



## **Community Benefit Assessment 2018**

### **Mission**

We provide people in our programs the necessary support to reach their highest level of personal development.

### **Values**

With effective leadership, innovations and teamwork, everything we do is directed to the satisfaction of the present and future stakeholders. We value knowledgeable, dedicated and energetic employees who provide continuous commitment to the people we serve.

### **Central Aroostook Association History**

The association began its journey in 1959, when a group of parents who wanted programming for their children with developmental disabilities placed an ad in the local papers. This group formed a small association, which held their first classes in the basement of St. Luke's Parish Hall, Caribou, ME. As the association grew and needed more space, they moved into the Knight Building in Presque Isle, ME. Later in 1967, a federal grant was received to build the first school building in the state for students with developmental disabilities in Presque Isle, Maine, which became Opportunity Training Center, now known as OTC (a special purpose private school), and still serves as an association program.

In 1971, the Aroostook Residential Center was constructed, which the association did not operate but was instrumental in promoting its construction. In 1972, the association developed day programming for adults, which included programs that taught both fundamental practical life skills as well as work-related skills. An actual work program was developed for those who had the skills to perform those functions. At this time, the association rented a building at Skyway Industrial Park for the work program. When the Residential Center closed its doors in 2004, the Association then decided to open its first waiver home. Currently there are six residential waiver homes in operation.

Shortly thereafter, Shared Living was introduced as another residential option. Shared Living allows adults with developmental disabilities to live with a family in the community. Two businesses were soon developed: Aroostook Shredding, a confidential shredding business and County Box & Pallet, which builds and refurbishes wooden pallets. Although Aroostook Shredding was sold in September of 2013, County Box & Pallet employs over 20 individuals with development disabilities, most of which receive supports from one or more association programs.

The association offers Home & Community Supports for adults, Community Case Management (for approximately 100 individuals) and Children Supports, which is the association's newest program. Central Aroostook Association is governed by a Board of Directors, maintaining a 51% membership of parents or siblings of those who attend the association, with 49% consisting of the business community. The association is very proud that it has been able to support persons

with developmental disabilities for over fifty years. It continues to look to the future to see what other additional resources might help individuals and their families.

### Employment Data

Program	Full Time	Part-time	F/T Avg. Tenure (yrs)	P/T Avg. Tenure (yrs)
Case Management	6	0	12	N/A
Administration/ Executive	7	0	24	N/A
Shared Living	1	0	5	N/A
Home/Community Supports	5	11	4.5	3
Residential	40	4	4.5	1
Adult Program	23	0	6	N/A
Work/Training	7	5	7	N/A
Children's Services	3	7	2	1.25
OTC (SPPS)	16	0	12	N/A
Maintenance	2	1	1	13

### 8 Programs, 1 Association

**Case Management-** Community Case Managers assist individuals with personal budgets, social security paperwork, housing and grocery needs, medical needs, representative payee, and service referral liaison.

**Shared Living-** Shared Living is one option in a range of housing and support services for individuals with intellectual disabilities and autistic disorders. It is considered one of the least restrictive and most cost effective options of home support services available in Maine. Shared Living allows an individual to live in a family-style setting and become a member of the household, family, and community.

**Home/Community Supports-** (Home) Assist individuals to reach their highest potential in home-based environment. The goal is to teach necessary skills to improve quality of life and level of independence. (Community) Teaches how to access community resources available in the area, increase social skills, safety awareness, and identify/access to activities.

**Residential-** Residential Services is designed to provide adults with intellectual and developmental disabilities a home-like environment within homes owned and maintained by Central Aroostook Association. The adults who make their home with our Residential Services program are provided with individualized programs designed to promote their independence and provide opportunities for daily community involvement that work around their activities for daily living.



