

Connect to Purpose

2010 Annual Report



community
solutions, inc.

our name is our mission

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A letter from the CEO and Board Chairman

The theme of this year's Annual Report is "Connect to Purpose." This may be an unfamiliar phrase to many of you, but it is essential to ensuring that CSI achieves its mission by focusing on the results of our efforts and seeing the impact of our services on the lives of the adults and youths we serve. It means keeping our eyes on the many positive things that happen to those in need, reminding ourselves constantly that what we do is measured not only in terms of data and statistics, but more importantly, in very human terms. There are several illustrative stories in this report that truly connect what we do to what happens to people as a consequence.

Although the past year has been financially difficult for government agencies as well as for non-profits, CSI continued to grow. This growth is testament to the excellent services provided by all of our employees in the field who are committed to providing high quality services and improving the lives of those we serve. In these difficult times, it is important that we continue to strive for excellence and show that our services are effective both in terms of treatment and cost.

Our expansion continued, most notably with the opening of two day reporting centers in California, the opening of another center in Connecticut, and the addition of therapists in many of our home-based youth services in Pennsylvania, Florida, Georgia, Maryland, New Jersey and Louisiana. We look forward to continuing to grow, so long as our services are needed and our results merit growth.

Connecting to Purpose reminds us that growth is only meaningful if better things come of it. There are many stories we could have selected to highlight in this Annual Report; those examples contained herein are just a few that keep us ever mindful that *what* we do and *how* we do it really count.

Sincerely yours,



A handwritten signature in blue ink, appearing to read "Robert D. Pidgeon".

Robert D. Pidgeon
Chief Executive Officer



A handwritten signature in blue ink, appearing to read "William Fiocchetta".

William Fiocchetta
Chairman of the Board

Charlie's Christmas

Identifying interventions that lead to successful outcomes.



Santa Barbara Day
Reporting Center

This was the second Christmas that Charlie Fuller celebrated with his family since being released from prison in 2009. Over the years Charlie had casually dabbled in cocaine but that changed when a friend introduced him to “the rock”, Charlie’s preferred name for crack cocaine. His wife caught on to Charlie’s drug use and gave him an ultimatum— get in shape or lose his family. He did not choose wisely. After an after-work binge he returned to find that his

wife and the couple’s two young daughters, along with most of their belongings had vanished. “I came home and everyone and everything was gone”, Charlie recalled. “For me, that just made my urge to use even worse.”

Without a family life to temper his behavior, Charlie’s use intensified. After a substantial drug purchase, Charlie and an acquaintance argued over money. To protect himself, Charlie grabbed a knife, which he used with fateful effectiveness. A Santa Barbara judge sentenced Charlie to a 12-year-prison term after he pled guilty to second-degree homicide. He confesses today that was the best thing that could have happened to him. “It was prison that opened my eyes”, Charlie said. “It made me aware of all that I had lost.”

In 2009 Folsom Prison discharged Charlie on parole back to Santa Barbara. With the help of the California Department of Rehabilitation, Charlie was able to get a job at a local supermarket as a courtesy clerk. An argument with a manager however, resulted in Charlie’s non-paid suspension from the supermarket. With his job on the line and an increase in idle time, Charlie stepped in to a bar one night and got high on cocaine.

Instead of re-incarcerating Charlie, he was sent to the Santa Barbara Day Reporting Center (DRC), a program run by



Charlie Fuller and his grandson Braylin

Community Solutions. An evidenced-based program, the DRC tries to make parolees champions of their own reentry by providing them with the skill needed to get jobs, navigate the social services system, improve their ability to avoid drug use and improve their anger management.

Quickly the DRC set out a plan aimed at making sure that Charlie attend his Narcotics Anonymous meetings and enroll in the DRC's community improvement projects. Charlie soon became one of the program's most enthusiastic community project volunteers, relishing in work at the Santa Barbara Food Bank and volunteering at a Gatorade stand for a local marathon that raises money for Lou Gehrig's disease.

Charlie eventually got his job back at the supermarket and after working with the DRC on creating a resumé and applying for custodial positions, he learned Santa Barbara City College had hired him as a night time custodian. Between both jobs, he was working more than 40 hours a week. More importantly, every drug test he has submitted to the DRC since has been clean.

