

Communities for People

# **45 YEARS BEHIND US, AND A BRIGHT FUTURE AHEAD.**

***Proudly serving youth and families in need in MA and RI***

## **ANNUAL REPORT FY21**

# DEAR FRIENDS,

Few things bring us as much satisfaction as seeing the clients we serve do well. Conversely, few things sadden us as much as knowing that there are many other youth who could benefit from our programs but, because of Covid-19's widespread impact, including remote schooling, remain out of our reach because we've not been getting referrals from state agencies. Their own caseloads have decreased from a lack of 'watchful eyes' like teachers, physicians, social workers and even neighbors. Such has been the predominant adverse impact of COVID-19 on Communities for People, (CFP) and it has been heartbreaking.

For over forty-five years CFP has developed creative solutions for many problems. Not only have we earned a well-deserved reputation for having success with youth that many other programs won't accept, but we've also received accolades for our innovations designed to address the unique needs of each individual. One small example of such an innovation we made in responding to this pandemic was to convert one of our residential sites in RI into one that served youth who were in need of quarantine or isolation due to COVID-19. CFP collaborated with Community Care Alliance in Woonsocket RI and utilized their staff—including infectious disease nurses to provide a critical 'safety net' to foster parents and the staff and youth of residential programs so others would not risk exposure to the virus. Between April, 2020 and June, 2021 the program provided quarantine or isolation for approximately 90 youth-staying anywhere from a few days to a few weeks to manage their symptoms. Similarly, our home based programs, our foster care programs and Doc Wayne Youth Services, our affiliate innovated; rapidly pivoting and adapting to provide therapeutic supports via telehealth. Doc Wayne Youth Services has managed to thrive during this time, they are now growing internationally, offering their trauma-informed curriculum that utilizes sport to provide mental health therapy world-wide. Unfortunately, our affiliate Boston ASAP, has not fared as well during the pandemic mainly as a result of a less drivers on the road and decreased court referrals. Despite these challenges Boston ASAP continues to offer high quality MA Impaired Driving Classes (MID) on an ongoing basis.

We were fortunate to obtain two federal Payroll Protection Program (PPP) loans which we believe will be forgiven. These have been essential in helping us maintain our firm financial footing. And so, we find ourselves on the dawn of a new era which the title of a famous Bob Dylan song captures perfectly: "The Times They Are A Changing". Yet, undaunted, we embrace the future and its challenges with faith, secure in our ability to adapt, innovate, and overcome all manner of adversity.

*"At every crossroads on the path that leads to the future,  
tradition has placed 10,000 men to guard the past"*

**Maurice Maeterlinck**



**Boyce Slayman, Chairman of the Board**  
**Joe Leavey, Chief Executive.**

**Boyce Slayman,**  
**Chairman of the Board**

**Joe Leavey,**  
**Chief Executive Officer**

# CFP WAS THRILLED TO WELCOME 2 NEW BOARD MEMBERS

## Meet Gretchen Kinder



CFP welcomed Gretchen Kinder to the board this year. She brings a 20-year career in non-profit and municipal management to her work with us. She immediately volunteered to chair our Development Committee and has been a guiding force in this area for the agency. She has worked for a range of organizations including the MassHealth Access Program, Area Health Education Centers and the Cambridge Health Alliance. She spent nearly 10 years working in public education, first as the public information officer and chief fundraiser for a mid-sized urban school district, and then as Development Director for a statewide early literacy organization. Gretchen made the move to corporate communication when she took a position with the Marketing and Sales teams at DentaQuest, where she was responsible for developing sales proposals for the company's commercial and government brands. She recently became the Market Leader for AmeriHealth Caritas, a national Medicaid managed care company.

Gretchen earned her Master of Social Work and Master of Public Health from Boston University. She completed a two-year fellowship in Community Oriented Primary Care (COPC) with the Boston-based Center for Community Responsive Care. She is a 2017 graduate of the Women's Leadership Program offered by the Greater Boston Chamber of Commerce.

