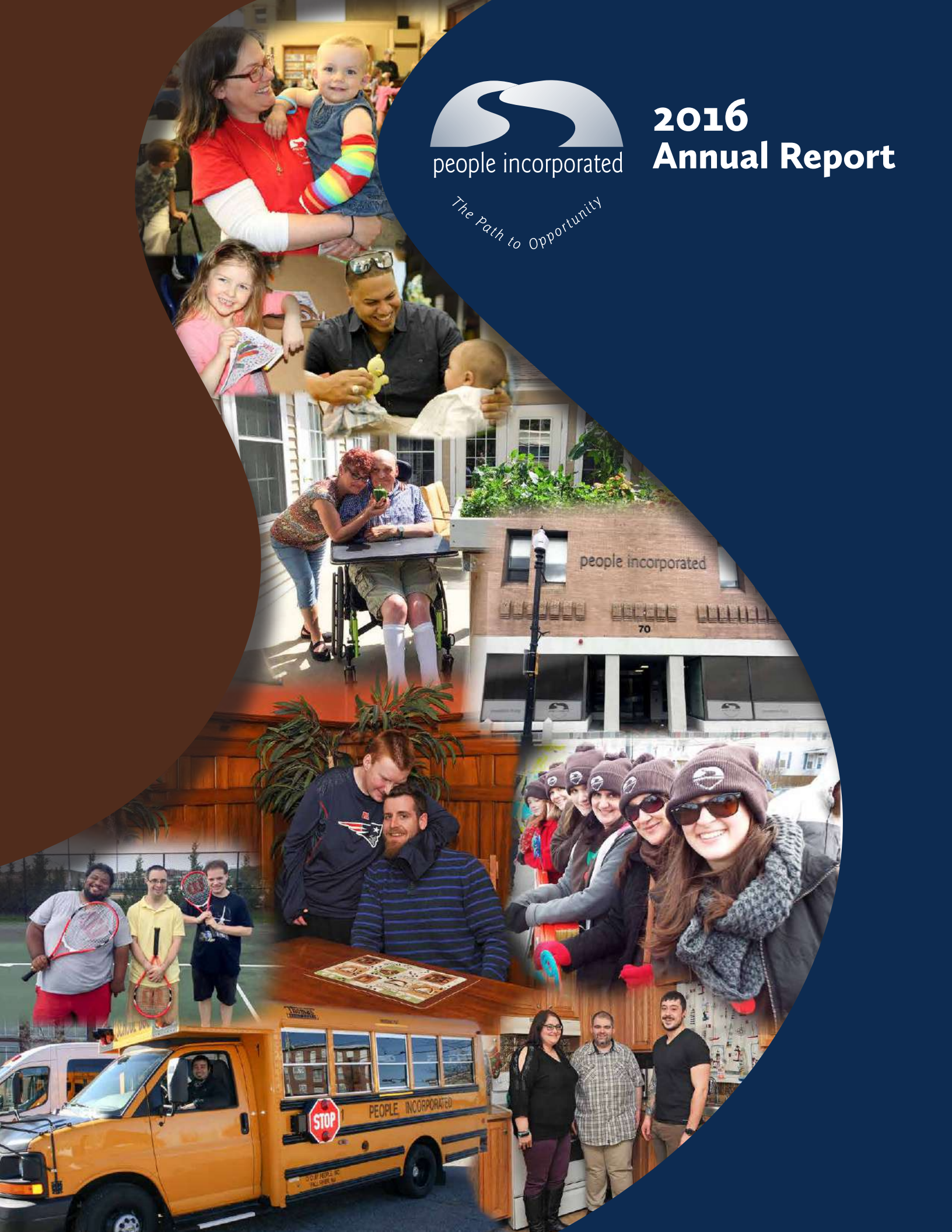




people incorporated

The Path to Opportunity

2016 Annual Report



Our Mission Statement

Our mission is to strengthen our community for each of its members by providing premier services for children and adults of all abilities in a collaborative and creative environment.





President & CEO's Message

This past year, People, Incorporated continued to strengthen its capacity to support the communities of the South Coast. Through creative and collaborative program efforts, the organization worked to broaden its reach by providing new services for young adults in planning for their futures, creating programs for seniors, and

expanding services for individuals with acquired brain injuries. These new supports were established while the organization continued to grow and strengthen its core services.

Beginning with the leadership and direction of our Board of Directors, People, Incorporated has been able to harness the creativity of our talented employees to improve and expand our existing services while also stepping up to support community need. This willingness to serve is at the heart of our success and has led to the development of an extensive and diverse array of services.

The stories in this annual report reflect the powerful impact that we can have on those we serve. Their needs are often complex and require a wide range of expertise, but through our growth, we have been able to meet their requirements and facilitate the coordination of intensive supports – all under the People, Incorporated umbrella of services.

Delivering premier services requires the input and collaboration of many. For years, our Agency has developed a sound strategic plan, which has enabled us to anticipate the support needs of those in our care. It has also allowed us to be responsive to the changing needs in the communities where services are delivered. In 2017, we will continue to strategically plan for the development of services that will allow those we serve to be successful in the communities where they live, work, and learn.

