“At every juncture of my son’s journey, Melmark staff have figured out how to integrate the knowledge of many disciplines, work collaboratively and solve problems. Due to my child’s unique combination of diagnoses and characteristics, any one of his many crisis points could have been life threatening. But he is thriving because of the persistence and compassion of the Melmark community. I am forever grateful.”

~ Melmark Parent*
Dear Friends,

Thank you, our loyal donors, who helped to advance Melmark’s mission in 2018. The impact you have made on our organization, the individuals we serve, their families, our staff and the greater landscape of intellectual and developmental disability services is proudly reflected throughout this publication.

Your contributions of $3.9 million in 2018 have helped Melmark to provide: wage increases resulting in more highly credentialed staff, industry-leading professional development opportunities, new classroom technology and equipment, increased successful community outings for adults and children, and capital improvements. Your continued support assists in the best possible outcomes that our individuals, families and staff experience every day.

With Melmark’s vision to expand and raise the quality of service delivery systems throughout the country, your support of our organization has far-reaching implications. Staying true to the Krentels’ vision of bringing services closer to home, we recently opened Melmark Carolinas, an approved, private special education school based in Charlotte, North Carolina. While no donor funds went to this project in 2018, I feel it is important to point out that over 1,000 children in this region currently receive homebound instruction. That is the most restrictive educational environment provided by a school district, limiting children to instruction inside the home, with no classroom interaction with peers. In the pages of this report, you will read about Melmark’s work in The Carolinas, as well as our plans to further expand the Melmark Model for Success.

Your partnership is vital to those we serve in Pennsylvania, Massachusetts and The Carolinas, and also in the realization of our vision to expand and raise the quality of service delivery systems throughout the country by disseminating and replicating the Melmark Model of Program Development and Clinical Treatment. While many of Melmark’s programs receive state funding, the gap between those funds and the cost of comprehensive services actually needed, particularly for adults, is often significant. Your donations help to close that gap, allowing us to continue to provide high-quality, clinically-sophisticated, evidence-based programs.

The following pages highlight specific ways your donations are positively impacting the lives of those who need and deserve these exceptional services. Through your generosity, Melmark will continue to put these individuals’ needs and rights at the forefront of everything we do, as we continue to be Mission First. Every Individual, Every Day.

Rita M. Gardner, M.P.H., LABA, BCBA
“My daughter continues to grow and develop in every way, thanks to the positive reinforcement, vigilance and compassionate care she receives from the well-educated and well-trained staff, doctors and clinicians who work at Melmark.”

~ Melmark Parent*
About the cover: Thomas is all smiles while working with his staff, Ashley, in a classroom at The Melmark School in Pennsylvania.
Melmark is a multi-state human service provider with premier private special education schools, professional development, training and research centers. We are committed to enhancing the lives of individuals with autism, intellectual and developmental disabilities and their families by providing exceptional evidence-based and applied behavior analytic services to every individual, every day.

Goals

- Melmark's organizational culture exudes passion in the implementation of our Core Commitments.
- Melmark's workforce is highly skilled, credentialed and actively engaged in ongoing educational and professional development activities with strong retention.
- Melmark uses innovation and technology to drive the quality of our service delivery systems and increase the dissemination and replication of the Melmark Model of Program Development and Clinical Treatment.
- Melmark's high-performance practices ensure adherence to our standards of excellence in all services and daily operations.
- Melmark stakeholders recognize our mission and leadership in the field of high-quality service delivery, professional development training and research.
- Melmark's funding streams provide appropriate and balanced financial resources to support and expand service delivery and program performance.
- Melmark enjoys significant stakeholder and philanthropic support that increases raised dollars annually and ensures constituent engagement with related outcomes.

Vision

Our vision is to expand and raise the quality of service delivery systems throughout the country by disseminating and replicating the Melmark Model of Program Development and Clinical Treatment.

Core Commitments

Compassionate Care | Integrity in Everything We Do | Highly Skilled Workforce
Evidence-based Practices | Best Outcomes
Measures of Success

94%
Satisfaction in Children’s Services (NE and PA)*

93%
Satisfaction in Adult Services (NE and PA)*

91%
Students Progressing on Individualized Education Programs (IEPs)

82%
Adults Progressing on Individual Support Plans (ISPs)

We continually monitor these Measures of Success to ensure that every individual we serve achieves the best outcomes every day.

