In order to be successful, a non-profit organization must have the stability and flexibility to successfully address challenges as they arise. During my tenure at the Robert F. Kennedy Children’s Action Corps, the requirements of our state partners and the needs of the Massachusetts children and families we serve have changed a number of times. Yet we have delivered high-quality services to our clients consistently. In fact, our flexibility has made us stronger by enabling us to create even more effective and efficient programs. I’m proud that we are a highly respected child welfare agency and considered an innovator in our field.

Some of the milestones that we celebrated during our 2007 fiscal year include:

- The five-year anniversary of our Leadership Institute, an initiative that has enabled us to become an even more cohesive, innovative, and versatile agency. I’m proud that we are a highly respected child welfare agency and considered an innovator in our field.
- The completion of the first strategic plan for the National Youth Project Using Minibikes (NYPUM), a motivational counseling program, and the planning of the first national NYPUM conference for all 46 program sites around the country, held in Oct. 2007 in Torrance, CA, near the headquarters of NYPUM sponsor American Honda Motor Co., Inc.

While we are proud of our many achievements of this year and over the last quarter-century, the RFK Children’s Action Corps continues to look ahead. One of the most daunting challenges that nonprofits face today is recruiting and retaining a well-trained staff, since many college graduates have difficulty repaying their student loans on a nonprofit worker’s salary. As a member of the board of directors of the Nonprofit Workforce Coalition, this is one of the issues I intend to focus on in the coming year.

I joined the RFK Children’s Action Corps because I wanted to make a difference in others’ lives. I’m grateful to all those who support our mission — from our staff to our board members, donors, and volunteers — whose kindness and understanding create ripples of hope that resonate far into the greater world.

Warm regards,

Edward P. Kelley
President and CEO
The RFK Children’s Action Corps strives to ensure that the families of the children we serve are active participants in their child’s progress. In fiscal year 2007, our Lancaster program began offering a bimonthly caregiver support group for parents, grandparents, and anyone else involved in the care of a child living at Lancaster. The group enables families to support one another and teaches them valuable skills, such as how to advocate for their children and locate appropriate community-based services. The goal of the RFK Children’s Action Corps is not to impose a treatment plan on any family, but instead to create a circle of support around every child that includes our clinicians, teachers, supervisors, and children’s family members.

We also offer several programs that make it possible for families to visit with their children on a regular basis, including:

• Family events, in which families are invited to campus for a day of activities that might include playing games, trying out the Lancaster ropes course, and participating in group workshops

• Family visits that allow children to go home to their families during holidays, for the weekend, or for a single day. Home passes are granted progressively depending on a child’s personal needs, family issues, and safety concerns

• Transportation assistance enabling a child to visit home—or a child’s family to visit our facility—regardless of how far a family lives from our campus

• Sibling supervision so that the children in our care can spend quality time and participate in on-campus treatment with family members

These programs increase the likelihood that a child’s treatment will be successful, and help children reintegrate more quickly with their families and communities after leaving our care. Last year, our Lancaster program sent a greater number of the children home directly to their families, rather than to a group home or similar residential program, than in the previous year. We have also been able to decrease the average length of time children remain in residence at Lancaster from 16 to 12 months.

A Circle of Support

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Bryon came to the Oatis Children’s Center in Lancaster as an 11-year-old who had already experienced too much life, with a father in jail and a mother who was violent, strung out on drugs, and often absent. The day Bryon’s parents gave him up to the Department of Social Services was one that changed his life forever. “Even though it was traumatizing, it was the turning point for me,” he says.

Bryon credits his teachers at the RFK School at Lancaster among those who have had a profound impact on him. Today, he is a freshman in college, living on campus, participating in all aspects of college life, and studying to be a teacher. “My goal is to be a college professor, to be involved in community service helping kids like me, and to have my own family someday,” says Bryon.

Here at the RFK Children’s Action Corps, we believe that all children deserve the chance to reach their full potential. That’s why educating the children we serve is a top priority for us, and we continue to seek ways to make our schools the best they can possibly be – schools to which we will be proud to send our own children. In fiscal year 2007, we committed more resources to our educational programs than in any year prior, including opening a dedicated learning space for our Stabilization, Assessment, and Rapid Reintegration (STAR) program in Lancaster that went beyond state requirements. In the same year, more young people in our care received their GEDs than in any previous year.

Our fully approved private schools are run solely by the RFK Children’s Action Corps, yet function independently from our residential facilities. As a result, our students benefit from an autonomous learning environment that enables them to focus intently on their schoolwork, yet is also highly integrated with their residential and therapeutic treatment. While living in our facilities, students have the opportunity to study in a physically and emotionally safe environment – something many of them have never before experienced – that helps them discover who they truly are as learners.

We continue to invest in our educational programs and to seek innovative ways to improve their quality. In fiscal year 2007, we committed more resources to our educational programs than in any year prior, including opening a dedicated learning space for our Stabilization, Assessment, and Rapid Reintegration (STAR) program in Lancaster that went beyond state requirements. In the same year, more young people in our care received their GEDs than in any previous year.

