May 2018

In their capacity as co-chairs of the SECCOG Health and Human Services Coordination Council, Deborah Monahan, CEO of TVCCA and The Arc NLC CEO discuss **hardships of nonprofit property taxation** with mayors, city managers and first selectmen at the Connecticut Council of Governments.

After 5 years of fighting on behalf of The Arc NLC's employees, The Arc NLC CEO announces passage of HB54-60, an act **raising the minimum wage for providers of State-contracted services**.

My Home

Residential homes support steps toward independence

The Arc NLC's Community Living Arrangements (CLA) and Continuous Residential Supports (CRS) are homes to 63 people throughout Southeastern Connecticut. Each of these houses are designed around the people who live in them, providing environments that support **choice, personal growth, and community relationships**. The Arc New London County's Residential Services allow each person to explore his/her full potential.

Residential support levels are **assessed annually for every person**. He or she, along with the assistance of the support team, reviews residential options as well as annual goals for the coming year.

The Arc NLC's residential homes are part of the communities in which they are located, and allow residents to develop relationships with neighbors, frequent neighborhood businesses, and participate in community events. People living in these homes are **an integral part of the fabric of their community**.



Person-centered supports that tie people into the community, create inclusivity, and help build real lives.

My Life

People partnering with people, building lives and following dreams

The Arc NLC's Individualized Home Supports program is designed to provide **individualized and person centered supports to 85 people living with IDD**. Each person living in his or her own apartment, with roommates in the community, or with family, partners with The Arc New London County to identify where they are in their life's journey and what they want and need to fulfill their dreams and live as independently as possible.

IHS has taken this philosophy of creative partnering and developed some day support options that reflect the goal of meeting people where they are in their lives to help them move forward to where they want to be. Daily activities of people attending the program include learning cooking skills, health and fitness, relationship building, community navigation, and volunteerism--all with the **goal of helping people reach their highest potential**.

IHS advocates for people with IDD, families, and partners with numerous state and community-based organizations and providers to **meet the medical, legal, and social services needs of people and families**. This partnership extends to local public schools, who may identify a student who would benefit from the unique day support the department offers. This allows IHS to continue to meet the goal of walking with people on their life's journey, one step at a time.



My Career

The Arc NLC's Employment Transition Center

The Arc NLC offers supports and resources to **help people on their journey to employment**—from high school to landing the perfect dream job. Whether it is basic computer knowledge and skills, the employment application process, resume writing, interviews, job training, or support on the job, the Employment Transition Center (ETC) is here to help. **We focus on the career dreams of the people we serve.**

Located in Groton, Connecticut, ETC provides **employment supports to 98 people**. ETC begins transitioning students at the age of 16 and provides supports until the age of retirement.

The Employment Transition Center offers:

- Employment Training
- Small Business Development
- Group Supported Employment
- Individual Supported Employment
- School-to-Work Transition
- Day Service Option
- Advocacy Programs
- Computer/laptop/iPad Training



Our Employment Partners in Southeastern Connecticut

The Arc NLC is proud to partner with **employers committed to Real Work for Real Pay at minimum wage or higher.**

CURRENT EMPLOYMENT AND PLACEMENT SITES

- B.J.'s Wholesale Club
- CW Resources
- Computer Science Corporation
- Fleet Reserve Association
- Gemma E. Moran United Way Food Center
- Groton Municipal Credit Union
- Groton Senior Center
- McDonald's
- Holiday Inn of Norwich
- Mohegan Sun
- The US Naval Submarine Base
- The 100th Aviation and Repair Depot (AVCRAD)
- Norwich Fish & Game Club
- Federal Credit Union
- ShopRite New London
- Stop & Shop – Groton
- Stop & Shop - Waterford
- St. Vincent de Paul
- TVCCA
- Waterford Senior Center
- Groton Marriott
- Coogan Farm
- New London Library

TRAINING ASSESSMENT SITES

- Groton Senior Center
- United Community & Family Services, Norwich
- Waterford Community Center

STUDENT-SPECIFIC TRAINING SITES

- Groton Municipal Federal Credit Union
- Goodwill
- Coogan Farm
- The Arc NLC Farm Stand
- The Arc NLC Culinary Department/Bakery
- Groton Senior Center

DAY SERVICE VOLUNTEER SITES

- Thames Valley Council for Community Action, Inc. (TVCCA)
- St Vincent DePaul Place – Norwich Soup Kitchen & Food Pantry
- Panera Bread

Employment opportunities

Group-Supported and Individual-Supported Employment, combined with cutting-edge projects and micro-businesses, **generate employment opportunities** in the following fields:

- Culinary Arts
- Aquaculture
- Retail
- Horticulture
- Landscaping
- Janitorial



Enjoy The Arc NLC Cookie!

Now available at the following locations:

- ShopRite of New London and Norwich
- Mohegan Sun Mobil and Employee Store
- Thames Valley Alternative Relief Center
- Ledyard Village Market
- Muddy Waters Café
- Connecticut College Student Café,
- Fiddleheads Food Co-Op
- Lawrence & Memorial Hospital Lobby Shop
- Flanders Fish Market & Restaurant in Niantic
- Tri-Town Foods, East Lyme
- Ace Hardware of Norwich
- Ace Hardware and Home Center, Middletown

“Don't give up trying to do what you really want to do.”
–Ella Fitzgerald

My Choice

Community Integration in Southeastern Connecticut

The Community Integration Program(CIP) welcomes **40 people each day with life enrichment activities, group outings and volunteer opportunities** that build friendships and strengthen neighborhood ties. People with intellectual and developmental disabilities are valued members of the community. Every day is filled with learning experiences that are both educational and fun.

