## Building Better Tomorrows







# Look Up. Challenge Poverty.

Episcopal Community Services challenges and reduces intergenerational poverty. We increase the ability of people to improve their lives and achieve economic independence. We call upon every person to participate in sustainable, positive change for our communities.



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# It has been an extraordinary year.

One year ago, the entire Episcopal Community Services community committed itself to the implementation of a three-year strategic plan. The Board of Trustees, the staff, the wider community of friends and donors, and our program participants accepted the mission to challenge and reduce intergenerational poverty. As always, we thank you for your support of ECS, and, in turn, your support of the individuals we serve.

At every level, the agency is engaging in strategies that deliver measurable impacts in current programs. We will continue to build out our strategic plan aimed at tackling the fundamental conditions that cause poverty to persist in our city and region. Our strategy is focused on three goals.

First, we have aligned our current programming with a science-based coaching and mentoring model that recognizes the trauma and the circumstances that surround persons in poverty. Research shows that this methodology is the best way to address intergenerational poverty.

The second goal is to strengthen the agency's infrastructure, expanding all the capabilities that support program excellence and creating an agency that is delivering impact while learning and improving.

The third strategy expresses our commitment to advocacy. In partnership with our participants and stakeholders, we look to drive the changes necessary at all levels of public policy to create environments in which people can become independent and self-sustaining. The Diocese of Pennsylvania and its parishes are true partners in the common work that we are called to do. Through education on the issues of poverty and actions to address poverty, we will deepen all of our impacts.

None of this work is possible without the interest, engagement, and financial support of people across the region. In particular, we lift up with gratitude the generous response to the Ray Welsh Memorial Challenge and the thoughtful legacies left by several long-standing friends of ECS. In the following pages, you will see the results of this support, for which we are most grateful.

We call on every individual to participate in sustainable, positive change for our communities. Together we can challenge and reduce intergenerational poverty. And together, we can drive real change.

Many have answered this call, and we are confident that they will continue to do so and that others will join them. Thank you for all that you have done to make this year truly extraordinary.

In faith,

Fue Sunterland

L. Frederick Sutherland President, Board of Trustees

Jund & Suphin

David E. Griffith Executive Director











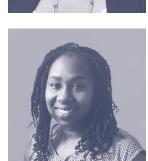














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A MESSAGE FROM

LEADERSHIP

03

#### THE YEAR IN REVIEW

We track our own success by our ability to help participants achieve their goals and improve their lives. Here are just some of this year's accomplishments and the impact of our program areas.



Our Approach: Year one of a threeyear strategic plan complete, where services and advocacy positions align with economic mobility outcomes

## 1,119

DONORS

Support for our economic mobility is on the uptick thanks to 1,119 individual donors versus 1,073 last year

+19% +35%

Increase in individual giving

VOLUNTEERS

4,421+ Our volunteers completed 4,421+ hours of service

3,960

Dolphin Companions and Communicare volunteers paired with seniors throughout the region

85

**3,900** meals prepared by

organizational giving

volunteers to serve men experiencing homelessness and frail seniors PARTICIPANTS



95% of participants agree that they trust ECS as

an agency to do what it says it is going to do

EPISCOPAL DIOCESE OF PENNSYLVANIA

Parishioners from 67 parishes across the Diocese gave their time, treasure, and talent to ECS

#### OUR GRATITUDE

5336 generous donors doubled their impact through the Raymond H. Welsh Memorial Challenge (see page 24)

#### THE YEAR IN REVIEW

#### HOUSING

Safe, stable housing is essential to independence. For women and children in crisis, ECS offers emergency shelter and supportive services for the 40 families who enter St. Barnabas Mission daily. For individuals and heads of household who have struggled with homelessness, long-term housing is coupled with life skills workshops and financial assistance to keep families stabilized and eventually live independently.

