

United Cerebral Palsy of Northeastern Maine

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ANNUAL REPORT



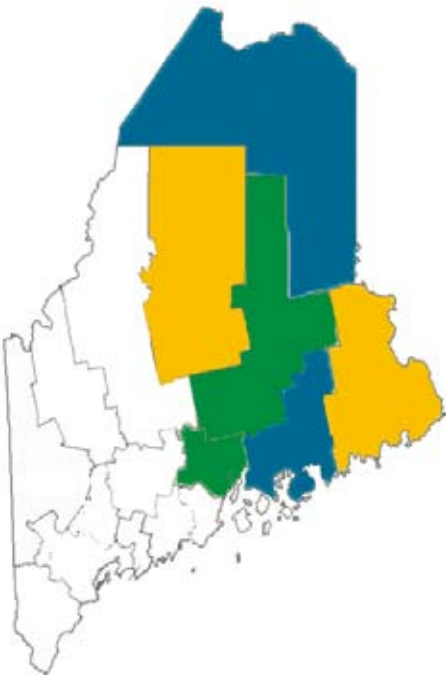
What is United Cerebral Palsy of Maine?



- ❖ A private, non-profit 501(c)3 corporation based in Bangor, UCP was established in 1954 by a group of parents and community members working to meet important needs of people with disabilities.
- ❖ Our volunteer board of directors reviews and establishes goals and policies, and oversees finances.
- ❖ We employ 170 trained and talented staff members who serve about 1,000 people each year, and enjoy a strong reputation for the quality and capacity of our services.
- ❖ We run a very lean operation, with only 11% of our annual budget spent on general/administrative costs.

"I brought my son to UCP to help him with his communication skills, and it felt like I was taking him to a school, not to an agency. Thanks to the care that we received at UCP, he is now in community daycare and progressing with other children of his age".

—Angela



UCP of Maine provides services to Aroostook, Piscataquis, Penobscot, Waldo, Hancock and Washington counties of Maine.

What Does UCP of Maine Do?

- ❖ Mission statement : We advance the independence, productivity and full citizenship of people with disabilities who have multiple needs.
- ❖ We support children and adults with disabilities to overcome challenges, achieve goals, and lead productive, fulfilling lives.
- ❖ We address the needs of people with disabilities through these services:
 - residential services
 - respite care
 - behavioral health
 - day habilitation
 - case management
 - early childhood education and intervention

Letter From UCP of Maine's Executive Director

Dear Clients, Families, Staff, and Friends of United Cerebral Palsy,



Photo by Bangor Metro

A few months ago, I enjoyed the opportunity to hear directly from the families we serve through our Peace Pals child care program. They spoke candidly with those of us in attendance, including two state employees who oversee the program's funding, about why Peace Pals works so well for them while other day care centers have not. After hearing one remarkable Peace Pals success story after the next, one of the state staff paused, quietly reflected, then said, "It really is all about relationships."

That statement rang so true for me. When we think about the quality of our own lives at work, play or home, it is the meaningful relationships that make a difference to each of us. So when I reflect upon our 50 plus years as an agency, I first recall the meaningful relationships we have enjoyed with hundreds of children and their families. We continue our relationships as these children grow to adulthood, and support them through the transitions they experience. Similarly, our employees and volunteers continue their connections to UCP long after their direct service to the agency has stopped. In my statewide advocacy work, other advocates and colleagues often tell me that their time in service to UCP launched their careers.

Many social service agencies like UCP are doing good work at a time when every state and federal social service dollar is scrutinized and debated. To survive and thrive in an environment of persistent funding reductions, UCP must present itself as an agency too critically important to go away. Our ability to embrace diversity, face realities, remain flexible, and implement difficult change serves us well. Yet I believe it is our unique ability to develop and grow crucial relationships with clients, staff, partners, donors, funders, and volunteers that will keep UCP in the front of the public's mind as a valued community asset.

Through much hard work and careful stewardship of every dollar, United Cerebral Palsy of Maine ended fiscal year 2008 very positively, and we remain in sound position to continue supporting our hundreds of clients. Many thanks are due to our staff and volunteers who worked so hard this year in helping us activate our agency's strategic plan. In 2007, we asked all of our employees and volunteers to step forward and become United Cerebral Palsy Ambassadors to advance our mission and vision in the community. Your success has been contagious! Keep up the great work. Stay strong.

Thank you.



