Bold Vision. Bold Action.



Arc Herkimer 2016 Annual Report

Our Finances

2016 Income by Source* **Total Revenues** \$25,058,454

Program Related Services \$17,218,572 \$6,543,802 **Herkimer Industries Sales** \$495,072 **Fund Development** Other Revenues \$801,008

2016 Total Expense by Type*

\$24,812,689 **Total Expenses:**

\$11,484,105 Wages **Employee Benefits** \$2,463,045 **Program Related Expenses** \$10,416,058 Other Expenses \$449,481

Net Surplus: \$245,765

2016 Finances Unaudited.*

2015 Income by Source

Total Revenues \$23,762,829

Program Related Services \$17,347,871 \$5,481,989 **Herkimer Industries Sales** \$529,868 **Fund Development** Other Revenues \$403,101

2015 Total Expense by Type

\$23,311,486 **Total Expenses:**

\$11,638,577 Wages **Employee Benefits** \$2,818,598 **Program Related Expenses** \$8,459,663 Other Expenses \$394,648

Net Surplus: \$451,343

2015 Finances Audited

Annual Report Cover Design & Layout: **Anne Santry**

Editorial, Photography & Layout: Joan Wishod Reardon

Questions regarding info. within this report, contact: Joan Wishod Reardon **Public Relations Director** (315) 574-7357 jreardon@archerkimer.org

> For more info. visit: **Arc Herkimer** www.archerkimer.org

Herkimer Industries: www.herkimerindustries.com

New York International Wine Auction: www.nyiwa.com

Advanced Technologies: www.advancedtechsafety.com



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President/CEO

Kevin Crosley

Our Mission

^{*}Audited financial statements were not available at the time of printing the 2016 Annual Report.

[&]quot;Empowering people with disabilities and enriching lives throughout our community."

A Message from our President/CEO and Board Chair:

Suffice it to say, 2016 was a landmark year for Arc Herkimer. Not because of any special anniversary, but rather, due to the vast number of major accomplishments we were able to see come to fruition.

As we continue to grow and diversify, even during this difficult period for our industry, we need to keep our eyes focused on what truly matters. At the end of the day, it's the people associated with Arc Herkimer who make the difference. Whether it is a person supported, a family member, a staffer, an advocate, a volunteer, a donor, or a combination thereof, treating people with dignity and respect is what we're all about.

Our mission is to empower people and enrich lives, accomplished through a connection to a larger team striving to make one another better. The road ahead will not be easily traveled. However, as we continue to expand our community outreach, the opportunities presented will offer us the chance to move ahead with conviction.

Bold Vision. Bold Action. Building Community.

Sincerely,

Kevin Crosley President/CEO Robert K. Watkins Board of Directors Chair



Kevin Crosley



Robert K. Watkins

► A BIG CHANGE IN A BIG WAY — The Arc Herkimer family introduced a new brand identity on September 28—aptly named B-Day—unveiling to the public the agency's official new name: Arc Herkimer. The comprehensive rebranding and marketing plan included a new name and cohesive brand identity materials, including a new logo, signage, and mission and vision statements.

Agency-wide B-Day festivities for board members, staff, and persons supported included a press conference, picnic, mural unveiling, and music by FLAME, a band that spreads hope and inspiration

Empowering people with disabilities and enriching lives throughout our community.

through their music. Additionally, there were signage unveiling events at other sites—complete with cupcakes.

As part of the rebranding effort, twenty four Arc Herkimer employees were named Brand Ambassadors. They were selected because of their enthusiastic work attitudes and respect from their peers. They joined the Executive Team, Rebranding Committee, and Communications Team, and helped to bring the rebranding message and plan

throughout 2016 to both the agency's employees and to the community.

The new identity and logo were embraced by a special Arc Herkimer Board of Directors Rebranding Committee and the full Board approved the change to become an affiliated chapter of The Arc of the United States in February 2016. Arc Herkimer's branding specifications were then sent to the NYSARC Inc. Board of Governors and administration of The Arc for approval.

Rebranding increases awareness of the agency's mission, programs, and services; presents Arc Herkimer with a positive, unique, and consistent public identity to strengthen relationships and develop new partnerships; opens avenues for new product and innovative program development, as well as the promotion of those initiatives; and provides opportunities to engage in contemporary promotional strategies.