In choosing The Arc NLC as a day-program provider, CIP participants have **full use of activities in five sensory rooms, as well as daily group activities such as museum tours, volunteer service and movies.** Participants enjoy various therapies, including massage therapy and music therapy, along with performances and workshops from local guest artists and birthday and holiday celebrations.

Community Integration Opens Doors to Opportunity

In support of full inclusion, The Arc NLC provides a **fully integrated community-based program for people coming to our program each day.** Participants choose from an extensive menu of options, all of which are fully integrated in the community. Teams work to create individualized calendars through monthly staff meetings. New volunteer activities, community outings and program partners are added each month to make every day a memorable one.



Thank You to the Community Integration Program Partners, who help make inclusion possible!

New partners this year include:

- | | |
|--------------------------|----------------------------|
| Montville Middle School | Connecticut Humane Society |
| Ray of Light | Montville Youth Center |
| UCONN Greenhouse | East Lyme Youth Center |
| Preston Library | Essex Steam Train |
| Mystic Aquarium | Holmberg Orchards |
| Lebanon Community Center | Bill Library, Ledyard |
| My Kids Farm | Otis Library |
| Owen Bell Park | Bundy Hill Tree Farm |
| Doggie Daycare | Hopeville Pond State Park |
| Submarine Museum | Buttonwood Farm |
| Irene's Restaurant | Bozrah Senior Center |
| McCook Point Park | Norwich Senior Center |
| Sprague Community Center | Norwich Recreation Center |

CL&A offered 278 options to participants

63 Special Olympics athletes competed in five competitions, with sports that included swimming, bocce, bowling, track and field, and softball.



“Making a Difference in My Community”

The Arc NLC’s Community Life & Advocacy (CL&A) program facilitates ongoing social networking and independence through fun and educational activities.

Complete with round-trip transportation for all who need it, CL&A offers health and fitness activities as well as enrichment opportunities that focus on self-advocacy, empowerment and civic participation.

Participants come from across southeastern Connecticut and several northeast corner towns to take part in activities. Last year the program served 187 people.

Community Life & Advocacy is a plan for a full life.

CL&A’s Empowerment/Enrichment programs are key to introducing participants to the concept of viewing themselves as part of a broader community in which they have a voice, an interest, and a right of inclusion.

VOICES is an empowerment group where women at-risk of sexual, physical and/or emotional abuse can focus on moving forward and realize their goals. Outside speakers present workshops on self-care, stress reduction, situational awareness, and goal-setting.

ELEMENTS OF ELLEN guides people on an extended journey to discover how to communicate their needs in work and social situations, and to understand how their appearance affects the way they feel about themselves and how others see them.

SHOOTING STARS, a chapter of CT People First, is a self-advocacy group for those living independently but who need assistance with improving social skills, practicing good decision-making, and navigating the workforce and other interpersonal interactions.

THE ARC SPARCS (Student Peer Advocates Raising Community Support), an extension of School-to-Work Transition, meets monthly to learn about and discuss issues surrounding independence and brainstorm ideas around employment, housing, social engagement and civic responsibility. Many SPARCS “graduates” go on to join Shooting Stars.



THE VOLUNTEER CORPS exposes people to the importance of civic responsibility and increased social interaction, and is one of CL&A’s most popular programs. By June the 31-member Corps will have completed 25 projects, totaling 593 hours of service to the community this year.

Local organizations putting The Arc NLC Volunteer Corps to work included the Hartford Marathon Foundation, St Vincent DePaul Place in Norwich, the LEARNS Disability Summit, Mashantucket Children’s Mental Health Awareness Day, the Norwich Rose Arts Festival, the New London VFW, Wings of Freedom Animal Rescue in Griswold, and the Women of Hope Ovarian Cancer fundraiser in Mansfield.

CULTURE QUEST provides monthly activities exploring history, food, practices and traditions, and focuses on understanding not only matters of artistic and historic importance but those that demonstrate how the participant himself/herself figures into that piece of culture or historic event.

DIGITAL LITERACY – Through a partnership with Comcast, CL&A offers a series of 6-week courses offered several times yearly, focusing on basic computer skills, Internet safety, and using the iPad to assist with accessibility issues offered through special apps. Emphasis is placed on safe email and social media use and privacy protection.



My Friends



Summer fun at Camp Harkness in Waterford, CT

For more than 15 years, hundreds of people with disabilities have enjoyed the 7-week overnight summer camping experience operated by The Arc New London County at Camp Harkness on beautiful Long Island Sound in Waterford, Connecticut. **Accessible beaches and cabins provide vacation fun and sun for campers and much-needed respite for families and caregivers.**

The camp offers six adult overnight sessions. **In 2017, 232 campers** from all over Connecticut enjoyed a well-deserved beach vacation, filled with activities including Arts & Crafts, recreation, and water sports.

Whichever activity campers choose, **staff members are right by their side**, participating in the activities and lending a helping hand when needed.

