



ANNUAL REPORT 2020



Search for Change
Promoting Growth, Independence & Recovery



"If I can stop one heart from breaking, I shall not live in vain; If I can ease one life the aching, Or cool one pain, Or help one fainting robin Unto his nest again, I shall not live in vain."

-Emily Dickinson

Ashley Brody, MPA CPRP

Chief Executive Officer

November 27, 2020

I have witnessed countless acts of service throughout my career, most performed quietly and without any expectation of recognition or recompense. The servants who heed the call of others' distress do so in devotion to that most noble and transcendent imperative...to do unto others as you would have them do unto you.

My colleagues at Search for Change have continued to exhibit surpassing dedication amidst the exigencies of the COVID-19 pandemic. I have come to expect, but by no means to take for granted, their daily displays of courage and resolve in the face of threats imposed by an invisible adversary that has shaken our world to its core.

Those who had become accustomed to the demands of an exceptionally challenging profession have embraced additional challenges unlike anything borne of our wildest imaginings. Their commitment to their clients, some of the most vulnerable among us, persists despite very real hazards that defy our most earnest attempts at mitigation.

It persists irrespective of newfound personal obligations: the homeschooling of a young child... care for an elderly or vulnerable family member...ever-present financial difficulties compounded by the pandemic...

When the novel Coronavirus began to exert its full force and effect, we feared some of our colleagues would have no choice but to relinquish their professional roles in order to ensure their health or that of a loved one or to honor other emergent demands.

Our fears were not realized. True to form, our team remained steadfast in its resolve and redoubled its commitment to its shared and sacred mission.

And I was reminded once again how privileged and grateful I am to be a member of the Search for Change family.

It is in solidarity with this, our chosen family, that we have risen to the challenge of a pandemic and endured.



Licensed Residential Services

*"Sacrifice is a part of life. It's supposed to be. It's not something to regret.
It's something to aspire to."*

-Mitch Albom

Search for Change (SFC) has enjoyed considerable growth and diversification throughout its history, and it now maintains a full continuum of supportive housing, vocational rehabilitation, and care management services for individuals with serious mental health conditions and other chronic illnesses and impediments to recovery. Nevertheless, its supervised and semi-supervised residential programs remain at the heart of its offerings and provide many with a foundation from which to pursue their recovery and to ultimately achieve the independence and self-sufficiency to which they aspire.

Regrettably, the qualities of supervised residential settings that enable their occupants to receive intensive assistance integral to their recovery (most notably the continuous presence of a support staff embedded within congregate style living arrangements) pose unique risks in the context of an infectious disease pandemic. Ensuring the health and safety of the agency's staff and clientele has been paramount and required nothing less than a concerted and sustained effort on the part of our direct support personnel, supervisors, managers, and administrators.

Most importantly, it has required our Residential Counselors and others charged to serve the occupants of our housing programs to accept certain risks that could not be altogether eliminated despite our best efforts to that end.

Courage...honor...sacrifice...such terms conjure images of laurels bestowed upon the gallant and the brave.

They are also manifest in acts of quiet service to one's calling.

We laud our Residential staff for its heroism. Our dedicated professionals have readily embraced risk in furtherance of our mission and, in doing so, sustained a critical safety net for the most vulnerable among us.

Vocational Rehabilitation Services

*"Sacrifice is a part of life. It's supposed to be. It's not something to regret.
It's something to aspire to."*

-Mitch Albom



In 1984, SFC established its Vocational Rehabilitation program with support from the IBM Corporation. It has enjoyed considerable growth since its inception and helped countless individuals to secure valued roles in the workplace.

To obtain a position of employment is a tall order under the best of circumstances. To obtain one commensurate with one's skills and interests is often a product of trial and error, perseverance, and good fortune. And to accomplish this despite a disabling health condition or similarly severe impediment may be an apparent impossibility for many.

The staff of the agency's Vocational Rehabilitation program makes the impossible possible for those seeking their share of the American Dream. When the pandemic decimated our economy and the pursuit of any available job opportunities was hampered by health and safety considerations, our team might have succumbed to these seemingly insurmountable obstacles to the fulfillment of their mission. Instead, they moved quickly and nimbly to support their clients via remote means and to reengage prospective employers, mindful of the opportunities that remained and simply waited to be realized.

Their success is evident in the program's outcomes.

