

Charlotte White Center

Creating Hope and Opportunity

2012 Annual Report



www.charlottewhitecenter.org ★ info@charlottewhite.org

Dover-Foxcroft Location: 572 Bangor Rd., Dover-Foxcroft, ME 04426 • (207) 564-2464 • Toll-Free 1 (888) 440-4158 • TTY (207) 564-2708

Bangor Location: 38 Penn Plaza, Bangor ME 04401 • (207) 947-1410 • Toll-Free 1 (877) 258-7278

Waterville Location: 105 Main St. Suite B, Waterville, ME 04901 • (207) 872-4582



THIS YEAR'S ANNUAL REPORT IS DEDICATED
in Honor of Diane Deane and Joyce Tyler

Diane (left) and Joyce (right) are longtime members of the Charlotte White Center's Board of Directors who retired this year. Diane was an original board member chosen by our own Charlotte White and served since 1979. Joyce had served as the Board Consumer Representative for fifteen years. Thank you Diane and Joyce for your dedication and commitment to CWC and those we serve.

Mission & Vision



MISSION

The Charlotte White Center (CWC) mission is to provide quality community health and social services for adults, children, and families affected by intellectual or cognitive disabilities, behavioral or mental health challenges, substance abuse, domestic violence, or acquired brain injuries.

VISION

CWC is committed to improving the quality of life of those we serve and of our employees by providing opportunities for personal growth, learning, transformation, employment, and self-fulfillment.

VALUES

- We respect and value all people for their humanity and empower them to be their best.
- We value teamwork, loyalty, dedication, integrity, diversity, compassion, and consumer choice.
- We pursue excellence every day.
- We give a voice to the less fortunate.

CORE PRINCIPLES

- CWC is a place where people are friendly, welcoming, compassionate, accepting, and support one another.

- People at the CWC have the skills and resources necessary to make good decisions and to use their talents to the best of their abilities.
- People are happy and proud to be part of CWC.
- CWC services contribute to the community's prosperity and quality of life.
- People supported by CWC are recognized as valuable contributors to their communities.
- CWC provides outstanding quality services and is a leading agency in creating consumer satisfaction.
- CWC services are inclusive, integrated, and sensitive to cultural diversity.
- CWC services are driven by research and best practices which reflect dignity and respect for all people.
- The financial status of the CWC is on firm ground.
- The staff of CWC maintains a focus on eliminating waste and unnecessary spending while providing a high level of quality services.
- CWC supports diverse programs and funding that add to the overall financial health of the agency and of the community we serve.

GOALS FOR GROWTH

- Growth is measured, thoughtful, diverse, sustained, and grounded in the Charlotte White Center's mission, vision, and values.
- CWC recognizes and responds to the changing economy.
- CWC is dedicated to providing service excellence; to enhancing people's strengths and talents.
- CWC uses state of the art technology to increase efficiency and effectiveness.



A LETTER FROM OUR BOARD PRESIDENT:

During the past year, the Charlotte White Center's Board of Directors has been very active in supporting the efforts of the CWC management team and staff. Each month, we review the financial health of the agency and hear reports from the CEO, COO, and CFO regarding status of

the agency, new initiatives, and ways in which board members can collectively support the efforts of the Charlotte White Center.

We are fortunate to have experienced Board members from a wide cross section of skills and backgrounds, who work collaboratively with management staff to identify the best action steps for the agency to take to remain fiscally solvent and relevant to the needs of the wide consumer community we seek to support.

This year the Board worked with all parties to craft and approve the budget for FY'13. With the serious challenges placed on all DHHS-supported providers during the past twelve months, there were significant areas of concern. We are pleased to note that the finance team, led by Dale Shaw, was very effective and worked diligently to craft a balanced budget for the upcoming year. It now remains for us all to work attentively to keep the targets set in that budget in our sights.

In support of that effort, the board also spent time crafting an investment policy, interviewing brokers, and creating an investment portfolio for Board designated funds. The purpose of this effort is to derive the greatest gain on our investments, so that funds can be returned to help support the ongoing needs of Charlotte White Center's services. In tough times, these funds can be directed to assist in areas of program needs that might be experiencing temporary shortfalls.

The Board also approved an emergency transition plan, in

the event of any need to cover short term absences of any of the top management staff of the agency. This is an example of good management practice, and we were fortunate to have this service provided at no charge by Common Good Ventures under an agency leadership and development grant.