Every Tuesday night campers dance the night away at the Weekly All-Camp Dance. Campers enjoy treasure hunts, fiesta nights, s'mores, campfire songs, crafts, group games, carnivals, dances, musical performances and more!

Technology

Streamlining Services and Promoting Independence

The Arc NLC continues to refine and augment its use of Therap Services, a secure, web-based organization that **provides an integrated solution for documentation**, reporting and communication needs of agencies that provide support to people with developmental disabilities. In addition to documenting all the agency's behavior plans, **assistive technology used by seven group home residents is now tracked by a Data Support Specialist**. Assistive technology allows the residents to enjoy increased independence with in-home devices and apps such as ringing doorbell or telephone alerts, visual alerts in case of fire, etc.



This year the Technology Department implemented Google for Nonprofits and G Suite, allowing for more **efficient management of Chromebooks used by staff across all programs**. The agency also switched its donor database to Salesforce, a highly optimized cloud-based software platform, allowing The Arc NLC to implement **cutting edge email marketing, event management, donor prospecting, and online donations**.

Microsoft Office 365 Nonprofit continues to allow The Arc NLC to have **full capability and security** along with collaborative “anywhere-anytime” cloud availability. Office 365 frees up Technology staff time by making email maintenance, software upgrades, and insecure information storage a thing of the past. As a component of Office 365, **SharePoint continues to be a valuable tool**, with workflows that allow for managing team hires, transfers, and terminations in a timely fashion.

The Arc NLC continues to be active on **Facebook, Twitter and Instagram**, and this year developed a website (TheArcNLC.com) devoted to **on-line sales of The Arc NLC's now-famous Classic Crunch chocolate chip cookie**, made by employees in our Culinary micro-enterprise.

The Arc NLC's **partnership with Comcast** remains strong, with the Comcast Foundation following up its recent 2-year Digital Literacy courses with a **\$20,000 grant to replicate the program for a 3rd and 4th year**. New courses started in January and focus on basic computer skills, Internet safety and identity protection. A second set of courses will provide information to people with IDD on maximizing iPad use to assist students in a variety of daily living, social, and employment skills.

It is critically important that people are **fully informed about technology and consent to participate**. Our partnership toward full independence continues to evolve as technology evolves and “personal choice” becomes a reality and not just a buzzword.

Employee Development

Employee Satisfaction, Retention, and Comprehensive Training

The Human Resources Department's focus on recruitment and employee safety has paid large dividends this year. Additional participation in job fairs and college recruiting, as well as display ads in local church bulletins and cinemas has helped us attract the most qualified candidates.

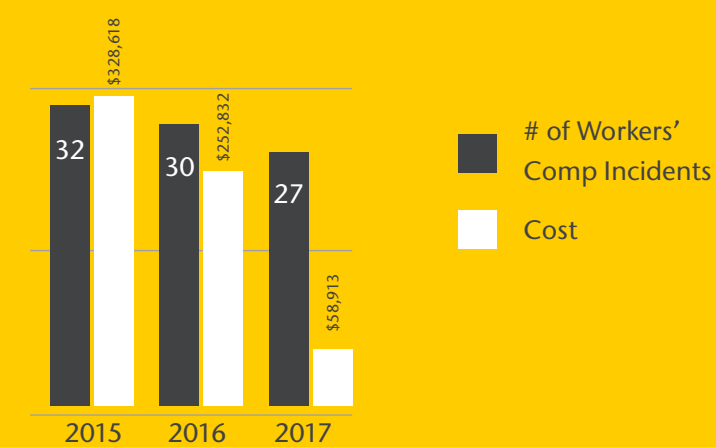
To augment this effort, The Arc NLC pioneered a **3-day training and orientation for all new employees**. Offered once monthly, the training includes an overview of the agency and working with people with IDD, sessions in PMT (physical management training), first aid/CPR/AED certification, and workplace violence. Staff also receives regular medication certification reinforcement training. Recently introduced this past year, since many of our participants are elderly, was **training in assisting people with Alzheimer's disease**.

Safety Committee Continues to Help HR Reduce Costs

The Safety Committee continued to meet regularly and provide education to all staff. Complementing these efforts, HR provided staff with work-related strategies fostering a culture of safety throughout the agency. Through timely reporting efforts, the Workers Compensation Trust Case Manager was able to manage each case as quickly as possible to ensure the best treatment for employees as well as the most cost-effective outcomes for The Arc of New London County. As a result, **the cost to The Arc NLC for Workers' Compensation incidents dropped by an impressive 73% from 2016, and 82% from 2015 costs.**



Number of Incidents and Cost by Fiscal Year



CDS Certification: An Opportunity for Every Employee

The Arc New London County believes that each of us never stops learning, and that everyone deserves to be rewarded for their professional efforts. The **College of Direct Support** is designed to **help staff make life in the community a priority for the people we support**. Competency-based training is designed to prepare direct support staff to go above and beyond compliance, and is fully accredited by the National Alliance for Direct Support Professionals (NADSP).

Two online training modules, developed by leading experts in the field of intellectual and developmental disabilities, **encourage employees to further their knowledge and increase compensation at the same time**. Employees at The Arc NLC have the opportunity to attain a 25-cent to 50-cent per-hour raise by completing courses hosted by the College of Direct Support and Worker's Compensation Trust University. The courses offer **additional empowerment philosophies** regarding the support of people with intellectual and developmental disabilities, and outline several strategies to maintain a safe work environment.