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The changes we help to affect through our schools are often dramatic: a child improves her reading ability by several grade levels over the course of only a few months. Often, the improvements are more modest, but no less significant: for the first time, a child regards himself as a valuable member of a school community and realizes he has more choices in life than he’d ever before imagined. No matter what children achieve while students at the RFK Children’s Action Corps, they are given the necessary tools to make positive choices in life and pursue their own paths to success. A number of the young people we care for eventually enroll in college, an option we hope to make viable for more of our students in years to come.
THE RIPPLE EFFECT

A tiny ripple gathers strength when it’s joined by another ripple, and another, and yet another. This year, we’ve seen ripples of support from thousands of individuals gather momentum through our many fundraising and outreach activities.

CONCEPT HOME

The RFK Children’s Action Corps was the designated charity in WCVB-TV5’s yearlong Concept Home 2007 media event, in which the Boston ABC affiliate tracked each stage of construction of a premiere home built by Noranda Construction in Cohasset, Massachusetts. Upon completion in May, tours showcasing the home’s high-quality products and materials drew 2,300 visitors and raised nearly $25,000 for our agency.

EMBRACING THE LEGACY

Three hundred distinguished guests attended our 25th annual Embracing the Legacy event at the John F. Kennedy Library and Museum this summer, raising nearly $100,000. Ethel Kennedy presented awards to American Honda Motor Co., Inc., entrepreneur Chris Gabrieli, and Rafter Johnson, former Olympic decathlete and friend of Robert F. Kennedy.

RODMAN RIDE FOR KIDS

Nearly 200 cyclists joined the ride in September 2006 and raised more than $320,000 for the agency. We then kicked off the September 2007 ride with a Breakfast of Champions held at Boston’s Seaport Hotel in June, honoring more than 40 corporate, organizational, and individual supporters who help create safe communities for at-risk children.

FAIRWAY FOR KIDS

A sunny day in May at Myopia Hunt Club in South Hamilton, Massachusetts drew nearly 150 golfers for the fourth annual Fairway for Kids golf tournament, which raised more than $70,000. Event co-chair Don Anastasia received the agency’s Commitment to Children award in recognition for his longtime service.

Increasing Visibility

Outreach

PHOTO BY MALCOLM, AGE 8
WHITE STREET GROUP HOME IN SPRINGFIELD

PHOTO BY MALCOLM, AGE 8
WHITE STREET GROUP HOME IN SPRINGFIELD

PHOTO BY MALCOLM, AGE 8
WHITE STREET GROUP HOME IN SPRINGFIELD
Preparing for Parenthood

Without adult supervision or a parent of their own, how can young people expect to become good parents? This is a question 18 teenage participants in the Teen Pregnancy Prevention and Support Initiative (TPPSI) at the Eliot Community Re-Entry Center in Lowell are asking themselves—and one that program founder Angie Spear hopes to answer.

Angie developed the program, funded by a Leadership Institute grant, while frantically searching for doctors, supplies, government help, and parenting classes for three pregnant clients in 2006. The situation helped her understand the need for a comprehensive education and support program to not only support teen parents, but also help break the cycle of teen pregnancy.

“Although I don’t always have everything for my baby,” says 19-year-old mom Omayra, “this program helps me find the strength I need to make it through, and motivates me when I feel like giving up.”

Learn more about TPPSI at rfkchildren.org/whoweare/publications.

Springfield School Anti-Violence Program for reducing violence among youths through education and special projects, such as public service announcements

Kennedy School Music Education Program that teaches students to play musical instruments

EWT Community Garden, where students grow their own vegetables and sell their produce to the surrounding community

Animal Interaction Initiative, a traveling zoo that provides children with hands-on education

YLPG Experiential Learning Trip to DC, through which YLPG girls toured Howard University, volunteered at a City Year program, and participated in an open-mic poetry event

Eliot Center Teen Pregnancy Prevention and Support Initiative, a comprehensive education and support program for expecting teens

EWT Entrepreneurial Initiative, which equips students to start their own printing business, learning everything from budgeting and marketing to the actual mechanics of printing

Lancaster Ropes Course, a unique way for students to reinvigorate their self-esteem and self-efficacy

These programs were initiated by those in every part of our organization, from staff in the field to those in administration. The grant initiative supports our commitment to keep our employees highly engaged and motivated while improving the quality of our programs.

Inspiring Leadership

In its sixth year, the RFK Children’s Action Corps Leadership Institute continues to have a major effect—not only on our agency and those we serve, but also on our peer institutions. We co-hosted a panel entitled “The Impact of the RFK Children’s Action Corps Leadership Institute” at the Child Welfare League of America to discuss the Leadership Institute at their national conference in 2008, which will provide us with the opportunity to promote innovation in our field by sharing the benefits of our philosophy and approach with other child-welfare organizations.