It served 181 individuals in 2020, 53 of whom were placed in positions of competitive employment. This is simply extraordinary in view of hazards and constraints associated with the pandemic.

Program participants earned a total of \$1,173,744.00 in 2020 and performed 86,944 hours of work.

They paid \$268,787.37 in taxes, rendering an invaluable contribution to their communities at a most critical time.



Mobile and Transitional Outreach Services

"Every day you should reach out and touch someone."

-Maya Angelou

The agency's Mobile and Transitional Outreach Programs are among the recent additions to an increasingly diversified service portfolio. They were established to support some of the most vulnerable individuals entrusted to our care, specifically those who are or have been hospitalized at state-operated psychiatric facilities. These programs offer highly flexible, intensive, and individualized services that may be readily dispatched to serve individuals in various settings throughout the community. They have enabled many to exit institutional care settings and to achieve a measure of independence and self-sufficiency.

As New York State continues on its longstanding path to "deinstitutionalize" occupants of its psychiatric and long-term care facilities, the availability of intensive outreach services is essential to recipients' successful community reintegration. These services are especially vital at this time, as many find themselves socially isolated by the COVID-19 pandemic and at heightened risk of relapse and other adverse events in the absence of supports to which they had been accustomed.

The imperative to maintain social distance and to substitute telephonic and videoconference communications for face-to-face interactions have altered our team's approach, but it has not diminished the care or commitment with which it continues to engage some of our most vulnerable clients.

Our Mobile and Transitional Outreach Programs have persevered and sustained an essential conduit to recovery for so many.



"I wouldn't be where I am today without the support I received from Search for Change".

- Supportive Housing Client



Scattered-Site Supportive Housing

"We are like islands in the sea, separate on the surface but connected in the deep."

-William James

The agency's Scattered-Site Supportive Housing program (formerly known as "Supported Housing") was established in 1991 in order to provide graduates of its supervised and semi-supervised residential programs with a permanent place to call home. For many, this program constitutes the capstone of recovery and the culmination of years spent in pursuit of independence and self-sufficiency, the qualities of life to which so many of us aspire. Implicit in the name of this program is its goal to integrate residents into neighborhoods of their choosing. That is, it aims to "scatter" apartments throughout the community. This is substantially different from previous approaches that concentrated units in select areas and effectively segregated their occupants from the broader population.

What is virtuous in "ordinary" times, however, threatens to be anything but during a pandemic. COVID-19 and the dictates of social distancing have separated us from each other in ways we would never have imagined, and individuals with serious mental health and other chronic conditions are often more vulnerable to the adverse effects of isolation.

The staff of our Scattered-Site Supportive Housing program, ever mindful of its clients' needs, many of which have increased during the pandemic, has leveraged new tools and technologies in order to maintain vital connections. These have served as veritable lifelines for many who might otherwise succumb to loneliness and despair.

In addition, SFC remains committed to its long-term plan to replace costly rental units for which current reimbursement is insufficient with condominiums purchased with agency reserves and other resources. Closings on several purchases are imminent and additional units will be acquired in coming months. This program has traditionally relied on the rental market to house its recipients, but this market has become prohibitively expensive and increasingly inaccessible to its clientele. In purchasing units, the agency will enhance its ownership stake in real property and, more importantly, provide residential stability for occupants and insulate them from volatilities in the rental markets. These pursuits are consistent with the agency's longstanding tradition of innovation in the provision of housing and support services for its clientele.



*I have received a huge amount of help from this program, it
has always been there for me to help me grow and meet my goals.*

-Supportive Housing Client

Progress...Amidst a Pandemic

"If there is no struggle, there is no progress."

-Frederick Douglass

SFC has continued to evolve in concert with changing times, circumstances, and challenges. The COVID-19 pandemic, tragic for many and disruptive for all, is the latest obstacle to be overcome on a path of progress in meeting the needs of society's most vulnerable members. Constraints of the past year notwithstanding, the agency has advanced several initiatives established long before the arrival of the Coronavirus.

Empire State Supportive Housing Initiative

In 2016, New York launched the Empire State Supportive Housing Initiative (ESSHI), an ambitious five-year project that aims to develop thousands of units of housing for individuals with special needs and limited income. SFC and fellow members of a partnership consortium seized upon this opportunity to develop much-needed housing in areas reputed for its scarcity for those we serve.

