

Advocate

For and with people with developmental disabilities

The Arc
Baltimore

SPRING 2020



Bill Sinton (center) uses his voice to impact a national network of friends. They, in turn, give him a sense of belonging. Among his local friends are Maryland State Delegate **Cathi Forbes** and her husband, **John Patterson**.

Bill Sinton thrives on his friendships

Bill Sinton is an old-fashioned guy who regularly is in touch with life-long friends around the country. He has known some of them since elementary school. However, at 62, Bill has no use for social media. He maintains these meaningful relationships by visiting his friends as close as Maryland's Eastern Shore and as far as Canada—both in-person and by video.

Anyone who knows Bill knows there will be more than chatting. During each visit, he sets up interviews resembling newscasts, records them on VHS tape, and sends them to his entire network. While these gifts are treasured, recipients wish they could talk old-fashioned Bill into digital format.

Bill has been part of The Arc for 12 years and currently receives minimal support for his job at the Rodgers Forge Elementary School cafeteria. Staff also drop-in to help with shopping and appointments at the retirement community where he recently moved.

Among Bill's local friends are Maryland General Assembly Delegate Cathi Forbes and her husband, John Patterson. Del. Forbes and Bill met while walking in their neighborhood, and Bill asked if she knew how to "dub" a VHS tape. She was so intrigued with his talent and **sense of purpose** that she introduced him to John, who happens to be an audio video expert who could assist him with creating multiple tapes. That was 17 years ago. Their close friendship has contributed to Bill's **leading a fulfilling life with a sense of belonging**.



With thanks to a chance encounter nearly two decades ago, Bill's network of friends has stayed intact and added two very special people in the process. ●

LEFT, Guests on Bill's videotapes include many of his friends and a few celebrities including actors **Chris Burke** (left) and **John Astin**.

KEEP IN TOUCH!



WORDS MATTER



Message from the Board President and Chief Executive Officer

This issue of the Advocate is dedicated to sharing aspects of our new strategic plan, namely our new mission, vision and value statements, and, for the first time, guiding principles. It includes the key strategies of the plan and some short examples of the plan in action.

The plan is a result of an extensive process last year with input from 600 stakeholders and an assessment of the external changes underway in the Federal and State regulatory and funding environments. Our board of directors and staff leadership then took an in-depth approach to addressing the organizational systems needed to position the agency for the future.

Make no mistake that these are challenging and exciting times. We must work smarter as we keep our mission alive. We pledge

to do this in a way that is true to our stated values and guiding principles, and we hope sincerely to broaden and deepen our relationships with the people we support, their families, our staff team, and our partners.

Finally, this issue of the Advocate includes elements of our annual report which we are not producing this year so that this printing can be shared beyond our membership and donors, to all the families whose loved ones we support, and all our partners and stakeholders.

Thomas Sand
Board President

Kathleen McNally Durkin
Chief Executive Officer

Strategic Plan Background

Our new mission and the full plan are intended to guide us into the future and keep our eye focused on what is most important while attending to our major systems and infrastructure. The primary strategies and operational objectives will sharpen our person-driven focus with a more holistic and cohesive effect. Long Range Strategies are meant to be within a five-year framework, with the Operational Objectives targeted for the first year (October 2019-December 2020). We are not launching grand new initiatives; we are honing in on what is possible for each person we support and doing that one person at a time.

MISSION

The Arc Baltimore supports people with developmental disabilities to lead fulfilling lives with a sense of belonging, purpose and meaningful relationships.

VISION

A world where all people are valued, their voices are heard and their impact is felt.

VALUES

Unity – We are stronger together.

The Arc Baltimore believes we must build a shared community that brings together people with disabilities, family members, professionals, advocates, and other collaborators with a unity of purpose for a stronger community. We respect every person's inherent value and welcome diverse viewpoints that lead to truly inclusive practices where all belong and know they matter. Partnerships will be bound by strong communication and a clear vision.

Excellence – We are constantly improving.

The Arc Baltimore is committed to a consistent realization of program quality that is responsive to person-driven expectations as well as high standards that are attainable, yet aspirational. At our core, the value of each person we support drives us to seek out and achieve excellence throughout our organization.

Innovation – We push the bar forward.

