

ANCOR Links

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Columns

CEO Perspective: Reflections

Renee Pietrangelo, PhD

At the 2014 ANCOR Conference: Beyond the Envelope, the out-going ANCOR CEO offers these words of reflection and inspiration.



It wasn't long ago that I stood before an ANCOR audience at our 40th anniversary celebration, exalting the artist in each of us. We hung self-portraits. We drank champagne. And for one sweet moment, we relished the validation that came with celebrating the advances of the developmental disability community in one of the most esteemed settings in America ... the National Portrait Gallery in Washington DC.

On that historic evening, we felt part of the American story. We lauded our progress. And we applauded the people we serve, as well as those we employ, while never for one moment diminishing the pressing, ongoing need to paint new horizons for millions of Americans who for too long were denied even the simplest tools to be expressive, let alone the dignity of having such aspirations.

Since that evening, I've continued to ponder that whole notion of self-expression and its often overlooked role in the pursuit of human fulfillment, and I've come to understand how living with a developmental disability elevates the concept of "art" to a whole new level.

Art is a product of the imagination resulting in beautiful and often thought-provoking works. But once you move beyond paintings, music, dance and fine literature, can there be anything more beautiful than watching a person with developmental disabilities watering her own lawn for the very first time?

Can there be anything more thought-provoking than supporting a previously home-bound individual as he accesses public transportation, masters a job and receives a paycheck for the very first time?

Indeed, what could be more "artful" than witnessing a child with significant physical limitations taste food from his own hand for the very first time?

If nothing else, my 15 years at ANCOR have highlighted how the dogged pursuit of full participation requires more resourcefulness, more creative thinking, and more perceptive ingenuity than most able-bodied "artists" could shake a paintbrush at!

It's with this freshened perspective, and with a deepened admiration for the artful pursuit of everyday life, that I share a few insights as retiring CEO of ANCOR.

As one of America's most formidable advocates for the rights of people with intellectual and developmental disabilities, ANCOR and its member organizations are at an historic crossroad; and that juncture is posing some very compelling questions.

Questions like: How do we best cast our battle for civil rights and social justice so it is fueled by empowerment and not protectionism?

How do we effectively communicate and advocate on behalf of the dignity of risk?

And, what will it take to convince the rest of American society that it's in their own and their communities' best interest to recognize the impressive capacity and encourage the artful aspirations of people with disabilities?

How do we move beyond the envelope?

These issues might seem marginal to the average onlooker, but they are anything but marginal to those who live and breathe their consequences every day. Discrimination can assume many insidious shapes, but perhaps the most insidious are those that are subtle.

Things like language ... a tendency toward "protecting" people with developmental disabilities...limited access to assistive and other technologies... the dearth of real job opportunities...an insufficient supply of safe, affordable and accommodated housing...and inferior wages for our committed direct support staff.

All of these discriminatory practices send a strong message that only further confirms ANCOR's most basic supposition--- People with intellectual and developmental disabilities do not need normalizing. It is Society that needs normalizing! There's a compelling TED Talk by Dan Habib entitled, "Disabling Segregation" that makes a compelling case for inclusion. I encourage each of you to view it.

No matter how you analyze it, disability's always been a diversity issue. And diversity has always been a civil rights issue. But quite tellingly, even as ethnic minorities, women and gay Americans are achieving legal if not total social parity, individuals with disabilities remain overall that "special" stepchild of our self-congratulatory democracy.

Clearly, we need to continue to challenge that democracy to become all that it was intended to be. We need to remind our legislators that democracies are not built on pity. Democracies are built on equality that fosters the realization of human potential!

Sadly, even in today's relatively advanced culture, the struggle to discourage presumptions about the capacity of people with disabilities can lead to the most sacred of places.

Jenny Hatch is a spirited, high-functioning young woman who was born with Down Syndrome. She had proven herself sufficiently independent to have her own apartment, a fulfilling job and an authentic everyday life. But while riding her bike to work one day, Jenny collided with a car, incurred injuries, and suddenly all of her artful independence came to a startling halt.

Rather than accept that accidents happen, Jenny's parents immediately insisted she be moved back into a group home where she could be safe. Deprived of any contact with her former life, Jenny became despondent, as did her employer who'd grown deeply invested in her, both professionally and personally.

Recognizing Jenny's entire way of life was at stake, her employer/friend hired an attorney at Jenny's behest and sued her parents for legal guardianship. After a protracted court battle, a legal precedent was set that liberated Jenny from her parent's restrictive oversight.

In the end, Jenny's life and dreams were restored, and The Jenny Hatch Justice Project was birthed, which now advocates nationally for supported decision-making and alternatives to guardianship. Ultimately, this movement emerged from one young woman's dogged determination not to surrender her humanity, even if it meant suing her own parents for the right to shape her own destiny.