On an ongoing basis, the board hears reports from management staff and monitors the strategic plan. This year marks the completion of our three -year plan, and the engagement and preparation for a new updated plan.

We also said a fond farewell to two long-term board members. Diane Deane and Joyce Tyler retired from their service to the Board. Diane had been recruited by Charlotte White herself, and served on the board for over thirty years. Joyce, whose tenure on the board extended fifteen years, served as the consumer representative and was also known for her beautiful artwork and her contributions to the art program.

As I noted in last year's report, the Board of Directors is in a unique position to evaluate the quality of services at the Charlotte White Center and to "take the temperature" of how the agency is perceived in the greater community. We continue to be pleased with the excellent reputation the Charlotte White Center maintains statewide as a top-notch provider. We know that level of reliability and consistency in delivering quality care and services could not be accomplished without a great team effort.

The year ahead holds many challenges for community service agencies similar to the Charlotte White Center, and there is clearly a degree of uncertainty about the future prevalent in many sectors of Maine's public service network. As this year unfolds, and we identify where the greatest areas of need manifest themselves, we want all our partners, staff, donors, supporters, and state contractors to know that we will continue to provide the very best services possible, and to keep access to those services for Maine's vulnerable citizens uppermost in our minds and in our performance.

Sincerely,

A handwritten signature in blue ink that reads "Mary Louise McEwen". The signature is written in a cursive, flowing style.

Mary Louise McEwen

Board President

A LETTER FROM OUR CHIEF EXECUTIVE OFFICER:

As I prepare this year's annual report letter, I am reminded of the family motto of Robert Shackleton, the great Antarctic adventurer: "By endurance we conquer."

This last year has certainly tested that philosophy. The sane requirement in the State constitution that we operate on a statewide balanced budget each year protects the State from slipping into unnecessary debt. Yet in tough times, such as we have been facing for the last few years, preserving access to services for consumers and maintaining job security for our staff requires hard decisions and sacrifice across the board. This past year we were required to absorb deep cuts in funding for residential services and saw room and board rates reduced by as much as 50%. With a predicted \$725 million dollar structural gap in the State's biennial budget for the next two years it is a certainty that the sacrifices and tough decisions will continue.

However, as I look over the landscape of challenges we are likely to face in the coming year, I believe the Charlotte White Center is uniquely poised to deal with them. We are a sound agency, highly respected in the State, with excellent fiscal, program and administrative management teams to handle the daily operations. We have a very skilled and dedicated workforce capable of meeting new challenges efficiently and effectively. We have a veteran Board of Directors who know the agency extremely well and have our best interests at heart. We are diverse in the variety and relevance of the programs we offer. If one door closes, we have demonstrated continued resilience in finding a way to open another. And most importantly, we have a high degree of satisfaction from the families and consumers we support.

Since last year's report we have been successful in opening up new service areas and strengthening other service networks. We revamped the Charlotte White Center website to make it more relevant and accessible to those interested in our service offerings. We received State approval and established for the first time in Maine a two way remote monitoring site for a consumer with developmental disabilities. This daily check in system, using state of the art computer technology, allows him to live independently



in his apartment, yet have great safety back up options in place.

As we seek to move the Charlotte White Center from reliance on tax dollars, we are identifying new business opportunities that can produce both increased consumer training and employment as well as generate additional revenue we can direct to supporting our mission based services. In November of 2011 we shipped 7,500 Christmas trees to out of state buyers in the first harvest from our Christmas tree business. Our Highland Gardens Greenhouse hired and trained seven consumer employees this past growing season and brought in many citizens of the area who got to meet and interact with our workers. We are partnered with the University of Maine's Innovation Engineering program to identify and test out the soundness and potential application of new business ideas.

Our ClaimTrak electronic medical record and software system, a two year effort to bring to fruition, has been "going live" in stages since March. It holds great promise for us to be more productive in both the financial and the treatment areas of our service network. A unique feature of this effort is our partnership with five other non-profit agencies from around the state to make this system relevant to all our collective needs.

(Continued on next page)

(A Letter from our Chief Executive Officer, continued)

We were successful in converting our former children's home in Dexter to supporting four adults with brain injuries. This follows a path we opened up two years ago to engage in actively aiding families and individuals with brain injuries. We now provide a mix of ten residential beds for people with this need. Our Church Road home received a three year CARF accreditation, which is a great achievement and a critical component of our ongoing service and license. We transitioned two residents from Winterport to Brewer to support easier access to opportunities for community integration.