The Arc Baltimore believes that the challenges we face now require the same innovative thinking utilized by our founders. We will continue to open new doors and seek fresh ideas and possibilities at every level. We believe expectations matter and, through visionary leadership, will strive for more. We will continue to push boundaries and consider all that may be possible if we can free ourselves of perceived constraints. We will advocate wherever and whenever necessary.

Integrity – We are trustworthy.

The Arc Baltimore is accountable to those we support and their families when our practices are open and transparent with all stakeholders, our systems of compensation are fair, and our communications are consistent and reciprocal. We are financially sustainable and assure public trust.



Tierra can be found in the men's shoe department at the Burlington store in Towson.

Tierra Lawrence chooses the direction for her new career

Melissa Schroeder always provided a secure environment for her daughter, **Tierra Lawrence**. She received day services with The Arc and for more than a decade was supported by our Towson day center. And then they faced a milestone familiar to so many parents: **Tierra was driven to live a fuller life by getting**

a job, and she spoke up for what she wanted. But Melissa wasn't sure either of them was ready. She acknowledges she had to let go of reservations and realize Tierra is an adult who wants to work.

In March 2019, Tierra entered Career Catalyst for job training, and by July she was ready to transition to a retail setting. She interviewed at Burlington, and their manager quickly hired her. Tierra,

who is 33, proudly arranges her own transportation with Mobility services.

Her job in the shoe department is three days a week from 10 am to 2 pm. She restocks, places security sensors on the shoes and cleans up. Melissa says that on the two times she dropped off Tierra, her supervisor and her co-workers told her how much they love working with her daughter. ●

GUIDING PRINCIPLES

Person-Driven

The Arc Baltimore is built on a long history of outstanding supports to people with disabilities. As we continue our focus on person-driven change, we ensure that it is the person we support who defines their “fulfilling life” and each in their own way, with experiences, choices and responsibilities. These in turn direct the agency’s operations and future.

Building Relationships

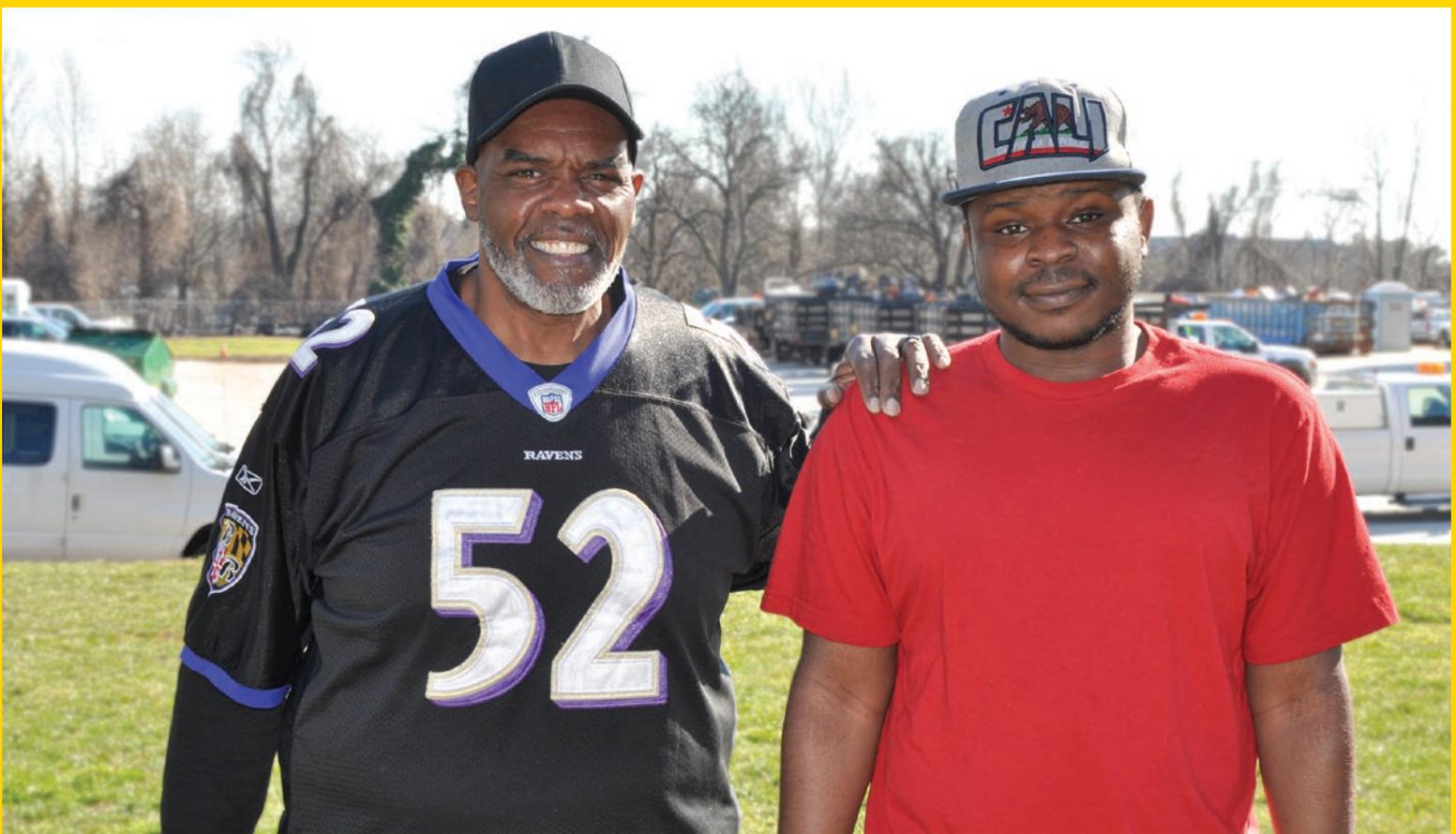
We believe that a key component of a fulfilling life is meaningful relationships. Most often a first meaningful relationship is with family – parents, siblings and extended relations. In addition, relationships can be developed with co-workers, neighbors, friends with or without disabilities, roommates, and others who may be central to a person’s happiness. The agency is committed to supporting people to develop and maintain connections that are important to them.