## Meet Kelly McDermott



Kelly Hynes McDermott, is the Founder and Director of Hynes Communications, a strategic communications firm based in Boston. Kelly has an inherent drive to develop relationships with clients from a wide variety of industries to deliver business results through multi-channel marketing and public relations programs. She believes that the most beloved brands are the ones that are purpose-driven and make an impact. Known for her deep commitment and compassion to help improve the lives of others through volunteerism, she was thrilled to join the board at Communities for People. She joined the Development Committee and has been a helpful resource for our marketing efforts.

Kelly holds a bachelor's degree in English and Communications from

Boston College. She lives in the Boston area with her husband and is the mother of three adult children, and two grandchildren. She enjoys spending time with family and friends, playing tennis and golf, yoga, reading, cooking and relaxing on Cape Cod.

# OUR NEW REGIONAL DIRECTOR OF MA PROGRAMS, SANDRA PYRAM-LOYER, LICSW



This year we welcomed a new Regional Director for our MA Programs, Sandra Pyram-Loyer. This position takes her back to her passion where her career began nearly 15 years ago. After graduating from Lesley College in '97 with an Elementary Education Bachelors degree, Sandra taught 1st and 2nd Graders in the Cambridge Public Schools. Recognizing the daily challenges that families were facing, she decided to go back to school for her Masters in Mental Health Counseling from UMass Boston. She completed her studies while working as a School Based Social Worker with Big Sister Association of Greater Boston. Sandra is also a proud mom of two amazing teenagers as well as a daughter of an incredible Haitian mom.

Sandra began her clinical and child welfare career in 2006 as a Therapeutic Foster Care Clinician with Family Service RI after moving to Providence. She went on to becoming a Manager of Permanency Services with Children's Friend in Providence. She was later afforded the opportunity to lead the care for children in out-of-home placements with the RI Care Management Network led by Child and Family of RI as part of the state's system of care redesign. Following the discontinuation of the RI Networks, Sandra continued with Child and Family of RI as the Vice President of Programs. Most recently after relocating back to Massachusetts, Sandra led the Boston programs for Wediko Children's Services providing school-based clinical and consultation services. Because of her past experience she was exposed to CFP's services and developed a great admiration for the agency and our staff. Sandra refers to this return to child welfare as our Regional Director as a "dream come true". Craig Gordon, CFP's COO and Sandra's supervisor says, "Sandra truly is one of the top professionals I've had the pleasure of working with, and we are lucky to have her".

Sandra is no stranger to challenges. In her short time here she has led the programs through a pandemic, responded to multiple state procurements, and leads our efforts for first-time CARF accreditation for MA programs.

# FOSTER CARE RECRUITMENT EFFORTS INCREASED

We've always believed that children and youth benefit the most from living in family settings.

When prevention and family preservation services prove insufficient, any out-of-home placement should be time-limited and focused at enhancing permanency. We also believe family settings are preferable to congregate care settings whenever possible. This year CFP is intensifying its efforts for foster care recruitment so children and youth can live in nurturing homes.

Often the most difficult part of providing foster care services is recruiting caring foster parents. In MA we were fortunate to hire Jordan Alaniz as our Intensive Foster Care Recruiter and in RI we welcomed our new Families for Children Program Director Angela Watson. Lastly, in the Spring of 2021 we hired Paul Cataldo, as a consultant. Paul brings over 40 years' experience in foster care recruitment and retention. Despite the challenges of the pandemic, our efforts are already beginning to bear fruit! We look forward the planned recruitment campaigns for FY22.

