

ANNUAL REPORT 2021



Search for Change

Promoting Growth, Independence & Recovery

OUR MISSION

Search for Change is dedicated to improving the quality of life and increasing the self-sufficiency of individuals with emotional, social, and economic barriers. We teach the skills needed to choose, obtain and maintain desirable housing, meaningful employment, higher education and productive relationships with family and friends. Our programs and services are focused on individual choices, needs, interests and abilities.

A MESSAGE FROM ASHLEY BRODY, CEO



PERSEVERANCE...FORTITUDE...FORBEARANCE...

The Search for Change community has come to epitomize these qualities as it navigates an enduring pandemic. The Coronavirus has presented challenges unlike any we have experienced and repeatedly tested our resolve, but it has not defined us.

We remain defined by our abiding commitment to service. Our mission – to support others in their recovery and its hallmarks of health and happiness – transcends the exigencies of the moment.

Nearly two years have passed since our lives were suddenly transformed by an unseen and unknown foe - one whose jagged edges continue to gouge us and to ceaselessly remind us of life's inherent fragility.

This reminder is perhaps its greatest gift. That which is valued but fragile is, ultimately, deeply cherished.

Perhaps the Coronavirus will teach us to cherish and to appreciate each other more deeply. Perhaps we will finally come to know true kindness and generosity of spirit and to recognize that which is most important.

Perhaps we will be truly grateful for the light that shines amid the darkness.

This is my deepest and most fervent hope for the coming year and those to come.

Ashley Brody, MPA, CPRP
Chief Executive Officer

"Still Here"

I been scarred and battered.
My hopes the wind done scattered.
Snow has friz me,

Sun has baked me,
Looks like between 'em they done
Tried to make me

Stop laughin', stop lovin', stop livin'–
But I don't care!
I'm still here!

-Langston Hughes

A RESOLUTE AND RESILIENT TEAM

“The true measure of any society can be found in how it treats its most vulnerable members.”

This quotation is as relevant now as it was when Mahatma Gandhi uttered it decades ago. Sadly, we are failing to honor our obligation to the most vulnerable among us as evidenced by dwindling public support for the health and human services workforce. The organizations and institutions that comprise the safety net for individuals afflicted by poverty, illness, and other manifestations of misfortune require qualified and dedicated professionals to advance their missions. A commitment to the most vulnerable requires a commensurate commitment to the professionals on whom they depend, many of whom are or have become similarly vulnerable in the face of stagnant wages and onerous working conditions. The COVID-19 pandemic has exacerbated these challenges and caused many to flee the workforce. The human service profession was at the vanguard of a broader trend that has been dubbed “The Great Recession,” and those who remain engaged in their professions find it increasingly difficult to fulfill their responsibilities in the face of unprecedented staffing shortages.

A recent survey of supportive housing programs throughout New York State confirmed a dire trend that poses an existential threat to our sector. In October of 2021, nearly one in four direct service positions were vacant. In addition, many employees have been unable to report to work consistently due to illness, childcare concerns, and other factors. Supportive housing providers within the Hudson River Region reported an average employee “unavailability rate” of 42% during the survey period[1]. That is, nearly half of all work shifts had no qualified personnel available to fill them!

Occupants of these positions deliver essential rehabilitative services to supportive housing tenants. In their absence, others must absorb their workloads and endure additional stress. It is therefore not surprising that our workforce has experienced an epidemic of exhaustion and burnout. This occurs at great detriment to them, to their families, and to our society’s most vulnerable members.

Search for Change is not exempt from the workforce crisis that afflicts our industry nor is it limited to our Supportive Housing division. Our Vocational Rehabilitation and Outreach programs have similarly been afflicted by staffing shortages and wage stagnation. We are deeply indebted to the loyal and dedicated professionals who persevere in pursuit of a sacred mission despite these challenges. We have joined our sister agencies, trade and advocacy organizations, and other committed stakeholders in a collective call to action – one our policy makers and elected officials must heed if history is to judge us kindly.

[1] Association for Community Living, 2021.

