



Welcome to our Annual Report Highlights

Our 2020–21 annual report now has its own section on our website (ucsvt.org/annualreport21) and a dedicated YouTube playlist (bit.ly/ucs21ar).

You can find videos and expanded information on many of the articles in this report. Just look for the **YT** and **AR** symbols and use these QR codes for quick access.



Dear Friends,

We are continually learning, growing and adapting to serve our community and meet the growing need for our services. Our 2021 Annual Report is a snapshot of our accomplishments and a reflection of the hard work and devotion of our staff, who have risen to the challenge of this year and who have been nothing short of heroic.

In times like this, with increased substance use, anxiety, stress, and depression, we are reminded of how interconnected we all are. While the future is unpredictable, one thing I know for sure: *together we can get through anything.*

Thank you for helping us build a stronger community.

—Lorna Mattern, Executive Director



Thank you to the community!

This year, United Counseling Service and its dedicated staff met every challenge the pandemic threw at us. We were able to expand services and supports as the need and demand for services continued to grow. The power of community to benefit health is far greater than just our one organization. Ours encompasses UCS staff, families, partner organizations, board members, council members, clients and *their* families, and others too numerous to list.

The Board is proud of the strength of our staff and this community, the hurdles that have been overcome, and the successes that have been achieved during this challenging year.

—Bob Thompson, President of the Board of Directors

Vermont Care Partners: Working together to build a unified Electronic Medical Records system

Vermont Care Partners (VCP) is a network of sixteen agencies that provide mental health, substance use disorder, and developmental disability services and supports in every community in Vermont. VCP agencies are leaders in reshaping the ways that Vermonters stay well.

This year, UCS and three other VCP member agencies cooperated to implement the use of a new Electronic Medical Records system (EMR), using Netsmart's myAvatar™. The new system helps UCS and its partners more easily access and produce quality data to improve the clinical operations of the agencies, by providing metrics that inform workflow processes. This data will be reported to the State, ensuring the agencies are meeting the needs of Vermonters in a timely manner and as required. The data-driven EMR system is also integral in providing clinical summaries that help agency leadership gain insight into behavioral trends and align services to evolving needs.

In addition to the long-term community benefits arising from the increased data, the new platform now allows UCS and its partnering agencies to share contracted clinical services, a true boon in this time of tremendous need and ongoing staff shortages.



Annual Report 2020–2021
Building a stronger community since 1958.

Superhero 5K went virtual for 2020

Thanks to the support of our super sponsors, heroic planning and organization by UCS staff, and enthusiastic community participation, our virtual Superhero 5K was a success—participants trained for weeks ahead, ran outdoors or on their treadmills, and got a bit healthier and happier in the process!



2020 Sponsors
Bennington Banner
Manchester Journal

MVP HEALTH CARE
Heritage Family Credit Union
MSK Engineering and Design
Northeast Benefits Management



The Barn Sale raised over \$70,000

After a year's hiatus, our 2021 event was warmly welcomed by bargain hunters from near and far.

Proceeds from the annual Barn Sale are earmarked for UCS's Northshire programs, including substance abuse recovery, outpatient mental health counseling, youth and family services, psychiatry, and other individual and group services supporting mental health.

Committee Chair: Craigin Salsgiver



Celebrating coworkers and community



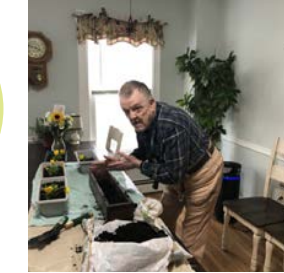
Programs and Services

UCS supports thousands of Bennington County residents and a host of local organizations.

