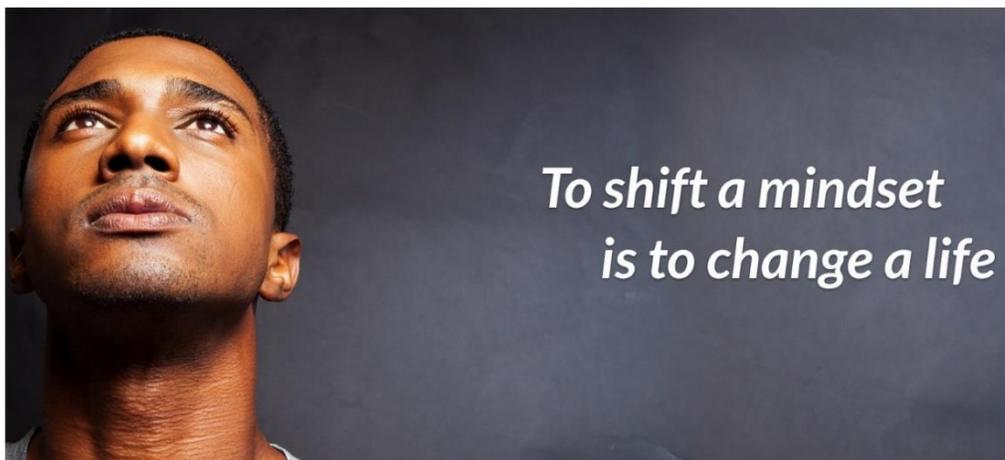


TRANSITIONAL COMMUNITY SERVICES

ANNUAL REPORT

FISCAL YEAR 2020/2021



Chairperson Statement



It has been an incredible year for Transitional Community Services (TCS), and a notable honor working at the helm of a new local charity that is impacting lives for the better, in our island, already!

TCS was birthed from the vision of founder and Executive Director (ED), Dr. Tiffanne Thomas, who has a sincere desire to address a noticeable gap in services to support at risk men in Bermuda age 18-34, for the betterment of our nation. A vision that has the foresight of a healed and restored Bermuda when this sector of the community is given the opportunity to thrive in spite of past circumstance. A vision I now share and have truly grown to esteem and appreciate.

Launching a new nonprofit during a global pandemic has its challenges. However, this year has reminded me that when you have a dynamic team with a common goal to succeed no matter what, we truly can be “overcomers”. This is a significant revelation as it is synonymous with the intent of those members who join TCS for

supportive services and is equally reflective of the intent of our mission – “to shift a mindset is to change a life.”

Dr. Thomas had the pleasure of selecting and assembling a diversely experienced Board team which shared the desire to actively support her vision, and I had the honor of being selected. From our first Board meeting in October 2020, I knew that TCS was on its way to being well-established as a valuable asset to the Bermuda community. We were most fortunate to have Board members who, although varied in levels of expertise and experience, shared a heart for the betterment of Bermuda. After making acquaintances, the TCS Board began the year laying the foundation for good governance and weaving a strategic fabric that sufficiently supports the organizational needs of TCS. In January 2021 we began laying our strategic structure through two weekend strategic planning sessions hosted by Dr. Crystal Clay of Olive Branch Consulting. Through these think-tank discussions we reaffirmed our shared

commitment to make a tangible difference in the lives of at-risk young adult black males and in turn our society, and we also gathered the insight needed to draft and publish our first strategic plan to support TCS's overall goals and mission. During this process, it was determined that our strategic plan would be supported by the following four sub-committees: (i) Governance and Risk; (ii) Fund Development and Marketing; (iii) Finance and (iv) Program Outcomes. Board members joined sub-committee(s) to create action plans for each committee for the year ahead. The working Board continued to meet monthly, until our summer break, from July through September, to actively lay the strategic foundation of TCS. Board meetings continued into the Fall with the decision to meet quarterly and more frequently at a sub-committee level, to actively work through strategic tasks.