RESIDENTIAL SERVICES (SUPERVISED AND SEMI-SUPERVISED)

Our supportive housing programs continue to deliver one of the most essential services available within our continuum of community-based care. Access to safe and affordable housing blended with a variety of supports has become increasingly scarce in recent years, particularly for individuals with limited resources and special needs. Each county in New York State maintains a local designate of the New York State Office of Mental Health (OMH) tasked to develop a Local Services Plan (LSP) that identifies service trends and unmet needs for individuals served by the behavioral health system. Our counties' LSPs continue to rank housing as a resource of paramount importance and marked scarcity. Simply put, without a "place to call home" recovery from a serious illness or other life challenges is extraordinarily difficult, if not impossible.

We are proud to provide a home for 131 individuals throughout our supervised and semi-supervised residential programs and to have served a total of 145 individuals in these programs throughout 2021. We continue to operate five Congregate Treatment Programs (CTPs) within our catchment areas of Westchester and Putnam Counties, and these provide the most intensively supportive residential accommodations currently available in the community. These programs offer residents a foundation in their recovery process and a vital "steppingstone" between institutional settings and community-based care. Our semi-supervised Apartment Treatment Program (ATP) includes an extensive network of shared and single apartment units that effectively serve as a bridge between the CTP and independent living arrangements. A continuing movement to promote alternatives to institutionalization requires a robust network of affordable and appropriately supportive alternatives, and we continue to do our part to advance this progressive initiative. Simply put, we aid our clients in choosing, getting, and keeping housing in accordance with their needs and preferences.

To fulfill this mandate, our dedicated human service professionals must continually "do more with less," as funding and public support for our programs fail to keep pace with rapidly rising costs. The arrival of the COVID-19 pandemic has exacerbated this and other challenges we must navigate in our continuing effort to serve the most vulnerable among us. Despite these challenges, our supervised and semi-supervised residential programs achieved considerable success during the past year as evidenced by the following accomplishments:



14%



Decrease in the number of
inpatient psychiatric
hospitalizations
between 2020 and 2021

**"This program gave me my life back and
gave me a home,
which is very important to me."**

RESIDENTIAL SERVICES (SUPERVISED AND SEMI-SUPERVISED)

- 19 residents were graduated to more independent and integrated residential settings in accordance with their expressed needs, preferences, and overall rehabilitation goals.
- Each of the agency's supervised and semi-supervised programs received a three-year (36 month) renewal of its Operating Certificate by its chief regulatory body, the New York State Office of Mental Health (OMH). This is the maximum term permissible under current guidelines and indicative of successful operations that comply with applicable licensure and regulatory standards.
- Occupants of the agency's supervised and semi-supervised programs experienced an overall 14% decrease in the number of inpatient psychiatric hospitalizations between 2020 and 2021. This is especially noteworthy in view of factors associated with the enduring pandemic that have produced or exacerbated mental health challenges among vulnerable individuals and the general public.

Our experience is consistent with an emerging body of research that affirms the salutary benefits of supportive housing for vulnerable populations. Measurable reductions in the use of emergency and institutional-based services are common among supportive housing recipients. This is evidence of the "Triple Aim" of healthcare reform in action. That is, individuals who achieve improved stability through stable housing coupled with appropriate support services invariably enjoy better experiences and health outcomes at lower cost to the healthcare system.[1]

These and other findings also affirm what many years of experience have taught us, if only informally or by anecdote. Health and wellness cannot be segregated into discrete (emotional and physical) domains. In the words of Dr. Brock Chisholm, a former Director-General of the World Health Organization (WHO), "There is no health without mental health." One may argue the converse is equally valid.

Providers of supportive housing and other holistic community-based services for vulnerable individuals (many of whom experience comorbid physical, mental health, and substance use conditions) are essential to the attainment of our population health goals and the responsible stewardship of scarce resources.

[1] New York State Department of Health, 2017.



"Search for Change saved my life. The staff have provided me with the safety net I need to be able to live on my own.

I have friends, family and a place my cat and I can call home for the first time in my life.

I couldn't have done it without Search for Change"

VOCATIONAL SERVICES

Ralph Waldo Emerson opined the purpose of life is “to be useful, to be honorable, to be compassionate, to have it make some difference that you have lived and lived well.”

