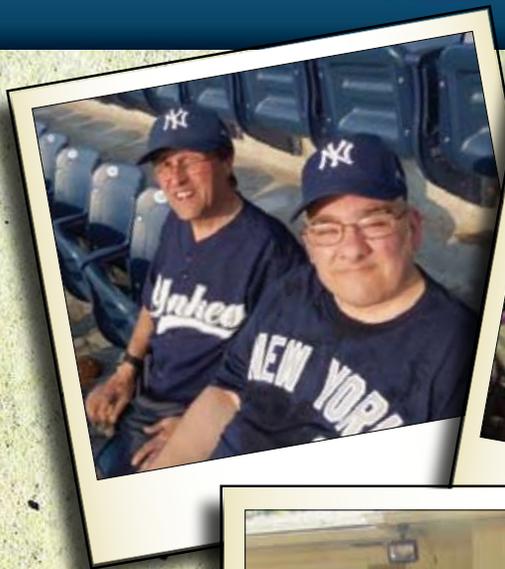




Community, Work & Independence, Inc.

2012 Annual Report



"Enriching lives one story at a time"

❖ Who We Are

Community, Work & Independence, Inc. (CWI) is the region's gateway to coordinated services, programs and employment for individuals with developmental disabilities and other challenges. A private not-for-profit agency established in 1963 in Glens Falls, New York, CWI is now one of the area's five largest employers and serves more than 1,200 people monthly in Essex, Saratoga, Warren and Washington counties. CWI offers a wide range of options for individuals with physical, psychological, social or economic disabilities, traumatic brain injury, learning disabilities or other special needs. Our dedicated staff designs flexible, personalized programs to accommodate varying preferences, needs and abilities.

Community, Work & Independence, Inc. offers a wide array of programs and services. They are as follows:

CLINICAL SERVICES

- Behavioral Services
- Counseling Services
- Health Support Services
- Occupational Therapy
- Physical Therapy
- Psychiatric Services
- Rehabilitation Services
- Speech Therapy

COMMUNITY SERVICES

- Consumer Directed Personal Assistance Program
- Individualized Day Habilitation
- Individual Support Services
- Medicaid Service Coordination
- Respite
- Community Habilitation
- Transition Services

DAY HABILITATION PROGRAMS AND SERVICES

- Community Helpers, Glens Falls
- Destinations, Glens Falls
- East End, Queensbury
- Eastpointe, Granville
- Everts Avenue, Glens Falls
- Expressions, Glens Falls
- Generations, Queensbury
- Glenwood, Queensbury
- Greenbridge, Greenwich
- Helping Hands, Queensbury
- Innovations, Queensbury
- Life Unlimited, Queensbury
- Midtown, South Glens Falls
- Mount Royal, Queensbury
- New Beginnings, Granville
- New Journeys, Queensbury

- Park Club, Hudson Falls
- Pathways, Hudson Falls
- Quaker Road, Queensbury
- Quaker West, Queensbury
- Schroon River, Warrensburg
- Whipple City, Greenwich

FAMILY SUPPORT SERVICES

- Skills-Streaming
- Family Empowerment
- Saturday Club
- Youth Club
- In-Home Behavioral Support

EMPLOYMENT SERVICES

- Supported Employment
- Enclaves
- North Country Ventures
- Pre-Vocational Services
- Contract Manufacturing

RESIDENTIAL SERVICES

- Bay Road, Queensbury
- Big Bay Road, Queensbury
- Cronin Road, Queensbury
- Emerald Ridge, Fort Edward
- Faxon Street, Glens Falls
- Flat Rock Road, Lake George
- Harrington Road, Johnsburg
- Hoyt Avenue, Glens Falls
- Knapp Hill Road, Chestertown
- Men of Moreau, Moreau
- Regency Park, Queensbury
- Reynolds Road, Moreau

TRANSPORTATION SERVICES

- Demand Responsive Transport
- DOT Specialist
- Fixed Route Transport
- Fleet Management
- Transit Connection
- Vehicle Management

TELLING OUR STORY

❖ Our Mission

Community, Work & Independence, Inc. offers innovative supports and services, empowering people with differing abilities and needs to discover their potential and pursue the lives they envision.

