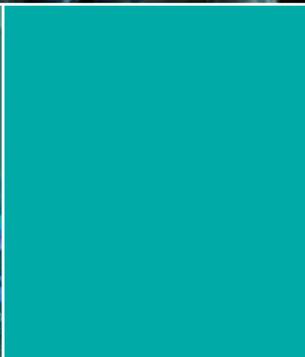
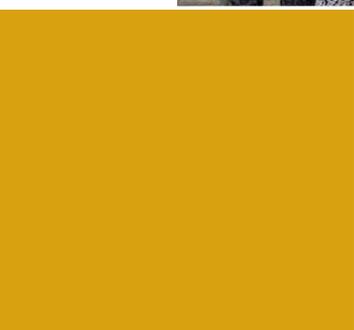




Community, Work & Independence, Inc.



ANNUAL REPORT 2021



Enriching Lives

IN CHALLENGING TIMES



OUR *Mission*

CWI 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 *Values*

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

Personalized attention and recognition

Ethical conduct

Open-mindedness

Partnerships within our communities

Living safe and fulfilling lives

Evaluating the impact of what we do every day

Message from our Acting CEO/President and Board of Directors Chair



DEBRA ROWELL
Acting CEO/
President

There is no question these last couple of years have been unlike any other.

Nobody could have envisioned the many ways our lives would look different at the end of 2021. Thanks to the dedication of our board and staff, the focus on our mission and the awe-inspiring dedication to the individuals we support, we are weathering the crisis.

Throughout the pandemic, we have made sure that the people we support and our staff were provided with the supplies and the flexibility to ensure their health and safety, including modifying program environments where possible to provide for social distancing and continuation of service delivery. We are incredibly proud of everyone who demonstrated their own kind of heroism by facing adversity and adapting to unprecedented situations.



DR. HARRIET BUSCH
Chair, Board of
Directors

We took opportunities to enjoy the positive along the way. We recognized staff reaching milestones in their career and celebrated birthdays and holidays in new and innovative ways.

There were many individuals, businesses, and community partners who donated to CWI or provided grant funding in support of our mission. Despite being unable to hold our typical events, we were humbled by the commitment of our community of generous supporters. These contributions made a significant impact on the people we serve by improving quality of life as well as lifting our spirits at a time when it was needed most.

We would like to close by again expressing our deepest gratitude to our incredible staff for the compassion and dedication they show every day by supporting and encouraging individuals to reach their goals and by ensuring their welfare. We'd also like to thank our Board of Directors and Administrative team for their outstanding efforts. Together we empower people with differing abilities and needs to discover their potential and pursue the lives they envision.

Board of Directors 2020/2021



Officers

Dr. Harriet Busch, Chair
Steve Bush, Vice Chair
J. Andrew Collins, Secretary
Kurt Moser, Treasurer

Directors

Stacie Grimes
Lisa Hayes
Holly Klingenberg
Julie Leonelli

Linda Noon
Angela Petrone
Della Shiell
Steve Trevlakis

Board Advisor

Erin Houck

STANDING BACK ROW (L-R): Steve Trevlakis; J. Andrew Collins, Secretary; Kurt Moser, Treasurer; and Steve Bush, Vice Chair
SEATED (L-R): Dr. Harriet Busch, Chair; Holly Klingenberg; Della Shiell; and Julie Leonelli.
ABSENT: Stacie Grimes; Lisa Hayes; Linda Noon; Angela Petrone; and Erin Houck, Board Advisor.

Administrative team



L-R: Melissa Houghton, SPHR, SHRM-SCP Human Resources Director; Dan Giudiciani, Division Director Residential Services; Noel Granger, Division Director Day Services; and Sally Hawley, Division Director, Community & Employment Services.



