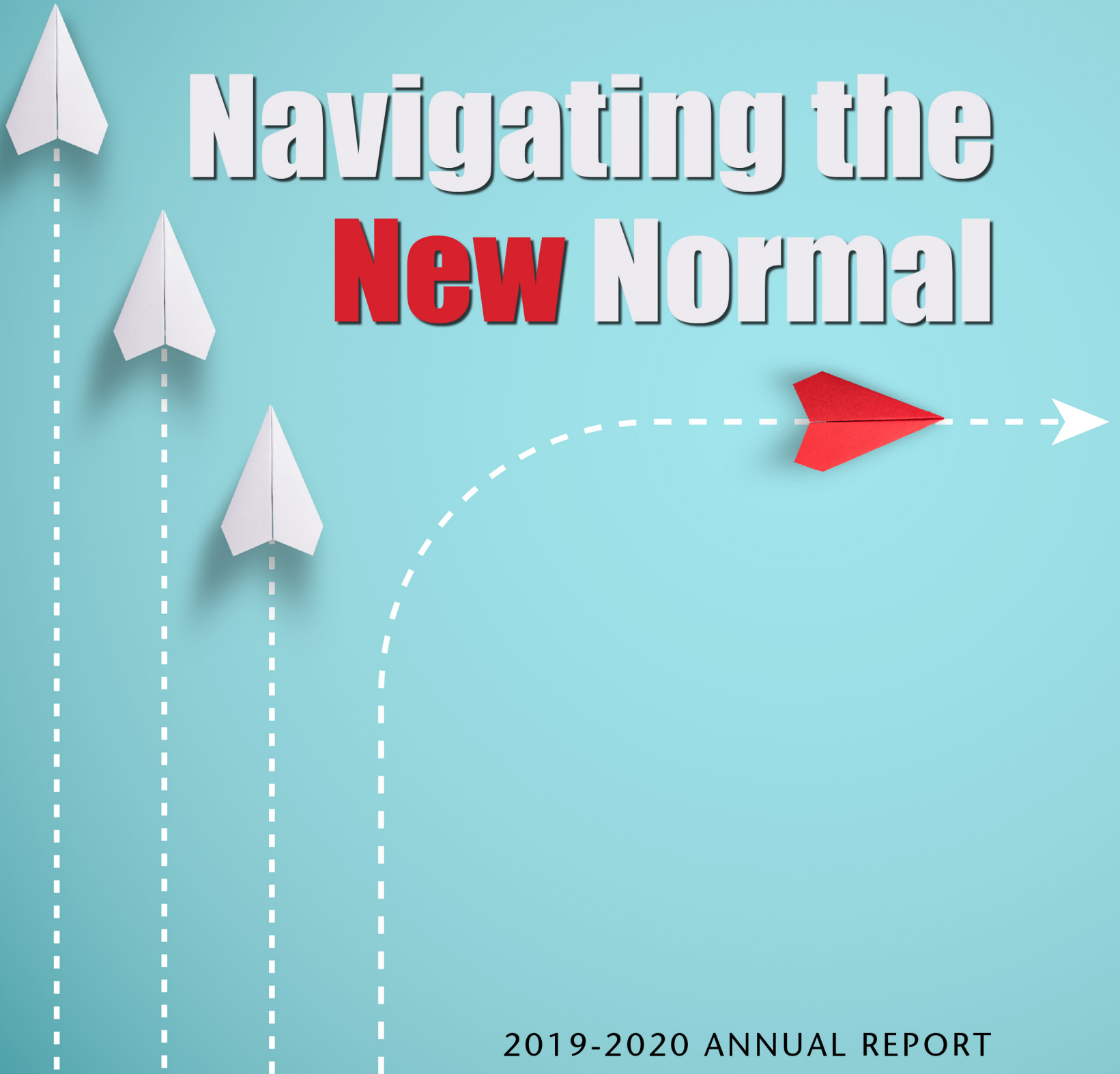




# Navigating the **New** Normal



2019-2020 ANNUAL REPORT

During this most unprecedented year, The Arc of Essex County would like to recognize everyone who helped us persevere through these challenging times of uncertainty, especially our Direct Support Professionals.