Arc Herkimer Brand Committee members and Brand Ambassadors include: front row, from left, Katie Coombs, Tazlin Dicob, Abby Perkett, Ashley Tyo, Mona Fermin-Fennell, Shayna Huyck, and Joan Wishod Reardon. Second row, from left, Linda Bolander, Audrey Rooke, Chloie Rood, Marianne Ellis, Amanda Aiello, and Katelin Palmeter. Third row, from left, Kelly Bunce, Kody Newman, Heather Jackson, and Carrie Bass. Fourth row, from left, Frank Reid, Jill Ray, Kevin Crosley, Jessilyn Jenkins, and Brittany Occhipinti. Fifth row, from left, Colleen Gross, Jessica LaFountain, Margaret Pelzer, and Robert Baber.



Arc Herkimer staff and individuals supported enjoyed and danced to the sounds of Flame the Band and lead vocalist, Michele King (pictured above). Flame is comprised of musicians that produce great music and who just happen to have a disability. They have travelled the world spreading hope and inspiration through their music.



Over 200 people participated in B-Day festivities that included a press conference, picnic, music by Flame the Band, a mural and site unveiling of signs, and cupcakes for everyone! Photo left, individuals supported release balloons with the old Herkimer Area Resource Center logo to signify letting go of the old and to celebrate and introduce the new. Immediately thereafter, the new logo, which was painted on the building by an area artist, was unveiled at the 350 S. Washington Street site.



New signs were unveiled at each site (excluding homes) by staff and individuals supported. Those participating at the Gail W. Brown Center include, first row from left, Jackie Lewis, Janet LaRock, Tim Lahey, Kevin Crosley, and Scott Barker. Second row from left, Jolene Edick, Ashley Youker, Heather Jackson, Dawn Liddle, Sherry Komnick, Elizabeth Hafner, Shawn Schultz, Lorene Bass, and Cindy Schrader. Back row from left, Heather Maley, Terry Talbot, and Aaron Postiglione.



On B-Day, a building mural painted by Utica Artist Marc-Anthony Polizzi, was unveiled at the 350 S. Washington site. Polizzi's work has been shown throughout the United States, including Chicago, New York City, New Orleans, and Kansas City. He has also appeared in numerous publications from New Glass Review (Corning Museum of Glass) to Staging Spaces, Scenic Interiors (Gestalten Publishing).



Arc Herkimer President/CEO Kevin Crosley, second from left, breaks ground with the Mohawk Valley Region Accessible Park Project Campaign Co-Chairs, from left, Chip Hummel, George Aney, and Martin Babinec.

■ A PARK FOR EVERYONE — The Mohawk Valley Region Accessible Park project, located behind the Arc Herkimer Business Park in Herkimer, NY, is a unique regional asset that will be used by people of all abilities from local areas and surrounding counties. The young, elderly, those with disabilities, and families—no one will be limited in enjoying recreation. The park will feature play areas for specific age groups, a bandstand, fitness trail and stations, basketball court, softball field, family pavilion, concession stand, and more. Adaptive equipment such as basketball hoops that can lower and special field surfaces will accommodate individuals in wheelchairs and those with other needs.

On May 13, 2016, supporters put their shovels in the ground to signify the ground breaking phase of the project. Dignitaries attending included individuals from the Village of Herkimer, government officials, park committee members, donors, individuals supported, family members, and others.

On February 29, Arc Herkimer announced that while donations to the park had reached over \$1 million, fund raising continues to this day to assist with additional building costs, to finish park aesthetics such as landscaping, to buy additional equipment, and maintenance. The goal is to establish an endowment fund to pay for maintaining and beautifying the park for generations to come. Arc Herkimer also acknowledged outstanding donors and partners, including the Village of Herkimer and The Community Foundation of Herkimer & Oneida Counties, Inc. For more information regarding how to support the park, contact Development Director Robert Baber at (315) 574-7353.



Contractors started building the playground equipment in Fall 2016. When completed there will be three play areas for ages to 24 months; ages 2 to 5; and ages 5 to 12 with age-appropriate equipment.



Others participating in the ground breaking include, from left, Martin Babinec, park project co-chair, Penny Garski, assisted by her daughter Tarra, John Scarano, executive director of the Herkimer County Chamber of Commerce, Chip Hummel, park project co-chair, Kevin Crosley, and Jan Squadrito, senior community investment manager, The Community Foundation of Herkimer & Oneida Counties, Inc.