**Foster parents like Rosa and Louis are not always easy to find, but we are so grateful when we do. Here's what they have to say about being a foster parent:**

*We do not see them as just "foster kids" we see them as our own. It is not their fault that they have been tested and put in certain situations for us to judge them and just treat them as a "task" in our job requirements. We look and treat them as our own and this I feel has helped us with succeeding with so many youth.*

*If someone is considering becoming a foster parent then they need to be available 24 hours a day. They need to be 100% committed to this job since there are so many underlying issues that some of the kids come into the home with. They need to be aware that it is not just about giving a home but there are also appointments, mentoring, therapist visits, and DCF visits. There is so much to this role that many do not get until they have a child in their home. They need to consider that this is a task that takes a lot of patience and time.*



CFP Foster Parents Rosa and Louis

# CFP'S DIVERSITY EQUITY & INCLUSION COMMITTEE MADE STRIDES

Communities for People's newly-formed Diversity, Equity and Inclusion Committee made strides in FY21. The committee started by surveying the staff throughout the organization. We were able to get a strong response from the staff, giving us good data. Though the surveys were overall positive, they definitely helped the committee identify some weak areas that needed improvement. Despite our progress, it became clear very quickly the Committee needed more guidance from someone with expertise in this area. The Committee moved forward with hiring a consultant. After considering and interviewing candidates, CFP hired Aimee Phelps MBA, Ph.D. and Director at the College of Business at the University of Rhode Island. She is helping the DEI committee move forward and focus their efforts. The Committee started meeting with Aimee and together determined focus groups were necessary. By the end of the fiscal year the Committee had established a plan to conduct focus groups with staff, meet with the Directors, implement a committee charter, and to identify necessary trainings for our staff and Board. One of our top priorities is to ensure CFP is equitable and inclusive for both its diverse client base and staff alike.

**“The moral arc of the universe is long but it bends towards justice.”**  
**-Martin Luther King, Jr.**



# PPP LOANS RESCUED MULTIPLE ORGANIZATIONS



U.S. Small Business  
Administration

 Eastern Bank

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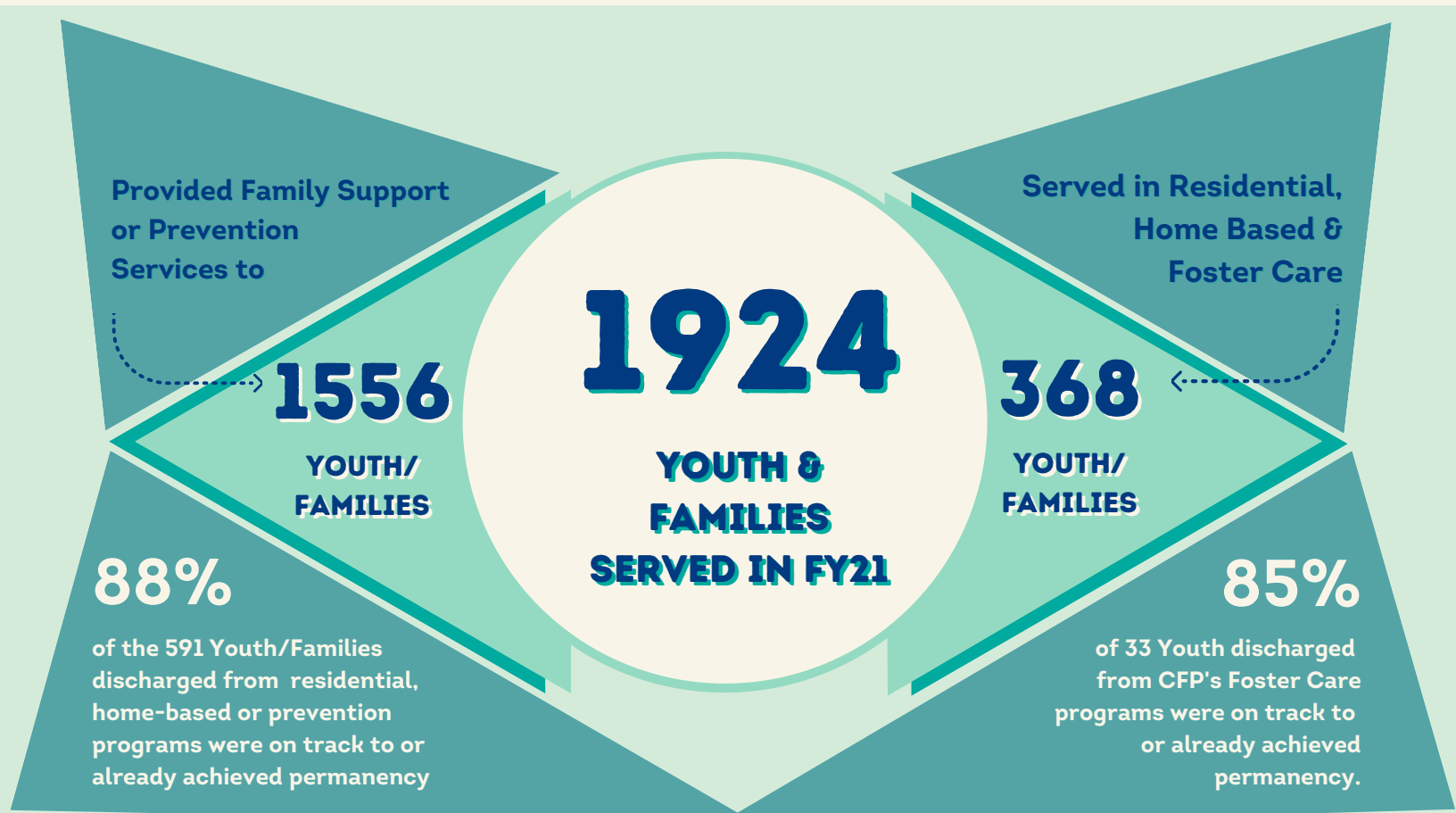
 Citizens Bank®