Sincerely,

A handwritten signature in black ink that reads "William Perkins". The signature is written in a cursive, flowing style.

William Perkins
President & Chief Executive Officer



Messages from the Board of Directors

"At People, Incorporated we are fortunate to have a knowledgeable and dedicated volunteer Board of Directors. The following statements reflect the level of commitment Board members have to the mission of the Agency. In this past year, we have once again had great success. I am extremely proud of the services that are provided. On my visits to program sites, I always gain greater respect for the professionalism demonstrated by our staff and new appreciation for the difference we make in the lives of those we serve."

Jeff Marques, Chairperson

"My passion for People, Incorporated stems from a passion to help people. People, Incorporated offers many people an opportunity to enrich their lives, and I am grateful to be a part of that."

"Since joining the Board of Directors, my most rewarding experience has been when I am given the opportunity to visit the residential homes. My favorite aspect is that they are homes! It is a family, and the staff have created that atmosphere through their hard work, dedication, and, most of all, love."

Kevin Furtado



"I am so proud to be part of an agency that provides much needed support systems to children and families in our community and whose mission is to make life better for individuals with disabilities. I am most impressed with how well the Agency continually re-examines its programming goals and develops successful collaborative partnerships with area providers so that their resources are utilized in the most responsible way."

Renee Howayeck

"I have served over 10 years as a Board member, including the time spent as Treasurer of the Board of Directors. The most rewarding experience for me is watching how we, the Board members, act together in making decisions that support the Administrative Management Team and wonderful employees of People, Incorporated to perform their daily tasks of serving the many organizations and clients of People, Incorporated."

"The ultimate result is the tremendous job that each employee does in positively impacting the lives of children, adults, and families that People, Incorporated serves."

Dennis Read



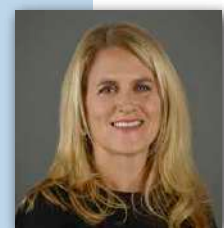
"One of my most rewarding experiences since being on the Board of Directors for People, Incorporated is being a co-chair of the Miles for SMILES Walk/Run event. Helping to raise money to fund this program is important to me since I have been a SMILES Mentor for over seven years. In that time, I have witnessed how being a mentor to a child in need can help empower them to make positive life choices and realize their full potential. I look forward to seeing two of my mentees graduate this year."

Janice Carrigg, Clerk

"The work being done on a daily basis is inspiring. So many people in our community have an improved quality of life because of the services being provided by People, Incorporated, and it's an honor to be a small part of the great work being done."

"Seeing the employees of the Agency volunteer for so many community activities has been my most rewarding experience since being on the Board of Directors. It is evident that the employees at People, Incorporated are passionate about the work they do, and their enthusiasm is contagious."

Janna Lafrance





"It was easy for me to get involved and be passionate about People, Incorporated because of what they do for individuals and families with developmental disabilities. It hits home with me because my youngest son has Down Syndrome, so I have the same passion, commitment, and core values that all of the employees have at People, Incorporated. It is a pleasure for me to be part of an organization that is committed to improving the lives of people within the community."

Jim Wallace, Treasurer

"Since being on the Board of Directors, my most rewarding experiences have been seeing our programs in action, on the ground, so to speak, including attending the Preschool graduation, visiting a residence, and visiting the day program. Seeing the happy, smiling faces of clients, their families, and staff alike says it all."

Jane Sullivan



"The most rewarding experience about being on the Board is the ability to actually see the great work being done through this organization. From the planning and strategic direction provided by the Board to the hard working staff that deliver results and change lives for the better – from employment training and job development to day habilitation and children's services – the benefits of what People, Incorporated does for our local community are endless."

"I feel the People, Incorporated brand stands for community and for compassion. They offer a large and diverse array of services which proves their commitment to directly address the needs of the communities they serve. People, Incorporated is constantly evolving to add more programs and more resources that are so desperately needed, and I applaud their efforts."

Joe Baptista

"People, Incorporated does great work for members of the community throughout our region. As a new Board member representing the Taunton area, I'm glad to be a part of People, Incorporated's growth in Taunton and beyond as it continues to provide premier services to those who need them most."

Debbie Dutra



"As a member of the business community, I understand how a team should work together to meet a shared goal. I have seen first-hand how the employees of People, Incorporated exemplify this work ethic to provide the best human services possible. In addition, my personal connection to Camp Jack allows me to have an even more intimate look at the fantastic work People, Incorporated does for the families in our community."

Jason Rua, First Vice Chairperson

"I have always been particularly impressed with People, Incorporated's genuine concern for employee wellness. Having been involved in the design of the Agency's wellness program, I know how much time and creativity is involved in making this program successful."

Dave Bedard, Past Chairperson



"I have the fortune to serve on a variety of community boards, so I was very aware of the great services that People, Incorporated provides in our area. I am proud to be involved with an organization that uses its resources to make positive changes in people's lives."

Carl Garcia

"As the owner of a local business, I am fortunate to be in a position to give back to my community. I feel obligated in such a comforting way to offer my time, talent, and treasures to support my community. I have witnessed so many positive things People, Incorporated has done in support of those in need that it seems only natural to join their Board of Directors."

