

# 2009 ANNUAL REPORT



**Unity House**  
Empowering Lives. Securing Futures.

## Mission

Unity House's mission is to empower and enrich the lives of people in recovery, coping with a mental illness, and/or diagnosed with a developmental disability. This is accomplished by offering supports and services in an inclusive, person-centered environment.

## Vision

All individuals are respected and lead lives of personal fulfillment and acceptance within our community.

## Board of Directors

Karen Merritt – *President*  
Betsy Sterling – *Vice President*  
Jeannette Baird – *Secretary*  
Karen Quest – *Treasurer*

David Corey, Jr.  
Andrew Cuddy  
Anthony DeCaro  
Douglas Hart  
Cheryl McDowell  
Cynthia Mott  
Christopher Sweet  
James Vivenzio  
Donald White  
Cindy Wilcox  
Joseph Willson

## Administration

Elizabeth Werner  
*Executive Director*

Paul M. Joslyn  
*Deputy Executive Director  
of Administration*

M. Catherine Becker  
*Director of Human Resources*

Kelly D. Buck  
*Director of Marketing  
& Development*

Gary Fellows  
*Director of Maintenance*

Maxwell H. Haines  
*Director of Finance*

Rhonda Lattimore  
*Director of Quality Assurance*

## Self-Sufficiency and Independence

Our youngest daughter, Amy, has been living in a Unity House assisted-living apartment for several years now. It has been a big adjustment for her as well as for her dad and me, especially when she first moved from Moravia to Auburn. Over a period of time, she has adapted to independent living quite well. She enjoys going to work and being able to participate in social activities such as Bingo, bowling and attending classes at Cayuga Community College.

Being the youngest in the family, Amy witnessed her older brother and sister going to college, getting jobs and eventually living on their own. I have always felt that Amy should experience that process too, and she has. She received her individualized education program (IEP) diploma from CCC, and continues to take night classes there through the Cayuga Institute for Living and Learning. She also had a role in CILL's recent holiday stage production, "The Gift of the Magi Redeau." Amy works three days a week at the sheltered workshop sponsored by Seneca-Cayuga ARC, and attends Unity House's day habilitation program the other two days. The final step in securing her independence was enabling her to live as self-sufficiently as possible. We are so pleased that that dream has become a reality through Unity House.

Amy used to be quite timid, but since she has had her own apartment with a roommate, she has become more assertive, speaks up for herself and is more likely to voice her opinion. She does her own laundry, writes her grocery list and keeps her apartment neat (with some friendly encouragement from the staff at her house!). Amy has a nice home, is very content, and has many people who care about her well being. I am very glad about that! — *Judy A. Bean*



*“The staff at Grace House have listened to my problems and helped give me the tools I need to stay sober in today’s stressful society. I owe them a world of gratitude for helping me change and giving me the opportunity to live my dream of a sober life. I can now be the strong, stable father my children need and a productive member of society. I’ve been given a second chance at life thanks to Unity House.”*

– *Barclay P.*

# Times of Challenge and Inspiration



As expected, 2009 was a year of exciting transition. Under the leadership of our new executive director Elizabeth Werner, the agency has undergone significant real estate improvements. We successfully negotiated the sale of the State Street property in Ithaca, and the day habilitation program, nursing and administrative offices have moved to new space on Catherwood Road. Liz was approached by OMRDD to open a new IRA in Skaneateles and she has found an appropriate house there. The agency is pursuing another property in Auburn to accommodate the new mental health community residence dynamic, the space at Wright Avenue has become familiar, and I've finally stopped heading to 108 South Street for meetings.

The Board has some new faces. Hilary Raux and Andrea LaBaron regretfully resigned after dedicated service to the agency. New colleagues in 2009 include Joe Willson of Auburn Memorial Hospital, Wells College development officer Cindy Wilcox, Chris Sweet of ARISE in Syracuse, and educator Cheryl McDowell. Each has demonstrated a sincere desire to advance the agency, and I appreciate the time and effort all my fellow Board members give to Unity House.

In spite of these tough economic times, the agency enters 2010 on relatively good financial footing. I am pleased with the innovative thinking and belt tightening that has been employed to keep the agency afloat, and am grateful to the staff and volunteers for ensuring the agency remains progressive and successful. As the result of our most recent strategic planning sessions, the agency has identified seven key areas for improvement and development over the next three years.