The agency has secured control of a site in the Hamlet of Mahopac in Putnam County and undertaken extensive predevelopment activities in preparation for construction of a building that will house 72 occupants, half of whom will qualify for placement in accordance with special needs.

Others will qualify pursuant to income eligibility thresholds. This project, Fairhaven at Baldwin Place, will be the first of its type in Putnam County and have a significant impact on the region's housing crisis.

The agency has also achieved progress toward its goal of developing a comparable project in Westchester County where the need for supportive and affordable housing is as pressing as it has ever been. A parcel is presently under review in the Town of Greenburgh, and discussions with local authorities concerning its viability are underway. This project aims to construct approximately 80 new units of housing for individuals with special needs and limited income in accordance with our agency mission and the overarching aims of the ESSHI.

Homeless Prevention Services

In 2019, Search for Change established a Homelessness Prevention Services program under a contract with the New York State Office of Temporary and Disability Assistance. This program offers an array of services designed to prevent homelessness among individuals at risk of it in Putnam County. A moratorium on evictions associated with the pandemic has led to underutilization of this program, but demand has recently increased and is expected to rise in 2021 following the expiration of this moratorium. This program is poised to avert homelessness among some of the county's most vulnerable residents.

Progress...Amidst a Pandemic

continued

Coordinated Behavioral Health Services

SFC solidified its relationship with Coordinated Behavioral Health Services, Inc. (CBHS), an Independent Practice Association (IPA) comprised of behavioral health and social welfare organizations operating throughout the Hudson Valley Region. This IPA was established to aid its member organizations in integrating and aligning their services to the benefit of a shared clientele. It will also support its members in securing contracts with emerging payers under innovative service delivery and reimbursement models. As policymakers, payers, and their contracted providers aim to enhance the value of care delivered, Alternative Payment Models (APMs) (i.e., alternatives to traditional Fee-for-Service models that do not necessarily promote quality in service delivery) will gain greater currency. The agency's membership in CBHS promises to enhance its scope and to promote its continuing viability amidst a rapidly changing healthcare and social services landscape.

Peer Specialist Training Program



SFC and other healthcare and social service organizations have long recognized the impact of individuals' lived experience in recovery – both to themselves and to others for whom they may serve as counselors or Peer Specialists. To this end, the agency recently employed a prominent Peer Specialist mentor and supervisor to deliver a training program for aspiring Specialists. This program will commence in early 2021 and its graduates are expected to secure positions of employment within the agency and other organizations that offer these vital services.

Other Initiatives

The agency continues to examine and to reimagine its existing service lines in accordance with its tradition of Continuous Quality Improvement. In response to changing needs of current and prospective service recipients in Putnam County, the agency has sold several of its condominium units in the Hamlet of Mahopac and is poised to reinvest proceeds into new programming and services commensurate with current needs. Similar opportunities are under review in Westchester and primed to progress in 2021.

Special Events

"The best events aren't just memorable, they aren't just beautiful, they accomplish a goal."

-Anonymous

The agency proceeded to hold special events in recognition of its dedicated personnel, community partners, and enduring mission. The format of these events was modified in response to the pandemic, but this did not diminish the enthusiasm with which they were delivered or received by their participants.



RUN FOR RECOVERY VIRTUAL 5K Run/Walk

Celebrating Recovery and Raising Awareness



SFC held its annual Run for Recovery in partnership with Drug Crisis In Our Backyard and Run4Recovery, two social service organizations that embrace our shared commitment to promote recovery in all its forms. This event, a 5K Walk/Run, was held virtually throughout the month of September. Participants were invited to submit photos or videos of their participation (i.e., running or walking at a time and place of their choosing) or to simply submit donations in support of a common mission. The pandemic did not dampen the excitement that attends this event. Quite the contrary! We registered even more participants than we have in years' past!

Annual Staff Meeting

On October 28, agency staff convened (virtually) in order to receive updates on the "state" of SFC and a presentation from Mr. Jeff Zitofsky, a leading Peer Specialist and human services professional who is assisting the agency in bringing peer support services to its clientele. The meeting concluded with a recognition of employees' length of service at the agency. We were pleased to honor our dedicated team members for their tenure, including one who has been with us for 35 years!



