

Cambridge Family & Children's Service

Impact Report

2019



A Letter from Bob

Dear Friends,

Our most recent fiscal year was one of tremendous progress for Cambridge Family & Children's Service. 2019 was the second year of our Permanency Priority, a process during which we are focusing all of our Programs (as you will read in this Impact Report) on ensuring that every child and family we work with finds permanency where they didn't have it before.

As you read this report, you'll see the impact that each and every one of our program areas has on our clients' lives. You will read how each program, in its own way, supports the children and families we serve by helping them strengthen safe, nurturing, lifelong connections to family or friends, as well as to their family history, traditions and culture. We strive to help families remain together. When the state has determined that this is not the safest option for a child, we endeavor to find that child a new permanent relationship through adoption. For individuals with developmental disabilities and their families, we provide training, advocacy and social opportunities that not only make their lives easier but richer and full of bright experiences.

Our goal, simply put, is to ensure that for everyone we serve, there is...

a caring adult
a loving family
a supportive community

That is Permanency. That is what all of CFCS's amazing and dedicated staff, volunteers and board members work so hard to achieve. But, of course, we could not succeed without the support of so many in our community. In particular, I must recognize that we could not have embarked on our Permanency Priority without significant financial support from the Cummings, Clipper Ship, Mable Louise Riley, and Liberty Mutual Foundations and from the Boston Children's Hospital Collaboration for Community Health.



And finally, I thank all of you. Your support, advice and friendship is what makes our work possible.

Sincerely,

Robert Gittens
Executive Director

Program Reviews

Adoption

Cambridge Family & Children's Service has provided adoption services since the 1870's. Today we manage cases of children and teens in the custody of the Massachusetts Department of Children and Families (DCF). We work with children who face the greatest challenges to adoption including older children and teens, sibling groups and children with significant medical, developmental, emotional and/or behavioral needs.

Adoption's Year-at-a-Glance

This year, the Adoption program reorganized as our work with pre-adoptive families was moved to the Family Services program. This change has allowed the Adoption program to focus exclusively on supporting children and teens who are seeking permanency through adoption.

In April, we concluded our **Walker/CFCS Permanency Collaboration Project** after our two-year pilot period. We served 11 children through this partnership, all of whom had endured significant trauma and loss, and whose emotional and behavioral challenges had led to residential treatment. Through our efforts, five of the children referred to the program were matched and placed with pre-adoptive families.

This year, the program was proud to be recognized at the **21st Annual MARE Social Worker Appreciation Awards**. Each year our colleagues at the Massachusetts Adoption Resource Exchange recognize adoption staff from across the state who provided exceptional service.

At the Awards luncheon held at the College of the Holy Cross on November 29, 2018, CFCS received an award for "Outstanding Collaboration in the Recruitment of Permanent Families for Waiting Children." We were also recognized through the "Committed Partnerships Award" for our collaboration with Walker in advancing permanency efforts for children placed in residential care.



The Adoption staff with the plaque acknowledging their award, earlier this year

Our Successes This Year, By the Numbers

77

*children were served
this year by our
Adoption program*

11

*children were placed
in pre-adoptive
homes*

13

*adoptions were
legalized, a new
record for our
program*

Looking Forward

In addition to continuing to facilitate permanency by matching children and teens with their forever families, we are excited to actively practice the new permanency teaming model being rolled out agency-wide.



A Story of Reconnecting with Family

Little N entered foster care at the time of his birth. DCF referred his case to our Adoption program when he was a year old. With the firm knowledge that children often do best when they have the opportunity to safely remain within their extended birth families, our adoption team did for Little N what we do for every child: we reached out to his birth family to establish a connection and explore the possibility of adoption by a relative. Little N's grandfather, Mr. M, was thrilled to hear from us, and quickly explained that he had already adopted Little N's two older biological brothers a few years earlier. A fourth sibling had been adopted by Mr. M's adult son, and all three of the boys were growing up together. The family was eager to have Little N return to their care as well.

Our team worked closely with Mr. M, assisting him through the adoption homestudy process. Though no one on our adoption team is fluent in Cape Verdean Creole, Mr. M's first language, we engaged other members of their extended family for support and collaboration. Mr. M's family assisted him in obtaining the required documents for his adoption application, and they helped us ensure that Mr. M was able to successfully complete the homestudy process. During this time, we introduced Little N to his grandfather, three older brothers and his aunts and uncles, all of whom warmly welcomed him into their lives.