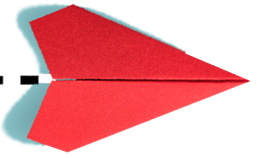
# THANK YOU

Without you, our work would not be possible!



# Welcome

## *A Letter from the CEO & Board President*



Dear Friends and Members of The Arc Family,

The onset of Coronavirus this past year brought about unprecedented changes and challenges for individuals and businesses alike. While the pandemic's impact was vast, the effects felt by children and adults with intellectual and developmental disabilities (I/DD) and the organizations who provide them support and services were unparalleled. Here at The Arc of Essex County, we relied on our history of unwavering dedication, endurance, and resilience to tackle the challenges associated with the outbreak.

While a pandemic does change our processes, it never changes our mission. Years of organizational and fiscal planning and responsibility have positioned The Arc of Essex County well to weather this storm.

Generous donors like you provide the backbone of stability that enables The Arc to continue...

### **Navigating the New Normal**

With a focus on harnessing innovative technology solutions, The Arc of Essex County proactively piloted telemedicine services in several residential programs in 2019. This foresight was especially important when COVID-19 forced in-person programming to close and residents to stay at home. Following the successful pilot, and in the face of an unprecedented health crisis, the deployment of telemedicine services was quickly expedited to all residential programs. Additionally, The Arc made organizational changes to ensure the health and well being of our residents and staff. Personal protective equipment and cleaning supplies were donated and acquired, staff schedules were modified, iPhones and tablets were utilized to keep individuals and their families connected, and virtual programming was introduced to ensure continued engagement.

As The Arc continues to plan for the future, we are focusing on closing the digital divide for the individuals and families we serve while adapting in-person programming to promote the health and safety for all who enter our doors. Our ability to excel and endure these uncertain times is made possible by your ongoing dedication. Thank you.

Reflecting on all that we have learned through this past year, we look to the future with the same optimism and hope as ever before. Please consider renewing your financial commitment so The Arc can continue to adapt, innovate, and plan for all of what is in store.

Together, we can continue to ensure a lifetime of engagement, involvement, and opportunity for children and adults with I/DD. Thank you for your continued confidence in our mission and leadership.

Sincerely,



A handwritten signature in cursive script, reading 'Linda C. Lucas'.

Linda C. Lucas  
Chief Executive Officer



A handwritten signature in cursive script, reading 'Margaret V. McNany'.

Margaret V. McNany  
Board President

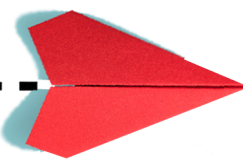






# Early Adoption of Telemedicine

## *Leads to Enhanced Care in the Face of a Pandemic*



In late 2019 and with an eye on better health outcomes for adults with intellectual and developmental disabilities, The Arc of Essex County began piloting a tele-health solution in two of its group homes. Under the pilot, each residential program participating received a mobile health-monitoring station equipped with a pulse oximeter, blood pressure cuff, and an iPad capable of connecting with and relaying vitals to a doctor at a moment's notice.

During the three-month pilot, residents residing in and staff working at the participating homes realized quicker medical diagnoses, treatment, and recovery with fewer trips to the emergency room and urgent care clinics. By early 2020 and with a successful pilot under its belt, The Arc of Essex County devised an agency-wide roll out plan.

Three residential programs were actively using the tele-health solution from StationMD when the Coronavirus pandemic hit in mid-March. The Arc responded by accelerating its roll out plan to

ensure all residents had 24/7/365 access to the equipment and doctors while staying at home.

Thanks to improved monitoring and immediate access to medical professionals, residents and staff of The Arc were able to avoid unnecessary trips to the doctor during the height of the pandemic's first wave. For the few who contracted the Coronavirus, doctors and staff were able to monitor vitals in real time resulting in increased confidence in decision making, quicker recoveries, and more timely intervention, when needed.