As we continued to navigate the uncharted world of COVID, like so many organizations we definitely felt the strain financially. Our priority was and still is retaining our experienced, trained and committed staff while ensuring their safety. They are the key to maintaining the continuity of our programs. We like to think of our staff as our “secret sauce”; their dedication and commitment is the reason we are able to make a great impact in the lives of so many youth and families. The Paycheck Protection Program (PPP) loans were necessary for the survival of so many organizations and CFP was no different.

We also had to consider the fiscal stability of the nonprofit organizations for whom we provide management services. We are proud to bank at Eastern Bank, a proven charitable leader that supports and helps to improve the communities it serves. Their reputation as a philanthropic organization precedes them. Because of our relationships with Eastern Bank and Citizen’s Bank, Chief Financial Officer, Sandy Cades was able to secure a total of \$4 million in financial relief for not only CFP, but also many other nonprofits, including our affiliated agencies Doc Wayne Youth Services and Boston ASAP.

Since CFP provides management support services for other agencies, with Sandy's assistance a total of 9 agencies including CFP and its two affiliated agencies received PPP loans. The PPP loans helped provide a lifeline of loan funds allowing them to focus on their missions during a very challenging and vulnerable time. These loans may be forgiven if they meet certain criteria. We were able to keep all our staff on payroll and avoid any possible layoffs. The initial round of loans have already been forgiven and we believe that the second round of loans for CFP and the other agencies will also be forgiven and become a grant rather than a loan. The PPP loans were and still are critical to the financial stability of CFP during a very difficult time.