▼HI'S RECORD GROWTH BOOSTS BOTTOM LINE — Herkimer Industries (HI) achieved yet another outstanding year of record sales. Arc Herkimer division's success story is not only attributed to 2016 sales, but it's one of sustained growth for the past six years. Total sales for 2016 reached over \$6.5 million. The record trend started in 2014 when HI added \$1 million to sales, which was duplicated again in 2015 and 2016. The 2016 growth rate was 19.6% higher than 2015.

Herkimer Industries, which encompasses the vocational center, Arc Herkimer Business Park, Goodwill-Arc Herkimer Store, and Advanced Technologies, achieved this milestone in a number of ways. HI achieved a record breaking year in New York State sales driven by the largest purchase order of all time for 20,000 Officer Down Kits for one of the largest police agencies in the state. These kits allow officers to respond quickly, intended to help control the bleeding of traumatic injuries, such as gunshots wounds. Advanced Technologies achieved record sales by bringing in a large influx of new customers. The new Goodwill-Arc Herkimer store achieved record sales by moving retail operations to a centralized and popular shopping hub. Finally, a display assembly project for Walmart also boosted sales at HI to a record level.

HI provides contract packaging, industrial sewing solutions, package and product design services, sub-manufacturing, assembly solutions, ISO compliant quality assurance, and worldwide distribution. HI also offers a full line of customizable safety products, including law enforcement and military supplies.



HI's Pam Miller helps fulfill an order for Officer Down Kits.
Miller was also named a 2016 "Outstanding Performer" by the New York State Industries for the Disabled, Inc. (NYSID).



Arc Herkimer President/CEO Kevin Crosley (center with scissors) cuts the ribbon to officially open the new store with, to the right, Herkimer County Chamber of Commerce Executive Director John Scarano, and second to right, Arc Herkimer Board Chair Bob Watkins. They are joined by representatives of local municipalities, the Chamber, Arc Herkimer Board members, and Goodwill employees.

▲OFFERING NEW COMMUNITY OPTIONS — Over 1,000 shoppers visited the new Goodwill-Arc Herkimer Store & Donation Center as part of a weekend celebration in June. The 8,000 sq. ft. shopping destination is located at 105 Caroline Street in Herkimer.

Arc Herkimer and Goodwill Industries of Greater New York and Northern New Jersey, Inc. opened their first joint venture retail store in Herkimer in 2008 and have enjoyed great success with proceeds supporting services for individuals with disabilities. This good fortune prompted the move to a larger store in a centralized shopping hub.

When people shop at or donate gently used items to the store, they are funding education, programs, and training and career services that prepare people to become more independent, to find better jobs, and to build careers.

Merchandise at the store includes new and slightly used brandname items. Store hours are Monday through Saturday, 9 a.m. to 9 p.m. and Sunday, 10 a.m. to 8 p.m. For more information call the store at (315) 866-1212.

▶ RESTRUCTURING CREATES POSITIVE CHANGE

— With the impact of budget cuts to service funding, financial constraints, and the movement from fee-for-service to managed care, Arc Herkimer undertook an in-depth restructuring process in 2016. The ultimate goal: to continue to ensure that individuals supported can expect excellence and person-centered services in light of these factors.

In looking to create positive and proficient change in the way services are delivered, the process highlighted that the agency could be more efficient by deleting duplicated processes and by sharing best practices and valuable technology between programs.

According to Executive Vice President – Supports & Services Lorene Bass, the reorganization was a



Arc Herkimer Supports & Services Management Team meets regularly to share best practices.

culture shift. "Our biggest challenge was to break down traditional thinking and to start fresh in our creativity and ingenuity to bring about positive outcomes. Although we've only been working with the new model for months, we've seen dramatic changes in the areas of efficiency, both in communications and costs. Change can be difficult and our staff has done a wonderful job to help bring about a true sense of working as a large, and positive cross functional team. In the end, these restructuring changes give staff more time to work one-on-one to advocate for people and to promote excellence in person-centered services and supports that lead to increased quality of life for individuals," Bass said.



Dakotah Dunham, a Project SEARCH intern, works on overseeing an equipment usage calendar as part of his responsibilities working in Herkimer College's Information Services: RTV & AV department.