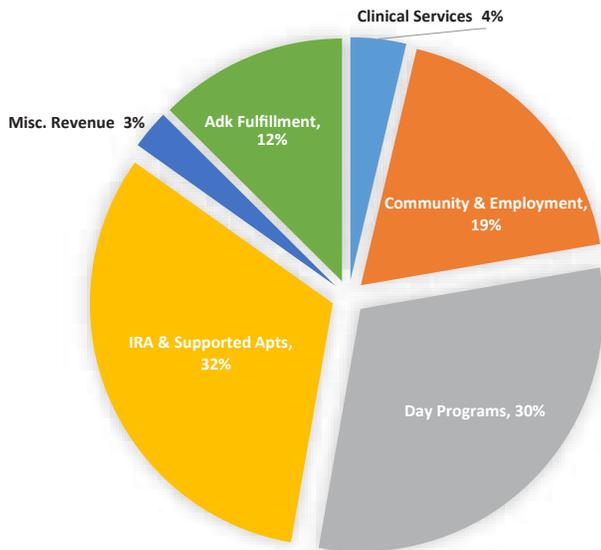
L-R: Amber Coppolo, Division Director Clinical Services; April Boucher, Director of Quality Assurance; and Karl Smoczynski, Corporate Compliance Director.



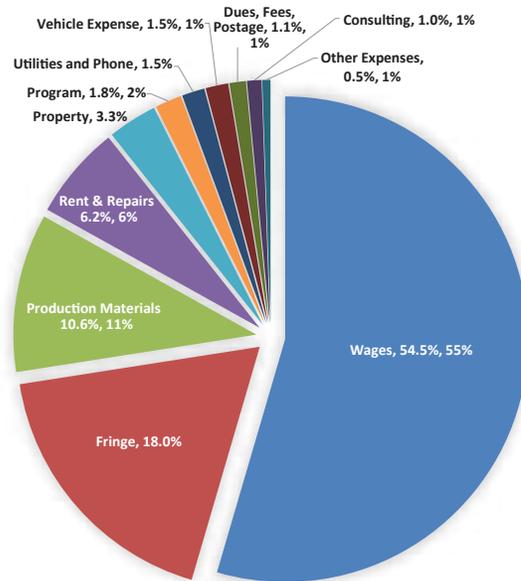
L-R: Christine Lewis, Property & Procurement Administrator, and Lisa Cruz, Controller.

FINANCIAL *Revenue & Expenses 2020*

ANNUAL OPERATING BUDGET (in millions)



2020 EXPENSES



WORKFORCE CRISIS VIRTUAL SUMMIT

A Call to Confront Serious Workforce Crisis

NEW YORK DISABILITY ADVOCATES (NYDA) held a summit that represented a Call to Action to confront the serious workforce crisis the sector is, and has been, facing. As Tom McAlvanah, President of NYDA stated, “there’s not enough manpower to carry out the mission, families can’t hold on to staff they trust, self-advocates are exhausted.” It’s not just a statewide problem, it’s a nationwide issue. Over 500 people attended the Virtual Summit. Recent data demonstrates that the crisis is at emergency levels with 118 agencies reporting, the average statewide vacancy rate is 24.71% with DOH rate region breakouts as follows:

- Region 1 at 18.29%
- Region 2 at 27.33%
- Region 3 at 25.77%
- Region 4 at 27.45%

The change in statewide staff vacancy rate from January 1 – July 1, 2020 to January 1, 2021- April 1, 2021 is 74.3%. Agencies reported that they had to close programs or reduce operations due to staffing shortages at a rate of 47.9%. 93.16% of agencies reported a decrease in job applicants. State Senator John Mannion, Chair of the Disabilities Committee, participated in the Summit and stated that in his first five months as a State Senator, he learned that agencies have the inability to recruit and retain staff. He further offered that the paradigm needs

to change as staff need better pay, more training and a career ladder to create pathways. Senator Mannion is committed to standing the direct support professional career alone from every other to make sure it’s valued. Michael Seereiter, President & CEO of the NY Alliance, Ann Hardiman, Chief Innovation Officer for the NY Alliance, Cathy Varano, Chief Program Officer and Kirsten Sanchirico, VP for Workforce Advancement for NY Alliance also participated in the Summit. Michael offered that the pandemic has exacerbated the workforce crisis along with a societal devaluation of certain positions in the human services sector. He further offered that New York’s receipt of enhanced federal Medicaid funds must be used to increase staff salaries, but that longer term solutions need to be identified, too. Ann Hardiman, a long-standing champion of the direct support profession and workforce, highlighted the multiplier effect between not-for-profit providers as economic engines in their respective communities and the fact that direct support professionals spend their hard-earned wages at local businesses. She also offered that increased wages mean staff won’t need to work so much overtime at their agencies and it will save money that can be reinvested back into the sector. There’s an incredible return on investment when people stay in their job. CWI continues to be involved in confronting this crisis.

