

A commitment to expanding access to opportunities that support successful reentry, economic stability, and pathways out of the criminal justice system and poverty.



230 S Fulton Street  
Ithaca, New York 14850

**2025 Annual Report**

# VISION



We are committed to providing **Opportunities, Alternatives, and Resources** that empower every client to discover and achieve their full potential.

# Our Strategy



Our strategy is grounded in Maslow's hierarchy of needs, organized into what we define as our **FOUR** core pillars.

## Basic Needs

Air, water, food, warmth, sleep and shelter. Without basic needs Mental Wellness cannot exist.

## Safe Housing

Housing must be safe, without safety all energy goes to defense.

## A Place to Belong

Friendship, intimacy, family, sense of connection.

## Employment/Education

Respect, self-esteem, status, freedom, recognition.

# BOARD OF DIRECTORS



2025

## OAR BOARD OF DIRECTORS

President: Lance Salisbury, Esq. (Director of Assigned Counsel)

Secretary: Colleen McColgin (Secretary Supreme Court Justice)

Treasurer: Madeline E. Weiss, Esq. (Attorney at Law)

Board Member: Patrick Cummings, Esq. (Attorney at Law)

Board Member: Joey Cardamore (Retired School Teacher)

Board Member: Megan Hogan (LCSW Tompkins County Mental Health)

Board Member: Nadie Morante (LMSW Mental Health Counseling Services of NNY)

Board Member: Taili Mugambee (Program Director of URO)

Board Member: Deb Dietrich (Former Executive Director OAR)

TC Legislature: Veronica Pillar (Tompkins County Legislature District No. 2)

TC Sheriff Department: Vacant

# OAR Staff

**Emily Ashby** Development & Communication Coord

**Dani Back** Poet Laureate/ Custodial Services

**Sherron Brown** Deputy Director/ Director of CIU

**Kathleen Cacciotti** Finance Supervisor

**Desirae Gradel** Housing Coordinator

**Angelo LeGrand** Peer Specialist

**Tara Morgan** Peer Navigator

**Anita Peebles** Senior Client Services Worker

**David M Sanders Jr.** Executive Director

**Alison Young Shaff** CS Assistant/ Peer Specialist

**Kimberly Stetson-Gelinas** Client Services Worker

**Daniel Yetsko** Sunflower House Coordinator



**David M Sanders Jr.**  
Executive Director



**Sherron Brown**  
Deputy Director &  
Director of CIU



**Kathleen Cacciotti**  
Finance Supervisor



**Anita Peebles**  
Client Services Coordinator



**Kimberly Stetson-Gelinas**  
Client Services Assistant  
& Finance Assistant



**Alison Young Shaff**  
CS Assistant & Treatment  
Court Peer Specialist  
CRPA-P



**Daniel Yetsko**  
Director of Housing  
Operations



**Angelo LeGrand**  
Peer Specialist



**Emily Ashby**  
CIU College



**Desirae Gradel**  
Housing Coordinator &  
Outreach  
CRPA-P



**Tara Morgan**  
CIU Coordinator



**Dani Back**  
OAR Poet Laureate &  
Custodial Services

**“It is amazing what you can accomplish if you do not care who gets the credit.”**

**Harry S Truman**

# OAR Programs

- Client Services
- Outreach Services
- Bail
- Parolee Reentry
- Employment Assistance
- DV/ Sex Trafficking Support
- College Initiative Upstate
- Peer Navigator Wellness & Treatment Courts
- Food Distribution
- Food Pantry
- Housing Coordination
- Housing Programs (Sunflower House/ Peer Crossings/ Endeavor House)
- 1115 Waiver Screening, Navigating, Case Management, & Housing
- Satellite Office in Schuyler County