- Stakeholder satisfaction
- Students progressing on Individualized Education Programs (IEPs)
- Adults progressing on Individual Support Plans (ISPs)
- Reduction in 1:1 services (where individuals have successfully decelerated behavioral challenges and accelerated educational growth)
- Reduction of restrictive programming
- Reduction in the use of psychopharmacology for behavioral control

*Comments and data taken from 2018 anonymous satisfaction surveys completed by Melmark families.

Jasmin working with technology in the classroom as her staff, Josephine, records data to ensure best outcomes
3.95 Million

Your donations in 2018 in New England and Pennsylvania

*Includes pledged support

75%

Staff retention rate in New England and Pennsylvania

11%

Staff Vacancy Rate in New England and Pennsylvania

3,700

Volunteer hours of service to Melmark, equating to almost $100,000

(Based on the national average value for a volunteer hour)

42

Presentations by staff at national conferences

103

Volunteer or are in supported employment in New England and Pennsylvania

11 RNs → 19 RNs

21 LPNs → 10 LPNs

Melmark Pennsylvania increased RNs on medical staff.

*Melmark New England staffs only RNs.

10%

Staff in New England and Pennsylvania engaged in educational programs

31

Staff research articles appearing in industry publications, 25 of which were peer-reviewed journals

17%

Staff in New England and Pennsylvania holding post-graduate degrees

Andover
Massachusetts

Berwyn
Pennsylvania

Charlotte
North Carolina

Andover
Massachusetts

Berwyn
Pennsylvania

Charlotte
North Carolina
We are Mission First. *Every Individual, Every Day.*

Melmark’s service divisions provide residential, educational and clinical programs for children, adolescents and adults diagnosed with autism spectrum disorders, intellectual and developmental disabilities and who are medically fragile.

**New England**
- Early Childhood Program (ages three to 10)
- Day School-Age Program (ages 11 to 21)
- After School Services
- Residential Program (ages three to 21)
- Adult Day Program (ages 22+)
- Adult Residential Program (ages 22+)
- Outreach and Consultation Services
- Home-Based Services

**Pennsylvania**
- The Melmark School (ages five to 21)
- Children’s Residential Program (ages five to 21)
- Residential Treatment Facility (RTF) (ages five to 21)
- The Meadows Program (ages 18+)
- Adult Day Program (ages 18+)
- Adult Residential Program (ages 21+)
- Chris Maurer Adult Day Community Program (ages 18 to 21)

**Carolinias**
- Department of Public Instruction (DPI)-approved private school and exceptional children program in the Charlotte/Mecklenburg region day program (ages five to 22)

We strive to achieve best outcomes as indicated by positive changes in the quality of life for each and every individual we serve through:

- Functional Behavior Assessments (FBAs) to determine the motivation of challenging behavior and to inform evidence-supported treatment plans.
- Functional Skills Assessments (FSAs) to develop comprehensive, achievable Individualized Service Plans (ISPs), Individualized Education Programs (IEPs) and Individualized Transition Plans (ITPs).
- Comprehensive treatment plans designed to address behavior for deceleration, acceleration, maintenance and generalization.
- Ongoing monitoring of progress and treatment fidelity through consistent review of data within a collaborative framework.
Your donations support Melmark’s responsibility to develop and train the next generation of service providers. Melmark employees impact the larger intellectual and developmental disabilities community by teaching courses and supervising clinical trainings at local and regional colleges and universities.

**New England**
- Endicott College
- UMass Boston
- William James College

**Pennsylvania**
- Eastern University
- Neumann University
- Rosemont College
- Saint Joseph’s University

**Carolinas**
- UNC Charlotte
Donors like you ensure Melmark’s senior staff, under the direction of Vice President and Chief Clinical Officer Frank Bird, have the opportunity to contribute to the global research field by conducting training sessions in applied behavior analysis and special education for local and national professionals. These professionals present research posters, papers and symposia at regional and national conferences as well as publishing research studies in peer-reviewed journals and field publications.

A sampling of publications in which Melmark staff authored or co-authored articles in 2018.
2018 was certainly something to celebrate! Supporters of Melmark Pennsylvania’s ninth biennial Dream Maker’s Ball raised $491,000, which is earmarked for construction of the new state-of-the-art school facility in Berwyn. Donors raised over $247,000 at Melmark New England’s inaugural “Mission Possible” gala. The event, held at Shire Headquarters, celebrated MNE’s 20th anniversary. Proceeds directly support individuals served in New England.
The 13th Annual *fore* Melmark New England Golf Tournament continued its success, with sponsors and golfers raising over $124,000, allowing it to continue to expand the educational and clinical services for individuals served in Andover and the surrounding areas. At the Hubert J.P. Schoemaker Golf Classic, which benefits Melmark Pennsylvania, the proceeds topped $255,000 and will assist in fundraising efforts for the new school facility project. Collectively these two outings have raised over $6 million to support Melmark’s programs.
Melmark Pennsylvania

SAP, a multinational software corporation that develops enterprise software to manage business operations and customer relations, and neighbor of Melmark Pennsylvania, has been a valued community partner and supporter of the children and adults we serve for over 20 years.