Bobbi Jo Yeager

Seven Objectives of UCP's Strategic Plan

1. UCP is offering new services that meet the needs of clients and families.
2. UCP has new revenue.
3. UCP is financially stable.
4. UCP's brand is recognized in the communities where we provide services.
5. UCP is making a positive impact in the quality of life for clients and their families.
6. UCP is the employer of choice for people selecting a career in the disability field.
7. Families are able to find and use UCP services.

Letter from the President of the Board

As UCP Executive Director Bobbi Jo Yeager observes in her letter on page one, UCP is an organization built upon relationships with clients, staff, partners, donors, and volunteers. I wish to reflect upon the value these relationships offer our agency and community.

Parents often begin a relationship with UCP of Maine when they first learn of their child's diagnosis, and realize they must quickly learn what there is to know about Down syndrome, Spina Bifida, cerebral palsy, autism spectrum, or other such disability. Parents are often unfamiliar with disability terminology, and they may not have the slightest notion where to find support, services and education. By forming a relationship with UCP, our clients receive needed resources and education, answers to even the most confounding questions, and much-needed respite services. Children receive services aimed at the whole person and individually tailored to their particular needs. These relationships often continue as the child grows into adulthood.

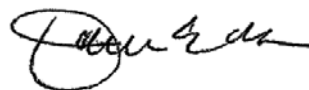
UCP staff members first form their relationship with us when seeking an employer of choice, one where their efforts, ideas, and dedication are valued. Our highly trained professionals, therapists, specialists and clinicians find here an environment where they can pursue their passion and their calling to help others. Our staff works tenaciously to support people with disabilities in achieving their goals, and then joyously celebrates our clients' successes.

When concerned community members like you become UCP volunteers or donors, they share in these rich rewards. I wish to invite you to consider the potential of such a rewarding relationship. Never before has there been a more urgent call to promote the independence, productivity and full citizenship of people with disabilities. The incidence of emotional and behavioral disability is on the rise, and many more children receive diagnoses of autism spectrum disorder. For lack of sufficient adult residential programs, some young individuals in the prime of their lives are forced to live in nursing facilities.

UCP's clients, staff, volunteers, and donors are acutely aware of the need for new or expanded services to provide important resources to these individuals with disabilities and their families. Yet, we live with daily awareness that current economic conditions are squeezing the funding that enables agencies such as UCP of Maine to launch or expand such services.

As you can see, your help is clearly needed. Whether by offering your time, talent, and/or dollars, you are most welcome to join UCP of Maine's family. Please contact me or J Martin, UCP Resource Development Director, to begin a relationship that will reward both you and those whom your contributions support.

Thank you.



Jim Bradley

UCP Board of Directors

Jim Bradley, Lamoine, *President*

Erica Englemann, Brewer, *Vice President*

Judy Hilton, Bangor, *Secretary*

Rick Prindall, Bangor, *Treasurer*

Jeff Fitch, Penobscot

Kathleen Bell, Bangor

Joyce Englemann, Greenbush

Michael Haenn, Bangor

Gary Olmsted, Dexter

John Heald, Southport

Don Meagher, Bangor

Jim Hayes, Brewer

Statement of Activities Year Ending June 30, 2008

Revenues	2007	2008
Program Service Fees	\$4,139,675	\$4,706,416
State of Maine Grants	\$875,169	\$929,740
Federal Grants	\$96,583	\$91,848
Contributions/Grants for Programs	\$226,648	\$303,478
United Way Grant	\$34,500	\$29,500
Other Revenue	\$63,848	\$86,662
Total Revenues, Gains and Support	\$5,436,423	\$6,147,644
Expenses		
Client Services	\$4,723,562	\$5,341,092
Management & General	\$412,718	\$461,811
Fundraising	\$119,710	\$140,853
Total Expenses from Operations	\$5,255,990	\$5,943,755
Special Activities	\$40,711	\$312,190
Change in Net Assets	\$221,144	\$516,079
Net Assets, beginning of year	\$1,259,843	\$1,480,987
Net Assets, end of year	\$1,480,987	\$1,997,066

Finance Director's Report

Fiscal year 2008 was a remarkable year for UCP of Maine, as we showed bottom line surpluses of \$516,079. Included in this amount was the donation of the Fort James House real estate from the state of Maine to UCP, valued at over \$300,000. Revenues surged significantly from \$5,436,423 last year to \$6,147,644 this year - an increase of \$711,221 or 13%. Surpluses such as these are highly necessary as we invest in our employees in the form of salary increases and benefits, in infrastructure improvements such as investments in information technology, and in the internal use of cash that fosters growth.