Much joy and excitement was realized by the Board when on February 8th, 2021 TCS officially opened our doors for service. Headed by Dr. Thomas, we were blessed to see TCS initially staffed with five full-time employees. This was inclusive of three male leadership coaches, which was understood to be unprecedented in this sector, and a Program Resource Manager. All staff were initially trained by our ED with the support of Ms. Maya Kennedy, overseas consultant working for Catalyst Consulting. Ms. Kennedy continues to support Dr. Thomas and her team in executing TCS's program-related goals and objectives. A sincere thank you to Ms. Kennedy on behalf of the Board for her contributions to the ongoing success of TCS organizationally.

Continuing to acquaint and reacquaint TCS to the general public, the corporate sector, esteemed members of the community, relevant governmental departments and leaders as well as other industry partners remains a key objective for TCS to be established as a known local charity that strives to make a meaningful contribution to the Bermuda community. It is to this end that we are tremendously grateful to all our initial donors who trusted TCS in its infancy;

in a climate where the impacts of a global pandemic created new fundraising challenges. Thank you, thank you, thank you, from the bottom of my heart for choosing to partner with us in our first year. Your giving is a testament to your shared belief that TCS is both necessary to Bermuda and sufficiently skilled to succeed. We trust that you understand that without your faith in the TCS team through your financial support we could not meet this most important mandate. Collectively, the TCS Board join with you and future donors in donating to the mission of TCS.

As we look to the year ahead, I am excited to see what is next for TCS. I have seen TCS grow from strength to strength over just a few months of operation. We have seen the tangible success of TCS members through Dr. Thomas' ED reports that shared statistical evidence and member testimonials. I know that we are just getting started, and as TCS actively changes one mindset at a time, Bermuda will benefit from a healthier, restored community. It is an honor and a privilege to be a part of this mission. Cheers to the road ahead!

In closing, I would like to take this opportunity to first thank Dr. Thomas for her willingness to step out in faith and launch her vision of establishing TCS. It has been a distinct pleasure working with you at the helm. In addition, I extend an immense thank you to all TCS Board members (past and current) for entrusting me to lead them in the strategic matters of TCS. Your unwavering support throughout this year to work on setting a strategic foundation for TCS has been amazing; thank you! A huge thanks again to all our donors past, present and future; with your support TCS is able to actualize our mission. An incredible note of thanks to Dr. Thomas and her team for all of their hard work in establishing TCS to become a charitable organization that strives to make a concerted difference in the betterment of the lives of at risk young adult black males in Bermuda. A final and

special note of thanks to Catalyst Consulting for partnering with TCS in board and program development. In particular, I am personally

grateful for the chair coaching support received from Managing Director of Catalyst, Ms. Martha Dismont, MBE, J.P.

Submitted

A handwritten signature in black ink, appearing to read "Wendy King". The signature is written in a cursive, flowing style.

Wendy King
Chairperson

Executive Director's Statement



The significance associated with the 'first' cannot be ignored. In preparation for our Annual General Meeting, I have spent time in reflection on our first year. This notion of the 'first' has rested on me.

On February 8, 2021, we launched our Community Bridge Builders program. What began as a concept was finally being unveiled. It was akin to giving birth to a baby, and finally feeling comfortable and confident enough to allow others to see, hold, and even watch your baby.

As I reflect on our first year, I am humbled and eternally grateful for the Transitional Community Services (TCS) Board. I extend my thanks to each Board Member who has individually, and thus collectively embraced the vision for TCS. Each Board Member has his or her own reasons for accepting the call to serve, and has supported TCS without reservation. Thank you for your trust.

When I consider the journey that I embarked upon to get to this place, I marvel at the thought that TCS began as a seed, born out of a genuine desire to address an obvious need. Once that seed was planted it began to spring forth and we are beginning to see the fruits of our labor.