Totals	130	29	20	18	1	5	1
% of Personnel (education attainment)	44%	22%	15%	14%	>1%	4%	>1%

### Service Locations/People Served/Competition Data

Service Locations	Number of Individuals Served (2018)	+/- change since 2010
Case Management	172	107
21 Lombard, Presque Isle (Adult Program)	55	51
29 Lombard, Presque Isle (Adult Program)	14	14
OTC (Special Purpose Private School)	34	5
Children Services	20	
Home and Community Supports	24	
County Box & Pallet and Work Services	20 (independent or with support)	6 staff/12 consumers
112 Lombard Street	4	4
6 Skyview Drive, Presque Isle	2	2
4 Pilgrim St, Caribou	2	2
53 Church St, Presque Isle	2	2
418 Sweden St, Caribou	2	2
41 University St, Presque Isle	2	2

Agency/Competition	Home Base/Central Location	Programs of Competition
Personal Services of Aroostook	Presque Isle	Home, Community Supports, Waiver Home
Community Living Association	Houlton	Case Management, Waiver Homes, Community Supports
Northern Maine General	Eagle Lake	Case Management, Waiver Homes, shared Living, Community Supports, Children's
Adult Multiple Alternative Center	Caribou	Community Supports

Care and Comfort	Waterville (ME)	Children's, Home Health
The Northern Lighthouse	Presque Isle	Community Supports, Case Management, Children's, Residential (child)
Addison Point	Waterville	Case Management
St. John Valley Assoc.	Madawaska	Home & Community Supports
Northern Aroostook Alternatives	Van Buren	Community Supports
Green Valley Associates	Island Falls	Community Supports, Waiver Homes
KFI	Millinocket	Waiver Homes, Community Supports
Living Innovations	Bangor (also NH, RI)	Shared Living, Community Supports

### Market Share

#### Market Share (Continued)

There are several factors that determine a fair account of market share in Aroostook County. Social Service agencies are typically smaller than what is seen in different parts of the State. The large geographical area limits efficiency to a home base and increases the cost of doing business.

There are 12 organizations that deliver services like Central Aroostook Association. From these service agents, eleven are non-profit and one organization is for-profit. All non-profits are qualified 501 (c) 3 designates. The single business that is for-profit is privately owned and operated by a husband/wife in Waterville (Care & Comfort). One non-profit has a satellite office in Aroostook County (Addison Point), one non-profit operates without a satellite office (Living Innovations), while the remainder are home-based in Aroostook County.

This Association provides services in a realistic territory that maintains quality service. Departments that allow for less oversight and a larger service area include Case Management, Shared Living, and Children's Supports. The other programs provided by Central Aroostook Association require more frequent supervision and smaller service area.

Accurate market share is difficult to determine for competitive reasons, but also due to some individuals receiving various services from multiple agencies. It is difficult to determine an unduplicated and accurate percentage.

#### Competition (Amenities)

Central Aroostook Association	Comparable Services
Spacious Campus	Northern Maine General
Multipurpose Room/Gymnasium	Northern Maine General
Special Purpose Private School	None

Ramp Vans/Company vehicles	Northern Maine General, Community Living Association
Recreation Area and Gym; multipurpose room	Northern Maine General
Career Planning	None
Physical Therapy/OT/Speech on-site	Northern Maine General
ADL Programs	Northern Maine General, Community Living Association
On-site Trainer	Northern Maine General
Behavioral Specialists	Care & Comfort
Music Room	None
Work Services Program	None
None	Therapy Pool (Northern Maine General)
Summer Program-Youth	None
Horticulture	Northern Aroostook Alternatives
Recreation Area/Tactile and Gross Motor (exempt Therapy Pool/Aquatics)	Northern Maine General, Community Living Association

**Grounds**

Central Aroostook Association is situated on 30 acres of donated land in a quiet residential setting. This unique placement has advantages such as ample space for paved parking (60), accommodating recreation areas, and physical plant infrastructure for service delivery purposes. The property incorporates a security system that monitors sensitive areas on campus. The entire property is away from major foot and automobile traffic, corridors, and bike/walking paths. These advantages are unique in exchange for low public visibility. The property is self-maintained by our Maintenance Department and several members of day program staff. The Association views the footprint as a clean, well-manicured environment. Signage on the property displays large, clear instructions on how to navigate to various programs on site. The signage is strategically located at the single entry/exit bottleneck of campus so that visitors can quickly identify where offices or services are located. The grounds also displays an employee appreciation area with planted trees dedicated to employees achieving twenty years of service for the Association. The open expanse is typically used for additional recreation space especially by Opportunity Training Center. For added exposure, a Central Aroostook Association sign is displayed near the North/Griffin Streets intersection.