Rene Lachapelle, Second Vice Chairperson



4 KEY INDICATORS FOR Success

These 4 Key Indicators of Profitability, Growth, Employee Recognition and Reward, and Quality Service, guide our long-term planning and permeate every aspect of our daily activities.



Profitability

This is the key component of our future viability as an organization and our capacity to succeed. Profitability allows us to build a stable and secure future, strengthen our resources, develop creative solutions, manage risk, and build our community. Profitability has allowed us to extend our capacity to organize creative programs and activities that contribute to meeting the needs of the communities in which we provide services. We seek input from many sources and offer many vehicles through which ideas and suggestions surface to the highest levels of the organization. The Agency's volunteer Board of Directors works closely with the Administrative Management Team to ensure that profitability is used as a means of continually improving the quality of the services we provide.

Growth



This allows us to add value and variety to what we do. Our growth continues to add layers of additional quality to the services we provide. Each program service now has more expanded abilities to meet individual and community needs as we continue to build upon a larger set of supports. We have become one of the largest employers in the area with more than 800 talented and professional employees. We are a robust, economic engine for the community. Growth prevents stagnation, increases opportunities for community collaboration, and builds opportunity for our community workforce. Growth is also the vehicle for career development opportunities for our committed and dedicated employees.



Quality Service

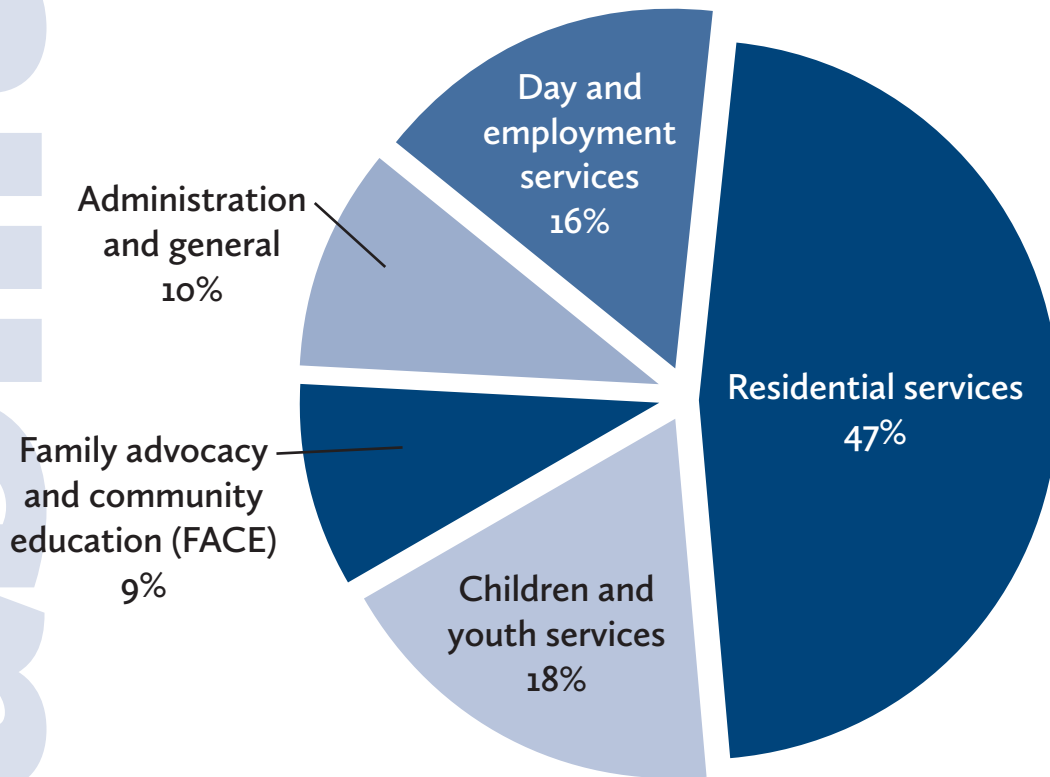
Our future is dependent upon our ability to provide a set of services that funders respect, appreciate, and wish to continue and hopefully build upon. We regularly seek feedback from our stakeholders and use that input to adapt services to better meet their needs. We have established continuous quality improvement procedures in all program and support areas and most importantly, remain open to criticism, transparent in our actions, and willing to delegate significant responsibilities to our management team. There is no substitute for quality. We have no acceptance of mediocrity, and we maintain a constant drive to become better.