For many, the pinnacle of the recovery process is meaningful activity that leverages one's strengths, skills, and gifts in service of others. Our Vocational Rehabilitation program continues to aid vulnerable individuals in their pursuit of a sense of purpose and productive activity.

Despite continuing challenges and constraints associated with the COVID-19 pandemic, many of which have upended the job market and altered the landscape of opportunities available to our clientele, we assisted 69 individuals in securing positions of employment.

In addition, we have continued to explore new opportunities for growth and diversification in accordance with our overarching mission. To this end, a Memorandum of Understanding (MOU) was executed with People USA, a leading organization in peer support and crisis stabilization services, among others, that has enabled us to expand our operations into Dutchess County and to extend our service offerings to constituents in that region. The Office of Adult Career and Continuing Education Services – Vocational Rehabilitation (ACCES-VR) (our Vocational Rehabilitation program's chief funding and regulatory entity) has also endorsed our expansion into an underserved region of Orange County, and preparations for that initiative are presently under review.

Our vocational rehabilitation counselors and supervisors have displayed surpassing dedication, professionalism, and creativity in adapting their approaches to deliver employment opportunities for their clients throughout a continuing public health emergency. Their efforts have produced laudable outcomes:

39 program participants retained their positions of employment for 90 days or longer.

85% expressed satisfaction with the services they received.

Participants earned a total of \$1,706,380 in wages, performed 104,621 hours of work, and paid a total of \$390,761 in taxes. In doing so, they provided critical economic support to their communities and affirmed a cardinal principle of the recovery process – individuals with special needs may occupy valued roles and render meaningful contributions for the common good.



"Search for Change is an incredible organization, doing admirable work. The cornerstone of their mission is the belief that anyone and everyone, regardless of their state of mental health, can be a contributing member of society. "



SCATTERED-SITE SUPPORTIVE HOUSING SERVICES

Our Scattered-Site Supportive Housing Program offers long-term accommodations in single and shared apartment units. These are often occupied by former residents of the agency's supervised and semi-supervised units who have achieved progress in their recovery and acquired skills essential to sustain their tenure in independent settings.

In the early 1990s, SFC secured funding through the OMH to provide rent subsidies and tenancy support services for a small handful of former residents of its supervised and semi-supervised programs. This program has undergone considerable growth since its inception and is now a cornerstone of the agency's service portfolio. This program provided permanent housing for 186 individuals in 2021, and it is currently funded to house as many as 203 individuals throughout Westchester and Putnam Counties. Its occupants include graduates of our supervised and semi-supervised programs and former patients of psychiatric facilities and other institutional care settings. In accordance with a longstanding movement to accommodate individuals with special needs in fully integrated settings that afford maximal opportunities for community participation, our Scattered-Site Supportive Housing program offers a permanent place to call "home." For many, this is the pinnacle of the recovery process.

This program, like others, relies on public funding to subsidize tenants' rent in accordance with their incomes. State aid has failed to keep pace with a prohibitively priced rental market, rendering affordable units largely inaccessible to many. Prospective occupants have been relegated to extensive waitlists, and many experience extended stays in institutional settings or protracted periods of homelessness as they await placement.

Policy makers have acknowledged this trend and pledged corrective action in the form of additional funding, but we cannot rely solely on governmental support to ameliorate a worsening crisis. To this end, we have implemented an innovative plan to purchase condominium units for occupants of this program. By leveraging various sources of funding, we can now insulate tenants from the volatility of rental markets and ensure their long-term residential stability. Four of our tenants now occupy units owned by Search for Change, and they finally have a truly permanent place to call home. We expect this number to increase significantly in the months and years to come. The targeted purchase of housing units constitutes a "first" for Search for Change, and we view this as the beginning of a trend that will alter the trajectory of permanent supportive housing and ultimately emerge as a "best practice" for other providers to emulate.

We have also achieved considerable progress in an ambitious capital campaign. This is expected to generate substantial revenue and to support the purchase of a residential building or multi-family dwelling for additional tenants.