# FY21 BY THE NUMBERS



## OTHER IMPORTANT ACHIEVEMENTS TO NOTE:

**Youth aged 16+ in residential programs:**

**77**  
youth obtained employment

**39**  
youth maintained consistent employment

**14**  
youth received vocational training

**9**  
Adoptions finalized.

**89%**  
of all CFP youth/families were either reunified to family or on track to permanency at discharge

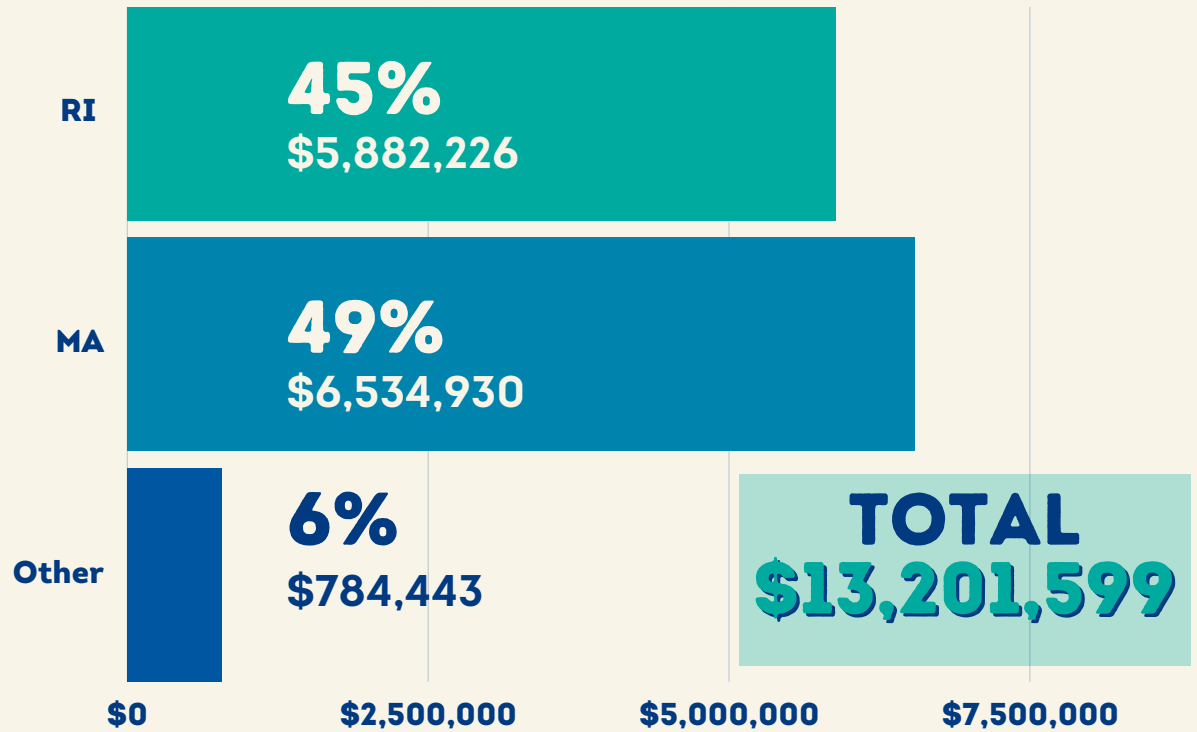
**Of all youth in our residential and foster care programs**