Our Grants and Fundraising teams have been busy as well. Through the generosity of Representative Jim Parker and his business associate Shawn Small we received the largest "in kind" donation in Charlotte White Center's history with the transfer of the bottom floor of our Penn Plaza office space in Bangor. We also received a critical grant from the JT Gorman foundation to help with necessary food purchases for our residents who have had their room and board support curtailed. Our donors to our annual campaign, annual auction, ongoing appeals and Angels' Fund constitute a significant portion of the funds we need to raise each year to close the funding gaps and shortfalls prevalent in the area of social services and supports to some of Maine's most vulnerable citizens. Many of our donors are listed in this report, and collectively, they have helped us to maintain ongoing services and solvency. As with our staff, they deserve a great deal of thanks and appreciation.

These mark just some of our achievements in the last year. Others are noted elsewhere in the report. What these highlights represent to me is a clear demonstration of our resilience in the face of adversity. Our staff dedication and commitment to value this mission of service and to hold in highest esteem the people for whom we work is the ongoing key to our success. It does not come without hard work on everyone's part and sound and effective management.

As we face the very considerable challenges to come, I draw inspiration for the work ahead by reviewing how we have succeeded in the past. Our performance truly does echo the sentiment on Shackleton's family crest. It is through endurance, the type of endurance we have demonstrated time and time again, that we will prevail. I look forward to continuing to fulfill our mission alongside some of the finest people I know.

Sincerely,



Richard M. Brown
Chief Executive Officer

Service Overview



The Charlotte White Center opened in 1979. The agency has expanded in over three decades from a single service in one location to include over twenty-five distinct services in six counties for over twelve hundred individuals annually.

SERVICES CURRENTLY PROVIDED:

- Outpatient Clinical Counseling:
 - In collaboration with Mayo Regional Hospital in Dover-Foxcroft
 - In collaboration with C.A. Dean Hospital in Greenville
- School based counseling services for grades K-12
- Counseling Services at Mountain View Youth Development Facility and the Piscataquis County Jail
- Adult Psychiatric Medication Management
- Day Treatment & Community Outreach
- In-Home Children's Behavioral and Developmental Supports

- Licensed Residential Facilities
 - Supported Living, Independent Living, Shared Living and alternative Residential Options
 - Residential services for people with acquired brain injuries
- Batterer's Intervention Program, Community Correction Programs, and Crisis Intervention Team Training
- Adult and Children's Case Management
- Skills Development Services and Supported Employment
- Daily Living Skills Services
- LifeJackets Youth Development Program
- Energy auditing and low-income weatherization

Our programs and resources support individuals and families in Piscataquis, Penobscot, Somerset, Hancock, Kennebec, and Waldo counties.



Agency Donors

We are deeply grateful for all our donors' generosity and support year round.