**Transportation**

Central Aroostook Association has amassed a fleet of vehicles that are specifically used for the purpose of serving our individuals. The inventory includes 18 vans, 2 ramp buses, and 3 ramp vans. The fleet is maintained by the Central Aroostook Association maintenance staff and agreement with a local automobile service garage. The vehicles are parked on a section of campus that is monitored by closed circuit television. A system for usage is in place that includes software that provides up-to-date status of each vehicle's availability.

### **Facility (Home Base)**

The facility is comprised of three major buildings situated in close proximity to each other. The distance between each building is an effortless walk. All walking around the territory can be done on pavement.

The building posterior to the complex is used for day program individuals that have higher physical and developmental levels of care. This building, named 29 Lombard, also houses physical, occupational, and speech equipment and technology with full kitchen, complete medication passing station, deck/patio, sunroom, and the necessary tools to conduct programming toward individualized goals. Pavement is situated 360 degrees around the building which enables easy load and unload of program attendees.

Adjacent to the building, known as 29 Lombard, is a garage, storage, and tractor bay used by the maintenance department.

Opportunity Training Center (Special Purpose Private School) is the second major building and first constructed on the premises. The facility offers: 5 classrooms, observation/filing room, Occupational/Physical Therapy room, Speech Therapy office, bathrooms, quiet room, kitchen, multipurpose/gym, executive suite including conference room, and various departmental office spaces. A protected play area with recreational equipment is attached to the facility.

21 Lombard is the first building visualized when entering the campus. The facility includes: Full business office suite, Offices for home & community supports, residential, and center-based community supports. The space has a full kitchen, 9 program stations, training and administrative offices, and bathroom facilities. The bottom level is utilized by case management, two kitchenettes, conference room, recreational area, music room, IT department, and various technology and power plant utility spaces.

The Association has integrated multiple uses of technology into the classrooms and offices to assist the individuals we serve. An Information Technology employee is on-site five days per week to ensure seamless usage of various wireless systems, computer technologies (including Tandberg and Apple products), and Audio/Visual equipment. The Information Technology staff is responsive to the needs of the Association, provides necessary feedback on trends and new information transfers, while offering suggestions on making work more efficient.

The Association utilizes 3 fully equipped kitchens to demonstrate and teach daily living skills for all ages learning to be independent.

A mailroom is used on-site to effectively manage the volume of material generated internally for distribution (interdepartmental or off-site) as well as provide coordination of material from off-site to the receiving department. The mailroom is operated by a job coach and several individuals receiving services by the agency. Each position is paid at a Maine standard labor rate.

Storage is maintained on-site and off-site with electronic backup contingencies in place.

Recent upgrades to all heating and cooling systems have allowed for a more efficient energy consumption and reduction in carbon footprint.

Three conference rooms are heavily utilized by teams responsible for developing plans of achievement for individuals served. Central Aroostook Association is typically considered the premier site for having meetings due to its central location to the service area and ample space for accommodating larger numbers of people.

### **Website and Social Media**

Central Aroostook Association has discontinued use of a long-term website and created a mobile-friendly model that includes a board portal for ease-of-access to information for each board director. In addition, it continues to be a point-of-access for an employee portal that assists with communication from the leadership level. The Association has reinstated the use of social media following a three-year hiatus to establish purpose and create policy for disseminating information to the public and stakeholders. In 2018 the Association re-established Facebook and a new website. A Board of Directors portal was added for ease-of-access of policies, procedures, and board meeting minutes.

### **Pallet Building**

County Box & Pallet is a nationally S.H.A.R.P certified and 5 years no-lost-time facility.

