



Expanding abilities in Columbia County, NY, since 1965.
Supporting over 400 people with disabilities to achieve
their individual goals, one person at a time.



2021 ANNUAL REPORT



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

The last couple of years have brought innumerable challenges, not only for businesses and organizations, but especially for individuals and families. Though the unexpected and disruptive nature of the pandemic has resulted in a variety of regulations, restrictions and general anxiety about life, we are still here – providing support, encouragement, education and resources as always.

As the country and Coarc begin to come out of the Covid-19 era, our focus shifts to new beginnings. The people Coarc supports, our employees, as well as everyone else, are looking forward to restarting their lives which seemed to have been put on hold over the last couple of years. For some, this means the ability to see friends and family more often, participate in-person again, or simply return to their 'normal' routines. For Coarc, this means a renewed focus on community involvement, a new strategic plan going forward, the return of our golf tournament, autumn dance and embracing the digital environment.

This annual report is filled with stories illustrating the resilience of people experiencing new beginnings. Whether starting a new job, settling into a new home, or incorporating new supports and services, everyone is looking forward to living a fuller life again. Like the people we support, Coarc as an organization is also looking forward to some new beginnings.

Our new Ability Link program offers young adults aging out of the school system a unique opportunity to explore their interests, improve their skills and to build a portfolio which will help them in their next phase of life, whether that includes employment, continuing education or personal development. Similarly, Coarc's Contract Manufacturing Integrated Business offers people with disabilities competitive employment in an integrated environment where they receive support while earning money and establishing independence.

Every new beginning starts with change and while change can be difficult and uncomfortable, it's necessary for growth. When approached from the perspective of a new beginning, the prospect of change can seem more like a gateway to progress and it is with this mindset that Coarc, our employees and the people we support choose to face whatever the future may bring.

Kenneth Stall
Chief Executive Officer





MESSAGE FROM THE PRESIDENT

It has been said that out of darkness comes light and out of despair comes hope. At Coarc, out of Covid comes a new beginning!! What a busy year we have had. Although we will never forget all we've lost to the Pandemic, we also will celebrate the positive steps forward that we, as an agency, have taken in the past 12 months. We never lost sight of "what could be" even as we continued to navigate through the trials of Covid with our amazing staff who selflessly balanced a new reality at home with dedication to their job. We are so grateful.

I hope as you read this report you'll see that we did not pull our heads back into our shells nor did we stop encouraging the people we support to grow and

try new experiences. When an agency begins a new chapter, staff builds on experiences of the past and hope for the future. That's reflected in all we have done this year at Coarc and what, with your help, we will continue to do.

Dorothy Wheeler
Board of Directors President





THE STARTING PLACE A NEW SPACE, A NEW BEGINNING

Since 1981, Coarc's The Starting Place (TSP) has served as an invaluable preschool, special education and day care resource for the children and families of Columbia County.

In September 2021, after 40 years of operation, The Starting Place was thrilled to announce its move to the Galvan Armory in Hudson, NY that is designed specifically to suit the needs of children of various abilities and ages. The new program space includes classrooms, therapy rooms, gross motor spaces (both indoor and outdoor) as well as offices and meeting spaces. The convenient new location also offers "wrap-around" day care on Monday through Friday, available before the classes start and after they end, for parents who need early drop-off and/or late pick-up.

For the past four years, Coarc has been collaborating with the Galvan Foundation, the community organization behind the Galvan Armory, to realize the dream of The Starting Place's new home. One of the major draws of the location is the Hudson Library located just upstairs, offering enrichment and resources to Coarc's programming, in addition to plenty of room for four classrooms, a nurse's

office, a room for occupational and physical therapy, and a room each for speech therapy and social work. The Armory even had room to create outside playgrounds, which are fenced for safety and are a huge hit with children year-round.

As the only full-service special education preschool in Columbia County, The Starting Place helps prepare children for public school by working on goals set by the child's parents and described in their Individual Education Plan (IEP). TSP curriculum meets New York State preschool learning standards, with the goal being for children to learn to recognize letters, colors and shapes along with learning to play with others and enjoying social interactions with staff. All the children in the self-contained classroom are children with disabilities. In integrated classrooms, children with disabilities learn alongside daycare children of the same age.

The Starting Place has long offered an innovative educational program to families with children ages 2.9 to 5 years in Columbia County and now finally has a facility that matches its cutting-edge approach to early childhood care and learning.



DARREN ELMENDORF A NEW BEGINNING AT GOODWILL

If you visit the Goodwill store in Hudson, NY on Fairview Ave., you might run into Darren, who five days a week can be found stocking new products, hanging up clothing, rotating clothing and helping out with store maintenance. He knows where everything's place is and never hesitates to stop and help a customer in need.

According to Darren, he likes that his job at Goodwill affords him the opportunity to learn new things and the feeling of satisfaction in gaining his independence. As a recipient of Coarc's Supported Employment Services, Darren's job coach, Padric Drahushuk, was instrumental in helping him transition last summer from working at Coarc's Tradewinds Retail store in Hudson to a more independent employment arrangement immersed in the community at Goodwill.