Our innovative approach to addressing the seemingly intractable shortage of supportive housing has enabled us to advance our mission and to deliver on our promise to our clientele.

**"This program has helped me tremendously,
my counselor really helps me.
I have a life now."**

Social isolation is endemic in our society. The Coronavirus has exacerbated an epidemic of loneliness and its attendant ills and contributed to a marked increase in the incidence of anxiety, depression, substance use, and overall distress among a disconnected populace.

Our Mobile Outreach Team (MOT) and Transitional Outreach Program (TOP) continue to provide critical support to exceptionally vulnerable individuals (those with histories of institutionalization in state-operated psychiatric centers and others at risk of such institutionalization) who have endured increased isolation during the COVID-19 pandemic.

These programs, staffed by care managers, nurses, and Peer Specialists, extend a lifeline to the marginalized and disengaged. In doing so, they advance a core component of our mission - to improve the human condition, one person at a time.

These programs also promote one of the overarching goals of our behavioral healthcare system. A deinstitutionalization movement initiated in the 1960s continues to unfold and to promote community-based alternatives to hospitals, nursing and adult care facilities, and jails and correctional settings. Individuals with serious health and behavioral health conditions and other life challenges who might have received institutional care in previous eras are now encouraged (if not expected) to rely on community-based supports to meet essential needs. The MOT and TOP play a vital role in promoting their stability, self-sufficiency, and enduring community tenure.

In 2021, the MOT served 52 individuals with exceptionally diverse and extensive service needs, all of whom had once relied on institutional care services and are now living independently or within integrated, community-based settings.

In 2021, the TOP provided highly intensive services to 16 individuals, four of whom completed successful transitions from institutional care at Rockland Psychiatric Center, a state-operated psychiatric hospital serving the Hudson Valley Region, to community-based settings.

These programs continue to extend the depth and breadth of our service offerings in accordance with our mission and the ever-changing needs of our service recipients.

"Having the help of the Transitional Outreach Program has made adjusting to the community easier for me. I have been out of the hospital for eight months and am feeling hopeful for the first time in a long time."

PARTNERSHIPS AND AFFILIATIONS

We continue to enhance our partnerships with Coordinated Behavioral Health Solutions (CBHS) and Innovative Management Solutions New York (IMSNY), entities that represent diverse coalitions of behavioral healthcare and social service agencies in a variety of quality improvement, service line development, and innovative contracting activities in furtherance of member agencies' missions and continuing fiscal viability.

As a prominent Independent Practice Association (IPA) with operations throughout the Hudson Valley Region, CBHS is at the forefront of a rapidly changing service landscape that aims to replace traditional "fee-for-service" payment and reimbursement standards with Alternative Payment Models (APMs) that incentivize "value-based" care. These models require providers to assume newfound financial risk for which specialized expertise and robust financial reserves are necessary. These resources are well beyond the ken of most organizations, particularly those in the social welfare sphere that possess limited experience in contracting with private insurers.

We proudly maintain a "Class A" membership in CBHS, and we also hold seats on the governing boards of CBHS and IMSNY and leadership roles in their respective Committees and Subcommittees. We also remain active in a broad array of activities in partnership with fellow member agencies and in alignment with our mission. These include:

- Cultivation of data analytics capabilities that will enable Search for Change and other participating agencies to monitor a more extensive array of performance and outcome measures than is currently possible. This is consistent with a movement toward value-based care that requires providers to track performance outcomes with increased precision.
- Various Quality Assurance and enhancement initiatives in keeping with the changing needs of our clientele, including:
 - Adoption of universal standards and practices related to Trauma-Informed Care
 - Cultivation of Co-Occurring Care capabilities (i.e., care for individuals with co-occurring mental health and substance use disorders)
- Enhancement of select business practices including discounted procurement of certain goods and services through leveraged (i.e., group) purchasing
- Continuing advocacy efforts directed toward meaningful policy changes and conducted in partnership with a diverse consortium of similarly situated provider agencies

