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Forward >



Herkimer ARC Annual Report 2011



Our Finances

2011 Income by Source Total Revenue: \$21,934,713 **Program Related Services** \$19.129.646

\$1,831,663 Herkimer Industries Sales \$443.858 Fund Development Goodwill / HARC Store \$230.906** Other Revenues \$298.640

2011 Total Expense by Program Total Expenses: \$21,875,495

\$11,048,001 \$3.583.803 **Employee Benefits Program Related Expenses** \$7,006,951 Other Expenses

Net Surplus: \$59,218

2010 Income by Source Total Revenue: \$21,435,011

Program Related Services \$19,266,599 \$1,051,565 **Herkimer Industries Sales** Fund Development \$320,110 Goodwill / HARC Store \$218,133** Other Revenues \$578,604

2010 Total Expense by Program For more info. visit: Herkimer ARC Total Expenses: \$20,672,184 www.herkimerarc.org \$11,047,687

> Herkimer Industries, visit: www.herkimerindustries.com

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\$236,740 Other Expenses Net Surplus: \$762,827

Our 2011 Board of Directors

Robert Watkins

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Officers*

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Steven Crane Treasurer **Marion Lawrence Gary Ruff** First Vice Chair Past Chair

Directors

Stephen Jones

Wages

Employee Benefits

Program Related Expenses

Theresa Aubin **Anthony DeLuca** Jeanne De Paredes Sam Geloso Donna Goodbread Ralph Hale

Lisa Manna **Robert Palmieri** Mariorie Reese Jeffrey Rheinhardt Jean Smith **Brian Wedemever**

\$3,678,582

\$5,634,544

\$311.371

Board Members Emeritus Anthony Bonvino

President/CEO **Kevin Croslev**

Our Mission

"Herkimer ARC enables people with disabilities, and others in our community, to achieve full potential and enriched lives."

moving Forward

Dear Friends and Supporters of the Herkimer ARC:

As we reflect on our accomplishments for 2011, it becomes fairly apparent that the agency refuses to stand still in these difficult economic times. Our industry, in particular, is under great scrutiny from the State of New York and beyond. The changing environment has many people very anxious as to what the new delivery system will mean for the people we support.

Our current direction continues to be to diversify our funding streams by creating new revenue opportunities, and thus, more options for our people. The expansion of the Business Park, the acquisition of Advanced Technologies, the continued growth of the Goodwill Store, the emphasis on expanding Herkimer Industries' businesses, coupled with our successful fund raising events, grant writing, and other fund development initiatives will be our focus for the foreseeable future.

For the past number of decades, the State has been very generous to our industry by pouring millions of dollars into supporting the people we serve. Our mission of enriching the lives for people with disabilities has finally come to the stark reality that in order to maintain programs developed over the years, it will take flexibility, agility, and creativity to survive.

One thing is for certain, we have an outstanding staff of professionals who stand ready to navigate the future of our industry with great skill. We know the challenges that lie before us and are willing to face them head on. We know it will not be easy, but our advocacy must remain stronger than ever as we continue "Moving Forward."

Sincerely,

Kevin Croslev President/CEO

Harrison Hummel IV **Board of Directors** Chair



Kevin Croslev



Harrison Hummel IV

^{**} Herkimer ARC's share of the retail store revenue. Store opened in April 2008.

In the first quarter of 2011, the Board of Directors voted to change the titles of the Executive staff, and subsequently, to change the titles of Board Officers.



The Herkimer ARC LED project in Times Square, New York City is a beautiful backdrop for the Kung Fu Panda balloon in the Macy's Thanksgiving Day Parade®. REUTERS/Brendan McDermid

Building A Legacy:

Veterans and workers with disabilities can boast they made the big time in a big way to help light up Times Square in New York City. Herkimer Industries (HI), a division of the Herkimer ARC, partnered with Fiberdyne Labs, Inc. to design and place two beautiful 14' x 33' LED American flag renditions in the heart of the "Big Apple."

The project had a tight three-month timeline to provide the landmark Times Square Armed Forces Recruiting Station with a new face—a modern, more accurate portrayal of the American Flag and to increase energy efficiency of the facility. The project required electrical engineering design, creation, and installation of two LED American Flags affixed to each side of the 520-sq. ft. walk-in station, which is the single most successful station in the country, playing an important role in the recruiting effort for the Armed Forces.