As residents and staff of The Arc braced themselves for the second wave of the unprecedented pandemic, they were comforted by the presence of the StationMD kiosks. While tele-health greatly benefitted residents, staff, and the agency during the pandemic, the technology is here to stay. The Arc will draw on lessons learned and continue to implement solutions that lead to a better quality of life as the fight against the spread of Coronavirus carries on and we begin to navigate a post-pandemic world.



Tele-health solution  
implemented in  
**23**  
residential programs.



**65**  
virtual visits with StationMD  
doctors took place from  
December 2019 - June 2020



Avoided  
**61**  
trips to the Urgent Clinic or ER  
in the midst of a pandemic



## Pandemic Response Drives Organizational Changes & Spurs Overwhelming Community Support

The Arc of Essex County was not immune to the challenges and uncertainty caused by the onset of the Coronavirus in early March. When high-demand products, like personal protective equipment (PPE), hand sanitizer, and more were hard to come by weeks before the widespread outbreak in our region, The Arc worked with local authorities, civic groups, and vendors to stockpile supplies.

As the days passed and mid-March approached, the agency made difficult decisions on how to best protect attendees, residents, families, and staff. All programming would shift to virtual platforms, a decision The Arc of Essex County made days ahead of the state's mandate to close. From there, The Arc took deliberate and swift steps to firm up its protocols in an effort to keep everyone safe.

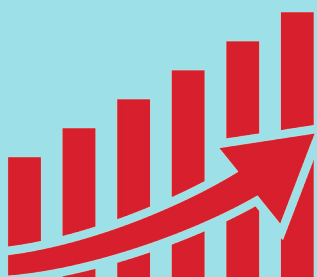
Among the precautions was a shift in how programs were staffed. Previously direct support professionals (DSP) would often work in a few homes and programs throughout the week, however new containment schedules were created to minimize spread. With all adult program participants adhering to stay-at-home orders, Day Program staff began supporting their residential program counterparts. Some worked within the homes to maintain engaging day programming for residents, while others were dedicated to shopping and contactless delivery teams ensuring each home was well stocked with food and supplies.

In addition, The Arc sought every opportunity to offset the cost associated with preventative measures. PPE was graciously donated by the Townships of Livingston

and Millburn, the Kessler Foundation, Orange Orphan Society, the United Way, the Maplewood Fire Department, and the State of New Jersey among others. The Arc of Essex County's annual Spring Appeal drew support from more than 130 donors who contributed nearly \$18,000 towards the cost of PPE, paper products, and cleaning supplies. Thanks to grants from the New Jersey Council on Developmental Disabilities, Novartis, and the Wallerstein Foundation, tele-health solutions were expanded to additional programs.

The Arc's ability to maintain a sense of normalcy in the face of this unprecedented pandemic was due in large part to its team's unwavering dedication. In addition to ensuring staff had everything they needed to safely and effectively do their jobs, The Arc, its Board, and community groups banded together to recognize these unsung heroes. DSP recognition lawn signs were placed throughout Essex County while past Uncorked & Uncapped vendor Glazed and Confused, Supportive Choices support coordination agency, and the Jersey-4-Jersey Relief Benefit all recognized these incredible contributions treating the residents and staff to lunch, snacks, and treats.

The overwhelming support received from the community continues to fuel The Arc's ability to persevere and meet the needs of individuals with I/DD and their families. From words of encouragement, to acts of kindness, to monetary and in-kind donations, The Arc is honored and humbled to be a part of the Essex County community. Together, we will find the new path forward.



**239%**  
year-over-year increase  
in funds raised by the  
2020 Spring Appeal



More than  
**250**  
letters of encouragement  
and acts of kindness  
shared with residents  
and staff through  
#ProjectSunshine





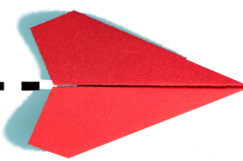






# Technology Opens a World of Possibilities

## *Adults Embark on New Adventures from Home*



Prior to the onset of Coronavirus, adults enrolled in The Arc of Essex County's day, recreation, and respite services excitedly engaged in activities in the community with popular offerings including an indoor skydiving experience at iFly, cooking and art classes, shows at theaters across New Jersey, and trips to local museums and aquariums. These activities screeched to a halt with the onset of Coronavirus.

