



PO Box 5002  
Kingston, NY 12402-5002

**help us clean up our mailing list...**  
Please let us know if:  
-you received more than one copy.  
-any contact information needs to be updated.  
-you would like to stop receiving publications.  
Feel free to email:  
[eflavin@gatewayindustries.org](mailto:eflavin@gatewayindustries.org)



# Annual Report 2013

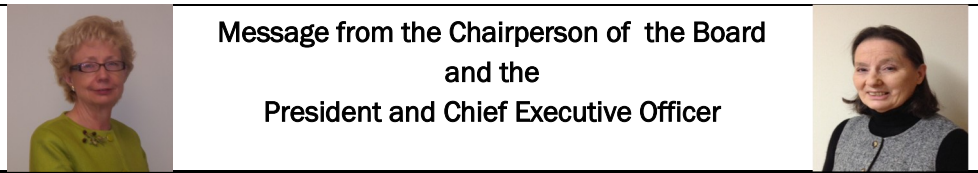


**Everyday you may make progress. Every step may be fruitful. Yet there will stretch out before you an ever-lengthening, ever ascending, ever improving path. You know you will never get to the end of the journey. But this, so far from discouraging, only adds to the joy and glory of the climb.**

*Sir Winston Churchill*

---

**Gateway Community Industries, Inc.**



Message from the Chairperson of the Board  
and the  
President and Chief Executive Officer

**2013 a Year of Ongoing Transformation and Collaboration:**

Yet another successful year towards achieving our vision of transforming our services and businesses so they support individuals in living the most integrated and satisfying lives of their choosing, has seen its completion.

The OMH funding support for the workcenter came to an end by close of year. We de-certified the New Paltz workcenter site, created a business which competitively hires individuals with disabilities, developed productive relationships with business partners, and were approved by Access-VR as an integrated workplace.

The Vocational and Therapeutic Service continued to transform based on best practice standards in order to support individuals in exploring, experiencing, and reclaiming their life roles through their process of recovery and community integration. Multiple year grant proposals were submitted and received approval. At the end of 2013, the PROS program completed its first three years of operation.

The Residential Service increased the number of individuals served by 1.5% and increased successful moves to more independent housing by 9%. We became partners in the Ulster Gardens Limited Partnership which broke ground October 4th for an 82 unit apartment complex named Ulster Gardens which provides income eligible senior, families, and special needs populations with quality housing in an integrated setting. Occupancy is scheduled for mid-2014.

Our staff was actively involved in learning, teaching, and advocating for the individuals we serve at the local, regional, and state level.

We are confident 2013 positioned us for ongoing success in meeting our mission in future years.

Françoise Dunefsky,  
President and CEO

Anna Kirschner, Chairperson  
Board of Directors

**2013 Foundation Events**

**Annual Raffle / Net Revenue \$24,203.00**

In March our **Annual \$10,000 Raffle** is held and includes many wonderful prizes donated from local businesses. In 2013 our winners were:

- 1st Prize** Hillside Manor
- 2nd Prize:** James & Joan Quigley
- 3rd Prize:** Janet Ready
- 4th Prize:** Pat & George Neher

**Annual Golf Tournament / Net Revenue \$11,686.00**

**Annual Golf Tournament (the Doug Maloney Memorial Golf Tournament)** is now in its 21st year in 2013. The event takes place traditionally on the last Sunday in September when the weather is cooler and our golfers have had a full season to perfect their swing! After the round of golf, many wonderful prizes are awarded during dinner.

**Gateway Gala / Net Revenue \$13,457.00**

A Black & White Masquerade Ball known as the **Gateway Gala** is held on the 1st Saturday in November each year. This event bestows honors in two categories:

**The Lifetime Achievement Award** is presented to an individual or business who has continually contributed to the quality of life in the Hudson Valley and has had a sustaining impact on the people we serve at Gateway.

The Gateway Foundation's **Sub-Rosa Honor:** The word sub-rosa literally means "under the rose". In ancient times the rose was a symbol of silence or secrecy and any good deed performed "sub-rosa" was not done for the attention of the public.