Little N was placed in his grandfather's care last spring. They have a healthy, loving relationship. His older brothers adore him and play with him every day. Mr. M has also maintained contact with Little N's foster mother, who cared for Little N for the first two years of his life. Little N is thriving with the love and care of his family, and all are looking forward to the finalization of his adoption this fall.

Developmental Disabilities Program

Our Developmental Disabilities Program (DDP) provides over 10,000 hours a year of training, resources, support and social opportunities to individuals with developmental disabilities and their families.

DDP's Year-at-a-Glance

Our case managers provided direct assistance to more than 300 individuals this past year, helping individuals and families to set goals and work to achieve them; helping individuals and families apply for benefits; facilitating and/or participating in educational and medical appointments; assisting in housing issues; and providing guidance to clients regarding spending allocations and funding from the state.

The Family Support Center hosted bowling outings, art classes and cooking classes for our school-age and adult social groups, as well as a Fall Open House and a Spring Dance. Each activity was very well attended, highlighting the strong client demand for these programs. Not only did our clients and their families have fun, but many of them got to know each other.

One particularly special event was the “Giving Back” gift drive we coordinated with the Adult Social Group. We collected Wish Lists from the other CFCS programs and worked with the Adult Social Group to purchase gifts and decorate gift baskets for them. It was a special way for the members of the Adult Social Group to give back to others and to recognize the joy and value in doing so.



Executive Director Bob Gittens with the Cambridge police and forum facilitator.

We offered many trainings throughout the year. Two of the most important were the community forums that brought together families residing in Watertown and Cambridge with their respective police departments. These **Police Community Forums** allowed police and parents to discuss how they can work together to ensure safer interactions in an event where the police respond to an incident involving their child, including an adult child with developmental disabilities. Parents had the opportunity to express their concerns, fears and suggestions. Both the police and parents appreciated the opportunity to learn from each other.

Our Successes This Year, By the Numbers

160 **705** **403**

*children were served
this year by our DDP
program*

adults were served

families were served

Looking Forward

In addition to working with individuals and families, DDP will consider the best ways to measure success in our case management and how to analyze the data we generate from our reports. This new project will guide how we embed permanency in our work going forward.



Collaborating and learning together at our annual Cooking Class.

A Story of Independence

Mary lives with and cares for an elderly aunt. When asked by her case manager, Mary would always report that things “are going great” in her home and would share nice anecdotes from her week. It became clear over time, however, that not everything was “going great” and that there two factors negatively impacting her life: unhealthy friendships and the failing health of her aunt.

Mary had friends who had been in her life since the passing of one of her parents a decade ago. She said that these friends were a strong support for her and that she was happy when she was around them. Unfortunately, some of those people took advantage of her financially. On top of that, as her aunt had severe health issues, Mary was very frightened about both her future and her aunt’s.

However, positive changes started to happen when Mary and her case manager began to work together to solve these problems. By working with her case manager, Mary was able to set boundaries and limit the time and energy she devoted to her unhealthy friendships. By doing so, other, healthier relationships could grow and thrive. Mary is now feeling much better about herself and her life.

With the assistance of her case manager, Mary was also able to have a conversation with her aunt so that they could create a collaborative plan for their respective wishes. The case manager and Mary worked on daily living skills, created an Emergency Plan and enrolled her in public benefits. Elderly Services began to support her aunt, which reduced some of Mary’s caretaking responsibilities. With this new free time, Mary has become more involved in her community and developed more relationships. Through grief counseling and the development of more support systems, personal and professional, Mary is in a better place to deal with the challenges to come when her aunt passes.

Family Services

The Family Services Program recruits, trains and assesses families and individuals interested in providing intensive foster care and pre-adoptive care to children in the custody of DCF.

In our first year...