County Box & Pallets operates out of a leased building located at 96 Houlton Road in Presque Isle Maine. A converted warehouse, this location has a loading dock for transporting pallets to the back of a trailer for delivery. The building also has two overhead doors that allow forklifts to enter and exit the building with pallet and/or wooden stake building materials, which are stored outside, and waste product that needs to be taken outside. The building consists of 9600 square feet of which approximately 9200 square feet is used for the production area. The remaining footage consists of an office, break/lunch room and two bathrooms. The building is heated primarily with waste wood in an outside wood boiler that is connected to a thermal heat transporter located inside the building. An oil burner is used to supplement heating needs in the colder winter months. On one end of the work area, about 1/10<sup>th</sup> of the entire work space, the wooden stake production takes place. Wood pieces are cut to the correct size and one end is sharpened. The remaining work space is used for dismantling, repairing, manufacturing and storing new and refurbished pallets. A dismantler is used to tear apart any used pallets deemed not feasible for repair and the parts will be used for the refurbishing of used pallets that can be repaired. A lead board remover machine is used to take off the damaged lead boards of used pallets if the removal is necessary. Several air compressors support numerous pneumatic nail guns that are used in the assembly line. The assembly line consists of two rail systems surrounded by work table stations that staff use to either repair or build new pallets. Once a staff member completes a pallet, they pile them next to their work station. Once the piles reach 8 high, other workers use either hand operated floor jacks or a fork lift to move the completed product to the shipping storage area. All workers are required to use personal safety equipment including but not limited to, eye, ear, feet and hand protection.

### **Outlying Facilities**

Storage/Office in Caribou- Office space has been remodeled and is available and opened in 2017 as a means of reducing time and mileage for case management to conduct business. Additional space is used to store the tires for the fleet, seasonal items for the Residential Homes and miscellaneous items.

### **Service Delivery**

Having been established in 1959, Central Aroostook Association is at the forefront of the ever-evolving trends and innovative techniques of serving youth and adults with developmental and



mental disabilities. This Association has been and will continue to develop and access resources that enable a person-centered, individual-based service delivery system that establishes the greatest opportunities for self-enrichment for the individuals served. From the early age of opening OTC in 1967, the Association has been considered a dependable, worthy organization that has had a history providing purpose and training for ages 5-80.

The current principals of training are different between youth and adult, however the Association utilizes the most acceptable practices as tools for training.

Youth-the foundation for training is called Behavioral Health Professional (BHP) training. This is a combination of live classes and videos that requires successful completion of situational assessments for certification. (Also available for the public or outside agencies)

Adult---the universal training in the adult sector is Direct Support Professional training (DSP). This training requires extensive computer work and testing with an 11 hour live class. (Also available for the public or outside agencies)

Youth Education- Education Technologist (Ed. Tech) I, II, III-Employees pass a complete background check and series of training that enable a highly motivated learning atmosphere. Each person is accredited with the Maine Department of Education.

**Required (Other)**

Training	Expires	Length of Training
First Aid/CPR/AED	Every 2 years	6hrs
Blood borne Pathogens	Annual	1hr
Safety Care	Annual	16hrs
DSP/BHP	N/A	51hrs
Boundaries	N/A	2hrs
Mandated Reporting	N/A	2hrs
CRMA	Every 2 years	40hrs initial / 8hrs recertification
Global Harmonization	Annual	1 hr
Grievance	36 months	1 hr.
Health Insurance Portability and Accountability Act	Annual	1 hour
New Hire Orientation	N/A	4 hours

**Additional Training and Community Education**

<b>Training</b>	<b>Expires</b>	<b>Length of Training</b>
Positive Behavior Supports	N/A	3hrs
Person Centered Plan	N/A	2hrs
Reportable Event Forms	N/A	1.5hrs
Sexuality and Developmental Disabilities	N/A	2.5hrs
Seizures	N/A	2hrs
The Grievance Process	N/A	2hrs
Documentation	N/A	2hrs
Lifting	N/A	2hrs
Teamwork: Building a Team	N/A	2.5hrs
<b>Management- Communication Skills, Conflict Resolution, Delegation, Disciplinary Action, Discrimination, Email Etiquette, Leadership skill 1<sup>st</sup> time, Orientations, Performance, Diversity, Managing the Change, Motivation, Negotiation Skills, Problem Solving, Sexual Harassment, Time Management, Work Place Crises, Workplace Violence</b>	N/A	2.5hrs EACH
Dealing with Difficult People	N/A	2.5hrs
Disability Sensitivity	N/A	2.5hrs
Forklift	N/A	2.5hrs
Fostering Better Communication	N/A	2.5hrs
LOTO	N/A	1.5hrs
Managing Stress	N/A	2.5hrs
Positive Approaches; friendly workplace	N/A	2.5hrs
Sexual Harassment	N/A	2.5hrs
Slips, Trip and Falls	N/A	2.5hrs
Substance Abuse	N/A	2.5hrs
Time Management	N/A	2.5hrs
QBS: Behavioral Competencies	N/A	4
Principals of Behaviors	N/A	4