But what lessons can we learn from Jenny's stunning example of what the human spirit will do to assert itself and survive?

In my opinion, Lesson #1 would be to do more empowering; allow for the dignity of risk; and proactively address states' penchant for over-regulation in the name of health and safety.

And this includes us too! We, too, can fall prey to the "protective" instinct to over-regulate an individual's pursuit of happiness and diminish their dignity of risk. We must also be mindful and safeguard the truth; the truth that diversity and individual differences contain the true beauty of humankind.

As the ultimate voice of too many voiceless men, women and children, ANCOR must remain true to its vital, transformative role in making our communities even stronger.

A second underlying lesson we must take from Jenny's personal journey is that our biggest challenge isn't the threat of some malevolent force working to erode the foundation of the community movement. On the contrary, our biggest threat comes from reactive responses and high-minded, often well-intended, decision-makers who too often rush to judgment without fully appreciating how their intervention makes a mockery of the very freedoms we all claim to revere.

By any measure, these are exciting times in the evolution of those individual liberties--- but they are also ambiguous and uncertain times that require us to be creative and agile.

Which evokes Lesson #3: With all of our collaborative might, ANCOR members must resist clinging to formulaic responses to the human condition, not to mention its constantly evolving environment. If there's one thing we've learned as providers, it's that both individual capacity and social biases will change with time. For this reason, it's up to us to carry ANCOR's mantle into the future; a mantle that affirms there is nothing pat about the human condition except the absolute certainty of its infinite nature and potential.

Which makes ANCOR's collective voice for continued progress all the more critical. The only way we can hope to leverage accountability in Washington is when our elected officials understand the sweeping and inclusive nature of our outcry; an outcry that reflects not just many or most providers across America, but virtually all providers across America!

From that purely practical standpoint, unaffiliated providers must be made to understand how their seeming indifference jeopardizes ANCOR's capacity to shape public policy and create solutions for a better future for those we serve.

"I must do something" always solves more problems than "something must be done." And the first thing unaffiliated providers can do is join the ANCOR community. That won't happen, however, unless each of you enjoins them to do so.

I know most of us can read the writing on the wall; let's just not assume it's addressed to somebody else. It's time for those standing on the sidelines to recognize that the community movement is now in the midst of a "reformation" of its own---a "reformation" of supports and services that are experiencing a thread-by-thread unraveling and reweaving of the standard models and practices that have been in place for decades.

At this very moment, we are moving to an era of greater mutuality and collaboration. All of this will dramatically change business models, funding strategies, structures and practices for all players in the IDD community. And, as we all understand, change always creates opportunity!

While the whole notion of community is in flux, we must seize upon this moment to emblazon upon America's national psyche that we are all "special needs", and that no single solution can be effective for all people, whether it be designed for education, employment, immigration or for those receiving disability supports and services.

True to our diversity, ANCOR must promote a newer, freer model; not a scientific model that's black and white, but a nuanced model that is progressive and malleable; one that can respond to the dynamic nature of our work and our environment.

As Peter Senge tells us, we must appreciate that being fully in the moment is about deep listening, of being open beyond one's preconceptions and historical ways of making sense. We must come to see the importance of letting go of old identities and the need to control; making choices to serve the progressive evolution of the people and families we serve. This, my friends, is awareness that there is an emerging future that depends on us!

As ANCOR continues to jockey for every political advantage, all providers across America must recognize that our movement is at a crossroads, and history will judge us! It's up to us---the advocates, the believers, the deliverers and defiant defenders to make certain our envisioned future becomes a reality.

There are so many profound, far-reaching implications to what we as a movement do. ANCOR's voice must continue to break through the clutter. We must continue to challenge presumption. We must continue to shed vivid light on what is invisible to others. And to do this, your voice must continue to say "yes" just as it has for the past 44 years!

You said yes to a strong, stable financial footing, and now because of you, ANCOR is operating from a sound financial position.

You said yes to the National Advocacy Campaign, and now improved DSP recognition, training and compensation are finally gaining national traction.

You said yes to our engaged and proactive stance on the HCBS definition of community and the DoL ruling on the Companionship Exemption that resulted in positive outcomes on both issues.

You said yes to real employment for the people we serve. ANCOR played a visible and leading role in the state-team-level work and two national summits hosted by the Alliance for Full Participation.

You said yes to the need for increased member dialogue and the exchange of ideas, and again ANCOR responded with leadership summits, Town Hall sessions, an on-line connected community, communities of practice, and a robust website.