I extend my gratitude to Mrs. Martha Dismont, Managing Director of Catalyst Consulting Ltd., and her team. Through the support of Catalyst Consulting Ltd, TCS has been able to develop a foundation for a solid organization. Additionally, we have spent many hours developing and refining our Community Bridge Builders program. Our Community Bridge Builders program represents the first of what we know will be many programs facilitated through TCS.

It is often said that many do not do impactful things for fear of the work involved. Whilst this may be true, the equal is true; from a place of fear and uncertainty, incredible developments can emerge. This has truly been a journey of faith.

There were many times during our development stage that I questioned if I made the right decision, and each and every time, despite the challenges that I was experiencing the answer continued to be 'yes'. This realization is profound because each man who is a part of TCS has given us, and himself a 'yes'. Through my own process of developing this organization I continued to say 'yes' to TCS. I will continue to say 'yes' to TCS for as long as I am able.

The men who we have been honored to work with are talented, creative, and have so many dreams and visions for their lives. To be a part of their journeys has been edifying, and I do not take the opportunity lightly.

Submitted



Tiffanne K. Thomas, PhD
Executive Director

We truly believe that the men of this community deserve nothing but the best. To that end, I want to acknowledge and celebrate the staff of TCS. Without our talented and committed team, we would not have been able to accomplish the outcomes we have experienced. Thank you to Aruna Dismont (Program Resource Manager), Desmond Crockwell (Leadership Coach), Gavin Smith (Leadership Coach), and Vinu Clay (Operations Manager). Each member of our team plays a pivotal role in ensuring that the men who we partner with experience the successes that they desire.

Treasurer's Report



Financial Reporting and Audit Fiscal Period Ended May 31, 2021:

- The finance committee organized the financials to be managed and prepared by Abacus for day-to-day bookkeeping and quarterly/yearly financial reporting.
- Payables and payroll entries organized to be managed by Abacus.
- An effective relationship and utilization with Abacus has permitted the Executive Director to focus her attention more on the fund development aspects of the business while being confident record keeping has been taking place.
- In addition to yearly reporting Abacus will produce quarterly management accounts for review and approval by two members of the Finance Committee. This control is scheduled to take place on completion of the first set of audited financial statements.
- Arthur Morris was selected to be the auditors of TCS after a Board resolution designated them, after considering other alternatives including Deloitte, Mazards Group and PwC. They provided professionalism, experience and were willing to donate the first-year audit fees.

Yearly Budget

- Yearly budget was performed and reviewed by the Board. The financial reporting for fiscal year ended May 31, 2022 will be used to compare actuals to the budget in the future and have the budget developed for fiscal year 2023.

Monthly Cashflow Review and Forecasting

- To manage historic payables and the charity's cash balances the Treasurer has performed hands on review and forecasting analysis along with the Executive Director and another Board member to ensure the charity has the ability to meet all of its obligations.
- There were a number of outstanding payables that have been systemically covered to clear them off the books for the charity so it can have cleanly represented financial statement reporting for the end of the first full fiscal year on May 31, 2022
- Regular quantitative analysis allows the Fund Development Committee to have expectations set for the targets to meet to keep TCS operating.

Policies Developed

The following policies have been written in draft form and it is anticipated that they would be fully ratified by the Board in fiscal year 2021/2022

- Anti-money laundering policy
- Ethical Fundraising Policy
- Financial Management Policy
- Payments Process

Future Goals and Projects

- More controls to be established and performed including but not limited to:
 - Quarterly management account review
 - Continued monthly bank reconciliations review
 - Updates and review to the current control documentation

Submitted



Jarryd Ray, CPA, CA
Treasurer

Fund Development and Marketing Report

As a new local charity, fund development and marketing were the most important areas of focus for TCS. Covid-19 restrictions brought certain limitations to the traditional mechanisms of fundraising, like the typical tag day or hosting of live fundraising events. However, in spite of such limitations, TCS forged ahead, and were grateful to the many donors who supported us during our first year of operations. When we engaged our initial fund development strategies, it was in the midst of a pandemic, as a new entity, that did not have a reputation or any data to demonstrate impact.