Toni Lasicki

Community Recognition Event

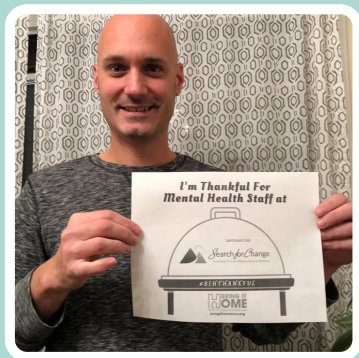
Resilience, Recovery, Reconnection

December 8, 2020



Jessica Racette

The agency's annual Community Recognition Breakfast has become a favorite among its staff, fellow service providers, and many others. This was established to recognize individuals and organizations that have gone "above and beyond" in furtherance of our shared mission. This, too, was held virtually this year but it proceeded with as much spirit and enthusiasm as ever. Ms. Toni Lasicki, the recently retired Executive Director of the Association for Community Living (ACL) was honored for her tireless advocacy in service to SFC and the many other agencies ACL represents. Ms. Jessica Racette received the 2020 Arthur (Art) Lewis Outstanding Achievement Award in recognition of her extraordinary progress in recovery and service to others.



Advocacy

"When the world is silent, even one voice becomes powerful."

- Malala Yousafzai

The welfare of individuals with serious mental health and other chronic conditions has seldom been a priority for policymakers. Fulfillment of our agency mission requires continuing advocacy conducted in partnership with other individuals and organizations that recognize we are ultimately judged by our treatment of the most vulnerable among us.

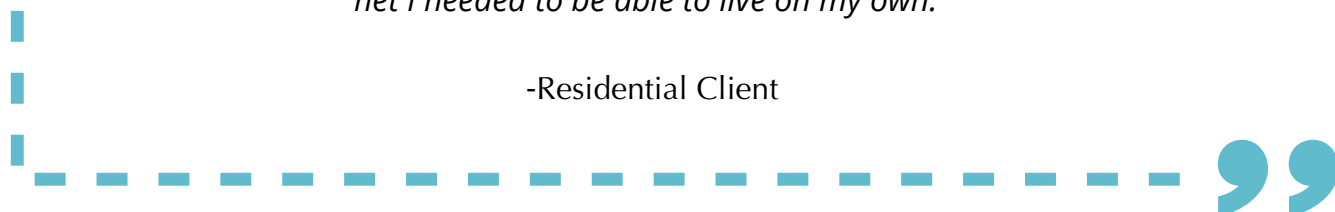
In 2019, the Association for Community Living (ACL), a trade and advocacy organization that represents supportive housing providers throughout New York State, established the Bring It Home Campaign in order to raise awareness of a crisis in affordable and supportive housing services that has rendered them all but inaccessible to many. A rapidly rising demand for housing amidst prohibitively priced rental markets and the chronic underfunding of existing supportive and affordable housing services have brought many providers to the breaking point. In 2020, the Governor's office announced a portion of financial aid on which providers depend would be withheld in order to offset losses incurred during the COVID-19 pandemic. This reduction nearly pushed many providers into insolvency and placed thousands of their clients at risk of homelessness.

ACL, in partnership with other leading advocacy organizations, successfully negotiated a restoration of state aid to affected supportive housing providers. We are indebted to the advocacy community for its courage and solidarity in the face of imminent disaster. There is surely much more work to be done. Other service lines, including the agency's Vocational Rehabilitation program, remain subject to and compromised by reductions in the state aid on which they depend.

Advocacy has been, and likely will continue to be, an essential component of our work on behalf of those entrusted to our care.

"Search for Change saved my life, they provided me with the safety net I needed to be able to live on my own."