The newly created Family Services program is focused on delivering exceptional support to foster and pre-adoptive families, providing crisis interventions to those families and securing more opportunities for parents to develop the parenting skills crucial for supporting a youth's success. We work to support our current foster parents and to recruit new ones. This year, the Family Services team promoted the values of permanency to all of our foster and adoptive parents, guiding and supporting them to honor their children's cultural, ethnic and linguistic ties and backgrounds and helping them to nurture their children's connections to their birth families.



During our first year, two social workers were hired to new positions within the program. By January 2019, the Family Services program was fully staffed. The team worked to develop their skills in providing thorough assessments, dynamic training and support to families that is grounded in a trauma-informed approach. Additionally, the team worked diligently to build relationships and a sense of community among our dedicated teams of foster and pre-adoptive parents.

CFCS was excited to host 24 new foster and adoptive parents at our Massachusetts Approach to Partnership in Parenting (MAPP) courses this year. **We offered many training and support sessions for foster parents throughout the year,** including:

- Ongoing Problem-Solving//Support groups for parents in CFCS's Intensive Foster Care program
- Training on DCF's Missing and Absent Child Policy
- Publishing a quarterly newsletter to keep foster parents informed and to celebrate one another's successes.

Our First Successes, By the Numbers

2

MAPP training courses were taught by our Family Services program

4

new homes were approved as foster homes

54

adoptive parents and families were served by our case managers

Looking Forward

Recruitment and retention of foster families will be a priority in the coming year for our program. Family Services will continue to communicate the need for foster and adoptive families and call attention to the amazing accomplishments of foster families through the CFCS blog. We will educate people interested in becoming a foster or adoptive parent about the many issues impacting children in foster care.

Family Services will train foster and pre-adoptive families in the permanency model in line with our collaboration with the Massachusetts Permanency Practice Alliance. We will continue to provide guidance as these families navigate the complex work of nurturing and honoring their children's relationships with birth family, siblings and other important already-existing connections.

A Story of a New Family

During this year, Family Services worked with the Purdue family to finalize the adoption of their 17-year-old daughter, Emma. The Purdues first became involved with CFCS approximately three years ago. They had learned about the many hurdles that youth face when they age out of the foster care system without a permanent, legal family and felt moved and inspired to help change the path of an adolescent in foster care.

Dr. And Mr. Purdue had already raised three biological children into adulthood but retained a passion for working with teenagers. Matched with Emma when she was 15, the Purdues worked hard to integrate Emma into their family and to include her birth family in theirs. They facilitated visits and sleepovers with her siblings, who were growing up with another adoptive family. The Purdues and Emma even met for occasional dinners with Emma's birth mother. Without wavering, they nurtured and honored every relationship Emma had that they could.

Dr. and Mr. Purdue also advocated for Emma to ensure that she was legally freed for adoption. CFCS and the Purdues were certain that treating Emma as a family member, but one without a legal relationship through adoption, would not provide Emma with the security and sense of belonging that she needed most. The Purdue family was vocal about their position and advocated skillfully.

Prior to finalization of the adoption, Emma became pregnant and gave birth. Though the pregnancy was unexpected and created new challenges, the Purdues responded with positivity and celebrated their growing family. They worked hard to build Emma's skillset to care for her newborn and were proud to become parents and grandparents when they finalized their adoption in December.

MA Permanency Practice Alliance



Family Support & Stabilization

The Family Support and Stabilization Department consists of five services designed to stabilize youth and families and ensure that they have the skills, resources and family connections they need to be successful. Our FSS team has multi-lingual capacity and serves families in the Greater Boston area.

FSS's Year-at-a-Glance

With the promotion of our previous Director Courtney Gomez to Director of Programs, **we were excited to welcome the promotion of Independent Living Supervisor Nanci Lytes to the position of FSS Director.** We are also integrating the Independent Living program into the FSS portfolio of services.

We began operating our **Young Parents Support (YPS) Program** in March of 2018. The program supports parents under the age of 23 who live in the City of Boston. Our YPS specialists meets with the young parents in their home or elsewhere in their community to provide support and training and to connect them to valuable parenting resources. Each month YPS hosts a Parents' Night Out event offering participants a chance to engage in social skill building activities, as well as receive additional parenting education. Over this past year we have continued to develop and improve program policies and service delivery. We enrolled 33 new parents over the course last year, with 27 enrolled at the end of FY19.