The partners involved in the American Flag project included the Herkimer ARC, Herkimer Industries, Fiberdyne Labs, Inc. of Frankfort, NY, Intercontinental Development Corporation, NISH, the US Army Corp of Engineers, and the United States Armed Forces.

Herkimer ARC President/CEO Kevin Crosley commented, "This is a story about building a legacy. These flags are on display within America's number one tourist attraction (Forbes.com). Nearly 38 million sightseers revel in Times Square's bright lights each year. We were able to partner with an 8A business, a minority-owned business that helped broker the project, and Fiberdyne Labs, a for-profit which produces custom LED signs and lighting. We had disabled veterans and folks with disabilities employed. The flags were fabricated with materials made in the USA — many from the state of New York. This venture is a good illustration of a collaboration that creates

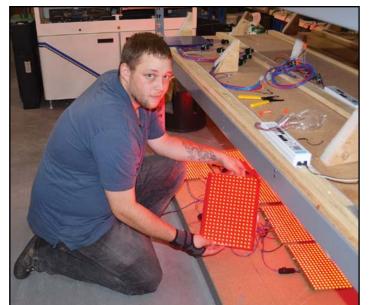
Herkimer ARC Helps Light Up Times Square

partnerships and employment and honors our nation's armed forces. When you put all these facets together, you have a very special project."

While Fiberdyne Labs spearheaded the design and engineering for the project, HI also provided project management, de-installation at the NYC site, fabrication, installation and testing, and final site cleanup. People with disabilities were also instrumental in the success of the project, performing cutting and assembly of wiring harnesses for each flag which consists of: 110,460 LEDs per flag; 260 LEDs on each printed circuit board; 416 circuit boards on each flag; 8 printed circuit boards; and 52 troughs per flag.

Flag creation was performed both at HI and the Fiberdyne manufacturing plant in Frankfort, NY. Veterans also assisted with the on-site fabrication, assembly and material handling in New York City. Some of these tasks included disassembly and removal of existing fluorescent bulbs, ballasts and components; assembly and installation of wiring and conduits to the LED units from the provided electrical panels; installation of the LED systems on ledges/trays that match the stainless steel interior; and testing and site cleaning services.

Crosley said, "Herkimer Industries and Fiberdyne Labs make a great team. We finished and installed the project ahead of schedule and we continue to partner to give customers a wide range of solutions and applications for their indoor and outdoor LED lighting needs. The building and installation of the Time Square flags has become the single most exciting project we've worked on in the Herkimer ARC's history. I think the legacy of the flags will carry on for many years to come and this project will lead us to additional meaningful work opportunities for the people we support."



Markus Irvine, one of the three disabled veterans who worked on the LED flags, comments, "As a veteran, I feel great pride in this project and I hope it brings pleasure to the people who see it. Someday, while walking through Times Square with my daughters and son, I'll show them the American flags and say, 'Daddy helped to build these.' I know they'll be proud."

Inspired by his work on the LED panels and circuitry during the creation and construction of the flags, Irvine has since enrolled in an Electrical Engineering program at a local college to continue developing in this field.

★ You can watch "Building A Legacy," a documentary of the project at herkimerarc.org



Business Park: Reclaiming a Sense of Community









Community development and expanding employment opportunities for people with significant disabilities is integral to the Herkimer ARC's mission to enable people with disabilities, and others in the community, to achieve full potential and to live enriched lives. As evidence of that commitment, the Herkimer ARC is continuing to renovate and maintain the HARC Business Park at 420 East German Street in Herkimer, NY.

Development of the 120,000 sq. ft. former industrial facility continues to transform the historical relic into commercial and industrial space for businesses which would employ people with disabilities and attract commercial small businesses looking to expand their operations and jobs in the community. The goal is for the Park to provide additional revenue sources to position the Herkimer ARC for changes and cuts in government funding for programs.

In 2011, the Herkimer County Chamber of Commerce became the anchor tenant, and they hosted a grand opening in October, which attracted over 250 community leaders. Chamber Executive Director John Scarano commented, "Moving to the HARC Business Park was the culmination of a two-year search for a new home. We couldn't be happier to be here and our office space is beautiful and functional and gives us room to grow. Being the cornerstone of small business and a working partner with the Herkimer ARC, we have no doubt that this facility will become a premier business park in the very near future. The Chamber looks forward to assisting businesses that are interested in locating here."