Purpose-Driven

All people contribute and bring value. The Arc Baltimore applies a purpose-driven approach to supporting people in finding how their unique abilities and interests can impact their community, whether through paid employment, volunteering or simply connecting with others. For those who desire work, a real discovery process can match each job seeker with the needs of an employer. All work has dignity. Likewise, pursuit of recreation, faith, learning, and other enriching opportunities are passageways to belonging to and contributing to the broader community.

Teamwork

To do this important work, we attract and retain a diverse and qualified workforce. We invest in them through fair compensation, exceptional training, and effective and supportive management. We appreciate and recognize the value of every staff member, especially direct support professionals. Through a strong team, we provide holistic supports that reinforce the person-driven approach.



Tavon is no longer a shy guy thanks to new friends and the guidance and encouragement from his support staff Bruce (left).

With just the right boost, Tavon finds his purpose

Tavon Rhodes, 26, participates in The Arc’s Day Services at the Seton center, where he has blossomed from a shy observer to an outgoing gentleman **driven by a purpose**: He discovered he thrives in group activities, so his days on the sidelines are over.

At Seton, Tavon slowly connected with a group of four or five men, one of whom

he met at the Dundalk center the year before. He welcomed Tavon and brought him into the group. The former observer is now a smiling Tavon who arrives every day eager to get started and speak up for what is important to him.

He is particularly close to Bruce Harlee, the group’s day support specialist. In collaboration with the activity specialist, Mr. Bruce and the group discuss interests

and opportunities and take part in adventures like Baltimore Clayworks classes, Royal Farms Arena events, museums and other local activities. He even volunteers at the Holly Hills Senior Center where he facilitates activities for the seniors.

Next up for Tavon is getting a meaningful job, and Bruce knows Tavon is ready and capable! ●

The Arc joins innovative certification program for Direct Support Professionals

The Arc Baltimore recently became one of fewer than two dozen organizations in the nation to adopt a career ladder program called **E-Badge Academy**. It is offered by the National Alliance for Direct Support Professionals (NADSP).

Direct Support Professionals (DSP) have some of the most diverse and demanding responsibilities at The Arc. On any given day (or night) they may be confidantes, job trainers, counselors, advocates, travel partners, medication dispensers, schedule keepers, workout partners, and much more.