You have said yes to a myriad of organizational and professional development endeavors ... including the University of Delaware Leadership Institute, The Franklin Covey Lighthouse Leaders initiative... the ANCOR/University of Colorado Coleman Institute Technology Summit, expanded webinars, a re-conceptualized and revitalized annual conference and much more in the works. Every time you said yes, ANCOR delivered.

We delivered on raising awareness and providing technical support around measurable outcomes. We are committed to delivering on wellness, preventive health care and quality benchmarks. We've delivered and so have you.

To our collective credit, the community movement is gaining strength and getting many things right, and with your unflinching conviction, ANCOR will continue to lead the way as an indispensable leader, resource and advocate for a diverse private disability services network that ensures full citizenship and meaningful, engaged community participation for children and adults with intellectual and developmental disabilities.

Part of getting it right will require highlighting the indispensable and constructive role the direct support profession can play, just as other career options are diminishing in the U.S. No single voice has a better chance of finally driving that spike into the American conscience than ANCOR.

With manufacturing and industry on the decline, health care is our nation's leading growth industry. And with 80 million baby boomers aging as we speak, the greatest chance we have at finally getting an audience and legitimizing our rightful place in society may very well hinge on our potential for preserving the American Dream through the expansion of health and human services.

If properly developed, serving the aging and disabled populations can be the engine to overcoming the economic challenges of the coming century. And, if we articulate our position just right, you and everyone associated with ANCOR will become vital community builders.

Where does this leave us? It leaves us with a mandate to create new answers that draw from the power of our complex cohesion. We must come together to paint a picture of hope for the whole of human services.

Individually and collectively we must drive a true renaissance of community supports and services for people with IDD. We must assemble renaissance teams across the country; integrative thinkers who can broaden relevance, stimulate stronger interconnection, and create an all-embracing architecture to support creative solutions.

We need to paint a stunning inclusive picture that highlights how our salvation resides in our "interconnectedness." Ironically, it will be our common "specialness" that could yet salvage a healthy future for all Americans!

Perhaps Winston Churchill said it best when he declared "If we open a quarrel between the past and the present, we shall find that we have lost the future." In this context, ANCOR cannot afford to be mired in the past. Everyone's arful pursuit of a fair-minded future is what ANCOR should and must be all about.

ANCOR must continue as an insistent voice that affirms disability as merely one more facet in the rich potpourri that blends to create our diverse culture. It will be your job to convince employers, government, thought leaders, and the community at large that a vibrant disability community makes for a stronger American community.

As I take my leave, *never forget this is why we're in the business of human services.* It is our imperfections that make us perfectly human. And in the end, it is that elemental drive for human dignity that will forever inspire the artist within all of us.

Mark Twain said the two most important days in your life are the day you are born and the day you find out why. I have enormous admiration for the fact that so many of you found your purpose early on in life and have devoted a lifetime to the "why" of your existence. I wish I could have been that fortunate.

As we throw our metaphorical "anchor" into the future we want to build, we can remain confident that we'll be able to pull ourselves toward that future by pulling along the chain that is ANCOR—your national organization.

ANCOR's identity, your personal and organizational identity, and my identity as I transition from ANCOR will never be complete. After all, identity is the thing you never stop becoming...

As this chapter in my life comes to a close, I find strength in the knowledge that my association with ANCOR has made me a better person. Collectively, you, the people we serve and the direct support professionals who serve them have left an indelible imprint on my soul.

Pablo Picasso said, "In life you throw a ball. You hope it will reach a wall and bounce back so you can throw it again. You hope your friends will provide that wall." Thank you, my ANCOR friends, from the bottom of my heart, for providing that proverbial wall.

Never forget that you ARE the authors of ANCOR's story, and that ANCOR *is your brilliant creation!*

In my heart, I leave you believing every bit of your inclusive vision is well within reach as long as you never stop believing, never stop demanding, and never stop stoking those fragile embers that flicker within the human heart.

It has been my immense privilege to serve ANCOR over the past 15 years. Thank you for making my tenure serving you and the IDD community the single greatest honor of my professional life.

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Public Policy: Skirting Congressional Gridlock, Obama Leverages Executive Powers

The Administration follows through on the President's promise to implement his policy priorities, bypassing Congress, if necessary



Carrying through on this year's State of the Union promise, executive orders and final rules issued since January clearly demonstrate President Obama's willingness to implement his policy priorities, bypassing Congress, if necessary. These developments include several of note to the disability community - the President's Executive Order increasing the minimum wage for federal contractors, and an order that could result in changing the FLSA rules pertaining to salaried employees. The president may also tackle more elements of immigration reform through executive action.

