To The Opportunity Alliance Family,

What a year 2019 has been. In my nearly 20 years with The Opportunity Alliance, I have seen our remarkable staff, Board, leadership, volunteers, and supporters respond to all manner of challenges and crises. As I look back on my first year serving as President & CEO, I have never been more proud of our community, or more confident in our ability to rise to the challenges in front of us.

As we fight for Maine individuals, children, and families, it can be easy to get discouraged by the enormity of the challenges we face. Yet in the ensuing pages, you will find data that showcases progress and gives us hope. You will read about the dedicated staff at the Ocean Street Residential Program, and committed volunteers like Liz at our Senior Companion Program. You will read about Tracy and her four boys, whose bellies are full of nutritious food thanks to WIC. And you will read about Karen’s inspiring journey to become a TOA Peer Counselor, helping mothers and families overcome the same barriers that she herself has traversed.

This report highlights the organization’s impact from July 2018-June 2019. And while 2019 ended on a high note for TOA and our community, 2020 has brought new challenges unlike any we have encountered before. The COVID-19 pandemic has swept across our country and our state, infecting our loved ones, closing businesses and schools, and stretching our healthcare system to the limit. This crisis is difficult for all of us, but for individuals and families already dealing with food or housing insecurity, mental health challenges, or substance use disorders, this can be a breaking point.

The Opportunity Alliance is ready to rise to this challenge. Our crisis teams, residential staff, educators, family services providers, and more are stepping up to make sure that programs and services continue to reach vulnerable individuals and families with the help and support they need to survive and thrive during this difficult time.

As you read our stories and successes from 2019, know that The Opportunity Alliance continues to impact lives in 2020 and beyond. And it is all thanks to the continued support of TOA champions like you.

Thank you.

Joe Everett, President & CEO
The Opportunity Alliance works to achieve our mission by focusing on four key sectors of service. These sectors provide context for the programs we operate and the services we provide. Illustrated below are the major strategies guiding the work we do to improve peoples lives.

### Mental Health & Wellness
- **Provide The Maine Crisis Line** offering 24/7 statewide access to crisis intervention, suicide prevention, and mental health counseling.
- **Apply an Integrated Health Strategy** for people who have multiple health care needs by coordinating behavioral health, substance use treatment, and primary care services.

### Community Building
- **Partner with residents through Place-Based Initiatives** to strengthen community by providing opportunities for connection, access to services, and empowering resident-led change.
- **Wield Community Partnerships for Protecting Children**, a locally driven, national initiative with the aim of enhancing the lives of children and their families by engaging neighbors and communities to support families before there is a need for more disruptive and costly interventions.

### Family & Early Childhood Education
- **Utilize Head Start programming** to provide children with a safe, nurturing environment and support parents while they identify and meet their own goals and foster the developmental needs of their children.
- **Address family poverty by offering a Two Generation approach** to meet the needs of vulnerable children and their parents together.

### Economic Resources
- **Collaboratively assist families through the Cumberland County Homelessness Prevention Program** by maintaining stable housing.
- **Facilitate Access to Basic Needs and Services** in a coordinated approach to meet the needs of individuals and families.
Mental Health & Wellness

We provide a range of mental health services for children, youth, and adults with the goal of improving their chances to be thriving and healthy members of their communities.

The Maine Crisis Line
fielded over 84,000 calls.

77% of those calls were resolved in-house by our trained Crisis Call Specialists.

19,200 calls were referred to mental health, community supports, and emergency services.

97% of our 576 Behavioral Health Home clients were connected with a Primary Care Physician.

77% of our 100 residential clients were discharged to Stable Housing.
"It Feels Like Home..."

On a visit to TOA’s Ocean Street Residential Program, you may not know what to expect. But on a typical day you’ll be greeted by the smell of a hearty lunch cooking on the stove, and hear the music of a harmonica playing alongside the sounds of deep laughter.