"This Christmas I have so much to be thankful for", Charlie said. "I've got my two daughters and I've got a baby grandson, Braylin. If I'm not around who's going to spoil him rotten?"

Adult Division Highlights

Over 12,380 clients were served in CSI's adult programs

Community service hours completed: 59,305

Our clients provided \$489,266 worth of labor to local non-profit agencies and municipalities

Greater Than a Pair of Pants



Volunteers and staff help a client choose a suit for an upcoming interview.

A search for a local mission, a basic need for clothing and a chance meeting were the beginnings of a collaboration that is “greater than a pair of pants”. Pastor Deborah Blood and parishioner Sally Foster of the First Congregational Church of Bloomfield (FCCB) were on a mission to identify needs within the local community to be considered for future church mission projects. The pair were touring local nonprofit organizations for inspiration and visited the Drapelick/Berman Centers when they came upon an opportunity.

The FCCB and Community Solutions (CSI) teamed up to open the Community Closet to provide ex-offenders reentering their

communities with donated suits and other work and interview clothing. The Closet is located within CSI’s Berman/Drapelick Centers and is staffed by volunteers from FCCB who gather, sort and display clothing and accessories that are made available to CSI clients at no cost.

“People leaving jails and prisons often don’t have their basic needs met when they return to the community”, said Barbara Lazarski, Director of Community Relations at CSI. “The Community Closet allows us to meet most of the clients’ clothing needs and start building a relationship with them during the critical first ninety days when the probability of re-arrest is highest. A lack of job or life skills,

Connecting Community Resources Builds Relationships

transportation, and adequate clothing are the common barriers to their employment success."

A soft-spoken, clean-cut Jacob Rodriguez (alias) was one of the first clients to be fitted with one of the Closet's suits for a job interview. Rodriguez was subsequently hired and for the past few weeks has worked a steady job with a moving company. "It's nothing big", he said. "I just want to be normal, to be humble."

Putting on a sharp business suit and flashing a friendly smile doesn't necessarily come easy when you've spent a large part of your life behind bars. But Rodriguez, 35, is learning quickly that both are essential to starting a new life on the outside. Part of his transition back into society includes changing his ways - and changing his clothes.

Rodriguez attributes his success to the volunteers of the Closet who helped him choose an outfit, encouraged him to "Dress for Success" and gave him the confidence he

needed to go on the interview. The experience has left an impression on Rodriguez, who said a lot of guys with backgrounds like his have a hard time starting out fresh. "Some of us don't have it where we can ask mom for a tie - or dad for pants", he said, noting that the clothing provided through the Closet can be the last piece of the puzzle for success.

FCCB Chair Betsy Reed says, "It's really about the relationships and mutual respect and kindness. The church knew that we could provide clothing to fulfill a basic need but we never figured on the bigger picture of helping to break down the barriers that ex-offenders may experience in personal and societal relationships. We now know that the clothing and sense of personal support that we provide help recipients achieve successful reentry into the wider community as they look for jobs, places to live, reintegrate with their families and learn new ways to relate in the community. But it's the relationship that we build together that are the most important part of this collaboration."



Adult Division Highlights

The residential program success rate was 81%; the Alternative to Incarceration Center program success rate was 82%

Adult residential clients saved tax payers \$327,348 by making payment towards room and board

Adult clients paid \$21,960 to the Connecticut Victim Compensation Board

Adult services expanded into California with two new Day Reporting Centers in Santa Barbara County

Volunteers keep the Clothes Closet stocked with a variety of clothing needs.

Turning a Young Girl's Life Around



*Kiana and
her mother Rhonda*

*Kiana outside her
school (right)*

Treatment and Attention Reconciles Families

Kiana's story is one of a very successful reunification as a result of the services provided by the CSI Multi Dimensional Treatment Foster Care Program in Maryland. CSI's MTFC program is a cost-effective behavior treatment alternative to regular foster care, group or residential treatment, and incarceration for youth who have problems with chronic disruptive behavior, emotional disturbance and delinquency. When Kiana was first referred to the MTFC Program in December 2009 by the Maryland Department

of Juvenile Services, her previous placement informed CSI that reunification was absolutely impossible in her case. Kiana had a very poor relationship with her mother and her mother was disinterested in having her return home. Despite these issues, CSI placed Kiana into its MTFC Program on December 28, 2009. Kiana received individual therapy from her therapist, daily therapeutic interventions by her foster parent and help in learning pro-social activities with her skills trainer. In addition, her mother was taught better ways to interact with her daughter from the family therapist. Eight months later, Kiana became one of the first graduates of CSI's Multidimensional Treatment Foster Care Program in Maryland.