Outpatient Mental Health

- Child, adult, family, and couples counseling
- Psychotherapy groups
- Mental health and developmental disabilities
- Evaluation and psychological testing
- Equine Assisted Therapy
- Community education and consultation services

1150
Individuals served



5
Organizations use UCS for EAP

Business Programs

- Employee Assistance Program (EAP)
- Management consultation
- Community partnerships
- Trainings/Webinars

Children, Youth, and Family Services (CYFS)

- Family Emergency Services (FES)
- Family outreach services
- Individual and group therapy
- Therapeutic case management
- Respite services
- School-based services
- Jump on Board for Success (JOBS) program
- Transitional Living Program
- Teens for Change Youth Group
- Camp Be A Kid
- Mentoring at UCS
- Psychiatric Urgent Care for Kids (PUCK)

748
Youth/families served

334
Individuals Served

Substance Use Programs

- Alcohol and drug abuse counseling and education
- Substance abuse receiving center
- Assessment for and facilitation of detox or residential services
- Intensive Outpatient Program
- Consultation to agencies and schools
- Community outreach

Community Rehabilitation and Treatment (CRT)

- Residential program
- Community support services
- Supported employment program
- Individual counseling
- Group counseling
- Programs for those with dual diagnoses

181
Individuals served

Psychiatric and Crisis Services

- Psychiatric evaluation
- Medication management
- Liaison to intensive hospital care
- 24-hour emergency service
- Battelle House crisis stabilization center
- Mobile crisis services

2273
Emergency services provided

300
Clients served

Developmental Services

- Residential services including group homes and shared living
- Community support services
- College Steps Program
- Case Management services
- Family support services
- Employment services
- Crisis services
- The Gathering Place at Camp Ondawa

Early Childhood Services (ECS)

- Bennington County Head Start
- Bennington County Early Head Start
- Parenting and family education
- Family outreach

165
Families served



Together we made it happen: Spring Center

This year, our Early Childhood Services division opened the Spring Center, an 11,000 square foot addition to the Bennington Recreation Center. In addition to providing multi-use community space, this much-anticipated expansion increases access to Head Start and Early Head Start, and the lifelong benefits the programs help foster, for families throughout Bennington County. Partnering with the Town of Bennington and other local organizations, we were able to complete this innovative, multi-million-dollar project nearly on schedule, despite the ongoing health crisis. Together we are strengthening the community, one family at a time.

50%
Increase in infant/toddler capacity

173
Children served by HS/EHS



Head Start* is a registered trademark of the U.S. Department of Health and Human Services (HHS)



United Counseling Service Main Office:
100 Ledge Hill Drive, Bennington, VT 05201 | 802-442-5491
United Counseling Service Northshire Office:
5312 Main Street, Manchester Center, VT 05255 | 802-362-3950



Atwood Center for Developmental Services
335 Dewey Street, Bennington, VT 05201
Battelle House Crisis Stabilization Center
348 Dewey Street, Bennington, VT 05201
Burgess Road Youth and Family Services
21 Burgess Road, Bennington, VT 05201



Community Rehabilitation and Treatment
316 Dewey Street, Bennington, VT 05201
Children, Youth, and Family Services
314 Dewey Street, Bennington, VT 05201
Head Start/Early Head Start Main Office
(802) 442-3686
2 Park Street, North Bennington, VT 05257
Head Start/Early Head Start Spring Center
655 Gage Street, Bennington, VT 05201

Early Head Start Infant and Toddler Center
100 Ledge Hill Drive, Bennington, VT 05201
Head Start/Early Head Start
5312 Main Street, Manchester Ctr, VT 05255
Head Start/Early Head Start
97 School House Road, Pownal, VT 05261

UCS Residential Facilities
Autumn House Group Home
Bank Street Independent Living Complex
Gatling House Group Home
South Street Group Home
Union Street Group Home

United Counseling Service provides outpatient counseling and addiction services, emergency mental health services, extensive rehabilitation services, home and school-based services, employment services for people recovering from mental illness or with developmental disabilities, and Early Childhood Services. We are here for you! For more information about UCS visit www.ucsvt.org or call 802.442.5491.

2020–2021 Highlights: A year of growth, change, and building stronger communities while adapting to the challenges of the ongoing public health crisis.



New equine therapy program expands healing options YT AR

This year, we partnered with Kanthaka of North Bennington, Inc. to offer equine-assisted therapy and learning.

UCS's Equine Assisted Therapy program combines two well-regarded treatment protocols: Eye Movement Desensitization and Reprocessing Psychotherapy (EMDR) and Equine Assisted Psychotherapy (EAP).