IN HONOR

Mr. Michael Elmaleh

In Honor of Kerry Sack

Mr. & Mrs. Joseph Farmer

In Honor of Michelle Farmer

Mr. & Mrs. Joel Gottlieb

In Honor of Ben Gottlieb

Mr. Jonathan Miller

In Honor of Kay Shuster

Ms. Zareen Taj Mirza

In Honor of Dodie Humayan

The Ward Green Group

In Honor of CWC Staff

Mr. & Mrs. Scott Weiss

In Honor of Richard Brown

Ms. Debbie Young

In Honor of Tiffany Young

IN MEMORY OF HEIDI COBURN

Mrs. Virginia Coburn

IN MEMORY OF TAD GORDON

Mr. & Mrs. Ricker Hamilton

IN MEMORY OF NANCY KERWIN

Ms. Kerry Sack

INDIVIDUAL DONORS

Barbara Alhage

Sarah Austin

Leslie Bell

Terry Bennett

Sheri Bjork

Cynthia Blodgett

Barbara Brown

Richard Brown

Susan Bryand

Elizabeth Buchanan

Robbie Butcher

Frances Buzzell

Meg Callaway

Debra Capilli

Betty Carolin

Gwendolyn Cartwright

Deborah Chase

Mary Clark

Mr. & Mrs. Charles Clemons

Annie Collins

Fred Cookson

Christopher Cox

Mr. & Mrs. Alex Craig

Cross Insurance Employees

Mrs. Marti Crossman

Sherri Crossman

Cynthia F. Cyr

Spencer Day

Michelangelo Deieso

Thomas Desjardin

Meg Dexter

Diane Sharrow

Kathy Doore

Debra Drew

MaryDunn

Marietta Edgerly

Anthony Estes

Patricia Gardner

Michelle Gerald

Mr. & Mrs. Lawrence Grant

Annie Gray

Adeline Harrington

Earl Harrington

Linda Herbest

Ruby Herring

Linda Hicks

Tracy Hoglund

Laurel Hunt

Lisa Hunt

Priscilla Hurd

Tom and Erica Hutchinson

Bridgett Ireland

Laura Jackson

Pam Jacobson

Sharon Libby Jones

Marcia Jordan

Nancy Jordan

Patricia Kelleher

Aimee Kerrigan

Kathryn Kevit

Josh Kimball

Jean Kuznic

Robert Labelle

Suzanne Labelle

Lynn Lamb

Michelle Lasselle

Misty Lavigne

Sharon Levesque

Mr. & Mrs. Harold Lewis

Ernie Livingstone

Jeffery Long

Crystal Luce

Miles Lufkin

Darcy Lujan

Chris Maas

Stephen Madera

Laura Maguire

Angela Masse

Joanne McCann

Mary Louise McEwen

Doreen McKeage

Donna McKusick

Stephanie McNally

Sandy Melidones

Anna M. Minner

Esther Mitchell

Billie Jo Moore

Rev. Darren Morgan

Cynthia Myers

John Myers

Jennifer Nelson

Andrew Nickerson

Rebekah Nickerson

Duane Olson

Agency Donors

Kathleen Paquette
Mr. & Mrs. James Parker
William Parmenter
Rebecca Patterson
Clare Hudson Payne, Esq.
Anne Perkins
Jennie Peterson
Taylor Pomerleau
Josie Porter
Lynn Priest
Laura Rand
Wynona Randall
Pamela Raymond
Kathy Richards
Mary Riitano
Jody Roberts
Lisa Rowe
Brenda Ruksznis
Sheila Ruksznis
Ashley Russell
Karl Ryckman
Kristy Ryder
Mandy Sandy
Tracey Sawtelle
Dale Shaw
Felice Sickler
Barbara Skinner
Scott Skinner
Shawn Small
Billie Smith
Cindy Smith
Mr. & Mrs. Gary Smith
Mr. & Mrs. Jake Smith
Cathy Soden
Melanie St. Louis
Stephen Stanley
Debbie Steeves
Chris Strout
Ashley Sullivan
Ronald Sweet
Dr. & Mrs. Richard B. Swett
Hailey Tash
Brenda Tibbetts
David Twitchell
Mr. & Mrs. Ardene G. Ward

Sharon Waterhouse
Jamie Way
Melody Webber
Lisa Weese
Heather Willey
Rod Willey
Dr. Roger Wilson
Danielle Woodbury
Donald Woodward

BUSINESS/ORGANIZATIONS

Bangor Daily News
Bangor Metro
Beal College
Bear's Den
Bed Bath & Beyond
Books A Million
Brewster Inn
Brooks Tire Discount
Bud's Shop 'n Save
Bugaboo Creek
Carmel Oil Company
Center Theatre
Chili's
Christmas Tree Shop
Cross Insurance
Dairy Queen
Day's Jewelers
Deja'vu Hair Salon
Dover-Foxcroft Chiropractic Center
Downeast Windjammer Cruises
Dunham's Furniture
Dysart's Restaurant
Emerson's
Fusion HT
Gold's Gym
Governor's Restaurant
Great Skates Entertainment Center
Hampden Hardware
Hannaford
Hartwell House Inn
Island Port Press
Lucerne Inn

Maine Coastal Flight
Maine Crafts Association
Maine Discovery Museum
Maine Highlands Federal Credit Union
Maine Jump
Margarita's Restaurant
Massimo's
McLaughlin Seafood
Midas
Mission Lights
Oli's Trolley
Olive Garden
Patriot's Charitable Foundation
Pulse Marketing
Roots Hair Salon
Round Top Ice Cream
Sam's Club
Sea Dogs Baseball
Starbucks
Tim Horton's
Tractor Supply
University of Maine Athletics
WABI-TV
Walgreen
Wal-Mart

FOUNDATIONS

Bangor Rotary
Bob's Discount Furniture
Eastern Maine Healthcare Services
Hanson Charitable Fund
JT Gorman Foundation
New York Community Trust
Unity Foundation

LIFEJACKETS DONORS

Bangor Savings Bank
Burden Foundation
Hudson Foundation
Mr. Roger Merchant
United Way

