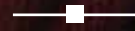




CAMBRIDGE FAMILY  
& CHILDREN'S SERVICE



**2016**  
ANNUAL REPORT



**DEAR FRIENDS and SUPPORTERS,**

It is with great pleasure that I present you with the 143rd annual report for Cambridge Family and Children's Service and our predecessor agencies. As CFCS's new executive director, I am honored to have this opportunity to share with you the most recent chapter in our story of how CFCS makes a difference in the lives of hundreds of individuals and families throughout Greater Boston. Our former executive director, Maria Mossaides, left a solid foundation for me to build upon and I want to thank her for her years of steadfast leadership and service to CFCS and our children and families.

I often describe CFCS as "A Bright Gem" of an agency because of the work we do to help families and children. This is thanks to our remarkably dedicated and talented staff, an active and engaged board of directors and committed supporters like you. I am privileged every day to see the difference our staff makes in the lives of the people we serve.

During this volatile political season one common theme has emerged with remarkable frequency: too many families in all of our communities are struggling. Far too many struggle with inadequate housing, food insecurity, exposure to violence or abuse or just trying to make ends meet. Too few public resources are available to meet the needs of many of our fellow citizens. That is where CFCS comes in. With your support and encouragement, we meet our children and families "where they are" and act to ensure that children are in safe and nurturing home environments, that older youth are prepared to take on the responsibilities and opportunities of adulthood, and individuals with developmental challenges receive the in-home support that will enable them to meet their full potential.

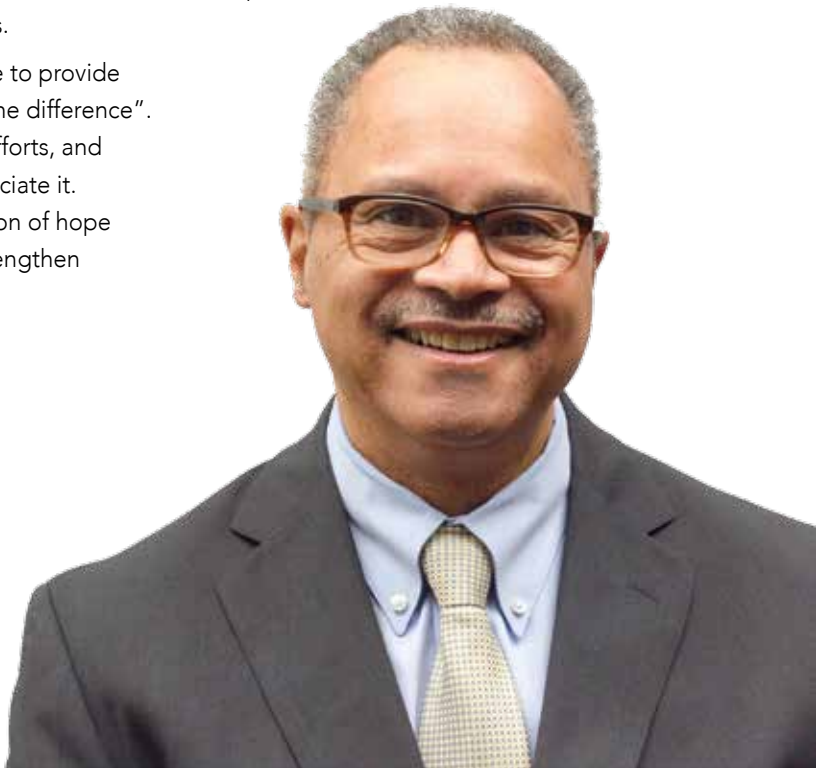
As you will see in this year's report, CFCS continues to fulfill its original mission of working with children coping with very difficult family settings, and so much more. Our hope is always that families in crisis can remain intact. To that end, our family stabilization and support staff provide intensive in-home services to help families overcome those challenges. When remaining in their original homes is not an option, we find safe alternatives for them. From our original days as the Avon Home, we work with extraordinary adoptive families who provide permanent, loving homes for children. Thanks to a wonderful group of foster families, we help children move from unsafe settings into safe, nurturing homes that may be a temporary placement for them or may be the place from which they transition into independent living. For young adults, our group homes provide youth with the life skills they will need to be successful, thriving young people as they move from state supported care into adulthood. Families with members facing developmental disabilities rely on our in-home supportive services enabling their loved ones to reach their full potential and their families thrive despite often stressful circumstances.