HONORING *Our CWI Team*



Janice Norman
40 Years



Stephen LaPoint
30 Years



Robin Harrison
25 Years



Kelly Miller
25 Years



Julie Prendeville
25 Years



Kasey Collins
20 Years



George Drum
20 Years



Wendy Hadley
20 Years



Patricia Porter
20 Years

15 Years

Scott Bethel
Hallie Hallahan

Dianna Potter
Lisa Smith

10 Years

Brad Baker
Sarah Coon
Brooklyn Generous

Orion Harrison
Catherine Persutti
Christopher Watson

3 Years

Mary Bancroft
Roberta Breath
Kari Brown-Lagoy
Bridgette Crowley
Ashley Davis
Khrysta Fiorino
Jacquelyn Fischer

Avery Frawley
Noel Granger
Beth Haines
Erica Hayes
Ashlee Hitchcock
Marissa Keast
Barbara Kestler

5 Years

Denise Baldwin
Caitlin Bell
Kerry Brush
Jarred Butler
Raymond Coulman
Cortina Greene
Rochelle Harrison
Jeanne Jenkins
Autumn Malone

Lisa McDonald
Kelly Meehan
Sara Morehouse
Alyssa Moynihan
Edward Parker
Lori Robillard
Patrick Round
Emmeline Sleezer

Mandy Lane
Michael Lubrich
Elizabeth Mackey
Betty McKittrick-Scoville
Victoria Minick
Andrew Paolano
Charles Pastor III

Tessa Pemrick
Tara Sandford-Briggs
Oksana Shakaw
Tina Watson
Shane White
Suzann Wilbur

Adirondack Fulfillment Helps During Pandemic!

Our small team at Everts has really pulled together with the changes in work practices this year. One of their primary contracts is through the New York State Industries for the Disabled (NYSID). NYSID secures contracts for industries who employ predominantly a workforce of people with diagnosed disabilities. These businesses then become a Preferred Source vendor across NYS. One of CWI's largest contracts is for All Patient Care Disposable Washcloths that we inspect and repackage. Demand amplified primarily due to the increased need at a NYC hospital during COVID-19 Pandemic. The Fulfillment team is proud and excited to contribute and be part of helping in this COVID-19 crisis we are all experiencing. In addition, CWI supports a team of three people who are located at Essity—a leading hygiene and health company in South Glens Falls, NY. Essity experienced an enormous increase in workload/orders at the outset of the pandemic – due to customers “stocking up”! Essity is a Preferred Source and our essential workers assist in supplying both toilet tissue and paper towels to our NYSID customers. Demand skyrocketed early on and our folks were part of meeting that demand. While the demand for Essity products did return to normal for a time, in September, they again sky rocketed and continue to be in high demand.

Thank you to the ADK Fulfillment team for your resilience in times of crisis!

JANICE NORMAN *40 Years of Service!*



Congratulations to Janice Norman who is celebrating 40 years of service with CWI. Janice is Direct Support Professional II at the agency's Helping Hands/Quaker Road Day Habilitation Program.

Why did you start working at CWI? Janice was working in the field of human services as a residential staff person at a local agency. While participating in a training with colleagues from similar organizations, a manager at CWI who was an acquaintance of Janice urged her to join CWI (CWI is grateful to him!). She was ready for a change to daytime hours and has been here ever since.