The White House has already used the executive authority to improve education access for illegal immigrants and loosen visa restrictions for certain foreign workers. Homeland Security Secretary Johnson is reported to be weighing an administrative move to curtail deportations. These actions indicate that President Obama is looking to push forward on immigration issues, with or without the backing of Congress. The Department of Homeland Security (DHS) has been working on proposed regulations for some time that would ease restrictions

facing some foreign workers employed in the United States. One recently proposed rule would permit dependent spouses of highly skilled foreign workers in the U.S. on an H-1B visa to request employment authorization under certain circumstances. Another proposal would end the requirement that holders of H-1B1 or E-3 visas apply separately to DHS for employment permission. It would also give workers up to 240 additional days of employment authorization beyond current expiration dates, when an extension request is pending.

Also on tap - and of potentially great significance to many providers - is a pending Department of Labor review of regulations regarding who qualifies for overtime protection under the minimum wage and overtime exemptions for executive, administrative, professional and outside sales employees (EAP exemptions). In March, the President asked DOL Secretary Perez to address the situation created when employees who are currently exempt work so many hours per week earn less than minimum wage. The major change in EAP exemptions is expected to be an increase in the "wage test" set ten years ago at \$455 per week, \$23,660 per year. New York State currently has a minimum wage for exempt EAP employees of \$600 per week, and California's is \$640. These are set to increase to \$675 and \$800, respectively, in 2016.

Eliminating special wage certificates for people employed under certain federal contracts was included in a broader Executive Order issued in February. It is particularly instructive that the President's original announcement did not extend to workers

under special wage certificates. Following the President's declaration in his State of the Union address that he would sign an Executive Order to require federal contractors to pay the minimum wage to employees, disability advocates mobilized quickly to influence the final order. Although the order only pertains to individuals working under service or concessions contracts with the federal government, opponents of subminimum wage saw the Executive Order as an important victory. The National Council on Disability praised the order, saying that it "hopes this signals the first step toward the eventual elimination of the Section 14(c) provision" which the agency views as 'a relic' of the 1930's when it was assumed that people with disabilities could not work. The order will apply to new federal contracts starting January 1, 2015.

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State Association View: The Quiet Leader

The benefits of quiet leadership



We often think of leadership styles in terms of who makes the biggest splash, or who comments the most during meetings. Yet, if we measure leadership in terms of outcomes to an organization, we may find that introverts are often at the heart of progressive change.

In an article in Forbes magazine, [Why Introverts Can Make The Best Leaders](#), Jennifer Kahnweiler reveals a surprisingly high number of successful executives admit to struggling at some point in their careers in having to clarify their reticent dispositions. While many of us have no trouble taking center stage, we might say that the hardest part of leading, is listening.

Someone quiet by nature may have an advantage in many situations as they gather intelligence regarding their situation. Perhaps quiet leaders are less threatening, allowing others to lower their guard and offer more information than they might otherwise. Their introverted nature becomes their strength.

Kahnweiler identifies five traits of quiet leaders that give them an advantage over their more talkative peers. Think first, talk later. Focus on depth. Exude calm. Use the written word, not necessarily the spoken word. Embrace calm.

Most of us can recall settings where more vocal leaders dominate a discussion. They ask multiple questions, but not necessarily because they want to know the answers. Rather, they seem to want others to hear them speak regardless of the relevance. They rarely listen to what others say. The quiet leader is welcomed.

Consider the power of listening intently to all that is said during a discussion. By not imposing one's thoughts, the quiet leader exudes calm. This in turn can encourage others to comment – promoting greater input of ideas by the group.

Introverted leaders may have the advantage in decision making because they use their time investigating issues thoroughly. People know that when they speak, they have usually done due diligence beforehand. Others are comfortable in their presence because they are calmer than most. Their introverted personality causes them to be deliberate in their comments and often they express themselves more freely through writing rather than speeches. Kahnweiler sums up the traits of the introverted leader as someone who *embraces solitude*, using time alone to recharge.

Times are such that we would do well to listen to what people with disabilities are telling us. If we listen to the chatter in the field of disabilities, we hear concern about developmental disabilities blending with a broader cross-disability effort. We hear concern about our provider system being able to survive. We hear concern about waiting lists, and families and workforce shortages, and long term care and health care reform.

We often hear colleagues talk about *when the recession is over and things return to normal*. They long for familiar territory where answers are known. Truth is, we are in uncharted waters right now and it is unlikely that when this recession ends that circumstances will revert to a pre- recession environment.

Perhaps we need to hone our listening capacity to fully understand our changing times. Perhaps we need to *listen, really listen* – to what people with disabilities are saying, instead of thinking we already know. The recent years of regulatory upheaval, economic uncertainty, and changes at the federal level politically and professionally call for creative leadership solutions. Sometimes the greatest leadership comes from the quietest voice.