Our staff are known and appreciated for going the extra mile to provide quality service by doing, "that little bit more that makes all the difference". All of you, through your generous contributions, volunteer efforts, and unwavering support, help make that possible. And we appreciate it. With your ongoing support CFCS will continue to be a beacon of hope for the most vulnerable among us. Working together, we strengthen individuals, families and communities.

Thank you



Robert Gittens  
*Executive Director*



## WHO WE SERVE

Cambridge Family and Children's Service (CFCS) believes that every child should be raised in a loving family that will provide a lifetime of support. CFCS provides a continuum of services to strengthen families to ensure that children can be raised safely in their home.

The individuals we serve include children who have been or are at risk of being removed from their families due to abuse or neglect, families who face a number of challenges including poverty, language and cultural differences, and clients with developmental disabilities and their families.

Our clients represent a wide diversity of ethnicities, races, ages, religions, and beliefs. The majority of our clients live in Cambridge, Boston, Somerville, Malden, Medford and other nearby communities.

## Agency Highlights

We said a fond farewell and congratulations to our Executive Director of six years, Maria Mossaides, who is continuing her work supporting the families and children of Massachusetts as the Commonwealth's Child Advocate, appointed by Governor Baker, and we welcomed our new Executive Director, Bob Gittens, who has many years of experience in the public and private sectors, including as the State's Commissioner of the Department of Youth Services, Secretary of the Executive Office of Health and Human Services and most recently as the Vice President of Northeastern University.

We saw expansion in our Family Support and Stabilization program, doubling the number of clients, staff and revenue and incorporating a new series for parents.

Our Developmental Disabilities Program introduced the "Neighborhood Memory Café," for community residents and care-givers, and through a grant from the Cambridge Foundation, we increased our parent training to include not only our foster parents and staff but also all parents and families in the Cambridge community.

In honor of one of CFCS most beloved foster parents, the agency established the Vivienne Campbell Award and presented it to a mother and daughter who have been providing foster care for over 20 years. Our group homes received a number of referrals to serve young refugees from countries around the world. This experience has required the staff to specialize in issues related to trauma, violence, immigration, multiple languages, and many ethnic and cultural practices.

At CFCS, our families and youth continue to be at the center of all our efforts. Our programs are strengths-based, holistic, inclusive and empowering. We partner with our families and youth to ensure their full participation in all decision-making.

## Our Vision, Values & Beliefs

All programming at CFCS is based on the concept of permanency.

**Our vision** is a world in which all children are able to reach their full potential.

**We believe** that children deserve to live and grow within a family – if not with their birth family, then with one that will embrace them and make a permanent, life-long commitment to love and care for them.

**Our goal** is to ensure that every child develops a sense of belonging and the continuity of family connections to support and sustain them throughout their lives.

**Our focus** is to provide support to children who have been or are at risk of being removed from their families due to abuse, neglect, behavioral health needs or developmental disabilities.

**We honor** the extraordinary generosity of families who open their hearts and their homes to children in need.

**We work** to nurture and support strong healthy families, in the context of strong, healthy communities.





## ADOPTION SERVICES

In many ways, 2016 has been a year characterized by change for the Adoption Program. We've successfully adapted to the fluctuating landscape, including shifting priorities on the part of the Department of Children and Families (DCF) that resulted in a reduced emphasis on adoption statewide, ending the fiscal year on a strong footing.