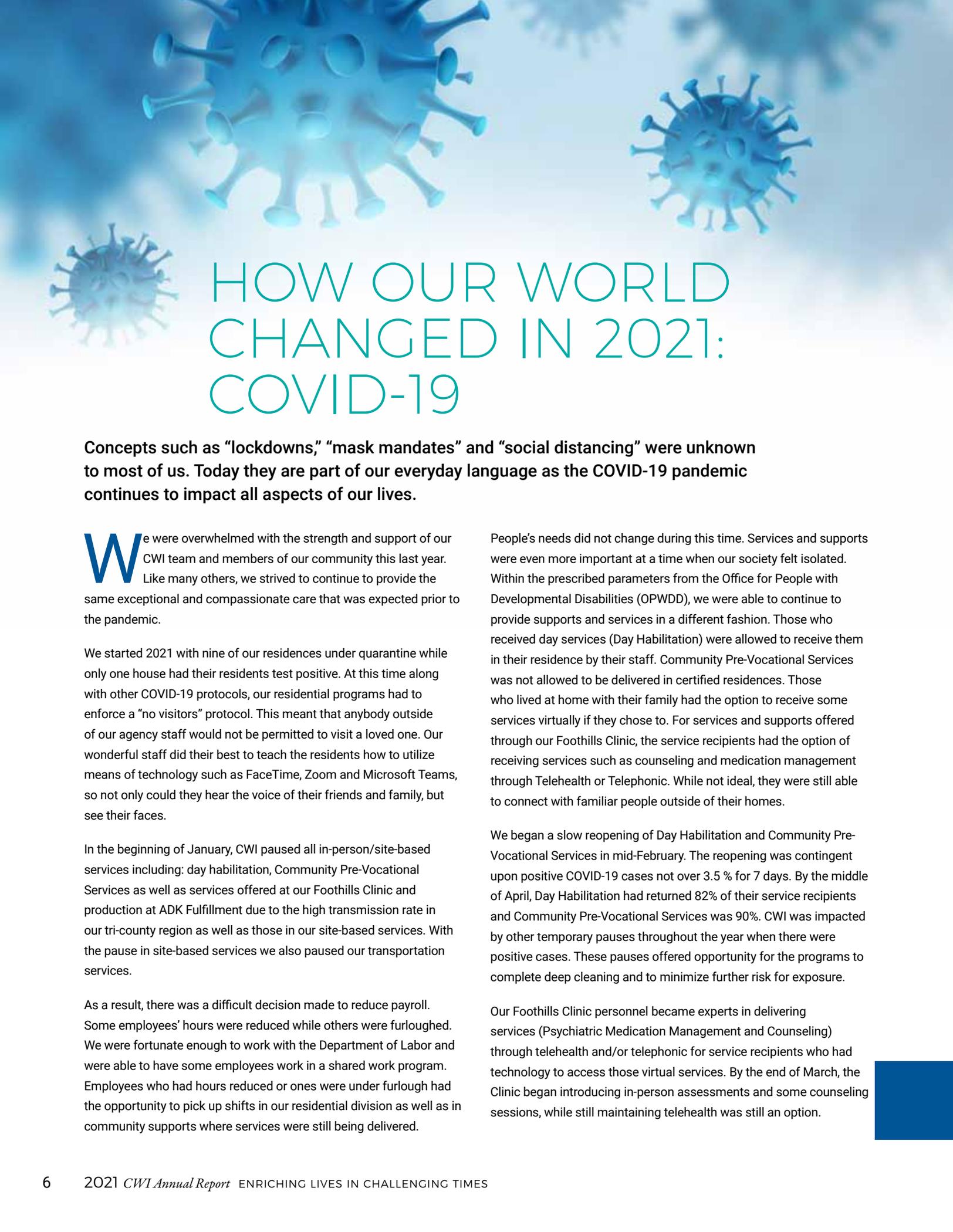
What keeps you here? People, the friendships developed even as people come and go. Janice expresses a genuine attachment to the people she has supported. Their successes have reinforced for her what a meaningful career path she chose. She treats people as you would a good neighbor vs a business relationship.

What do you enjoy most about your job? People and watching them grow. Janice also expresses her embracing changes in the focus of services and how they were delivered. She finds the move away from an academic structure to a more functional, person-centered approach to be much more meaningful for all.

Do you have any words of wisdom? Be patient with the people you are supporting, be patient with your co-workers and be patient with yourself. Particularly over the past couple of years and the new challenges during the pandemic...be patient.

What does the future look like for you? Janice is looking ahead to retirement in the coming years. She and her son Joe live in a house they purchased and are fixing up. She may like to do that with another property. She would love to travel and reconnect with family and friends in other states. According to Deb Keane, Day Services Manager, “Janice consistently meets challenges with a positive outlook. She is a planner by nature and I believe this has been one of her greatest strengths. The flexibility and calm manner she demonstrates and models for others is drawn from her experiences and her knowledge that one must have many versions of a plan to ensure ALL people have their best possible day! This is a fantastic skill that I am confident she shares with all new staff she mentors.” She adds, “Janice's contributions to our team development are priceless.”