The Year in Numbers

\$11.8 M Total Agency Budget

690 People Served

- 68 People and families supported in their own homes
- 63 People living in 14 residential homes
- 141 People supported in employment/day programs
- 187 People participating with Community Life & Advocacy
- 231 Campers attending Camp Harkness

307 Employees

- 68% Female
- 32% Male
- 149 Full-time
- 158 Part-Time

Volunteering

- 593 Volunteer hours donated to the community
- \$6,000 Donated services through volunteering
- 15% Participants who volunteer at least 3 times a year

Funds Raised

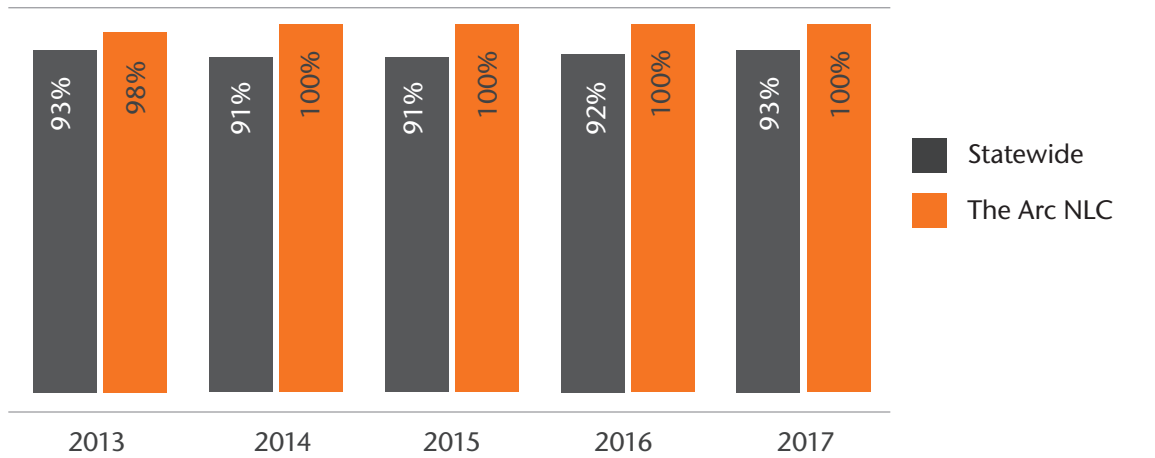
- \$44,448 Raised through fundraisers
- \$222,279 Raised through grants
- \$36,335 Raised through annual appeal

Focus on Quality

The Arc NLC's QSR Scores Remain Some of the Highest in the State

The Quality Service Review (QSR) is the Department of Developmental Services' (DDS) review system that measures personal outcomes and provider support expectations across all service delivery settings. Once again, The Arc NLC QSR scores were above the statewide average for 2017. DDS noted that across 1,081 indicators for FY2017, The Arc NLC received "a mere 10 not-met counts, resulting in 63 out of 75 categories being 100% met." This success is due in large part to our team of dedicated direct support professionals, managers and administrators who oversee and implement supports and services for people with IDD in all programs.

QSR Average Scores



Category of Supports (%)

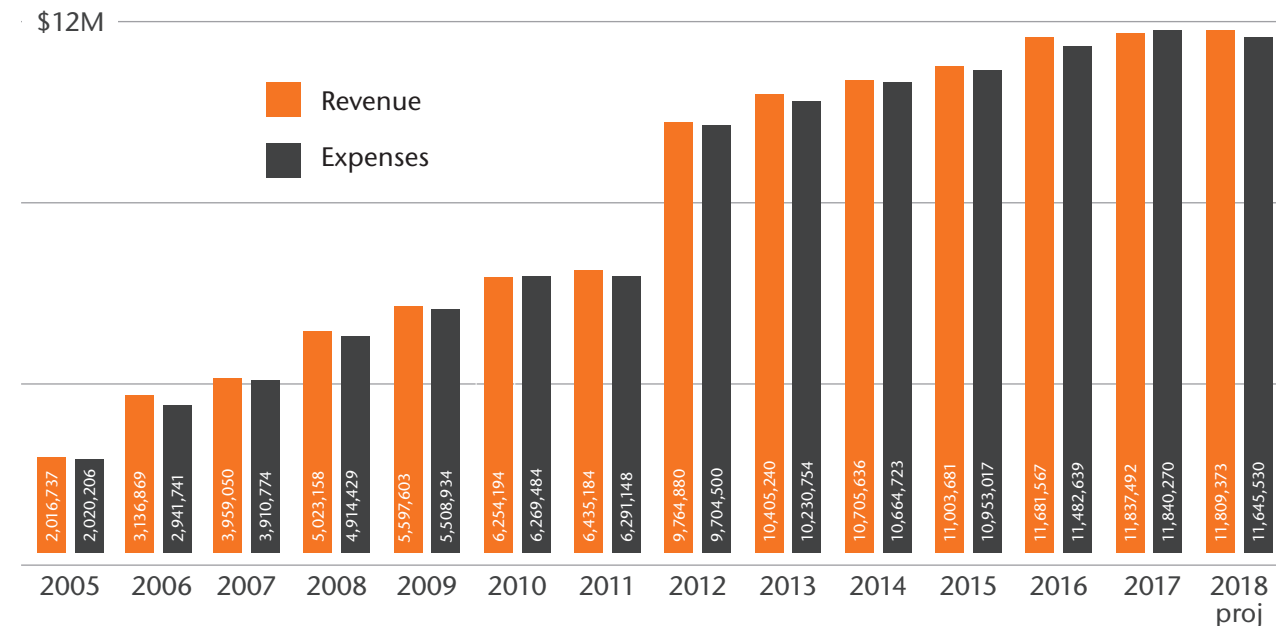
Category	2013	2014	2015	2016	2017
Continuous Residential	90	99	87	99	89
Individual Home	94	100	93	100	96
Individual Day	94	100	93	100	96