People can benefit from the healing power of horses: Though horses are highly sensitive to human emotions, they do not process information the way people do. Equine responses are based on the energy present in the moment, a quality that helps clients work through their emotional struggles with direct immediate feedback and without being judged.

Lori Vadakin, Director of Outpatient and Substance Use Services, is certified as an EMDR EquiLateral™ Therapist. At the barn, she also provides clinical consultations to other clinicians who are learning EMDR. “The relationships that clients build with the horses are so meaningful and impactful,” says Vadakin. “To be able to offer this experience is invaluable. The horses provide the clients with a feeling of calm and a sense that they can cope with anything.”

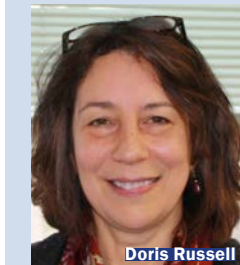
5
Clinicians trained in EMDR

95
Sessions provided

“I am calmer, I am not worrying a lot, I am leaving everything that bothers me behind ... and I am right here with the horse.”
—Equine Assisted Therapy client

UCS helps Vermont’s migrant farmworkers

Doris Russell, Assistant Director of Mental Health with UCS, has been providing individual therapy sessions to undocumented dairy farmworkers throughout Vermont, many of whom are experiencing Post Traumatic Stress Disorder and depression.



Through a contract with Vermont Care Partners and a University of Vermont Bridges to Health grant, Russell, who is bilingual, has been able to serve this cohort while reducing the language barrier to both getting and providing therapy.

“We are providing a much-needed service to this community,” says Russell. “The farmworkers have come from Mexico, Guatemala and Uruguay, and are often isolated, living in fear of immigration authorities.”

30
Hours of therapy provided

Intensive Outpatient Program

There has been an increased demand for higher-intensity treatment for many who are working through addiction and mental health related issues. Our Intensive Outpatient Program (IOP) offers innovative, mindful-based sobriety for adults seeking help with substance use and co-occurring disorders that require more intense treatment than outpatient therapy but not the need for residential or inpatient care. The program is designed to address multiple factors concurrently, to help participants maintain and achieve sobriety and improve everyday functioning. The treatment includes evidence-based protocols such as Wellness Recovery Action Plan (WRAP), Collaborative Network Approach (CNA), Dialectical Behavior Therapy (DBT), and several other healing modalities.



1444
Hours of service provided

“Without a doubt... the tools my clinician taught me to apply in my life (like setting boundaries) have not only helped me in dealing with [my] addiction, but in matters in other areas in my life.”
—Client Satisfaction Survey

30
Individuals Served

Peer Groups offer strength in numbers AR

UCS peer groups are designed to offer support among people who share similar life experiences. Before COVID-19 struck, the peer groups were held in person, but health department restrictions on gathering sizes changed the paradigm.

Annette and Greg, who are approved and funded by Vermont Psychiatric Survivors to lead peer groups, led a “Hot Topics” group from Annette’s living room, where the pair, socially distanced and equipped with several phones, had participants call in. Greg built the group’s roster of topics based on requests from the members, whom he calls the real group leaders. The popular “Sunshine Social Group” was relocated to Bennington’s Washington Elms, where the two led activities from the lawn for residents spaced across the porch. When winter saw a second surge of the virus, licensing limits prevented nonresidents from entering the building. Instead, Annette encouraged a few of the residents to take charge of choosing movies, set up Bingo nights, and organize snacks. Washington Elms owner Melissa Greason expressed how much UCS’s support groups have helped the residents—UCS clients and non-clients alike—who all struggle with the restrictions brought on by the public health crisis.



Peer leader Caroline G.

Other peer groups convene outside under the tent at our main office location. Nancy, who runs the “Living Well” group, provides peers with self-help education, presenting different topics weekly. One member reported that attending the group had renewed her sense of hopefulness and motivation. Meeting others who have lived through a debilitating experience with mental illness and made it to the other side is powerful.

Peer leader Caroline offers “Friends and Fun,” a comforting gathering of peers that provides activities focused on helping members develop distraction and relaxation techniques. The National Alliance for Mental Illness (NAMI) also provides support groups online. CRT Advisory Committee board member Andrea also sits on the NAMI board and is active in their programs. Individually and as a group, our peer leaders bring a wealth of perspectives to fellow community members seeking support, as they share insights they have gained from their individual and collective experience with mental illness and mental health issues.