Liz and her team finished 2009 with many proud accomplishments and have set the bar high for 2010. I am deeply grateful for their hard work and devotion to Unity House.

**Karen Merritt**

*Chair, Unity House Board of Directors*

Karen is right – last year was phenomenally busy! We said good-bye to Joyce Williams, who served the agency faithfully for 20 years. We hired a new deputy director, and new directors of quality assurance and marketing and development. Upgrading our physical plant was part of my first year vision to improve office and housing space, and I am delighted that we have made tremendous progress.

In addition to property improvements, Unity House has advanced in several other areas as well. Our new wellness initiative is up and running, we settled into new administrative offices on Wright Avenue, upgraded technology for our Ithaca-based programs, saw growth in our addiction recovery units, and expanded our day habilitation program.

Yet the thing that shines the brightest for me in 2009 was the incredible commitment of our Board and my administrative team. The strategic planning process we undertook in the fall was thought-provoking and inspiring. A smaller, more intimate format lent itself well to gaining consensus, especially as we crafted our new mission and vision statements. Using honest and straight-forward language, we have created statements that truly capture the essence of Unity House and can be embraced and supported by employees and consumers alike.

2010 promises to be challenging but I remain hopeful. We can expect some cuts in funding from the state this year, the first in my time in non-profit human services. However, I know Unity House to be an agency that looks outside the box to overcome obstacles. We are creative and resourceful. We will redesign our services and programs as needed to meet the needs of our consumers and the budget we are given.

We have never faltered and I have found that our diligence, commitment, and passion are very much alive. There is always a silver lining, and I remain confident that Unity House will meet its challenges head on with good grace, emerging ever stronger.

**Liz Werner**

*Executive Director*



# Measuring Success

## *Celebrating the culmination of the 2005-09 Strategic Plan*

In 2005, Unity House introduced a strategic plan that revised the agency's priorities and redefined its mission and vision statements. Implementation of the five-year plan has strengthened the agency's foundation and better positioned us to weather the current economic crisis. Among key indicators of growth are an increase of 19% in the agency's overall operating budget, automation of Unity House's entire payroll process, and the introduction of an Internet-based software program which greatly improves reporting efficiency and service documentation. Significant strides were gained in each area. Highlights include:

### **Fiscal Growth**

- expanded service capacity in several areas
- created a marketing and development position to explore untapped funding resources
- secured health care enhancement funding to offset employee insurance premium costs

### **Staffing**

- posted online application form on agency's website
- developed additional training opportunities for staff
- instituted a PTO (paid time off) system designed to enhance employee life/work balance

### **Agency Infrastructure**

- addressed staffing and spatial shortages resulting in significant changes, moves, and upgrades to staff office and consumer living spaces
- evaluated key internal systems and recommended money-saving measures

### **Community Education**

- increased the agency's presence within the communities it serves
- enhanced Unity House's website

### **Consumer Services & Advocacy**

- expansion of services and programming; designed new tract to better serve individuals with mental illness; awarded eight forensic beds in Wayne County; opened Rec Center and Prospect Pointe IRA; introduced wellness and family support curriculum to IPRT

### **Technology**

- enabled videoconferencing abilities, linking the Auburn and Ithaca offices
- installed Internet-based software to better manage human resource functions

*For a complete overview of the 2005-09 Strategic Plan and its outcomes, please go to [www.unityhouse.com/about.html](http://www.unityhouse.com/about.html).*

## Future Planning

A new 2010-2012 Strategic Plan with seven elements has been formulated to guide the agency for the next three years. To view the full plan, please go to [www.unityhouse.com/about.html](http://www.unityhouse.com/about.html).

**Staffing:** To ensure a healthy and positive work environment that will attract and retain the best talent for the benefit of our consumers.

**Volunteerism:** To offer meaningful volunteer opportunities in our community to improve and develop the operations of our departments and the experience of our consumers.

**Technology:** To maximize technology to support the highest levels of efficiency for our agency and consumers.

**Wellness:** To offer employees and consumers information, education, opportunity and access to programs that support health and wellness.

**Consumer Advisory Panel:** To further refine and grow advocacy services to meet the needs of all consumers and their families.

**Infrastructure:** To analyze existing processes and identify improvement and efficiencies for the agency.

**Fiscal Health:** To ensure a fluid, comprehensible and efficient fiscal process; to implement a dynamic fundraising program that will assist the agency in meeting unfunded mandates.