Continuous Growth

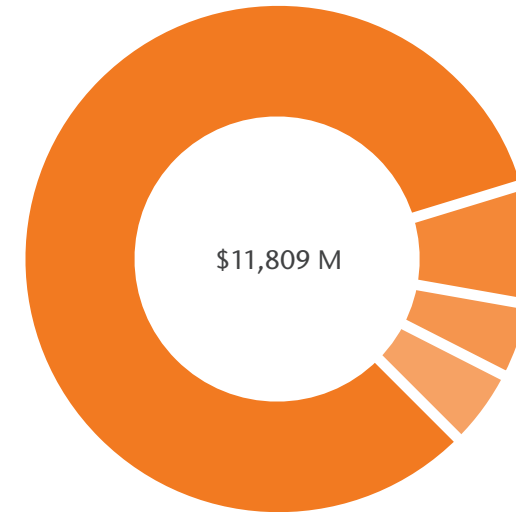
The Arc NLC Continues to Grow as a Leading Provider in Southeastern Connecticut

The Arc NLC was founded in 1952 by parents who met in a Groton, CT living room, passed a hat and collected \$10.69 to create educational opportunities for their children who were not at that time welcome in the public school system. **In 66 years, The Arc NLC has grown into a full-service agency providing a wide variety of supports, including vocational training and job placement, for more than 690 people with intellectual and developmental disabilities and their families each year.** In partnership with national, state, and local chapters, The Arc NLC is a powerful advocate for full inclusion for people with IDD in Southeastern Connecticut. We continue to explore creative ways to work with our local and statewide partners to expand our reach and strengthen our advocacy initiatives.

Total Revenue & Expenses by Fiscal Year

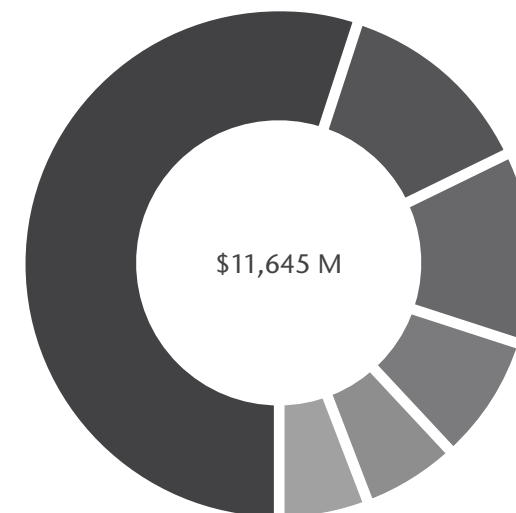


FY2018 Revenue by Category, compared with 2017



Category	FY2017 (actual)	FY2018 (projected)	Increase/Decrease
Contract Revenue	9,762,142	9,793,126	30,984
Service Fees	1,023,944	888,972	-134,972
Room & Board	564,902	555,573	-9,329
Grants	153,843	222,279	68,436
Supported Employment	151,148	155,284	4,136
Fundraising	74,382	80,783	6,401
Rental Income	68,628	79,476	10,848
Public Support	33,692	31,143	-2,549
Investment Income	4,811	2,737	-2,074
Total Revenue	11,837,492	11,809,373	-28,119

FY2018 Expenses by Category, compared with 2017



Category	FY2017 (actual)	FY2018 (projected)	Increase/Decrease
Salaries	6,608,671	6,417,681	-190,990
Admin & General	1,456,187	1,481,626	25,439
Benefits	1,447,409	1,446,954	-455
Building & Equipment	947,921	943,238	-4,683
Programs	701,069	684,031	-17,038
Transportation	679,013	672,000	-7,013
Total Expenses	11,840,270	11,645,530	-194,740

Grants

Grant funding provides the resources needed to embark on new and innovative projects that help people realize their goals and dreams.