2013 Honorees were:

**Lifetime Achievement Award:** Cheryl Bowers

**Sub-Rosa Honorees:** Christine & Michael Hein

**Personal Achievement Award**

2013 saw the installation of the Foundation's first Personal Achievement Award. This honor is bestowed on an individual who has or is receiving services from GCI and who has set and accomplished a personal achievement goal. The Foundation was proud to present this award to William Brown , Jr.



The mission of the Gateway Foundation is twofold:  
 To provide financial assistance to GCI to support its programs and ancillary services and to support its future viability;  
 And to promote the work and cause of GCI through activities that increase public knowledge with regard to the service available, the goals, and achievements of the agency.

The Foundation is governed by its Board of Trustees consisting of community minded volunteers who tirelessly contribute to the mission of Gateway Community Industries, Inc. with their time, talents, donations, gifts and ideas. Their efforts create positive results that are true to the Foundation's mission.

Each year the Foundation hosts three fund-raising events which also serve as a venue to showcase the mission and vision of GCI as well as its goals and accomplishments.

Some of the revenues generated from these events are used to underwrite two social events each year for our consumers. The Worker Picnic is held in June and the Worker Dance is held in October. The Foundation also provides funds to purchase needed equipment and other items. Without the generous support of the Foundation these events would not be possible. GCI is grateful for the support of the volunteers who serve on the Foundation and give so much to our consumers.

### 2013 Foundation Board

#### Officers:

Brian Ginty, **President**

Jeff Fredenberg, **Vice President**

Mary Rose Warcholak, **Secretary/  
Treasurer**

Françoise Dunefsky, **President & CEO**

Evelyn Flavin, **Foundation Manager**

Anna Kirschner, **Ex Officio  
Chairperson Board of Directors**

#### Members:

Angela Cavanna

Kathy Gordon

Nancy Jaffer

Lauren Lawlor

William Querbes

Sara (Skit) Rabbino

Fran Rossi

Deborah Straub

### Our Mission:

Gateway Community Industries, Inc. assists people in choosing, acquiring, using, and maintaining the skills and supports necessary to achieve success and satisfaction in their lives. We accomplish this through integrated vocational, therapeutic, residential and business services.

### Vision:

To be a leader in supporting individuals as they strive to achieve a hopeful, satisfying, active, and contributing life.

### Values:

Hope - through inspiring leadership and creating opportunity.

Recovery - using our strengths to achieve our goals; as consumers, as members, as an organization.

Respect - for all

Teamwork - working together with our mission and vision in mind.

Excellence - dedication to our customers, high expectations for performance,

employee development and growth.

### 2013 Board of Directors

#### Officers:

Anna Kirschner, **Chairperson**

Kevin Tucker, **First Vice Chair**

Michael Shaughnessy,  
**Second Vice Chair**

Robert Seidman, **Treasurer**

Thomas Koshy M.D., **Secretary**

Edward T. Hill Jr.,  
**Immediate Past Chair**

Brian Ginty,  
**Ex-Officio-Foundation President**

#### Members:

Charles Cullen

Joe Deegan

Jason Fredenberg

James Hegstetter

Joyce Minard

Gene Moncrief

## Corporate Compliance 2013

Gateway's Corporate Compliance program is committed to ensuring that Gateway's employees, board members, consultants and volunteers adhere to the highest standards of care that is professional, respectful, effective, honest, ethical and in compliance with all applicable laws and regulations.

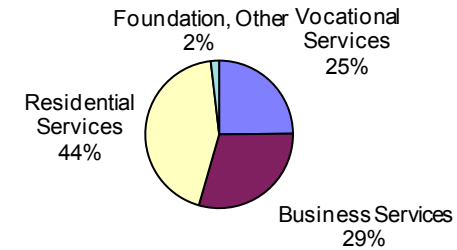
The Corporate Compliance Officer is responsible for the agency's compliance plan and adherence to such, as well as for health & safety, incident review, certification audit, quality improvement and performance improvement projects with the agency.