Mentoring provides a vital link YT

Mentoring at UCS offers youth and their adult mentors opportunities to participate in new experiences and develop shared values. Research has long demonstrated that young people benefit from close, caring relationships with adults who serve as positive role models. At-risk youth with mentors have better attitudes toward school, increased social and emotional development, improved self-esteem, and are more likely to go to college than their non-mentored peers.

Over the past year, UCS mentors met with their mentees in virtual space. Since summer, they have been able to resume in-person activities, thanks in large part to longtime sponsor The Bank of Bennington, who continued to support the program throughout the year, even after the cancellation of the Bowlathon, its major fundraising event.



Andrea and Jaliynn

UCS mentor Andrea Luchini says of her mentee, “The mentoring program has not only been a great way for Jaliynn to experience new things and have time away from her younger siblings, but she has also loved the social aspect...making friends outside of school has definitely been a highlight. I’ve watched her self-confidence blossom as she interacts with new people. It’s also amazing to watch her continually challenge herself—her inner strength and bravery are an example for us all!”

38
Years of Mentoring at UCS

86.5%
of mentees in VT say mentoring made a difference in their lives*

*Source: MENTOR Vermont (mentorvt.org)

PUCK: an innovative approach for kids in crisis YT

Psychiatric Urgent Care for Kids (PUCK) is designed to meet the needs of children in crisis. UCS developed PUCK in collaboration with Southwestern Vermont Healthcare (SVHC) as a response to the increased use of the Emergency Room in dealing with kids in a mental health crisis. The program, the first of its kind in Vermont, diverts children experiencing serious behavioral or mental health crises away from the ER and into a child-oriented setting where they can receive appropriate care in a more conducive environment.



146
Kids received services through PUCK

When I was upset about missing my mom or my medical condition, they were there for me and showed me how to handle it.”
—Client Satisfaction Survey

282
Served by Family Emergency Services

The primary goal of PUCK is to provide an alternative to the ER for children in psychological distress, and in turn reduce the level of adverse experiences that children face by limiting law enforcement encounters and ER visits; post-intervention goals are to help children re-enter and stay in school, and to create effective treatment plans. This child-centered approach also helps free up community resources such as police department staff time and available beds in the emergency department.

Providing care in the hardest of times.

In March, one of our Developmental Services group homes was featured in a story by Seven Days and Vermont Public Radio about the all-too-human cost of the pandemic.

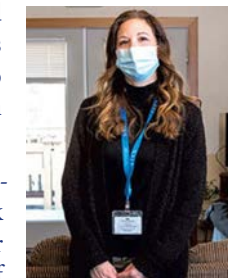


photo: James Buck | Seven Days

Suffering through a house-wide COVID-19 outbreak that began in December and hit residents and staff alike, house manager Tina Fede and her team worked countless hours caring for this tight-knit group of special-needs adults. They quarantined together when necessary, so that the clients in their care, many of whom are unable to fully comprehend the situation, could weather the crisis with as much care, comfort, and dignity as possible.

We believe it is important to share this story, which is in equal parts heartbreaking and heartwarming. We hope you will read more and listen to VPR’s excerpt.



Read the full VPR story

Reaching the Community YT AR

In this increasingly virtual world, we worked to reach our community with video-streamed education and resources. UCS presented films and video panel discussions with topics ranging from learning helpful interventions and tools for parents to help children who are stressed out, to learning mindfulness techniques to reduce stress—even a webinar on sleep. UCS’s experts worked to provide the platforms to reach the most people possible, so that the community could get needed help and grow in self awareness.