▶ PARTNERING TO BUILD COMMUNITY — Arc Herkimer and Herkimer College began partnering together to host and provide a 40-week internship program for young adults with disabilities, ages 18 to 34, with a sole objective and intensive focus on achieving competitive employment and maximum independence for each participant. The first class of five interns are scheduled to graduate with certificates in May 2017.

Project SEARCH is now in its second year of collaboration with the nonprofit and college. Interns participate in daily classroom instruction and gain hands-on work experience by rotating among three unique, unpaid internships at various sites at Herkimer College throughout the academic year, along with some work assessments within the community. Skills learned by the interns will be marketable in their search for community employment.

The 2017-18 program is free for eligible young adults. For more information, contact Catherine Loomis, Career Connections, at (315) 572-7893.

MERGER OFFERS NEW TECHNOLOGY SOLUTIONS — Arc Herkimer joined forces with other nonprofits in 2016 to become part of CIS (Center Information Services), which is a nonprofit organization operated exclusively for the charitable purpose of providing computing services, information services, and other related services to members.

CIS is comprised of Al Sigl Community of Agencies, Rochester Rehabilitation Center, The Arc of Monroe County, CP Rochester, and Arc Herkimer, along with other nonprofit agencies in the Upstate New York area. There are ten board members—two from each organization.

The service activities of CIS make it possible for nonprofit customer agencies to fulfill their missions more effectively and efficiently. Through optimized delivery of IT and telecommunications services, individuals supported by services and their families, are directly benefitted. The merger is timely from the aspect that IT supports are an integral part of any organization, especially in a highly regulated industry. Many nonprofits cannot afford to employ highly qualified IT professionals on their staff.



CIS retained all of Arc Herkimer's previous IT staff, including, with new titles, from left, Mark Merritt, information architect, Michael Schultz, chief commercial officer, Andrew Cristman, systems administrator, and David Dy, support center analyst.



Physical Therapist Kim Maykish from The Arc Madison Cortland's Article 16 Clinic provides therapy for Damion Totten at the Herkimer site.

■DIVERSIFYING CLINIC SERVICES — New York State mandated that, effective January 1, 2016, Article 16 clinic services must only be delivered at sites that are specifically certified by the New York State Office for People With Developmental Disabilities (OPWDD). After careful deliberation, Arc Herkimer concluded that individuals supported by the nonprofit would be better served by a satellite clinic, located at Herkimer and administered by The Arc of Madison Cortland.

"Rather than recruit a cadre of health professionals to be able to continue to provide a full spectrum of services and to go through the process of converting to a state certified clinic, we realized that not only does The Arc of Madison Cortland already have established and certified clinical services, they also provide excellent care," said Arc Herkimer Vice President – Supports & Services Lorene Bass. "We came to the conclusion that they could offer the individuals we support many more services."

Arc Herkimer has retained and still offers nursing services for residential and day support programs, psychiatry and psychology services, along with pre-school assessments.

The Arc of Madison Cortland provides individualized support services in the following clinical disciplines: Dietetics/Nutrition, Occupational Therapy, Podiatry, Psychiatric Services, Psychological/Behavioral, Physical Therapy, Social Work, and

Speech Pathology. Additionally, clinic staff provides a wide variety of specialized assessments, including but not limited to: Psychological Testing/ Eligibility Assessments, Guardianship, Swallowing Evaluation, Medical Consent, Adaptive Equipment, Sensory Swim, and Wheelchair Assessment.



Arc Herkimer President/CEO Kevin Crosley, left, congratulates Amanda Jeffreys, center, along with her mother, Ann Lee Jeffreys.



Arc Herkimer President/CEO Kevin Crosley, left, and Executive Vice President Lorene Bass, right, congratulate Richella Abell-Hawes.



From left, Arc Herkimer President/ CEO Kevin Crosley, Executive Office Manager Jackie Lewis, and Special Events Director/Volunteer Coordinator Tony Vennera congratulate Arlene Broat (with plaque).

◆HONORING SERVICE & DEDICATION — The Arc Herkimer family joined together to celebrate at the nonprofit's 2016 Annual Meeting in May. Special presentations included the Inspiration, Employee of the Year in Memory of Gail W. Brown, and Volunteer of the Year awards.