The harmonica music is courtesy of Brian, 68, known by the residents and staff as “Johnny Cash.” A brain injury as a child and a diagnosis of schizophrenia as a young adult impaired his speech, but you wouldn’t know it by his sense of humor and sharp wit. In and out of hospitals more than 30 times, Brian has a long history of homelessness. With no family to provide the extra support he needs, the people of Ocean Street have become his family.

Angela, 60, had a successful career and a home of her own until her mental diagnosis left her dependent on a neighbor who betrayed her trust. “This is one of the worst cases of abuse I’ve seen,” says Catherine Mullen, Director of Ocean Street. “She lost her home, her savings, and was completely malnourished. She didn’t do well at other residences but is thriving here.”

Ocean Street residents all have their own stories, but many share similar experiences. Some have been in hospitals and residential facilities their entire lives. Some have fallen through the cracks of the system and have experienced homelessness. But at Ocean Street, they share more than trauma and challenges. Residents take care of each other and check in to see how each other are doing. There are house meetings, craft days, and karaoke competitions. And each night the residents eat dinner together, as a family.

Ocean Street opened in July of 2019 as an eight-bed facility for men and women ages 55 and over who are experiencing chronic and persistent major mental illness as well as the physical ailments associated with aging. In a supportive, safe, and secure environment, the program provides psychosocial rehabilitation and personal care services through an integrated health model of care.

“Our greatest hope for residents is that we are able to spot and treat medical issues that have gone unaddressed for years. We want to improve their physical and mental wellbeing while also helping them be active members in their community,” says Catherine. “We want the residents to be happy in a safe home, with access to food and basic needs. Then we can work on their wellbeing.”

While Ocean Street has capacity for eight residents, more than 100 individuals are on the wait list. Despite Maine’s aging population, Ocean Street is one of just a few facilities designed to meet these residents’ specific needs. The dedicated staff work around the clock to ensure the safety, health and comfort of the eight residents and it’s a full roster: there is a program director, a coordinator, residential service technicians, clinician, nurses and overnight staff. And Ocean Street is just one of the seven residential programs operated by TOA.

Asked what they think of Ocean Street, the residents will tell you, “We really like it here- it feels like home.”
Community Building

We partner with residents to strengthen communities by providing opportunities for connection and access to services, and empowering resident-led change.

931 residents were served in Portland, South Portland, Westbrook, and Sanford through our Neighborhood Resource Hubs.

Hosted 424 Community Building Events with 69% led or co-led by residents.

Maine Youth Action Network led 64 statewide youth groups with 1,786 young people engaged in leadership building events.

1,235 New Mainers were connected to services and referred to basic needs, housing, ESL and more.
Support through Experience

When Karen Tompkins tells parents that she understands what they are going through, she really means it. As a young parent, the mother of two struggled with mental health issues while raising her two children, including a son who is significantly affected by autism. Many years later, she is now using her experience to help other families navigate family services and supports as a Parent Partner with Community Partnerships for Protecting Children (CPPC).

CPPC is a collective action network of over 60 partner organizations with a shared mission to reduce and prevent child abuse and neglect in Cumberland and York counties. The Opportunity Alliance was a founding partner of CPPC and the Parent Partner program in Maine. Karen has been a Parent Partner for over 10 years.

Karen and her colleagues help parents understand how service systems work and connect them to community resources and supports that can include treatment services and concrete needs such as food or diapers. They also provide emotional support to parents during difficult times, and offer an example of hope by sharing their experiences navigating similar challenges. “I'm able to help parents navigate services because I have used many of them for my own family,” says Karen.

Radiating a warm presence and a no-nonsense attitude, Karen understands how to have difficult conversations and build bridges between families and service providers. With connections throughout the community that include schools, police, faith communities and the Department of Health and Human Services (DHHS), Karen and her colleagues are able to rally a team around families to help them keep their children safe and thriving.

On any given day, Karen can be found meeting with parents, listening to their goals and challenges, teaching them about service systems, and cheering them on. She attends community provider meetings that bring together multiple stakeholders in the community. Karen facilitates workshops and family support meetings. She and the rest of her team also partner with DHHS and the courts to train the state's child protective workers and guardians ad litem on ways to effectively engage with parents.