Angst: Raising Awareness about Anxiety, with panel discussion *Practicing Mindfulness*
Our Kids Are More Stressed than Ever—What Can We Do About It?
Wellness Moments self-help series
Mental Health First Aid and *Youth Mental Health First Aid*

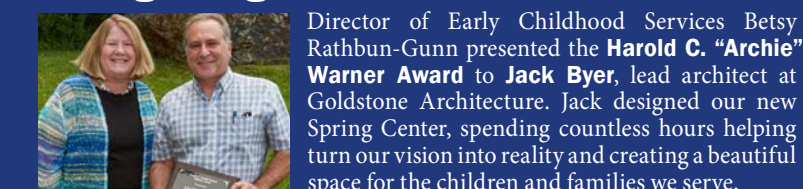


UCS Presents: Wellness Moments from United Counseling Services



MENTAL HEALTH FIRST AID

Recognizing excellence YT AR



This year’s **Cleveland and Phyllis Dodge Award** for community service went to UCS Board Chair **Bob Thompson**. With the agency facing an uncertain future due to the pandemic, Bob worked tirelessly to secure a federal PPP Loan, helping keep our workforce intact and our doors open to a community in need.

UCS is a great place to work and stay. AR

Staff who stay longer help us remain competitive and able to provide the highest level of care. Each year, we publicly recognize employees who have reached milestone anniversaries, as well as those who have gone above and beyond on behalf of their community. More UCS staff are recognized on our website!



40 YEAR
Nadine Wisner



25 YEAR
Thomas Madison



20 YEAR
Amie Niles
Victor Martini



15 YEAR
Rich Jorgensen
Darlene Lockwood
Stacey Ray



10 YEAR
Leslie Addison
Kathleen Longhi
Kim Lawlor-Batty
Cheryl Jolivet
Laurie Sallisky
Beth Wallace



5 YEAR
Tiffany Belville
Jaclyn Benkoski
Jean Cavaluzzi
Annah Coyne
Heidi French
Mary Gates
Alexandria Glasser-Brown
Catherine Hickey
Ashley Hutton
Amanda Mauri

Rose Mylott
Glenn Nesbitt
Tommy Parker
Courtney Randall
Chessica Sauvie
Ash Straub
Alex Tarnas-Raskin
Lynn Trefry
Catherine Williams
Jessica Woodward

Leadership and Financial Highlights

Board of Directors

The Board of Directors oversees the operations of the community mental health and developmental services for Bennington County.

Robert Thompson, *President*
Charles Letourneau, *Vice President*
Nathaniel Marcoux, *Treasurer*
William Baldwin, *Secretary*
Joseph O’Dea, *Counsel to the Board*
David Ballou
Kristi Cross
Joanna Mintzer
Stephanie Mulligan
Lee Romano

Senior Leadership Team

The Senior Leadership team is a group of talented individuals who are dedicated to community improvement and passionate about the work they do.

Lorna Mattern, *Executive Director*
Leslie Addison, *Director of Human Resources*
Dawn Danner, *Director of Developmental Services*
Jill Doyle, *Director of Finance*
Amy Fela, *Director of Operations*
Jason Fleming, *Director of Children, Youth, and Family Services*
Heidi French, *Director of Community Relations and Development*
Julie Pagliccia, *Director of Northshire Services*
Betsy Rathbun-Gunn, *Director of Early Childhood Services*
Alya Reeve, MD, *Medical Director*
Lori Vadakin, *Director of Outpatient Mental Health and Substance Use Services*

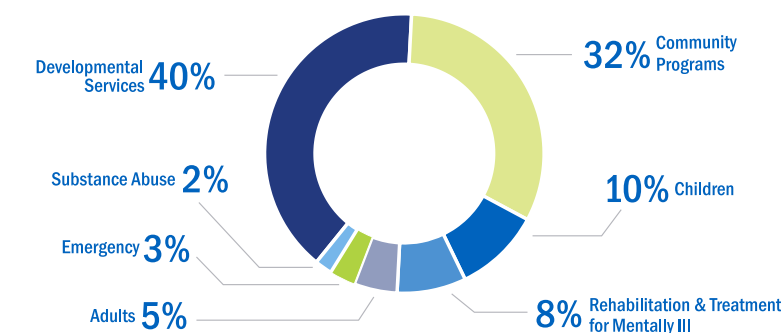
Budgeted Income for Fiscal 2020–21

Medicaid	\$ 15,685,064
Fees & 3rd Party Payments	\$ 459,555
Vt. Alcohol & Drug Abuse Division	\$ 490,819
Vt. Dept. of Mental Health	\$ 1,130,611
Vt. Dept. of Developmental Services	\$ 103,619
Other State Contracts	\$ 326,194
Local Revenue	\$ 1,320,018
Miscellaneous	\$ 813,391
TOTAL REVENUE	\$ 20,329,271