- AHEPA Foundation
- CT Department of Transportation
- Chelsea Groton Foundation
- Comcast Foundation
- Community Foundation of Eastern CT
- Community Foundation of Eastern CT Women & Girls Program
- Dominion Energy Charitable Foundation
- Eastern CT Chamber of Commerce Leadership Program
- Eastern Savings Bank
- Gernon Trust
- Groton Public Utilities
- Harvard Business School/Community Partners
- Knights of Columbus Gales Ferry
- Knights of Columbus Norwich
- Knights of Columbus Oakdale
- Ledyard Garden Club
- Ledyard Rotary
- Edward and Mary Lord Foundation
- Mystic Rotary
- New Country Porsche Greenwich
- Niantic Rotary
- Norwich Public Utilities
- Norwich Rotary
- People's United Community Foundation
- Pfizer, Inc.
- Savings Institute Foundation
- Special Olympics
- Town of Waterford
- United Way of Southeastern Connecticut
- Workers' Compensation Trust

This year, The Arc NLC's grant funding supported the following projects:

Community Life & Advocacy provides adults with IDD opportunities to independently and actively engage in the community in ways that serve personal choices and goals and demonstrate the measurable contributions to the community that each one of us is capable of making. **It is funded solely through donations, grants and annual fundraisers.** CL&A activities focus on self-advocacy, health and fitness, social interaction, and giving back to the community. Special Olympics provides coaching and competition in sports year-round including bocce, bowling, swimming, softball and track and field.

The Arc NLC Farm Stand and Aquaponics Facility continues to expand, adding vertical grow towers and a second fish tank to the aquaponics program and a **season-extending greenhouse** to the 22,000-square foot outdoor garden and roadside farm stand, which brings **affordable produce and specialty herbs to the community year-round.** A pilot Community Supported Agriculture (CSA) program will be expanded next year, providing additional employment training opportunities leading to competitive-wage retail, culinary and farming jobs.



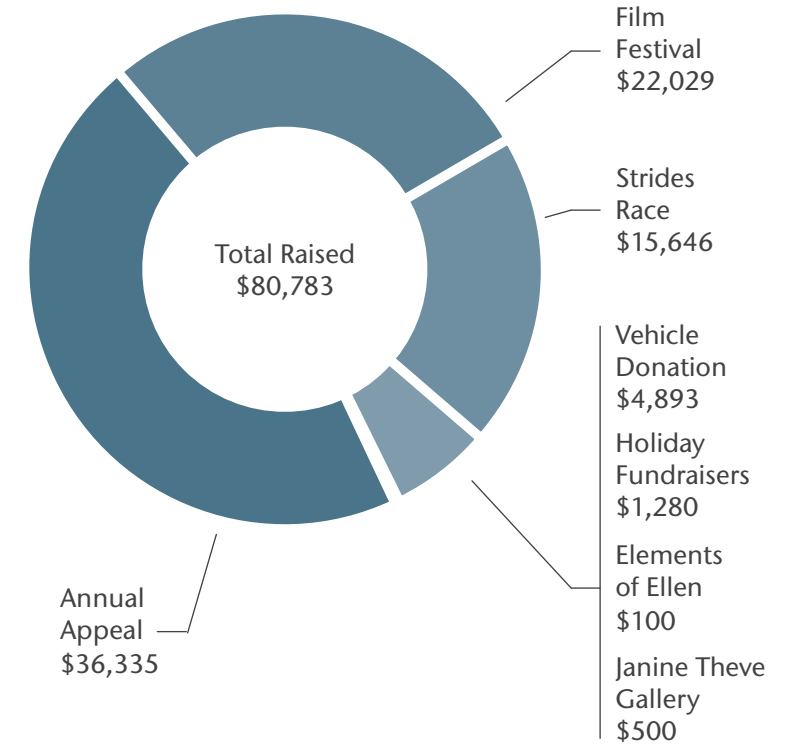
Digital Literacy: January 2018 was the start of our **third series of highly popular digital literacy courses**, funded by the Comcast Foundation, and focusing on students using both laptop computers and iPads to become more **involved in the community, increase their independence, and access community resources.**

In-Home Supports provides **entire families the resources they need to help care for a loved one with IDD.** Many people in the IHS program also come to The Arc NLC's Norwich facility to participate in specialized day programming.

Landscaping Microbusiness: The Arc NLC's lawn and landscape crew worked well into late fall, thanks to ever-increasing skills and an admirable work ethic that solidified their reputation and increased both their **residential and commercial customer base.**

Culinary/Cookie Production Facility: The Arc's "Classic Crunch" chocolate chip cookie has been in area stores since August 2016, and with grants for the purchase of a commercial oven, **the production team moved into donated kitchen space at ShopRite this spring.** The team is now ramping up production, with the goal of having the venture be **truly self-sustaining** and increasing the number of people with IDD who wish to enter this very popular field.

Fundraising



THANK YOU
to the many foundations and organizations that fund much-needed and meaningful social, civic and employment projects.

Community Partners

A special thank you to the following exceptional organizations and agencies for going over and above to partner with The Arc NLC to fulfill our mission of full equality:

The Cadets at the United States Coast Guard Academy donate countless hours of time and service to our many fundraisers and community assistance activities, including the Strides Road Race, the annual Film Festival, and Comcast Cares Day.

The Mashantucket Pequot Museum and Research Center hosted The Arc New London County's third annual Film Festival.

Shop Rite was the first business to sell The Arc's "Classic Crunch" cookies in its New London Store and continues to help the micro-enterprise grow and flourish.

Co|Create is a team of graphic designers who donate their time and skills to not-for-profit organizations to help them further their reach.

THANK YOU
to our community partners who
provide venues, resources,
services and supplies to help make
our programs a success!

