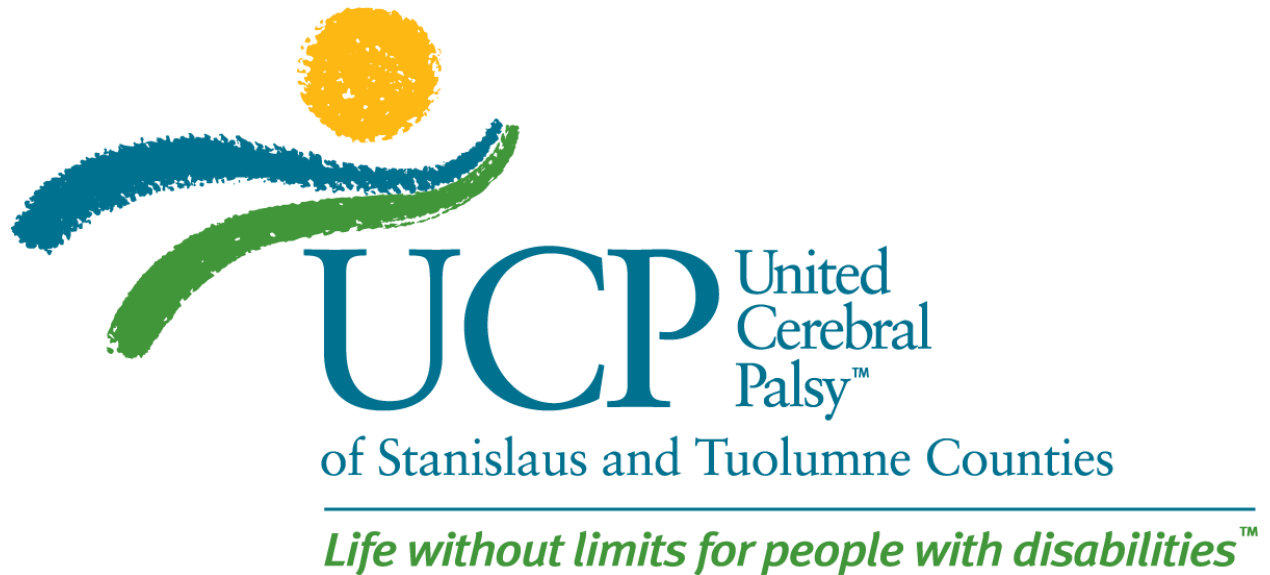


UNITED CEREBRAL PALSY OF STANISLAUS COUNTY



ANNUAL REPORT TO THE COMMUNITY

2016-2017

At UCP, we take pride in opening the doors of opportunity for individuals with developmental disabilities. Over the last year, developmental centers throughout the state faced closure due to concerns of isolation for clients and escalating expenses. UCP has worked tirelessly behind the scenes preparing for the upcoming changes. Within the UCP Employment Services department, we have worked to establish a quality-recycling program that not only employs many adults with developmental disabilities but also helping to generate a greater environmental impact within the local area.

Employment Services not only provides adults with developmental disabilities the chance to increase their individual skills and abilities, build relationships, and gain employable skills but they also have an opportunity to feel included in their community.

As the UCP programs grow, so does the need for transportation. UCP's purpose-built buses do more than transport clients with development and mobility issues – they deliver a sense of freedom to individuals who otherwise feel isolated and alone due to their disabilities. Our buses and drivers help remove barriers by assisting our clients on their individual road to independence.

In fact, our bus and shuttle services have been so popular UCP is currently working on the expansion of a new Community Integration Program within our Turlock, CA facility to fill the needs of even more clients. Today, you'll likely spot any number of our UCP buses on the roads throughout the week as they transport our members out and about through the community to meet their everyday wants and needs.

It makes me proud to see the positive effect UCP continues to have on the lives of people with disabilities and their families. Whether it's seeing the excitement on a client's face after learning a new skill or a having a bus deliver a client to meet an old friend, UCP is making a difference. We're opening doors to new opportunities and we couldn't do it without you.

Each year we see the need for our services increase and because of your support, we are able to keep up with the demand. Because of you, we are empowering others to live a life without limits.