**86%**  
attended school 90% of the time and/or completed their grade

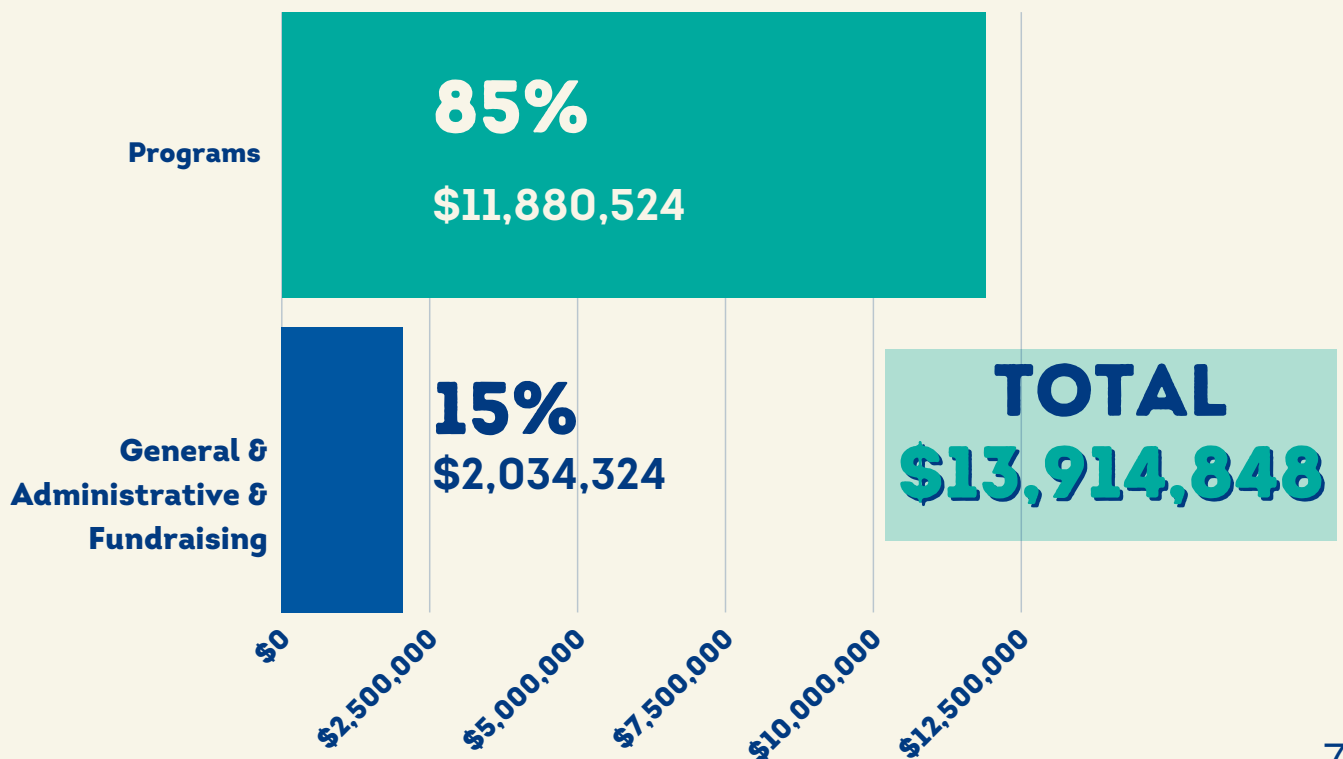
# BUDGET SUMMARY

## FY21

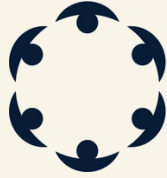
### REVENUES



### EXPENSES



# AFFILIATED AGENCY



## DOC WAYNE

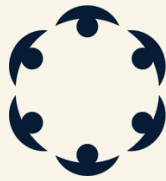
The need for Doc Wayne's unique form of intervention in youth mental health has never been as apparent as it is today. Over 100,000 children in the United States lost a parent due to COVID-19. Boston Children's Hospital reported a 40% increase in youths having suicidal thoughts or attempting suicide from July through October of last year. Our approach overcomes barriers to health and wellness by embracing sport to combat clinical stigma and holding sessions in partners' gyms to ensure equitable access. For over 10 years, Doc Wayne's unique and effective sport-based therapeutic model has supported youth in achieving their individualized treatment goals by gaining positive social skills and replacing maladaptive behaviors with appropriate coping skills. In this past year, we expanded our team across our clinical programs, individual and group therapy, Therapeutic Mentoring, and Therapeutic Recess. This growth helped us meet the needs of youth attending our programs weekly and allowed us to work with more children whose social and emotional growth were challenged by the pandemic.

Doc Wayne's sport-based curriculum is designed for youth with mental health needs who are not served best, or at all, through traditional talk therapy services. Our approach was recently highlighted in the Journal of Education, the oldest educational publication in the country, who assessed our unique brand of treatment in an article entitled "Re-Envisioning School-Based Counseling: Sports-Based Group Therapy for Elementary School Students Exposed to Trauma." Their independent research revealed "symptom reduction for 72% of participants" and further noted that our model "promotes access to services while minimizing stigma" commonly associated with other forms of mental health treatment. Doc Wayne's direct care programs have demonstrated success in this area through our consistently lower 'no-show' rate compared to other forms of youth therapeutic programming. The authors conclude that our approach is a "promising and innovative intervention that addresses many barriers to students' access to, and engagement in, mental health care," ultimately validating both the originality and efficacy of our programming.