“This job has changed my life in profound ways. It makes me feel good to help others. I feel like I have a purpose,” Karen says. “Even though I've faced challenges in my life, in this role I am held in high esteem. That's what we try to do for all the families we serve.”
Family & Childhood Education

We provide a range of support services addressing family poverty by offering a two-generation approach to meet the needs of children and their parents.

- **Distributed** $2 million in healthy food & infant formula vouchers through the Women’s, Infants & Children (WIC) Program.
- **Served** 334 children through our 7 Head Start & Early Head Start locations.
- **Social/Emotional Readiness** among children increased 47% from the start of the school year.
- **34,379** referrals to health, education and social services
- **93%** of children in the 255 families served are up-to-date on Immunizations through our Maine Families Program.
Caring for Mothers and their Children

When asked what the toughest thing about having three young children is, Tracy* exclaims: doing everything one-handed! Her three boys - ages 5, 3, and 7 months old - certainly keep this mother busy. Through WIC, Tracy can access the nutritious food she needs to make breakfast for her hungry boys; even if she does have to cook one-handed!

Tracy found WIC when her first son was born and she needed help breastfeeding. When her youngest was born she turned back to the program for extra support. “No one tells you how tough breastfeeding can be. The staff at WIC is terrific, really helpful. This would all be a lot harder if I hadn’t found them.”

Through WIC, Tracy receives lactation consultation from trained professionals as well as critical accessories like a special nursing bra, milk storage bags, a breast pump, and more. WIC also provides her with access to healthy food like eggs, whole grains, and fresh fruit and vegetables for her growing boys. The boys’ favorite breakfast? It’s a tie between fruit and yogurt smoothies and cereal.

“WIC” is shorthand for The Special Supplemental Nutrition Program for Women, Infants, and Children. It’s a nutritional education program that provides supplemental foods to promote good health for pregnant, postpartum, and breastfeeding women, and infants and children up to age 5. The Opportunity Alliance administers the federal WIC program for Cumberland County, enabling local mothers and families to access benefits including:

- Monthly funds to access specific, healthy foods for women during pregnancy and following childbirth, and for children up to age 5. Foods are available from state approved WIC vendors, including local grocery stores and many local farms.
- Breastfeeding encouragement and support, as well as infant formula for women who can’t or choose not to breastfeed.
- Pre- and postnatal breastfeeding education and peer and clinical support. Infant formula, including specialty medical formulas for families who need it, along with assistance navigating MaineCare coverage for medical formulas not covered through WIC.
- Referrals to other health care and social service providers as needed.
- Prenatal education and participation in the food program, which reduces the chances of the low-birth-weight baby and increases the likelihood that the baby will be robust and healthy.
- Health screening and client-centered education shown to improve multiple maternal and infant health measures among WIC participants nationwide.

*Client’s name has been changed.
Economic Resources

We facilitate a collection of programs and services designed to increase income and address basic needs by ensuring access to food, safe and stable shelter, utilities, and volunteer opportunities.

Senior Companions
volunteered 16,522 hours, supporting 238 elders.

94 households avoided homelessness.

96% of clients reported that Senior Companion services helped them remain living independently.

2,726 households improved energy efficiency in their homes.

30,476 Meals served through our Summer Food Program.
A Work of Heart

Despite advances in communications technology and the increasing connectedness it brings, research indicates that, as a society, we are lonelier than we have ever been. Perhaps no other age group feels the keen sting of loneliness more than the elderly.

Our Senior Companion Program addresses this critical community need here in Southern Maine. This federal program provides volunteer opportunities with stipends to low-income older adults, 60 years of age and older, who provide companionship and offer assistance to frail community elders.

Throughout 2018-2019, 24 Senior Companions served over 16,522 hours supporting the independence of 238 elders by conducting 1,850 home visits for companionship and respite and 1,177 rides to medical appointments and essential errands.