During the height of stay-at-home orders, The Arc not only focused on ensuring the physical health and wellbeing of those we serve, but simultaneously began addressing the mental health impact and social void created by state-wide closures. Utilizing technology like Zoom and Facetime, virtual programming took center stage. Participants continued to "see" their peers and staff on a daily basis, providing a consistent and stable schedule full of fun.

As the weeks turned into months, virtual offerings became more robust and creative. In-person visits to local aquariums like Jenkinson's were replaced with virtual trips to places attendees could never dream of visiting like the Great Barrier Reef in Australia and the pyramids in Egypt. Afternoons of games and laughter

shifted from program break-out rooms to virtual Family Feud sessions on Zoom. And residents, whose in-person visitation options were limited, regularly Facetimed with family near and far.

The staple of The Arc experience is to not only engage in activities in the community, socialize with friends, and remain connected with family, but also to learn new skills. Recreation program attendees flocked week in and week out to virtual cooking classes where they learned how to cook everything from an omelet to preparing a full Thanksgiving meal including the turkey. Bridges Day Program attendees continued to address sensory needs through virtual activities like sorting table top items by size, color, numbers, and more.

The Arc has left no stone unturned in its pursuit to engage and connect with adults with intellectual and developmental disabilities throughout the pandemic. While a virtual platform will never replace in-person experiences, it will serve as a valued enhancement to round out The Arc's offerings as we navigate to our new normal and beyond.



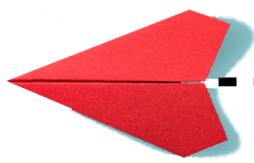
More than  
**150**  
virtual activities offered  
each month



All  
**7 continents**  
virtually visited and explored



**200+**  
adults participating in  
virtual programming  
each week



## Students Pivot to Virtual Learning

### *Teletherapy Results in Milestone Accomplishments*

Like countless others across New Jersey, children served by The Arc of Essex County were drastically impacted by the onset of Coronavirus, especially when it came to critical wraparound services like speech, physical, and occupational therapies. In mid-March, when the state mandated all in-person programming including early intervention (EI) programs and schools close to help reduce the spread of Coronavirus, The Arc began devising plans to offer all educational and therapy services virtually.

Leveraging Zoom and traditional work packets, Stepping Stones teachers were able to continue to spark curiosity and an eagerness to learn within their students while following lesson plans and the hallmark, specialized curriculum. When it came to pivoting therapies to a remote platform, The Arc's team flexed its creative muscle.

While therapists have a wealth of equipment at their disposal for in-person use, the same materials would not be readily available to the parents helping facilitate virtual therapy sessions from

home. Folded towels replaced balance beams while laundry baskets became the ultimate multi-tool for step up/in activities as well as tossing activity targets.

Despite the unprecedented circumstances, students and EI children and families continued to accomplish major goals during stay-at-home orders. For the Jaffe family, these accomplishments included their two-year-old daughter, Vera, learning to climb and take her very first steps, a goal Stepping Stones EI therapists had been working with the family towards since they joined the program in late 2018.

While in-person education services at the Stepping Stones School are certain to resume in the fall, teletherapy will continue as part of early intervention programs for the foreseeable future. Until a safe in-person return is possible, The Arc is committed to supporting families like never before while finding clever and unique solutions to continue to meet and celebrate developmental milestones.