Thank you,

Keenon J Krick

Keenon J Krick
Executive Director

MISSION

United Cerebral Palsy of Stanislaus and Tuolumne Counties is a non-profit organization advancing the independence, productivity and full citizenship of persons with cerebral palsy and other disabilities.

2016 – 2017 GOALS

Adopted and approved by the UCP Board of Directors, these strategic goals serve as a point of reference to help readers of this report understand how leadership of UCP will guide the decision making process of UCP.

- UCP will provide our consumers and families with the highest level of care and support utilizing innovative and results-driven programs and methodologies.
- UCP will be recognized by consumers, public funders, private donors and community stakeholders as an expert agency serving the disabled community.
- UCP will be known as a premier “donor-focused” philanthropic organization with diversified financial resources under diligent management.
- UCP will meet and exceed the highest ethical standards in its business practices, financial management and community partnerships.
- UCP volunteers will be regarded as knowledgeable, effective and engaged non-profit leaders in the community, and UCP will respect and honor their contributions of time, talent and treasure.

ORGANIZATIONAL CHALLENGES

In the 2016-2017 fiscal year, UCP was faced with challenges that impact the budget. The following is a list of fiscal impacts to the budget:

- Increase in minimum wage to \$10.50 an hour effective on January 1st, 2017.
- Increase in the White Collar Exemptions take effect December 1st, requiring salaried employees to be paid at minimum \$47,476 annually.
- Facility space is a concern because the potential for consumer/membership growth is limited.
- Employment Services Department has moved to a larger warehouse space with plans to expand and grow the recycling program.
- Employment Services has eliminated sub-minimum wage, resulting in every “work crew” employee receiving the base hourly minimum wage rate (\$10.50 hour).

ORGANIZATIONAL POSITIVE REVENUE

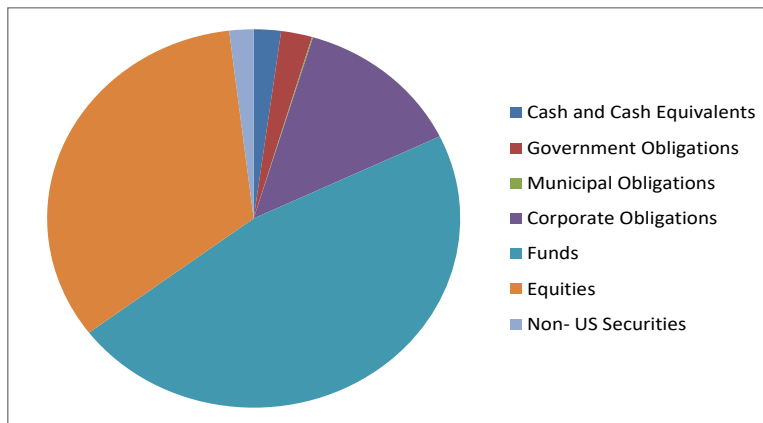
UCP is a recipient of a substantial endowment fund. The Swall Trust was created as the result of a bequest left by a member of the community. The Swall Trust has been divided evenly among five non-profit agencies, and as such each non-profit receives an equal share of the Trust's earnings throughout the year. Through discussions with the officers of the Swall Trust (which is administered by Union Bank of California), it is very clear that the endowment gift is "in perpetuity."

UCP receives an annual summary of the status of the Trust. According to the latest report, end of calendar year 2016, the total of Swall Endowment Trust was \$92,465,005. Based on previous annual reports it is evident that the fund has been actively managed, but it is not clear from documents available to UCP what exactly the investment policy and goals are.

However, it is very clear that the Swall Endowment Trust has benefitted from the unprecedented growth in financial markets over the last five years. Below is a chart that demonstrates that growth.

Name of Fund	Value: 1/23/11	Value: 1/16/16	Total Gain/Loss	Percentage Change
Dow Jones Industrial Average	8,135.79	16,417.01	8,281.22	98.24%
S & P 500 Index	850.12	1,845.89	995.77	117.13%
Russell 200 Index	46.48	116.36	69.88	150.34%
Vanguard Total Bond Market Index	10.23	10.62	.039	3.81%
Swall Endowment Trust	361,498	661,3340	299,842	82.00%

Reports from Union Bank of California's Trust Department indicate that the Fund is actively managed within pre-determined parameters for asset allocation. The chart below indicates the asset allocation as of December 31, 2016.