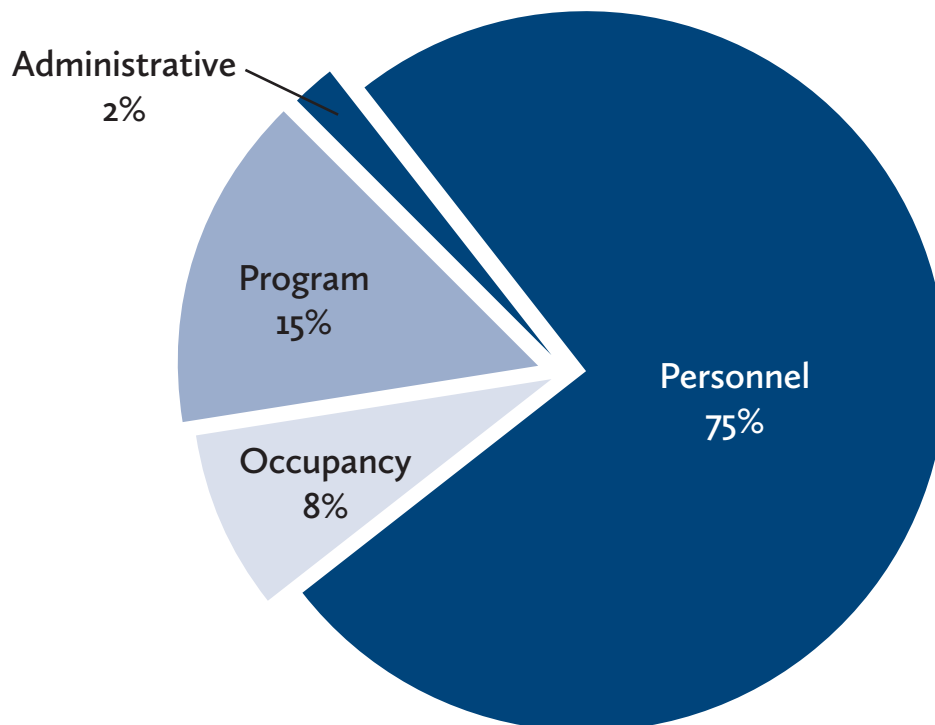
Employee Recognition and Reward

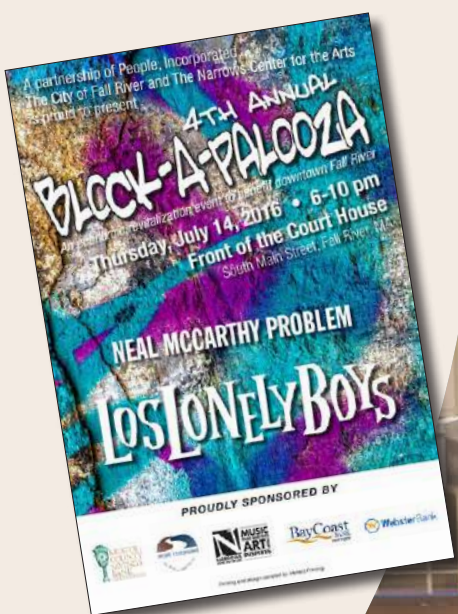
Our greatest asset is the talented workforce that fuels our success! We have made a strong and continually improving commitment of respect to our workforce. This begins by establishing a variety of tools that allow managers to listen and ensure that all employees have a voice. It is the value that we place on our workforce that allows us to continue to grow and succeed. We offer a wide range of financial rewards to employees to recognize their contributions to our success. We offer many educational and professional training opportunities so that they may improve their ability to secure a better future. We commit to a variety of internal career ladders and promotions from within so staff members may have a career at People, Incorporated, not just a job. We offer wellness programs, opportunities to participate in our community, and much more to create a work experience that is superior to other organizations.

OPERATING EXPENSES BY DIVISION (\$34.2 million)



OPERATING EXPENSES BY CATEGORY (\$34.2 million)





Winning at Life

As soon as you meet Aaron, you cannot help but notice his winning smile, his winning attitude, and his winning personality. What you may not immediately notice, though, is that as a two-time cancer survivor, Aaron is winning at life!

At 24 years old, Aaron has definitely been challenged with personal and health related issues throughout his young life. Born with Downs Syndrome, Aaron has had to overcome some significant health problems, including a battle with childhood leukemia. In addition, Aaron had some personal, family matters befalling him that would eventually position him in becoming part of the People, Incorporated family through the Agency's Adult Foster Care program (AFC). When Marylou Teixeira, an already established caregiver in AFC, was asked if she could provide a two-week, temporary respite for Aaron in her home, Marylou gladly extended her home and family to Aaron. Aaron and Marylou would initially struggle with communication and some behavior issues, though, and it did not take Marylou long to realize that at over 260 pounds, Aaron had a voracious appetite.

Well, two weeks turned into eight years and while there have certainly been some ups and downs, both Marylou and Aaron know they make a winning combination. "It was consistency in things that Aaron needed and lacked prior to joining our family. I needed to be consistent with him regarding his behaviors, his food intake as well as making sure he was exercising regularly. Aaron came to me on oxygen and had been diagnosed, among other things, with sleep apnea and Type 2 Diabetes – all related to his poor eating and exercise habits. Once Aaron realized I was not going to reward any unhealthy behaviors and I was looking out for his best interests, it was satisfying to us both to see his weight decrease dramatically, his use of insulin decrease, and his sleep apnea disappear," noted Marylou.