Throughout the lockdown, our team transitioned to working remotely, including performing all of our clinical work through Telehealth. Restrictions on group gatherings over the course of the pandemic required us to adapt the focus of our direct services. As of this report, we have delivered over 4,800 Telehealth sessions, shifting our individual programming from 35% to 75% of Doc Wayne's clinical work. This change to individual sessions better met the

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# AFFILIATED AGENCY CONTINUED:



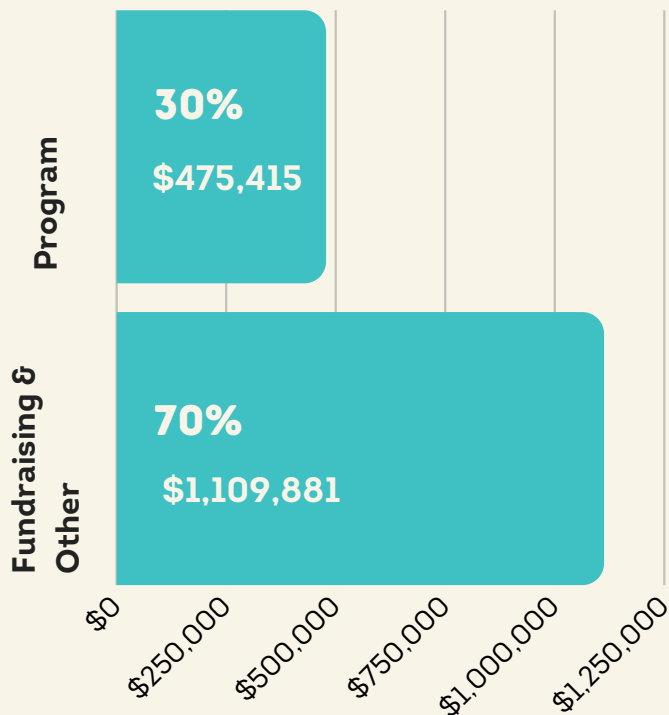
## DOC WAYNE

needs of youth whose school schedules and access to technology varied. Beginning with our summer 2021 schedule, we returned to in-person programming while also maintaining Telehealth as an option for clients. In accordance with public health and safety regulations, we anticipate our group work to return as our largest program with the start of the 2021-22 school year.