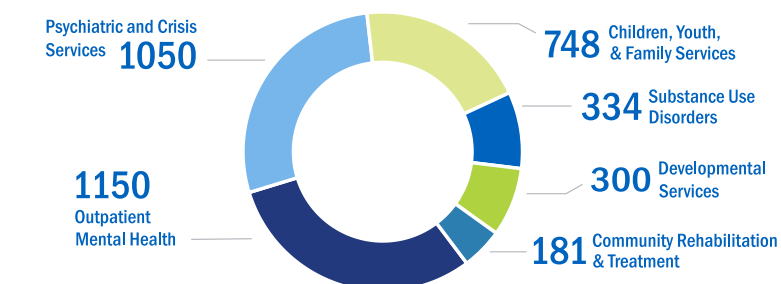
Budgeted Expenses for Fiscal 2020–21

Salaries	\$ 10,071,391
Fringe Benefits	\$ 2,571,604
Other Personnel Costs	\$ 4,253,911
Operating Expenses	\$ 2,047,501
Travel & Transportation	\$ 336,142
Building Expenses	\$ 1,048,722
TOTAL EXPENSES	\$ 20,329,271

Use of Funds by Program



Individuals Served by Program



Bennington County Head Start and Early Head Start provide essential services for children from birth to age 5. We partner with parents, teachers, and community members to create meaningful, measurable change.

OUR MISSION: To prepare children and their families for school through collaborative approaches to high-quality education, health, and social services.

OUR VISION: All children and families will be successful lifelong learners.

OUR VALUES:

- Respect
- Integrity
- Positive Outlook
- Responsibility
- Equality
- Accessibility



Head Start® is a registered trademark of the U.S. Department of Health and Human Services (HHS)

United Children's Services Board of Directors

William Baldwin, *President*
 Kathleen Clark, *Secretary*
 Nathaniel Marcoux, *Treasurer*
 Sarah Perry, *Policy Council Representative*
 Jessica Smith-Harlteben

Read and see more

On our website (ucsvt.org/annualreport21) and YouTube playlist (bit.ly/ucs21ar), you can find videos and expanded information on many of UCS's 2020–21 activities.



Room to Grow

In partnership with the Town of Bennington, UCS's newest Head Start facility, the **Spring Center** opened this year to great fanfare. The new building expands access to childcare and Head Start/Early Head Start programs. Visit our online Annual Report to read more about the Spring Center and view our gallery of images from the Grand Opening.

Little Free Library project expands access to books

This year Bennington County Head Start worked to increase family and community access to literacy opportunities. With a grant from Sunrise Family Resource Center, we partnered with Bennington Area Makers (BAM), Alliance for Community Transformation (ACT), and Head Start families to design and construct Little Free Libraries, which we installed around Bennington County.

Little Free Library is a nonprofit organization whose mission is to be a catalyst for building community, inspiring readers, and expanding book access for all through a global network of volunteer-led Little Free Libraries. Little Free Libraries have already been installed at **Pownal School**, the **Spring Center** (Bennington), **Shires Housing Development** (North Bennington), and **Arlington Recreation Park**.

As our Little Free Library project continues to gain traction and interest, more libraries are popping up in the communities we serve. The public is invited to take—or leave!—a book.



*With support from area organizations, Bennington County Head Start students, family members, and staff joined together to build **Little Free Libraries**, which were then installed in locations across Bennington County.*



Everyone Eats

Over 600 Everyone Eats vouchers and meals were distributed to Head Start families, staff and United Counseling Service staff. The Vermont Department of Health and Dutchman's Tavern in Bennington helped make sure meals were delivered safely and securely to the UCS staff and clients who were quarantining together inside group homes at the time.



Main Office (802) 442-3686
 2 Park Street, North Bennington, VT 05257

Locations in
Bennington
North Bennington
Manchester
Pownal

ucsvt.org/programs/benningtoncountyheadstart

School Readiness

Last year, we reported on changes in how we delivered services and impacts on School Readiness Goals data resulting from the interruption to learning caused by the COVID-19 pandemic. This year we continue to see the effects of the public health crisis on children's learning and development, though in different ways from last year.