Marylou continued, "Because of the AFC Program bringing Aaron and me together, we've been blessed with an addition to our family. During the first two weeks with Aaron, quite honestly, I was not sure I would be able to handle some of the behaviors Aaron presented. Working with the professionals in AFC, including case managers, nurses, and the many other program services afforded to us through People, Incorporated, I knew with determination, plenty of consistency and unconditional love, Aaron would become a permanent part of the family. Working with Aaron on everything from dressing himself, communicating effectively, rewarding good behaviors, independence and patience took a long time. Aaron lost nearly 75 pounds and has kept off his weight and has remained active – an important advantage especially when we learned that, just over a year ago, Aaron's cancer came back in the form of non-Hodgkin's Lymphoma."

Marylou's advocacy for Aaron is constant with regard to his health and living as independently as he possibly can. Throughout his chemotherapy sessions, the entire Teixeira family made sure that Aaron was as comfortable as possible during and after the sessions and schedules were altered by family members when Aaron was too sick to go to his day program due to the effects of chemotherapy. While difficult and emotional at times, because of the strength and advocacy of the entire Teixeira family, this time cancer had to face a stronger, more physically fit Aaron who was not about to let his winning streak end. To date, and after his last round of chemotherapy, Aaron and Marylou are happy to report that the score stands at Aaron 2, Cancer 0!



Supporting Families

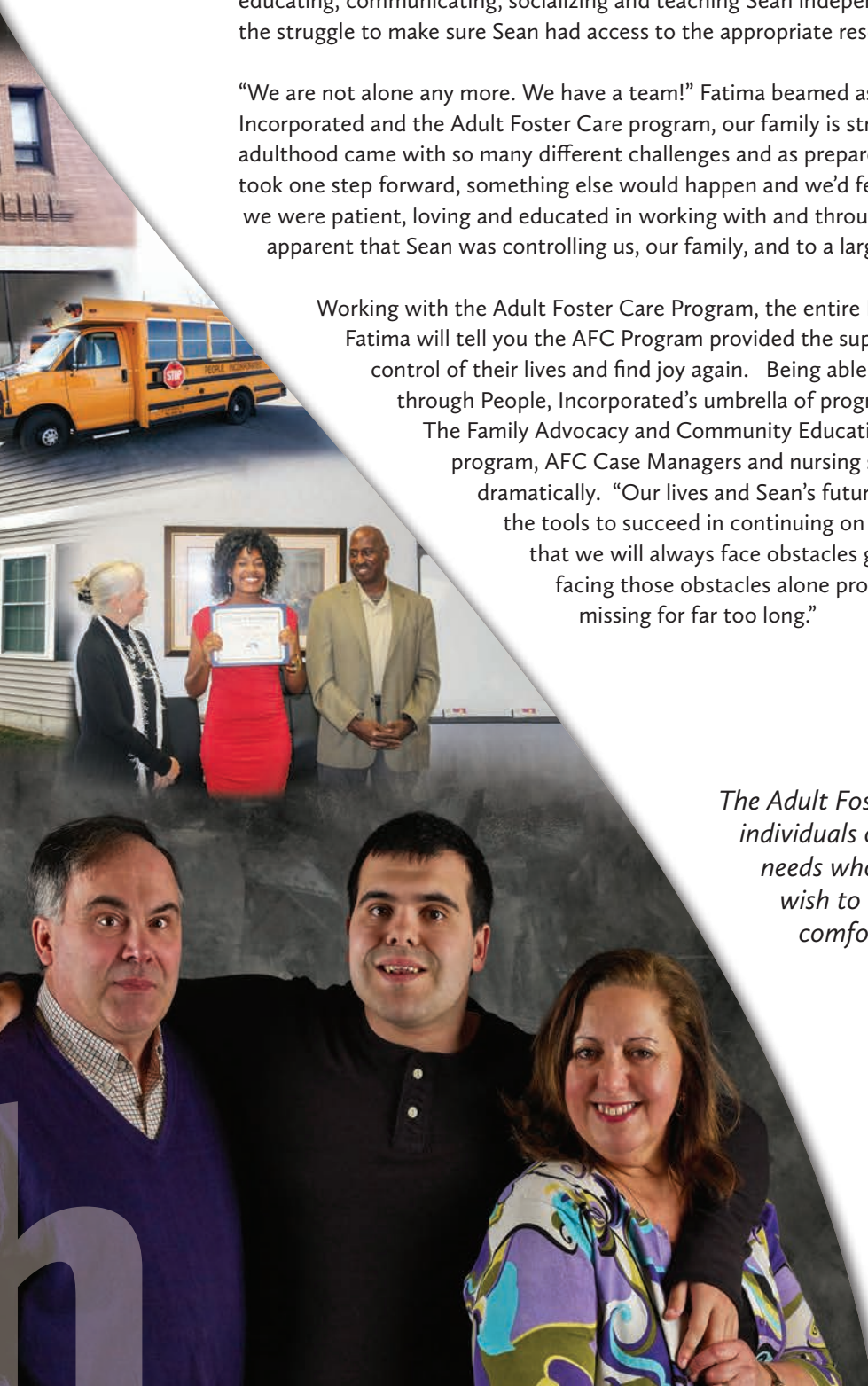
It is not easy to be the parent of a child on the Autism Spectrum. While unquestionably there are many joyous moments, there is no denying the challenges faced by parents caring for a child with a developmental disability.

