

Communities for People



New Beginnings at CFP



Annual Report FY22

Dear friends,

We ended last year's Annual Report citing the title of a Bob Dylan song: "The Times They Are A Changing". This year we will share some of how we've adapted and innovated to meet last year's challenges.

Perhaps the most notable change was in CFP's leadership: After 45 years in the position, President and CEO Joe Leavey retired. Although retired, Joe continues to be a valuable asset by serving as a Board member. Joe has been succeeded by COO Craig Gordon in a seamless transition.

We continue to meet the needs of the community with innovative programming. There is still a great need for our services and the outcomes demonstrate that. This year we started offering a new program model we refer to as 'The Dorm'—a residential program for young adults that is minimally staffed to foster independence. Our YDS program was able to distribute hundreds of thousands of dollars for housing, technology and transportation needs to youth in the program. We are continuing our efforts towards Justice, Equity, Diversity, and Inclusion (JEDI) through new required trainings for all staff, leadership and board members as well as building our JEDI council.

As a direct result of our commitment to expanding our development capacity, CFP is making great strides. We are increasing awareness about all the good work we do in our programs—and everything our dedicated staff achieve daily. Over this past year, we have had the great fortune to build a relationship with New England Patriots' tight end, Hunter Henry. In June, Hunter and his wife Parker partnered with UnitedHealthcare to distribute sneakers, duffle bags and gift cards to youth and families in CFP programs. We are thrilled over the prospect of continuing these partnerships.

Our affiliates Boston ASAP and Doc Wayne Youth Services are now co-located in a new and inviting office space in Allston. Doc Wayne's CEO, David Cohen, is now overseeing Boston ASAP and will be building capacity and enhancing the mental health clinic services. Doc Wayne Youth Services is thriving and diversifying: Through Doc Wayne's Champions Network, coaches across the globe are being trained in a proven trauma-informed approach that fuses mental health supports with sports.

Importantly, one of the things that did not change is that we continue to be prudent stewards of our financial resources. Like most human service providers, throughout the pandemic we experienced significantly decreased referrals, and as result, funding. Fortunately, we were able to successfully access funds through the federal Payroll Protection Program (PPP). Not only did those funds provide critical financial stability, they also allowed us to keep our dedicated staff fully employed.

And, perhaps, most importantly, we've not lost sight of our vision: "Every child lives in a permanent, loving family. Every family has the supports it needs. And Communities for People is a recognized thought leader in developing innovative service models.



Boyce Slayman, Chairman of the Board
Craig Gordon, Chief Executive Officer

Boyce Slayman,
Chairman of the Board

Craig Gordon,
Chief Executive Officer

CFP Elects Craig Gordon as 2nd CEO, After Founder & CEO Joe Leavey Retires



*Joe Leavey, Founder & former
CEO with Craig Gordon, CEO*

After 46-years of undying dedication and commitment to the youth and families served by CFP, founder and CEO Joe Leavey retired this year. Chief Operating Officer Craig Gordon was chosen as the new CEO of CFP and thus a new chapter begins. “The transition with Communities for People is bittersweet, but it is the right time to pass the torch to spend more time with family. I have complete faith in our former COO and newly elected CEO, Craig Gordon,” said Joe. “Craig is a proven and respected leader who has been passionate about our work through his relentless commitment to youth, families, and community.”

During Joe’s legacy, he has built an organization that has impacted the lives of countless youth and families across MA and RI to date. “It has been my honor and privilege to serve this great organization. I am proud of the staff of CFP and the lives we are

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impacting. What won’t change in this organization is our commitment to provide high quality services to youth and families in need,” said Joe. CFP Board Chairman, Boyce Slayman states, “Joe Leavey is a pioneering leader and champion of foster care, and I’ve had the distinct pleasure of working with him for over 25 years. He has been a mentor and a friend to me and countless others in the nonprofit industry. As CFP continues to grow to address the needs of youth and families, I have no doubt that with Craig Gordon at the helm and Joe Leavey as a guiding light, our organization will continue to thrive.”

“I am both excited and honored to lead CFP into the future and our next phase of development,” said Craig. “While I anticipate new challenges and new services, CFP will remain firmly grounded in its roots and culture of providing individualized, high-quality support to youth and families facing extraordinary challenges. Our staff and programs always recognize and respect the many traumas our youth and families face as they become involved in and navigate the child welfare system. We remain committed to supporting the youth and families in need in Massachusetts and Rhode Island in their pursuit to become active, healthy members in our communities.”