Our Team

BOARD OF DIRECTORS:

President: Mary Louise McEwen
Vice President: Cynthia Freeman Cyr
Secretary/Treasurer: Duane Olson

Richard M. Brown, *Ex-officio*
Roger Wilson, M.D.
Rev. Darren Morgan
Christopher Cox
David Green

SENIOR MANAGEMENT STAFF:

Richard M. Brown, *Chief Executive Officer*
Charles G. Clemons, *Chief Operating Officer*
Dale Shaw, *Chief Financial Officer*
Meg Dexter, *Senior Program Director*
Betty Carolin, *Senior Program Director & Clinical Coordinator*
Mary Dunn, *Director of Programmatic and Quality Assurance*
Bridgett Ireland, *Director of Human Resources*
Rod Willey, *Senior Program Director*

CLINICAL STAFF:

Mayo/CWC Collaborative:

Richard Davis, LCSW, *Clinical Counselor*
B. Anne Perkins, LCPC, *Clinical Counselor*
Catherine Soden, LCPC, *Clinical Counselor*
Thomas Barrett, LCPC-CC, *Clinical Counselor*

Mountain View Youth Facility:

Caroline Cox, LMSW, *Clinical Counselor*
Katherine Monahan, LCPC-C, *Clinical Counselor*

Office at C. A. Dean Hospital :

Peter Hue, LCSW, *Clinical Counselor*
Louis Harson, LCSW, *Clinical Counselor*

School Counseling, SAD #4 Guilford:

Peter Hue, LCSW, *Clinical Counselor*

Piscataquis County Jail:

Peter Hue, *Clinical Counselor*

Psychiatric Medication Management:

Dr. Charles D. Hanson, *Psychiatrist*



Our Team

MANAGEMENT TEAM MEMBERS:

Cynthia Blodgett, Director—Residential Support Services—Dover

Barbara Brown, Treatment Planner

Elizabeth Buchanan, Administrator—Section 28

Meg Callaway, Elder Services Coordinator

Debra Capilli, Assistant Director—Finance

Sherri Crossman, Director of Shared Living

Amanda Day, Treatment Planner

Lori-Ann Desjardin, Administrator—Section 28

Laurie Foley, Bangor Office Manager

Samantha Gardner, Assistant Director—Day Program

Chris Gaudet, Administrator—ABI Home

Michelle Gerald, Administrator—Section 28

Andrea Gray, Director—Community & Residential Services—Dover

Ruby Herring, Director—Finance

Brian Hurd, Administrator—Community & Residential Services—Bangor

Erica Hutchinson, Development Director

Pamela Jacobson, Children's Services Administrator

Aimee Kerrigan, Director—DLSS

Joshua Kimball, Director—Employment Services

Robert Labelle, IT Manager

Lynn Lamb, Billing Specialist II

Michelle Lasselle, Director—Case Management

Ernest Livingstone, Assistant Director—Intellectual Disabilities (ID) Residential Support Services—Dover