In 2020–21, almost all children were enrolled in our onsite programs, with only a couple of children enrolled fully virtual for the entire school year. The program used a hybrid learning schedule, with four onsite full days and one virtual learning day each week.

All children enrolled were assessed at the Fall Baseline, Winter Midpoint, and Spring Final Progress checkpoints this year. Teachers' curriculum heavily emphasized lessons and experiences in Social and Emotional Development, Language and Literacy, and Approaches to Learning, as part of the School Readiness goals. In general, this year's enrolled children showed the lowest incoming baseline data that we have ever seen at the program level.

Overall, the children made good progress. However, for most domain areas of learning, we would like to see additional progress before school transition for the four-year-olds in our program: as the children most impacted by the pandemic, it is yet to be determined how long it will take for them to make up the loss of learning. There is also a significantly higher percentage of enrolled children receiving disabilities services than in previous years. This year, 25% of enrolled preschoolers have an active Individualized Education Plan (IEP), and 55% of enrolled infants and toddlers have an active Individualized Family Support Plan/Vermont One Plan.

Percent of children meeting/exceeding age-level expectation:

Social and Emotional Development 96% of infants and toddlers • 87% of three-year-olds • 62% of four-year-olds (increased 30% from fall)

Language Development 75% of infants and toddlers • 88% of three-year-olds • 77% of four-year-olds (increased 24% from fall)

Literacy Development 95% of infants and toddlers • 73% of three-year-olds • 71% of four-year-olds (increased 42% from fall)

Mathematics 87% of infants and toddlers • 78% of three-year-olds • 57% of four-year-olds (increased 32% from fall)

Approaches to Learning 95% of infants and toddlers • 82% of three-year-olds • 57% of four-year-olds (increased 14% from fall)

Physical Development 98% of infants and toddlers • 89% of three-year-olds • 93% of four-year-olds (increased 68% from fall)

Scientific Reasoning 99% of preschoolers emerging or meets program expectation

The auditor's report on compliance for the major federal award programs for United Children's Services of Bennington County, Inc. expresses an unqualified opinion on all major federal programs.



Like other facilities, our **North Bennington** location welcomed children and families back for onsite, in-person learning and services. Families were offered a bagel to start their day, and a "hopes and dreams" card to complete and return to their child's teacher. At the end of the year, families received their cards back with a portfolio of their child's work.

In the 2020–21 school year,
Bennington County Head Start and Early Head Start programs served:

EARLY HEAD START:

64 children enrolled / **59** families served
88% average monthly enrollment*

(Sept. 2020–Aug. 2021 due to summer funds received)

84% of enrolled children received **medical exams**
20% of enrolled children received **dental exams**

HEAD START:

109 children enrolled / **106** families served
82% average monthly enrollment*

72% of enrolled children received **medical exams**
64% of enrolled children received **dental exams**

**It is important to note that due to COVID-19 precautions, preschool classroom sizes were decreased and one EHS classroom was closed.*

"Serving on the Policy Council has been a great way to connect... As a board member, I've had the opportunity to be more involved in my children's education. Policy Council allows for my voice to be heard, not only at my children's school, but also throughout the community."

—Sarah Perry, Board Member and Policy Council, United Children's Services

United Children's Services Head Start Program Fiscal 2020–21

REVENUE

US Department of Health & Human Services	\$ 2,895,772
State/Local Contracts	\$ 1,545,174
Miscellaneous	\$ 128,780
Total Revenue	\$ 4,569,726

EXPENSES

Salaries	\$ 2,328,196
Fringe	\$ 636,005
Other Personnel Costs	\$ 415,453
Operating Expenses	\$ 638,847
Travel & Transportation	\$ 133,828
Building Expenses	\$ 404,574
Miscellaneous Expenses	\$ 12,823
Total Expenses	\$ 4,569,726



The UCS Infant/Toddler Center had a well-attended end-of-school-year car parade, with each child having at least one car to cheer them on. This was a wonderful opportunity to celebrate accomplishments and allow for family involvement while keeping public health and safety guidelines at the forefront.