Meet our New CEO Craig Gordon



Craig Gordon, CFP's Chief Executive Officer, has worked for Communities for People for over 40 years. He started as a Direct Care worker while still a student at Brandeis University. Soon after graduation, he was promoted to Regional Director in Rhode Island. He was tasked with establishing CFP's Rhode Island programs. In that role he developed a full spectrum of programs and services that provide a continuum of care for Rhode Island youth and families involved in the state's child welfare system including a staffed apartment model, specialized treatment models for adolescents with varying behavioral and mental health needs, family support programs, treatment foster care, evidence-based programs, independent living programs, as well as child abuse/neglect prevention programs.

In 2014, Craig became CFP's Chief Operating Officer (COO). As COO he provided oversight of staffing workforce needs for all programs in both Massachusetts and Rhode Island. Craig also built valuable partnerships and collaborations with other community organizations and has served on multiple state- and provider-led committees and workgroups. He is a prominent figure in Massachusetts and Rhode Island's statewide and local advocacy efforts to ensure youth and families receive the services they need.

What to expect from Craig as CEO:

I believe teamwork abounds at CFP and it helps make our work and work life more meaningful and successful. I look forward to all our teams making meaningful gains in the coming years. A lot is going on to make those gains happen:

- We are undergoing an organizational trauma-informed assessment to help ensure CFP responds effectively to the many complex traumas that our youth and families have experienced.
- Our new 'Dorm' program in Massachusetts is off to a great start. This new program resembles Independent Living and affords youth opportunities to practice their independent living skills with 24-hour access to an onsite staff member.
- In Rhode Island, our teams are building capacity to work more effectively with families as they prepare for a state-wide (re)procurement

But most of all, I see that these team efforts help strengthen our programs to prepare youth for a sense of belonging and accomplishment. We want to instill hope and a belief in permanence with youth who have lost that sense. To do that, we will be concentrating more on building and strengthening family connections and improving the ways families relate to each other by:

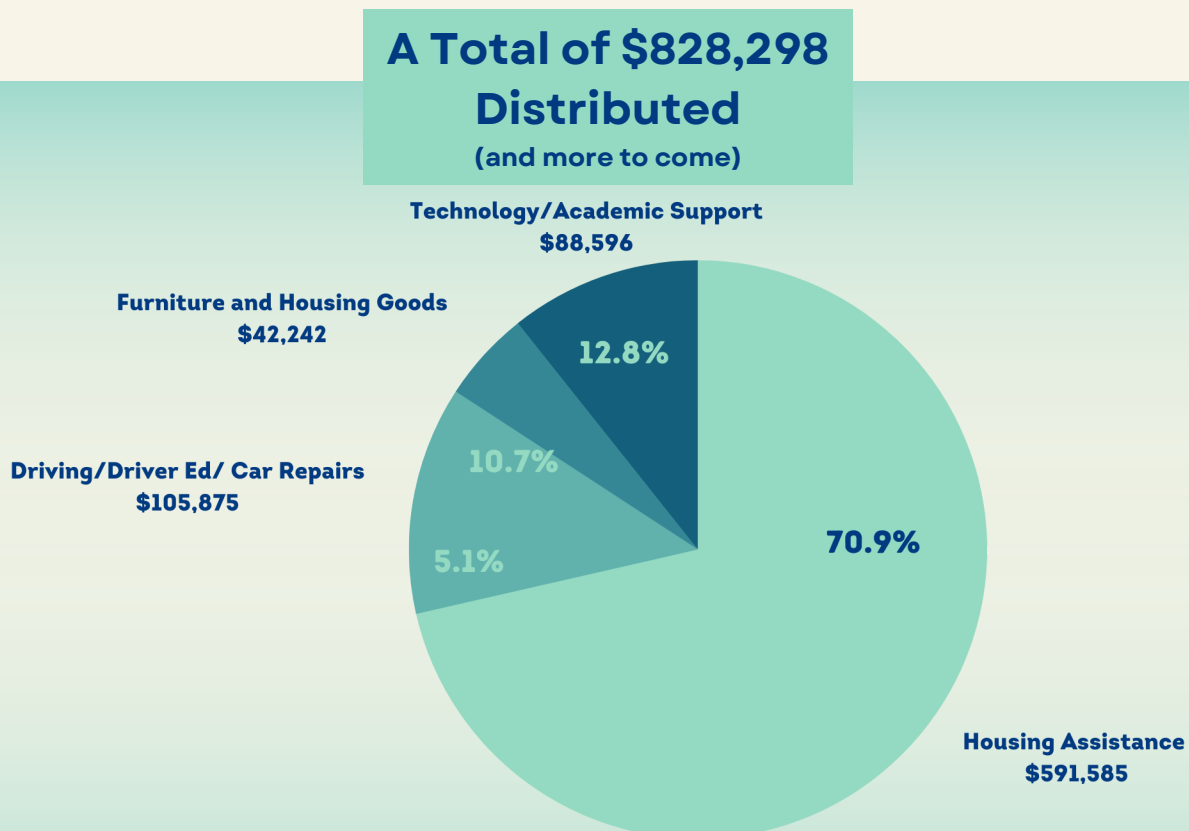
- Expanding upon our home-based programs in Rhode Island
- Securing one or more contracts for family support and stabilization services in Massachusetts
- Developing natural supports for youth who do not have reliable family connections. We will help build connections with adults who will be supports to our youth long after they leave our programs.