Creating jobs is nothing new for the Herkimer ARC, which has provided employment opportunities for people with disabilities for more than 30 years. In 2011, four businesses/organizations leased space and 44 jobs were created for people with disabilities, who were employed in an integrated community setting versus a vocational workshop. Workers, at times manning two shifts, were busy shrink wrapping and packing tissue boxes, building boxes for Remington Arms, and preparing spools for reuse in industry, among other jobs.

The local community has also strongly supported the Herkimer ARC's commitment to people with disabilities. The Community Foundation of Herkimer and Oneida Counties, Inc. provided grants totaling \$135,000 in 2010 and 2011 to support renovations, including partial funding for a new passenger elevator at the Business Park. Additionally, the Village of Herkimer has responded very positively to the plan to build a community playground and fitness area behind the building. The park would not only welcome area residents, but also accommodate people with disabilities with special surfaces and equipment. The agency is now in the planning stage to assess community and business financial support for the project.

Advanced Technologies: Synergy = Opportunity

After purchasing and reopening a 15-year-old local company in June 2011, the Herkimer ARC held the official grand opening of Advanced Technologies as a division of Herkimer Industries (HI) with a new storefront at 246 N. Main Street in Herkimer in October. Advanced Technologies is a full service supplier of safety equipment to fire, rescue, EMS, law enforcement, commercial, and industrial customers, as well as to all public service agencies, private, commercial, and industrial organizations. Additionally, fire protection, first aid, and safety equipment is offered to homeowners. Herkimer ARC is currently in the process of further growing the company with the creation of an e-commerce site – advanced techsafety.com.

Herkimer President/CEO Kevin Crosley explained that the purchase of the company just made sense due to a very beneficial relationship the organizations had forged. "We realized there was a tremendous synergy between HI and Advanced Technologies with potential for growth. It was such a great connection—we bought the company. We also had such a wonderful relationship with the company's previous owner, Steven Napolitano—we invited him to stay with us as an independent consultant to help develop new business opportunities," Crosley said.

As projected, the purchase of Advanced Technologies has also opened opportunities at HI. Vice President - Industrial Operations Michael Lamb explained that staff sewers currently produce bags for fire escape equipment and add patches to shirts, fire coats, vests, and other garments the store offers for sale. Products that HI has developed over the past several years, such as first responder kits, custom bags, and HAIX boots, are also offered at Advanced Technologies.

"The relationship between HI and AT started three years ago when Steve Napolitano and Joe Maiola, HI State Contract Sales, got together on an idea to create a First Responder Bag for the New York State Troopers," Lamb said. "That initial idea grew to include other bags, flashlights, cones, flares, etc. The synergies between the two can only grow stronger as HI continues to produce products to offer in the store and online and the storefront sends customers for custom work or for our specially-designed products. A great example of this is when a customer goes to the storefront for a first responder bag—HI can customize that bag to the exact content needs for the customer and we can have the bag sewn and embroidered."



Dignitaries helping to cut the Grand Opening ribbon included: Melodie Greiner, First Source Federal Credit Union, John Scarano, Herkimer County Chamber, Senator James Seward, Steve Smith, MVEDD, Assemblyman Marc Butler, Herkimer ARC VP - Fund Development Dominic Frank, Steve Napolitano, Herkimer County Sheriff Chris Farber, Herkimer ARC President/CEO Kevin Crosley, and Carl Marucci, Adirondack Bank.



Debbie Tennant, a staff sewer at Herkimer Industries, sews a bag for fire escape equipment, which will be sold at Advanced Technologies.

Herkimer Industries: New Customers Boost Skills and Pay



Workers are very busy on the second floor of the HARC Business Park with projects for one of Herkimer Industries' (HI) newest customers, TimBar Packaging & Display, a leading manufacturer of corrugated packaging. The first items the workers will show off to visitors is their packaging records, which they have written and accumulated on the columns in their work spaces. Achieving these records—building and packing 650 gun boxes one day, the next 706, the current record 964—helps build camaraderie amongst the

workers, along with boosting their productivity levels and paychecks.

Since securing the contracts with TimBar, a workforce of 40 or more, comprised of disabled and non-disabled workers, have been employed full-time to produce and pack gun boxes and to shrink wrap and pack tissue boxes for a retail grocery chain.