Theresa Sasso, Assistant Manager at Goodwill, is thrilled with Darren as an addition to her team, saying, "Darren does anything that we ask with

a smile, everyone loves him here and he is the most dependable employee I have ever had, not to mention one of the nicest people that has ever worked here."

With his natural people skills and foundation of work ethic and responsibility reinforced by his work with his job coach, Darren is clearly a valuable and important contributor to the operations at Goodwill.





MANUFACTURING OLD BUSINESS WITH A NEW BEGINNING

Coarc's Contract Manufacturing Integrated Business is a one-of-a-kind not-for-profit 501(c)(3) custom plastics manufacturer that began production in 1989. Since its inception, Coarc's manufacturing arm has always operated by prioritizing employees just as much as customers. The business' integrated workforce includes people with disabilities and boasts employees with significant tenure, some of whom have more than 30 years of experience.

In 1989, injection molding machines arrived at Coarc to allow new manufacturing capabilities and steady demand for Coarc's services. Companies choose Coarc Manufacturing for its full range of services, such as design, plastics decoration, mold procurement and injection molding that can be contracted as parts, sub-assemblies or complete turnkey solutions at competitive pricing. Keeping up with the latest technological advancements, the molding machines have been continually updated, with the purchase of a new machine as recent as 2020.

The hallmark of Coarc Manufacturing is the enterprise's inclusive hiring policy, which relies on skilled assembly workers, some of whom have disabilities, who are trained to produce consistent, high-quality work. By working in tandem with the support services arm of Coarc, training and jobs can be provided to the people we support while assisting them to become productive and independent members of our community.

Continuous evolution and growth has helped Coarc stay relevant in a field that is consistently advancing. In 2006, the program achieved the International Standards Organization (ISO) 9001-2008 certification, which Coarc currently maintains. This made Coarc one of only a few not-for-profit agencies in the nation to be accredited with the ISO in manufacturing.

During 2021, Coarc Manufacturing encountered a significant challenge with the elimination of an annual state aid budget of close to \$500,000. While this could have dealt a devastating blow to any organization, Coarc Manufacturing repositioned and pivoted to offer improvements that increased sales and production. Serving as an adaptable partner to various businesses, Coarc Manufacturing ensures that every job is customized to fit the needs of the client by offering an end-to-end solution including; manufacturing molding components, assembling them, warehousing them and/or shipping them when needed. This enables Coarc to stay competitive in today's increasingly vigorous manufacturing landscape.

If more than 30 years of history is any indication, Coarc Manufacturing will continue to uncover, analyze, develop additional creative work projects and new endeavors to build a stronger future for the people we support and our customers.



CAREER ADVANCEMENT PROGRAM A NEW BEGINNING FOR EMPLOYEES

"It was a pleasure to increase my knowledge as a supervisor and also be able to help the staff through their certification. I believe it really helps increase the quality of the supports we all provide." Brenda

In 2021, Coarc implemented the Career Advancement Program (CAP) as a component of the Blue Fund Grant received by Coarc from Highmark Blue Shield to support workforce development. The CAP provides opportunities for Direct Support Professionals (DSP) and Front-Line Supervisors (FLS) to establish credentials with the National Alliance for Direct Support Professionals (NADSP). CAP enables employees to gain increased knowledge about their role and to then participate in ongoing career development by joining a committee, project work group or entering a training program as an instructor, along with additional advancement opportunities.

Participants earn their certifications through the NADSP E-Badge Academy. NADSP is guided by a belief that all DSPs benefit from access to well-constructed educational experiences and lifelong learning. The E-Badge Academy offers DSPs and

FLSs the ability to earn national certification through electronic badges. These badges demonstrate the knowledge, skills and values that these professionals utilize every day and quantify the professional development that might otherwise go unacknowledged. For DSPs and FLSs, this is an opportunity to demonstrate that they have an up-to-date and relevant skill set, highlight professional achievements and document the value they bring to Coarc and the people they support.

In 2021, 18 Front Line Supervisors earned their certifications, 19 DSPs earned their DSP-1 certifications and several of them are on their way to earning their DSP-2 certifications.

Coarc is proud to invest in the DSP and FLS workforce who will continuously improve the quality of support provided by the organization. By supporting DSPs and FLSs, Coarc plans to retain a strong workforce who can build social capital and facilitate inclusion while promoting safety and choice among the people we support.



COARC SCHOLARSHIPS A NEW BEGINNING FOR STUDENTS

Annually, Coarc demonstrates its commitment to furthering education by awarding scholarships to students in Columbia County, dependents of Coarc employees or Coarc employees themselves. Intended for students who are pursuing higher education in anticipation of a career path working with people living with disabilities, the scholarships have made an impact for local students for the past 30 years. The three scholarships awarded annually include: The Kathelyn Caswell Memorial Scholarship, The Mary Markowitz Memorial Scholarship and the A.C.E.S Determination Scholarship.