❖ Our Vision

Creating opportunities to build meaningful lives
Working with compassionate people to write personal life stories
Inviting communities to share in each person's journey

❖ Our Core Values

People are the heart of what we do. We value . . .

- Personalized attention and recognition
- Ethical conduct
- Open mindedness
- Partnership within our communities
- Living safe and fulfilling lives
- Evaluating the impact of what we do every day

*“Community, Work & Independence, Inc. . . .
Enriching lives one story at a time”*

Message From the Chairman of the Board

Dear Friends and Colleagues,

It's a great honor and responsibility to serve on the board of an organization with such a vitally important mission. As Chair of CWI, I appreciate the deep commitment of my fellow Board members and the inspiring efforts of staff to address the challenges we face.



There is no question that our greatest resource is the people that make up the CWI family. "Thank you" does not begin to express the gratitude we feel for your ongoing dedication and commitment to enhance the lives of the more than 1,200 individuals we serve each month, in Warren, Washington, Northern Saratoga and Essex counties.

In the past year, providing services was no easy task. We faced financial challenges from a still struggling economy and many regulatory changes from New York State. However, thinking about the challenges faced by the individuals we serve and how they persevere provides great motivation. Seeing the smile of joy on someone's face and the knowledge that you are making a difference in their life makes it all worthwhile.

In 2013, CWI will celebrate a major milestone...its 50th Anniversary. At our Annual Meeting, we unveil a new mission statement, vision statement and core values. We will introduce new and innovative ways to raise funds to continue providing the highest level of service. These will include our Golden Anniversary Gala and a direct mail campaign.

I look forward to working with our Board, staff and supporters as we build upon the great work we've accomplished during our first 50 years. With our combined efforts and continued commitment to our mission, we look forward to another 50 great years for Community, Work & Independence!

With warmest regards,

Howard Nelson
Chairman of the Board



The climate in New York State presented many challenges for our industry in 2012. Significant funding cuts were coupled with intense scrutiny from press. The environment has created uncertainty as to what the new model of service delivery will look like for those we assist every day.



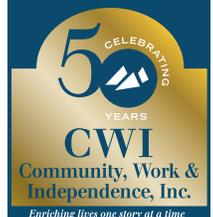
The NYS Office for People with Developmental Disabilities has submitted a new Federal Medicaid Waiver proposal that will change service provisions and reimbursements for all service providers. This shift to a managed care model of service delivery is a top priority of both our state and federal governments. Less restrictive and more person centered service models are being demanded. Our role is not to object to these changes, but to embrace them with innovation and enthusiasm. We will advocate and demand responsible change to ascertain that those we have the privilege to assist are able to maintain fulfilling lives and continue to write their personal life stories.

For nearly 50 years, change has been a constant for us here at CWI. What has not changed is our commitment to those we serve, their families, our employees and our community. Our dedicated staff of professionals are prepared to navigate us into the second half of our century of service delivery.

We are also very excited to take this opportunity to unveil a new direction for us at CWI. We are pleased to be starting our 50th anniversary celebration!! We share with you a new mission and vision statement to better reflect who we are and what we do. We reach this milestone with incredible excitement and enthusiasm as we plan for our first ever GALA as well as various other anniversary events. We are making concerted efforts to educate our community on who we are and the impact we have everyday to not only improve lives but to make our communities better places. We hope you will join us in celebrating our milestones!!