Jesse Van Court came from a vocational setting at Herkimer Industries to the East German Street business park site to work on the packaging projects. His supervisors noticed a marked improvement in his social skills and his attention to task has improved dramatically. If you chat with Van Court, he loves his job. "I am happy that I can work more hours and I have made more friends," he said. "I enjoy it here because I like the building, I make more money, and I like to make boxes."

One key mission at the Herkimer ARC is to have individuals who are supported with services to integrate within their communities such as volunteering at a community organization, attending events, shopping or eating out. Herkimer Industries reinforces that objective with a workforce comprised of 150 disabled and non-disabled workers. Barb Elliott began in HI to help with packaging products. Production Manager Linda Hines noticed that she could easily reach a 100% production level and needed more of a challenge. Hines asked her if she would like to train as a sewer. Although Elliott could not sew, she jumped at the chance. Her productivity levels are improving daily and she currently sews hats for a project with Seneca Cayuga Industries (SCI). When she talks about her new job Elliot says, "I love sewing. I am my own person. I know what to do and I know what to put out. Each day that I get better, I'll earn more money."

Vice President - Industrial Operations Michael Lamb, said, "Perhaps it was reflective of the economy that 2011 started out slowly. We gained momentum with the TimBar projects. In the Fall, we finished a 3M glove project, where by the end of the year we packaged and shipped 1.58 million gloves which kept many workers busy. Revision Eyewear, Ltd., a highend manufacturer of military goggles and glasses, continues to boost sales. And of course, the icing on the cake was our historic LED flags project in Times Square. We are hopeful for 2012. Our sales to state organizations are already more promising as New York seems to be rebounding. We are also working with a new company to sew and package diapers, where we hope to hire and train additional sewers and workers."



Jesse Van Court began work on TimBar projects, one of Herkimer Industries newest customers, at the HARC Business Park. His supervisors have noted a marked improvement in his social skills and attention to task.



A goal at HI is to integrate disabled with nondisabled workers so they can share life and work experience. Sewing Operator/Trainer Pat Warner, right, worked with Barbara Elliott to share her sewing skills. Today, Barb is sewing hats for a government contract.

Goodwill-HARC Store: Fulfilling Commitments

The Goodwill-HARC Store & Donation Center, a 7,000 square foot retail store located in the Herkimer Commons Mall, continues to provide full and part-time employment opportunities and fund vital and meaningful programs for people with disabilities and others in need of services.

"The store has met and exceeded our expectations since we opened in April 2008," said Herkimer ARC President/CEO Kevin Crosley. "2011 was a banner year for the store. Several individuals, who started working there with assistance from our vocational division, have been since hired to full-time positions at the store. Our enclave, made up of individuals who would like to work in the community but need job coaching and support, also continues to thrive by hanging and sorting items for sale. The store is a win-win offering an affordable shopping outlet for families trying to save money, which in turn creates revenue to help us to continue the vital services that are either not funded or are effected by government funding cuts of recent years. It's actually our customers who also help us to fulfill our commitments to the individuals we support," he added.

Stacey Jo Crim came to work full-time for the Goodwill-HARC Store through Career Connections and the LIVES II grant, which supports individuals who are currently on public assistance to become self-sufficient through employment. Crim, a single mother of two children with special needs, worked with Career Connection LIVES II case managers and she began working at the retail store to assess her skill and interests in June 2011. The store manager immediately recognized her abilities and he hired her full-time in September, she was named "Employee of the Month" in October, and she was named Third Key Manager. Her current duties include opening and closing the store, pricing items, cash deposits, and supporting register staff.

Crim was considered underemployed with barriers to employment before she started working with Career Connections and at the Goodwill-HARC store. She had lost her previous job and she became a stay-at-home mother with her two sons. Today, she is off public assistance and really enjoys her work. "I really like the environment and the people," Crim said. "I am earning more money, which allows the boys and I to do more things. I am no longer living check to check."

Herkimer ARC Vice-President of Day & Community Supports Susan Streeter, said, "Stacey is just the perfect example of how working within several agency programs, we can help change someone's life. We know that once the barriers to employment are eliminated, such as underemployment, that we can help people achieve meaningful work based on each person's needs, desires, and abilities."



moving Forward >

Through a Career Connection LIVES II program and support from staff, Stacey Jo Crim went from being unemployed and on public assistance to Third Key Manager at the Goodwill-HARC Store.