As Melmark’s largest volunteer group each fall, SAP employees give their time to complete service projects at our Berwyn division. They also facilitate a Halloween party for the children’s and adult programs. Seeing many of the same volunteers year after year is a testament to the impact the children and adults at Melmark have made on the SAP community.

In addition to its volunteer work, SAP is a philanthropic leader among members of the region’s business community that support Melmark annually. Whether participating as the Presenting Sponsor of the Hubert J.R. Schoemaker Golf Classic, supporting the biennial Dream Maker’s Ball or donating gifts for those celebrating the holidays at Melmark, SAP continues to impact the lives of individuals with disabilities in our community.

SAP has also made a commitment to employing individuals with autism through its Autism at Work Program and currently employs two Melmark adults in its cafeteria on its Newtown Square campus. SAP makes our collective community a better place to live, and Melmark Pennsylvania is grateful for its generosity and support of our mission.

Melmark New England

As New England’s largest Teamsters Union, representing more than 12,000 members in Massachusetts and southern New Hampshire from a wide array of industries, you might think Teamsters Local 25 is just a traditional union focused on their members in the workplace.

But to the staff, individuals and families served by Melmark New England, Local 25 is better known as a charitable event leader in the Massachusetts autism community. The organization’s annual Autism Gala attracts upwards of 1,000 guests each year and has raised millions of dollars since inception for a variety of autism-related charities and organizations.

“We’re proud of the contributions Teamsters Local 25 has been able to make,” said Teamsters Local 25 President Sean M. O’Brien. “We’ve helped to pass insurance legislation, raise crucial funds for research and awareness, and hopefully give individuals with autism and their families reassurance that they aren’t alone.”

Over the last ten years, under the leadership of President O’Brien, Teamsters Local 25 has donated $400,000 to Melmark New England. The group’s collaboration and commitment were integral to the creation of our adult day program at The Cancro Center for Adult Services, serving twenty-nine individuals, as well as the expansion of our residential program to support twenty adults.

“This organization truly understands the full scope of this spectrum disorder and is dedicated to helping families lead more typical lives,” Larry Cancro, Melmark Chairman of the Board and Melmark New England parent of an adult with autism said. “The generous contributions of Local 25 over the years have allowed the New England division to expand adult services to meet the ever-increasing need for evidence-based programs.”

As we care for adults with autism throughout their lifetimes, we are grateful to President O’Brien and Local 25 members who have demonstrated their true partnership with Melmark New England.
Thank you to Melmark’s leadership donors of $1,000 and above. To see Melmark’s full Donor Report, please visit www.melmark.org/donors.

Founder’s League
($1,000,000 and Above)

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Anonymous

Individuals
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Visionaries
($100,000 – $499,999)

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Anonymous
AJD Construction Company, Inc.
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Lightening the Load Foundation

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Connelly Foundation

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Mrs. Angela Scott

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($25,000 – $49,999)

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Pavel, Addison and Tommy are all smiles in their Melmark classroom
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($1,000 − $2,499)

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Melmark Carolinas

On April 26, 2018, the Centers for Disease Control and Prevention (CDC) released its biennial update, estimating that one in 57 children in North Carolina are diagnosed with autism spectrum disorder (ASD) each year. This new estimate is 15% higher than previously reported. According to information released in 2019 by N.C.'s Department of Public Instruction (DPI), 301,772 students were served in the Charlotte/Mecklenburg region and the surrounding counties. An additional 60,680 students in nearby counties in South Carolina have been counted by the state's Department of Education. A rough calculation would suggest there are 6,366 students with autism in those same counties. Given the consistently high incidence rate, and the increased need for expert clinical and educational programs, which are currently lacking in North Carolina, Melmark has been working in collaboration with the North Carolina DPI to develop an approved non-profit special needs school. Melmark Carolinas' first classrooms serve children from the Charlotte/Mecklenburg School District, as well as children residing in nearby communities in North Carolina and South Carolina.