Youth Development Services (YDS) distributes over \$800K to youth for housing, technology, and transportation

CFP's Rhode Island Youth Development Services (YDS) program provides youth aged 16+ who are currently in or have formerly been in the state's foster care program with a variety of opportunities for life skills development as well as many supports to better equip them for independent living. Services offered include a Life Skills Assessment, financial literacy education, vocational training, work and career readiness training, opportunities for participation in a statewide youth advisory board, matched savings account and the support of a Mentor.

The Coronavirus Aid, Relief, and Economic Security (CARES) Act (2020) and the Coronavirus Response and Consolidated Appropriations Act (2021) provided fast and direct economic assistance for American workers, families, and businesses. The CARES Act implemented a variety of programs to address issues related to the onset of the COVID-19 pandemic.

As a result, new federal legislation enacted on December 27, 2020 expanded the John H. Chafee Foster Care Program for Successful Transition to Adulthood (Chafee Program). In RI, that expansion took the form of over \$800,000 added to our YDS program budget to provide direct support to older teens who experienced foster care. Those youth received financial support for post-secondary education or training and/or financial support to cover expenses that foster independence. A total of \$828,298 was distributed to youth to help with (1) housing expenses, (2) technology and academic needs, and (3) driving lessons and transportation expenses. Our staff helped youth deal with landlords and roommates, install software on laptops, and arrange driving lessons and car repairs. An awful lot of checks were written! Check out how much was given out in each category below:



Meet Damon from CFP's YDS program



Damon first came to CFP when he was getting ready to celebrate his 14th birthday. He was struggling with personal anger and family issues. Upon intake he was not attending school and was waiting to be enrolled. Damon is grateful for the staff who relentlessly advocated to the school department on his behalf to get him enrolled. The staff helped him discover that he had options other than traditional public school, and he could choose what was best for him. With the support of CFP staff Damon graduated high school and this year he will be enrolling in a youth training program through the Comprehensive Community Action Program (CCAP) to become a Certified Nurse's Assistant. He is a highly active and leading member of Rhode Island's

SPEAK Youth Advocacy Board. He is currently living in a CFP. Independent Living Program apartment. He is thriving and he has developed many skills including cooking!

Damon described the CFP Staff:

“They provided me with good support when I needed it the most. Taught me how to cook and clean, and how to always be respectful to people”

They fostered and helped him develop healthy relationships that support his creativity, make him laugh, and provide him with mentoring and guidance. Recognizing the staff's commitment to his success, he always felt safe knowing even if he had made a poor choice, they would always be there for him. Damon is looking forward to achieving all the goals he has set for himself and is thankful for all the support he receives at CFP.

YDS Impact Numbers

- 67 youth completed their Life Skills Assessment
- Double Up matched youth savings in the total amount of \$7,669 to be used for furniture, vehicles, car insurance and rent for apartments/housing
- 91 Youth enrolled in Financial Literacy and Work Readiness Training
 - 46% of those enrolled completed one or both
- 12 Youth enrolled in the DCYF Voluntary Extension of Care (VEC) program completed Vocational Training, obtaining meaningful employment in these fields:
 - Teaching assistant program
 - Rob Roy Academy of Cosmetology
 - Child Care
 - Customer Service Representative
 - Real Estate
- Recruited, screened, and trained 13 Mentors

CFP's New Program "The Dorm"



The Dorm program was designed to respond to a need for a program that serves young adults who are still in the foster care system and require less supports. The program is co-ed and focuses on young adults ages 18-22. Although residents have access to staff 24-hours a day, they are very independent. This program allows them to practice being on their own, with minimal staff support. It meets the needs of a very vulnerable and often overlooked population. These young adults are on the verge of being discharged to independence and not quite ready for it, but also have progressed beyond group home settings. To prevent future homelessness, The Dorm better equips them for discharge.