Initial fund development and marketing efforts rested on our ED, Dr. Thomas. She led the way in sharing the mission of TCS through numerous donor engagements including presentations, meetings and delivering donor invitation letters to a variety of corporate entities, notable individuals, other potential organizational partners (including other charitable entities) and relevant Government departments and their Ministers (including the Minister of Labour; the Minister of National Security and the Minister of Social Development and Seniors). Dr. Thomas also applied for a number of suitable grants. Additionally, with the administrative support of Catalyst Consulting, Dr. Thomas created and managed a donor database with a view of reaching out to as many potential donors as possible. Ms. Martha Dismont, Managing Director of Catalyst Consulting also offered strategic support in these areas during the early stages of operations.

In April 2021, the Fund Development and Marketing sub-committee held its first meeting as a means of providing additional support to Dr. Thomas in this space. The committee initially met weekly until the summer break from July through September, after which we met monthly. In May 2021, philanthropic marketing consultant Mrs. Jennifer Burland Adams, of Wavecrest Limited, was brought onboard to directly support our ED in enhancing her fund development and marketing skills and also strategically support the organization in these areas.

Fund Development Efforts for this Fiscal Year

<i>Month/Year</i>	<i># of donor requests submitted</i>
September 2020	1 donor request
October 2020	1 donor request
December 2020	1 donor request
February 2021	30 donor requests were submitted
March 2021	14 donor requests were submitted
May 2021	9 donor requests were submitted

Governance and Risk Report

Transitional Community Services received its registered charity status on October 15, 2020. Taking into consideration the need for TCS to be a robust organization, and to strengthen our operations, we made the decision to incorporate as a limited liability entity, in addition to becoming a registered charity. We were fully incorporated on December 17, 2020.

The first order of business for the Governance and Risk sub-committee was to assemble our team which is led by our Board Chair and comprises: our Treasurer, ED and compliance support. Once our committee was assembled we created an action plan that underpinned the governance needs of TCS. We also created a risk management plan that identified and ranked our organizational risks together with a mechanism for oversight and mitigation. Both of these documents were approved at the May 2021 Board meeting. Establishing documents and processes was critically important to ensure our success.

Program Outcomes Report

TCS officially commenced operations with ED, Dr. Thomas in January 2021. On February 8th, 2021 TCS welcomed three full-time Leadership Coaches and one Program Resource Manager and formally opened its doors. Between February 8th and February 19th, our ED worked each day providing training to staff. This initial training was supported by Ms. Maya Kennedy, overseas consultant working for Catalyst Consulting Ltd. The purpose of this level of intense training was two-fold: (1) skill development and (2) to build organizational culture.

During our initial stages of program delivery Dr. Thomas with the support of Ms. Kennedy worked to adapt the Self Sufficiency Evaluation (SSE), which is a risk assessment tool. Our Leadership Coaches administer the SSE shortly after a member joins TCS so that we can get a sense of their baseline risks. This assessment tool considers risks across the following domains:

<i>Income</i>	<i>Healthcare</i>
<i>Employment</i>	<i>Narcotics/Substance Abuse</i>
<i>Shelter</i>	<i>Alcohol Use/Abuse</i>
<i>Food</i>	<i>Marijuana Use/Abuse</i>
<i>Activities of Daily Living</i>	<i>Mental Health</i>
<i>Legal</i>	<i>Family Network Support</i>
<i>Academics</i>	<i>Community Network Support</i>

Using the SSE has enabled us to gain a sense of the strengths and vulnerabilities of our members so that we can support them with developing their Leadership Development Plans.

During the month of February initial referrals to the Community Bridge Builders program (CBBP) were received. CBBP offers transitional services to at risk young adult black men ages 18-35 (i.e. members)

through therapeutic case management, counselling, employability building and group work that promotes pro-social engagement skills, self-esteem building and basic education. The goal of these support services is to stabilize members through facilitating such essential needs as housing, food, healthcare and security with the ultimate goal of counteracting the negative impact of the existing gap in the continuum of care.