Best regards,

Mark A. Donahue
President & CEO

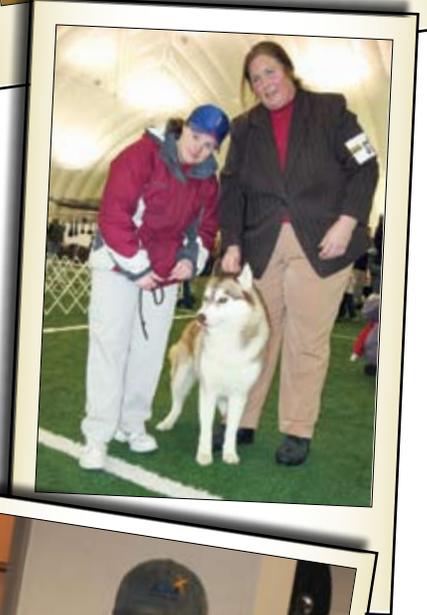


Racheal Marcellus

Racheal Marcellus has always wanted to have a great job she enjoyed and make a contribution to her community. The team at Competitive Edge, the Supported Employment division of Community, Work & Independence, Inc. (CWI), provided her with the necessary support to help her meet her goals. Racheal's team knew she had the desire to work and had some basic skills, but they also knew that she would need a supportive environment to be even more successful.

In January of 2007, with the encouragement of her family, day program, residence and Service Coordinator, Racheal came to Competitive Edge to do a "work tryout" to see if she was ready and able to work. It was the belief that Racheal would benefit from an enclave model work situation. The enclaves at Competitive Edge offer the support and assistance of a Job Coach throughout a work shift, each day. Racheal began her tryout by working on CWI's Cleaning Enclave every Wednesday evening. She quickly showed that she had a great deal of enthusiasm for her work. For the past five years, Racheal has spent Wednesday evenings with her co-workers and her Coach to ensure that staff and consumers have clean programs and facilities.

The Competitive Edge staff has watched Racheal grow and develop her job skills. They have also gotten to appreciate her sense of humor and compassion for others. Racheal's co-workers have also developed a great deal of respect for her. When talking with employment staff about Racheal, it was uplifting to hear how much she appreciates her job and the income she earns. Racheal brings out the best in everyone. When asked about her experience Racheal said, "I just love my job!" ■



Patricia Rutowski

Born and raised in Brooklyn, New York, Patricia Rutowski moved to the Glens Falls area in 1989. Prior to moving, she worked for many years in a factory, performing assembly line work, which she greatly enjoyed.

Patricia lived with and cared for her parents for many years until they passed away. Once on her own, she was determined to have her own career. Patricia had been out of the work environment for nearly 30 years and wanted to restart her career. She came to CWI in 2006 to North Country Ventures to reenter the workforce. She found instant satisfaction working in the assembly environment and especially enjoyed working on New York State Industries for the Disabled (NYSID) Preferred Source contracts, such as calendars and toilet tissue wrapping. In addition, her new position also provides Patricia with the opportunity to meet new friends.

Once Patricia learns a task, she takes to it easily and quickly. She loves working and the independence her job has afforded her. In fact, she is looking to adopt a pet from the local SPCA!

In addition to employment, Patricia benefits from other CWI services. She now has a Community Habilitation Support Specialist who assists her in attending local events, such as concerts, fairs and shopping. The services Patricia receives from CWI have made her someone who is eager to work and contribute to her local community. ■



Taylor Watkins

Taylor Watkins knew he wanted to pursue his education further after graduating from Warrensburg Central School District in June of 2008. While in high school, Taylor acquired an interest for cooking and completed the culinary program at BOCES to improve his skills.

Taylor faced some challenges that required guidance and support to help him achieve his goals and independence. He displays a strong essence of determination and refuses to let some of his personal challenges deter him from becoming a chef someday.

In the Fall 2008, Taylor joined Community, Work & Independence's Life Unlimited program at SUNY Adirondack. He enrolled in SUNY Adirondack's culinary certificate program, using the support of Life Unlimited staff to organize, prioritize, socialize and achieve academic success. In addition to his academic requirements, Taylor is involved with other program activities. He spends time volunteering at the Salvation Army setting up the Soup Kitchen, delivers Meals on Wheels and helps maintain Life Unlimited's community garden. Taylor has run several cooking groups demonstrating proper cooking techniques he has learned in the culinary program.

Taylor has experienced a great deal of personal growth. He requires less support and is able to stay organized and communicate effectively with staff and campus personnel. Taylor is scheduled to receive his certificate in December 2012.

Taylor's next goal is to find a job in his chosen field. Taylor is well on his way to making that happen. During the spring and summer of 2012, Taylor had a paid internship in the culinary field at Fort William Henry Resort in Lake George.