### Child Case Management

There was a decrease in adoption referrals reflecting the State's decision to prioritize the licensing of foster families. Despite this, CFCS had a very successful year in providing service to those children already on referral. Twelve children achieved legal permanency this year, the highest number in three years. Additionally, our program placed five children with pre-adoptive families, including one set of siblings who were placed together. Notably, by the close of FY16 on June 30, 100% of the children assigned to CFCS for adoption case management services had been matched with adoptive families. This accomplishment is unprecedented.

### Waiting Families

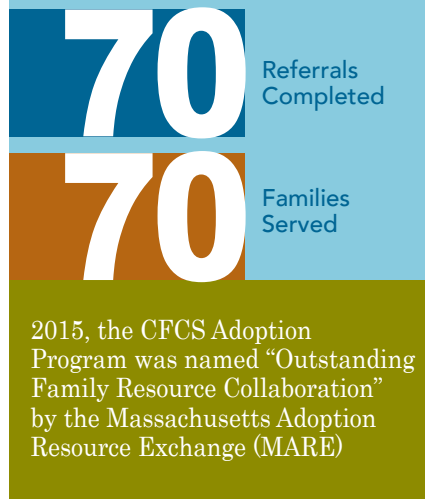
Twenty-two prospective adoptive families applied to the program this year, and we provided Massachusetts Approach to Partnerships in Parenting (MAPP) training to a total of 69 individuals, including referrals. MAPP training is mandated for all prospective parents adopting from foster care.

### Sibling Groups

The adoption unit has remained focused on helping siblings to grow up together. While keeping brothers and sisters together is more challenging than separating children, requiring a greater investment of staff time and support, we have maintained our strong commitment to keeping siblings together whenever possible. This year we placed 2 sibling group of 2 children each, finalized the adoptions of 2 sibling groups by CFCS pre-adoptive families; supported 5 additional sibling groups, including two sibling groups of 3, in their pre-adoptive families while awaiting legalization, and prepared and approved 7 pre-adoptive families who accepted placement of siblings groups from other agencies.

### Preferred Adoption Provider

The CFCS adoption program has remained a preferred provider of adoption services statewide. The number of referrals to the agency has expanded. CFCS was asked by the Commonwealth to provide informal guidance and explanation of adoption contract practices. We remain proud of our reputation as a provider of exceptional adoption services.



## FAMILY SUPPORT AND STABILIZATION

The Family Support and Stabilization (FSS) program is designed to help prevent out-of-home placement or to support families during reunification from placement. The program currently provides in-home Family Support and Stabilization services and Supervised Family Visitation. Our FSS team has multi-lingual capacity and serves families in the Greater Boston area.

FSS provides a range of highly focused, in-home services to aid in resolving conflicts and promote a safe, stable home life. Through twice-weekly face to face, intensive clinical support, parent support, conflict resolution and behavior management, our team works closely with parents and children to find creative solutions to their problems. FSS assists parents in navigating other systems, such as school or the courts, and provides information and referral for connections to long-term community resources and supports.

We continue to focus on working with diverse families who have challenges accessing other support services due to language or legal status. These families can have complex needs. However, our efforts to develop relationships with community providers and participation in trainings focused on immigration and culturally competent interventions have had a positive impact on the families we serve. Both clients and staff in the FSS Program represent a diverse population.



## DEVELOPMENTAL DISABILITIES

Through contracts with the Department of Developmental Disabilities (DDS) CFCS provides intensive support services to individuals and their families to help them remain in their homes and communities. CFCS staff provide information, referral and guidance in child development, behavioral support, parenting support, and special needs and community support to these families.

CFCS is also the DDS Family Support Center for the Charles River West Area (Cambridge, Somerville, Waltham, Watertown and Belmont) providing a variety of support to families including a resource reading library, home visits, life skill-building programs and family activities. Through the Specialized Home Care Program, we provide case management and support services for developmentally disabled adults who are unable to live in their own homes.

During the year, our case managers assisted approximately 180 clients with various services, working with clients, their families and other supports. Family Support Center activities and special events were well-attended and enjoyed including a dance attended by 140 clients, their siblings and families.