Sean was born just over 24 years ago to Carlos and Fatima Rodrigues and was diagnosed with Autism. Autism Spectrum Disorder (ASD) is a neurologically based developmental disability with fundamental impairments in the areas of socialization, communication, and repetitive actions. Carlos and Fatima will be the first to admit that the demands of parenting Sean, at times, were overwhelming. Throughout Sean's life, caring for, educating, communicating, socializing and teaching Sean independent life skills was continuous – and so was the struggle to make sure Sean had access to the appropriate resources and supports he needed.

“We are not alone any more. We have a team!” Fatima beamed as she said these words. “Because of People, Incorporated and the Adult Foster Care program, our family is stronger than ever. Transitioning Sean into adulthood came with so many different challenges and as prepared as we thought we were, each time we took one step forward, something else would happen and we'd feel we fell ten steps backwards. Even though we were patient, loving and educated in working with and through Sean's behaviors, it was becoming more apparent that Sean was controlling us, our family, and to a large degree, our lives.”

Working with the Adult Foster Care Program, the entire Rodrigues family's lives changed. In fact, Fatima will tell you the AFC Program provided the support and assistance needed to regain control of their lives and find joy again. Being able to connect the various supportive services through People, Incorporated's umbrella of programs such as the Behavior Services Division, The Family Advocacy and Community Education Center, The Community Recreation program, AFC Case Managers and nursing supports, the family dynamic has improved dramatically. “Our lives and Sean's future are in our control now and we've been given the tools to succeed in continuing on this great path,” noted Fatima. “We know that we will always face obstacles given Sean's disability, but knowing we are not facing those obstacles alone provides for an overall feeling of solace that was missing for far too long.”

The Adult Foster Care (AFC) program is an option for individuals on Mass Health with chronic health care needs who need help with daily living skills but wish to continue living an active lifestyle in the comforts and atmosphere of a private home.



Changing habits, changing lives!



Lisa

When Lisa moved into her new home almost two years ago, there were many adjustments that Lisa was about to encounter. For some, change can sometimes be difficult, but if you were to ask Lisa if she was anxious about this move, she will answer you with a resounding “Not at all!”

Prior to Lisa’s move, she lived a very sedentary lifestyle. At 4’7”, Lisa weighed 185 pounds and lacked the motivation or stamina to exercise on a regular basis. That soon changed after arriving in her new home, and today, at 105 pounds, it’s amazing to see how Lisa’s life has dramatically changed for the better.

Along with minimal, regular exercise, staff realized Lisa had issues with portion control and was not making healthy choices in her diet. The Residential Services program team started incorporating small, yet meaningful changes into Lisa’s daily routine. Small steps turned into long walks, canned and processed foods were replaced with healthier choices and portion control was discussed with Lisa. Further, because Lisa was already enrolled in the Agency’s Day program, carrying over these better habits was easy for her. Lisa actively participates in a variety of exercises in the Day Services Program at People, Incorporated such as yoga, walking groups, and using various types of exercise equipment.

Losing nearly 80 pounds puts a very different perspective on buying clothes, too. Lisa now loves to shop for clothes and loves the many new styles she is able to wear due to the weight loss. Complimenting Lisa on her weight loss puts a huge smile on her face, and she will tell you it just takes a little bit of work!



Matthew

5XL t-shirts are difficult to find, but that is what Matthew had to keep in his wardrobe to accommodate his 428 pound frame. That was four years ago when we first welcomed Matthew into his new home through the Residential Services program at People, Incorporated. Matthew’s former diet before the move consisted of multiple fast food offerings along with a steady stream of soda as a beverage for nearly every meal. His physical activity level was also very low. Staff member David Lawton first encouraged portion control with Matthew and began a routine of light exercise at the Fall River YMCA’s pool, which evolved into Matthew’s regular participation in their water aerobics classes. They also walked at a local track two to three times a week, starting at two laps per session and soon working up to five laps each time.

Today, Katie Porter, the current Program Operations Manager at Matthew’s house, continues the healthful diet options for Matthew with an “eat this, not that” approach. In addition, introducing portion plates helps to control the size of meals

While this proved to be a particularly healthful regimen for Matthew, all residents in the home were encouraged to follow this lifestyle. Through this routine, housemates Matthew once kept at a distance now shared common goals, and he began to interact more often. As a result, he became best friends with his housemate Kyle. The basement of their home is furnished with exercise equipment, and Matthew and Kyle quickly bonded while working out on the machines, often pushing each other to exercise regularly.