NEW INITIATIVES...AN EYE FIXED ON THE FUTURE

Fairhaven at Baldwin Place

In keeping with our mission, we remain steadfast in our pursuit of new housing development in order to address an enduring shortage of affordable and supportive housing for the most vulnerable members of our society. In 2016, New York State launched its Empire State Supportive Housing Initiative (ESSHI), an ambitious undertaking that aims to produce thousands of new units of supportive housing throughout the State. Ours is one of many agencies that has sought and received funding in furtherance of its development goals under the auspices of the ESSHI, and we have worked diligently with a host of stakeholders in realizing our vision since its inception. In 2021, we delivered several presentations to the Town of Carmel Planning Board with the hope of securing approval for the construction of “Fairhaven at Baldwin Place,” a 72-unit housing development that will include 36 units of supportive housing for individuals with special needs and 36 units of affordable housing for those with limited income. Affordable and supportive housing remain exceedingly scarce throughout the Hudson Valley, and this trend has significantly worsened during the COVID-19 pandemic. We continue to navigate a complex planning and approval process and are poised to deliver another series of presentations to municipal planning officials in the spring of 2022.

Solutions to End Homelessness Program

In 2019, SFC received a multi-year grant through the Solutions to End Homelessness Program (STEHP), an initiative of the New York State Office of Temporary and Disability Assistance (OTDA) that provides funding for various homelessness support and prevention activities. This grant supports our operation of a Homelessness Prevention Program (HPP) that aids vulnerable individuals at risk of eviction in averting episodes of homelessness and its attendant ills. Utilization of our HPP increased by approximately 300% during the past year, as an eviction moratorium instituted at the height of the pandemic approached its expiration and individuals with limited means continue to struggle to find (and to maintain) safe and affordable housing accommodations. We received 33 referrals in 2021 for individuals at risk of imminent homelessness, all of whom received either financial assistance or care coordination services to promote their housing stability and to forestall episodes of homelessness. The agency’s HPP has emerged as a valuable addition to its continuum of residential support services – one that promises much-needed relief to those who face the travails of homelessness.

NEW INITIATIVES...AN EYE FIXED ON THE FUTURE

New York State Supportive Housing Program

In late 2021, SFC received an additional grant through the New York State Supportive Housing Program (NYSSHP), another initiative of the OTDA, that funds a variety of tenancy support services for individuals in need of them in order to maintain their stability and community tenure. We sought and received this grant as part of a more comprehensive redesign of our semi-supervised residential program that will further diversify and expand our service offerings in response to ever-changing needs. Implementation of this redesign plan is still pending final approval from our regulatory authorities, but it is expected to proceed in coming months. The NYSSHP grant will provide essential funding for care coordination and support services to be delivered to the program's occupants.

Peer Specialist Training and Development

SFC enjoys a longstanding tradition of employing its current and former service recipients in various positions commensurate with their skills and interests. We continue to recognize the importance of lived experience in the recovery process and the value Peer Specialists offer through principles of mutuality and shared experience. In early 2021, we held our inaugural Peer Specialist Training program in partnership with an experienced trainer and mentor widely respected for his expertise in this domain. This program produced a slate of graduates who have sought (and in some cases secured) positions of employment as Peer Specialists or in similarly supportive roles. Some of these graduates continue to participate in regularly scheduled practice sessions and to pursue other activities aligned with their long-range goals.



NEW INITIATIVES...AN EYE FIXED ON THE FUTURE

"A Place to Call Home" Capital Campaign - Building a Better Future

We recently embarked on an ambitious campaign to raise \$500,000 to support the purchase of a residential building for recipients of our supportive housing services. A prohibitively priced rental market, dwindling state aid, and impediments to new housing construction within our areas of operation have rendered affordable housing all but inaccessible to the most vulnerable and marginalized members of our society. This is evident in an extensive waitlist that includes approximately 800 applicants awaiting placement in Scattered-Site Supportive Housing in Westchester and Putnam Counties. SFC receives funding to subsidize a total of 203 units in these counties, and they would be easily filled if rental units were affordable and readily available. Nevertheless, only 171 of our units are currently occupied. The supply of decent, safe, and affordable units is simply insufficient to meet the demand, and this trend has worsened during the COVID-19 pandemic. Our targeted purchase of housing units insulates our residents from volatility in rental markets and the caprice of private property owners. We have already achieved incremental progress toward this goal through the purchase of four units in northern Westchester that have provided permanent homes for some of our region's most vulnerable residents.