Since participating in the MTFC program, Kiana and her mother have an improved relationship and her mother is ecstatic about Kiana's return home. Kiana has earned honor roll in school and has advanced to the 12th grade for this school year. College bound Kiana is being mentored by one of her previous teachers. Kiana is a member of the track team and enjoys poetry, the spoken word and 90's music.

While involved in the MTFC program, Kiana learned to be open-minded and respectful of others. Her mother, Rhonda, appreciated the individual treatment Kiana received and the opportunity for personal growth and

self development. Kiana was asked how the MTFC program changed her life. Kiana made reference to the connections she made with different people in school and within the program. "I am now more aware of problems in society. I have the ability to recognize the flaws within myself and change them through the point and level system. It also helped me become a better writer." Her mother also shared her feelings on this matter, "It gave me hope. After losing my husband and surviving many stressful years, I see a shining light at

the end of the tunnel. I can finally see the girl I gave birth to again. Our relationship has significantly improved."

Kiana's future plans include attending a four-year university for journalism, criminal justice, or social work. She would like to open a poetry club in downtown Baltimore that is meant for teenagers and hopes to help kids like herself. Kiana's successful reunification was the result of CSI's MTFC unique multi-modal treatment approach.



Youth Division Highlights

Expanded services in Baltimore County including a new team of Multidimensional Treatment Foster Care

1,500 youth received CSI's home-based services in CT, FL, GA, LA, MD, NJ, PA and RI

CSI provided training and consultation to eighteen teams of external MST providers in AK, CA, ME, TX, and CO

Multisystemic therapists in GA and RI received Sustained Excellence Adherence awards from MST Services

Florida Functional Family Therapy awarded top achievement awards for 6 months in a row

CSI's MST Helps "last resort" Kids

"The Berks County Juvenile Probation Department was looking for a positive alternative for the 'last resort' kids in the community it served," according to Jeff Gregro, the Deputy Chief of Juvenile Probation in Berks County, a strong advocate of Multisystemic Therapy, (MST), and Community Solutions. "Bringing MST to Berks County was a priority for our department in 2007. MST was the cornerstone of our philosophy shift to emphasizing the use of evidence-based in-home services to treat kids and families in the community. The results have not let us down. Residential placements have decreased, our daily population in detention has decreased

and kids are remaining in their homes with great results. MST has been a valuable asset to our community."

Wendy Seidel, Director of In-Home Services with Children, Youth and Families saw the situations in the community shifting toward gang related activities. Youth who were getting other in-home services were continuing to violate probation, commit crimes, and truancy continued to be a problem. Both Wendy and Jeff knew the programs in place were not addressing the problems in Berks County effectively and wanted alternatives to the present in-home providers. Five MST providers

*Jeff Gregro and
Wendy Seidel of the
Berks County Juvenile
Probation Department.*





were interviewed and CSI was chosen for its experience working with Latino youth, as well as its proven track record, professionalism and reputation. CSI's MST program was able to fill a niche for the Juvenile Probation Department by changing the behaviors of the at-risk youth. School attendance increased and the entire community ultimately benefited.

Investing in the
communities we
serve saves
\$2.5 million.

Berks County is yet another success story for CSI. "After bringing MST into Berks County in 2007, fewer youth have been placed in out-of-home facilities with a savings of 2.5 million budget dollars", states Jeff Gregro. Over the past 3 years, out-of-home placement has decreased dramatically. In 2007, the first year CSI was in Berks County, out-of-home placement was at 22%, decreasing to 9.8% in 2009. The number of youth with no new arrests has increased. In 2007, 70% of youth had no new arrests, and in 2009, 91.9% of youth had no new arrests. These saved dollars were put back into juvenile community-based programs to provide services to additional at-risk youth who otherwise would not be served in their neighborhoods. Both Jeff and Wendy applaud MST simply saying "It's working".