Deb Rowell, CWI Acting CEO/President, shares, “I have known Janice for 40 years. We need more Janices. She is truly a good person, is proud of her work ethic and is genuine in her passion for the people she supports. I appreciated this when I worked along side of her, and admire that her endurance remains strong after 40 years. Congratulations Janice!”



HOW OUR WORLD CHANGED IN 2021: COVID-19

Concepts such as “lockdowns,” “mask mandates” and “social distancing” were unknown to most of us. Today they are part of our everyday language as the COVID-19 pandemic continues to impact all aspects of our lives.

We were overwhelmed with the strength and support of our CWI team and members of our community this last year. Like many others, we strived to continue to provide the same exceptional and compassionate care that was expected prior to the pandemic.

We started 2021 with nine of our residences under quarantine while only one house had their residents test positive. At this time along with other COVID-19 protocols, our residential programs had to enforce a “no visitors” protocol. This meant that anybody outside of our agency staff would not be permitted to visit a loved one. Our wonderful staff did their best to teach the residents how to utilize means of technology such as FaceTime, Zoom and Microsoft Teams, so not only could they hear the voice of their friends and family, but see their faces.

In the beginning of January, CWI paused all in-person/site-based services including: day habilitation, Community Pre-Vocational Services as well as services offered at our Foothills Clinic and production at ADK Fulfillment due to the high transmission rate in our tri-county region as well as those in our site-based services. With the pause in site-based services we also paused our transportation services.

As a result, there was a difficult decision made to reduce payroll. Some employees’ hours were reduced while others were furloughed. We were fortunate enough to work with the Department of Labor and were able to have some employees work in a shared work program. Employees who had hours reduced or ones were under furlough had the opportunity to pick up shifts in our residential division as well as in community supports where services were still being delivered.

People’s needs did not change during this time. Services and supports were even more important at a time when our society felt isolated. Within the prescribed parameters from the Office for People with Developmental Disabilities (OPWDD), we were able to continue to provide supports and services in a different fashion. Those who received day services (Day Habilitation) were allowed to receive them in their residence by their staff. Community Pre-Vocational Services was not allowed to be delivered in certified residences. Those who lived at home with their family had the option to receive some services virtually if they chose to. For services and supports offered through our Foothills Clinic, the service recipients had the option of receiving services such as counseling and medication management through Telehealth or Telephonic. While not ideal, they were still able to connect with familiar people outside of their homes.

We began a slow reopening of Day Habilitation and Community Pre-Vocational Services in mid-February. The reopening was contingent upon positive COVID-19 cases not over 3.5 % for 7 days. By the middle of April, Day Habilitation had returned 82% of their service recipients and Community Pre-Vocational Services was 90%. CWI was impacted by other temporary pauses throughout the year when there were positive cases. These pauses offered opportunity for the programs to complete deep cleaning and to minimize further risk for exposure.

Our Foothills Clinic personnel became experts in delivering services (Psychiatric Medication Management and Counseling) through telehealth and/or telephonic for service recipients who had technology to access those virtual services. By the end of March, the Clinic began introducing in-person assessments and some counseling sessions, while still maintaining telehealth was still an option.



OT/PT personnel returned to a reduced schedule in April which allowed for those services to be reintroduced to those who had been without since the beginning of the pandemic.

We would be remiss if we did not recognize the hardship that the pause of services created for families and service providers whose loved ones typically attend site-based services.

With the roll out of COVID-19 vaccines, CWI partnered with local health care providers and Public Health to educate our employees and service recipients on the importance of vaccinations, and to assist them in scheduling and obtaining a vaccination. Warren County Public Health held pop-up clinics at CWI's Administrative offices and staff also utilized Hudson Headwaters Health Network and Glens Falls Hospital, in addition to the on-site clinics at Warren County. OPWDD required CWI and other agencies to track and report the vaccination status of service recipients by program site on a weekly basis.

In February, we also hit a 50% vaccination rate among our employees, and by summer time, the vaccination rate increased to 60%. Most recently we hit a 65% vaccination rate among our employees. All but one of our residents are fully vaccinated.

