



The Arc.
of Essex County

MEETING THE MOMENT

2020-2021 ANNUAL REPORT



2020-2021

“We are so grateful to
The Arc for keeping its
doors open when so
many had closed.”

— Katharine Carpenter



OUR MISSION

The Arc of Essex County provides advocacy and services empowering individuals with intellectual and developmental disabilities and their families to realize a lifetime of personal achievement and full partnership in the community.

WELCOME

A Letter from the CEO & Board President

Dear Friends and Members of The Arc Family,

As we look back at FY 2021, we see a year that was entirely enveloped by the COVID-19 pandemic. In July 2020 we were firmly in lockdown, and by June 2021 we were beginning to see glimmers of light as the world was cautiously reopening. Through the months in between, The Arc of Essex County stood strong in its commitment to provide support to children and adults with intellectual and developmental disabilities, delivering stability amid the chaos and responding to the challenges around us with a creative hand and a hopeful heart.

Because we draw from more than 70 years of experience in service to our community, we were uniquely prepared to meet the moment. Whether working to keep our service recipients protected and safe, helping our residents to feel connected and engaged, or advocating for our children to receive the support they need to succeed and grow, our decades of work on behalf of the IDD community gave us a firm foundation as we entered the pandemic and equipped us to excel in the ever-changing landscape around us.

We were only able to respond to the crisis with such strength because of the donors, governmental entities, charitable foundations, staff, and volunteers who have consistently invested time and resources in The Arc and our mission. We thank all who gave us the footing we needed to be an invaluable support system for families throughout Essex County.

Although FY 2021 didn't look like any other year in the history of our organization, we worked to maintain the routine that provided a sense of calm and stability for those we serve. From keeping the doors open at Stepping Stones School and Camp Hope, to proceeding with important capital improvements to our residences, we forged ahead and faced the challenges head on. We met the moment and thrived.

Whatever the next chapters may be in the story of COVID-19, we are prepared to navigate them with the same agility we have shown through these challenging times. No matter the circumstances that surround us, our commitment to those we serve will always be our guide.

Thank you for your support.

Sincerely,



Linda C. Lucas
Chief Executive Officer



Margaret V. McNany
Board President

PROTECTING OUR PEOPLE

Through changing circumstances, The Arc of Essex County
made sure our consumers and staff were safe



The Arc of Essex County provides services and supports to vulnerable populations within our community, and employs frontline workers who are unable to socially distance in order to carry out their tasks. As a result, The Arc moved quickly to make sure the risks to our consumers and staff were minimized amid the ongoing COVID-19 pandemic. We invested heavily in personal protective equipment and enhanced cleaning protocols, spending far above and beyond a typical year's expenses, while securing grants to cover the added

costs. We provided vigilant screening for our staff and consumers, and when a vaccine was deemed safe and approved by the FDA, we held vaccine clinics that were open to our Arc families and staff.

For Cynthia Vaughn, whose son Sharief participates in The Arc's day programs, The Arc's vaccine clinics were a blessing. Cynthia watched COVID-19 cases rise throughout her community of Irvington and struggled to find vaccine appointments. When The Arc was able to offer the vaccine at the West Caldwell Hub, she said it was such a relief. "I was so

"Getting the vaccine through The Arc was the best thing. After struggling to get an appointment at all these other places, it took a lot of tension away for us, and was so convenient. Walking out, it felt good to know we were protected, especially [my son] Joseph. We were just so thankful."

—Joan Romaniello

thankful that we could protect ourselves," she says. "It was a gift."

We also carefully built safe procedures into all of our work spaces and residences. At Stepping Stones School, measures included equipping each student with personal school supplies, conducting daily health checks prior to entering school, sanitizing therapy suites between each use, transitioning parent-teacher meetings to a virtual format, closing the school to outside visitors and volunteers, and conducting frequent deep cleaning and sanitizing of all facilities. Camp Hope had similar precautions in place, including sanitizing stations, regular temperature checks, and visitor restrictions. Each of our residences—and eventually our day programs and recreational activities when they reopened—were also outfitted with the equipment and procedures necessary to keep consumers and staff as safe as possible.

While making these changes, the vast majority of our workforce stayed employed and we kept moving forward, determined to support those we serve with minimal disruption. The Arc village kept our consumers happy and engaged, bringing virtual holiday caroling and sweet treats to our



homes, and providing improved technology to deliver virtual activities and opportunities to connect.