Autism	N/A	4
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### Training & Consultation

Behavioral Consulting for school districts-Opportunity Training Center has three teachers who each have their Masters in Special Education, with a concentration in Autism and Behavior Disorders. They are also certified by the Department of Education as Behavioral Consultants and Trainers. In addition, they will achieve Board Certification in Behavior Analysis (BCBA) which is accredited by the National Commission for Certifying Agencies (NCCA).

### Community Involvement (Staff) Survey

Group	# of hours/ annually	Town/County/ State

Aroostook County Action Program	50	Aroostook
Aroostook County Area Special Olympics	70	County
Aroostook Regional Transportation	25	Aroostook
Aroostook Youth Hockey League	40	County
Boy Scouts	85	Aroostook
Caribou Athletic Boosters	4	County
Caribou Masonic Lodge	32	Aroostook
Central Aroostook Humane Society	26	County
Cub Scouts	60	Aroostook
Girl Scouts	232	County
Hope & Justice Project	20	Caribou
Junior Achievement	8	Caribou
Martha & Mary's Soup Kitchen	10	Aroostook
Northern Maine Figure Skating Club	20	County
Pines and Spurs Riding Club	30	Aroostook
Presque Isle Elks Lodge	10	County
Presque Isle Housing Authority-Chair	40	Aroostook
Presque Isle Rotary Club	50	County
St. Mary's Catholic Church	10	Aroostook
School Administrative District #1	26	County
School Administrative District #20	72	Aroostook
Special Olympics-Aroostook	750	County
State Street Baptist Church-Treasurer	50	Presque Isle
Take Home Program	450	Aroostook
United Congregational Church	2	County
University of Maine at Presque Isle-Board of Visitors	90	Aroostook
Wesget Sipu	60	County
WinterGreen Arts Center	30	Presque Isle
Aroostook Directors of Special Education Committee	30	Presque Isle
		Presque Isle
		Presque Isle
		Presque Isle
		Fort Fairfield
		Aroostook
		County
		Presque Isle
		Presque Isle
		Presque Isle
		Aroostook
		County
		Fort Kent
		Presque Isle
		Aroostook
		County

### 2017-2018 Volunteer Services Summary

2017 Hours	2018 Hours	Change in Hours
5153	2310	-2843
Average # of Hours	Average # of Hours	%Change
184	96	55%

### Community Involvement (Association)

Central Aroostook Association holds permanent seats on the following Agencies boards of directors:

1. Aroostook County Action Program board appointment
2. Aroostook Regional Transportation Services-Two board appointments

#### **Local, Regional and State Involvement (Association)**

1. Member, Rotary International (Presque Isle)
2. Member, University of Maine at Presque Isle Board of Visitors
3. Member, Presque Isle Housing Board of Directors
4. Member, Committee Chairs, World Biathlon (Nordic Heritage Center)
5. Member, Maine Association of Community Service Providers (MACSP)
6. Member, Maine Association of Non-Profits (MANP)
7. Member, APS Healthcare Provider Advisory Council
8. Participant/Contributor, United Way of Aroostook Fundraising Campaign
9. Member, 3-Person Review Committee-Behavior Regulations

#### **Special Olympics**

Central Aroostook Association is highly engaged in all regional Special Olympics events. The Association has been the integral planner and coordinator for these events. We work with the support of municipal and school district resources that enable certified activities in Track and Field, aquatics, basketball, and soccer. 2017 began an organized soccer team “Grasshoppers” while the “Snowdogs” basketball team has notably achieved state champion titles and continue to be a competitive rival at state competitions. Central Aroostook Association currently has two employees who volunteer on the Area Management Team who coordinates each activity. Central Aroostook Association volunteers invest more hours of support from planning to execution each year toward this event than any other entity. This resource is invaluable in the experienced coordination and successful completion of this regional event. Central Aroostook Association maintains the inventory for all Special Olympic activities.