**20%** of permanent supportive housing families

9()%

**90%** of permanent supportive housing families successfully maintained housing for the year



**15%** increase in families that transitioned to their own permanent housing upon exiting shelter

**17** heads of household placed in new Rapid Rehousing model and paired with coaches

#### WORKFORCE DEVELOPMENT

To build paths to meaningful employment and stability, adults ages 18 and older are supported by one-on-one career mentoring and job readiness training in the RISE Initiative. Program graduates receive continued support from ECS coaches who motivate and assist them as they continue after longer-term goals. of employed RISE Initiative alumni retained their employment throughout last fiscal year

72% of participants identified and reduced barriers to employment

#### **HEALTH & WELLNESS**

To help participants achieve and maintain wellbeing, in-house experts and external partners provide health screenings and referrals and facilitate nutrition and lifestyle educational workshops to help strengthen their relationships and improve lives.

**279** participants benefited from screenings or health and wellbeing workshops

## 100%

**100%** of St. Barnabas Mission residents received health screenings within their first week

#### COACHING

Through individualized coaching support and a tool called the Bridge to Self-Sufficiency®, ECS participants will move out of poverty and have the skills and assets to achieve economic independence and upward mobility. This researchbased approach, Mobility Mentoring®, was founded by our partner, Economic Mobility Pathways (EMPath), and helps participants set goals small and attainable at first—while integrating rewards and skills-based learning so that people see increased success and economic stability over time.

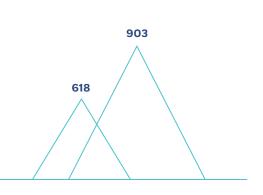


**123/132** participants who identified their life barriers using the Bridge tool created goal-action plans to prioritize and tackle obstacles

#### CHILDREN & YOUTH

Afterschool and summer camp services enhance the traditional classroom experience at Out of School Time (OST) sites where STEAM-related activities support each child's development in grades K-8. In Seeing Youth Succeed, motivated high schoolers hone their leadership skills, discover their passions, and prepare for a life after high school through self-led project-based learning activities.

**99%** of surveyed parents strongly agree that OST is helpful to them and their child/children



**903** elementary and middle school OST participants were enrolled, up 285 participants from last fiscal year

## Courage, Capacity, and Will



We believe that every individual has the courage, capacity, and will to define and achieve their own measure of success.

At Episcopal Community Services, the strength it takes to create meaningful change in one's life and in our community reveals itself daily. It is found in the mother seeking a fresh start who moves into an unfamiliar shelter. It is within the man earning a minimum wage who has bigger career dreams for himself and will not falter until those dreams become a reality. There is strength in every high five between a coach and a participant. It can be given and received in time spent volunteering, and comes in the form of gifts made to help participants build better tomorrows for themselves. Strength is seen in all aspects of our work. It is built upon your support, and illustrated in the stories that follow.

## Empowered Women Empower Women

It makes a world of difference for mothers at St. Barnabas Mission to know they are not alone on their journeys.

Moving into shelter for the first time is emotionally taxing for many mothers experiencing homelessness. To help make stays a little less daunting and a lot more empowering, two groups were formed this year.

In the Women Empowerment Group and Resident Advisory Council, mothers are provided a space to problem-solve, influence life in the shelter, and build community with others in similar situations. Haneefah was guick to join both.

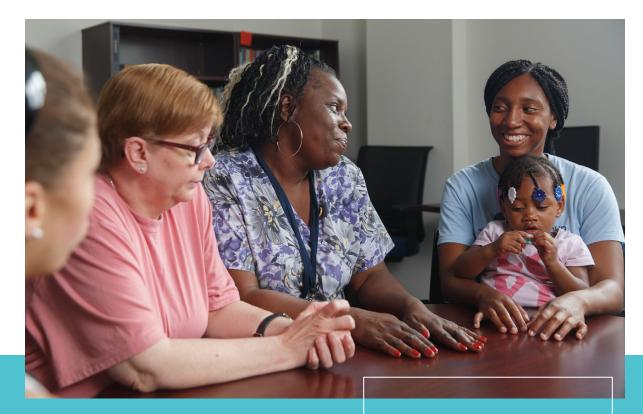
"I thought I could benefit and help other people at the same time," Haneefah said.

She never imagined she would wind up in shelter, but after 10 years of living comfortably in Saudi Arabia, she fell ill. Health issues kept her from working her job as an English teacher; time away from work cost her the hours; medical bills drained her savings. This domino effect forced her and her daughter back to the United States—a place that now feels foreign. Staying with family and friends was not an option, but there was a place for Haneefah and her daughter at Episcopal Community Services.