Throughout the history of The Arc, we have always been at the forefront of looking out for those with intellectual and developmental disabilities, and the COVID-19 pandemic showed how adeptly we can navigate ever-evolving circumstances to ensure the safety of those we serve and employ.

We sincerely hope that the COVID chapter of our organization's history will come to a close soon, and we can again focus our energy on expanding new and existing programs in the months and years ahead. But we are confident that, no matter the direction of this or future health crises, The Arc is prepared for the worst-case scenarios and positioned to keep our community safe and protected.

BY THE NUMBERS...

452
shots given in
vaccination
clinics

\$464K
in PPE &
enhanced
cleaning

400
frontline
workers
employed

143
residents
in our care

HAPPY CAMPERS

Camp Hope safely brought friendship and fun to dozens of campers during the summer of COVID



As the summer of 2020 approached, COVID-19 cases were on the rise and the world faced an uncertain future. For the families The Arc of Essex County serves, this time was particularly challenging. In many cases, their loved ones were not only high risk, but also desperately needed services and support after months of worry and isolation.

Determined to respond to their needs in a safe and

reliable way, we opened Camp Hope at a time when almost all other camps serving the IDD community were closed for the summer.

Campers enjoyed theme weeks that featured pool activities, fitness challenges, superhero games, arts and crafts, silly costumes, and more. As always, campers of all ages arrived with enthusiasm and returned home with memories of special times with friends.

"[My son] loves Camp Hope so much. I didn't even question sending him because I knew they were opening camp thoughtfully, and I knew all precautions were in place. I really trusted them to have all of our kids' best interests in mind. It was nice knowing he would get the support he needed, while having all the fun in the sun he deserved."

—Jessica Wilson

For families like Adam Quraishi's, Camp Hope was a lifeline. "The pandemic has been by far the darkest period in our son Adam's life," his mother Katharine says. "Adam is autistic and thrives on predictability. More than anything, Adam loves to get out each day and attend school or other programs with his peers. Camp Hope was the one bright star that allowed Adam to interact with peers in person and participate in camp activities during this time."

Kimmy Pandullo's son Anthony also missed being with friends. "When schools went remote and everything was cancelled, the only place that didn't shut down was Camp Hope," she says. "As a mom of a child with a disability, I worry all the time about his surroundings. I was so happy and relieved when I knew that Anthony would be at Camp Hope, safe and happy. I'm grateful for the program and the staff that worked so hard to keep some type of normalcy in that summer when everything else seemed abnormal."

Dawn Gaita's son Erik has Down syndrome, and the isolation was taking a toll on him. "From active and involved in many social activities, to everything being cancelled, life as he knew it was cancelled and

I did not know how to explain to him why," Dawn says. "When I finally received word that Camp Hope would resume, with strict protocols in place, I think I may have cried a little. The relief I felt that finally my son would see someone other than me and his therapist in person, that was truly an overwhelmingly emotional moment."

The camp experience, she says, did not disappoint.



"To see the staff masked up in 90 degree weather and yet still energetic and making sure the kids were having a great time, that was truly heartwarming. In the darkest of times, Camp Hope did not fail us! They gave us hope that there was a rainbow at the end of the storm."

With our safety precautions in place, and \$8,600 in additional spending on PPE and deep-cleaning services, we were able to bring five weeks of fun and engaging activities to our campers at a time when they needed it most. And we are proud to say that we reported zero cases of COVID-19 among our campers and counselors during the summer season.

The Arc is determined to be a reliable partner for our families, especially when there is nowhere else to go. That was certainly the case during the summer of 2020, and we are proud to have provided this needed support for our Camp Hope community.

BY THE NUMBERS...

60
campers

5
weeks

2,500
masks
purchased

0
COVID-19
cases

INVESTING AT HOME

A year of preparing for improvements that will make our homes even better suited to our residents' needs



The Arc of Essex County operates 27 residences throughout the county, serving 143 people with different levels of supervision and care, based on their needs. These homes provide more than just food and shelter for our residents; they bring socialization, camaraderie, independence, and routine to those we serve.

For the safety and comfort of our residents and direct-support staff, it is critical that the infrastructure of

everyday living is consistent and reliable in each of our homes. It is also essential that we design structural improvements with our residents' future needs in mind.

With that forward-thinking mentality, we invested in 13 of our residences during FY 2021, making plans for projects such as installing accessible bathrooms, opening up kitchen floorplans, and improving laundry

"We are so fortunate to have the group home as an option for my brother. It allows the rest of our family to know he is safe and well cared for and loved. I sometimes worry whether he will always be able to physically live in his home. But with The Arc making these investments, I can be confident that if his needs change in the years ahead, he will be accommodated."