Meet Veronica, a young adult from The Dorm program. In 2016 she traveled a difficult road alone, leaving Guatemala without her family in pursuit of the “American dream”. After arriving in Texas, she was then sent to MA where she first lived in a foster home and then moved to a group home by the age of 18. Once she turned 21, she was placed in CFP's new residential program, The Dorm, focused on older young adults ages 18-22 years old.

“I am filled with gratitude that I have a safe, loving place to call home. I don’t know where I’d be without my CFP family and my Cynthia.”

With the caring guidance of Assistant Regional Director, Cynthia Coppola, and other staff members, Veronica graduated high school and currently enjoys working full-time at Star Market “It was very hard for me at first,” she explained. “I had no family, so when I heard of people going home to visit their family during the holidays, that’s when it hit me hard.” She hasn’t seen her family since she left Guatemala. Veronica is pursuing a long-term goal of becoming a Certified Nurse’s Assistant (CNA).

Just the Beginning of a Partnership with Hunter Henry, Patriots Tight End

This year CFP had the great fortune of having Patriots' Tight End, Hunter Henry (#85) become an ambassador for our organization. Hunter has a genuine passion for helping foster kids and is focused on giving back to our foster care youth through kid-friendly events throughout the year. Together with his wife Parker, they generously distributed shoes, duffle bags and gift cards to youth and families in CFP programs.



New England Patriots Tight-End, Hunter Henry with youth from CFP programs. Also pictured CEO Craig Gordon, Founder Joe Leavey and staff from the event sponsor, UnitedHealthcare.

“I think it’s really important for kids to have an active lifestyle,” said Hunter. “I encourage kids to spend more time playing outdoors.”

He partnered with UnitedHealthcare to donate 100 pairs of sneakers, 100 duffle bags, and gift cards totaling \$12,000 in value. Youth and families had the chance to meet Hunter while receiving their gifts at a special event held at Dean College in Franklin, MA. The event was broadcast on several of New England media outlets. We’re still not sure which the kids loved more- getting a new pair of sneakers or being in the presence of a Patriots football player!

We look forward to building on this partnership in the coming year. We are honored and delighted to partner with Hunter Henry when he’s not on the field and, of course, rooting for him when he’s on the field.

CARF Golden Seal of Approval



Since 2008 CFP’s Rhode Island programs have received CARF Accreditation. This year CFP’s Massachusetts programs also underwent the accreditation process for the first time. The process includes an internal examination of our programs and business practices as well as an on-site survey is conducted by a team of expert practitioners selected by CARF. By demonstrating our programs and business practices adhere

to 2500 internationally recognized CARF standards. It is one of the most rigorous accreditations to attain. We are so grateful to Sandra Pyram-Loyer, Regional Director and Joan Valcourt, Director of Human Resources for leading our CARF team. While it was Sandra's first CARF survey with CFP, Joan has overseen every accreditation at CFP for the past 24 years. With their leadership we were able to attain a 3-year certification which is no easy task, especially for our first-timers in MA. We are proud to have the CARF seal of approval for all programs.

\$3.9 Million in PPP Loans Forgiven



Because of the Pandemic, like so many organizations, we felt a financial strain. At CFP we focus on retaining our experienced, trained and committed staff because it is critical to providing high-quality care to our clients. Maintaining a skilled and caring workforce is integral to ensuring service continuity. Fortunately, the Paycheck Protection Program (PPP) loans enabled us to do so.

Because of our relationships with Eastern Bank and Citizen's Bank, Chief Financial Officer, Sandy Cades was able to secure a total of \$3.9 million in financial relief for not only CFP, but also for nonprofit organizations for whom we provide management services, including our affiliated agencies Doc Wayne Youth Services and Boston ASAP.

Sandy also oversaw the applications for forgiveness. As we were able to maintain our dedicated staff on payroll, we met the criteria for forgiveness and we were approved for forgiveness in July and then April for both loans. Once forgiven these loans become unrestricted funding and will continue to help stabilize Communities for People.

Justice, Diversity, Equity and Inclusion (JEDI) Continues to Make Strides



The CFP journey into JEDI has begun. CFP continues to work with our consultant, Aimée Duvall Phelps, MBA, PhD. She has worked in both corporate Human Resources and academia. Aimée is an expert trainer and consultant with subject matter expertise in diversity, equity and inclusion. This year we were fortunate enough to be awarded a grant by the RI Foundation to support our JEDI work. Aimee will be providing a series of trainings for our staff and our board members. She will also be assisting in developing our JEDI Council which will be comprised of staff from all levels of the organization. Training topics will include: identities, privilege, implicit bias and more. She will also support other JEDI initiatives including HR, policy, and/or organizational concerns.