**47**

therapists facilitated virtual therapy services from March - June 2020



More than

**2,250**

virtual physical, speech, and occupational therapy sessions



Stepping Stones School was

**100%**

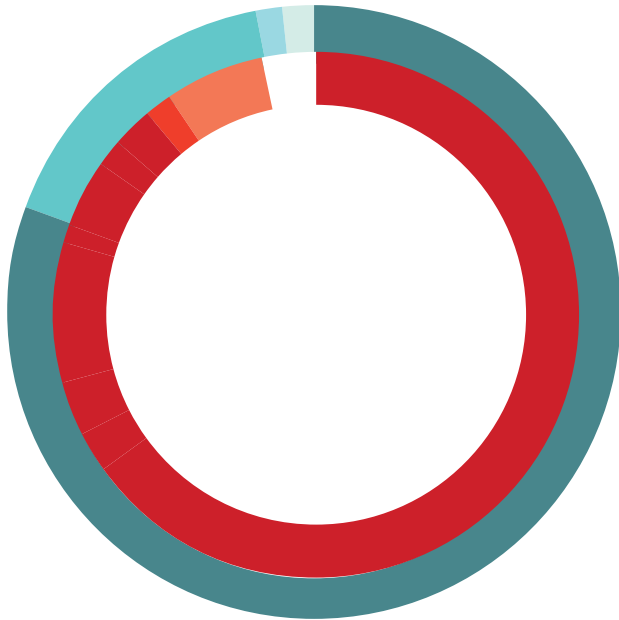
virtual through the end of the 2019-2020 school year.





# 2019-2020 Financials

## Revenue vs. Expenses



### Operating Revenue

State Funding	\$27.2M
Tuition & Fees	\$4.8M
Contributions	\$.4M
Miscellaneous	\$.5M

**\$32,858,383**

### Expenses & Reserves

Personnel Expenses	\$21.8M
Facility Costs	\$3.5M
Client Assistance/Other	\$1.6M
Transportation	\$1.4M
Supplies	\$1M
Depreciation/Interest	\$.7M

**\$32.9M**

Operating  
Revenue

**\$32M**

Operating Expenses  
Debt Reduction  
Operating Reserves

Total	\$30M
Debt Reduction	\$.4M
Reserves Increase	\$1.6M

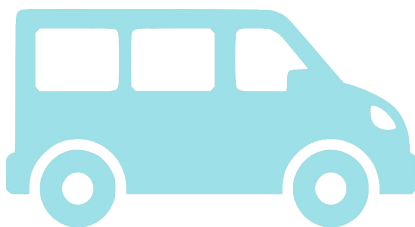
**\$31,998,406**

## 2021 Projected Reserve Appropriations



**\$600K**

Program Renovations



**\$500K**

Fleet Attrition



**\$500K**

COVID Impacts

# Visionary Circle

These organizations are distinctive supporters of The Arc's mission and objectives. Gifts and grants of \$50,000 or more in any one fiscal year show an abiding belief and confidence in The Arc of Essex County.

The Candle Lighters

**DONOR  
RECOGNITION**  
FY 2019-2020

## Angels

The following donors demonstrate a profound commitment to The Arc of Essex County, to its present and its future. Gifts and grants of \$10,000 to \$49,999 in any one fiscal year are the bedrock of the agency's foundation and enable The Arc to remain a strong and innovative source of strength for individuals with intellectual and developmental disabilities.

Bloomfield Department of Community Development  
Essex County Division of Housing and Community  
Development

Pamela and Craig Goldman Charitable Foundation  
The Hyde and Watson Foundation

Irvington Office of Community Development and Planning

Kessler Foundation  
Orange Orphan Society  
PrimePoint, LLC

PSEG Services Corporation  
PwC Charitable Foundation, Inc.

## Benefactors

These gifts and grants of \$5,000 to \$9,999 ensure the continued fulfillment of The Arc of Essex County's mission. We thank these donors for helping us provide the very best quality of service to our consumers.

Bogush Incorporated  
Brad and Stephanie Hopton  
Jay Frank Parmly Trust

Johnson & Johnson - Matching Gifts Program  
Knights of Columbus New Jersey State Council  
New Jersey Council on Developmental Disabilities

New Jersey State Golf Association Youth Foundation  
The Starrett Family  
TD Bank, N.A.

Walsh, Pizzi, O'Reilly, Falanga LLP  
William H. Connolly & Co., LLC  
Paul and Teri Wirth

## Advocates

We recognize these donors who have contributed between \$1,000 and \$4,999 in tribute to the more than 40 programs which The Arc of Essex County runs, so that the lives of those with intellectual and developmental disabilities living in Essex County and the surrounding area will be enhanced.