Vital services like one-on-one coaching and health screenings and referrals help participants address the issues that led them to shelter in the first place. Through the groups, Haneefah and her peers have been able to create positive change in the shelter, but more importantly, they have become more confident with the decision-making they will do once living independently.

Together, the women have shaped chore assignment policies, awarded Residential Assistants of the Month, and created a plan for resident ambassadors to help newcomers navigate their ways around.

"I found [the groups] extremely helpful because, more often than not, we tend to focus on the problem versus the solution," Haneefah said. "It's better to focus on the solution and ... establish steps to fulfill whatever goal [you have]."



Haneefah's goal is to live self-sufficiently again, and to get there, she has identified the steps she needs to take. Health issues continue to get in her way, so receiving quality care is a top priority. Instead of homeschooling, Haneefah found a charter school for her daughter to attend so that she can spend more time focusing on healing. Afterward, she will be able to put her attention on returning to work.

"One day at a time," Haneefah said.

As she continues onward and upward, staff and peers will be with her, encouraging Haneefah as she turns her goals into her accomplishments.

With government funding and private support, ECS runs parent groups for mothers and for fathers to promote parental competency and build stronger family relationships. "I thought I could benefit and help other people at the same time."



of mothers said that St. Barnabas mission is helping them and their families gain independence

### Rising to the Occasion

Linda is a force to be reckoned with. She has had her struggles in the past, but dogged in her ways, nothing holds her back.



**100%** of RISE Initiative participants responded that ECS is helping them improve their abilities to change their lives



"Every time I come to this building, I get this feeling that comes over me ... like my support system is here."

The proof of Linda's commitment is in the countless letters of recommendation she has collected through years of seizing every opportunity that comes her way. With those letters are flyers with new ways to get involved in the community. That is, after all, how she found her way to Episcopal Community Services.

By way of the RISE Initiative, Linda participated in our 10-week-long career readiness program for adults ages 18 and older. This year, RISE became available to adults of all ages in the Greater Philadelphia region. In this program, they receive individualized support while working on the basics of getting a job.

"Every time I come to this building, I get this feeling that comes over me ... like my support system is here," she said. And it is.

Staff became Linda's teachers and biggest cheerleaders, as did our volunteers who

participated in speed networking and mock interview events. She improved her computer competencies, spruced up her resume, and improved her interpersonal and interviewing skills.

"Linda is one of the most motivated people I have worked with," said Evan Colgan-Davis, opportunity development coach, who works one-on-one with program participants. "She brought excitement and light into the program whenever she was here."

Upon graduating from RISE, Linda landed an apprenticeship with the housekeeping department of YMCA, which eventually turned into a job offer.

"Change is coming. [It's] already happening," she said.

She stays connected and volunteers her time with organizations that have helped her change her course in life, including ECS. And Linda, as our volunteers did for her, shares her knowledge and experiences with peers.

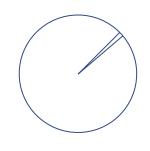


"We keep what we have only by giving it away," she said. "Some people are less fortunate and they really don't have [much]. I know when I first came around, I didn't have everything. Where I have come from, there have been many obstacles. If I've got free time, I let it count for something," she said.

Last year, the mentoring partnership with St. Thomas' Church, Whitemarsh continued to help workforce development participants make progress on their individual career paths with support, advice, and assistance from volunteers.

### Ernest, and his Ways

Ernest is getting individualized support that gives him the confidence to reach new heights.



**99%** of parents responded that they feel as though their child/children are safe at Out of School Time programs them up to something new ... things they may not otherwise discover, which gets them engaged in learning in a different way."

Ernest recently outgrew the seven/eight-year-old age bracket and moved onto the nine/ten group where the activities are a bit more challenging. There are new faces in the cohort, too, leaving Ernest feeling scared and uncertain. But these are growing pains he will feel year after year—into the middle school OST program, then into high school, and adulthood. It's the same discomfort we all feel when reaching new heights.

"You can do it, right?" is a question Mr. Dennis often asks Ernest.

But he already knows that the answer is yes.