There has been a great deal of positive growth and success in the Independent Living program for all seven residents. Six of the seven earned their driver's license, and all of them are working at least part-time in the community.

As the Independent Living program is a supportive transitional period for youth ages 18 to 21, it's a great accomplishment when they successfully move out of the program into a new phase of their independent lives. This past year saw five residents graduate out of Independent Living. Three residents moved out to live on their own with family and friends, one left to live on campus at Salem State University, and yet another moved to attend UMass-Boston!

Our Successes This Year, By the Numbers

We are entering FY20 with a skilled and diverse team. Our case managers speak English, Spanish, Portuguese & Haitian Creole, enabling us to serve more clients than ever before.

185

children were served this year by our FSS program

85

families were served this year by our FSS program

10

parents graduated from our Parenting Journey parenting skills class series

A Story of Learning to Understand Each Other

The Nunez family is very small: just a mom, Mary, and her young daughter Andrea. 13 months ago, the state's goal was to separate Andrea from Mary and place her for adoption. The Nunez family came to CFCS's attention because our FSS program was facilitating their supervised visits. When we first met Mary, we noticed that she struggled to feel comfortable in our space, and her discomfort hindered her from engaging with the program staff and enjoying the time she had to visit with her daughter. Instead of allowing Mary and Andrea's visits to be unsuccessful, two FSS social workers, Queila and Thara, began to take the time to get to know Mary and support her.

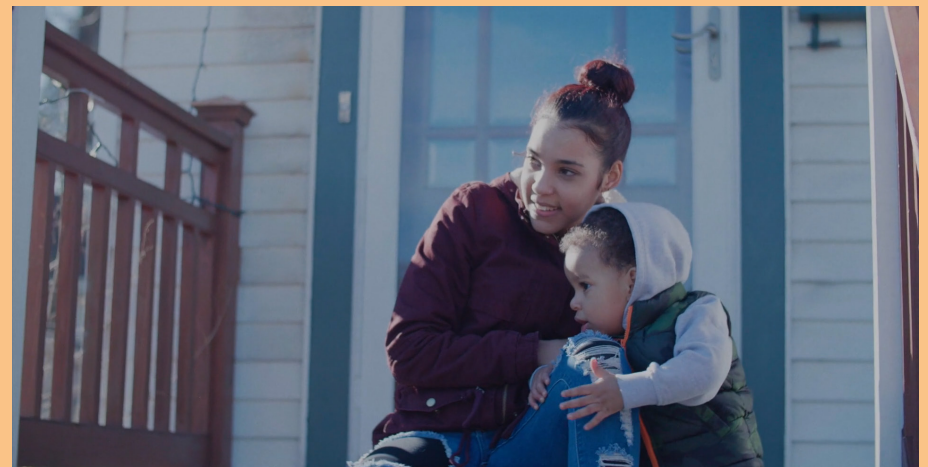
Queila noticed that if she made small changes to the structure of Mary's visits with Andrea, Mary would feel more comfortable – the less formal and clinical the visits felt, the more relaxed Mary felt. Queila and Thara also modeled good parenting behaviors for Mary, which she started to pick up on and successfully practice. Instead of imposing certain standards on Mary from the beginning and snubbing her when she didn't meet them, Queila and Thara had taken the time to meet Mary where she was. One of the biggest accommodations we made for Mary was allowing her to speak in her native language to Andrea during parts of each supervised visit; we were able to do so by assigning a family specialist that speaks her native language to monitor the visit. This helped Mary feel more comfortable and supported, and it helped build trust between Mary and CFCS.

Mary responded positively to Queila and Thara, both of whom worked diligently with her for months. Mary came to see CFCS as a safe space where she could learn good strategies to parent her child in a supportive environment.

Queila and Thara were not the only ones who noticed these many positive changes. The state court reversed its opinion on Mary's case, and Andrea will not be separated from her mom. Instead, the new goal for the Nunez family is for mom and daughter to be reunified!

Looking Forward

We look forward to expanding our collaboration with CFCS's other programs to ensure that permanency is achieved for all families we serve. We are improving the continuum of care we provide by ensuring that when families transfer from Intensive Foster Care or Residential Services to FSS, a worker from their previous program helps facilitate the transition. This continuity will improve outcomes for our youth and families, and will further demonstrate that CFCS is a leader in permanency work.