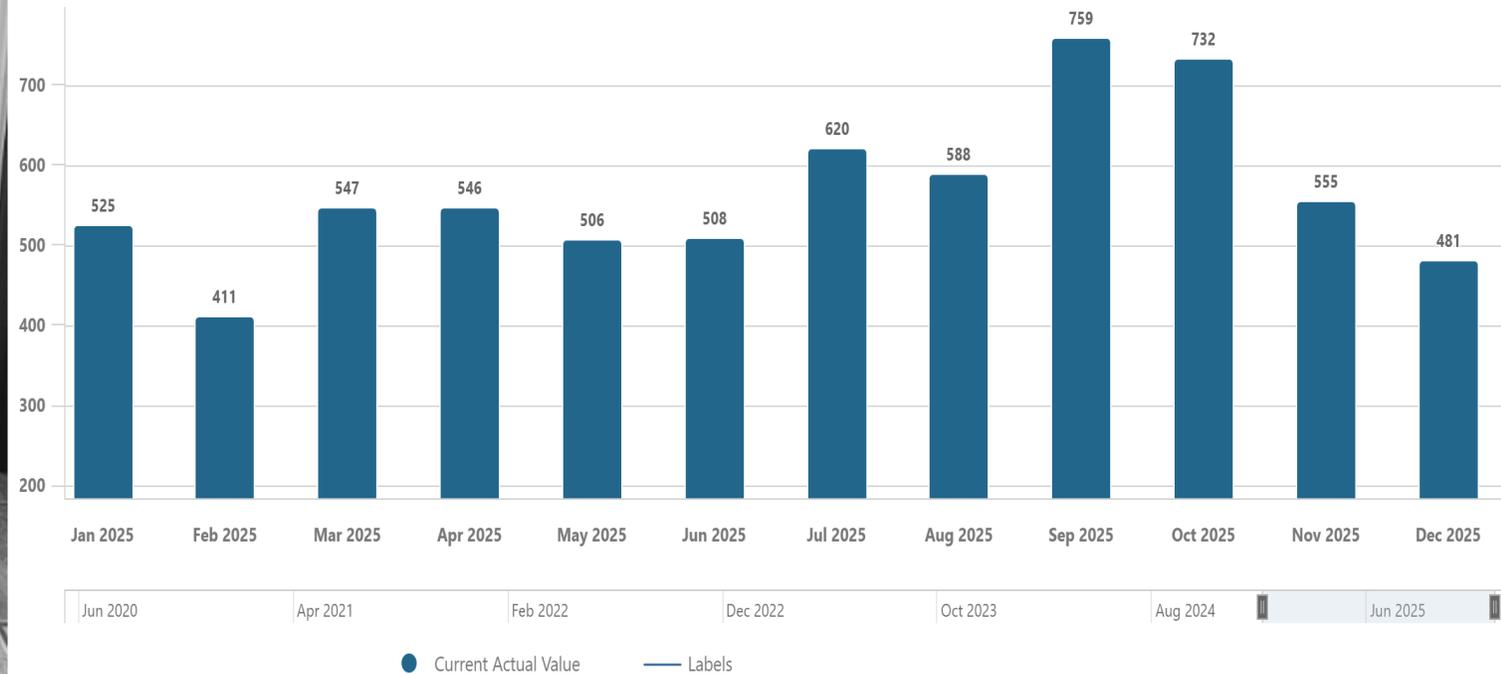


# Client Services



# 6,774

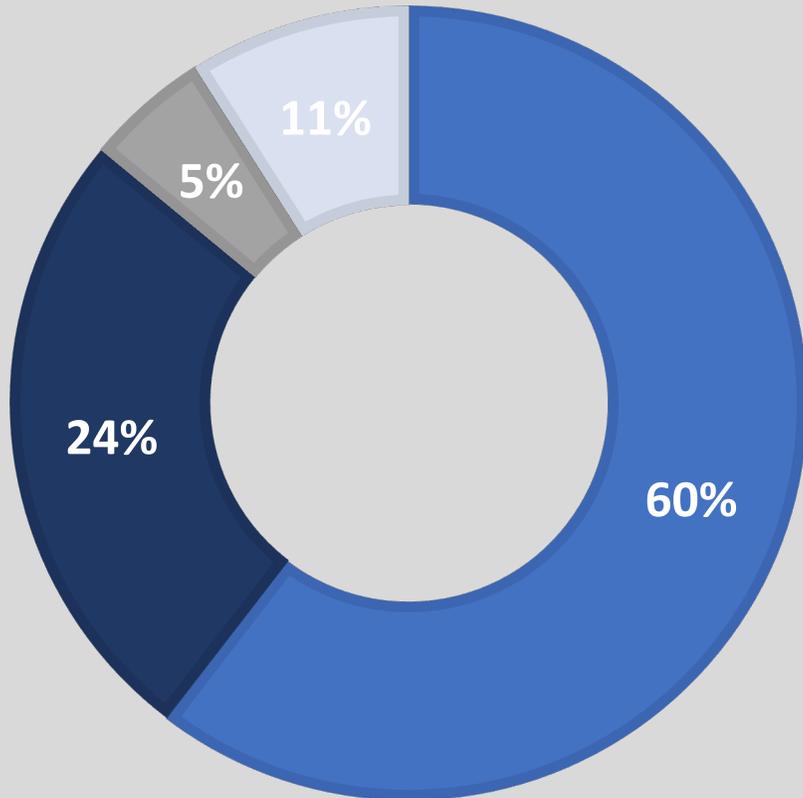
Number of client walk-ins in 2025



# Number of Clients 1,705

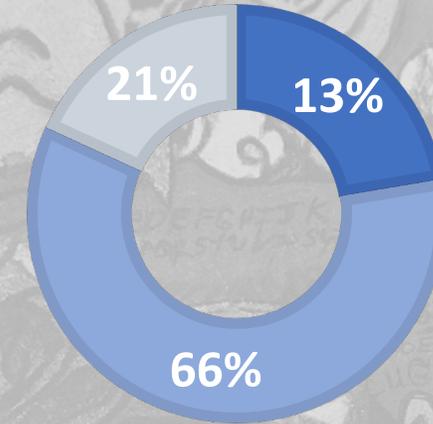
## RACE

■ White ■ Black ■ Hispanic ■ Other



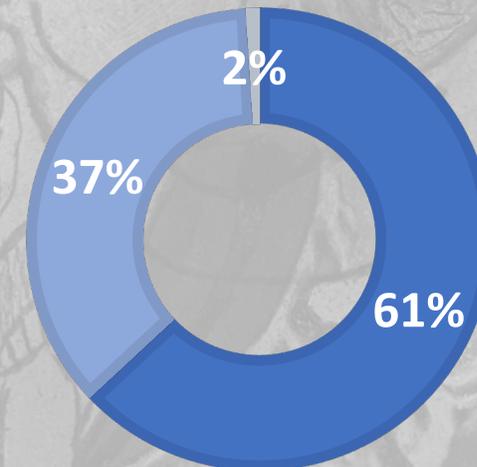
## AGE

■ Less 25 ■ 25-50 ■ over 50



## GENDER

■ Male ■ Female ■ Trans/non



# Client Services

Our front office staff, are the frontlines where we address immediate and long-term needs of clients, diverting them from more costly systems and offering pathways to improve the quality of life.



	2022	2023	2024	2025
<b>HOW MUCH did we do?</b>				
Total visits annual	5,515	6,259	5,646	<b>6,774</b>
# Client visits/ mo	460	521	470	<b>562</b>
# Client visits/ day	26.4	29.6	25.5	<b>29.9</b>
# Clients Unduplicated	816	928	918	<b>1001</b>
New clients per year	189	<b>287</b>	256	256
<b>HOW WELL did we do it?</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Client Service Survey			<b>99% happy</b>	97% happy
Unmet Needs (annual) avg per mo.	(252) avg 29.2	(168) avg 14	(135) avg 11.3	<b>(123)</b> avg 10.3
Incidents (annual) avg per month	(23) avg 2.6	(8) avg 0.7	(4) avg 0.3	<b>(3)</b> avg. 0.25