ECS expanded its Out of School Time program offerings to the West Philadelphia Achievement Charter Elementary School (WPACES) community this year. "We want to make sure the children get something out of all project-based learning activities that something extra they wouldn't get in a traditional classroom setting."

Thinking back to grade school, most of us can recall that favorite teacher or counselor who helped shape us into who we are today. For Ernest, that person is Mr. Dennis.

The two have formed a tight bond over the years at the Out of School Time (OST) program. In a safe and nurturing environment, participants benefit from programming that promotes academic development and success into the future.

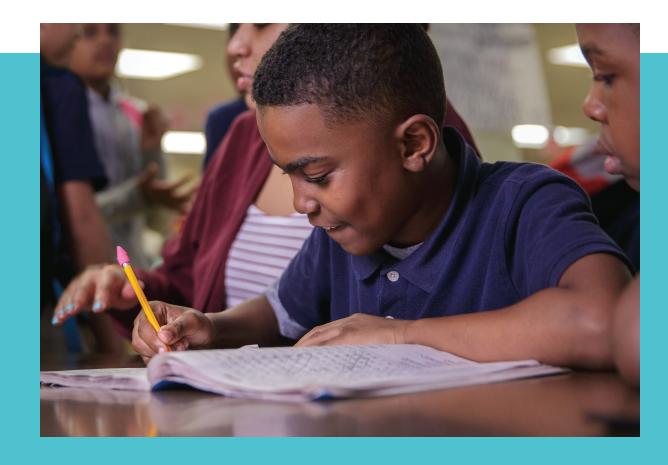
On a typical afternoon, nutritious snacks are served to help youth recharge their thinking caps before partaking in various educational activities. They are also given an hour to finish the day's homework, for which help is near. Ernest—who struggles with math though it's a favorite subject—received help with his times tables.

"[They] taught me how to do multiplication, like counting by fives. And it started getting easier," Ernest said with pride. He is also quick to boast about his crossword puzzle skills. "Two in one day—I don't know how I did it, and I'm still doing more ... to learn more words."

During the summertime, Ernest's parents enjoy knowing he and his siblings receive the same enrichment that they do during the school year in OST's summer camp. No matter the season, Ernest will be trailing behind his role model.

In the classrooms where STEAM (science, technology, engineering, arts, and mathematics) activities take place, in the gymnasium where games and sports are played, or on educational field trips to places like the Academy of Natural Sciences or Linvilla Orchards, there you will find Dennis and his eight-year-old shadow, Ernest.

"We want to make sure the children get something out of all project-based learning activities—that something extra they wouldn't get in a traditional classroom setting," Mr. Dennis said. "It opens



### Driven by Service

Throughout her four years as an undergrad, Abbey Smith devoted as much of herself to Episcopal Community Services as she did to her studies. "Even if I'm not physically in Philly and able to volunteer, what I want to carry forward is the example ECS sets."



Freshman year, Abbey enrolled in Villanova University's community outreach program run by Campus Ministry, which pairs mission-focused students to community-based organizations for weekly service projects. It was then that Abbey was introduced to ECS.

"Villanova can definitely be a huge bubble. The service I did kept me grounded—reminding me about what was really important," Abbey said.

Thursday nights, she and classmates would volunteer at St. Barnabas Mission emergency shelter. Through our partnership with the Children's Hospital of Philadelphia's Homeless Health Initiative, mothers and children at St. Barnabas receive free health screenings and medical referrals.

When moms were visiting physicians, ECS staff and volunteers, including Abbey, would watch after the kids and host activities and exercises to promote healthy lifestyles. Each week, the children would greet the volunteers with huge smiles on their faces and ready to have fun. Their positive energy was palpable.

"One of the biggest things that volunteering at St. Barnabas taught me was to be more grateful and positive—even in times of hardship. I try to carry that with me in my everyday life," she added.

As a junior, Abbey studied in Peru for a semester, but knew she would miss the connections made at the shelter. She wanted to do something to make up for lost time, so she decided to run a marathon as a way to fundraise on behalf of ECS. She created a GoFundMe account and ultimately exceeded her goal—raising more than \$1,200.