The Adult Social Group continues to be an active group as each member looks forward to not only the activities, but to seeing each other. What began as a group of individuals who had little connection with each other has grown into a group of friends.

Each case manager is committed to providing quality case management to all of our clients in a professional and sensitive manner never sacrificing quality.

In May, CFCS was awarded a competitive grant from the Department of Developmental Disabilities to develop a Memory Café, a place for individuals with memory loss issues to meet, to socialize and to feel comfortable with others who have memory loss.

# 46%

Of referrals for placement were ages 10-17; 50% were ages 18+. Foster parent inquiries were up 25% from last year.

## INTENSIVE FOSTER CARE

Intensive Foster Care (IFC) provides transitional, therapeutic foster care for children referred by the DCF. The IFC team of foster parents and social workers provides specialized, round-the-clock care, support and guidance for the children placed in the program. Through this collaborative effort, IFC supports the child's successful transition into a permanent placement: reunification with their birth family, guardianship, kinship care, adoption, or independent living.

Over the last year, as families and children continued to struggle with reduced community-based resources, an increase in substance abuse and violence in our communities and other crises in the child welfare community contributed to an unprecedented strain on our staff, foster parents, and the youth we serve.

The Intensive Foster Care program was heavily impacted by changes to the Department of Children and Families' structure, staffing, and policies as well as the opioid crisis. The Governor, the Secretary of Health and Human Services, and the new DCF Commissioner called for sweeping changes in light of ongoing media scrutiny and additional child deaths.

All of these factors have substantially taxed the child welfare system with a clear trickle-down effect. Ultimately, these changes have created stress for foster parents and IFC program staff as they work collaboratively to navigate this increasingly complex system.

We continue to focus on ensuring that foster parents receive more training, in-the-moment feedback, and ongoing support to ensure placement stability.

## Recruitment and Retention

Throughout the year there was a focus on the recruitment of new foster families as well as a focus on the retention of current foster parents by ensuring that foster parents receive more training, in-the-moment feedback, and ongoing support to reduce crisis and ensure placement stability.

*The majority of foster parents report that they:*

- Enjoy being a foster parent
- Feel supported by IFC program staff
- Feel comfortable giving feedback to the program staff
- Would recommend CFCS to a friend

# 897

Individuals served in 397 families

We are committed to supporting the goals of those we serve by developing innovative and real opportunities for self-sufficiency and self-realization, and by supporting and empowering our consumers as they become valued members of their neighborhoods and communities.







## CFCS Special Events



Young adults were enrolled in a program to increase employment opportunities; 18 were on track for a high school or secondary degree or equivalent.

## RESIDENTIAL PROGRAMS FOR ADOLESCENTS

Putnam Place and Teens Learning Choices (TLC) are group homes for youth aged 16-21 that provide a range of services and supports to assist in the transition to successful adulthood. Residents live in a diverse community where they are valued and given personalized attention according to their needs and abilities. The program provides a healthy space to develop confidence and become contributing members of the community. There is an emphasis on lifelong connections to supportive family members and friends, education, vocational skills, and personal responsibility.

During the year we created a stronger relationship with Ascentria (formerly Lutheran Services) and received six times the number of referrals that we have in the past. We have provided Ascentria with a safe and nurturing environment to refer clients from the Unaccompanied Minor Refugee Program.

### Curriculum-based

The eight-week Life Skills curriculum was updated and presented at both homes to help the residents build a positive self-image. The program serves as a tangible extension of services that drive toward specific, long-term outcomes for young adults. Based on research and best practice in the field and guided by a program

logic model that is definitive and realistic, the program establishes specific, measurable long-term goals for participants. These are: to develop a transition plan that includes resources and tasks necessary to achieve specific vocational and life goals; to attend individual meetings with the Life Skills Case Manager; to attend weekly group meetings on subjects necessary to live a healthy and successful life; and to create a portfolio that includes legal documents and other resource information.