The Inspiration Award is presented each year to an individual who faces the challenges of a disability with a positive spirit to inspire others; who serves as a role model; and whose contributions enhance quality of life for friends, family, and the community. Amanda Jeffreys was recognized for achieving her goals and inspiring her peers and those who support her. Amanda works as an Arc Herkimer Personal Outcome Measures interviewer and she is a member of the CQL/COMPASS Steering Committee, both positions uphold the premise that people can live quality lives with the supports they choose. She is a member of the People Are Beautiful Advocacy Group, a nursing home volunteer, and Eucharistic Cup Minister at her church. Jeffreys also travels to conferences to inspire others and to share her journey of learning to recognize her abilities, not her disabilities.

The Employee of the Year Award in Memory of Gail W. Brown recognizes an Arc Herkimer staff member, who has demonstrated the dedication and commitment; creativity and vision; and the unconditional love for people with disabilities that Gail W. Brown exemplified in her service to community. Vice President - Compliance and Quality Richella Abell-Hawes was honored for her belief in all people and their ability to make a difference in their own lives and in the lives of others.

The Volunteer of the Year Award acknowledges volunteers with substantial accomplishments who have a positive impact; promote empowerment of individuals supported: exhibit dedication and commitment; and motivate others. For the first time in the agency's history, a family was honored for their support. The Reese family, including Dr. John and Marge Reese, John and Kathy Reese, Jim and Helen Reese and son Blake, were recognized for their volunteer efforts for the New York International Wine Auction (NYIWA). In 2004, Marge Reese was also honored as Volunteer of the Year by the agency for her contributions to the Board of Directors and fund raising activities. She has served as a board member for over 30 years and also currently serves on the Fund Development, NYIWA Silent Auction, and other committees.

Arlene Broat was also recognized as a Volunteer of the Year for her work with the New York International Wine Auction and serving on the agency's Fund Development and NYIWA Silent Auction committees.



Arc Herkimer President/CEO Kevin Crosley, left, and Special Events and Volunteer Director Tony Vennera, right, congratulate the Reese family as Volunteers of the Year. Family members include, from left, Blake, Jim, Helen, Marge, John, and Dr. John Reese.



(From left to right) Elizabeth Rossi, then K-12 outreach director at SUNY Polytechnic Institute; Kevin Crosley, president/CEO of Arc Herkimer; Alicia Dicks, president/CEO of The Foundation; Ronald Cuccaro, chair of The Foundation's Board of Trustees; Janet Griffith; and David T. Griffith.

▲IMPACTING THE COMMUNITY— Arc Herkimer was recognized in May with a Community Impact Award from The Community Foundation of Herkimer & Oneida Counties, Inc. The award pays tribute to Arc Herkimer's foresight to proactively respond to changes in industry and embrace partnerships that have led to the development of creative and meaningful sources of revenue.

Funding for the critical work of Arc Herkimer has undergone significant change in recent years. Aware of the need to diversify its revenue streams as traditional funding decreases, Arc Herkimer accepted the donation of a 120,000 square foot building on East German Street in Herkimer, NY and transformed it into a business park—creating in-demand commercial space to lease, which generates significant income through lease agreements. Arc Herkimer is also transforming the industrial side of the facility to accommodate the future relocation of the agency's industrial work center that will employ over 100 individuals, most of whom have disabilities. Additionally, the agency has reserved 15,000 square feet in partnership with Herkimer College as a START-UP NY site.



Letisia Comstock-Allcorn

▲IMPACTING LIVES — Letisia Comstock-Allcorn was awarded NYSRA's (New York State Rehabilitation Association, Inc.) Thomas A. Maul Self-Advocacy Award in September.

The award is presented to individuals who have demonstrated significant strides in self-advocacy. This award is named for New York State's longtime Commissioner of OMRDD Thomas Maul, who was a strong advocate for individuals with disabilities—constantly working to improve the efficacy of services to all who needed them.

Allcorn has been with Arc Herkimer's Self Advocacy group, People Are Beautiful, since 2008 and has held two positions as secretary and president. She has done tremendous work partnering with other state and local organizations including the Regional Centers for Workforce Transformation presentations and training. She helped create videos such as "End of Life Decisions," "How to Prevent Bullying," and "Caregiver Versus Direct Care."

Allcorn also works with area elementary schools each year to help educate 5th graders about embracing students with disabilities. She is a strong advocate at the state level participating in events such as #BFair2DirectCare, It Matters to Me, Inclusive Democracy in Action, and annual legislative days in Albany, NY.