### Achievements in 2013

- Re-certified Gateway's Corporate Compliance Plan with the New York State Medicaid Inspector General (OMIG).
- Completed on average 1,000 exclusion screenings per month to insure that no individual or entity involved with Gateway is prohibited from receiving Medicaid and/or Medicare money.
- Reviewed 360 incidents via the agency's Incident Review Committee.
- Responded to 13 Corporate Compliance Hotline calls.
- Conducted 18 investigations.
- Participated on regional and statewide Quality Assurance Committees.
- Reported to the Board of Directors on a monthly basis and in more detail on a quarterly basis on quality and compliance topics as well as performance outcomes.
- Completed the OMIG self-assessment tool.
- Completed an I/T risk assessment and identified a work plan to address identified risks.

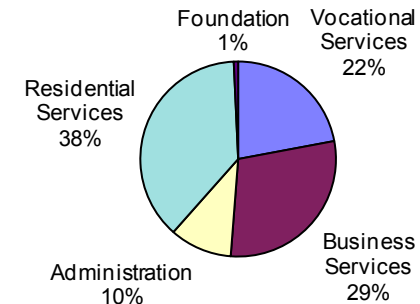
# 2012

## REVENUE



Vocational Services	24.84%	3,262,000
Business Services	29.60%	3,887,000
Residential Services	43.73%	5,742,000
Foundation, Other	<u>1.83%</u>	<u>240,000</u>
<b>Total</b>	<b>100.00%</b>	<b>13,131,000</b>

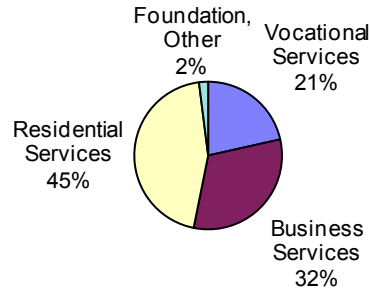
## EXPENSES



Vocational Services	22.04%	2,761,000
Business Services	29.17%	3,654,000
Administration	10.31%	1,291,000
Residential Services	37.76%	4,729,000
Foundation, Other	<u>0.72%</u>	<u>90,000</u>
<b>Total</b>	<b>100.00%</b>	<b>12,525,000</b>

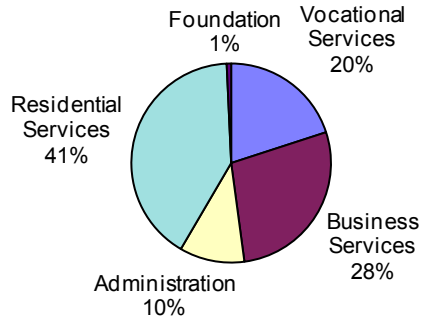
# 2013

## REVENUE



Vocational Services	21.49%	2,760,000
Business Services	31.66%	4,066,000
Residential Services	44.85%	5,759,000
Foundation, Other	<u>1.99%</u>	<u>256,000</u>
<b>Total</b>	<b>100.00%</b>	<b>12,841,000</b>

## EXPENSES



Vocational Services	20.00%	2,565,000
Business Services	27.90%	3,580,000
Administration	10.54%	1,353,000
Residential Services	40.88%	5,246,000
Foundation, Other	<u>0.72%</u>	<u>88,000</u>
<b>Total</b>	<b>100.00%</b>	<b>12,832,000</b>

## Corporate Compliance 2013

### Achievements in 2013

- Provided assistance to various departments with regulatory audits and re-certifications.
- Provided training on the new Justice Center requirements including definitions of abuse and neglect and other significant incidents as well as mandated reporter and documentation requirements.
- Continued providing training on the identification of abuse, promoting positive relationships with consumers and Gateway's Corporate Compliance Plan to all new staff at time of hire and annually thereafter.
- Insured that all staff and consultants signed the Justice Center's Code of Conduct.
- Implemented a revised Residential Medication Protocols Manual.
- Audited the Annual Conflict of Interest Statements for all of Gateway's Board of Directors, Foundation Board of Trustee's and Executive Staff.
- Per the new Federal Omnibus Rule revised and distributed the agency's Notice of Privacy Rights.
- Revised and distributed the agency's Business Associate Agreements.
- Implemented an Electronic Security Workgroup to insure compliance with all HIPAA HITECH and Omnibus Rule requirements.
- Developed and implemented the Person Centered Behavior Intervention Policy and Procedure including the provision of training for involved staff.