Benefit Management Solutions, Inc.  
Bernie's Tire and Auto, LLC  
Bogert Family Fund  
Bruce Bird  
Bird Pharma Consulting, LLC  
Jean C. Chase  
City Fire Equipment Co.  
Mike Colantuono  
ColorMyCar, Inc.  
Vincent J. Covello Jr.  
Minerva Delgado  
The Delivanis Kibrick Fund  
Durkin & Durkin, LLC  
ExxonMobil Foundation  
Michael J. Franchino  
Thomas and Jennifer Frantz  
Glen Ridge Community Fund

Laura Gore  
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Kathleen Hinnigan-Cohen  
Harry and Helga Horn  
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Knights of Columbus #1277  
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Newark Motor Auto Body & Service, Inc.  
Network of Opportunity  
NJM Insurance Group  
NJ Work Force Registry

Novartis US Foundation  
Oratory Preparatory School  
Joseph Pannullo  
PSEG Match Program - Power of Giving  
Robert Purcell  
Rock the 21  
Kenneth and Christi Sauter  
Sax LLP  
See-More TV & Appliance Center  
StationMD  
Richard and Eileen Stuart  
Township of Nutley  
UNICO - West Essex  
Verona Lions Club Charities, Inc.  
Wakefern Food Corporation/ShopRite  
Regan Waters White  
West Essex Sunoco, Inc.



# Patrons

These members of The Arc of Essex County family contributed \$500 to \$999 in a single fiscal year. These funds allow us to build on our present successes to meet the needs of the future.

444 LLC  
Aetna Foundation, Inc.  
Paul and Robin Alampi  
Patricia Avolio  
Peter and Judy Bellina  
Laurie Best  
David and Mary Bothwell  
Robert Caldwell  
Caitlin Cascino  
Frank Cinque  
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Russikoff, LLC  
Andrea Sartori  
Schwab Charitable  
Theresa Thompson  
Anthony Traina  
Richard Wright

# Supporters

The donors whose gifts and grants range from \$200 to \$499 help us sustain and enrich our programs, while providing a nurturing atmosphere to all we serve.

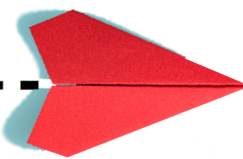
Robert Adams III  
Amazon Smile  
Alison Aplin  
Stuart and Randi Applebaum  
The Arc of New Jersey  
Arognaut Management Services, Inc.  
Juan and Lisa Arroyo  
Megan Beebe  
Benevity Community Impact Fund  
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Gary and Lois Whitman  
Candace Wildy  
Anitra Wilson  
Jonathan and Lisa Wolfe

# Sparing No Expense in the Face of a Pandemic

## *The Arc's 2020 COVID-Prevention Investment*



From March through June 2020, The Arc of Essex County invested considerable time and funds to fight against the spread of Coronavirus. In addition to hours of planning and preparation from all levels of the organization, The Arc invested in the following services and supplies:



**\$108K**

Professional Cleaning  
Services



**\$185K**

PPE & Cleaning  
Supplies



**\$23.5K**

Telemedicine Equipment  
& Services



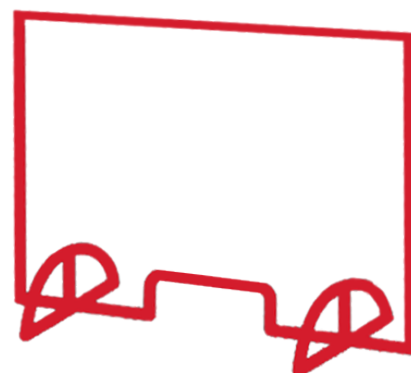
**\$14.5K**

Internet, Devices &  
Remote Learning Platforms



**\$60K**

Unfunded Stipends  
for DSPs



**\$7.2K**

Partitions & Facility  
Safety Measures

# 2019-2020 Executive & Advisory Boards

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Second Vice President	Robert Laurino
Third Vice President	Benjamin J. Proce, CPA
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Immediate Past President	Brad K. Hopton

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Martin Noah	Senior Director, Creative Technology



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