Laura Maguire, Assistant Director—Community and Residential Services

Michele Marden, Director—ID Residential Support Services

Randy McKenzie, Maintenance Supervisor

Dawn Mozsgae, Director—Day Programs

Steve Mozsgae, Assistant Director—ID Residential Support Services

Cassie Pelletier-Cyr, Lead Community Case Manager

Jennie Peterson, Assistant Director—ID Residential Support Services

Josie Porter, Administrator—Section 28

Lynn Priest, Director—Community Case Management

Laura Rand, Administrator—Garland Road Residential

Wynona Randall, Professional Development Coordinator

Pamela Raymond, Treatment Planner

Christine Rice, Assistant Director—Day Program

Mary Riitano, Assistant Director—Human Resources

Shanna Robshaw, Assistant Director—ID Residential Support Services—Bangor

JoAnn Roy, Assistant Director—ID Residential Support Services—Dover

Kerry Sack, Strategic Planner

Amanda Sandy, Resource Coordinator

Diane Sharrow, Assistant Director—ID Residential Support Services—Dover

Cindy Smith, Director—Residential Support Services — Bangor and Dover

Terri Smith, Billing Specialist II

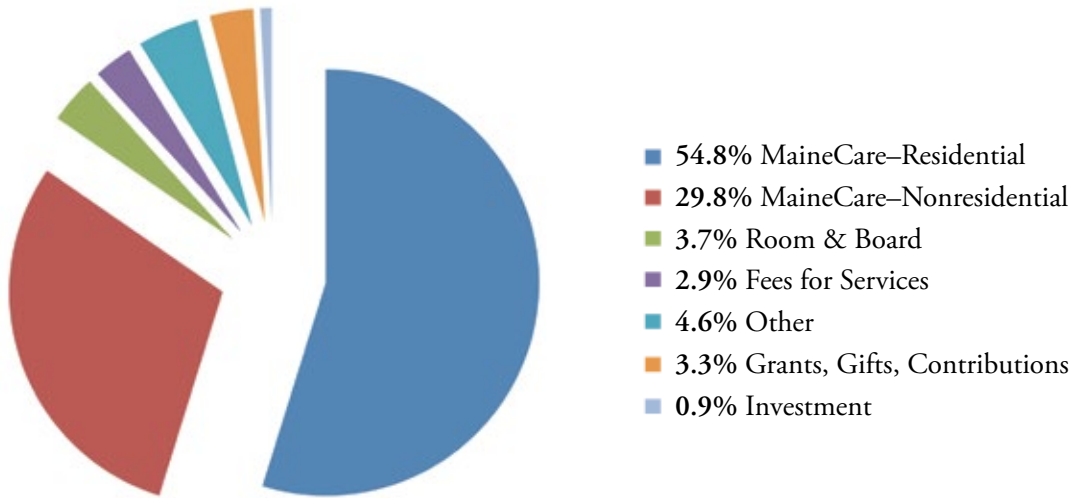
Jamie Way, Team Leader—Eastern & Madison Avenues

Melody Webber, Administrator—Section 28

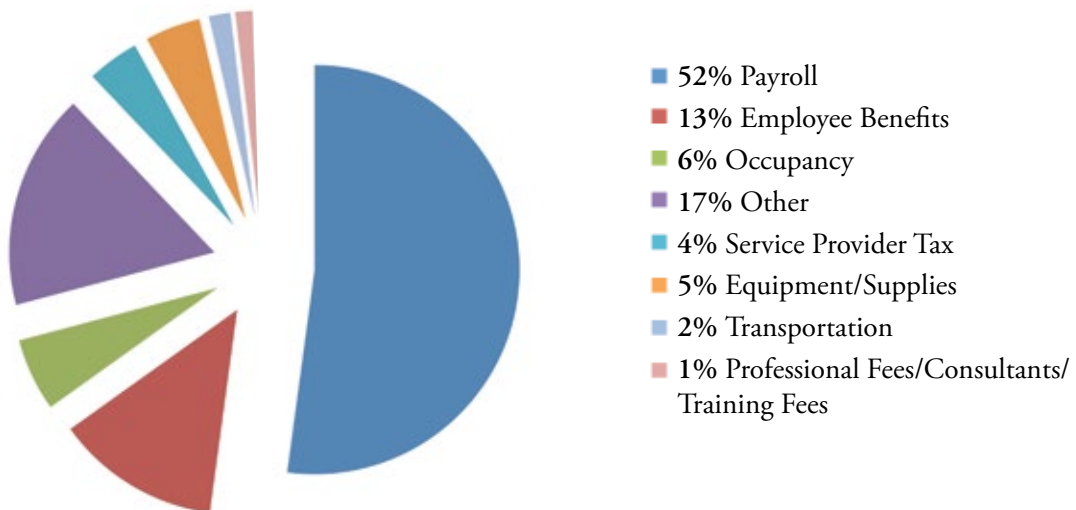
Lisa Weese, Human Resources Generalist

Financial Information

FY 12 ★ CHARLOTTE WHITE CENTER REVENUE \$15,687,291



FY 12 ★ CHARLOTTE WHITE CENTER EXPENSES \$15,198,240





IN MEMORY OF ADA YORK
July 15, 1957 to August 30, 2012

Ada was an individual who truly lived life to the fullest, and she will be sadly missed by everyone who had the honor of serving her.

Charlotte White Center

www.charlottewhitecenter.org ★ info@charlottewhite.org

Dover-Foxcroft Location: 572 Bangor Rd., Dover-Foxcroft, ME 04426 • (207) 564-2464 • Toll-Free 1 (888) 440-4158 • TTY (207) 564-2708

Bangor Location: 38 Penn Plaza, Bangor ME 04401 • (207) 947-1410 • Toll-Free 1 (877) 258-7278

Waterville Location: 105 Main St. Suite B, Waterville, ME 04901 • (207) 872-4582