1109th AVCRAD United States Government
Ace Hardware of Norwich and Middletown
Adopt - a - Zoo Animal
Allyn's Point House
American Legion Post 4
Atlantic City Linen Services
The William W. Backus Cancer Center
Bill Memorial Library
B.J.'s Wholesale Club
Bozrah Senior Center
Bully Busters
Chamber of Commerce of Eastern Connecticut
Chelsea Groton Bank
Chesterfield Firehouse
Colchester Golf Range
Colchester Public Schools
Comcast/NBC Universal
Connecticut College
Connecticut Department of Developmental Services
The Connecticut Free Store
Connecticut Sun
Cragin Memorial Library
Credit Union League of Connecticut
CSC, Johnson Controls, Inc.
CT Children's Museum
CT State Police Dept. Eastern District
The Day
Deep River Snacks
Denison Pequotsepos Nature Ctr.
East Lyme Public Library
East Lyme Public Schools
Easter Seals
Eastern CT Chamber of Commerce
Festival Farms

Fiddleheads Food Coop
Flutter Foundation
FRESH New London
Friends of Fort Trumbull
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Goodwill
Greater Mystic Chamber of Commerce
Green Ink Marketing Communications
Griswold Youth Center
Groton Municipal Employees
Federal Credit Union
Flanders Fish Market
Groton Public Schools
Groton Public Utilities
Groton Senior Center
Hall Communications
Hartford Marathon Foundation
Helping Hands Thrift Shop
Knights of Columbus
Leader Store, Norwich
Lebanon Community Center
Town of Ledyard
Ledyard Public Schools
Ledyard Village Market
The Lobby Shop at L&M Hospital
Madonna Place
Martin House
Mary Morrisson Elementary School
Mashantucket Pequot Museum and Research Center
McDonald's of Groton
Mohegan Sun
Montville Public Schools
Montville Youth Service Bureau
Muddy Waters Cafe
Mystic Aquarium
Greater Mystic Chamber of Commerce
Mystic & Noank Library

Naval Submarine Base New London
New England Fleet Care
The New London VFW
Norwich Animal Control
Norwich Ten Pin
Norwich Free Academy
Norwich Lions Club, Inc.
Norwich Public Schools
Norwich Public Utilities
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Norwich Tech
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Thames Valley Alternative Relief Center
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VFW Post No. #189 New London
VFW Post #594 Norwich
VFW Post # 1004, Ladies' Auxiliary
Lebanon Village Market
Walmart of Groton
Waterford Public Schools
Town of Waterford
Windsor Public Schools
Work Out World
Zachry Nuclear Engineering

***We are pleased to
acknowledge the following
individuals and families for
their generous donations to
The Arc New London County.***

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The Arc New London County is honored to receive donations in memory of loved ones.

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In Memory of Audrey Snelgrove

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Our heartfelt thanks
to these families
and individuals
for their ongoing support
and commitment to
The Arc New London County.

The 1952 Society

To commemorate The Arc New London County's founding year, The 1952 Society recognizes donors who have exceeded a lifetime contribution of \$1,952.

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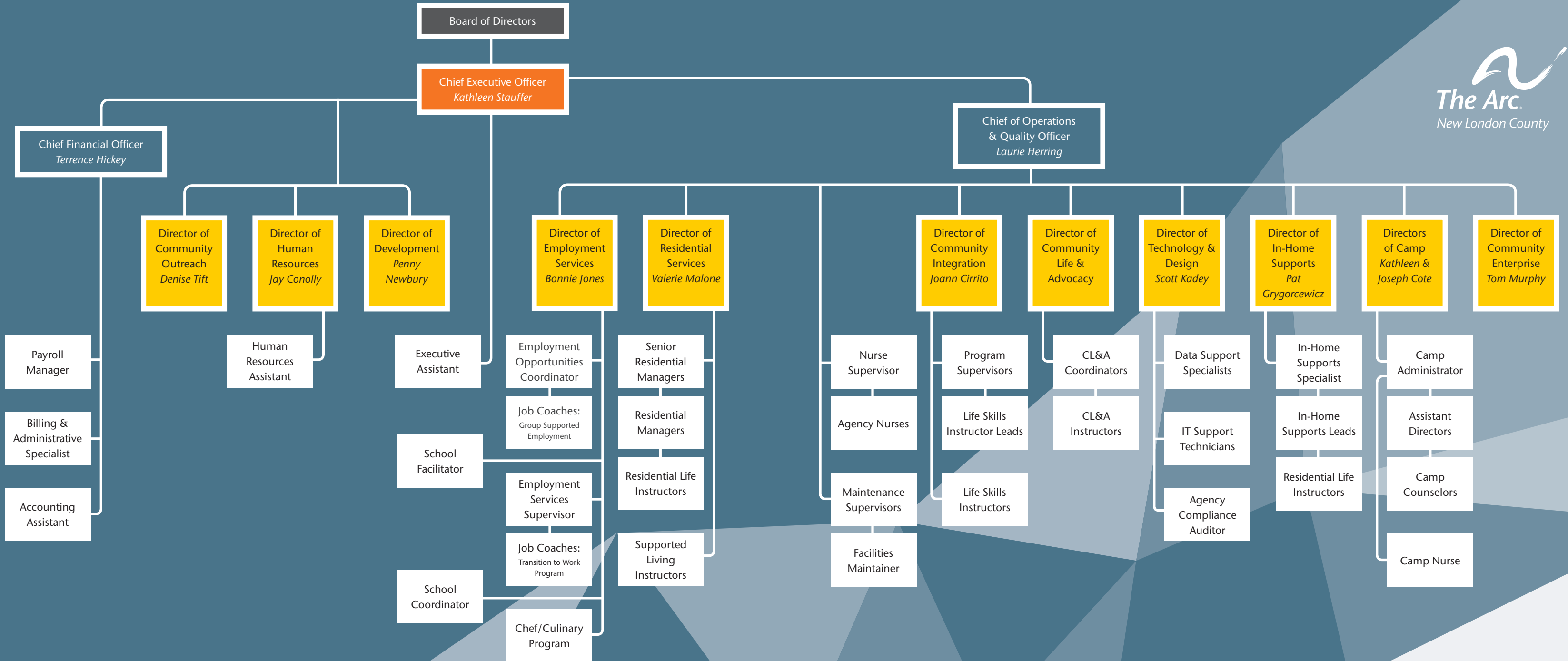
Thanks also to our many anonymous donors