# Client Services



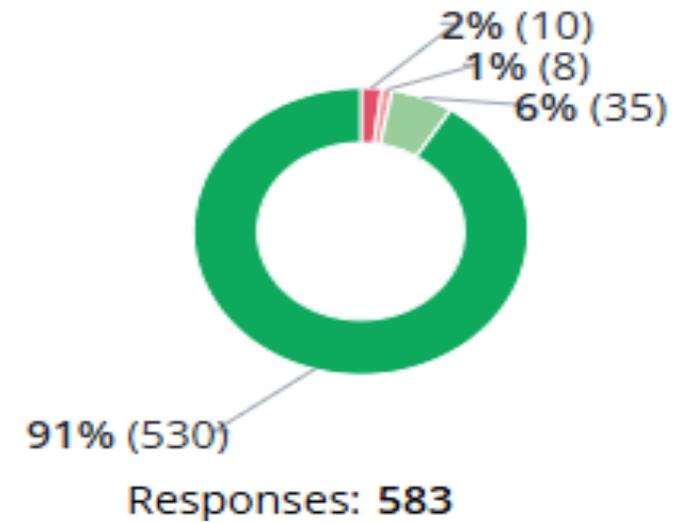
<b>BETTER OFF result of our work?</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Connections	2,865	5,370	5,096	<b>6,363</b>
Linked to supportive programs	761	481	321	<b>889</b>
Referred to supportive program	247	<b>453</b>	381	430
Receiving ID	140	143	163	<b>178</b>
Transportation support	205	271	193	<b>342</b>
Office Assistance	1,449	1,907	1,801	<b>2,769</b>
Drop-in	*	2,115	<b>2,187</b>	1,765
<b>RECIDIVISM</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
OAR clients diverted from jail	86%	82%	85%	<b>92%</b>
Jail census who are OAR clients	27%	29%	29%	<b>22%</b>

# Customer Feedback

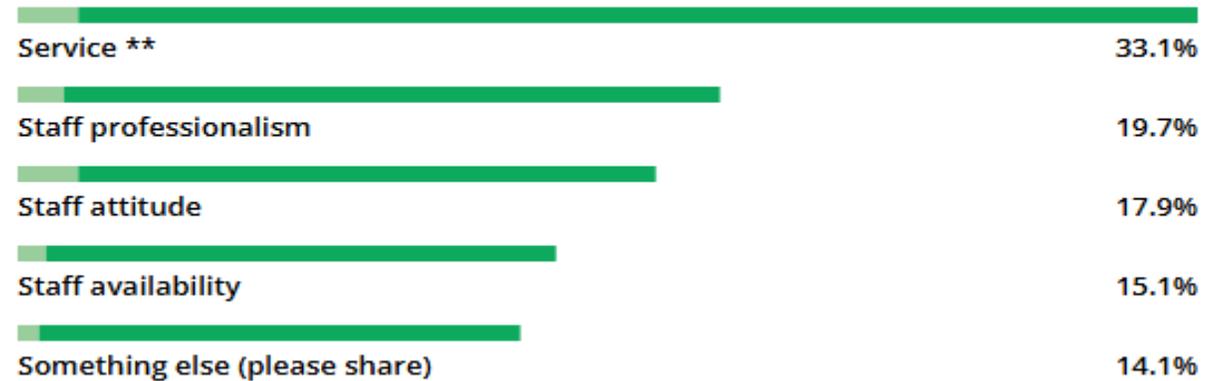


# 97%

Clients surveyed  
(583) reported  
OAR services  
are Great/Good



What was good?



😊 everything here is always good and great as always they go above and beon to help out  
Relevant Appreciation Report