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Wage & Hour: Meal and Rest Periods for Compensation

Joni Fritz, Labor Standards Specialist

Wage & Hour clarification on meal and rest period requirements.



We have been discussing the occasions when employees may agree in advance of employment that sleep time need not be compensated. It seems appropriate to talk also about rest and meal periods in this context.

Rest Periods

The federal Fair Labor Standards Act (FLSA) does not require employers to give employees rest periods but many state labor laws do, and it has become common practice in other states. These periods are customarily paid for as work time and must be counted as hours worked under federal law. "Compensable time of rest periods may not be offset against other working time such as compensable waiting time or on-call time," under 29 *Code of Federal Regulations (CFR) §785.18 Rest*.

This would be a good time to once again emphasize the need to be familiar with your state labor law as well as the federal requirements. Many states have laws that are stricter than the federal laws, and the stricter law always takes precedence. If state laws require rest periods, these laws must be obeyed.

Meal Periods

In contrast, *bona fide meal periods are not work time* under the law. Like sleep time, these periods were not considered by Congress when the FLSA was passed and had to be carved out through the courts and then codified in Interpretive Bulletins (IBs). Meal periods are discussed in IB §785.19.

Bona fide meal periods do not include coffee breaks or time for snacks. These are rest periods. The employee must be completely relieved from duty for the purposes of eating regular meals. Ordinarily 30 minutes or more is long enough for a bona fide meal period. . . . The employee is not relieved if he is required to perform any duties, whether active or inactive, while eating. For example an office employee who is required to eat at his desk or a factory worker who is required to be at his machine is working while eating.

This of course also applies to an employee who is required to eat with the people she supports in a group living arrangement.

Employees need not be permitted to leave their employee's premises in order to agree not to be paid for a bona fide meal period. IB §785.19 goes on to say:

It is not necessary that an employee be permitted to leave the premises if he is otherwise completely freed from duties during the meal period.

It is unlikely that these conditions will apply to meals in many small group living arrangements unless staff schedules overlap during some meals and one of the employees is not required to eat with the people who live in the home.

Author LINK: Joni Fritz is a Labor Standards Specialist whose guidance is free to ANCOR members and to those who attend a Wage and Hour Workshop or participate in a teleconference she that has conducted. Any ANCOR member who wishes to make arrangements for consultation or workshops with Joni must first contact Barbara Merrill, ANCOR Vice President for Public Policy, for a referral at (703)535-785, ext. 103 or bmerrill@ancor.org.



2014 Conference Recap

2014 ANCOR Conference: Beyond the Envelope Delivers!

The 2014 ANCOR Conference: Beyond the Envelope delivers on its promise of useful information, abundant sharing, insights and innovation.



ANCOR promised you “new ideas, creative strategies and pioneering solutions” along with unforgettable speakers, an engaging town hall and more. An analysis of your feedback shows we delivered on that promise.

If you were looking for inspiration, you needed look no further than our three keynote speakers. Kristen Cox inspired with her presentation of the Success Framework and her exhortation to keep pushing for more of what is possible. Barbara Edwards buoyed us with her words of affirmation and commitment from the Obama Administration. And Steve Bennett shared good news – our community has the determination and ability to affect elections – and challenged us with research that suggests we need to change the way we frame our messaging about disability

issues. (Look for more on that subject from ANCOR in the near future.)

The preconference workshop on competitive employment leading practices employed a case study format, which proved very successful in reinforcing the strategies and resources needed for successful competitive employment services.

But possibly nothing was more inspiring than departing ANCOR CEO Renee Pietrangolo's reflections on our community over the past fifteen years and the lessons she shared for successfully moving into the future (Those remarks are in the CEO column in this issue.)

For those of you most interested in public policy, we had an unprecedented number of federal government officials and policy experts to bring you the latest updates on a host of important policy issues and to listen to your insights about what policy makers need to consider as they move forward. Specific issues covered included CMS's recently issued HCBS Rule, DOL Home Care Rule interpretation and shared living guidance, trends in managed care and provider partnerships with Federally Qualified Health Centers (FQHCs). A number of you took advantage of the opportunity to meet one-on-one with Department of Labor (DOL) officials outside the program sessions. ANCOR will continue to promote dialog with DOL, CMS and others as the best way to shape policy that works for providers and to keep our members abreast of changes as they occur.



Many sessions presented ideas that are new and innovative, from new and promising service delivery models to new ways of managing multi-generational and increasingly diverse staff and relationships with persons served and their families. Among the most exciting sessions was a presentation by Google and a woman with disabilities who is testing the new Google Glass. For a person with limited use of her hands, Google Glass has opened a new world of connectedness to other people and information, the ability to explore her world through photography and other possibilities.