TCS received a total of 17 referrals from February 2021 to May 2021. TCS also received referrals that were not suitable due to age. To support these men, TCS decided to engage these individuals in short term Triage Services that enabled TCS to connect the men with alternative services in the community. This service continues to be employed, when necessary.

Leadership Coaches maintained in-person, virtual and telephone contact with members on their respective caseloads. Additionally, the Leadership Coaches continue to connect the men to other essential services in our community and develop their individual Leadership Development Plans within the first six weeks of member enrollment.

TCS staff continued to demonstrate great adaptability in light of the challenges that heightened COVID-19 restrictions brought on member engagement between April and May 2021. In particular, TCS established three new organizational level network partnerships in April. These partnerships enabled us to support our members by decreasing their level of food insecurity during the shelter-in-place period. Leadership Coaches also connected members with financial services, because sadly many of our members were employed as casual workers, as opposed to full-time employees, and they did not qualify for the Government’s unemployment benefit. The increased Covid-19 restrictions also delayed the group component of services. The Group component allows members the benefit of a safe space to be open, exploring other members’ perspectives and finding their own voices. Group meetings are centered on activities that are lively and engaging, while also supporting the men in developing skills in a pro-social environment.

May 31, 2021 marked the end of our fiscal year, as well as our 1st quarter of service delivery. Our statistics from the 1st quarter, related to the needs of the members in our services are as follows:

- 59% of the men in our services have housing instability
- 47% have food insecurity
- 59% are unemployed
- 24% are underemployed

This data reaffirms the need for services offered through TCS.

Our Outcomes FY 2021/2022

Number of Referrals	Number of Members Engaged in CBBP	Number of Members in Triage	Number of Member Engagements	% of men who have started to develop Leadership Development Plans	Average Baseline SSE	Average SSE after 3 months of engagement	Number of Network Partnerships Established
17	11	3	382	100%	3.16	2.75	12

**These numbers reflect services provided between February 2021 and May 2021.*

HIGHLIGHTING OUR TEAM



Desmond Crockwell, Leadership Coach



Gavin Smith, Leadership Coach



Aruna Dismont, Program Resource Manager



Vinu Clay, Operations Administrator

OUR BOARD

Mrs. Eldrina Anderson, Secretary
Mr. Joshua Butler, Member
Mr. Mark Halpin, Member
Dr. Timothy Jackson, Member
Mrs. Wendy King, Chair

Mr. Jarryd Ray, Treasurer
Ms. Tammy RichardsonAugustus, Member
Dr. Sajni Tolaram, Member
Dr. Zina Woolridge, Member
Dr. Tiffanne Thomas (Ex-Officio)

THANK YOU TO OUR DONORS

We take this time to acknowledge and thank each of our donors, who have generously supported the vision of TCS. Without the continued support of our donors, we would not be able to carry out our mission. We honor your commitment to TCS and the men who we serve.

Allianz Risk Transfer (Bermuda) Limited

Ascot

Aspen

Assured Guaranty

Bermuda Foundation

Bermuda Health Council

Bowring Marsh (Bermuda) Ltd.

Centennial Bermuda Foundation

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Jardine Matheson International Services Ltd.

March Limited

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Mosaic

MS Amlin

Oil Management Services Ltd.

Orbis Investment Management Ltd.

Resolution Re

Validus Reinsurance Ltd.

Youth Development Zone

We also wish to extend our gratitude to our donors who have chosen to give anonymously.

THE WAY THAT WE **SHOW UP** AT TCS DEMONSTRATES OUR ETHOS.

WE **SHOW UP** THROUGH

Shifting mindsets and changing lives

Honoring individual experiences

Opportunities for growth and change

We respect everyone

Utilizing resource networks to build resilience

Partnerships are vital