Our campaign has garnered support from a broad coalition of supporters and stakeholders, some of whom have offered their wisdom and subject matter expertise through service in emerging "Brain Trusts."

The "Real Estate Trust" is comprised of supporters who possess expertise in the real estate industry, and they are poised to offer guidance in applying campaign proceeds toward the purchase of one or more properties for occupancy by the agency's supportive housing residents.

The "Fundraising Trust" includes individuals with experience in fundraising and others who have pledged to leverage their personal and professional networks in furtherance of our campaign goal.

We are most appreciative of the many donors, patrons, sponsors, and supporters who have put our goal within reach!

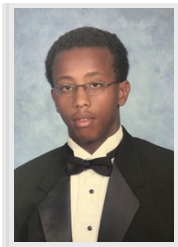


"The staff taught me the skills I needed to be able to live on my own. I learned to like myself again and am proud of all my accomplishments. I couldn't have done this without the caring support of the staff of Search for Change."

NEW INITIATIVES...AN EYE FIXED ON THE FUTURE

Substance Abuse Prevention...and Response

An enduring epidemic of opioid addiction and abuse continues to exact a grievous toll – one that has worsened during the COVID-19 pandemic. The Search for Change community is not exempt from this trend, and we have witnessed a marked increase in the incidence of substance misuse and abuse among the individuals entrusted to our care. At the outset of the opioid abuse epidemic, we implemented a naloxone administration program throughout our programs and service lines in order to equip our personnel to respond to opioid overdose events. (Naloxone is an opioid antagonist that may be easily administered by professionals, paraprofessionals, or members of the general public. It has saved thousands of lives since its inception.) In June of 2021, we were pleased to enhance this initiative through the installation of NaloxBoxes in many of our programs. These devices contain doses of naloxone that may be easily accessed by anyone in proximity, and their installation places this live-saving solution within reach of those who need it most. To date, 20 NaloxBoxes have been installed throughout our programs and service settings. This was accomplished in collaboration with the Prevention Council of Putnam, an organization with which we enjoy a longstanding affiliation in pursuit of a shared mission.



Jamal-Haji Ahmed Memorial Scholarship

The toll exacted by the COVID-19 pandemic has been especially grave for individuals with pre-existing health conditions and other vulnerabilities. This is the population entrusted to the care of Search for Change and the many other health and social welfare organizations with which we share a mission. We were profoundly saddened by the passing of Jamal-Haji Ahmed, a former resident and enduring member of the Search for Change family, who succumbed to the Coronavirus in 2020. Known for his humble and gentle nature and his passion for music and the humanities, Jamal never lost sight of his aspiration to apply his talents in service of others as a healer or educator despite the life challenges that brought him into our fold. We are pleased to honor his memory through an eponymous scholarship developed in partnership with his parents, Sandra and Abdillahi Ahmed, and other members of his cherished family. Scholarship funds are available to individuals who exhibit a commitment to recovery, involvement in meaningful activity in accordance with their personal goals and preferences, and a desire to enhance their educational or vocational development. Several applications have been approved since the scholarship's inception. One recipient, an aspiring cosmetologist, purchased essential supplies with scholarship proceeds in preparation for her licensing exam. Another recipient is pursuing a career in Early Childhood Education, and scholarship funds will offset some of her educational expenses. Other applications were recently approved or are currently under review. We are deeply grateful to Jamal's family and proud to support this fitting tribute to his life and legacy.