Aimee conducted focus groups and surveys in 2020-21 and the data collected was used to determine what areas of strengths and weaknesses we need to focus on and improve. That data informed a diversity plan which provides us with a roadmap for the coming year.

We want CFP to be a shining example of an anti-racist organization that shows through its actions its commitment to Justice, Equity, Diversity and Inclusion. We are committed to ensuring that CFP is a workplace that is always working towards justice, diversity, equity and inclusion for everyone.

FY22 By the Numbers

1198

Youth / Families
Received Family
Support or
Prevention Services

1614

Youth & Families
Served in FY21

416

Youth/ Families
Served in Residential,
Home Based &
Foster Care Programs

Other important achievements to note:

69%

of the 226 youth discharged from residential, home-based, or foster care programs were on track to or already achieved permanency

8

Adoptions finalized

71%

of the 120 youth aged 16+ in group home residential programs are actively involved in career development of some kind

85%

of the youth aged 16+ in group home residential programs who obtained employment
Retained those jobs long term

33%

of the 120 youth aged 16+ in group home residential programs, obtained employment

38%

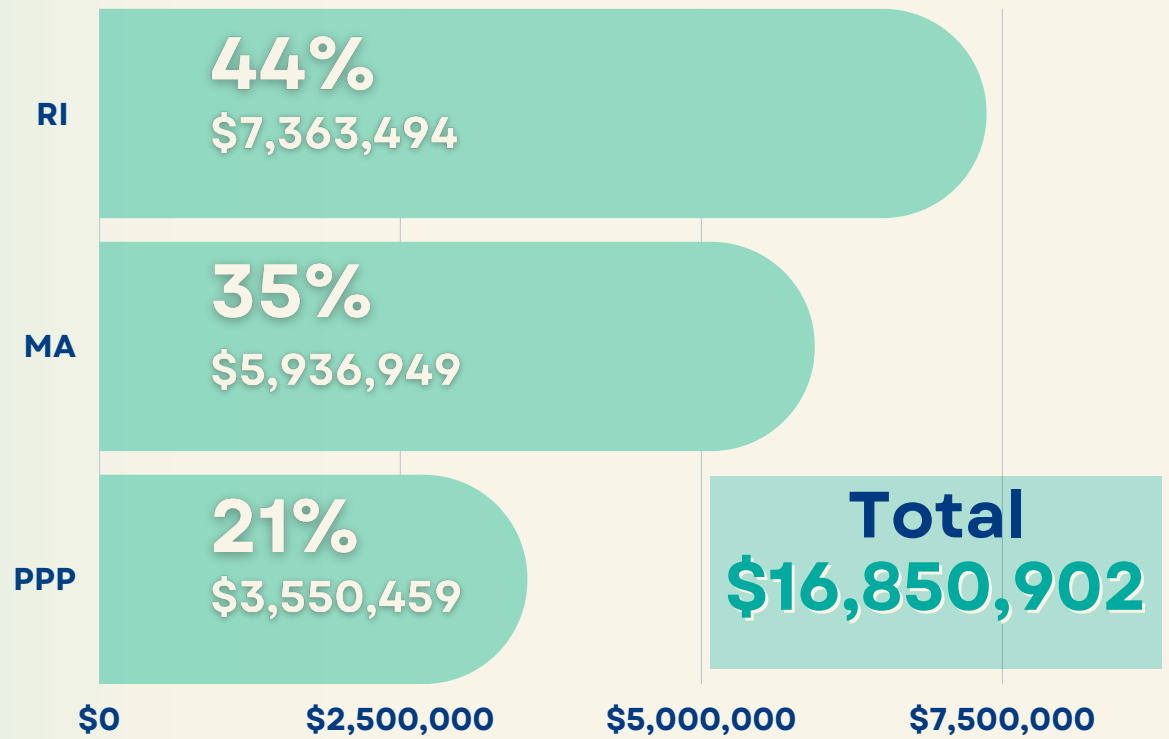
of the 120 youth aged 16+ in group home residential programs enrolled in or completed vocational training