Cash and Cash Equivalents:	1.97%
Government Obligations:	1.50%
Municipal Obligations:	0.04%
Corporate Obligations:	10.81%
Funds:	46.40%
Equities:	37.43%
Non-US Securities:	1.85%

Here is further evidence of the impact of the fund on UCP's revenue. In the chart below the second column indicates the amounts of the Swall Endowment Fund gifts, and the third column indicates the yearly total's percentage of annual revenue.

Year	Amount of Swall Gift	Percentage of UCP Revenue
2011-12	\$483,241	47.7%
2012-13	\$616,408	40.4%
2013-14	\$672,159	37.2%
2014-15	\$661,340	31.8%
2015-16	\$737,659	29.4%

DAY PROGRAM POSITIVE REVENUE

A number of actions have been implemented to result in positive impacts on the organization.

- Effective July 1st, 2016 the rate reimbursement from Department of Developmental Services (DDS) increased resulting in:
 - o Turlock Day Program (Central Connections): Rate increase from \$45.02 per member, per day to \$48.54 per member, per day.
 - o Modesto Day Program (Focal Point): Rate increase from \$54.41 per member, per day to \$59.06 per member, per day.
 - o Modesto Day Program (Expanding Horizons): Rate increase from \$66.56 per member, per day to \$71.30 per member, per day.

EMPLOYMENT SERVICES POSITIVE REVENUE

- The rate increase breakdown is as follows:
 - o Work Crews: Increasing from \$30.82 per hour, per job coach to \$36.57 per hour, per job coach.
 - o External Coaching: Increasing from \$30.82, per job coach to \$36.57 per hour, per job coach.

UCP STANISLAUS EMPLOYMENT SERVICES
Descriptors and Demographics for Year Indicated Ending March 31

Descriptor	2015	2016	2017
Primary Disability			
Intellectual Disability	35	35	31
Autism/Asperger's	3	2	2
Cerebral Palsy	1	1	1
Other: ADHD	0	1	1
Other:	1	1	1
Totals	40	40	36
Gender			
Female	4	5	6
Male	36	35	30
Unknown/Other	0	0	0
Totals	40	40	36
Race/Ethnicity			
African American/Black	7	8	7
Asian	0	0	0
White	17	21	20
Hispanic/Latino	10	11	9
Hawaiian/Pacific Islander	0	0	0
Brazilian	2	0	0
Hindi	4	0	0
Other	0	0	0
Declined to State	0	0	0
Totals	40	40	36
Age			
18-40 (young adult)	32	31	32
41-65 (middle age)	7	6	3
66-85 (older adult)	0	2	1
86+ (advanced age)	0	0	0
Age Unknown	0	0	0
Totals	39	39	36
Primary Language			
English	36	38	35
Spanish	1	1	1
Hmong	1	0	0
Mandarin	1	0	0
Other:	0	0	0
Totals	39	39	36
Secondary Disability			
Spastic Spina Bifida	1	1	1

Intellectual Disability	1	1	1
ADHD	3	3	1
Bicuspid Aortic valve	1	1	1
Vision Loss	1	2	1
Bursitis	1	1	1
Asthma	2	2	2
Depression	2	1	1
Paranoia	0	1	1
Lung Disease	1	1	0
Hearing Impairment	0	0	1
Schizophrenia	1	1	1
Downs Syndrome	0	0	1
Renal Failure	1	1	1
Other/Not Listed	24	23	22
Totals	39	39	36