## ANNUAL CIRCLE OF FRIENDS GALA

Held in May, the Annual Circle of Friends Gala and Auction is CFCS's largest single fundraising effort and 2016 marked the 24th anniversary of this signature event. The critical success of our gala is made possible with the generous support of corporate and private sponsors and more than 400 attendees. Proceeds from the evening directly support our programs, helping us provide the children and families we serve in more than 100 Massachusetts communities with the opportunities they deserve throughout the year.

The evening includes a cocktail hour, silent and live auctions, and a delicious dinner where we honor an individual from the community who has impacted our organization. In 2016 the Avon Children's Friend Award was presented to Susan Lapierre of Cambridge Savings Bank. We invite you to join our circle of friends by attending the feel-good event of the year! The 2017 Gala is scheduled for Tuesday, May 9, so save the date!



## CFCS YOUNG PROFESSIONALS COUNCIL

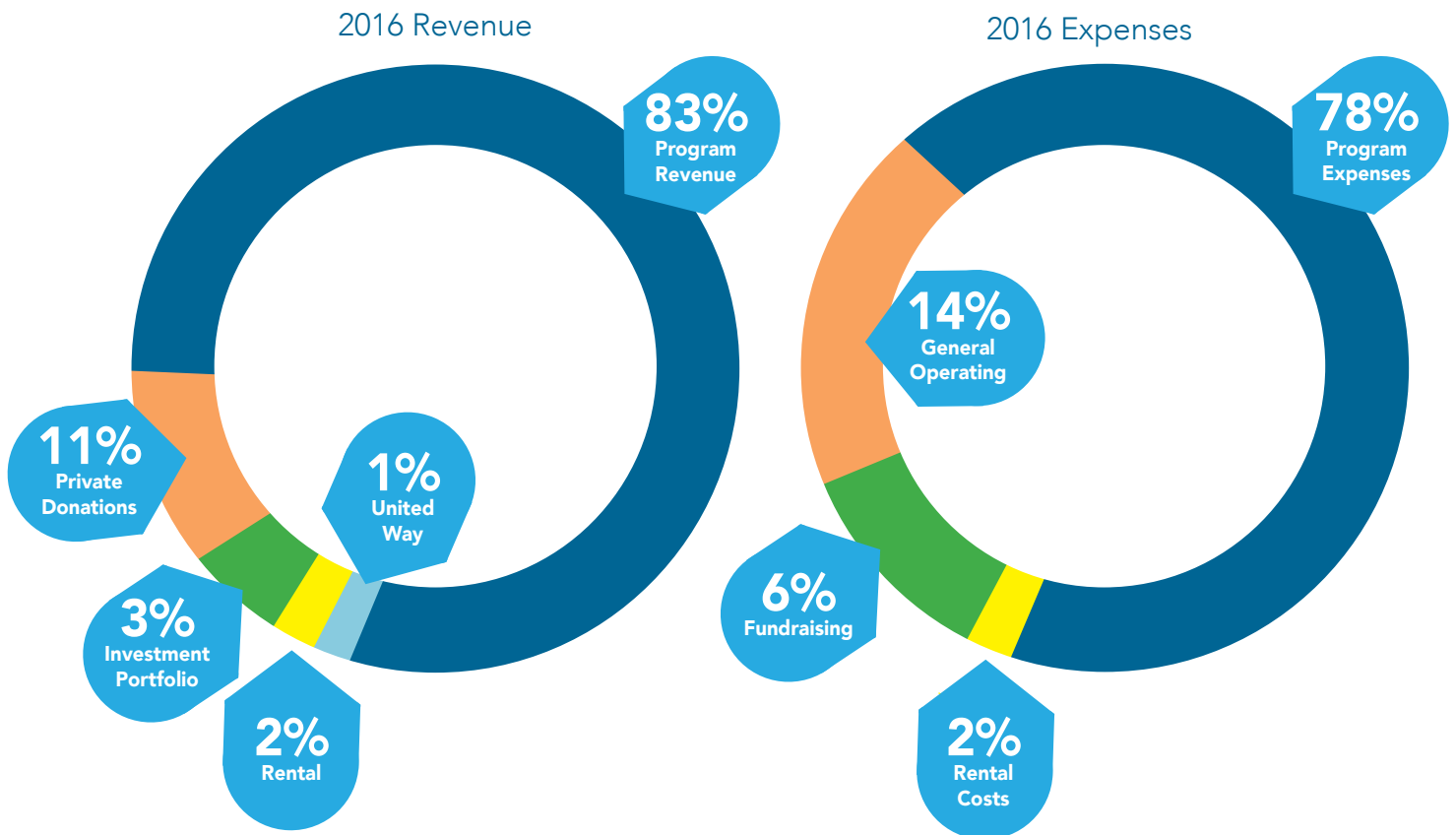
The CFCS Young Professionals Council (YPC) connects millennial-aged professionals to the community through social, service, and professional networking opportunities. YPC members are philanthropic-minded young professionals between the ages of 21 and 40. Members represent a range of backgrounds and professions, and contribute a variety of skill sets and perspectives, essential to the growing success of our YPC. While individually diverse, all members are unified in their commitment to helping our communities' most vulnerable youth. YPC members share the core beliefs of CFCS' mission and since the group's inception in March 2015, the YPC has raised more than \$15,000 in support of our residential programs for teens aging out of foster care. The YPC is free to join! For more information: [ypc@cfcs.org](mailto:ypc@cfcs.org) or sign up for the YPC newsletter at [cfcs.org](http://cfcs.org).