## The People We Serve

NYSID 2013 William B. Joslin Outstanding Performance Award

Gateway Community Industries, Inc

Howard Snyder



Howard began his career at Gateway by starting with some part time training in May of 2002 while still in high school. Shortly after graduating from Wallkill High School, he started a full-time GCI training program. This work environment was very new to Howard, so he needed lots of one-to-one instruction. He started slowly in the production area, and was always willing to try anything. Howard made lots of friends and his self-esteem increased with his popularity. Howard also felt good about himself for being productive and contributing to his family with his regular paycheck.

In January of 2003, Howard was recommended to work in Custom Cleaning. He then became permanently assigned to the cleaning team after the assessment period, as another pair of hands was needed. Howard's attendance was excellent, so next he would improve his job skills.

Howard always put a lot of effort into his work, but did have some difficulty learning and retaining the cleaning steps and routine of an assignment. Although his work needed close supervision and required frequent re-training, Howard was always motivated to accept recommendations on how to improve and try his best.

As Howard's skills grew he was able to take on more challenging assignments in the Custom Cleaning department, including the NYSID Preferred Source contract for cleaning the New York State Thruway toll booths. He now has mastered the routines of every contract and is a role model for other workers. His attention has improved to the point that all details of tasks are completed with excellent quality and at a speed considered to be 100 percent of the competitive norm.

Howard works well as both a member of the team and a leader. In fact, he now has been hired by Gateway as a staff member in the Custom Cleaning department, a proud accomplishment.

Gateway is very pleased to have such a caring and reliable person as Howard be a part of our agency.

## Residential Services 2013

### Age Range: 18 to 71

age 18-24 2.9 %	age 45-54 36.10%
age 25-34 12.67%	age 55-64 25.85%
age 35-44 17.56%	64yr. of age 4.88 %

21 individuals are active in educational pursuits  
(GED/Secondary education)

### **For those that have remained in the program:**

**107 46.5% Female**                      **123 53.5% Male**

10.24%            stayed less than 6 mo

13.17%            stayed less than 1 year

23.4 % stayed between 1-2 years

11.7% stayed between 2-3 years

64.8% stayed over 2 years and are stably housed

48% have a co-occurring drug and alcohol history

41% were homeless at the time of admission

With a focus on recovery for the 2013 year Gateway Residential Services took a pro-active approach to growth and development of all resident skills. Discharge planning starts upon admission and active program participation is encouraged. Residents who obtain other public entitlements (Section 8) and who are able to live independently are encouraged to do so. Residents are supported to participate in non traditional opportunities related to volunteerism, vocational training, educational development, and social pursuits. Each resident is offered the opportunity to establish a personal Recovery Based Action Plan with their team. This focus has increased our level of successful post residential housing to 79%. Connection with mainstream resources, community supports, family and positive peer relationships has also lead to increased independence and growth.