-Residential Client



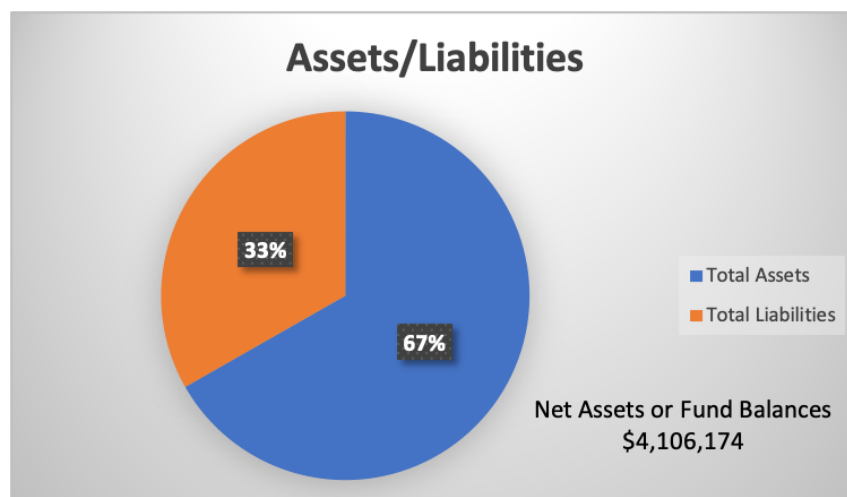
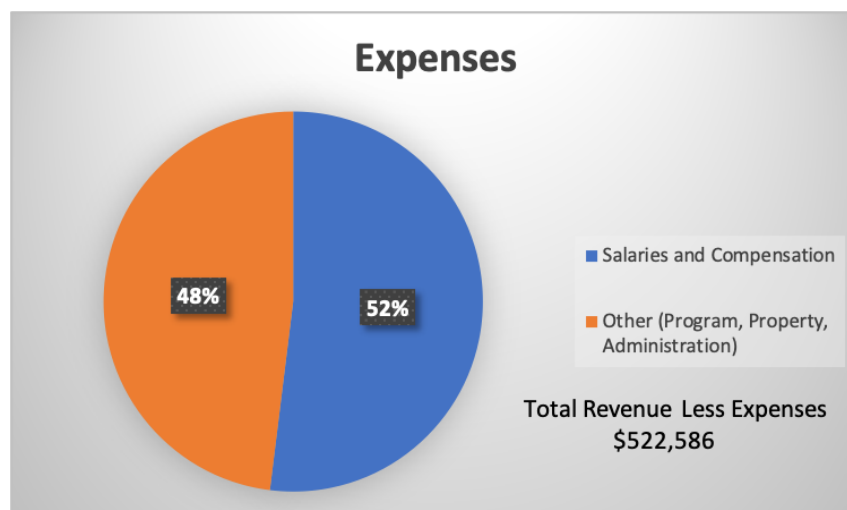
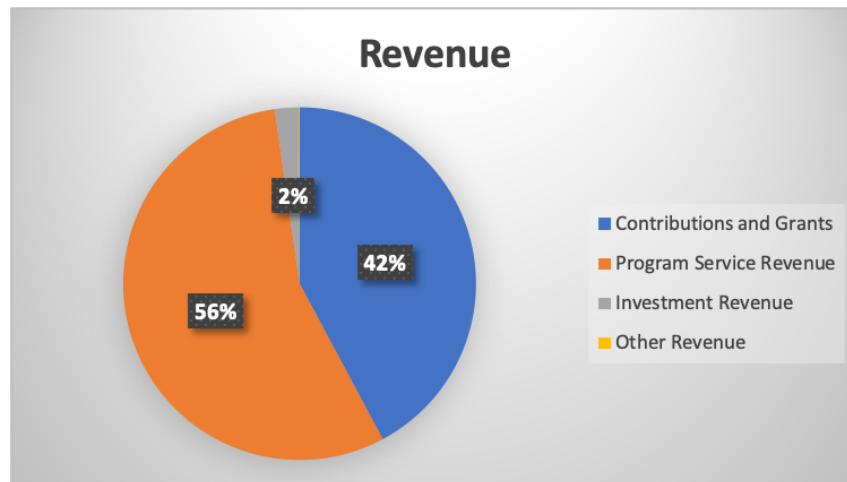
Agency Financials

Revenue	
Contributions and Grants	\$4,248,641
Program Service Revenue	\$5,593,981
Investment Revenue	\$218,721
Other Revenue	\$9,583
Total Revenue	\$10,070,924

Expenses	
Salaries and Compensation	\$4,960,576
Other (Program, Property, Administration)	\$4,585,945
Total Expenses	\$9,623,455
Revenue Less Expenses	\$522,586

Net Assets or Fund Balances	
Total Assets	\$8,225,499
Total Liabilities	\$4,095,705
Net Assets or Fund Balances	\$4,106,174

Agency Financials



OUR SUPPORTERS

Search for Change relies on revenue from publicly funded grants and contracts that seldom cover the full costs of services provided, and we are extraordinarily grateful to our donors and sponsors. Your support is integral to our success and vital to those we serve. We regret any errors or omissions.

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