Families living in Berks County, PA reside in both rural and urban locations.


Youth Division Highlights


All Outcomes for CSI MST programs exceed the National Average published by MST Services

Collaborated with a researcher from Rutgers University using CSI's MST data to explore the positive impact on gang involved youth

Youth Services


Adolescent Residential Treatment provides clinical services, education, substance abuse assessment, treatment and monitoring, structured recreation, life skills, and individual, group and family counseling for youths ages 12 to 17 that need help reducing anti-social behavior and transitioning back into the community.


Brief Strategic Family Therapy (BSFT) is an effective, family-focused, evidence-based approach to the elimination of substance abuse risk factors in children and adolescents 6 to 17 years old. BSFT adopts a structural family system framework to improve a youth's behavior problems by improving family interactions that are presumed to be directly related to the child or youth's symptoms. 

Functional Family Therapy (FFT) is an in-home service that is an outcome-driven and highly successful family intervention program for at-risk youth and juvenile justice involved youth ages 11 to 17 years old. FFT can be provided in a variety of contexts, including schools, child welfare, probation, parole/aftercare, mental health, and as an alternative to incarceration or out-of-home placement. 


Intensive Family Preservation Services (IFPS) is an in-home family focused, community-based, family reunification program model for families with children (birth to 18) returning from, or at risk of placement into foster care, group or residential treatment, psychiatric hospitals or juvenile justice facilities.

Intensive Case Management Services are provided by Community Solutions as a collaborative process that assesses, plans, implements, coordinates, monitors and evaluates the options and services required to meet a youth's health and human service needs.

Multisystemic Therapy (MST) is a highly researched, intensive family-and community-based treatment model that addresses multiple aspects of serious antisocial behavior in adolescents ages 11 to 17 years old. MST addresses the multiple factors known to be related to delinquency across key settings or systems, and strives to promote behavior change in the youth's natural environment. 

Multidimensional Treatment Foster Care (MTFC) is a cost-effective alternative to regular foster care, group or residential treatment, hospitalization and incarceration for youth who have problems with chronic disruptive behavior. It is based on the Social Learning Theory model that describes the mechanisms by which individuals learn to behave in social contexts and the daily interactions that influence both pro-social and antisocial patterns of behavior. 

Training and Consultation - As an approved MST network partner, we offer new and existing licensed MST teams the five-day orientation training, clinical supervisor training, and weekly consultative service to initiate, and maintain quality MST services.

 Indicates a nationally recognized Blueprints for Violence Prevention program. Blueprints for Violence Prevention, a project of the Center for the Study and Prevention of Violence at the University of Colorado, systematically and continuously reviews the research on violence and drug abuse programs to determine which are exemplary and grounded in evidence.

2010 Portfolio of Programs

Adult Services

Alternative in the Community programs are community-based alternatives to incarceration that provide multifaceted intervention services for nonviolent offenders awaiting trial, or who are on probation or parole.

Community Court provides community service opportunities in lieu of fines or jail time to offenders charged with misdemeanors.

Community Resource Center provides seven-day-a-week monitoring, administers assessments, monitors clients' compliance with treatment plan goals and provides direct treatment services addressing clients' criminogenic tendencies.

Day Reporting Centers provide a community-based alternative to incarceration for parole clients that uses Motivational Interviewing techniques and a curricula-driven, evidence-based model designed to assess the needs of each client.

Inpatient Substance Abuse Treatment provides a highly structured schedule with therapeutic activities over a 30-day period. Clients generally transition to work release after program completion.

Integrated Program for Substance-Affected Women and Their Children is a long-term residential treatment program for substance-abusing women that encourages mothers to maintain or reestablish bonds with their children.

Mothers and Infants Nurturing Together is a confinement placement program for pregnant offenders who have been approved for community placement. While in the program they receive prenatal care at a cooperating hospital, give birth and bond with their babies for three months following birth.

Reentry House provides coordinated services to probationers in an effort to increase the opportunity for successful community reintegration. The program focuses on connecting clients to basic needs and assisting them in obtaining permanent housing and employment.