## Residential Services 2013

### Congregate Housing: (OMH) 38 total contracted beds

<u>Ulster County</u>	<u>Dutchess County</u>
Gateway Manor (14)	Beacon CR (12)
Penrose CR (12)	

### Certified Apartments (Supportive)(OMH): 27 total Contracted beds

<u>Ulster County</u>	
Newkirk (10)	Scattered sites (17)

### Supported Apartments (OMH): 116 total contracted beds

<u>Ulster County</u>	<u>Dutchess County</u>
Scattered site (54)	Scattered (34)
Stuyvesant Hotel (16)	Enhanced/Family apts (5)
Family HUD funded apt (3)	MICA—HUD funded (3)
Special use beds (3)	Special use beds (8)
	Veterans—HUD (2)

### Children supported in the Family beds:

<u>Ulster County</u>	<u>Dutchess County</u>
3	5

### IRA (Individualized Residential Alternative) Apts (OMRDD): 11 total

<u>Ulster County</u>	<u>Dutchess County</u>
Apt /Units	Apt. Units
8	5
Persons supported (20)	Persons supported (5)
Total individuals supported (152)	Total individuals supported (79)

## 2013 Agency Divisions

### Business Services

<u>GCI Cleaning Services</u>	<u>GCI Industrial Operations</u>	<u>GCI Food Service</u>
Custom Cleaning	Sub Contract	Onsite Cafeteria
FDR Janitorial Cleaning	Manufacturing	Contract Catering
Ever Clean Floor Care	Andretta Enterprises	

### Vocational & Therapeutic Services

#### C.R.E.A.T.E.

*(Center for Rehabilitation, Education, Advocacy, Treatment and Employment)*

#### Vocational:

Assessment Services	PROS
Employment	Day Habilitation
Care Coordination	Medicaid Service Coordination
Computer Skills Training	Pre Vocational Services
Center Based Employment	

### Residential Services

Residential Rehabilitation	Transportation
Community Integration	Medical Advocacy
Rental Stipends	Entitlement Management
Case Management	Daily Living Skill Instruction
Financial Management	Personal Care

## Business Services 2013

### Food Service

2013 saw sales of \$126,613 for the Food Service Department. Food Service participated in annual functions such as the Worker Picnic held for the first time at Joe Cornelske Center, the Harvest Costume Dance at the Old Dutch Church in Kingston, and the annual Holiday Dinner at Joe Cornelske Center and Andretta Enterprises. We continue to provide the freshest and highest quality of food to our customers. In 2014 focus will be to continue to increase our catering sales.

David Doyle, Manager of Food Service continues to bring new ideas and great new dishes for both the café and catering.

**Café at the Joe Cornelske Center in Kingston**



### Industrial Operations Sub-Contract/Andretta Enterprises

Annual Sub-Contract sales for 2013 were \$168,192 and Andretta Enterprises Sales for 2013 were \$894,039 for a combined total of \$1,062,231. In 2013 Andretta Enterprises started production for a new business partner, Luma Vue. Production for this new business includes L.E.D. tubes and should increase in 2014. Andretta Enterprises continues to also process Office Products orders.

Many changes also occurred this year with many trainees becoming staff with the elimination of Workcenter funding.

## Residential Services 2013

**Total Persons Served in 2013 : 238** This is a 1.5% increase over 2012

**Total number of beds for 2013: 227** This is a 0% increase from 2012

- Primary Disability: Mental Illness
- Secondary Disability: MR/DD
- Other Disabilities: MICA, physical disability
- Homeless Disabled: Adults with Children
- Adults with Mental Illness and Co-occurring Chemical Dependency
- 6 veterans / 8 disabled women with children

**Total Persons Screened: 197** This is a 34% decrease over 2012

117 Dutchess County

80 Ulster County

Leased/ owned & supported 154 apartments & 4 houses for 238 individuals

36 Discharges: This is a decrease of 20% from our 2012 discharge # of 45

53 Admissions: This is a 50% decrease from our 2012 admission # of 104

### Primary Referral Sources:

- Community Mental Health Providers
- Mental Health Hospitals
- Private Mental Health Providers
- Psychiatric Centers

### Average Length of Stay:

- 1681 days for all residents
- 1832 days for all discharged residents
- 67% successful moves to more independent housing, increase of 9%
- 11% neutral/other moves
- 22% discharges to a less independent housing program



## Vocational & Therapeutic Services 2013

### Employment Services

In 2013, Gateway partnered with SourceHOV, a community-based employer, contracted with the NYS Department of Taxation and Finance, to recruit and prescreen individuals with disabilities for employment at their work site in the Town of Ulster. Through this partnership, over 70 individuals with disabilities obtained employment at SourceHOV and, through the on site and off site supports offered by Gateway's Employment Services staff, successfully met the performance, interpersonal and intrapersonal demands of their jobs.