Goodwill-HARC Store Manager Shelly Stewart, right, observes as Herkimer ARC enclave workers, from left, Carol Timmerman and Lynn Moody, tag clothing. Five individuals work on varying days throughout the week to sort and tag clothing and items.

Career Connection: Changing Lives with Lives II

According to Kristen Isele-Johnson, she and Mario Colon—case managers for the LIVES II grant at Career Connections—interview and work with many people who are on public assistance, who are searching for jobs or work experience, and who are facing barriers to earning a high school diploma, trade skills, and/or employment.

The goals of the LIVES II program are to screen individuals, who qualify and live in Herkimer and Otsego Counties, for disabilities that may impact their ability to be gainfully employed; to connect individuals to programs which will increase their employability; and to assist individuals to become self-sufficient through employment.

"Many of the individuals who qualify for our services under LIVES II lack family support, have not received the appropriate services to address learning disabilities and mental health issues, or they lack work skills or experience that lead to earning a paycheck." Isele-Johnson said. "For the past year we've helped individuals, who thrive and are highly motivated, and others who need intensive support to find jobs. In the end, it is personally very rewarding to help people break through these barriers and to end their cycle of dependence on public assistance. We see a boost to their self-esteem and motivation when they work to earn either a degree or a paycheck. We've achieved some great successes."

Daniel Bennett is one of those successes. He received an IEP (individualized education program) diploma in high school, which allowed him to reach personal goals but did not necessarily equip him to enter the work world. Bennett worked several years after graduation in a local hospital's dietary department loading trays and washing dishes. He was lucky to have secured that first job through a family friend as IEP diplomas are not usually attractive to prospective employers. He lost his job as he says to circumstances of being in a poor relationship. Bennett could not get another job and he went on public assistance to support his three children.

Bennett qualified for LIVES II and staff helped him build an individual employment/life plan, and he began the Work Experience Program, which allowed him exposure to different types of work and to assess his skills at the Little Falls YMCA. LIVES II staff also helped him to reconnect to the External High School Diploma program, where he earned a diploma over several months. The valuable work experience Bennett gained at the YMCA qualified him to interview for a local manufacturing job. He laughs when he tells the story that while he was interviewing, a call came in from the YMCA to hire him full-time in maintenance.

"I am really happy working at the 'Y," Bennett said. "The staff here looks out for me. They are like my family. I keep busy and I like working full time helping to fix things and clean. It is nice to support my kids versus the government supporting them."

Bennett claims while he nears his one year anniversary and he is proud he earned the paid time off he has accumulated, he is a bit hesitant about using it. "I really like keeping busy now and I really like my supervisor. I'd rather be working than sitting home."



A year ago, Daniel Bennett was unemployed, sitting at home utilizing public assistance to support his three children. Thanks to Career Connection staff, he earned an External High School diploma and gained job experience, and is now working in maintenance at the Little Falls YMCA. He is also looking forward to his one year anniversary in June 2012.

Supporting Positive and Creative Learning

Several years of renovations and program enhancements within the Day & Community Support programs were completed in 2011. The greenhouse welcomed individuals in the Horticulture program at the Gail W. Brown Center. All the classrooms at the 350 S. Washington Street were modernized – complete with lifting equipment, flat screen televisions, new cabinetry, new paint, and more.

Several of the most positive transformations have been seen in the new Autism Program for adults, which opened in a specially-designed classroom in June 2011. The project was years in the making with significant training of staff, renovation of the site, and enrichment of program materials. The room is "state of the art" in terms of design for those with the characteristics and the diagnosis of Autism—based upon completed United Kingdom studies that identify specific considerations in creating an ideal learning environment for those on the Autism spectrum. The classroom has been architecturally designed and furnished from floor to ceiling to enhance learning through manipulation and consideration of environmental factors of color, light, sound and structure.

"Everything has a place, everything is in its place, and all individuals have their own space," said Assistant Program Director of Clinical Services Lisa Gifford. "Each facet of programming has been woven for each individual and all learning is functional. We address communication, social, and sensory skills to help program participants to communicate more effectively and to have a clearer understanding of expectations and what is needed to be independent. Perhaps the best indicator of success is seen in the individuals we support. A great example is the positive changes within Cindy Seymour. Cindy has had issues with attending and enjoying church with her family and traveling by bus each day. Most of her difficulties were due to her inability to understand, along with anxiety of not knowing why or what was going to happen next. Through the use of structured learning and the development of communication skills, she now understands the purpose of a seat belt and is engaged in a positive way at church. Her new skills and level of confidence come from learning to transition by following a daily schedule. Her new found independence includes tasks such as bringing mail to the mailroom or picking up cups in the Nurses' office for her program. Individuals are truly achieving consistent and positive strides in this new program," Gifford added.