71%

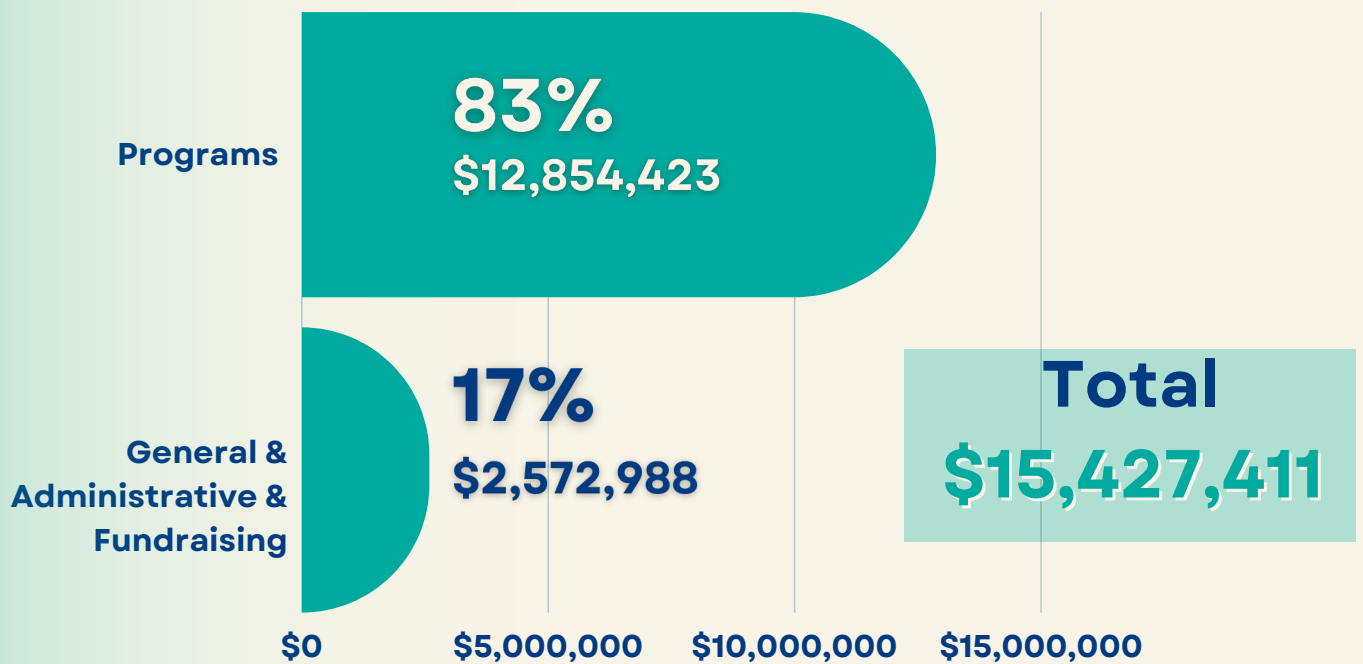
of the 203 school aged youth across our group home residential, home-based, and foster care programs
(Doesn't include Independent Living or Emergency Shelter Programs)

FY22 Budget Summary

REVENUES



EXPENSES



Affiliated Agencies



DOC WAYNE

This past year has been a significant moment in the history of global mental health. The pandemic has exacerbated mental health needs for children and adults across the world, but simultaneously, global attention has begun to take a closer look at the importance of proper mental healthcare. As people are becoming increasingly aware of mental health challenges, Doc Wayne consistently strives to be available to youth in need of support. We continue to receive more requests for partnership than we have the capacity to accept, but we are making every effort to sustainably increase the size of our organization and the reach of our programs. This past year, we welcomed our largest-ever cohort of 16 clinical interns to assist with program delivery. Our staff grew larger than it had ever been, with 20 full-time and 12 part-time employees. Across our 24 program sites, we reached over 1,000 youth each week between our Chalk Talk® and Therapeutic Recess programs.