Your feedback tells us you appreciated the chance to do some “futuring” at the Town Hall and to dive into difficult discussions in the Conversations at the Edge of the Envelope. ANCOR benefited from your sharing, and you can expect to hear more from us on the hottest topics in the future.



Of course, no ANCOR gathering is complete without celebrations, and there were many, including the induction of a new class of Legacy Leaders, the President's Award bestowed on Charlie Lakin, and the 2014 Direct Support Professional Recognition Awards presentation.

Speaking of DSPs, the DSP Leadership Academy was also a rousing success. Participants report leaving with a new level of excitement about the valued role they play in the lives of people with disabilities and in their communities.

We were pleased to see so many of you at this year's conference. Registrations were up significantly from recent years, which is a confirmation that we offered the content you wanted, and that providers are eager to learn more, share more and do more to continue pushing beyond the envelope.

Coming up next are our two fall conferences – the 2014 ANCOR Technology Summit and Showcase in Broomfield, CO October 9 – 10, and the 2014 ANCOR Leadership Summit in Washington, DC November 11 – 12. Registration for the Technology Summit is available online [here](#). Look for news of both events in your email in the coming weeks.



Gold Partners Glow at Luncheon Presentation

The lunch session offered examples of providers and Gold Partners collaborating to find solutions.

ANCOR's Gold Partners held the spotlight during ANCOR's 2014 Annual Conference: Beyond The Envelope at the special conference luncheon presentation titled "Achieving Solutions to Program and Business Challenges." Before an audience of over 200, each partner presented its solutions to different provider program problems they had solved.

The session, facilitated by Chris Sparks, Executive Director of Exceptional Persons, Inc. and ANCOR Board Vice President, provided a quick overview of a provider's program or business challenge and the collaborative steps it took with the Gold Partner to achieve a positive outcome. Gold Partners presenting included Medline, Quantum Solutions, Relias Learning and Scioto.

The fast paced presentation held the interest of the audience. Among the comments:

It was great to network, enjoy lunch AND have an opportunity to learn about the gold partners' products and services.

Thanks for presenting the different companies in a quick and easy format.

I actually learned a few things and immediately set out to talk with some of the presenters after the luncheon.

To learn more about ANCOR's Gold Partners and the solutions they offer, click [here](#).

For information on the Gold Partner program, please contact Marsha Patrick, ANCOR's Development Director, mpatrick@ancor.org.



Conference Photos Available Online

Here's how you can view the pictures and download any you want

Professional photos from the conference, including the DSP Leadership Academy and the DSP Recognition Awards presentation, are available online in ANCOR's Flickr photostream. Here's how you can view and download those photos.

Go to <https://www.flickr.com/photos/ancor>.

On the navigation bar just above the images, select "Albums." (There are three navigation bars visible. You do NOT want the top, Yahoo, line or the middle Flickr line. Use the bottom line, next to the ANCOR logo.)

You will then see images from each of the ANCOR albums on the site. **Choose "2014 ANCOR Conference"** which should be in the upper left hand corner.

Scroll through the images until you see what you want. **Double click on an image**, which will take you to a page with just that image, in a larger size.

To download the image, click on the three dots symbol (⋮) in the upper middle of the right hand side. From the drop down menu, **select "Download/All Sizes."**

This will take you to a set of choices for the size of image. **Select the size you prefer and click "Download."**

Click on the grey X in the upper right hand corner to return to the album.

The photos are not in any particular order. In addition to photographing events like the DSP awards, the photographer took photos of some sessions (including the DSP Leadership Academy) and in the exhibit area. You may be surprised to find more pictures of yourself than expected.



Articles

ANCOR Bylaws Changed, Board Elections Upcoming

The procedure for ANCOR elections has changed, in line with the new Bylaws. Here's an outline of the changes and a timeline for the 2014 elections.

ANCOR 2014 Election Procedure



By Wendy Swager,

ANCOR recently updated its Bylaws. The changes were approved by the Board of Directors on July 17, 2013 and approved by the Board of Representatives on November 18, 2013. As a result of the changes to the Bylaws we will be implementing a new election procedure this year that is consistent with the new Bylaws. The Leadership Development Committee was charged with the responsibility of creating a written document that clearly outlines the procedure ANCOR will use for elections. The procedure was approved by the Board of Directors earlier this year. The revised Bylaws and the new Election Procedure are posted on the ANCOR [website](#).

The Leadership Development Committee is also charged with the responsibility of educating our membership on the changes and coordinating the elections for 2014.