#### **In-kind Services by the Association**

Central Aroostook Association has been generous to offer facility and transportation assets for the following organizations at no charge: Disabled American Veterans, therapeutic dance classes, local ATV clubs, (SAD #1 Affiliations) 4-H Club, Little/Teen/Big Miss pageants (Presque Isle, Mars Hill, Castle Hill, Chapman, Mapleton, Fort Fairfield)

#### **Emergency Disaster Site**

Central Aroostook Association working in conjunction with Presque Isle Public Safety and Maine Emergency Management Agency (MEMA), to become an approved Emergency Disaster Site that combines technology and safety to appropriately house 350 people in the event of natural disaster or emergent situation.

#### **Employee Incentives**

Use of building, Clothing voucher, Flu Shots, Monthly Drawings, Birthday Cards, monetary gift certificates at Christmas, Staff night with guest, DSP/Ed Tech/BHP week, Dental Insurance, Short term disability, Life Insurance, 401(K), Barbeques, Leadership Classes, Professional Enrichment/formal education reimbursement, Longevity awards, Cost of Living Allowances, Travel time reimbursement, bereavement, general leave, jury duty leave, direct deposit.

### **Community Connections/Key Relationships**

*State of Maine Regional Legislators-* Support Legislation

*Municipalities-*Obtain services

*School Districts-*Education, training

*Northern Maine Community College-*Community Partnership, Education, utilize talents

*University of Maine at Presque Isle-*Community Partnership, Education, utilize talents

*Central Aroostook Chamber of Commerce-*Promotion, Resources, Community partnerships

*Rotary, Kiwanis, Civic Groups-*Partnership, information, Resources

*Aroostook County Action Program-*Resources

*Northern Maine Development Commission-*Resources, Grant opportunities

*Aroostook Area Agency on Aging-*Resources

*Maine Association of Community Service Providers-*Lobbying, information

*ADSAC-*Information

*The Aroostook Medical Center-*Community Partnership, Resources

*\*Media-*Not included in Community Benefit Assessment (please see Central Aroostook Association's Marketing Plan)

### **Self-Perception**

The essential purpose of completing Central Aroostook Association's assessment is to clearly identify strengths, advantages and disadvantages in order to define who we are, what we do, and the scope and importance of what is provided on a daily basis. The Leadership Team is confident that the 8 programs we offer allow for a continuum of services from childhood through adult life.

Our stakeholders include the following: parents, Office of Aging and Disability Services, Individuals served, school sending districts, board of directors, MaineCare, vendors, Disability Rights Maine, Dept. of Education, staff, County of Aroostook, United Way.

Leadership is confident that Central Aroostook Association offers compassionate, quality care. This has been evidenced in quality assurance surveys returned by individuals served or by their parent/guardian. We believe well trained, seasoned staff are confident in what they do, resulting in being reliable assets to the Association. Employees support our mission, however at times we become too comfortable as seen by lack of follow through or being slow to accept change. We, at times, are reactive versus proactive, however excel with long-serving, knowledgeable leadership. The Association struggles to make changes to sensitive topics IE: Smoke Free Campus.

We utilize the strengths of our staff to create opportunity, access resources, and weigh decision-making options. Although decision-making is at the executive level,

opportunities to support the Association and be involved in problem solving and change are always present. Employees can do so by getting involved with committee work or volunteering to participate in leadership classes. We consider ourselves to be responsive to the needs of individuals but perhaps not as much to the personnel we employ. Quality Assurance questionnaires reveal the need to improve communication, however when follow up is extended, an unmeasurable limited response is the result.

We have taken a heightened stance on marketing and being an established brand (please see marketing plan). We are identifying our role in quality service delivery and education to a realistic service territory. We are sensitive to competition and being considered a premier agency. As an entity we understand but need to embrace the evolution of new service strategies, trends for service and preparedness, and maintaining a reputation of transparency.

REV 1-31-2018