More than 30 years ago, in recognition of the shortage of people entering the Human Services field, Coarc initiated an incentive for students pursuing a human services-related career, the Kathelyn Caswell Memorial Scholarship. The scholarship is named in honor of the late Mrs. Caswell, who was a charter member of the Coarc Board of Directors and a special education teacher in the Hudson City School District. As a result of the generous bequests of the estates of Ruth and Esther Haun, Gertrude DeBoer, and Helen Sagar, at least two \$500 scholarships are given to graduating seniors each year.

Mary Markowitz, for whom one of the scholarships is named, joined Coarc in November 1978 and served as Executive Secretary until her death in December 1994. Mary was born in Columbia County, graduated from Germantown High School and received her secretarial training at Columbia-Greene Community College. Mary exemplified a consistent desire to expand her knowledge as exhibited by the numerous awards and honors bestowed upon her by her fellow employees. Mary's legacy of continuing educational pursuits throughout her career was honored by the Board of Directors' decision to create the Markowitz Memorial Scholarship, which is awarded to adult students pursuing higher education.

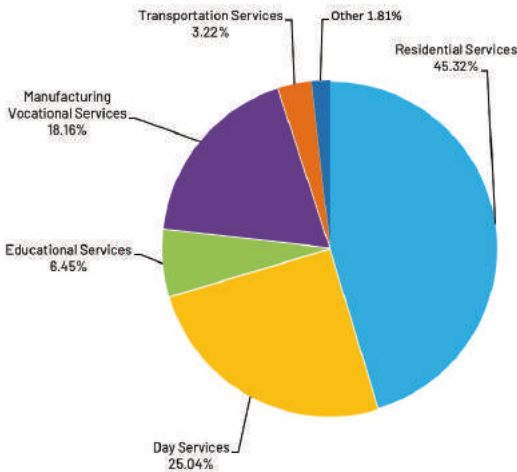
In 2003, the Annual Coarc Employee Sponsored (A.C.E.S.) Determination Scholarship was initiated by Coarc employees. Each payday, a 50/50 payroll raffle takes place with 50 percent of the proceeds benefitting the scholarship fund. The goal at the time of origination was to be able to sponsor this scholarship annually utilizing the proceeds of the payroll raffle. Coarc is proud to have distributed at least two \$500 awards since the inception of A.C.E.S.



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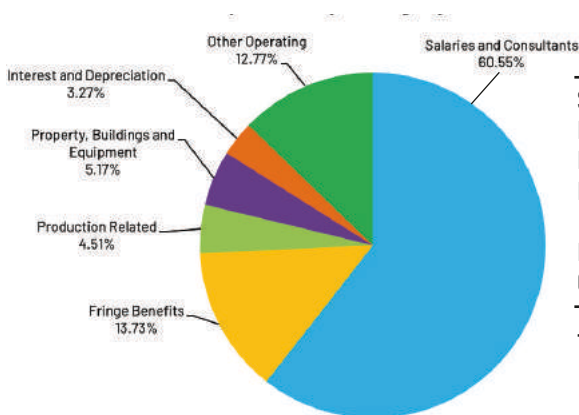
2021 Coarc Financials

Income by Program Services



	Amount	%
Residential Services	10,668,330	45.32%
Day Services	5,895,880	25.04%
Educational Services	1,519,495	6.45%
Manufacturing/Vocational Services	4,274,654	18.16%
Transportation Services	758,112	3.22%
Other Services	425,786	1.81%
Total	23,542,257	100%

Expenses by Category



	Amount	%
Salaries and Consultants	13,811,401	60.55%
Fringe Benefits	3,131,450	13.73%
Production Related	1,029,677	4.51%
Property, Buildings and Equipment	1,178,778	5.17%
Interest and Depreciation	746,631	3.27%
Other Operating	2,912,401	12.77%
Total:	22,810,338	100%

Coarc is a 501(c)(3) nonprofit organization and the Columbia County Chapter of The Arc New York. We are supported through state and federal funding and by our members, donors, and foundations.



STRONGER
HELPFUL

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ABOUT COARC

Coarc is a 501(c)(3) nonprofit organization. We are the Columbia County Chapter of The Arc New York, which is America's largest nonprofit organization supporting people with intellectual and other disabilities and their families since 1949. The Arc New York is the State Chapter of The Arc.

Our Mission

To expand abilities, one person at a time, so individuals experiencing disabilities can achieve their individual goals.

Our Vision

To be an ethical organization that is a part of a society that recognizes people with different degrees of abilities as full contributing members of their community.



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Find us on  

OUR SERVICES

Ability Link
Advocacy
Prevocational and Vocational Services
Clinical Services
Community Habilitation
Day Habilitation Services
Self-Direction Services
Employment Services
Guardianship Services
Recreation Opportunities
Residential Services
Respite Services
The Starting Place Preschool
& Day Care

Support Our Related Businesses

Tradewinds Gift Shop, 409 Warren St., Hudson

Coarc Contract Manufacturing, 630 Route 217,
Mellenville

TRADEWINDS
SOCIALLY CONSCIOUS MERCANTILE

CM COARC
MANUFACTURING

DISCOVER THE REWARDS

Bring your heart to Coarc.
For a listing of job openings visit
www.coarc.org

A Chapter of  **The Arc**
New York