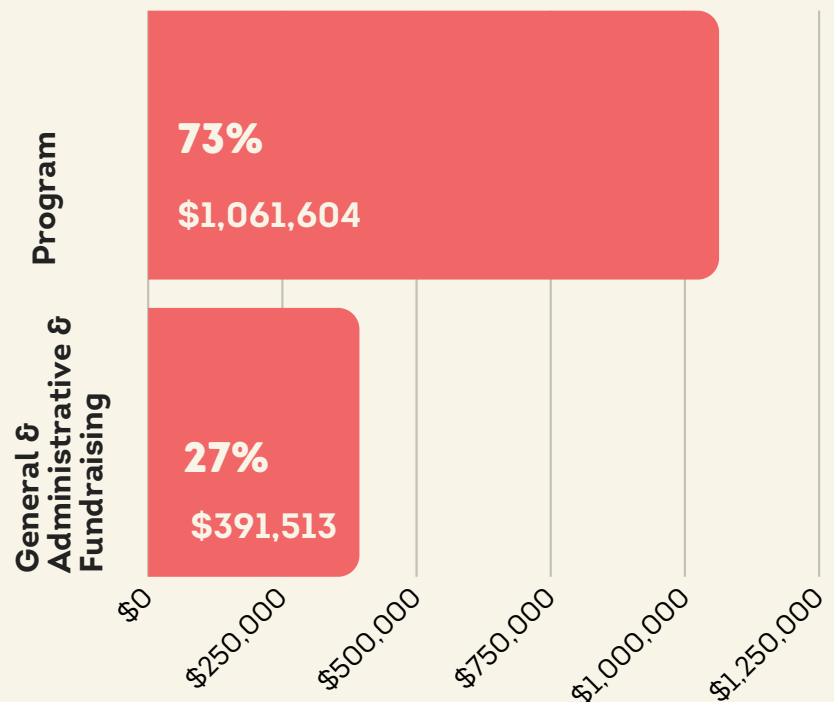
Total youth served in  
FY20

450

### REVENUES



### EXPENSES



# AFFILIATED AGENCY

BOSTON A·S·A·P

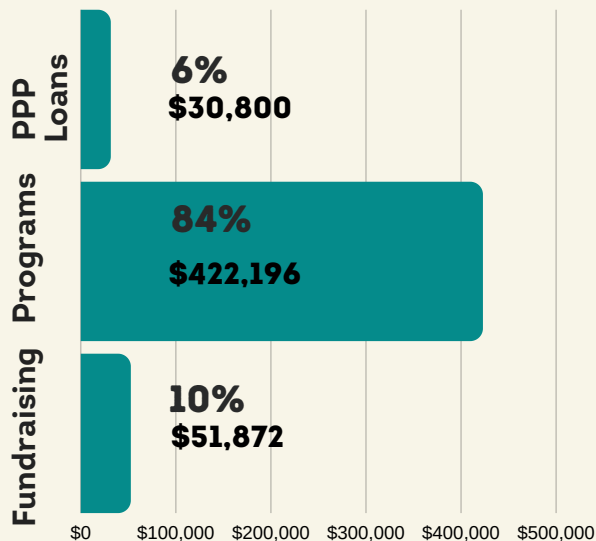
Boston Alcohol and Substance Abuse Program, Inc.

Boston ASAP is continuing to find its footing after a very challenging year. As referrals rapidly declined during the pandemic due to a variety of reasons, Boston ASAP struggled to adapt. Because of the pandemic there were fewer drivers on the road, including fewer drunk drivers. Courts were also closed for periods of time impacting the number of referrals as well, however Boston ASAP continues to provide quality care on an on-going basis. Telehealth services have been helpful; however it has become apparent that Boston ASAP will have to also pivot its focus to its other services such as the mental health clinic counseling. Communities for People's has identified Doc Wayne Youth Services to oversee Boston ASAP's revitalization. Doc Wayne has proven to be very successful with providing counseling services and they will certainly be able to take Boston ASAP under their wing and build on its strengths. We look forward to what the future holds for Boston ASAP.

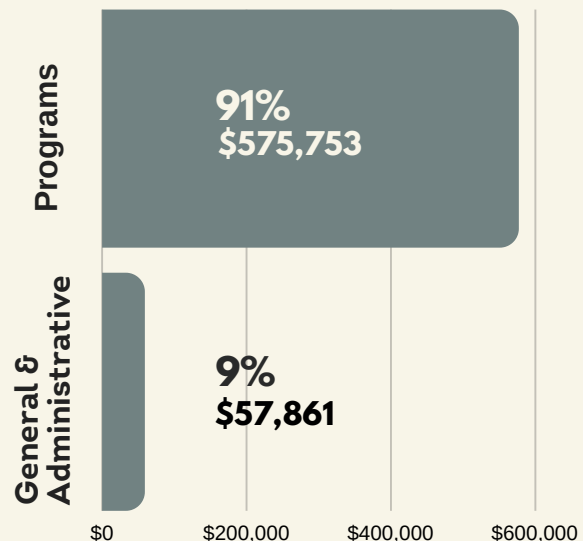
Total persons served in  
FY21

539

## REVENUES



## EXPENSES





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**STARKWEATHER & SHEPLEY**  
INSURANCE BROKERAGE INC.

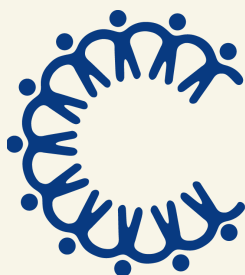


**RI REALTY MANAGEMENT CORP.**

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Communities for People



## Communities for People

Please visit our website [www.c4p.org](http://www.c4p.org) to learn more about CFP and ways to support our programs and services.

Join us on    @CFPkids

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