Community, Work & Independence will continue to be a source of support for Taylor, to help him live successfully and independently on his own. ■



Brittany Hill

In September 2011, Brittany traveled from her home in Rome, New York to visit our Innovations Day Hab program. She arrived at the site and entered the building as the center of a diamond shaped guard formation made up by her house staff, ABS escorts and her DDSO Transition's Coordinator. Brittany darted quickly through the site flanked by her ABS escorts who matched her pace and movements as they remained within arm's reach while she checked out the rooms, observed the busy flow of other consumer's activities and, of course, made sure the basketball and hoop were in working order. As Brittany left the building, she broke formation, causing a collective, sharp in-take of breath. What is she going to do? Brittany walked up to a staff, made the first eye-contact of the day and gave a high-five. Approximately one hour later, we received a call stating that Brittany had chosen to attend the Innovations Day Hab program....



Breaking formation, especially other's perceptions of who she was, appeared to be the theme of Brittany's 21st year. For the first two months, Brittany and her new support team shared experiences and overcame challenges as they began the intricate process of developing a relationship based on trust. Brittany's shy and evasive demeanor acted as armor that was strengthened over the years by circumstance. The reality of her new team's positive approach showed Brittany she could succeed as well as make mistakes and, that not only did others like her, but most importantly, Brittany learned to like herself.

Brittany began to take an active role in developing routines, plans and activities within the program site as well as within the community. She developed friendships with peers which were maintained through activities at program, in the community and through the consistent stream of text messages. Brittany accesses the community regularly for volunteer activities as well as the "fun stuff" such as shopping and going out to eat. Brittany recently decided that she frequented a local store enough that she should probably apply for an advantage card to get the deals. She walked with staff to the store and as staff stood back she went to the counter and through interactions with only the clerk, proceeded to procure the card!

Brittany eased into this summer by celebrating her 22nd birthday. She has grown into a young woman who is willing to take a chance on life and, most importantly, on herself. At our annual CWI's Got Talent show, Brittany went to support her friends who were performing. She could be seen in the audience, moving to the music, clapping and cheering for them all. At the end of the show, Brittany put herself "out there" for all to see as she got up and danced on stage with many, in front of many and for herself.

David Edgerly

David has a wonderful relationship with his wife and in the past year they have had a child. The thought of a child has always been a hope and dream of his. After learning his wife was pregnant, they knew they would quickly outgrow their current apartment. This meant David would have to find a larger apartment that could provide more room for his growing family and easy access to his job.

With the support of CWI, David was able to secure a new apartment that is more conducive to their new lifestyle. With the help of his MSC, he was able to create and ensure that family and community supports were in place before the birth of his daughter. He has met with his coordinator to discuss his budget, parenting concerns and changing family dynamics. This preparation helped him and his family welcome their new baby girl!

David continues to work hard at his job with the assistance of his Supported Employment Counselor. With the help of CWI, David is looking forward to meeting his goal of someday owning his own home. ■



Tracy Borchsenius

Tracy Borchsenius grew up in the Warrensburg area and graduated from high school in June 2000. Tracy started attending Liberty House, a day program centered on learning and implementing job skills to find gainful employment. Soon after, Tracy began working at Price Chopper.

Tracy let her parents know she would like to move into a more independent setting. With their support and encouragement, Tracy moved into Community, Work & Independence's Hoyt Avenue IRA in March 2003. While this was a big adjustment, Tracy has grown into a very independent woman. Tracy's parents moved to Florida several years ago and she visits them two to three times a year.

Tracy has grown in her independence by learning to use the Glens Falls city bus system to get to and from work. She learned to cook and often makes dinner for herself and her housemates.

Tracy is an avid sports fan. She is a season ticket holder to the Adirondack Phantoms hockey team and the Golden Eagles baseball team. She has a friendly rivalry with her housemates. She is a Boston Red Sox fan and her roommates are New York Yankee fans. They have gone to a Red Sox/ Yankee game every year for the past three years.

Tracy and her housemates are very excited about moving into their new house on Cherry Street. Tracy and her friends recently had a garage sale to get rid of their "old junk." This will help prepare them for the big move.