# Unity House Financial Report 2009

## The Year in Review

Fiscal year 2009 was focused on maintaining programs and finding efficiencies to counter the proposed and anticipated cuts from our funding providers that we will experience in 2010. Significant progress was made this year towards redefining our processes to improve controls and increase awareness of the impact of spending decisions within the agency. We were also able to achieve savings by rebidding the purchase of products and services, a process which will continue into 2010.

For 2009, Unity House of Cayuga County, Inc. realized a modest 1.4% increase in revenue over the previous year. In turn, we were able to keep expenses in check with only a 1.5% increase from 2008. Cash flow has been stable, allowing us another year in which we did not have to borrow against the agency's line of credit. We were fortunate to have a small surplus to carry over to 2010; this helped to offset anticipated cuts, enabling us to continue providing for our consumers without any risk of a lapse in services.

As the nation and New York State slowly begin to rebound from the financial crisis, we expect 2010 to be a transitional year budget-wise. As in 2009, next year will be a difficult one – maintaining programs and keeping budgets balanced will be a challenge and a priority. However, we continue to be confident that our hard work will yield results and we look forward to supporting our staff as they provide our consumers with the highest quality services available.

**Maxwell Haines**  
*Director of Finance*

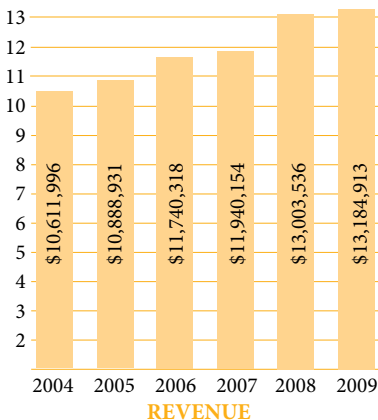
### OUR FUNDING (Unaudited)

#### REVENUE

Medicaid	8,755,990
Program Fees	1,740,696
VESID	654,045
OMH	471,032
OMRDD	422,268
OASAS	354,763
Other Revenue	786,119
<b>Total Revenue</b>	<b>13,184,913</b>

#### EXPENSES

Restorative Services	8,537,446
Rehabilitative Services	3,163,332
Employment Services	1,265,652
Fundraising	75,297
Administrative	11,251
<b>Total Expenses</b>	<b>13,052,978</b>



## Mental Retardation & Developmental Disabilities Services

Office of Mental Retardation and Developmental Disabilities	Capacity / Unit Approval	Number of Individuals Served	Occupancy Rate / Hours / Service Units
Residential / Cayuga County	31	32	99.2%
Residential / Tompkins County	68	73	92.3%
Respite Bed Cayuga County	1	15	2,909 hours utilized
Day Habilitation / Cayuga County	8,777	53	75.9%
Day Habilitation / Tompkins County	4,740	68	
At Home Res Habilitation / Cayuga County	2,065	11	93.6%
At Home Res Habilitation / Tompkins County	2,721	19	
Medicaid Service Coordination Cayuga, Onondaga & Tompkins County	Weighted caseload limit of 30 per MSC	146	1,654 face-to-face visits

## Employment Services\*

Vocational Educational Services for Individuals with Disabilities	Contract Number	Number of Individuals Served	Job Placements
Unity Employment Services Cayuga, Onondaga, Ontario, Seneca, Wayne & Yates Counties	133	291	140

*\*as of contract expiration on 9/30/09*

## Chemical Dependence Services

Office of Alcoholism and Substance Abuse Services	Capacity	Number of Individuals Served	Occupancy
Community Residence Cayuga County	16	79	5, 571 days of service
Supportive Living Facility Cayuga County	19	45	4,473 days of service

## Mental Health Services

Office of Mental Health	Capacity	Number of Individuals Served / # of Visits	Occupancy Rate / Number of Units
Community Residence	14	29	53%
Supportive Apartments	33	41	78.2%
Independent Housing* Cayuga County	58	99	101.4%
Independent Housing* Wayne County	18	47	101.8%
Intensive Psychiatric Rehabilitation Treatment	27	38	8,374 units of service
Drop-In Center	20	1,859 visits	1,787 units of service

*\*Data per CAIRS reporting system*

# 2009 Honor Roll of Donors

Webster's New Basic Dictionary defines *philanthropy* as "the effort to advance human well-being, as through charitable gifts or endowments; benevolence toward mankind." At Unity House, we are all about "advancing human well-being," and we do that in partnership with many generous friends. We are deeply grateful for the financial and in-kind support we receive from those who care about the services and programs we provide for adults with disabilities.