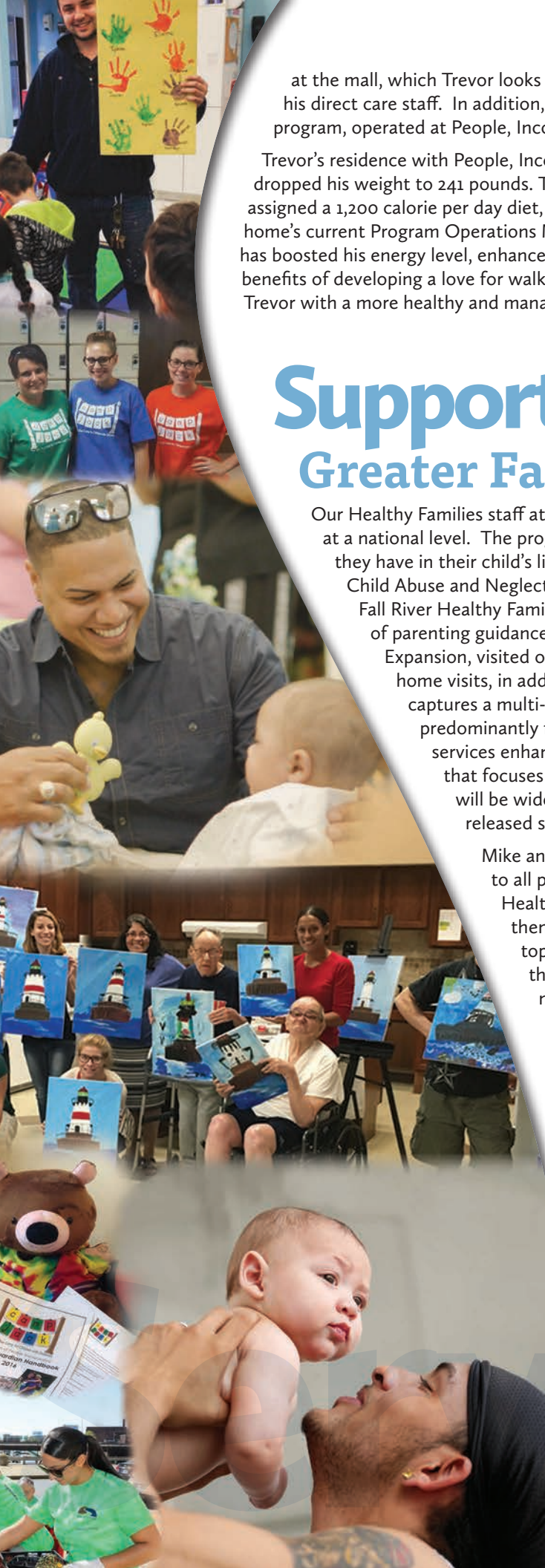
Socializing and exercising went hand in hand on the road of Matthew’s weight loss, and his wellness has truly been a well-rounded and transformative success. Today, along with shedding 130 pounds, Matthew shed all those 5XL t-shirts and remains a much healthier and happier version of himself from four years ago.



Trevor

Losing and maintaining an acceptable weight is a challenge for many of us. For those who are diagnosed with Prader-Willi syndrome, weight loss can seem like an insurmountable hurdle. Trevor, a resident at People, Incorporated’s Madison Street home, is one of the fewer than 20,000 people in the United States who has Prader-Willi, a genetic disorder that causes intellectual disability, stunted growth, and, most notably, extreme obesity due to an insatiable hunger.

Trevor’s weight hovered around 300 pounds just over two years ago when he moved to Madison Street from his family’s home. He still requires constant supervision to prevent overeating, but the staff have encouraged regular walks around the neighborhood or



at the mall, which Trevor looks forward to. These walks have also helped him develop an affinity for his direct care staff. In addition, Trevor does a considerable amount of walking at his day habilitation program, operated at People, Incorporated's Riggensbach Road location.

Trevor's residence with People, Incorporated has been transformative. Now 29 years old, Trevor has dropped his weight to 241 pounds. The staff have diligently monitored his diet and exercise – Trevor was assigned a 1,200 calorie per day diet, and a calorie tracking system was put into place. The Madison Street home's current Program Operations Manager Mark Clapper notes that Trevor's improved diet and exercise has boosted his energy level, enhanced interactions with housemates, and elevated his mood. The combined benefits of developing a love for walking and having dedicated staff monitor food intake have provided Trevor with a more healthy and manageable lifestyle.

Supporting Fatherhood: Greater Fall River Healthy Families

Our Healthy Families staff at People, Incorporated is getting some much deserved recognition – and at a national level. The program's efforts focusing on the role of fathers and the significant role they have in their child's life will be featured in a national film project by the Federal Office of Child Abuse and Neglect. The Children's Trust, a leader in the fatherhood initiative, and Greater Fall River Healthy Families have made great strides in working with fathers who are in need of parenting guidance and family advocacy. The contracted film company, Department of Expansion, visited our program last summer and followed staff member Mike Caban on his home visits, in addition to Mike and fellow employee Cory Silva in a father's group. This captures a multi-perspective approach in human services: the role of the male in the predominantly female industry, while focusing on how parenting education and support services enhance the role of fathers. Their practices will be featured in a documentary that focuses on family support, relationship building, and co-parenting. The film will be widely used as an educational tool around the country and is planned to be released sometime in early 2017.