Following the 2017 Endrew F. v. Douglas County School District decision, the Individualized Education Program (IEP) should be “reasonably calculated to enable a child to make progress in light of the child’s circumstances.” Melmark’s program in The Carolinas will focus on those children not making adequate progress due to the severity of their educational disability, challenging behaviors or the realization that they require additional supports to make behavioral and academic progress. With the support and expertise of Melmark’s professional staff, we will utilize a proven and established educational and clinical model to provide high quality, integrated special education services to this population in the Carolinas, where over 1,000 students are currently receiving homebound instruction.

Melmark Carolinas is a DPI-approved private school and exceptional children program serving those students who require a more specialized special education and clinically-sophisticated environment than is available in a public school setting. Our 1:2 teacher-to-student ratio allows us to focus on each student’s personal growth and development, shaping a learning environment that fits each child’s specific needs, thus enabling progress on his or her Individual Education Program (IEP).

Melmark Carolinas utilizes an established model to provide high quality, integrated, special education and applied behavior analytic services to children with complex profiles including autism, acquired brain injury, neurodevelopmental disorders, dual diagnosis and severe challenging behavior. This development honors the Krentels’ legacy by bringing services close to home, where none existed.
Your philanthropic dollars have a direct and immediate impact on the children and adults at Melmark. From providing classroom and program area support and equipment, to attracting and retaining highly qualified staff, to updating residential homes and completing capital projects, Melmark donors help move our mission forward for the individuals and families we are privileged to serve.

What You Helped Make Possible in 2018:
- Access to technology and adaptive equipment
- Increased community outings through volunteer opportunities and job placements
- Attracting and retaining highly credentialed staff
- Professional development opportunities to further educate and train staff
- Our ability to conduct research and publish articles in peer-reviewed journals and field publications as we look to raise the level of competence across the disabilities field
- Maintaining and updating our program settings and residential homes

Access to technology helps students at all Melmark Service Divisions learn skills supporting independence in the classroom, at home and on the job

What’s Ahead at Melmark New England:
- Expansion of administrative office space
  - Adds 6,800 square feet of new offices and meeting space to the school’s first floor
  - Creates a custom-designed area to house additional clinical services. To meet the growing public demand for timely diagnoses and assessments, we will offer expert, ABA-based assessments, screenings, evaluations and treatments.
- Renovation of the gymnasium and performance stage
  - Allows student programs to be run by physical and occupational therapists in an optimal environment
  - Organization of recreational activities and sports in an interactive and engaging space
  - Public performances benefiting from improved lighting and staging

Computer rendering of new gymnasium at Melmark New England

Shaping the future at Melmark Pennsylvania:
- Construction of the new school facility
  - Allows Melmark to provide more appropriate learning and working environments for all students and staff
  - Allows Melmark to increase census, thereby providing services to more families in need
  - Solidifies infrastructure and resources used to stabilize and grow the adult programs
  - Includes a lunchroom to provide more meaningful social interaction opportunities for students
  - Includes the construction of a professional development and training center as we continue to emphasize a highly skilled workforce

Computer rendering of the new Melmark School building in Berwyn, PA
$3.95 Million Total Raised

*Includes pledged support

The Impact of Your Gifts

SPECIALIZED INFORMATION TECHNOLOGY
Development of software technology

CHILDREN’S PROGRAM SUPPORT
Purchase of specialized classroom furniture and augmentative and alternative communication devices

CAPITAL PROJECTS
Cafeteria and auditorium renovations in New England; Pre-construction activities for the new school building and community home renovations in Pennsylvania

STAFF WAGE INITIATIVE
Wage increase for Direct Support Professionals in Pennsylvania

SCHOLARSHIP
Supporting individuals who do not have the means to pay

HOLIDAY STAFF APPRECIATION BONUS
Benefiting direct care staff, who receive 100% of funds raised for this initiative in New England and Pennsylvania

ADULT PROGRAM SUPPORT
Supporting adult programming in New England and Pennsylvania, including The Joybells and The Melmark Players

Donors increased their giving in 2018

New Donors in 2018: 405
Donors increased their giving in 2018: 514
2018 Financial Statement

Operating Revenue: $88,968,000

- Program Service Revenue: $85,132,000 (95.7%)
- Consulting: $715,000 (0.8%)
- Other Revenue: $488,000 (0.5%)

Operating Expense: $85,732,000

- Program Services: $78,642,000 (92%)
- Administrative: $5,935,000 (7%)
- Other Revenue: $1,155,000 (1%)
“The Adult Day program at Melmark delivers high quality services with warmth and compassion. Knowing my daughter is safe gives me tremendous peace of mind.”

~ Melmark Parent*
2018 Senior Leadership and Boards of Directors

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Vice President and Chief Clinical Officer

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