Unity House salutes the commitment these exceptional individuals and organizations made in 2009 to the agency and to our consumers. We are grateful for their contributions, and we are honored to recognize them here. Thank you!

**Kelly Buck**

*Director of Marketing & Development*

## GOVERNMENT AGENCIES & REPRESENTATIVES

Assemblyman Gary Finch (R-123)

Assemblywoman Barbara Lifton (D-125)

Cayuga/Cortland Workforce Investment Board

Cayuga County Department of Mental Health

NYS Department of Education

NYS Office of Mental Health

NYS Office of Mental Retardation & Developmental Disabilities

NYS Office of Alcoholism & Substance Abuse Services

NYS Department of Transportation

Ontario County Department of Mental Health

Seneca County Department of Mental Health

Wayne County Department of Mental Health

## FOUNDATIONS & CHARITABLE ORGANIZATIONS

Auburn Kiwanis Club Foundation

D. E. French Foundation

George V. & Jean A. Smith Charitable Trust

United Way of Cayuga County

Verizon Foundation

Walmart Foundation (Auburn, Store #1830)

## CASH DONATIONS

Applebee's of Auburn

Neil & Maggie Atkins

Thomas Atkins

Russell & Jeannette Baird

William & Ann Marie Bradford

Kelly D. Buck

Carol Ann Dodge\*

Patricia Drake

Morgan Elmer, Jr.

Howard & Elizabeth Freese

Donna & John Gilbert

ITT Corporation

Paul & Kathy Joslyn

Barbara May

Elizabeth McGillicuddy

Karen Merritt

Northstar Management

Robert & Peggy Pierce

Thomas & Karen Quest

Raymond & Ruthann Schussler

Timothy Van Riper

Rozena Walcott

Wegmans of Geneva

Thomas & Susan Woodhouse

William Zema

## IN-KIND GIFTS & SERVICES

Earl Abraham

Advanced Auto Parts

Apple Station, The

Big Lots

BJ's Wholesale Club

C. Janssen Excavation

Calvary Food Pantry

Cayuga Community College

Tutor Club

Gerry Crowley

Flower Shop, The

Geneva Chamber of Commerce

Holiday Inn of Auburn

Ithaca Coffee Company

Johnston Paper

Lincoln Gallery

Monroe Muffler

Cathy Mullarney

Napoli's Pizzeria

P & C Foods

ProShred and Security

Tops Friendly Markets

Union Springs Big M

Union Springs Fire Department

Walmart of Ithaca

Wegmans of Auburn

Wegmans of Ithaca

Zotos International

## IN MEMORIAM/IN HONOR

Neil & Maggie Atkins

*in memory of Fred Atkins*

Thomas Atkins

*in memory of Fred Atkins*

Russell & Jeannette Baird

*in memory of Fred Atkins*

William & Ann Marie Bradford

*in memory of Fred Atkins*

Howard & Elizabeth Freese

*in memory of Fred Atkins*

D. E. French Foundation

*in memory of Fred Atkins*

Donna Gilbert

*in honor of Mary Weare*

Barbara May

*in memory of Fred Atkins*

Elizabeth McGillicuddy

*in memory of Fred Atkins*

Karen Merritt

*in memory of Fred Atkins*

Thomas & Karen Quest

*in memory of Fred Atkins*

Rozena Walcott

*in honor of Valerie Trubilla*

Thomas & Susan Woodhouse

*in memory of Fred Atkins*

\* Denotes matching gift through employer. Many companies offer matching gift programs; check with your human resources department.

**Support Unity House and help us fulfill our mission.** Making a gift is easy and means so much to the consumers we care for. You can contribute to Unity House in two easy ways:

1. Mail your check, made out to Unity House, at any time or in the self-addressed envelope found in this annual report. Your unrestricted gift directly supports our annual fund campaign and allows us to apply it where Unity House needs it most.

2. Make a secure credit card donation online. Simply go to [www.unityhouse.com/supporter.html](http://www.unityhouse.com/supporter.html) and click on the appropriate links. Your gift will be processed through PayPal.

Thank you for your continued support!



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[www.unityhouse.com](http://www.unityhouse.com)

# Honesty

# Respect

# Integrity

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