—Meredith Whitaker

facilities to better serve our program needs. These changes will make life easier for our residents as they go through their day-to-day tasks and activities.

Each project requires many hours of preparation, from drawing plans to securing permits to ordering the necessary materials and bidding out the work. During FY 2021, The Arc completed such preparation work for \$842,000 in projects that would be carried out in FY 2022.

One such project is a \$300,000 renovation of the interior and exterior of the Bloomfield group home. The entire first floor will be reconfigured to increase accessibility for the six residents who live there. Manager Marilyn Wigfall says she cannot wait to see these improvements.

"The wider doorways and hallways will make such a difference for our residents," she says. "They will be able to move around more easily, and also have more space to be together as a group. I'm sure it's going to be marvelous, and I know we all can't wait to see our new home."

Marilyn says one resident, Dawn, will particularly benefit from the changes, as she sometimes struggles to maneuver through spaces with her walker. And she recalls a resident who used a wheelchair and sometimes couldn't participate with the group because

of the limits of getting around. "These wider openings will be a great thing for any resident who has a walker or a wheelchair," she says. An expanded deck will allow all the housemates to congregate outside at once. "I can already imagine how happy they're all going to be with their new space. It's going to be great."

The Arc also invested in whole-house generators for six residences, helping ensure that no matter the circumstances, and in extreme weather events, the lights and heat will still be running.

Michele Bradley, manager of The Arc's Ashwood Community Residence, says she remembers how disruptive power outages were for the residents before they had a whole-house generator. "We would have to pack up and go to a different group home," she says. "Moving was so difficult for the guys. They missed their beds, their TVs, their everything."

The whole-house generator, she says, changed things for the better. "When we recently lost power, the generator kicked on and it kept the heat on, the TVs on, and it just made everybody feel safe. This allows them to feel even more secure in their own homes, and it's nice that we don't have to take them out of their comfort zone."

The Arc's residential services are a 24/7 effort. There is no part of our mission that is more all-encompassing than our residential program, and we are proud to be proactive when it comes to making sure our homes are safe and secure for each person in our care. Our extensive investments during FY 2021 reflect that commitment.

BY THE NUMBERS...

13
residential
renovations &
investments

\$38K
in kitchen
upgrades

\$65K
in bathroom
upgrades

\$842K
in shovel-ready
project prep for
FY 2022

A SAFE HARBOR

Stepping Stones opened its doors to full-time learning for our students



When millions of families around the country and world were struggling to manage the ever-changing chaos of the 2020-21 school year, The Arc of Essex County opened Stepping Stones School to its families for full-time, in-person learning, while also offering a 100 percent remote-learning option for students not yet ready to return to the classroom.

While the essence of the Stepping Stones education

remained, The Arc followed all CDC and New Jersey Department of Health and Department of Education guidance, taking advanced safety precautions amid the ongoing pandemic.

"We take pride in the work we do every day to provide a safe and enriching educational experience," says Principal Sue Brand. "That work took on new meaning during these turbulent times. When so many doors



"Being able to send our daughter to Stepping Stones was a ray of hope in the midst of so much frustration and suffering. We do as much as we can at home, but it doesn't compare to what she gets from her teachers and her therapies. She's happy every day she goes to school, and we could not be more grateful to have the gift of Stepping Stones School in our life."

—Paulina Sanchez

were closed and our families faced innumerable challenges, we were able to keep our classrooms open and provide consistent learning and therapy to our students at a time when they needed it most."

Eighty-four percent of students opted for in-person learning, bringing relief to families and structure for the children at a time when very few things were operating normally.

"More than anything, it was the joy of seeing her come home so happy every day," says Jennifer Petit-Frere, whose daughter, Kennedy, was in the preschool classroom. "Her teacher and her therapists poured their efforts into her, and I could see the effect of that. Even if I was still uncertain and scared and fearful because of the pandemic, she came home every day with such glee that I couldn't stop sending her."

Stepping Stones class sizes have always operated under a model of small staff-to-child ratios, and classes continued to be capped at 12 students per classroom. There were some changes to the day—for example, group therapies took place within each classroom—but the staff made sure everything looked as familiar as possible to the students.

For Stepping Stones physical therapist Kayla Huegel, being able to work with the children in person was crucial.