The revenue increases occurred in nearly all line items with the largest dollar increase being in MaineCare billings which rose by 14% from last year's \$4,139,675 to \$4,706,416. It is gratifying that the largest percentage increase occurred in Contributions and Grants which rose by almost 34% to \$303,478. We continue to focus on revenue diversification, and are delighted with the strides we have made in fundraising.

While expenses increased in dollar amounts for the year, when expressed as a percentage of revenues, they remained constant with the prior year at 97%. With the inclusion of the Fort James House real estate gift, UCP had a record year of surpluses. This allows us to devote funding for technology and other selected expenditures that improve our efficiency, thus increasing the dollars that flow into supporting our clients.

I am very pleased to report these results and to assure our stakeholders that after more than 50 years of operation, UCP continues to have stable finances and growing surpluses, allowing us to maintain and increase support to those in need of our assistance.

Sincerely,



Cole Palmer

UCP of Maine provides fiscal agent services for numerous organizations.

Please contact Finance Director Cole Palmer at 941-2952, ext. 228 with your inquiries about this service.



Fort James House



Volunteers hard at work landscaping and renovating Fort James House.

This six-bed, short-term residential facility for children with a mental health diagnosis is designed for children who need an out-of-home placement and/or are being discharged from a more restrictive environment. Located in Old Town, Ft. James House provides children and their families with the support, structure and supervision that are determined by their individual needs. Our goal is to promote the safety and emotional stability of each child through improved emotional regulation, social integration, daily living activities, and familiar relationships. Direct care, counseling, and administrative professionals assist children in learning healthy social skills and behaviors, and modeling of skills for daily living.

Adult Residential Services

This program manages four supported living homes in Brewer and Bangor, serving adults with developmental disabilities, intellectual disabilities or autism. We offer the greatest level of independence possible in safe, individualized and home-like environments. We provide support, assistance and oversight in all aspects of a person's life, from recreation to medical needs. Services include residential habilitation, skill enhancement, recreation, medical oversight and advocacy. Our goal is to challenge clients to reach their potential. These people contend with a variety of impairments and developmental disabilities, but despite such challenges, many of these people work and/or attend community-based programs, and are very involved in the daily management of their homes.

Billy's Story

For years, Billy Neal's parents lobbied the state for appropriate housing for their teenage son while he remained at a nursing home. Now living at one of UCP's adult residential homes in Brewer, Billy says, "I like it here much more. The staff does a great job – I couldn't ask for better." Billy's life is now very active: he attends the Amicus day program daily, visits his girlfriend on weekends, and goes to the movies, the mall, and local dances. "I am working at becoming more independent, but it's sometimes scary," says Billy. "With staff encouragement, I am doing things I never thought I could do."



Billy enjoying a laugh with one of his UCP support staff, Naomi.

Challenges

- ❖ Fort James House: maintaining a full census of clients; repairing and renovating the facility; and increasing our internet connection speed at our rural location.
- ❖ Adult Residential Homes: New rate setting requirements reduced our funding and increased our expenses. Administrative challenges include new 15 minute billing requirements, maintaining adequate staffing, and managing program growth.

Accomplishments

- ❖ Fort James House: 8 children served; reduced operating expenses while upgrading our physical plant.
- ❖ Adult Residential Homes: 7 adults served (plus one in-home client); moved three clients to work and/or day programs; implemented new rate setting requirements; increased staff morale and professionalism; improved consistency in response to client behaviors, thereby improving outcomes; and upgraded our physical plants.

Behavioral Health Treatment

Home-based Child and Family Services and Outpatient Therapy Services

This program offers a time limited treatment program provided in home and/or community settings. The service is for children with serious emotional disorders and their families when they are available. For children living with parents/caregivers/guardians, they are all actively involved in the treatment with our licensed clinicians and behavioral health professionals. The goal of behavioral interventions is to achieve improved functioning for the children with their family and/or community. Outpatient therapy provides individual, family and group therapy to children and adults to maintain positive emotional, behavioral and psychological health. The service is provided by a licensed clinician in a clinical setting at the agency or in the person's home.

Challenges

- ❖ Our staff worked especially hard this year to keep up with the many changes in state regulations and requirements.

Accomplishments

- ❖ 32 children served.
- ❖ We launched new community-based therapeutic groups and activity groups that include parents.
- ❖ Under the leadership of our behavioral health professionals and assistance from student interns, we designed and published a new resource book to help homeless families and young individuals.



Challenges

- ❖ Lacked funding to sustain Bridges Day Habilitation.
- ❖ Higher staff turnover.