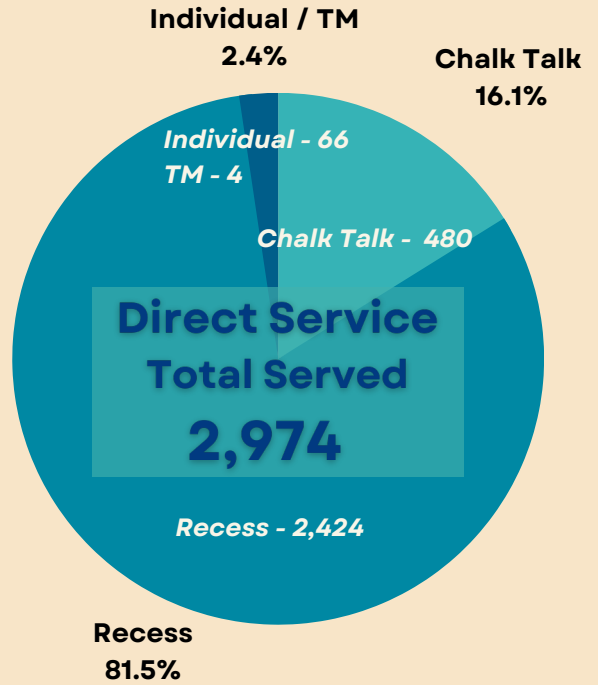
The Champions Network™, Doc Wayne’s external training initiative, is now rapidly expanding to meet the demand for our trainings. This past year, our team has trained 336 individuals who work with youth in a sports or educational setting and reaching over 150,000 youth worldwide. While our direct service work in Boston continues to serve as our “sandbox” for learning about the mental health needs expressed by youth, The Champions Network™ is a platform where we can continue adapting to these challenges and prepare adults with the skills to support children in need across the globe.

Recovering from over a year of lockdown proved to be a new challenge for our coaches and their clients to adapt to. At the start of the school year, our coaches reported that many students were almost two years delayed in their social-emotional development as a result of two years in social isolation. This trend is consistent with data suggesting that we are in the midst of a mental health emergency, particularly among youth. According to Mental Health America, over 15% of American youth experienced a Major Depressive Episode in the past year, while over 60% of youth with Major Depression continue to go without any treatment.

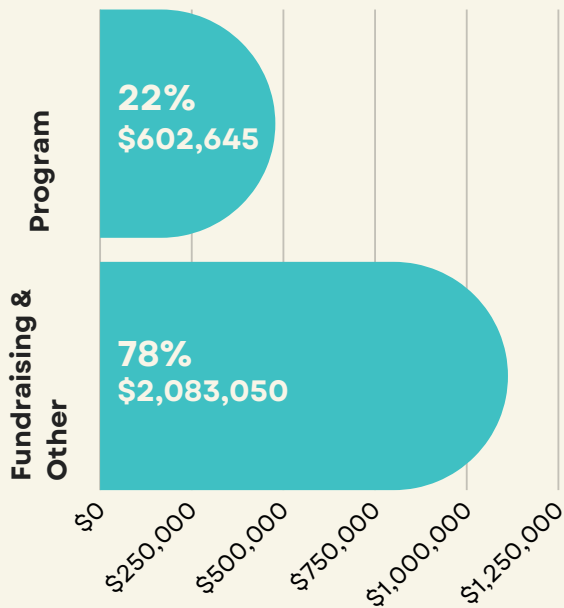
This is why Doc Wayne’s community-based model is so essential—now more than ever. Above all else, children with mental health struggles need access to treatment services, and Doc Wayne’s work within the Greater Boston school system allows children who would otherwise go untreated to receive mental health services from qualified professionals. Our clinicians study and adapt to the latest methodologies prescribed by youth mental health research, and we regularly update our curriculum to reflect the needs of our clients and react to the context and moment in which our clients are living. Because of the hard work and determination of our staff, Doc Wayne is well positioned to address this crisis with the combination of therapy and sport. Through the efforts of our staff and our international partners, we are confident we can level the playing field of mental health globally.



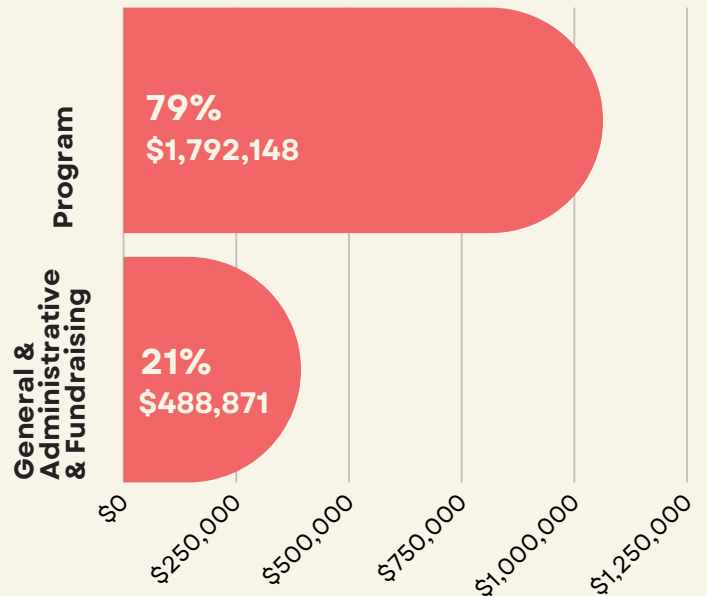
DOC WAYNE



REVENUES



EXPENSES



BOSTON A·S·A·P

Boston Alcohol and Substance Abuse Program, Inc.