SPECIAL EVENTS

Run for Recovery



We proudly celebrated National Recovery Month once again through our annual Run for Recovery, an event held in partnership with Drug Crisis In Our Backyard and Run4Recovery, organizations that support recovery in all its forms and whose missions are closely aligned with ours. Following the onset of the COVID-19 pandemic in 2020, this event employed a “virtual” format that enjoyed widespread participation without the geographic limitations that customarily attend “in person” events. In 2021, we adopted a hybrid model that included both “live” and virtual components. The live event was held on September 25th at F.D.R. Park in Yorktown, New York, and attendees included clients of Search for Change and its sister agencies, their family members and friends, agency personnel, elected officials (including Senator Harckham of the 40th District and Assemblyman Byrne of the 94th District), and representatives of many sister agencies with which we share a common mission and clientele. This event has become a favorite on the agency’s calendar and serves as both a fundraiser and a “friend raiser” – one that celebrates the power of community in service of the recovery process. Proceeds from this event support a variety of activities and initiatives aligned with the agency’s overarching mission – most notably its purchase of housing units for occupants of the Scattered-Site Supportive Housing Program.

"In a real sense all life is interrelated. All men are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly affects all indirectly. I can never be what I ought to be until you are what you ought to be, and you can never be what you ought to be until I am what I ought to be. This is the interrelated structure of reality."

-Reverend Martin Luther King, Jr.



SPECIAL EVENTS

Agency Annual Staff Meeting

Our Annual Staff Meeting offers employees an opportunity to gather together (albeit virtually during the COVID-19 pandemic) and to receive updates on various topics of interest and presentations from subject matter experts. These meetings also enable us to celebrate employees' enduring dedication with Length of Service awards. The 2021 Annual Meeting was held on October 27th and featured a keynote presentation by David Ferencz, a Training and Technical Assistance Facilitator for the New York State Association of Psychiatric Rehabilitation Services (NYAPRS). David's topic, "Caring for the Caregiver," was timely and very well received. Attendees also received a report on the status of the agency's pension fund from Scott Moulton, a Partner and Advisor with Capital Management Group.

The meeting concluded with a celebration of select employees for their lengths of service to Search for Change:

Congratulations

20 Years in Service

Kevin Logan
Dane Lewis

15 Years in Service

Lisa Alari
Vixton Dixon

10 Years in Service

Nicole Gian

5 Years in Service

Robert Ethridge
Kaelene Tomasulo
Pedro Morejon
Alexa Rosetti
Jenny Maldonado
Daniel Tropper
Amanda Verrette

3 Years in Service

Arlene Adesola
Brittney Coleman
Cierra Cole
Jenny Truangle
Alberta Daniels Othello
Cheryl Dennis

1 Year in Service

Danielle Edwards
Bryan Shea
Michael Murphy
Chantay Harrison
Mark Chelchowski
Thierry Morisseau

We extend our appreciation and congratulations to our service award recipients and to all members of our dedicated team!

Bring It Home Campaign

We continue to receive the support of various trade and advocacy organizations in addressing impediments to the fulfillment of our mission. The Association for Community Living, New York State Council for Community Behavioral Healthcare, Mental Health Association in New York State, New York Association of Psychiatric Rehabilitation Services, and National Council for Mental Wellbeing remain at the forefront of our efforts to secure essential resources for our service recipients, many of whom have suffered greatly amid dwindling public support for our programs and services. Enduring inequities in the treatment of select populations, including Black, Indigenous, Persons of Color, and the LGBTQIA community, among others, exacerbate the plight of the most vulnerable among us. The COVID-19 pandemic highlighted and compounded these tragic trends.

In 2019, the Association for Community Living (ACL) established its “Bring It Home” Campaign – one that garnered support from a diverse coalition of stakeholders in pursuit of greater public investment in supportive housing for individuals with serious behavioral health conditions and other special needs. Providers of Supportive Housing and other community-based behavioral healthcare and rehabilitative services find it increasingly difficult to sustain their operations in the face of rising costs and decreasing revenue (particularly when measured against inflation). ACL estimates the supportive housing providers it represents have lost 40% - 70% of their financial support in recent decades. This has pushed some providers to the brink of closure. Nearly all struggle to recruit and to retain qualified personnel or to maintain the quality of services necessary to support their clientele.