📍 Trumansburg\_0055 12/15/2025 12:48 PM

😞 no music  
Relevant Room for improvement Report

# OAR HOUSING Funding

**31% Tompkins County**

**24% Opioid Settlement Funds**

**26% NYSHIP OTDA**

**19% Medicaid**

**Total Cost \$226,902**

**Sunflower House (18) residents**

**Endeavor House (5) residents**

**Peer Crossing (2) residents**

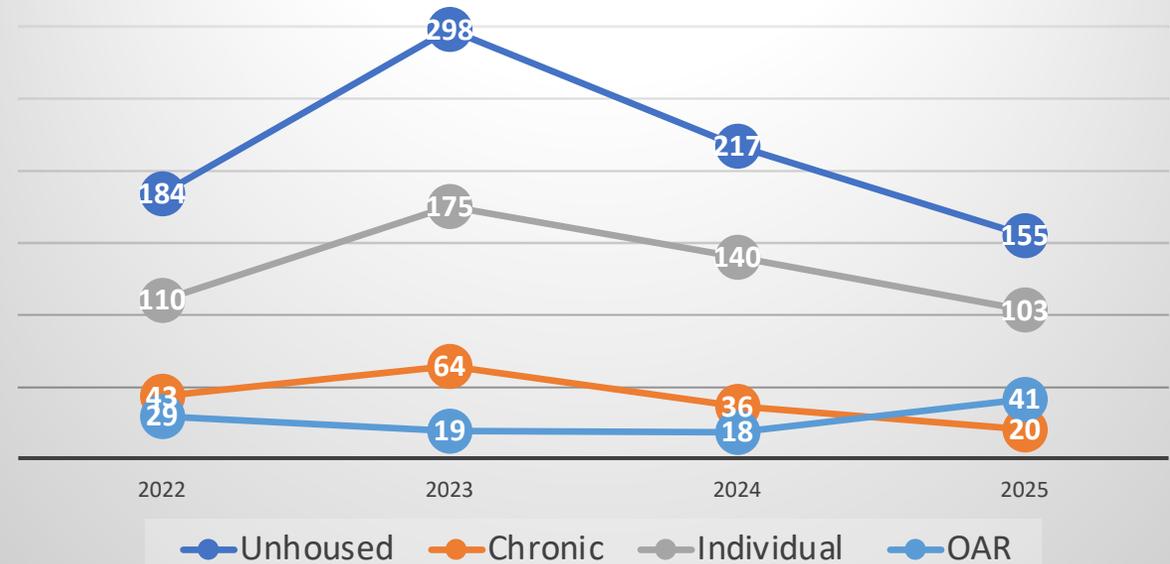
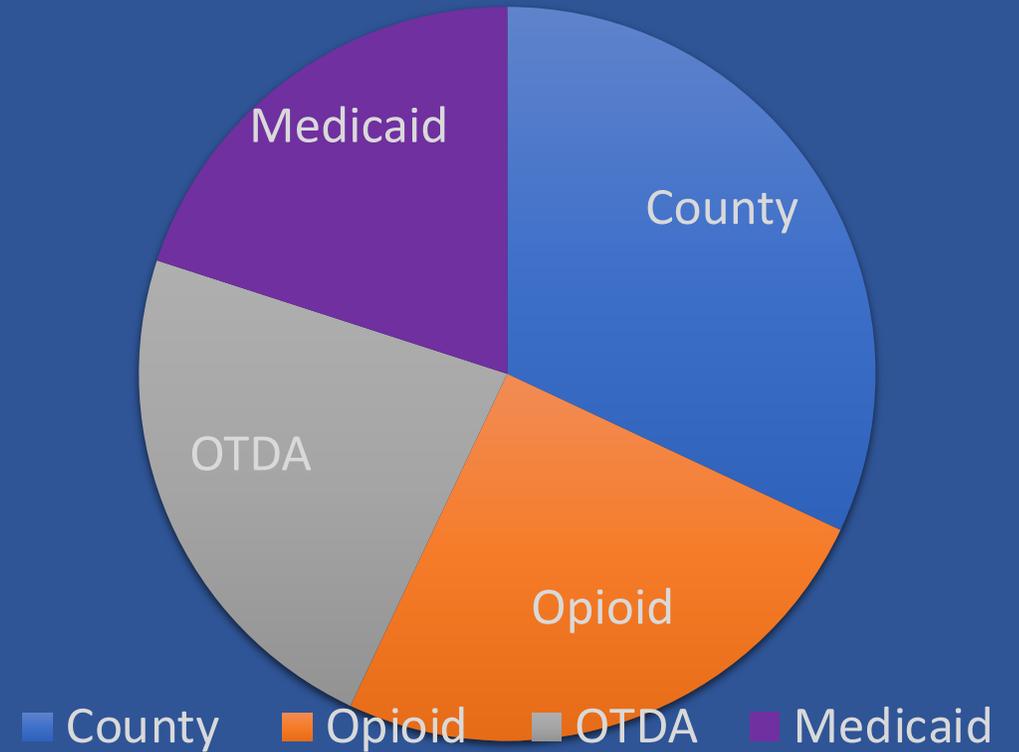
**1115 Waiver (16) residents**

**Total Housed (41) residents**

Cost savings:

Code Blue costs \$405 per night with a 140-day season. OAR provided housing for (41) at Code Blue rates that's a cost of over 2.3 million dollars.

$$(41 \times 140 \times 405 = \mathbf{\$2,324,700})$$



Apartments/ calls to IPD	2021	2022	2023	2024	2025
Sunflower	-	48	80	42	13
Magnolia	65	80	111	91	81
Chartwell	-	28	82	28	27
Asteri	-			731	1,358
Arthaus	-	534	317	254	252
West Village	614	559	612	631	416
St Johns Center	176	235	300	540	60**
Jungle	83	159	112	101	96
Founders Way	-	5	215	130	134
Cayuga Loft	-	14	10	6	8
Gateway Commons	-	-	11	12	9
City Centrer	-	43	33	34	37



# SUNFLOWER HOUSE



	2021	2022	2023	2024	2025	ALL
	Cohort 1	Cohort 2	Cohort 3	Cohort 4	Cohort 5	Cohorts
Recidivism	50%	41%	29%	18%	9%	26%
Employment FT/PT	37%	50%	57%	73%	64%	55%
Exit P/T Housing	63%	59%	79%	82%	91%	68%
Calls to IPD	10	48	80	42	13	193

NOTE: NYS recidivism is **50%** (3 years)

NYS Formerly incarcerated unemployment rate is **30%**

NYS Formerly incarcerated homelessness rates is **54%** (10x's higher general population)