Who is the Leadership Development Committee (LDC)? I, Wendy Swager, Past-President, chair this committee. Our assigned staff is Jerri McCandless. The committee members are Bob Bond, Arthur Ginsberg, Stan Sobey, Jim LaGraffe and Brodie Moll.

The Bylaws state, "The Board of Directors shall consist of 12 members elected by the full members, plus one member elected by the Board of Representatives, plus one member elected by the State Association Executives Forum, plus up to two additional members elected by the Board of Directors. The officers are included in the number of Directors on the Board."

What does this mean with respect to the 2014 election?

Currently members of the Board of Directors are at various stages of their term-limited tenures on the board. Board members Robert Budd and Robert Baker are concluding their first term and are eligible for re-election. Three Board members – Than Johnson, Arthur Ginsberg and Angela King – will reach the end of their second full term in 2014. That is the term limit, so we will say farewell to them as Directors on the ANCOR board. They, of course, have the option to run for one of the open officer positions. In September, the full membership will elect four people to fill the vacancies on the Board of Directors. Then, the newly sworn in Board of Directors will elect a President and Vice President. Current Board member, Bob Bond, who was elected by the Board of Representatives, has not completed his term. Board member, Mark Davis, elected by the State Association Executives Forum, will complete his first term and will be

eligible for re-election.

In addition to electing the two new Board members, our full membership will also elect at least one new representative to the Leadership Development Committee (LDC). The Board of Representatives and the Board of Directors will each elect one representative to the LDC. Thus we will be minimally seeking 3 candidates to join the LDC.

How will this happen and what are the timelines?

In July, the LDC will make a formal, written request for nominations from the general membership to fill the vacant positions on the Board of Directors and the LDC. The LDC will also make a formal, written request for nominations from the Board of Representatives to fill the vacant position on the LDC. Interested members will be required to send or e-mail a "Letter of Interest" in order to be placed on the ballot.

On August 14th ANCOR will offer members a free webinar explaining the changes to the Bylaws and outlining the Election Procedure. This will occur at 1.00pm EDT.

In late August or early September, the LDC will coordinate a "Meet the Candidates" Forum in which you will hear from each candidate. They will describe their experience and why they are the best candidate for the position they seek.

In late September, the LDC will conduct an electronic election.

Director, Officer and LDC terms begin October 1, 2014.

Who Can Vote? Each full ANCOR member organization has or will have identified one voting representative, the person who will cast the vote in the election on behalf of that organization. Associate Members and State Associations are not eligible to vote. In all elections, any designated representative running for a position can vote for any candidate, including himself or herself.

We will be communicating by email with the principal contacts of each member organization to provide instructions on the voting, including how to change the voting representative if that is necessary. In most cases, ANCOR's principal contact and the voting representative are the same person.

As outlined above, additional information, a call for nominations, and a webinar will be provided to you in the coming weeks. In the meantime, if you have questions, please contact Jerri McCandless at jmccandless@ancor.org.

Wendy Swager is Leadership Development Committee Chair and Past-President of ANCOR. She can be reached at wendy@soreo.com.



Calling All Artists

We're looking for artwork by artists served by ANCOR members



Calling All Artists!

To celebrate the season, and the amazing artistic talents of people served by our member providers, ANCOR is seeking submissions of artwork for our 2014 holiday greeting cards.

ANCOR staff will select one image for use on our 2014-2015 holiday greeting cards. We will also post artwork on our website and may use selected images for other future projects.

Guidelines:

- Any individual served by an ANCOR member provider may submit an image.
- While the art will be used for ANCOR's holiday card, it doesn't have to have a holiday theme.
- Artists may use any medium of their choice, including but not limited to paint, pencil, charcoal, marker, crayon, collage, sculpture, fiber.
- When the art is complete, make a high resolution (at least 300 dpi) photograph of that drawing and email it, along with a scanned copy of the completed release form, to Jocelyn Breeland at jbreeland@ancor.org. Please do not send the artwork itself to ANCOR. If you cannot scan the release form, you may submit it by mail to Jocelyn Breeland at:

ANCOR
1101 King Street, Suite 380
Alexandria, VA 22314

We must receive your submissions by Monday, July 7, 2014.

ANCOR will announce its selection in September as part of Member Appreciation Week. We look forward to seeing your work. You will find the release form [here](#).



A Sibling's Appreciation for an Outstanding DSP

Lindsay Hyland, SibsNY

Lindsay Hyland offers these words of appreciation for her sister's fine support staff.



When my sister, Julia, first moved into a community residence I was both excited and apprehensive. I was excited that she was beginning to create an independent life for herself, like I was able to do, but also apprehensive that her needs and safety would not be met. My sister and I have a special way of communicating with each other and I feared that the support staff would never fully understand what she liked or needed. Would they know that she loves going for walks? Would they know if she was sick and needed medical attention? Would they get to know her like her family does and cater to her specific needs?