## 2016 Financials

Income & Expenses for the Year Ending June 30, 2015

Income	
Program Revenue	\$5,134,900
United Way of Massachusetts Bay	60,000
Investment Portfolio*	188,000
Private Donations**	667,800
Rental	106,000
<b>Total Revenue</b>	<b>\$6,156,700</b>
Expenses	
Program Expenses	\$4,798,000
General Operating	831,000
Fundraising	373,000
Rental Costs	127,000
<b>Total Expenses</b>	<b>\$6,129,000</b>

\* The agency maintains funds in an investment portfolio with an annual draw down of 5% of the previous 3 years balance. \*\* \$70,000 of private donations were restricted for specific initiatives. An annual audit report is available upon request.



# 2016 Report on Giving

Includes gifts received in CFCS Fiscal 2016: July 1, 2015 through June 30, 2016.

## \$20,000 and over

**Cambridge Savings**  
Charitable Foundation  
HC Productions, Inc.  
Tom and Kate Lakin  
State Street Foundation, Inc.

## \$10,000 - \$19,999

**Alexandria Real Estate Equities, Inc.**  
Boston Properties  
Cambridge 5K  
CBRE New England  
Forest City—Boston  
Harvard University  
Gery Fine and Vicki LeFevre  
Liberty Mutual Insurance Co.  
Small Can Be Big  
Spagnolo Gisness & Associates, Inc.

## \$5,000 - \$9,999

Anonymous  
Cambridge Community Foundation  
Cambridge Landscape Company  
Cambridge Savings Bank  
Divco West  
EBI Consulting  
Full Contact  
Noor and Diana Hasan  
Jones Lang LaSalle  
Novartis Institute for  
BioMedical Research, Inc.  
Dennis Scannell and Jane Kamensky  
Novitex Enterprise Solutions  
Salmon Family Fund  
The Louis Foundation  
The TJX Foundation, Inc.  
Trinity Property Management, Inc.  
UG2