# SUNFLOWER HOUSE

## SUNFLOWER HOUSE

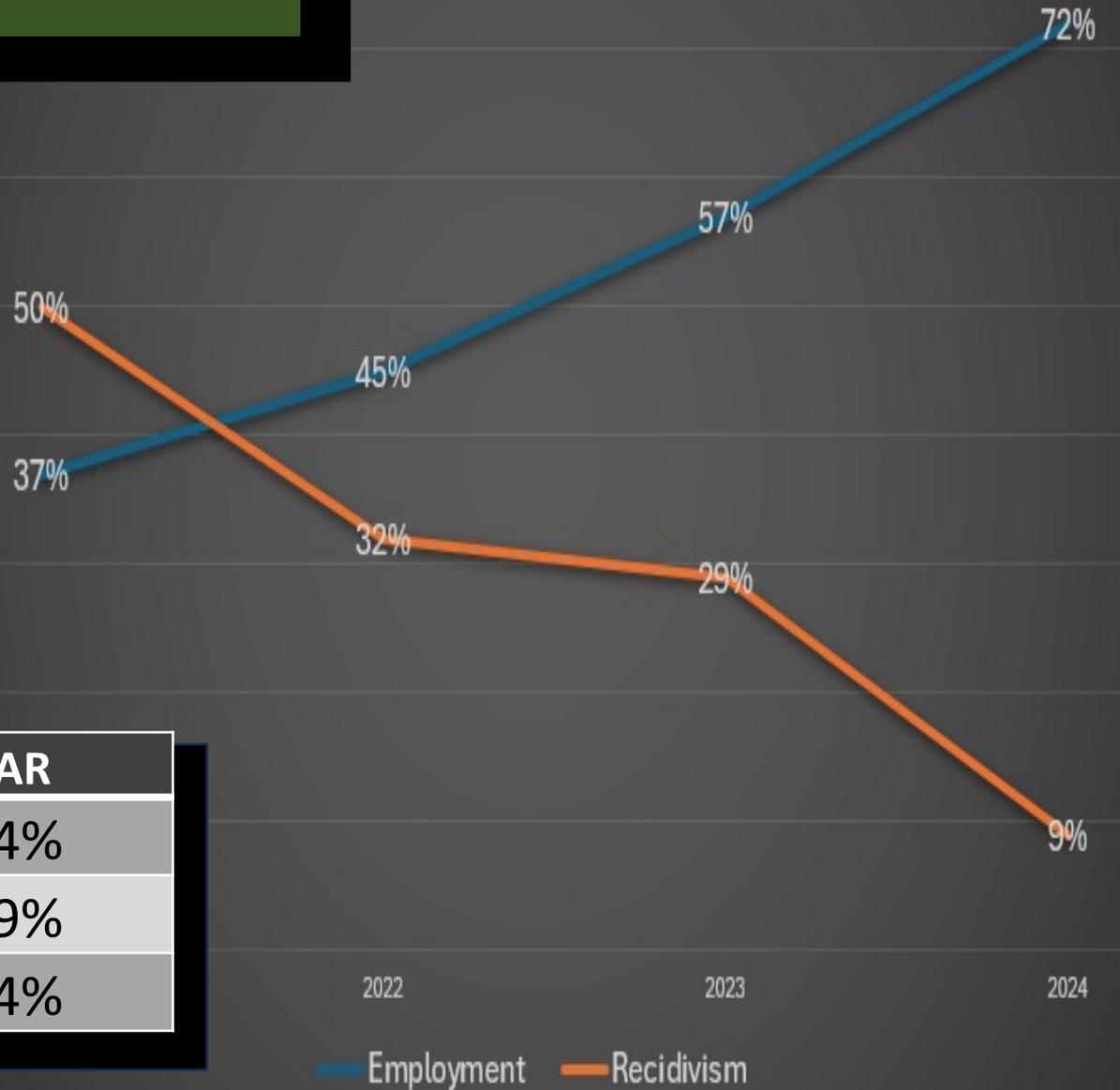
### Recidivism & Employment

**9% Arrested** Residents w/ FT jobs (2/23)  
**20% Arrested** Residents w/ PT jobs (2/10)  
**40% Arrested** Residents with No job (12/30)

60%

30%

20%

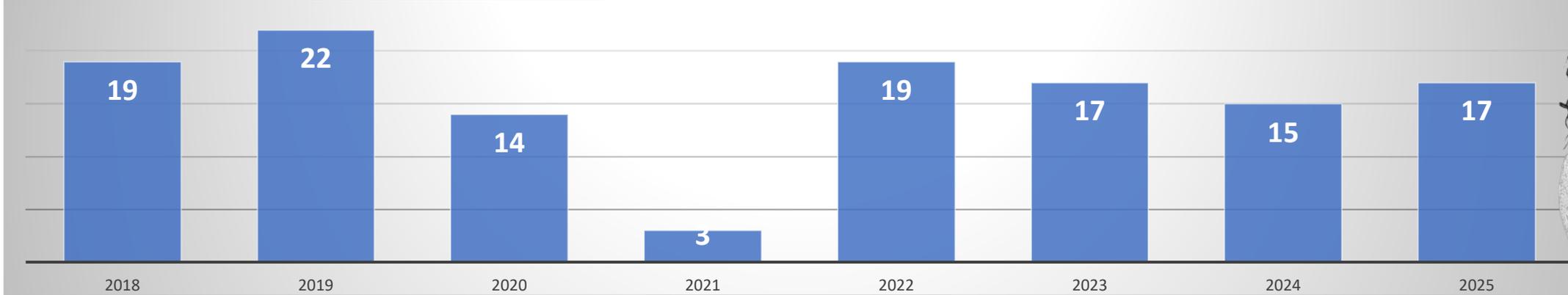


Benchmarks	HUD	SFH	OAR
Increase in Income	45%	92%	94%
Exit to permanent housing	20%	67%	39%
Utilization rate	90%	92%	94%

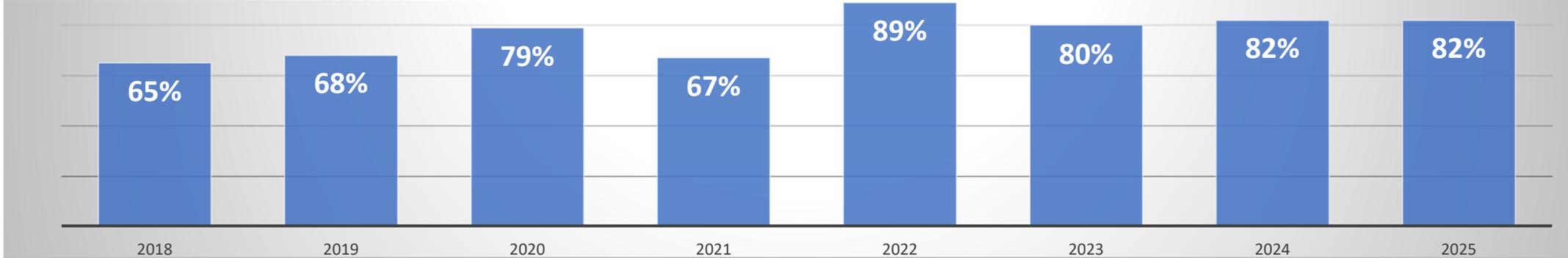
# College Initiative Upstate (CIU)

A learning community of students, educators, and volunteers who are working together to build pathways to and through college for justice-impacted, low-income, and non-traditional students