In 2007, we continued to include staff members from all levels of the organization in our strategic planning, and implemented new initiatives that enhance the agency’s services. Criteria for project funding included impact on children and families, alignment with our strategic plan, and creativity. With $75,000 of board-restricted funds we looked at eight exciting programs that give our children new opportunities for learning, personal growth, and fun:

At Home on Campus

Improving the quality of life for the youth in our care requires more than excellent programs. It also requires modern facilities that help create a homelike environment for our residents and a comfortable workplace for our staff.

In fiscal year 2007, the new residence and family center at Lancaster marked its first full year of operation. Designed to be used flexibly, the building enables the RFK Children’s Action Corps to better support children and families through increased staff collaboration and services such as emergency respite care. The building’s modern conveniences, including central air conditioning and computer technology, help to create a comfortable living space for our residents, contributing to an increase in good behavior. The building’s wings also provide excellent sight lines that ensure the safety of residents at all hours. We’re moving ahead with plans for Phase II, which entails building a new campus center that includes a gym, classrooms, library, meeting rooms, vocational education and training facilities, and offices.

Our White Street Group Home program also benefited from significant site improvements in the 2007 fiscal year. We added a new office to the building, giving our clinical staff the room they need to work effectively and meet privatelies with youths and their families. Additionally, we updated White Street’s aging kitchen with modern appliances, helping us to provide healthy meals more efficiently to our residents and boosting staff morale.
## Financials

**ASSETS**

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<td>Long-Term Investments</td>
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<td>Other Assets</td>
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**LIABILITIES**

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<td>Deferred Revenue</td>
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**NET ASSETS**

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<td><strong>Total Net Assets</strong></td>
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<td><strong>Total Liabilities &amp; Net Assets</strong></td>
<td><strong>24,371,957</strong></td>
</tr>
</tbody>
</table>

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**REVENUE:** $24,491,767

**Department of Youth Services (DYS)**

- **Cash & Transfers:** 12%
- **Residential Special Education:** 19%
- **Residential Special Education Administration:** 14%
- **Outpatient Services:** 11%
- **Emergency:** 5%
- **Education Day Services:** 3%
- **Other:** 5%

**Department of Social Services (DSS)**

- **Cash & Transfers:** 12%
- **Residential Special Education:** 19%
- **Residential Special Education Administration:** 14%
- **Outpatient Services:** 11%
- **Emergency:** 5%
- **Education Day Services:** 3%
- **Other:** 5%

**Cities & Towns**

- **Cash & Transfers:** 12%
- **Residential Special Education:** 19%
- **Residential Special Education Administration:** 14%
- **Outpatient Services:** 11%
- **Emergency:** 5%
- **Education Day Services:** 3%
- **Other:** 5%

**Contributions & Gifts**

- **Cash & Transfers:** 12%
- **Residential Special Education:** 19%
- **Residential Special Education Administration:** 14%
- **Outpatient Services:** 11%
- **Emergency:** 5%
- **Education Day Services:** 3%
- **Other:** 5%

**Grants**

- **Cash & Transfers:** 12%
- **Residential Special Education:** 19%
- **Residential Special Education Administration:** 14%
- **Outpatient Services:** 11%
- **Emergency:** 5%
- **Education Day Services:** 3%
- **Other:** 5%

**Other (Investment, Dept of Education, Misc.)**

- **Cash & Transfers:** 12%
- **Residential Special Education:** 19%
- **Residential Special Education Administration:** 14%
- **Outpatient Services:** 11%
- **Emergency:** 5%
- **Education Day Services:** 3%
- **Other:** 5%

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A copy of the complete audited financial statements prepared by McGladrey & Pullen, LLP is available upon request.

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**LANCASTER:** Lancaster Campus residential and educational program for boys and girls ages 5 to 18.

**WESTBOURGH:** Fay A. Rottenberg School, a secure treatment facility for girls ages 13 to 18.

**ROBERT F. KENNEDY SCHOOL:** A secure treatment facility for boys ages 13 to 18.

**LAWRENCE:** Lawrence Community Re-Entry Center for boys and girls ages 12 to 18.

**LOWELL:** Eliot Community Re-Entry Center for boys and girls ages 12 to 18.

**BOSTON:** Community programs for adolescent girls: COASA (Children of Alcoholism and Substance Abuse), DADAP (Detention Diversion Advocacy Project), YLPG (Youth Leadership Program for Girls).

**HYANNIS:** Cape Cod Adolescent Support and Stabilization Program for boys and girls ages 12 to 18.

**SOUTH YARMOUTH:** Cape Cod Adolescent Treatment Center for boys and girls ages 12 to 18.

**SPRINGFIELD:** White Street Group Home for boys ages 8 to 13.

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**PHOTO BY**

**BRIAN, AGE 17**

**ELIOT COMMUNITY RE-ENTRY CENTER IN LOWELL**

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**ROBERT F. KENNEDY CHILDREN’S ACTION CORPS ANNUAL REPORT 2007**

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**SITES**