Competition to attract and retain these quality staff members is fierce. Vacancies and turnover are constant issues, as it is for all developmental disability agencies. That means The Arc must find, hire, develop and retain these skilled people to maintain an exceptional workforce. And it is important that they remain with The Arc because consistency is vital for the people whose lives improve with

DSP guidance. The E-Badge Academy will not only **build the skills of our existing DSPs, but will also help us attract others to work here—and stay.**

DSP staff earn electronic badges based on the competencies they demonstrate and the education they receive through

videos and direct training. Three levels of certification are available, with pay increases or bonuses and the job titles that go with them. The Arc's first class of 17 DSPs began in January 2020, and many more now have the opportunity to access associated training through the agency's NADSP membership. ●



NADSP Executive Director **Joseph Macbeth** (far right) and our CEO **Kathleen Durkin** (far left) welcomed the inaugural class of DSPs and inspired them to take full advantage of the program.

OPERATIONAL OBJECTIVES

During the first year (October 2019 – December 2020) of this long-range strategic plan, The Arc Baltimore will implement the following operational objectives.

STRATEGY 1

Create one team united by common beliefs, values, culture, and management systems.

As a large agency that provides such a multitude of supports and services, our staff is large, diverse, spread across Greater Baltimore at literally hundreds of sites, and we are working with hundreds of people every day in all aspects of their lives. It is essential that our mission, vision and values be infused throughout our organization to bind our staff as a unified team and that we have consistent measures of accountability and systems to enhance it. That boils down to ensuring we have common processes for training our staff, better access to technology and real-time access to information systems to better support each person, and a myriad of strategies to maximize all our efforts.

STRATEGY 2

Restructure organization and systems to successfully embrace the Community Rule and Maryland's new reimbursement structure.

As The Arc Baltimore embraces the philosophy and intentions of Medicaid's Community Rule, the regulations and service definitions provided by the State are creating seismic shifts in how we operate. For the good of each person we support as well as our staff, it is essential that we master the system changes so we are financially stable, that we restructure our teams where necessary, that we deploy the new technologies required for compliance, and that we measure all the outcomes of these changes toward mission fulfillment.

STRATEGY 3

Recruit, develop, and retain high caliber people committed to supporting individuals with developmental disabilities.

The competition to attract and retain quality staff as Direct Support Professionals has never been greater. While not a new challenge, it is expected to continue. DSPs are critical to our mission. The Arc must position itself to bring in new kinds of candidates, whether retirees looking for a part-time next career, or a young person just starting out. Better supervision, fair compensation, and training and staff development (see article above) are more important to a stronger workforce.

STRATEGY 4

Pursue sources of revenue that create organizational sustainability for future generations.

As staff and operations are geared to the use of new tools and reorganization to maximize our public funding from Medicaid and the State, it is imperative that we attract new community support. We must expand our base of charitable support—from the families who entrust us with their loved ones to the citizens and companies who are enriched by the people we support. Our Board must continue to open new doors to engage sponsors and partners, and help build our endowment through legacy gifts that can sustain our work into the future. Further, we must demonstrate our value to the community and earn more foundation investments that increase our programs' capacities to fulfill our mission.

2019: Building Community and Celebrating Successes

2019 was a year to remember not only for the celebration of our 70th year, but for the many individual successes experienced by the people we support, their families and our staff.

Here are just a few of the many stories worth sharing.



Nearly 50 interns with developmental disabilities completed our **Project SEARCH** and **Career Catalyst** programs at three local hospitals, a university and a variety of businesses.



The Arc held its **25th annual Golf Tournament** along with title sponsor **Scientific Plant Service**, and raised \$75,000 in support of The Arc's programs.



Thirty-two families were "adopted" for the holidays by many generous people who supported our **Adopt-a-Family Program**, and an additional 100 families either attended our **Holiday Gift Shoppe** or received a food basket that included a grocery store gift card.



Nearly 450 people celebrated the talent on display at **Art in the Round** with a crab themed event that netted over \$90,000 for The Arc, and the 80 total pieces included six that were curated by renowned professionals in the art community.



With help from his direct support staff **Johnnie Boone** at his home, **James Peddicord** (right) has lost over 120 pounds by changing up his own diet and exercising 3-4 times a week.



Seniors from our center in Woodlawn, with assistance from **TALMAR**, transferred and planted green bean plants at the Baltimore County Center for Maryland Agriculture and Farm Park.



Our **Summer Kickoff** brought together families from across the agency for a fun-filled cookout where people could connect and enjoy each other's company



As a culmination of **Direct Support Professional Appreciation Month**, The Arc recognized many of its DSPs at a morning and evening Awards Banquet with a 70s theme.