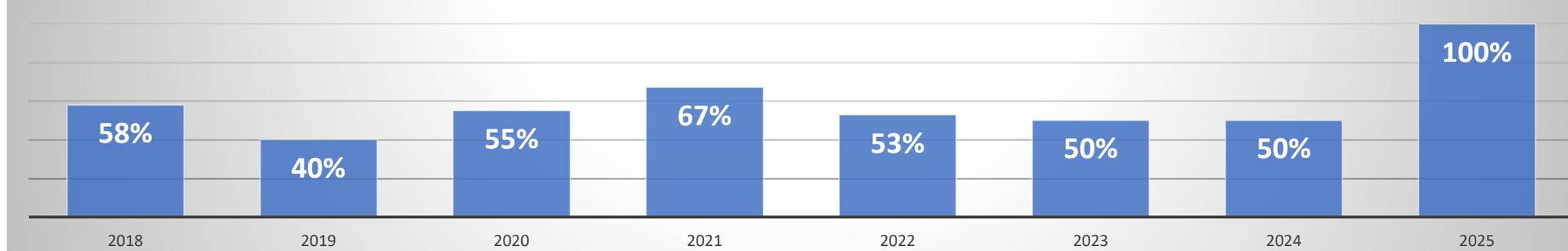
**How Much: Number students enrolled in prep**