Mike and Cory have been thoroughly trained in providing parenting services to all parents, in particular to fathers; in fact, Mike was a participant of the Healthy Families program himself before becoming an employee. Both of them realize that this is an industry typically associated with women – the topic of parenting usually elicits an image of a mother. They are aware that they are trying to break down cultural and social barriers, and they note that this movement towards engaging fathers affects the entire family. Cory recalls being cautious in speaking about issues traditionally discussed among women. He understands that maintaining consistency, remaining trustworthy, and using formal curriculum provides the framework for successful relationship building.

According to the U.S. Census Bureau, 24 million children (1 out of 3) live without their biological father in the home, and research shows that a child in these homes is adversely affected by increased behavior problems, greater risk of poverty, increased risk of teen pregnancy, and higher rates of drug abuse, among other misfortunes. Because of these alarming statistics, though, People, Incorporated is adeptly responding to social trends and needs, staying ahead of the curve. JoAnne Bernier, Director of Healthy Families and Welcome Family, notes that Mike and Cory have been essential to the program as male role models with whom clients share a unique connection and trust. Mike and Cory's involvement helps to ensure the program's intended results: more confident, dedicated parents and the overall well-being of the entire family.



Employee Recognition and Reward Committee

The Employee Recognition and Reward Committee was formed to fulfill a Strategic Plan goal for FY16 to enhance recognition of employee success, and it began meeting in January 2016. The committee is comprised of employees from throughout People, Incorporated's programs, representing staff, supervisors, and managers whose role is to identify, develop, enhance, and implement a recognition program for the Agency. The inclusion of both managers and staff ensures that each group's interests are considered in any decisions.

The committee has been instrumental in helping to organize the annual, Agency-wide Employee Recognition Dinner, promoting the "Wink" program in which staff members are recognized for exceptional work by receiving a People, Inc. Wink card, and evaluating and choosing the PI C.A.R.E.S. award winners and the Employee of the Year. The committee meets regularly to develop additional innovative ways to recognize employees for the quality services they provide and their exceptional performance throughout the Agency.





Sebastian Bermudez

Employee of the Year

Sebastian Bermudez began his career with People, Incorporated in 2011. He knew immediately that this was going to be more than just a job, but rather a career with great opportunity for growth. Turns out, Sebastian was right.

Born in Medellín, Columbia, Sebastian's home town was a war zone known and identified at one time as the most violent city in the world. Plagued by the brutal conflict at home, 12-year-old Sebastian, his younger sister, and their parents were granted political asylum and moved to upstate New York. Within five years of moving to the United States, Sebastian entered Johnson & Wales University and relocated to Providence, RI. It was at Johnson & Wales where Sebastian received his degree in business.

Almost immediately out of college, People, Incorporated was fortunate enough to have Sebastian come through our doors and apply for a job. His first position held was as a Direct Care Professional in our Residential Services Division working in one of our over 30 group homes. Within two years, Sebastian was promoted to the role of Administrative Assistant in the Healthy Families Program of our Agency. Sebastian immediately added value to the program in his role as he was able to engage easily with the moms and dads involved in the program and because he is bilingual, he helped to bridge any language or cultural gaps with the families.

Sebastian was soon promoted again to his current position of Human Resources Coordinator, in which he is often the first contact for potential employees looking to join our Agency. His demeanor is always professional and courteous, and what strikes many is Sebastian's genuine passion for helping people, understanding their needs, and addressing those needs efficiently. Sebastian has a great grasp on the Agency's commitment to our employees, our stakeholders, the individuals we serve, and the overall community. He is a true team player and one who never confines himself to his job title. He is the first one to ask "What can I do to help?"

Sebastian is constantly growing personally and professionally and embodies the mission of People, Incorporated. In fact, Sebastian was recently presented with the Agency's Mildred Midura Scholarship Award in the amount of \$1,500 to continue coursework in Human Resource Management at Bryant University. Sebastian is a proud mentor in the Agency's SMILES program, volunteers his time for all Agency fundraising events, and, if that's not enough, he is a significant contributor to People, Incorporated's Wellness Committee – just ask him how his volleyball team is doing!

Employee Recognition and Reward is just one of the four key indicators to success that guide our long-term planning and is infused throughout the Agency in everything we do. People, Incorporated is proud to recognize Sebastian Bermudez as the 2016 Employee of the Year for all his contributions, his dedication, and his help to fulfill our mission.

People, Incorporated is proud of the services we provide to the Southcoast region. Our Agency provides services through the following programs:

- Adult Foster Care
- Behavior Services
- Children's Center
- Community Supports
- Day Habilitation
- Diabetes Association, Inc.*
- Early Intervention
- Early Intervention Partnerships Program
- Employment Services
- Environmental Concepts
- Family Advocacy and Community Education (FACE) Center
- Healthy Families
- People Improving Communities And Neighborhoods, Inc.*
- Preschool
- Property Innovations, Inc.*
- Residential Supports
- Southcoast Mentoring Initiative for Learning, Education and Service, Inc. (SMILES)*
- Spiritual Connections
- United Partnerships
- Welcome Family
- Workforce Development
- Young Parents' Learning Center

* affiliates



The Path to Opportunity

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A United Way Agency