Service delivery was not the only area in which CWI had to be flexible. Other regulatory mandates, such as required trainings, looked much different during the pandemic. OPWDD released executive orders to extend training requirements and some trainings were either held virtually or if in person, in very small groups to ensure we were able to implement COVID-19 protocols.

Without our courageous and dedicated employees, none of this would have been possible. The messages of gratitude, acts of generosity and words of encouragement helped affirm our team's resilience. Employee appreciation is always a priority, but even more so during these unprecedented times. CWI



offered compassion pay in our residences where employees' wages were increased by \$8.00 an hour if they were working in a residence that had a positive case and \$4.00 more an hour for all other houses during the exposure period. This continued through March of 2021. Beginning in May, any staff who worked weekend hours had an hourly increase of \$3.15 an hour. While site-based programs were on pause, our Board of Directors delivered goody bags to our residential sites. Through generous sponsorships by some of our business partners we were able to provide employees with CWI apparel such as long sleeve t-shirts, sweatshirts and blankets.



Should there be a silver lining in the pandemic, our CWI team has demonstrated their ability to provide service and supports in a way we had never planned. Staff rose to daily challenges by picking up

hours in different divisions, working longer hours due to peers being quarantined, staffing shortages, needs of the individuals and being supportive of one another.

Kylie Ross NYSID Joslin Award Nominee



One of CWI's star employees, Kylie Ross, was a 2020 William B. Joslin Outstanding Performance Award nominee. Kylie was recognized with other nominees during NYSID's Annual Meeting (virtual event) and is included in the Joslin Awards booklet. The Chair and the CEO of NYSID recognize, "This year defined by a global health crisis, we commend the individuals with disabilities working on NYSID contracts who have helped make our communities safer. We can't thank them enough for impacting the health, safety and quality of life throughout our state. The 2020 Joslin Outstanding Performers are workplace heroes who step up to deliver a job well done. They have reinforced the Joslin Awards

Program's hallmarks of independence, pride in performance and diversity through their above-and-beyond work this past year."

Kylie consistently models exceptional job performance and has continued to grow personally while working on NYSID Preferred Source contracts throughout 20 years. Her consistent top performance, superb attendance and interpersonal skills are unparalleled. Quality and attention to detail are top priority. One of the Preferred Source products that Kylie inspects and repackages is patient care disposable washcloths – if any of the packages of wipes have a blemish or mark, she is quick to pull it out and put it in the damaged pile. She does not want customers receiving inferior products.

She lives in an agency supported home, and dreams of living independently in the community in the future. Kylie follows directions and looks out for the best interests of the ADK Fulfillment Center team. If she sees something wrong, she calls it out and does something about it. Quality and attention to detail are top priority.

Congratulations Kylie!

Role Model Garrett Evans Shares His Milestones ...

Garrett Evans is 28 years old and grew up in the Gansevoort, NY, area. He first became involved with CWI through a Youth Group. He wanted to improve his social skills, independence and comfort in social situations so he got together regularly with peers. The Youth Group staff helped to lead activities around topics such as personal hygiene and how to deal with stress. Garrett found this very helpful and credits his family as being a great support as well as his school team for teaching him budgeting skills and the payoffs of saving money. "I can be honest, I'll say things nicely and good staff accept people's differences," he said.



As he was nearing the end of his time in high school, he sought out Employment Supports where he worked on developing a resume, worked on preparing for interviews and on other job readiness skills. This paid off with a job at Market 32 where he has now worked for 7 years! Garrett describes with pride how he has become an expert/pro at his job. (Shout outs to Tori and Jackie!)

Amidst the pandemic, Garrett found himself out of work for an extended period and participating in college courses remotely. He took this time to move out into his own apartment. He describes this as both exciting and stressful. "There was a lot to buy, move and set up," he says. "Shopping during the pandemic was not easy." Now that he is settled in, with his cat, "Tonks" he says he is amazed and it feels good. He has a very busy schedule but manages well. His words of advice to others is, "make sure to do your work, show up at priorities as scheduled, don't procrastinate, accept help to figure out busy schedules, be early, it's better than being late." Garrett describes "good staff" as "people who make things fun, motivate him to get out, are helpful, are OK with me saying no, I'm not interested and I don't have to worry about their feelings getting hurt. It is important that I can be honest, I'll say things nicely and good staff accept people's differences."