Accomplishments

- ❖ Despite losses in funding and staff attrition, we managed to serve 62 children in their homes and communities.

Day Habilitation

This program is directed toward individuals acquiring, retaining, and improving the self-help, socialization and adaptive skills necessary to be successful in their home and community-based settings. Services are designed to provide individualized assistance to persons who wish to acquire and maintain life skills that would enable them to become and remain productive members of our community. Individuals achieve satisfying and rewarding connections and relationships, shaping their daily activities in accordance with their wants, dreams and desires, and this enables all individuals to pursue their valued outcomes.



Challenges

- ❖ The families we serve sometimes face enormous economic struggles, yet state budget cuts limit our ability to respond with the services and equipment they need.
- ❖ Constant rule changes as required by the state can sometimes create confusion and frustration for the families we serve.

Accomplishments

- ❖ 148 children served and 57 adults served.
- ❖ Staff truly supported one another as they responded to the often dire, heart-rending needs of our clients.
- ❖ With many procedural changes implemented by the state this year, our staff pulled together as a team to devise and activate new processes to serve our clients and track our progress.

Case Management Services For Children

This program assists children and their families in gaining access to and making effective use of services and resources available. Such services include educational, medical, psychological, and community-based resources. This program is a family support service for children ages birth through 20 years with a diagnosis of mental retardation, pervasive developmental disorder/not otherwise specified, Asperger's syndrome, autism, or who are receiving early intervention services.

Community Case Management Services

This program identifies supports in the community for adults with a diagnosis of mental retardation or autism. Services include educational, medical, psychological, occupational, and community-based resources. Community case managers coordinate team meetings with the client, parents/guardians, and other persons to assist the client in locating services and resources and removing barriers which may be preventing the client from obtaining his or her goals. This team develops a Person Centered Plan which addresses the client's needs and desires.

Families Comment on UCP Case Management Services

"The services I have received have been tremendously helpful - I could not be happier."

"We feel listened to and understood. You are always there for us."

"Our case manager is a wonderful person who always displays a caring, sincere attitude. She is always eager to assist us with any issues."

"Thank you so much for impacting our lives in such a positive way."



Bridges Pre-School Program

Bridges offers pre-school and teaching in a group setting for up to 7 children per classroom ages 2^{1/2} to 5 years. This developmental teaching program for young children in a group setting provides assistance with self-help, socialization, adaptive skills and development of manual and perceptual skills for young children with developmental disabilities, autism, or severe language disorders. Early childhood educators create an environment where children engage in typical pre-school activities. Bridges focuses on social, language, fine and gross motor development, sensory integration and pre-academic skills through free play, art, gym, music and circle time. With the family, the Bridges team develops an individual plan for each child incorporating Maine's Early Learning guidelines and focusing on Applied Behavioral Analysis.



Peace Pals Pre-School and Childcare Program

Peace Pals aims to prepare each child to the best of his or her ability to become an integral, functional member of his or her family and community. This inclusive special purpose program for children with behavioral challenges offers child care and teaching in a group setting for up to 10 children ages 2^{1/2} to 5 years. Staff work to foster social and emotional behaviors, communication, self-care, motor and cognitive skills, as well as independence, through planned activities and interventions. Peace Pals teaches children the positive behaviors they need to be enrolled and achieve success in inclusive childcare and school settings. Working closely with parents, case managers, and speech, occupational and physical therapists, Peace Pals' staff develops and implements individual program plans for each child, incorporating Maine's Early Learning guidelines.

Challenges

- ❖ State funding cuts compelled us to reduce staffing and no longer offer therapy for children with high emotional/behavioral needs.
- ❖ We fully enrolled Bridges later in the year than preferred, due to a lower number of referrals.

Accomplishments

- ❖ Bridges: 27 children served. Bridges transitioned 6 children and Peace Pals transitioned 7 children to inclusive pre-schools.
- ❖ Peace Pals: 22 children served.

Lily's Story

Lily Knowlton had been through four area preschool programs before the age of four when her mother Haleigh found Peace Pals. Challenged with several developmental diagnoses, Lily can become disruptive when there is too much going on around her. Says Haleigh, "I was getting calls all the time to come and get her, and my abrupt absences caused the loss of my full-time job." Lily started attending Peace Pals in February 2008. Its curriculum, which includes



scheduled therapeutic exercises and specially trained teachers, has made a world of difference for Lily and her mother. "I haven't gotten called once since then," says Haleigh, "and Lily receives the personal attention she needs." Mom can now follow up on job leads, confident that her daughter is making progress in controlling her behavior. Lily is now transitioning to a typical pre-school program and is on track to enroll in kindergarten class in 2009.