WUTR-TV was NYIWA's top event sponsor. Those celebrating a winning bid include, front row from left, Reporter Grace Fernandez, Vice President and General Manager Stephen Ventura, and EMS Global Chairman - Executive Director David Ronan. Back row, from left, Chief Meteorologist Rachael Witter, Senior Account Executive Denis Vella, Arc Herkimer Executive Vice President - Supports & Services Lorene Bass, NYIWA Auction Model Amber Beck, NYIWA Auction Director Tony Vennera, and Arc Herkimer President/CEO Kevin Crosley.

ACHIEVING FUND RAISING RECORDS — Arc Herkimer's Enabler Golf Open achieved yet another record in 2016. With the support of sponsors and golfers, the June event raised over \$50,000. The winning golf team, the Rough Riders, included: Gary Ruff, Ray Lenarcic, Peter Wiliczka, and Kelly Brown.

Major sponsors included: WUTR - Eyewitness News, M&T Bank, Relph Benefit Advisors, Adorino Construction, Inc., McQuade & Bannigan, Inc., Valley Cinema, CAD Designs, Carbone, OneGroup, Fire-Dex, Fiberdyne Labs, David J. Bonacci, AIA, Northland Communications, Clinton Therapy & Learning Center, TL-CO LED Lighting, Inc., Collis Hardware, HR Beebe Construction, JR Electric, Waste Management, Johnston Paper, Clifford Fuel, Klepper Hahn & Hyatt, Deluxe Roofing & Sheet Metal Corp., Carpet Brokers, Leventhal Ltd., Rochester Industrial Supply Co., Remington Federal Credit Union, and Pat's Tire Service.

■ ANOTHER BANNER YEAR — Arc Herkimer President/CEO Kevin Crosley announced that after 21 years of hosting the New York International Wine Auction (NYIWA), one of the Northeast's premier wine and food events, the charitable auction has raised \$3,158,765.

Crosley said, "As always, the evening was magical. We are so proud to bring such a top-flight event to Central New York to support such a worthy cause. The generosity of individuals in our area, sponsors and donors of wine and fine lifestyle items, never ceases to amaze me."

The Fund-A-Need Auction Lot raised \$20,500 in specific donations to support the Arc Herkimer Self-Advocacy Group, People Are Beautiful, whose members play a vital role in educating the community regarding disability issues, help to educate and influence local, state and federal government representatives, and promote equality for everyone.

Top sponsors for 2016 included: Event Sponsor: WUTR - Eyewitness News. Tasting Sponsor: Scalzo, Zogby & Wittig, Inc. Toasting Sponsor: The Bonadio Group. Dinner Wine Sponsors: Planet Fitness and The Fountainhead Group, Inc. Media Sponsor: Syracuse New Times. Auction Paddle Sponsor: Romanelli Communications. Vineyard Sponsors: Adonis-Avanti Transportation Services, Bonacci Architects, Manning & Napier Advisors, and Jill Rae Signs.



Paul Gagliardi of M&T Bank, front row center, served as sponsorship chairperson of the 2016 Enabler Golf Open. Enabler Golf Committee members include, front row from left, Kevin Crosley, Gagliardi, Frank Reid. Back row from left: David Bonacci, Tony Vennera, and Tony Visconti. Missing from photo: Chris Anderson, Robert Baber, and Mike Lamb.

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Continued, next page.

12

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In June, Circle of Friends members enjoyed brunch at Fountain Elms Terrace Café at Munson-Williams-Proctor Arts Institute and then joined a docent-guided tour of the Museum of Art and the photography exhibit, Seneca Ray Stoddard: Capturing the Adirondacks.

In order to professionally and effectively provide programs and services for our community, Arc Herkimer continually seeks collaborations and partnerships. Among those historically critical support streams is the Circle of Friends, a special group who shares a commitment to the mission of Arc Herkimer.

Specifically, funds raised through the Circle of Friends are directed to the Arc Herkimer Endowment Fund that supports unfunded and underfunded programs and services. These resources allow Arc Herkimer to maintain the highest professional standards and guarantee that those we serve are provided the quality care they deserve.

Becoming a Circle of Friends member requires a commitment that can be met over a five-year period. For example, a Director's level membership of \$2,500 can be attained through a \$500 per year payment. A Circle of Friends member can be an individual, a couple, a family or a business.

If you have any questions or to join, please contact Robert Baber, Development Director, at email: rbaber@archerkimer.org or via phone at (315) 574-7353.