**How Well: Percent of students successfully completing prep**



**Better Off: Percent of students enrolling in college**

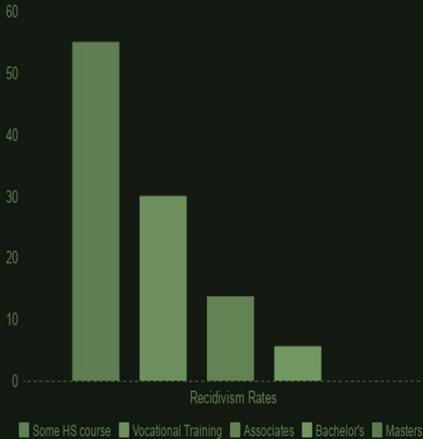


# College Initiative Upstate (CIU)

Tompkins, Cortland & Schuyler County

## Education & Recidivism

Education



**55% Ex-offenders who complete some high school courses**

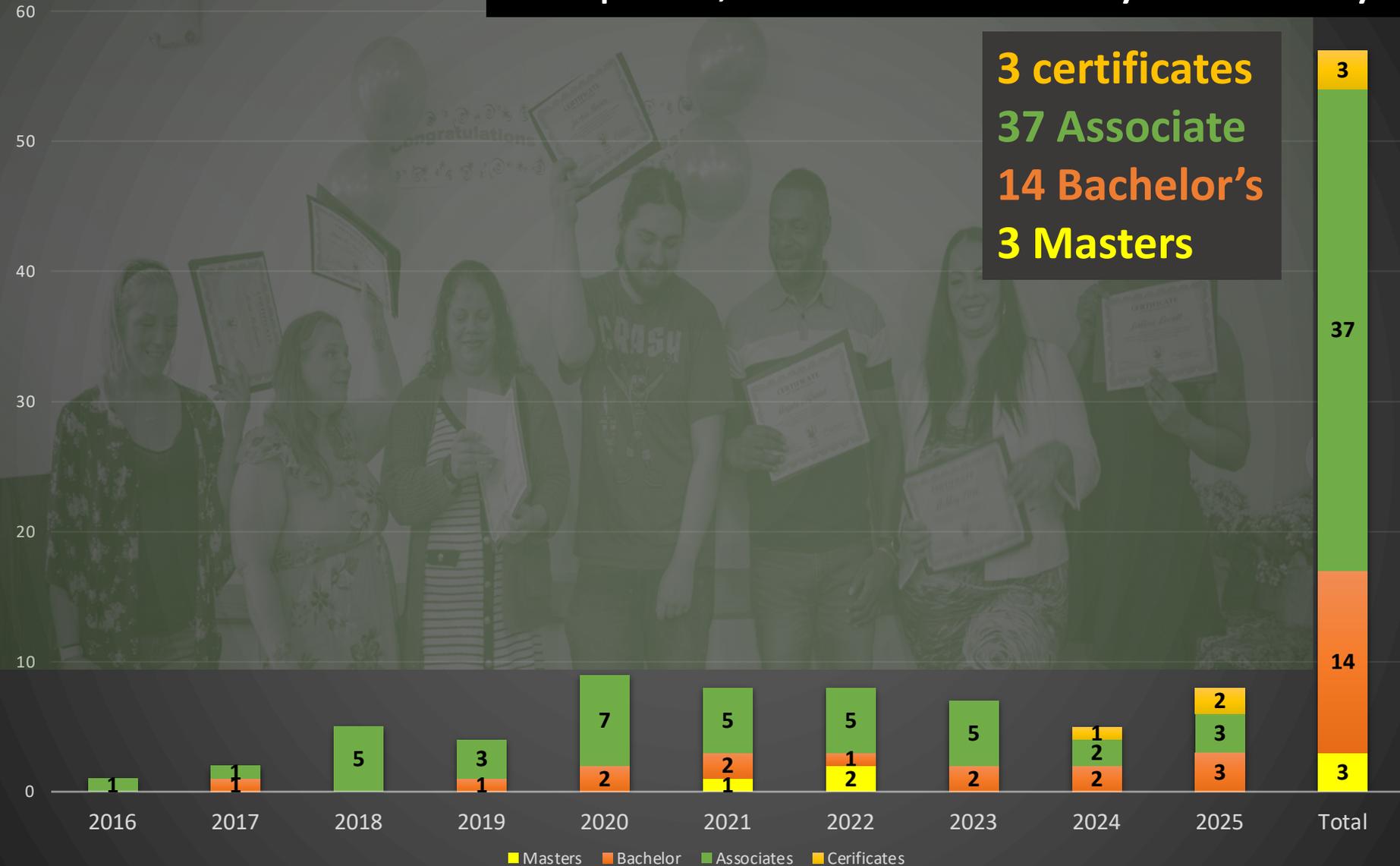
**30% Vocational Training**

**13.7% an Associate Degree**

**5.6% Bachelor's degree**

**0% Masters Degree**

Source: Emery University

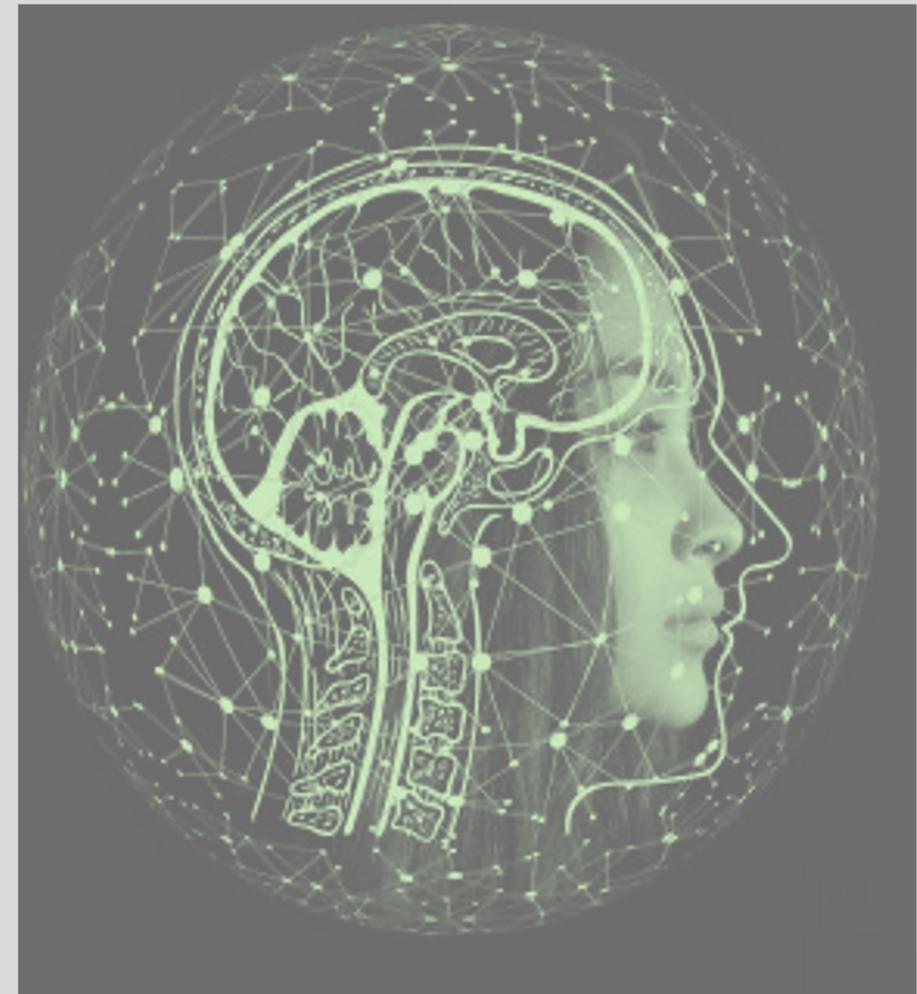


**3 certificates**  
**37 Associate**  
**14 Bachelor's**  
**3 Masters**

# 1115 Waiver

## What is it?

- An 1115 Waiver (Section 1115 of the Social Security Act) is a federal approval allowing states flexibility to run experimental Medicaid and CHIP projects, testing new ways to deliver care, expand coverage, or address health-related social needs (like housing/food) not usually covered, aiming for improved health outcomes while remaining budget-neutral to the federal government.



# Social Determinants of Health (SDOH)

(8) SDOH Domain	Community Condition RBA “Result”	Program Strategy
<b>BASIC NEEDS &amp; SAFETY</b>	Individuals’ basic survival needs are met	Food access, hygiene supplies, emergency assistance, clothing, supplies
<b>SOCIAL &amp; COMMUNITY CONTEXT</b>	Individuals are socially connected and supported	Peer mentoring, support groups, community integration activities
<b>JUSTICE SYSTEM INVOLVEMENT</b>	Formerly incarcerated individuals successfully reintegrate into the community	Reentry planning, community navigation, compliance support
<b>TRANSPORTATION ACCESS</b>	Individuals can reliably access services, employment, and housing	Bus passes, ride coordination, transportation vouchers
<b>SUBSTANCE USE &amp; MENTAL HEALTH</b>	Individuals receive effective, trauma-informed behavioral health support	Harm reduction services, MAT referrals, peer recovery support, Inpatient
<b>ECONOMIC STABILITY</b>	Individuals have income and employment sufficient to meet basic needs	Employment referrals, benefits enrollment, documentation support, workforce navigation
<b>HOUSING STABILITY</b>	Individuals experiencing homelessness have access to safe, stable housing	Street outreach, housing navigation, emergency placement assistance, housing coordination
<b>HEALTH CARE ACCESS &amp; QUALITY</b>	Individuals have access to consistent, preventive, and behavioral healthcare	Peer navigation to primary care, mental health, and substance use treatment

# Social Determinants of Health (SDOH) Framework

## Results Based Accountability (RBA) Performance Measures

SDOH Domain	Community Condition RBA “Result”	Program Strategy
<b>HOUSING STABILITY</b>	Individuals experiencing homelessness have access to safe, stable housing	Street outreach, housing navigation, emergency placement assistance, housing coordination
<b>How Much Did We Do?</b>	# of individuals engaged # of housing applications submitted # of housing placements	
<b>How Well Did We Do It?</b>	% of housing plans completed % of participants receiving follow-up within 30 days	
<b>Is Anyone Better Off?</b>	% of participants housed at 6 and 12 months % reduction in unsheltered homelessness	
SDOH Domain	Community Condition RBA “Result”	Program Strategy
<b>ECONOMIC STABILITY</b>	Individuals have income and employment sufficient to meet basic needs	Employment referrals, benefits enrollment, documentation support, workforce navigation
<b>How Much Did We Do?</b>	# of employment referrals # of benefits applications submitted	
<b>How Well Did We Do It?</b>	% of participants completing employment readiness steps Time from referral to placement	
<b>Is Anyone Better Off?</b>	% of participants employed % of Participants receiving benefits Increase in participant income stability	

# 1115 Waiver Housing

How much did we do?

From August through December

**145** Number of clients were screened

**16** Number of clients w/ Housing supports

**\$ 7,323** In security deposits provided

**\$ 8,783** In Back Rent paid

**\$18,242** In Furnishings provided

**\$10,498** In Monthly Rent paid

**\$63,457** Amount spent by OAR & reimbursed  
by Care Compass to date





# What Happens When Reentry Is Done Right

**4/1/2025:**

On August 2018 “JAMES” was sentenced to eight years in prison after committing a series of robberies. At the time he was struggling with a substance use disorder.