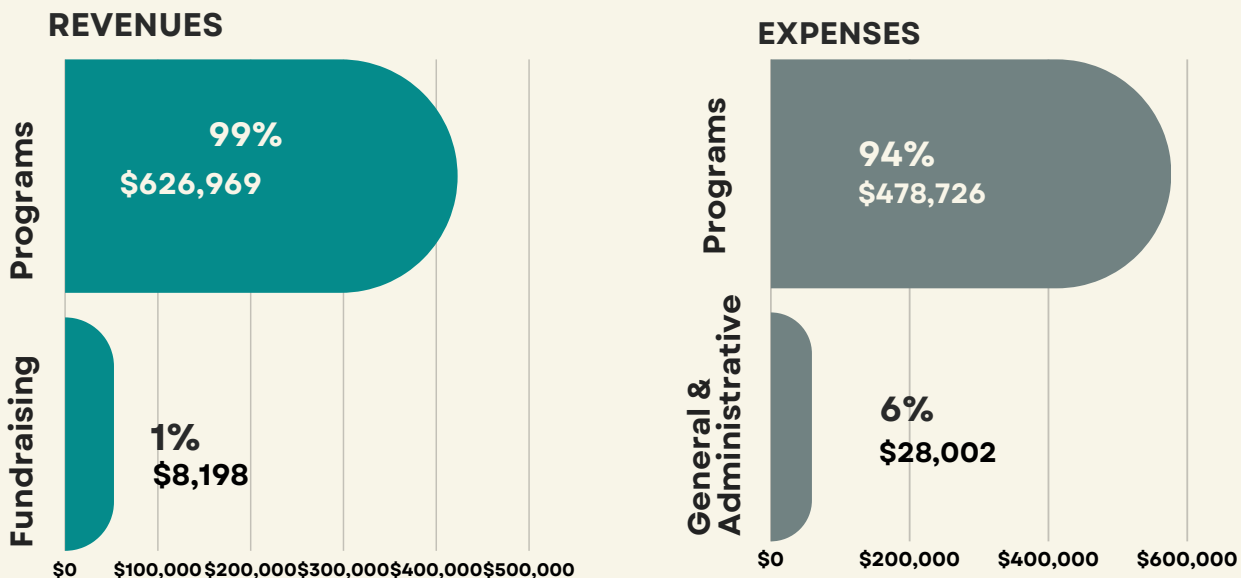
Boston ASAP experienced a transition out of lockdown, and during this time, client intakes were limited. This slower schedule of regular services allowed for an opportunity to plan for the organization's new future.

The organization has seen several key leadership changes, including the appointment of David Cohen, CEO of Doc Wayne Youth Services, who will oversee the organization's next chapter. Glimar Rodriguez-Parrilla, LCSW was hired as ASAP's Program Manager and will manage all direct service programming. With this new team and infrastructure in place, the organization's goal for the coming year is to broaden its availability of mental health clinical services as demands in our community continue to be on the rise.

In FY23, Boston ASAP will be offering services in the following areas:

1. Individual Mental Health Services for All Ages – This will involve our licensed clinicians planning treatment to emphasize the person's needs, strengths, and choices
2. Substance Use Counseling – To manage symptoms and help people reclaim their lives
3. Problem Gambling Counseling – Helping clients gain coping skills and problem-solving skills to manage and prevent problem gambling
4. Anger Management Psychoeducational Sessions – Helping clients understand that anger does not necessarily equal violence and aggression, and that it can be used to motivate action toward a necessary change when managed appropriately
5. OUI / DUI Education and Aftercare – An educational outpatient program for persons convicted of OUI / DUI

Boston ASAP will provide services for those who are mandated to attend, persons referred from a social service or community partner, and persons accessing services voluntarily. Our licensed therapists are trained in both traditional and creative therapeutic techniques to bring about new insight, and desired behavioral changes. Our team is committed to helping people develop practical tools to build up resiliency and improve coping skills.





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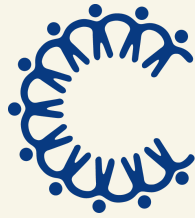
RHODE ISLAND
FOUNDATION



United
Healthcare



Communities for People



Communities for People

Please visit our website www.c4p.org to learn more about CFP and ways to support our programs and services.

Join us on    @CFPkids

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