In the time Tracy has spent with CWI, she has grown in many ways including independence and work. ■



DONALD SMITH

20 Years of Service

During his 20 years of service at Community, Work & Independence, Inc., Donald Smith has held several positions. He was hired through a Job Fair at Adirondack Community College. He began as a substitute Job Coach at the Saratoga and Lake George enclaves. Don then became a substitute Bus Driver and Bus Monitor. At the time, there were no comprehensive training programs and Don learned “on the job” from his excellent supervisors and co-workers, who were more than willing to help.

After five years with CWI, Don was hired as a part time Job Coach and Consumer Assistant and later became a full-time Job Coach. As a Job Coach, Don held a position at North Country Ventures (NCV) the employment workshop at CWI, helping consumers learn job skills and work more efficiently. He enjoyed the opportunity it gave him to assist others and see their growth. Later Don accepted his current position as Production Coach.

Each position Don held offered new opportunities and exciting challenges. He is looking forward to the future at CWI and his continued commitment to the people that receive services. ■



PAUL G. MADISON

20 Years of Service

Paul Madison, a Consumer Facilitator with CWI since 1992, is fondly regarded as a good humored and compassionate individual by his colleagues and the people he serves.

Throughout his tenure Paul has had the privilege to serve individuals at the Greenbridge, Whipple City and most currently Quaker West and Eastpointe Day Habilitation sites. During his time with CWI, Paul has built solid relationships with many consumers.

Paul is always busy. You will rarely see him at his desk and he is always ready to assist. When someone needs assistance Paul always listens, empathizes and then offers them a walk, or music to relax.

Whenever you visit Quaker West, Paul is always quick to greet you with a warm smile that is sure to make you feel welcome. He is a strong advocate and has plans for several enjoyable events for everyone at Quaker West including summer dances.

Paul's ongoing efforts show his passionate commitment for the people CWI serves. ■



KIMBERLY FLINT

25 Years of Service

Kim Flint was hired 25 years ago as a Receptionist at the Everts Avenue facility. Over the years Kim has held various positions within the business office of the agency, transitioning into her current position of Accounting Specialist.

As Kim reflects on her career at CWI she is amazed at the growth of the agency with all of its new buildings, programs, staff and the recognition in the community. She has immensely enjoyed her career at CWI. “It has always been a friendly working environment and I have enjoyed the challenge of learning new things in my job,” said Kim.

Her position is an important part of CWI. “I just try to make sure that the billing is done accurately to help insure that the funds come in to keep the agency going,” said Kim. All of her colleagues appreciate her cheerful disposition and recognizable laugh that rings throughout the Accounting Department.

Kim is pleased to be a part of the CWI family and is looking forward to being here for a long time to come. ■



BYRON WOOD

30 Years of Service

Byron Wood joined Community, Work & Independence, Inc. in September 1982. He began his CWI career as a Treatment Assistant and Bus Monitor at Boulevard/Lower Warren Street programs. Byron later moved to Quaker Road, then to Everts Avenue and finally to Glenwood Day Hab, in his current position as Consumer Assistant.

When asked about the biggest change he has seen within CWI, Byron stated, “The growth in size, quantity of consumers, number of locations and increase in the size of the Transit Department.”

When asked how he approaches his job 30 years later, Byron added, “There is a variety to the things we do. No two days are alike.”

He has also noticed even stronger follow-up and heightened consumer reactions at the programs.

As for his future, Byron has no immediate plans to retire and still enjoys coming to work each day to help improve the lives of the consumers he serves. ■