Upon release in the winter of 2025, he arrived at St. John’s, which had closed months earlier, before finally finding the new Code Blue shelter at Key Bank. He quickly found employment but was terminated two weeks later after his background check was completed.

Undeterred, JAMES applied to Sunflower House and soon obtained fulltime employment, where he quickly advanced to a supervisory role, eventually assisting several other Sunflower House residents in obtain fulltime jobs.

JAMES was hired by OAR to paint its new offices, where his skills and work ethic proved exceptional. His story demonstrates how safe housing creates opportunities for lasting change, offering pathways out of poverty and the criminal justice system.



# When the Safety Net Has Holes

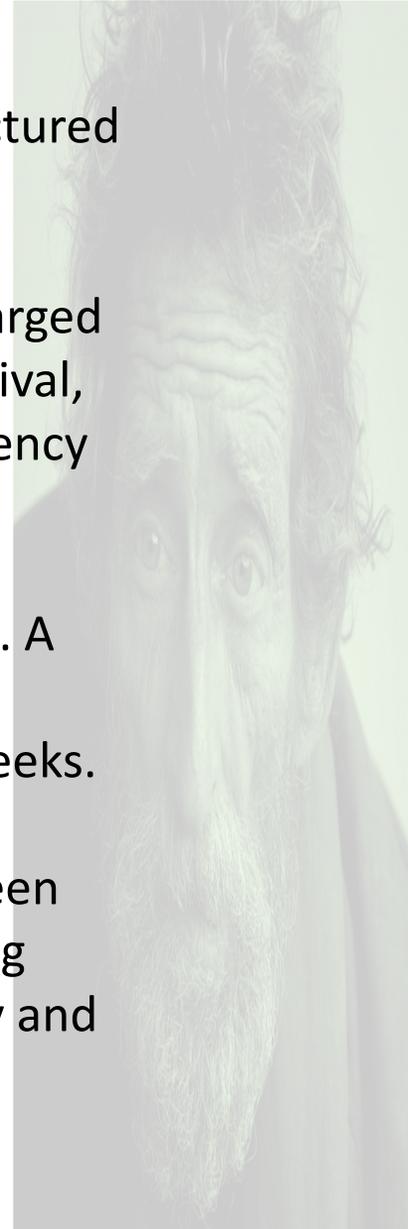
**September 5, 2025**

“KAYDEN,” a 66-year-old homeless man, was airlifted after a hit-and-run accident, sustaining a fractured pelvis requiring surgical pinning, internal injuries, and extensive road-related wounds.

He was hospitalized until October 23, 2025. Despite the severity of his injuries, KAYDEN was discharged without rehabilitation, housing, or a discharge plan and was transported directly to OAR. Upon arrival, KAYDEN was pale, weak, and unable to exit the vehicle without assistance. OAR paid for an emergency hotel room; that night, KAYDEN was transported to the hospital with breathing difficulties.

OAR assisted with a DSS application, and KAYDEN was approved for Temporary Housing Assistance. A REACH Medical evaluation was arranged, but due to open wounds, he was referred to the local hospital. On October 29, 2025, he was admitted to Sayre Hospital where he stayed for over two weeks.

On January 8, 2026, after not hearing from KAYDEN for over two weeks, OAR discovered he had been confined to his THA room due to pain and had not eaten during that period. OAR requested nursing services and was given State phone numbers to call. OAR continues to bring food and drink weekly and has made numerous contacts to ensure proper health services are eventually acquired.



# She Asked for Help—and Was Ignored

**7/29/2025:**

“JUNE” came to OAR to retrieve her mail. After using the restroom, she appeared visibly shaken and stated she was scared. When her partner ROB entered the building, JUNE began screaming, “Leave me alone. Help me. Someone help me!”

OAR staff secured JUNE in our back offices and called 911, APS, and the CARE Team. IPD arrived first. June was crying, shaking, and reported ongoing verbal abuse by ROB. She stated he forces her to ask strangers for money and that they live in their car. JUNE also reported she had not showered in three months.

JUNE agreed to go to the hospital with IPD/ CARE Team. She expressed fear that ROB would track her down. Knowing that the hospital had security helped reduce her fear. OAR contacted Domestic Violence programs, from within and surrounding Tompkins County, but no program would take JUNE.

OAR was working with a housing program that supports adults with developmental disabilities. Before the placement was finalized, JUNE was released to ROB.

The couple then left the county.



# Turning Lived Experience into Healing

7/29/2025:

“NOAH’s” journey reflects the power of community, support, and resilience.

After experiencing years of substance use, homelessness, and incarceration, NOAH worked diligently to rebuild his life. NOAH has been actively engaged in the CARS methadone program and with mental health services.

He currently lives in OAR’s Peer Crossing program, funded by Opioid Settlement Funds, and is employed full time at a local clothing store. Motivated by his lived experience and the support of his community, NOAH is continuing his education with the goal of becoming a nurse—committed to giving back and helping others heal.

Peer Crossing has adapted in becoming a transgender and nonbinary housing program, designed to ensure that our residents feel safe and welcomed.

Transgender individuals face significantly disproportionate rates of homelessness.



# Social Determinants of Health (SDOH)



# THE “BOTTOM LINE” MEASURES

## Executive Summary:

1. % housed at 12 months
2. % with stable income at 6 months
3. % securing FT employment
4. % avoiding re-incarceration
5. % engaged in healthcare or treatment
6. % reporting improved stability and hope (self-reported) DATA Development

These tell the clearest story of **pathways out of poverty and justice involvement.**

SUNFLOWER	2022	2023	2024	2025
% housed at 12 months	59%	64%	64%	67%
% with stable income at 6 months	72%	57%	91%	94%
% securing FT employment	32%	29%	64%	67%
% re-incarcerated	41%	29%	18%	11%
% engaged in healthcare/ treatment	41%	50%	64%	44%