EMPLOYMENT SERVICES OUTCOMES REPORT

Category / Objective	Applied To	Time of Measure	Data Source	Obtained By	Goal	2017 Outcome	2016 Outcome	2015 Outcome
EFFICIENCY Maintain 95% average client attendance	All Clients	Annually	Payroll Records	Case Manager	95%	90%	91%	94%
EFFECTIVENESS 80% of clients will achieve at least one ISP goal	All Clients	Annually	Case Files	Employment Services Manager	90%	65%	68%	63%
ACCESS Maintain waiting list at four or fewer eligible applicants	All Qualified Applicants	Annually	Intake Records	Employment Services Manager	4 or Fewer	0	12	8
EFFECTIVENESS Achieve 5 or more CIE placements with at least 180 days' durability	All Clients	Annually	Placement Records	Employment Services Manager	5 Placements	1	1	1
EFFECTIVENESS Five or fewer clients fail to complete program	All Enrollees	Annually	Service-Payroll Records	Employment Services Manager	5 or Fewer	1	6	7

DEMOGRAPHICS & DESCRIPTORS COMMENTARY

Most individuals served by UCP have an intellectual disability listed as primary. This term is used most often in documentation provided by regional centers in place of the previous term, mental retardation. Secondary disabilities continue to generally include those that do not have pronounced physically limiting components. This array of disabilities has remained static in recent years.

Regarding gender, most individuals served at UCP are male; however, 2017 has seen an increase in the number of females accessing UCP services. Again, this appears to reflect a healthy trend in the general population involving more women entering the construction trades and other traditionally male strongholds.

The higher numbers of people being served are in the categories “White” and “Hispanic/Latino”. As shown in the language table, however, few of our Hispanic program participants do not know and use English as their preferred idiom. This ratio of ethnicity is roughly the same as is found in the general census data for Stanislaus County.

Regarding age, a higher number of individuals served, fall into the 18-40 range with a few being served whose ages fall in to the 41-65 range. This emphasis on youth may have to do with the physical nature of the work being performed as well as the availability of jobs in this area. The lower number of jobs available in each area, the higher the competition for employment becomes. This can make it harder for older individuals to compete for the limited number of jobs that require physical strength.

English is the language most often listed as primary by individuals being served at UCP. This may have several contributing factors. One may be because some non-English-speaking communities may not be connected to Valley Mountain Regional Center services as solidly as others. Another may have to do with the Spanish-speaking population of this county frequently performing farm work which is a migratory industry in that farm workers move from area to area based on the different growing seasons.

The descriptor and demographic table shows a stable situation over recent years with no dramatic trends apparent. One planning implication to take under consideration is a review of key functions in the various jobs on our crews to assure that we have defined these jobs as open and welcoming to women. Moreover, UCP has carved out, where possible, operations that can be done by persons with significant physical limitations.

ORGANIZATIONAL ANALYSIS OF INCLUSION & GENERAL ACCESS

Conducted spring of 2017

- Transportation: Concern about the availability of the Modesto public transportation system as well as para-transit-type services. Suitable actions might include sending a representative to local transportation planning boards and seeking Cal-Trans grants so as to expand UCP's fleet of wheelchair-accessible vehicles.
- Public Telephones: Increasing absence of public telephones does not present particular problems. Perhaps this question could be eliminated in subsequent surveys and replaced with one addressing the functionality, readiness, and any training needs for persons with disabilities who possess mobile communication devices along with ways to assist those who do not.
- Inter-Personal Communication: Concerns expressed about UCP members who might have communication difficulties with staff members. A good follow up would be to identify these folks on an individual basis and then examine the particular need (ASL, speech therapy, etc.) and attempt to solve the problem directly. Possible trends can be spotted through year-over-year comparisons. There is apparently no need at this point for second language capability other than Spanish.
- Progress Toward Community Integration: Support expressed for the idea that UCP staff do anything other than vigorously and regularly encourage and enable service recipients to aspire toward the least restrictive setting possible. However, one respondent commented; "I feel that the members who go out in to the community need more than shopping trips. I feel they would gain a lot more by helping our community; not going to the local store. Not only would it be great for our members but it would also get the UCP name out there as well".
- After-Hours Integration Opportunities: Concern was expressed related to program participants having access to normalized non-work community experiences during evening and weekend hours. Discussions with VMRC about possible new or expanded services in group or social recreation, independent living, money management (see below) and/or mobility training could address this deficiency while also providing new business opportunities for UCP. A respondent commented: "More community involvement; volunteer work".
- Financial and Fiduciary: Concern was expressed about individuals served who appear to be having difficulty with their financial circumstances while fewer negative responses were given on the question of possible fiduciary abuse. However, given the importance and the inter-relatedness of these two factors, UCP might do well to sponsor a series of member focus groups to explore how people are doing with their money. This is especially important for those with higher levels of capability who are generally more exposed to the problems that greater independence and self-direction can sometimes bring with them.