CYNTHIA JOHNSON

30 Years of Service

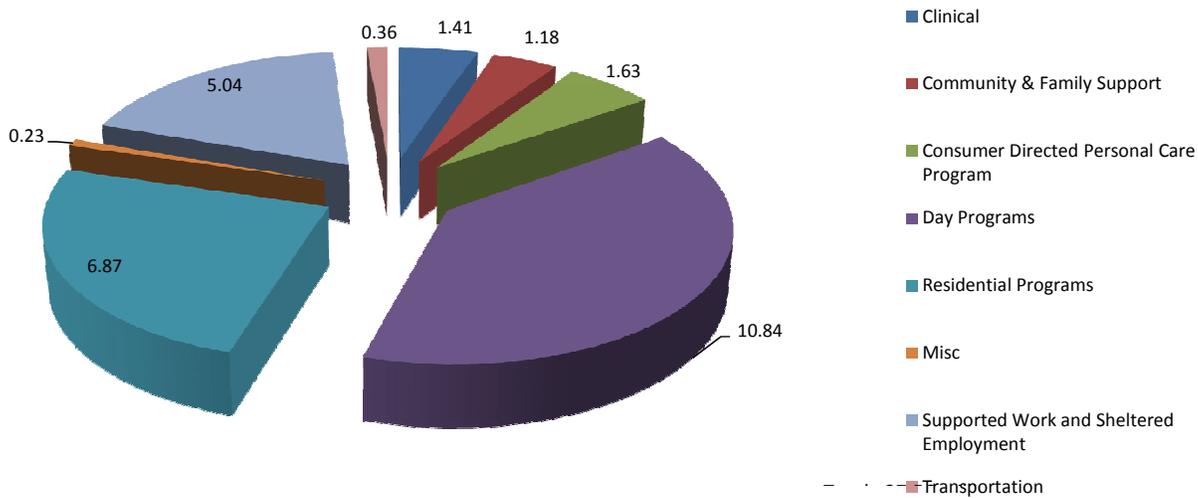
Cindy Johnson’s introduction to CWI began with field work experience during her last semester of college. She worked as an Activities of Daily Living Instructor at the Elm Street facility. There she taught daily living skills and assisted consumers on the work floor. Cindy enjoyed her experience so much that she hoped to join CWI after graduation. She joined CWI as a Treatment Assistant at the Warren Street facility in March of 1982.

Cindy then moved to Custodial Maintenance Instructor, which was a position designed to train consumers cleaning skills for employment. She became a Developmental Instructor at the Everts Day Treatment Program and then a Developmental Specialist at the Quaker Road program. She then became a Consumer Specialist at Everts Day Hab, a position she currently holds.

When asked about the changes in CWI, Cindy says, “Over time I have seen many changes for the better, behaviorally and developmentally, for so many individuals. These have been helped by smaller day programs, program improvements and smaller residences.” Cindy hopes to be with CWI until she retires and has no intentions of leaving anytime soon. “I enjoy what I do and I have been treated well, which I appreciate very much!” said Cindy. ■

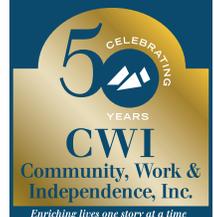


2012 Budget (in millions)



Residential	CWI operates 12 supervised residences that are home to 50 individuals.
Day Programs	CWI operates 23 programs in 19 certified locations providing day program services for over 350 individuals.
Sheltered Employment and Pre-Vocational	North Country Ventures, a division of CWI, employs over 60 individuals in a sheltered setting fulfilling assembly orders for private companies and NYS set aside contracts.
Supported Employment	Competitive Edge, a division of CWI, serves over 200 individuals through supported employment.
Consumer Directed Personal Care Program	CWI serves as fiscal intermediary for over 100 consumers receiving personal care in their homes in Warren, Washington & Essex counties.
Transportation	Transit Connection, a division of CWI, provides daily transportation needs to over 425 individuals in three counties and provides maintenance and management of a fleet of over 175 vehicles.
Clinical	CWI's Clinical Division provides a full range of services that includes speech therapy, occupational and physical therapies, rehabilitation counseling, psychotherapy and testing, psychiatry and behavioral and health services. Many clinical services are provided directly through CWI's Article 16 Foothills Clinic.
Community and Family Support	CWI serves over 400 consumers in the community by providing service coordination, respite, transition services, community habilitation and financial reimbursement programs.