Now entering post-college life, Abbey soon begins a year of service in Chicago where she will work with underprivileged communities. After, she hopes to receive her masters in social work. As she did before traveling to Peru, she considers ways to take her experiences at ECS with her into the future. "Even if I'm not physically in Philly and able to volunteer, what I want to carry forward is the example ECS sets," she said. "The way St. Barnabas is allencompassing in their approach in getting people on their feet is really cool, so carrying that forward into my career is something I will do."

As part of National Volunteer Week in April, ECS' newly-created Young Friends Circle hosted a Volunteer Open House to recruit new and celebrate current volunteers.



DRIVEN

BY SERVICE

17



### Leaving a Legacy of Faith

Last year, our community felt the losses of longtime supporters Howard and Frances Kellogg. the agency now and into the future. In his will, Hal designated a percentage of his estate to strengthen the ECS Endowment. Frannie left a generous gift, too, but with different conditions: half of her bequest came with no restrictions and will support operational expenses. The other half was designated to the discretion of the executive director and will support the work of the current strategic plan to move families out of poverty.

The Kelloggs' thoughtful legacies remind us of the many forms generosity can take. For them, we are most grateful.

A token of our gratitude, Howard and Frances Kellogg received the Jane J. O'Neill Award for Outstanding Service at the 2010 Bishop White Circle and City Mission Legacy reception. "When one has the means, one should share it."

Howard (Hal), 102, died in September 2017, and Frances (Frannie), 99, in October. Married for more than 70 years, the Kelloggs maintained many strong connections throughout their lives—to each other and their families, to their many friends, their church communities, and to the institutions they cared about. We are honored to be counted among these last.

Hal served as President of the Board of Trustees from 1977 through 1981. When the agency was without an executive director, he, recently retired, served as interim director for several months until a new director was hired. Frannie also gave her time to ECS—sometimes in the office, other times out in the field, supporting staff and participants. Her passion for social issues deepened in her involvement, leading her to chair the Pennsylvania Prison Society.

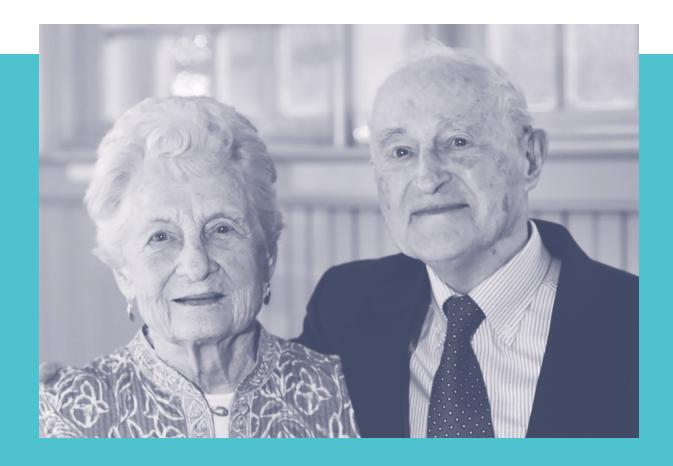
In an article in a 2010 ECS newsletter, Hal said, "We feel very fortunate that we're able to do a lot for charity ... We've been active enough in charitable work ourselves to know what activities are useful to humanity and what ones we want to give to."

Faithful members of the Bishop White Circle, the Kelloggs made substantial gifts to ECS every year. Though immensely generous, the two remained rather modest about their philanthropic fulfillments.

"My parents were people who strongly believed in giving in whatever way they could. That's something they really had in common," said daughter Molly Kellogg, one of the Kelloggs' five children.

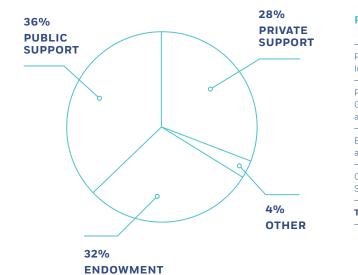
Lifelong Episcopalians, their faith was another bond—and especially a driving force for Frannie. Coming from a privileged family, it was her outlook that "when one has the means, one should share it," words she shared in the same 2010 feature. "For me, my Christian faith has been a big impetus to do more."