"Going back to in-person learning was essential for therapies," she says. "The students were happy to see their friends, teachers, and therapists, and were so motivated to participate. As great as remote learning was during the unprecedented times, nothing can replace hands-on, in-person instruction."

And for those families who did opt for remote learning, Stepping Stones made sure students were supported, despite the distance.

"Avery's teacher worked with us to create a program that fit her needs," says La'Tressa Wakefield, whose daughter completed the 2020-21 school year from home. "The school

really partnered with me to make sure she was getting as close to the classroom experience as possible. Throughout the pandemic, parents became such an important part of the learning process, and we had such a great support system with Stepping Stones."

For generations, Stepping Stones has delivered high-quality education and therapies to all of its students. During the unprecedented conditions of the 2020-21 school year, it kept its doors open to continue that mission, while also working diligently to keep everyone in the classroom safe, healthy, and happy.



BY THE *IMPACT...*

AMARE

learned to walk independently

MARIANA

learned to count to the number 20

JAMES

learned to jump with his two feet off the ground

AVERY

learned to write the full lower-case alphabet

2020-2021 DEVELOPMENT

Donors Stepped Up During a Year of Virtual Fundraising

The Arc of Essex County had to pivot from bustling in-person fundraisers to all-virtual fundraising events during the 2020-2021 fiscal year. With a virtual chocolate tasting experience and our second virtual Building Tomorrows Run/Walk, we brought people together through screens—and, of course, a shared passion for supporting those with intellectual and developmental disabilities.

When it came time for Giving Tuesday 2020, our donors responded in a major way, rallying to give us a record-breaking day of giving. In the end, we *more than doubled* our fundraising from the previous Giving Tuesday.

It didn't stop there. Our donors came through for us again in June, when we hosted a Day of Giving in honor of Camp Hope's 65th anniversary. The funds raised on that day, and throughout our spring appeal, helped ensure enhanced safety precautions for the 2021 camp season. Once again, our donors delivered, bringing in a *new* record amount for a single day of fundraising!

We are deeply grateful that so many of our supporters were there for The Arc of Essex County during such turbulent times. And we cannot wait to gather in person as an Arc community once again.



The Arc Legacy of Jacqueline Juster

Jacqueline Juster's support of The Arc of Essex County goes back decades, including as a member of The Arc of Essex County's Board of Directors for more than 30 years. Because of her forethought through Planned Giving, her legacy will continue to be felt for decades in the future. Jackie, who also served as a two-time delegate to The Arc of New Jersey from 1988-1990 and 1999-2002, bequeathed \$225,000 to The Arc of Essex County through her estate planning, which we received in the spring of 2021. We are so thankful for her dedication to individuals with intellectual and developmental disabilities (IDD) in life and after her passing.

Imagine all that could be accomplished if each of us remembered the countless individuals with IDD and their families who are supported by The Arc of Essex County in our estate plan, as Jackie did. Your planned gift today will ensure our organization continues to create lasting impact and change. For more information on Planned Giving to The Arc of Essex County, please contact Heather Comstock at 973-535-1181 x1224 or at hcomstock@arcessex.org.

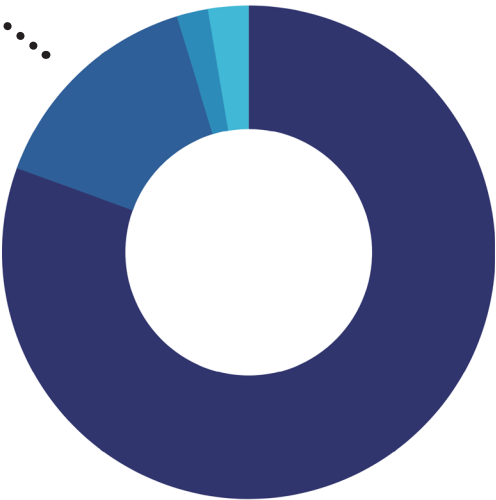


2020-2021 FINANCIALS

Operating Revenue

State Funding	\$27.3 M
Tuition & Fees	\$5.0 M
Contributions	\$0.7 M
Miscellaneous	\$0.9 M