Stills from "Emmie's Story," a CFCS-produced video telling the story of one YPS client.

Intensive Foster Care

Our Intensive Foster Care (IFC) Program finds caring and nurturing foster homes for children who were born exposed to substances, were subjected to abuse and/or neglect or have complex medical needs.

IFC's Year-at-a-Glance

In IFC, the number one permanency goal for each child we serve is to reunite them with their biological family. A successful reunification for a child in foster care cannot happen without the support and care of a good foster home. In FY19, IFC has doubled down on our efforts to recruit and sustain supportive foster families who are willing and ready to work with both CFCS and DCF to help facilitate a successful reunification between the child and their family.

IFC social workers have been working closely with foster parents to expand their understanding of why permanency is so critical for the children they foster. We have been helping them learn how to work effectively with birth families, pre-adoptive families, siblings and others who play important roles in these youths' lives. We have begun to see a significant increase in the understanding, skills and motivation for foster parents to support permanency for the youth in their care.

The IFC program has seen a sharp rise in referrals for infants and young children who were born substance-exposed as a result of the opiate epidemic facing the region. This has required specialized training for staff and foster parents to ensure that these babies, who face so many unique challenges, are well cared for.

On the other end of the age spectrum, **our older teens continue to face intense challenges in leaving foster care and entering the world independently.** While we work hard to ensure permanency for every youth, we also work to ensure our teens are building the life skills they need to enter adulthood successfully. We have been busy planning quarterly PAYA (Preparing Adolescents for Young Adulthood) classes to teach them the skills they need related to finding and maintaining a job, considering options in higher education, utilizing public transportation and even obtaining a driver's license. The young adults in these classes have shown great motivation and have demonstrated progress in achieving these goals.

We presented the fourth annual Vivienne Campbell Award to Tara and Eric President in celebration of the amazing love and support this couple has given throughout many years to all the youth in their care. The award was given at the annual Foster Parent Appreciation Brunch, and the Presidents were recognized at CFCS's 2019 Circle of Friends Gala in May.



Our Successes This Year, By the Numbers

35

children placed in safe, nurturing foster homes

17.2 months

the average length of a child's stay in foster care with CFCS

31

of the youth we served this year are academically on-track

Looking Forward

As we enter FY20, IFC is proud to have a small but strong team who is trained and motivated to continue developing our work around permanency. We will continue to work with Family Services to build the skills of our foster parents to ensure that youth in the program not only have a safe and loving home with us, but also have a foster parent who is a strong advocate for their current needs and future success.



At our Annual Foster Parents Meeting.

A Story of Perseverance

Responding to the growing need for loving homes for babies, Diana and Joe applied to become foster parents with CFCS in 2018 (and were eventually licensed in early 2019). Diana and Joe took placement of a week-old baby boy and then, just a few months later, welcomed a second baby into her family. This second baby placed in her home was an eight-month-old boy with significant medical needs, including a feeding tube and regular specialist appointments. The baby's biological mother was very involved in her son's care while she was hospitalized for those first eight months of life, but DCF had concerns about her ability to manage the baby's complex needs. Diana and Joe thought hard about the changes this would bring to their family and ultimately decided to welcome the baby into their home.

As part of his discharge from the hospital, the baby needed to have surgery, and Diana and Joe needed to complete many hours of training by hospital staff to ensure they could meet the infant's medical needs. The couple spent many days, nights and weekends in the hospital preparing themselves. Diana worked closely with the baby's mom at the hospital to change the baby's clothes and learn how to use the complicated medical equipment. They discussed plans for visits and Diana was clear from the start that she wanted to include mom in every medical appointment, decision and milestone in the child's life. This added an element of complexity in coordinating with mom while managing the already-complicated care the baby needed, but Diana did this without hesitation.

Now, the baby and his mom are both getting stronger by the day. The baby moved back home to his mom and brother in August of 2019. If Diana had not been so determined from the beginning to ensure that mom's involvement and skills were included in the fostering process, it would be incredibly unlikely that this baby would be going home in 2019, or anytime soon.