In 2020, as the pandemic exerted its full force and effect on public health and the global economy, many health and social welfare providers found themselves in an untenable position. A period of State budget austerity marked by draconian cuts in public funding evoked an outcry among supportive housing providers whose tenants would have been displaced (and rendered homeless) if the cuts had remained in effect. Concerted advocacy efforts resonated with elected officials, policy makers, and other stakeholders and led to the restoration of essential funding.

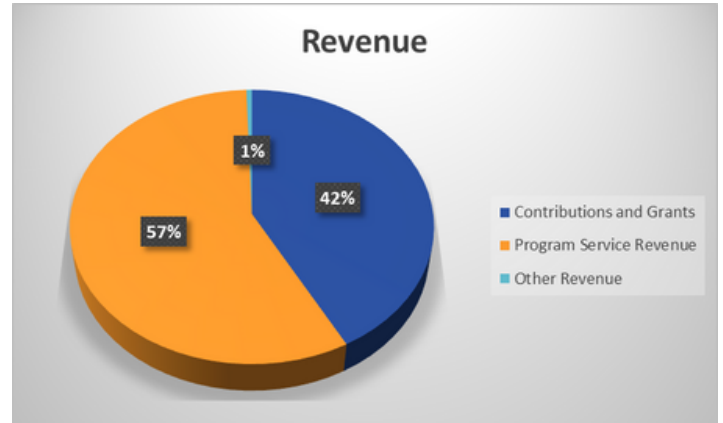
There is much work still to be done. We remain united with our many partners in pursuit of its completion and the fulfillment of our shared mission.



AGENCY FINANCIALS

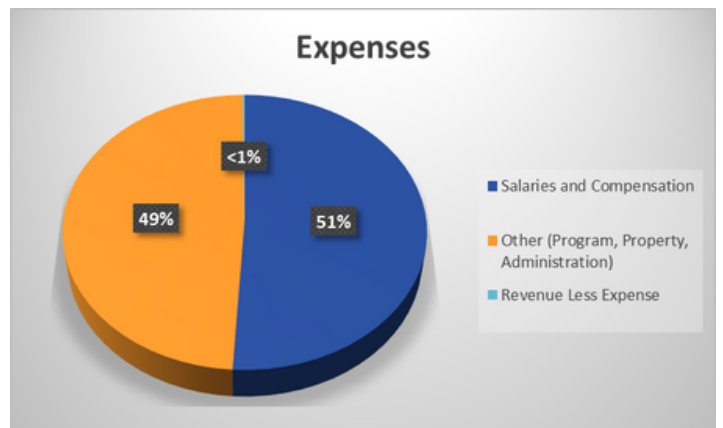
Revenue

Contributions and Grants	\$3,966,538
Program Service Revenue	\$5,411,214
Other Revenue	\$49,986



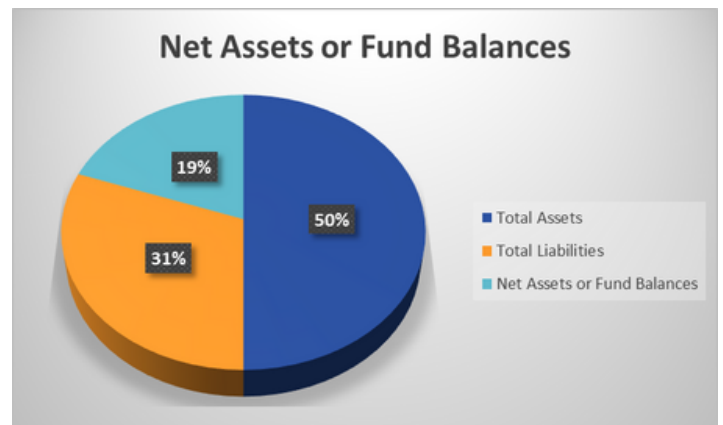
Expenses

Salaries and Compensation	\$4,824,254
Other (Program, Property, Administration)	\$4,622,490
Total Expenses	\$9,446,744
Revenue Less Expense	(\$19,006)



Net Assets or Fund Balances

Total Assets	\$10,828,211
Total Liabilities	\$6,615,099
Net Assets or Fund Balances	\$4,213,112



THANK YOU TO OUR DONORS

Search for Change relies on 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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