Through their wills, the Kelloggs maintained faith in ECS. Each of them created a legacy that will serve



#### **FINANCIAL SUMMARY**

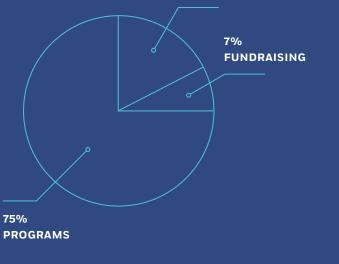
ECS is committed to fiscal responsibility. The gifts entrusted to us help increase our participants' ability to achieve economic independence and mobility for themselves and for their families.



INCOME AND WITHDRAWALS

REVENUE	6/30/2018	6/30/2017	% of FY18 total
Private Support from Individuals and Institutions	\$2,645,668	\$2,615,732	28%
Public Support from Government Grants and Contracts	\$3,321,171	\$2,820,691	36%
Endowment Income and Withdrawals	\$3,024,409	\$2,979,227	32%
Other (Includes Fee for Service and Trust Income)	\$367,577	\$246,428	4%
Total Operating Revenue	\$9,358,825	\$8,662,078	

18% MANAGEMENT AND GENERAL ADMINISTRATION



#### ECS' Endowment covers all overhead and administrative costs and was built by the generosity of generations of Episcopalians throughout the Diocese.

Investment Earnings	\$1,805,206
Withdrawals	(\$3,333,636
Additions to Endowment	\$1,566,719
Investment Performance	\$4,652,661
Value of ECS Endowment as of June 30, 2018:	\$66,670,577
Capital Reserve*	\$314,543

**ENDOWMENT VALUE** 

EXPENSES	6/30/2018	6/30/2017	% of FY18 total
Programs	\$6,697,927	\$6,477,350	75%
Management and General Administration	\$1,568,202	\$1,551,148	18%
Fundraising	\$742,642	\$650,568	7%
Total Operating Expenses	\$9,008,771	\$8,679,066	
Net Operating Results*	\$350,054	(\$16,988)	

\* Fiscal year ending June 30, 2018 results are per internal financials. Fiscal year ending June 30, 2017 results are per audited financials. Fiscal year ending June 30, 2018 and June 30, 2017 results exclude depreciation expense.

EPISCOPAL COMMUNITY SERVICES

## Thank you for having faith



Our supporters have displayed an enormous level of faith in our participants and in Episcopal Community Services' ability to transform lives.

To challenge and reduce intergenerational poverty, we are in partnership with the following individuals, parishes, foundations, and corporations. For their support, we are eternally grateful. **Thank you**.

#### THE RAYMOND H. WELSH MEMORIAL CHALLENGE MATCH

With great appreciation, we acknowledge all those who responded to the Raymond H. Welsh Memorial Challenge. This gift from the late Mr. Welsh was designed to encourage extra support for ECS' efforts to combat intergenerational poverty. From December 2017 to June 30, 2018, \$300,000 in matching funds strengthened the generosity of the following individuals.

Anonymous M. Richard Adair Mr. and Mrs. Harry C. Adams Lisa M. Albertson Michael Albertson Mr. and Mrs. Samuel C. Albright Charles T. Alexander and Charles T. Alexander, Jr. Mr. and Mrs. Jack M. Alexander Mr. and Mrs. Thomas A. Allen Pierre Armand Maile S. Armstrong Diane Hallock Ash Mr. and Mrs. Kenneth P. Atkinson Warren and Susan Ayres Mr. and Mrs. Alan E. Badger The Rev. Carolyn Baird and Robert Baird Melvina Banti Anne M. Barnett Jane A. Barth Nathalie and Harvey Bartle Mr. and Mrs. Timothy D. Bauder Susan and Bruce Baumann Barbara W. Baumgartner Dennis G. Beck, Jr. Aaron Bell Burnett Bell Mr. and Mrs. Jack R. Belsinger, Jr. Mr. and Mrs. Rowland Bennett Victoria R. Bennett

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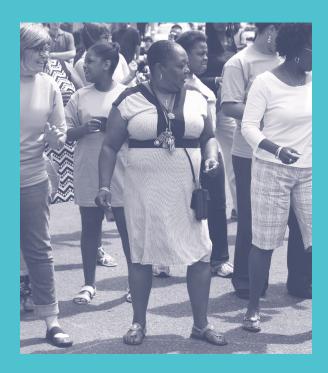
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