## \$1,000 - \$4,999

Elizabeth Cabot Lyman 2002  
Charitable Lead Annuity Trust  
Anne Holtzworth Family Giving  
Anonymous  
Tod Beaty  
Dale Blank and Thomas Fox  
Brown Brothers Harriman  
Donald Bruce-Abrams and  
Roberta L. Rubin  
Cambridge Trust Company  
Charles O. Wood, III and  
Miriam M. Wood Foundation  
Charlotte Foundation  
Amanda Littell-Clark and David Clark  
Mark and Susan Clark  
Comcast NBC Universal  
CVS Pharmacy  
Daniel Cordeau  
Peter and Lori Cote  
Michael G. Donovan  
Molly Downer  
Draper Laboratory, Inc.  
E. Consulting Associates, Inc.  
East Cambridge Savings Bank  
Element Group  
Elkus Manfredi Architects  
Luise Erdmann  
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First Republic Bank  
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Walter and Celia Gilbert  
Gilbert F. Curtis and Sonia F. Turek  
Charitable Fund  
Timothy J. Groves  
H.T. Berry Company  
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Tim Leek and Jill Lepore  
Jay and Patricia Lorsch  
Lynn M. Margherio and  
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Steven and Susan Marsh  
Martin Family Fund  
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Massachusetts Bankers Association  
Susan and James McGlennon  
McPhail Associates, Inc.  
Metro Sign & Awning  
MIT  
MIT Federal Credit Union  
Maria Z. Mossaides and  
Rev. Nicholas Apostola  
William and Sandee Mostyn  
Mount Auburn Hospital  
Adam and Gina Nebesar  
Neighborhood Health Plan  
Oracle  
OutReach Foundation  
Perkins + Will  
PMRG  
Proact Corporation  
James and Cathleen Rafferty  
Robert P. and Joan K. Reardon  
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Ruberto, Israel, & Weiner  
Security Services Specialists  
Erin Siagel and Teresa Koster  
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Union Office Interiors  
Vanasse Hangen Brustlin, Inc.  
Douglas and Judy Weinstock  
WilmerHale LLP  
Debra Wekstein and David Kravitz  
Ruth Whitney  
Amy Woods

## \$250 - \$999

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Andrew Anisimov and Nancy Gold  
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Michael Huguenin  
Clifton Larson Allen  
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Jeanette Clough  
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Ruby Pierce Donohue  
George and Sally Edmonds  
Marjorie Eiref  
Enterprise Rent-A-Car  
Christian Erickson  
Mary C. Foley  
Dana and Clare Gallup  
Gallup Landscape Co., Inc.  
Gibson Sotheby's International Realty  
Richard Gioiosa and Simon Jones  
Robert P. Gittens  
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Grinnell Mechanical, Inc.  
Mildred G. Grosser  
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Bob and Amy Harkins  
Jo-An Rolfe Heileman  
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Vinroy and Carlene Paul  
Anne Peretz  
Mark A. Perra  
Charlie and Jacqui Pesko  
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James C. Reynolds  
Richard Jacobus Family Foundatio  
Abby Rockefeller and Lee Halprin  
Bridget Rodriguez and  
George Anderson  
Douglas Rosner and Erin Higgins  
Ross N. Hoffman and Dorothy D.  
Crawford Charitable Giving Fund  
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Alexandra Larson Ruhmann and  
Sean Ruhmann  
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Joanna and Hal Scott  
Lindsay Leigh Smith  
Niels Sokol  
State Street Corporation  
Scott and Janna Stefanowicz  
Susan Stendahl  
Patricia and David Straus  
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Donald J. Thompson  
Michelle Tierney  
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Nan Sirna Waldstein  
Jason Scott Wallace, Esq.  
Gordon and Susan Weir  
William Winkler and Kathryn Kubie  
Wirth-Myers Family Fund  
Lynda Young

## Up to \$249

Kathy Abbott  
George Adams and  
Janet Magenheim  
Shoma Aditya and  
Constantin von Wentzel  
Shelly-Ann Ali  
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Mia Alvarado  
American Alarm and  
Communications, Inc.  
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David Aptaker  
Arbella Insurance Group Foundation  
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Jeannette Atkinson  
Bonya Banerjia  
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E. Anthony Rotundo  
Jessica Daniels and  
Paul Blackborrow  
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Nathan A. Dastoli

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Gerri D'Ovidio  
Michelle Drolsbaugh  
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Robert Emslie  
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Lansing and Julia Fair  
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Carla Procaskey  
Clifford and Amy Fowler  
Stephen Frasu  
Susan Freedman and Mark Zeidel  
Katherine L. French  
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