### Medicaid-Waiver Services for Individuals with Developmental Disabilities:

#### Medicaid Service Coordination

**Persons Served: 34**

#### Day Habilitation

**Persons Served: 29**

#### Pre Vocational Services

**Persons Served: 59**

### Vocational and Therapeutic Supports

#### Care Coordination

**Persons Served: 79**

Population Served:

Individuals recovering from mental illness

Primary Source of Referrals:

- Ulster County Mental Health Department

#### Vocational Case Management

**Persons Served: 52**

Population Served:

Individuals with cognitive, intellectual, developmental, psychiatric and/or physical disabilities

Primary Source of Referrals:

- ACCES VR Supported Employment

## Business Services 2013

### GCI Custom Cleaning

2013 was a very difficult year for GCI Custom Cleaning with Director Lyn Berkley passing away suddenly in June. The department has seen personnel changes in Director, Department Manager, and the supervisory level, all while the staff themselves took part in the company wide transformation from trainees to staff. The second half of the year was very busy with these changes.

The year ended with \$1,431,782.00 in annual sales. We continue to service the Department of Environmental Protection, Parker Center, Ulster County Mental Health, and New York State Thruway toll booths, which are state contracts. We began service at the New York State Armory in Kingston in September and continue to add new customers. We also were in negotiations with the government for the renewal of the contract for the FDR site in Hyde Park, New York which is good for five years.

The staff and supervisors in Custom Cleaning strive to provide our customers with high quality service. The department is committed to upholding the values and mission of Gateway Community Industries, Inc. and will continue to work in our community with pride.

We provide comprehensive janitorial cleaning services to offices, large industrial settings and retail establishments during hours convenient to our customer on a needed basis.

Our staff maintains the highest level of integrity in all aspects of every job.

## Vocational & Therapeutic Services 2013

### Vocational & Therapeutic Services Department

#### Therapeutic Services

##### Personalized Recovery Oriented Services (PROS)

- Rehabilitation Services
- Clinical Treatment Services
- Ongoing Rehabilitation Supports

**Persons Served: 139**

##### Population Served:

Individuals 18 years of age or older with a designated mental health diagnosis and functional disabilities related to the severity and duration of the mental illness.

##### Primary Sources of Referrals:

- Inpatient and Outpatient Mental Health Services
- Private Mental Health Practitioners
- Self Referrals

#### **C.R.E.A.T.E.**

At the end of 2013, C.R.E.A.T.E., Gateway's Office of Mental Health-Licensed Personalized Recovery Oriented Services, completed its third year of operation. Since its inception in 2011, C.R.E.A.T.E. has partnered with hundreds of individuals recovering from mental disorders to reclaim life roles, develop new meaning and purpose and discover ways to live hopeful, satisfying and contributing lives.

## Vocational & Therapeutic Services 2013

#### Employment Services

- Assessment/Career Counseling
- Vocational Decision Making Skills
- Job Search Skills
- Vocational Internships
- Supported Employment
- Job Placement
- Center-Based Employment
- SourceHOV Partnership

**Persons Served: 819**

##### Population Served:

- Individuals with Psychiatric, Physical, Intellectual and Cognitive Disabilities
- Individuals Recovering from Alcohol and Substance Abuse
- Individuals Transitioning from Public Assistance to Employment
- Individuals Transitioning from Unemployment/Underemployment to Employment
- Youth Transitioning to Employment

##### Primary Source of Referrals:

- New York State ACCES VR
- Ulster County Mental Health Department
- Ulster County Department of Social Services
- OASAS-Certified Treatment Programs in Ulster County
- Dutchess County Department of Mental Hygiene
- Ulster County Office of Employment and Training