As part of their **Comcast Cares** day, volunteers from Comcast led a rousing game of bingo at our Loch Ridge center.



As part of our **Beyond 4 Walls** program, a group of artists from our Dundalk center visited the Baltimore Museum of Art monthly for art appreciation and creation, including a special class with **Abu the Flute Maker** where they made their own drums and participated in a drum circle.

2019 AT A GLANCE

STATEMENT OF FINANCIAL POSITION

JUNE 30, 2019
(in thousands)

ASSETS

Cash / Receivables	\$ 12,637.0
Property and equipment (net).....	9,444.7
Other assets	4,621.0
Total assets	\$ 26,702.7

LIABILITIES AND NET ASSETS

Total Liabilities	\$ 14,643.7
Net Assets	
Without Donor Restrictions.....	11,394.7
With Donor Restrictions	664.3
Total net assets	12,059.0
Total liabilities and net assets.....	\$ 26,702.7

STATEMENT OF ACTIVITIES

Year Ended June 30, 2019
(in thousands)

SUPPORT AND REVENUE

Government agencies.....	\$ 36,591.2
Contracts and other revenue	13,861.7
Public support.....	579.4
Total support and revenue.....	51,032.3

EXPENSES

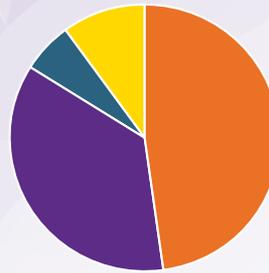
Program services.....	\$ 44,413.9
Management and general.....	4,703.8
Fundraising	251.8
Total expenses	49,369.5

Change in net assets from operating activities	1,662.8
Endowment contributions	104.8
Investment income, net	218.7
Pension-related changes other than net periodic pension costs.....	309.6
Unrealized gain on interest rate swap.....	5.8
Change in net assets	2,301.7
Net assets at beginning of year	9,757.3
Net assets at end of year	\$ 12,059.0

Each year the board of directors engages an independent certified public accountant to audit The Arc's annual financial statements. An unmodified report for fiscal year 2019 was issued by the auditor. A complete copy of the auditor's report can be obtained by contacting the advancement office via contactus@thearcbaltimore.org.

Because of a larger printing and distribution of this issue of the Advocate for non-members, we are not producing a separate annual report this year, but instead have elected to include elements of it here to save resources. Additional content will be on our website, including the list of our generous donors, Legacy Society members, volunteers, and others. Please go to www.thearcbaltimore.org/annualreport.

WHERE THE MONEY GOES



- Employment and Day Services **48%**
- Community Living Services **36%**
- Outreach and Family Services **6%**
- Administration and General **10%**

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Our Impact in 2019



257

PEOPLE IN HOMES

they choose with the support they need across 25 zip codes



19,401

Hours served by

600+

volunteers and interns



39

FOSTER CHILDREN SUPPORTED in **37** foster homes



337

People in day services volunteered or participated in integrated community activities



168

PEOPLE EARNING PAYCHECKS

and company benefits directly from their employer



402

TRAININGS

provided to staff



110

BUSINESSES

WE PARTNER WITH in employment and workforce initiatives



\$61,537

IN FINANCIAL HELP FROM FAMILY FUND

for crisis intervention and basic needs



The Arc
Baltimore

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SPECIAL STRATEGIC PLAN/ANNUAL REPORT ISSUE

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gift to 7215 York Road, Baltimore MD 21212.

contribution today at www.thearcbaltimore.org/donate. Or send your

make a difference and help us keep stretching by making a charitable

Please know that while our resources are being stretched, you can

to www.thearcbaltimore.org/coronavirus-cautions-continued/.

For current updates on our operations and response to the pandemic, go

as possible.

many are working from home to keep the agency functioning as normally

identify unmet needs. Others are picking up and delivering supplies, and

employment programs to maintain connection, provide reassurance, and

Our team is reaching out to literally hundreds of people in our day and

redeployed day staff to homes, and made other program changes.

precautions and increased sanitation, closed our day centers,

the COVID-19/Coronavirus pandemic. As State and Federal

guidance has emerged, we have implemented numerous

at press time, The Arc Baltimore was in full response mode to

CORONAVIRUS
The Arc Baltimore's Plan & Guidance



Advocate

SPRING 2020

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