Residential Work Release are programs for state and federal clients who live in a congregate setting and are supported as they obtain full-time employment and meet financial, self-sufficiency, and family reunification goals.

Transitional Housing provides room and board to male pre-trial, parole and probation clients. Referrals are made to local service providers and area employers.

Training and Resource Center

Community Solutions' training programs provide comprehensive training and consulting services to federal, state and local agencies, along with for-profit and nonprofit organizations throughout the United States and internationally. Services provided include:

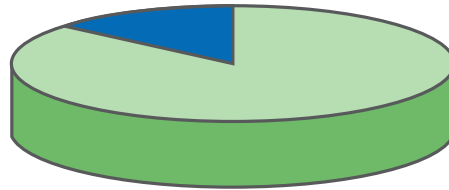
- Training for evidence-based practices, professional development, management & leadership skills.
- Technical assistance with implementing evidence-based practices.
- Quality assurance using state-of-the-art tools to assure fidelity, customer satisfaction, and internal and external auditing.
- Resources including regional, national, and international trainers and consultants.

2010 Financials

Community
Solutions,
Inc. and
Subsidiaries

Consolidated
Statement of
Activities

For Year Ended June 30, 2010



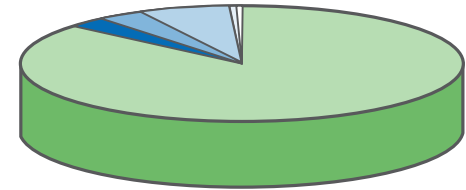
Administration & General Expense

14%

Program Expense

86%

Source of Revenue 2010



Fees & Grants from Government Agencies

Residence Subsistence

Other Program Revenue

Gain on Sale of Property & Equipment

Interest Income

Public Support

Other Income

Year Ended June 30, 2010

Fees and Grants from Governmental Agencies	\$27,728,117
Resident Subsistence	\$327,349
Other Program Revenue	\$2,138,727
Gain/Loss on Sale of Property/Investments	\$679,048
Interest Income	\$97,800
Public Support	\$98,049
Other Income	\$19,602
Total Revenue	\$31,088,692

Funding Sources

Federal Bureau of Prisons
United States Probation Office
CA Santa Barbara County Sheriff's Department
CT Court Support Services Division
CT Department of Correction
GA Department of Juvenile Justice
FL Department of Juvenile Justice, Evidence-Based Associates
LA Office of Juvenile Justice
LA Department of Health and Hospitals, Mental and Behavioral Health Program
MD Baltimore County Health and Human Services
MST Services Inc.
NJ Department of Children and Families, Division of Child Behavioral Health Services
NJ Department of Addiction Services
NJ Juvenile Justice Commission
NJ State Parole Board
PA Community Care Behavioral Health System
PA Community Behavioral Healthcare Network of Pennsylvania
PA Magellan Healthcare System
PA Berks County Juvenile Probation Office
PA Berks County Children and Youth Services
PA Chester County Juvenile Probation Department
PA Chester County Children and Youth Services
PA Clinton County Juvenile Probation Department

PA Clinton County Children and Youth Services
PA Lehigh County Juvenile Probation Department
PA Lehigh County Children and Youth Services
PA Lycoming County Children and Youth Services
PA Lycoming County Juvenile Probation Office
PA Monroe County Probation Department, Juvenile Division
PA Monroe County Children and Youth Services
PA Northampton County Juvenile Probation Department
PA Northampton County Children and Youth Services
PA Pike County Probation Office
PA Pike County Children and Youth Services
PA Sullivan County Children and Youth Services
PA Sullivan County Juvenile Justice
PA Wayne County Juvenile Probation Department
PA Wayne County Children and Youth Services
PA Wyoming County Juvenile Court Services
PA Wyoming County Children and Youth Services
PA Commission on Crime and Delinquency
RI Department of Children, Youth and Families

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Evidence Based Associates
Fibredust, LLC
First Congregational Church of Bloomfield
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Barry Toth
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Carlos M. Valinho
Terri Williams
Solomon & Katie Wohl
Pat Wright
Linda Zhang



community
solutions, inc.

The mission of Community Solutions Inc. is to promote the independence, citizenry and well-being of individuals involved, or at risk of involvement, in the child welfare, juvenile justice or criminal justice systems.

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