Well done Garrett!

November 30, 2021

Dear CWI Friends & Families,

We find ourselves at the close of another extraordinary year. We cannot emphasize enough the amazing resilience, dedication, compassion and diligence we have witnessed from our staff during the continuing pandemic to keep the people we support safe; physically and emotionally. It is an understatement to say that Direct Support Professionals make a difference. They are everyday heroes.



“ I had a great time (joining my staff’s family vacation) and cannot wait to go back next year! ”

We want to share some of the impact made by our staff in the lives of the people we support.

You can also click control on your keyboard and then click your mouse on this link: <https://www.wevideo.com/view/2456888934> to see firsthand the connections and the effect we strive for every day.

Our gratitude for our staff is enormous. With the support of some of our business associates we have been able to provide our staff with tokens of appreciation such as CWI apparel. Gift cards and pay differentials have been provided for particularly hard hit service areas. These tokens are not only to incentivize, but to in a small way demonstrate how much we value our staff. COVID-19 has significantly impacted our finances and many of our revenue streams have been reduced while our expenses have skyrocketed. To date in 2021, CWI has directed \$310,852 of additional compensation to our staff for these incentives to fill open shifts.

CWI staff are dedicated to our mission of enriching lives, one story at a time. We would like to count on you to assist us with continuing this mission by making a one-time or sustainable donation. Every dollar donated helps toward our efforts to provide high quality supports and services that transform people’s lives.

Won’t you please go to our website to make a donation - <https://cwinc.org/support/donate/>. We thank you for your generosity and making a difference in the lives of others.

Harriet Busch

Harriet Busch
CWI Board of Directors Chairperson

Deb Rowell

Debra Rowell
Acting CEO



“ Everyone is doing a wonderful job especially during this stressful COVID time- thanks to all. ”

SPECIAL THANKS TO

Our Generous Donors, Sponsors & Granting Organizations

- Glens Falls National Bank & Trust, Co.
- Jaeger & Flynn a Marshall & Sterling Co.
- Dr. Michael Homenick
- CWI Board of Directors
- Warren County
- UCP
- Washington County Aged Women
- Glens Falls Foundation
- Charles R. Wood Foundation
- Stored Tech
- Glens Falls Kiwanis Club
- Bartlett, Pontiff, Stewart & Rhodes, PC
- JMK Computer & Electronics
- Seeley Office Systems

Thank you for their valuable assistance of cash, personal protective equipment, durable medical equipment, fundraising, etc. to support our staff and people who receive our services during this challenging year.

Thank you from the bottom of our hearts!

2021 HAPPENINGS

Highlights





SAVE THE *Dates*

March 26, 2022

Charles R. Wood Theater • Glens Falls, NY



May 13, 2022 3:30-6:30 PM

Join CWI for our
**Third Annual
Brooks BBQ
Fundraiser
"Drive-Thru Style"**



SPECIAL THANKS TO OUR SPONSORS



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AmazonSmile is a simple and automatic way for you to support CWI each time you shop, at no cost to you! When you shop at Smile.Amazon.com, you'll find the exact same low prices, vast selection and convenient shopping experience as Amazon.com with the added bonus that Amazon will donate a portion of the purchase price to CWI. As a result of your support you are just one click away from helping CWI with their Amazon Smile Wish List! If you are interested in making a donation to CWI, Go to Smile.Amazon.com, select Wish Lists and input CWI, Inc. or simply visit Smile.Amazon.com.

DONATE TO *Create Opportunities to Build Meaningful Lives*

For over 50 years, CWI has been enriching lives and empowering people to discover their potential. We have been able to significantly impact lives through innovative supports and services. Contributions have become a more important source of revenue for human services organizations as we have endured significant reductions in government funding. With your help, we can continue with our mission of empowering people and enriching lives throughout our community. We gladly accept: Cash, Check, Credit Cards or Money Order donations. You may also make your payments with PayPal. It is free, secure, effective by **visiting our website at <https://cwinc.org/support/donate/>**. You can also use our VENMO-QR Code.

Please make Check or Money Order payable to:
Community, Work & Independence, Inc.,
16 Pearl Street, PO Box 303,
Glens Falls NY 12801

For more information, please contact:
Deb Grace • Phone: 518-793-4700 ext. 11100
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