Residential Services: Putnam Place

Putnam Place is a group home for young adults age 16 to 21 who are in the legal custody of DCF and/or the Department of Mental Health (DMH). This program is strengths-based and permanency-focused to help each young adult build skills and enhance family relationships in order to reach their goals.

Putnam Place's Year-at-a-Glance

After the departure of our long-time Program Director Jennifer Pudder, **we were thrilled to promote Assistant Program Director Randi Souza to the role of Program Director for Putnam Place.**

Staff have continued to engage in integrating CFCS's strengthened permanency practice into all aspects of their work, participating in agency-wide and congregate care-specific trainings, permanency consults, strategic planning meeting and more. Additionally, our newly hired Director of Residential Services Favor Anoke-Samuel was able to conduct a full review of CFCS's congregate care programs and has been working to streamline our policies and practices.

The team at Putnam Place continues to maintain our successful relationship with Ascentria Care Alliance (formerly Lutheran Social Services of New England) by serving youth referred to us through Ascentria's Unaccompanied Refugee Minors program.

During FY19, Putnam Place collaborated with a number of high-quality local organizations for free or low-cost skills trainings for our residents. The following is a snapshot of the trainings organized for our young men:

- ABCD's Four-Part Sexual Health and Relationships workshop
- Silver Lining Mentoring's 12-Week Learn & Earn Life Skills Development and Mentor series
- A session on banking by Harvard University Employee Credit Union
- A financial health presentation by Cambridge Savings Bank
- A tour of Northeastern University to explore college options



Our Successes This Year, By the Numbers

2

residents received their high school diplomas

1

resident obtained their GED

1

resident enrolled in college

3

residents transitioned to Independent Living

6

residents got a job

Looking Forward

We are continuing our permanency work by providing the young men at Putnam Place more opportunities to reach out to family, supporting them in connecting with their family even if they reside far away, and encouraging them to capture their memories in photos and personalized photo albums. For those without any local family, we will continue working on creating mentor relationships with Silver Lining Mentors. We want to support more of the young men in Putnam to successfully transitioning to CFCS's Independent Living Program, or better yet, supporting them to return to live with their family or a nurturing community.

A Story of Self-Motivation

Dennis was a resident at Putnam Place for nearly two years. When he first moved in, his personal goal was to reunify with his mother. Clinical case manager Rachel made numerous attempts to engage with Dennis's mother to start working on their reunification, but these efforts were unsuccessful. After a few months, Dennis changed his goal to one where he would live in a different planned permanent living arrangement.

After changing his goal, Dennis mentioned to Putnam Place staff that he would like to have more contact with his father. Now Rachel reached out to Dennis's father and step-mother, who were receptive to engaging with her and having more contact with Dennis. This initial contact led to a successful family trip to South Carolina for Thanksgiving.

Dennis's visits with his dad and step-mom were going well, but Dennis himself was encountering some trouble. He reacted negatively when his step-mom started setting healthy boundaries with him around his behavior. So Rachel and other CFCS staff reached out to our partners at Plummer Youth Promise to think about solutions for Dennis. He had expressed that he wanted to get a job, an idea CFCS supported. Together, CFCS and Plummer came up with a plan to support Dennis in getting a job.

Once this plan was set, things took a turn for the better. Dennis and his mentor at Putnam, Jose, successfully worked with Dennis's mom to get him his documentation. After Dennis landed a new job, he made an appointment for himself to start going to therapy. And best of all, earlier this year, Dennis moved in with his dad and step-mom!

Residential Services: Teens Learning Choices

Teens Learning Choices (TLC) is a group home for young adults age 16 to 21 who are in the legal custody of DCF and/or DMH. This program is strengths-based and permanency-focused to help each resident build skills and enhance family relationships in order to reach their goals.

TLC's Year-at-a-Glance

The end of FY19 saw the departure of long-time TLC Program Director Diane Donovan, but **we were excited to promote Assistant Program Director Lindsay Toma to the Program Director role.**

Just like our counterpart Putnam Place, **we have continued to strengthen and integrate our permanency practice into all aspects of our work.** We continue to work with Director of Residential Services Favor Anoke-Samuel to ensure that we grow and develop our permanency trainings and practices in line with CFCS's goal of achieving permanency for all clients and families.