Six years ago, Christina D'Arpa became the house manager at Julia's residence. It did not take long for my family to feel a sense of happiness and relief for my sister (and for ourselves!). Since Christina joined the house, she has gone out of her way to support Julia and every other individual in the house, including their families.

Christina spends countless hours designing events that cater to all the specific needs of the individuals in the house. I would never have known that my sister enjoys attending karaoke if it weren't for Christina organizing an event around Julia's love for music. She also endeavors to support my sister in her communication skills development. She works daily with her on these skills and we have seen a huge increase in Julia's ability to ask for what she needs and wants.

Christina's ability to support our entire family as well as all the families in the house is tremendous. She is keenly aware of the stresses that families go through when their family member's quality of life is in the hands of support staff. Christina makes an effort to continually keep family members informed of everything that is happening in the house. She will send my family and I photos of Julia when she is at events or doing something special. She will send videos of my sister so that we are always well informed of the progress she is making on her communication skills. She also organizes house events such as BBQ's, holiday parties, and birthday parties. It's a great way to celebrate and to meet other families involved with the house.

When I was planning my wedding two years ago, Christina supported my desire to have Julia be a part of my wedding. She arranged to have support staff with her at the church so that we could all enjoy the special day. It meant so much to me to have my sister there by my side as I got married.

Christina is a huge advocate for supporting independence and learning in the house. My sister would be very content sitting in her room and playing with her toys all day but Christina and her staff go out of their way to challenge Julia and expose her to new and exciting things. Julia attends baseball games and really enjoys them! I would never have thought to take her to a game! Julia has also become an active part in the chores around the house. She helps with the grocery shopping and assists with the laundry and dish washing. At first glance, one would think she was not capable of doing these things, but Christina set her expectations high for my sister and believes my sister should be an active member of the house and community.

Finding the right words to express gratitude is sometimes hard but whenever I walk into my sister's house and see the smile on her face, I know that she is happy and safe and independent.

Lindsay Hyland is a New York member of the Sibling Leadership Network (SLN) and NY State Representative on the SLN Board. For more information about the SLN, contact Barb Sapharas, Vice Chair at 440.227.2338 or at bsapharas@aol.com



Comings and Goings

ANCOR members retiring, moving on and starting new positions



John Severtson, CEO of Opportunity Village in Clear Lake, Iowa is retiring in June. John has been CEO at Opportunity Village for the past 12 years. His tenure there is much longer, a total of 31 years. Before becoming CEO, John was responsible for the business functions and fundraising for the agency.

ANCOR has been very fortunate to have John as an active member of our Government Relations Committee for many years. His presence at our conferences and government relations retreats (and his good counsel) will certainly be missed by ANCOR members and staff. John is looking forward to having free time to enjoy with his family.

Jeff Nichols has been hired as the new CEO of Opportunity Village. Jeff will be relocating to Iowa from Colorado, where he served as CEO of Strive (formally Mesa Developmental Services) since 2008.



Chris Collins, Executive Director of Alliance, the statewide professional association of Community Centered Boards and Program Approved Services Agencies in Colorado, is retiring in June. Chris served in that capacity for 20 years. Chris is known in Colorado for her common sense, knowledge, directness and wisdom (also her great sense of humor)! Prior to her time at Alliance, Chris was Executive Director of Horizons, a Community Centered Board in Colorado.

Chris has been very involved with ANCOR, having served on the ANCOR Board of Directors for three years, as Liaison to the State Association Executive Forum. She has continued to be very active in that forum. She was recently inducted into the ANCOR Foundation Legacy Leader Circle at ANCOR's recent annual conference.

Josh Rael has been hired as Executive Director for Alliance, effective June 1. Josh, a fifth generation Coloradan, is an attorney and previously was a lobbyist for the Capitol Success Group. They specialize in the appropriations process and human services issues related to nonprofits and statewide membership organizations. Josh also had a successful career in the entertainment business.

ANCOR members should contact Jerri McCandless at jmccandless@ancor.org with news regarding CEO/Executive transitions in your agency.



Did You Know

Did You Know: Office Depot



"Office Depot has provided us with the best value, pricing and selection for our office supplies. This is especially important because now we don't have to negotiate every time we purchase. We also appreciate their genuine customer service. Thanks to ASC's Shared Resources Purchasing Network we look forward to the discounts on Office Depot's supplies and services!"

*Jamal Malone
National Children's Center*

Did you know Office Depot offers ANCOR members significantly discounted pricing on more than 1,200 consumable office supplies, office furniture, technology and print document services? Click [here](#) for more information.



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