Challenges

❖ We are constantly challenged to minimize or eliminate our waiting list for respite services.

Accomplishments

- ❖ 673 children served.
- ❖ We increased the number of certified respite providers in our network to 50, a new record.
- ❖ We formed a new collaboration with Wings of Bangor and Caribou to provide respite for their clients.
- ❖ We collaborated with Region I & II Respite to design and launch the web-based Respite for Me information resource: www.respiteforme.com.

Respite Care Services

This program offers parents of children with disabilities scheduled time off from the constant responsibility of care giving. Parents often use this time to attend meetings, go out to dinner, or just go for a walk. The benefits of respite are considered “life savers” by many of the families who receive these services. For up to 24 hours, children are cared for in their home or in the home of their trained and certified respite provider. Parents may choose a respite provider in their region such as a family member, friend, or neighbor. Families eligible for services can request a list of local certified respite providers - independent contractors who enjoy working with families and their children.

Parents Comment on UCP Respite

“The respite program is very helpful to my family as I have two children with special needs and find it very difficult to afford a babysitter.”

“UCP Respite has been a blessing as we could not afford to have a break ourselves. We feel refreshed and ready for anything after a break.”



Penobscot Community Health Care's Penobscot Pediatrics staff created this prizewinning Wizard of Oz pumpkin patch. UCP Respite led our creative “No Boundaries” pumpkin patch. 2,000 people joined in the fun this year at the Bangor Auditorium.



Resource Development

Resource Development raises money for our programs and services, and raises public awareness of UCP's work and impact. This year, we devised a comprehensive fundraising plan to expand donations, increase the number of UCP donors and volunteers, and expand our public relations efforts. Our approach this year included our annual mail appeal, grantwriting, and special events including our blueberry smoothie booth at the American Folk Festival, and Pumpkins in the Park, our community Halloween party at the Bangor Auditorium. In the upcoming year, we are launching several new initiatives that offer great potential for raising funds for and awareness of UCP of Maine. We are currently recruiting teams to compete in raising funds, and invite you to consider volunteering to support these efforts. Contact J Martin at ext. 201 to learn more.



UCP Board Member Kathleen Bell and volunteer Mary Henderson receive a check from Mike Shea, President of Webber Oil, to sponsor the hayrides at our Pumpkins in the Park event. In April, Mary received an Exemplary Service Award from Governor Baldacci for her dedication as a volunteer for UCP and many other organizations.

Blueberry Smoothie Booth



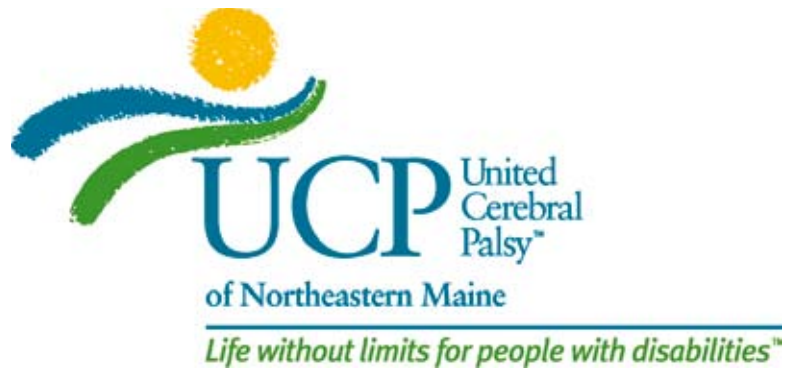
Top: UCP Case Manager Lewis Snyder volunteers at UCP's Blueberry Smoothie and Coffee booth. We raised \$11,500 at the three day American Folk Festival in Bangor.

Right: UCP Board Member John Heald enjoys a quiet moment of playtime with Lily Knowlton at our Victory 100 ice cream social and volunteer celebration. This summer, John was selected to serve on the UCP National Board of Directors.

Volunteers are Priceless !

This summer, Resource Development hosted an ice cream social and awards ceremony to honor five outstanding volunteers who dedicated 100+ hours of their time to UCP of Maine in 2007. John Heald, Jim Bradley, Kathleen Bell, Mary Henderson and Katie Guernsey each received Victory 100 achievement awards from the national office of United Cerebral Palsy. "We are so thankful for all the volunteers who give time to UCP of Maine," says Bobbi Jo Yeager, Executive Director.





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