In addition to our clinical work, we also have been working hard to improve the look and feel of the TLC house. Through a generous grant from the Robert and Susan Smith Family Foundation, **we completed a full kitchen remodeling project that transformed the functionality and appearance of the room,** creating a welcoming atmosphere and more space for family dinners and meal preparation. Our new and improved kitchen will further foster connections between the youth we serve and the adults in their lives.

During FY19, TLC collaborated with a number of high-quality local organizations for free or low-cost skills trainings for our residents. The following is a snapshot of the trainings organized for our residents:

- Silver Lining Mentoring's 12-Week Learn & Earn Life Skills Development and Mentor series
- The Street Smart Program presented by Healthy ME on sexual health and healthy relationships
- A presentation by Cambridge Savings Bank on personal finances
- A tour of Northeastern University to explore college options



The TLC kitchen, before (left) and after the renovation.

Our Successes This Year, By the Numbers

2

residents received their high school diplomas

2

residents obtained their GED

1

resident enrolled in college

2

residents transitioned to Independent Living

2

residents got a job

Looking Forward

We will continue to build an increasing overall focus on permanency for all residents, participating in extensive staff trainings, consultation and coaching through our agency-wide permanency priority initiative. We will also continue to build a strong and stable foundation for our residents to grow, make permanent connections outside TLC and be prepared for success as they leave our care.

TLC resident Jay Jay spoke at the Massachusetts State house this year about what permanency means to her.



A Story of Community

Saf was adopted at a young age by a foster family. About 10 years later the adoption ruptured, and Saf began her journey, moving out of the home and then from group home to group home. Over the years, Saf struggled with questions about her adopted family, who were in and out of her life, as well as questions about her biological family, who she knew little about and had always been told she could have no contact with.

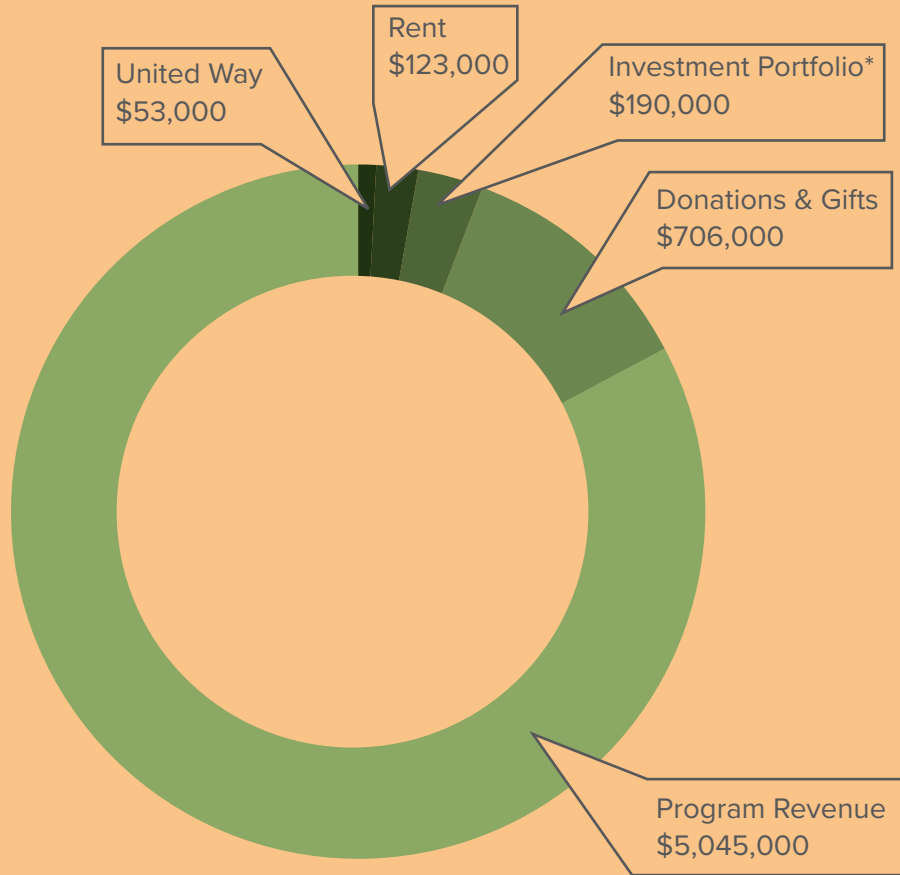
When Saf turned 18 she began searching on her own for answers to some of these questions. She was able to locate and connect with her birth parents on social media. TLC staff then worked with Saf to connect with her birth mother safely by creating plans with Saf to help her feel safe and by first meeting with her birth mother to prepare them both for the reunion. Understanding the importance of Saf reconnecting with her family, TLC wanted her to be able to spend time with her birth mother as well as ensure that both Saf and her birth mom had the supports they needed for this reconnection to be successful.