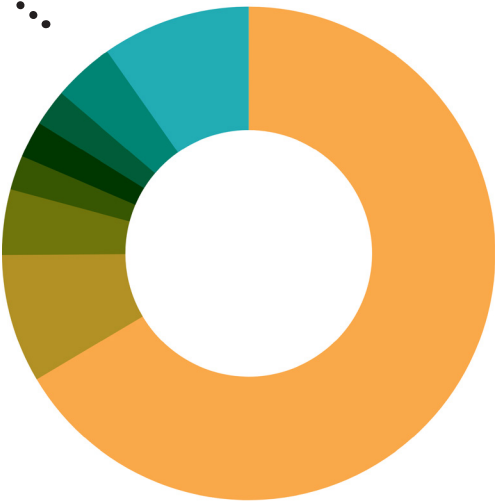
\$33,890,015



Expenses & Reserves

Personnel Expenses	\$23.2 M
Facility Costs	\$2.9 M
Transportation	\$0.8 M
Supplies	\$0.9 M
Client Assist/Others	\$1.5 M
Depreciation/Interest	\$0.8 M
Total:	\$30.1 M
Debt Reduction	\$1.4 M
Reserves Increase	\$3.4 M

\$34,928,391



2022 Projected Reserve Appropriations



\$200K

Fleet Attrition



\$800K

Residential Renovations



\$500K

Group Home Purchase

DONOR RECOGNITION

2020-2021

VISIONARY CIRCLE

These donors 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 Estate of Jacqueline Juster

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	Pamela and Craig Goldman Foundation
The Candle Lighters	The Hyde and Watson Foundation
Catholic Human Services Foundation	Irvington Office of Community Development and Planning
Essex County Division of Housing and Community Development	Orange Orphan Society
Mark and Rabbi Erica Gerson	Wallerstein Foundation for Geriatric Life Improvement
Lucille Goff	

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	NJ State Golf Association Youth Foundation
Jay Frank Parmly Trust	PSEG Services Corporation
Johnson & Johnson - Matching Gifts Program	The Starrett Family
New Jersey Council on Developmental Disabilities	William H. Connolly & Co., LLC

ADVOCATES

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

444, LLC	Brad and Stephanie Hopton	Robert Purcell
Arognaut Management Services, Inc.	Helga Horn	PwC
Benefit Management Solutions, Inc.	Andrew and Wendy Lacey	Rock the 21
Benevity Community Impact Fund	Lillian Schenck Foundation	Paul Rooney and Susan Comparato
Bruce Bird	Brian Lowe	Todd and Kim Russell
Bird Pharma Consulting, LLC	Linda Cancro Lucas	Kenneth and Christi Sauter
Bob’s Discount Furniture Charitable Foundation	Joseph P. Mack	Sax LLP
Joseph Caruso	Madonia Family Charitable Trust	William Sumas
Vincent J. Covello, Jr.	Melwood Horticultural Training Center	UNICO - West Essex
Minerva Delgado	NJM Insurance Group	Wakefern Food Corporation/ShopRite
Eastern Janitorial Company	Township of Nutley	Walsh, Pizzi, O’Reilly, Falanga LLP
Thomas and Jennifer Frantz	John O’Brien	Regan Waters White
Kathleen Hinnigan-Cohen	PSEG Match Program - Power of Giving	Paul and Teri Wirth
	Public Consulting Group, Inc.	Richard Wright

PATRONS

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

Paul and Robin Alampi	Jason and Eileen Hahn	Patty O’Brien Gamcsik
Stuart and Randi Applebaum	Dana Irvis, Esq.	Joan Olszewski
Megan Beebe	Patrick and Ginny Jakimowicz	Benjamin and Nina Proce
Bernie’s Tire and Auto, LLC	Knights of Columbus NJ State Council	Joanne Rosenthal
Jeffrey Bird	Lakeland Charities Inc.	Gary Russikoff
Arthur and Jennifer Blougouras	Maria Laurino	Mr. and Mrs. Guido Sanchez
Caitlin Cascino	Robert Laurino, Esq.	Schwab Charitable
Cedar Grove Elks #2237	Lenoir’s Charter Service, LLC	See-More TV & Appliance Center
Heather Comstock	Herbert and Ellen Lev	Sokol USA
Raymond J. Devine	Larry Manfra	Richard and Eileen Stuart
Sara Diaz	Max Axion, LLC	United Way Suncoast Tampa Bay Area
Stephen and Margaret Falanga	John and Ann McKeon	West Essex Sunoco, Inc.
Michael J. Franchino	Ryan and Margaret McNany	Candace Wildy
Marilyn Graber	Scott and Amy Minars	
Peter and Caitlin Greatrex	North Jersey Smart Set	

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.