Please consider partnering with us next year.
Send contributions to:

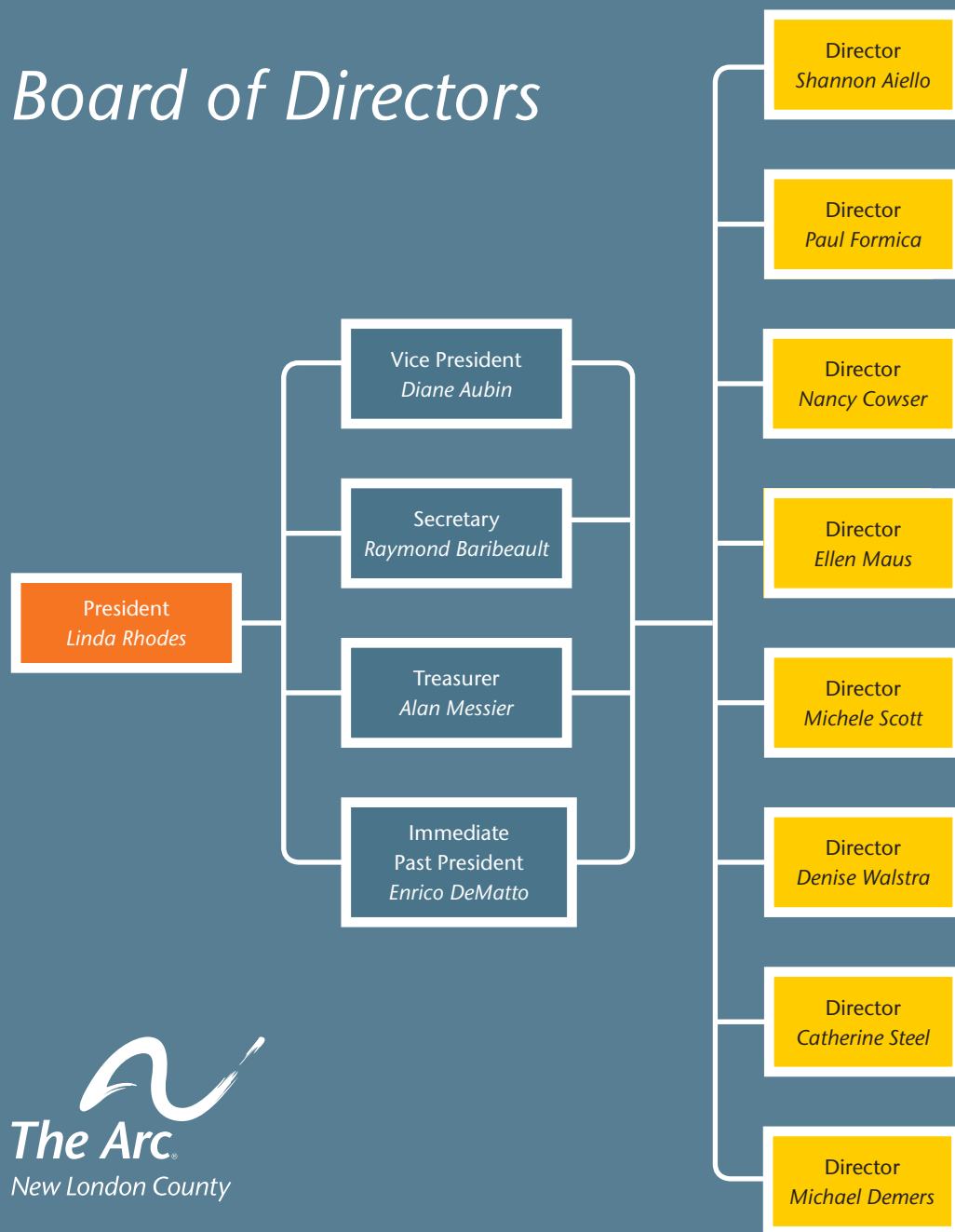
The Arc New London County
125 Sachem Street
Norwich, CT 06360
or visit us online at:
TheArcNLC.org

If you made a gift to The Arc New London County in 2017 and do not see your name on our list of Community Partners or Donors, please contact Denise Tift at (860) 889-4435 ext.116 to be added to this list.

Agency Organizational Chart



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- Enrico DeMatto
- Raymond Baribeault
- Diane Aubin
- Alan Messier

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* Committee Chair



Achieve with us.®

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