Through compassionate and consistent attempts, staff were able to gain the trust of Saf and her birth mother. Today, Saf's Clinical Case Manager meets and communicates regularly with each of them, individually and together, to help lay the foundation for a positive long-term relationship between them. In addition, Saf's Clinical Case Manager has also been working with Saf and her adoptive mother to strengthen their relationship and her adopted mother's acceptance of Saf's growing relationship with her biological mother. Because of all this work, Saf has been able to participate in approved weekend and holiday overnights at both her biological and adoptive mothers' homes and has more positive, committed adults in her life to encourage and support her to be successful.

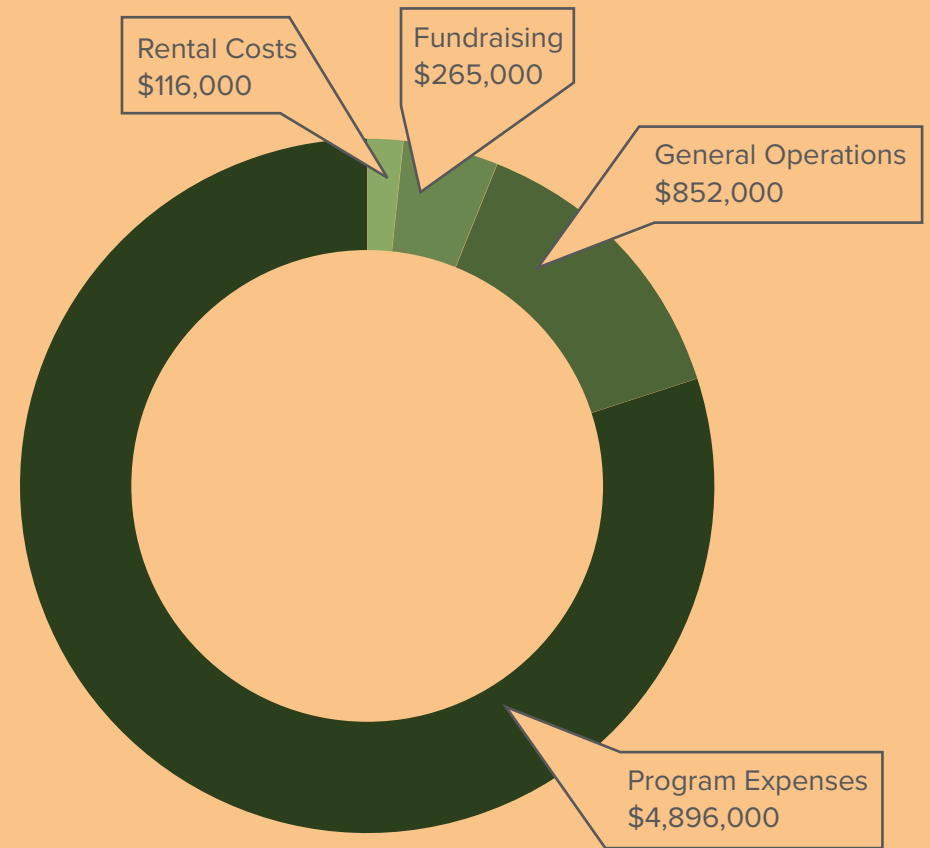
Finance Review

2019 Financials

Income & expenses for the fiscal year, ending on June 30, 2019.



Income: \$6,126,000



Expenses: \$6,129,000

**The agency maintains funds in an investment portfolio with an annual draw down of 4.75% of the previous 3 years balance.*

An annual audit is available upon request.

Thank You to Our FY19 Board of Directors!

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