For the past twelve years, Liz Paige has volunteered her time and talents to assist with the senior isolation happening in her own community. While a relatively simple act, the impact of time spent with her clients is powerful. While visiting with a respite client from Windham, Liz asked if there was anything he used to do when he was younger that he really missed. He replied that he missed going to Deering Oaks park. Liz said "Okay we can do that!" The client, in disbelief responded with "Really? You’d do that for me?" Liz assured him she was serious and proceeded to drive him to the park. The client was thrilled and laughed and smiled the whole time they were there.

The positive impact of the Senior Companion Program is also felt by the volunteers themselves. Nearly all volunteers in this program report a renewed purpose and improved quality of life. Whether retired or still working, the program utilizes their skills, talents and life experiences to help tackle some of the biggest challenges facing our communities.

Liz Paige and her client have some fun while on a trip to the grocery store.
Corporate Event Sponsors
The following companies supported all of our major events in calendar year 2019, including our Sea Dogs Welcome Back Dinner 2019, Barn Raising 2019, and Golf for Good 2019

$5,000+
Clark Insurance
Gorham Savings Bank
Harvard Pilgrim Health Care
Port Printing Solutions

$500+
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Hews Company
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Katahdin Trust
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MEMIC
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Spectrum Healthcare Partners

$1,000+
The Boulos Company
Disability RMS
Kris-Way Truck Leasing
Logically

Golf for Good
July 23, 2019

Longest Drive Sponsor
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Hole Sponsors
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MEMIC
New England Utility Constructors
Northeast Delta Dental
Philadelphia Insurance Companies
Port Printing Solutions
RE/MAX by the Bay
Saco and Biddeford Savings
Woody Jones, in honor of Mike Tarpinian

Community Partners
Kris-Way Truck Leasing
Logically
R.M. Davis

Sea Dogs Welcome Back Dinner
April 3, 2019

Gold Glove
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Port Printing Solutions
Rich Exterior Solutions

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East Brown Cow Management
HUB/Norton Insurance Financial
Logically
MEMIC
Philadelphia Insurance Companies
RE/MAX by the Bay
Saco and Biddeford Savings
Spectrum Healthcare Partners

Barn Raising
June 6, 2019

Timber Sponsor
TD Bank

Hammer & Nails Sponsors
Clark Insurance
Gorham Savings Bank
Port Printing Solutions
Harvard Pilgrim Healthcare

Crew Sponsors
Bob’s Discount Furniture
East Brown Cow Management
Maine Community Bancorp
MEMIC
Philadelphia Insurance Companies
RE/MAX by the Bay
Saco & Biddeford Savings
Spectrum Healthcare Partners

Impact Sponsors
The Boulos Company
Disability RMS
Kris-Way Truck Leasing
Logically

Community Partner Sponsors
Fielding’s Oil & Propane
Hews Company
Hutchins Trucking
iBec Creative
J.B. Brown
Katahdin Trust
Loranger Door and Window
Morong Falmouth
Paris Farmer’s Union
Pierce Atwood
Pearce & Dow
PretiFlaherty
Town & Country Federal Credit Union
To view a more detailed accounting of our revenue and expenses for fiscal year 2019, please see the financial documents posted on our website: www.opportunityalliance.org

### Revenue | Fiscal Year 2019

- **Government Grants**: $15,277,825
- **Medicaid/Medicare**: $10,247,871
- **United Way & Other Grant Revenue**: $1,447,756
- **Private Revenue - Fee for Service**: $1,386,648
- **Individual & Private Support**: $1,187,393

**Total Revenue**: $29,547,493

### Expenses | Fiscal Year 2019

- **Staff Expenses**: $21,115,382
- **Physical Plant**: $2,636,775
- **Client Support**: $2,387,799
- **Program-Related Costs**: $1,742,497
- **Purchased Services**: $993,038
- **In-Kind**: $406,036
- **Equipment & Vehicle**: $85,869

**Total Expenses**: $29,367,396
The Opportunity Alliance
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2019-2020
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