The greenhouse has also created positive atmosphere. "I have observed great progress in individuals' attitudes since we've begun work in the greenhouse," said Classroom Lead Kelly Baron. "They feel great pride in what they have learned and accomplished as a group in our Horticulture class. Seeing the smiles on their faces and their self-confidence is what makes work worthwhile. It is nice to see such positive stimulation while they work in the greenhouse."



Autism Program Classroom Lead Tim Whaley works with Cindy Seymour on her transition schedule to give her a clearer sense of what her activities will be for the day.



Everyone loves planting in the new greenhouse, and learning how to grow a plant from seed, how to care for the plants, and utilizing their money skills to sell the plants. All money goes back into purchasing supplies. Individuals participating in horticulture class include, from left to right, Tomas De Paredes, Kelly Baron, classroom lead, Jackie Lawson, direct support professional, Kitty Smith, Tim Lahey, and Dawn Liddle.

Record Support: A Special Thanks to Our Community

The Herkimer ARC's major fund raising events achieved many records in 2011. On October 22, the ballroom at the New York International Wine Auction (NYIWA) erupted into cheers and became a true night of celebration after guests and sponsors learned they helped to set yet another three records: individuals and businesses donated record sponsorship dollars (along with supporting wineries and businesses giving amazing silent and live auction lots); a record number of individuals attended the live auction and dinner; and NYIWA ultimately raised a record gross of nearly \$240,000!

Circle of Friends, the Herkimer ARC's philanthropic group supporting the HARC Endowment Fund, doubled pledges in 2011 from the previous four years. There are now 37 members who have pledged \$272,000 to date. Each member, who can be an individual, couple, family or business, has pledged a minimum of \$500 per year for five consecutive years. The Endowment Fund provides financial support for unfunded or under-funded programs and services such as Guardianship, Spirituality, and Self-Advocacy.

Community events continue to thrive. The Enabler Golf Open secured record sponsorship support at \$26,800, and the second annual Heart & Sole Run attracted a record number of runners at over 130. The Herkimer ARC also recruited a record number of members – 1,324 to be exact – during the 2011 Membership Campaign. Members have a positive impact by helping to give the agency voice with local, state, and federal government leaders. Finally, the 2011 Annual Appeal, chaired by Dr. Jaime and Jeanne De Paredes, raised over \$40,000 to install cameras on each bus in the Herkimer ARC fleet.

Herkimer ARC President/CEO Kevin Crosley explained everyone is always humbled when the agency surpasses goals. "We really have an amazing network of supporters, which includes staff, friends, and families who seem to help uplift us as we face continued cuts from the state and federal governments. We are always genuinely amazed by the generosity of our communities, whether it be a donation to memorialize a loved one or California and Finger Lake wineries donating to the wine auction. Their continued support inspires us and truly helps us to provide vital and meaningful services to empower people and enrich lives."



Dr. Jaime and Jeanne De Paredes, 2011 Chairpersons of the Life Is Beautiful Annual Appeal, helped raise over \$40,000.

Funds raised will help the Herkimer ARC to provide safer travel for the approximately 500 individuals who are transported on buses each day. Proceeds will be utilized to purchase and install both internal and external video cameras for each bus.



NYIWA 2011 began with a toast sponsored by The Bonadio Group. Toastmaster Jerry Archibald, from The Bonadio Group asks everyone to raise their glasses including, from left, Dennis Surace, Denise Snyder, Arlene Broat, and Richard Callahan of NBT Bank, and Andrea Como, Francine Apy, and Yvonne LoRe of Annese & Associates, Inc.. NBT Bank and Annese & Associates were the 2011 **NYIWA Event Co-sponsors.**

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Mr. & Mrs. Michael Schultz Mrs. Stephanie M. Dver

The Birthday Girls

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Burgess Cellars CAD Designs Cakebread Cellars

Calera Wine Company Canal Side Inn

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