- Normalized Adult-Appropriate Service Environment: UCP serves a wide variety of disability levels within several service venues. Such a broad spectrum means that what might be considered an adult-appropriate service approach with respect to one group of service recipients could be seen as far too risky and unsupportive for another. Nevertheless, the agency tries to make sure that each member is served in as normalized and least restrictive a manner as possible. Responses to questions on this topic indicate that there is adequate reason to review the UCP philosophy and related practices in this area with an eye toward adjustments wherever appropriate. A future ad hoc or permanent program advisory committee that includes outside stakeholders, family representatives, and program participants themselves could be worthwhile and very helpful in this regard. A favorable comment: “It is good that the clients are held to a high level of work ethics and outcomes and that they do not get paid at a sub-minimum wage”.
- Attitudes and Language: Almost every respondent indicated a very positive assessment of the staff’s use of polite and respectful language as well as that training provided to UCP employees in these areas is adequate and on-target. Of course, staff behavior and training needs are areas where regular monitoring and assessment are required. Employee evaluation procedures could be reviewed to assure that all staff members are regularly scored on their unfailing use of respectful language and adult-to-adult interaction with members.
- Access to Grievance Procedures: Concern was expressed about staff knowing how to implement the client grievance procedure and assist members to make use of it. There was slightly more concern expressed about individual service recipients being taken seriously and having their complaints followed up by staff action. Having said this, however, it must be noted that over 70 percent of respondents did not see a problem in this area. As with regard to previous factors and questions, it might be wise to examine this more closely by talking to a focus group of members themselves.
- Other Comments:
 - “Everything seems fine on how things are as of now”.
 - “I suggest getting the name of UCP out in to the public more. Many people whom I speak to about UCP, and what we do/offer, do not know anything about UCP or the fact that we are here. In my opinion, we need to publicize our name better”.
 - “Add a volunteer opportunity on site for a consumer helping other consumers; consumer receptionist/aide position”.

CUSTOMER SATISFACTION SURVEY

Conducted by Carl Ochsner, Vocational Services Consultant

April 28-May 2, 2017

An assortment of contract customers of the UCP Employment Services department were surveyed, covering the areas of length of business relationship, quality and service in comparison with other regular business vendors, cost competitiveness, and whether the customer would recommend UCP contract services to others.

The business entities surveyed included:

- City of Modesto Transit Department
- City of Modesto Recycling Department
- Hawks Certified Public Accounting
- Palermo Reporting Services
- Thomas Properties
- The Cooper Company.

Results are as follows:

1. General Satisfaction: Respondents surveyed reported above average satisfaction with service and quality, when compare with other vendors of theirs who were ordinary businesses employing workers without disabilities. Comment/compliments included that UCP service crews show up on time, pay attention to details, and are timely and very responsive to telephone/email contacts.
2. Length of Service: The range of months/years that UCP crews were engaged with these customers varied from as few as 3-4 months to over ten years, with the average being over 36 months of continuous service. Such a record indicates customers who are pleased with the services being offered.
3. Cost/Pricing: All respondents felt that contract prices for UCP crew services fell well within a reasonable and competitive range. One respondent pointed out that pricing was not his primary criteria but rather that quality and service was what made the difference in UCP.
4. Comparison to Competition: Private business customers sometimes inadvertently lower performance expectations when they know that a particular supplier employs individuals with cognitive disabilities. When asked pointedly how the quality and responsiveness of the UCP crews compared with past or present regular business vendors who employ a non-disabled workforce, virtually all respondents indicated

either no difference or (in two cases) that the UCP crew *outperformed* their private sector competition.

5. Recommendations to Other Businesses: All respondents affirmed that they would readily refer other organizations that need recycling, janitorial, or landscape maintenance services to UCP.