CWI by the Numbers



NORTH COUNTRY VENTURES YEARS OF SERVICE AWARD RECIPIENTS

30 Years of Service



Ted Abel



Joe Hunt



Jay Ross



Carol Stone

25 Years of Service

Jennifer Andrews

20 Years of Service

Paul Davis
Edward Negron

10 Years of Service

Melissa Gaida
Grace Starteri
Patty Wells

5 Years of Service

David Jones
Ron Wilson

EMPLOYEE YEARS OF SERVICE AWARD RECIPIENTS

30 Years of Service



Cynthia Johnson



Byron B. Wood

25 Years of Service



Kimberly Flint

20 Years of Service



Paul G. Madison



Donald Smith

15 Years of Service

Donald Bly
Georgene Carpenter
Suzanne Clark
Cindy L. Fuller
Brian Havens
Katherine Huntington
Catherine Johnson
Betsy Lee Judkins
Michele Lavin
Kimberly Mackey
Janet Sweet

Alison West
Stephanie Wright

5 Years of Service

John E. Armstrong, III
Janine Baird
Marsha Bates
Michael W. Benson
Kevin R. Brown, II
Betsy H. Buecking
Mary Alice Clickner
Sheryl L. Collier
Todd A. Colvin
Lisa A. Cruz
Eileen M. Eaglin
Susan Elliott
Susan L. Gosselin
Rebecca Guy
Erin R. Hill
Angeline R. Howk
Tina M. Krappman
Jessica M. Lendrum
Kathleen M. Leonard-Petrikas
Mary E. Millington
Glenn P. Morgan
Carol J. Myrtle
Carol Otoupal
Jennifer A. Pratt
Natalie A. Raymond

Tamica R. Saddlemire
Alison E. Stidd
Tami L. VanDenHouten
Vicki L. Warner
Monique M. Watkins
Mary Beth Yell

3 Years of Service

Shirley A. Carson
Linda M. Frulla
Debra L. Havens
Jane E. Havens
Jennifer A. Lavin
Donald R. Mansmith, Jr.
Genevie L. McCullen
Issa H. Najjar
Kathy Natale
Donna M. Porter
Dolores G. Schultz
Melissa C. Sehlmeier
Denice M. Sells
Melissa J. Sullivan
Erik R. Szewczyk
Jennifer L. Tougas
Lisa Trombley
Louis J. Verenini
Kristi Williams

10 Years of Service

Kellie Bates
April Boucher
Jodi Breault
Lisa M. Buckley
Elizabeth Bush
Linda Dessaint
Bridget L. Granger
George Greene
Tammy A. Guyette
Wendy Janes
Stephen Maille
Kimberly Pogue-Russell
Marlene Powers
Dawn Schaff
Kenneth Vanier Jr.





Top row, from left to right: Howard Nelson, Paula Nadeau Berube, Steve Bush, Kurt Moser; Bottom row, from left to right: Lisa Hayes, Della Shiell, Linda Noon, Dr. Harriet Busch; Not available for photo: J. Andrew Collins, Ronald Heacock, Dr. Edward Kerr and Consumer Advisor Larry Baisley.

BOARD OF DIRECTORS

- Howard Nelson, *Chairman*
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- Kurt Moser, *Treasurer*
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- J. Andrew Collins
- Ronald Heacock
- Dr. Edward Kerr
- Paula Nadeau Berube
- Linda Noon
- Della Shiell
- Larry Baisley, *Consumer Advisor*

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- Dr. Kathleen Braico
- Marilyn Cohen
- Kathie Duncan
- Jean Gray
- William Hamelin
- Thomas L. Hoy
- Wayne Jones
- Robert Larson
- Philip McIntire
- Robert Murray
- Marilyn Nason
- Philip Stephenson
- Dr. David Welch

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- Mark Donahue, *President and CEO*
- Debra Rowell, *Vice President and COO*
- Dawn Sacco, *Director of Finance*

Officers and Directors



SAVE THE DATE

*Golden Anniversary
Gala*



50 CELEBRATING
YEARS
CWI
Community, Work &
Independence, Inc.
Enriching lives one story at a time

SAVE THE DATE

May 11, 2013



FORT WILLIAM HENRY
HOTEL AND CONFERENCE CENTER

LAKE GEORGE, NEW YORK



50 CELEBRATING
YEARS
CWI
Community, Work &
Independence, Inc.
Enriching lives one story at a time