Diane Alexander	Christine Fillimon	Herbert and Sally Meyer
Amazon Smile	John and Allyson Fryhoff	Courtney Molinari
Bayer Matching Gifts Program	Paul and Susan Fuller	Paul and Virginia Moritzen
Peter and Judy Bellina	Kimberly Germain	Newark Autobody & Service, Inc.
Mark and Betsy Bergman	Thomas P. Giblin	Martin Noah
Laurie Best	Bruce and Susan Gilson	Brett Nolan
Melanie Blahnik	Donna Graham	Christine A. Pecora
Stanley and Rochelle Block	Jeffrey and Donna Grundy	Robert Petzinger and Cristina Moran
Michelle Bogart	Joseph and Frances Ann Hall	R&R Maintenance
Kenneth and Lorena Bogert	Kevin Hart	Jo-Ann Raines
Paul and Patricia Boylan	Lloyd Hilaiel	Ellen Rooney
Victor and Marybeth Buonopane	George M. Holland, Esq.	Matthew Ryan and Gail Morris
Morgan Burklow	Donna Hrebin	Patricia Sanders
Matthew and Melanie Calderone	Institute of Management Accountants	Heather Saslovsky
Katharine Carpenter	Elizabeth Johnson	Daniel W. Sheehan
Ronald and Annette Carr	Knights of Columbus #1277	Daniel Smith
Frank Cinque	Knights of Columbus #6380	Jennifer Spence
City Fire Equipment Co.	Erin Koropsak	Helen Statz
ColorMyCar, Inc.	Paul and Janet Kwiatkoski	Thomas and Judith Stier
David Cordova	Steve G. Leon	Thomas J. Swartz III
Louis DellaPia	Neil and Madeline Lichtman	Angelo and Libby Tamburri
Caitlin DiRuggiero	Steven London	Maryanne and Alphonse Vindici
Charles and Madeline Dreifus	Rebecca Lorusso	John Virden III
Raphael Emmenuel	Angela LoSapio	Sarah P. Virden
Mark and Susan Fahy	Peter and Moira Madonia	Kevin and Meredith Whitaker
Jon and Nancy Fass	Dennis McNany	Anitra Wilson
Agostino and Aileen Feola	Maria Meizoso	

2020-2021 EXECUTIVE AND ADVISORY BOARDS

OFFICERS

President	Margaret V. McNany
First Vice President	Stephen Falanga, Esq.
Second Vice President	Robert Laurino, Esq.
Third Vice President	Benjamin Proce, CPA
Secretary	John O'Brien
Treasurer	Gary Russikoff, CPA
Immediate Past President	Bruce Bird, Ph.D

TRUSTEES

Juan Arroyo	Caitlin P. Cascino, Esq.	Dana A. Irvis, Esq.
Jeffrey B. Bird	David Cordova	Regan Waters White
Patricia A. Boylan	Eileen Hahn	Lisa Wolfe
	Bradford Huntington	

CHAIRPERSONS OF STANDING COMMITTEES

Audit	Gary Russikoff, CPA
Buildings and Property	Kenneth Sauter, Esq.
Development	Stephen Falanga, Esq.
Finance and Budget	Benjamin J. Proce, CPA
Investment	Bradford Huntington
Nominating	Bruce Bird, Ph.D
Personnel	Jo-Ann Raines
Quality Assurance	Robin Alampi

ADVISORY BOARD

Robin Alampi	Mark Gerson	Peter Madonia	William Sumas
Stuart P. Applebaum	The Hon. Thomas Giblin	David E. Meyer	Maryanne Vindici
Caryn Bushko	Alvin Hersh, Esq.	Leon Morton	Scott White
Lorraine Coppola	Herb Lev	Jo-Ann Raines	Candace D. Wildy
Caitlin E. DiRuggiero	Brian Lowe	Matthew Ryan	Paul Wirth, CPA
Michael J. Franchino, CPA	Angela McCaffrey	Patricia Sanders	Richard Wright
	The Hon. John McKeon	Kenneth Sauter, Esq.	

EXECUTIVE MANAGEMENT

Linda C. Lucas	Chief Executive Officer
Kathleen Hinnigan-Cohen	Chief Operating Officer
Robert Purcell	Chief Financial Officer
Megan Beebe	Senior Director, Financial Operations/Controller
Laurie Best	Senior Director, Children & Adult Day Services
Frank Cinque	Senior Director, Asset Management
Heather Comstock	Senior Director, Development & Communication
Erin Koropsak	Senior Director, Quality Improvement & Consumer Supports
Rebecca Lorusso	Senior Director, Residential Services
Martin Noah	Senior Director, Creative Technology