

40
Celebrating **40** Years of Service
PROVIDERS' COUNCIL



I am a member of
The Caring Force because

I care about those
who care about
others

#CaringForceRally



I am a member of
The Caring Force because

All workers deserve
fair wages.

#CaringForceRally



2015 Annual Report
PROVIDERS' COUNCIL

Thank you to our 2015 members!

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 PROVIDERS' COUNCIL

About the Providers' Council

Established in 1975, the Council is the state's largest human services membership association focused on effecting public policy to support community-based providers and the workforce.

The Providers' Council is a statewide association primarily composed of nonprofit, community-based, care-giving organizations that provide human services, health, education and employment supports to one-in-ten Massachusetts residents.

The Council supports its membership by providing high-quality public policy research, advocacy opportunities, education and training, publications, networking opportunities and group purchasing programs. In addition, the Council highlights the economic impact of the human services sector, which employs more than 145,000 individuals, locally and across the Commonwealth.

Formed in 1975 to support the emerging care-giving sector and influence public policy change, the Council is the state's largest human services membership association. The organization, which receives its support primarily from members and business partners, is widely recognized as the official voice of the Massachusetts community-based human services sector.

The Council's mission is to promote a healthy, productive and diverse human services industry. A board of directors, representative of member organizations, governs the Council and is committed to its values:

- The delivery of superior, accessible, community-based services that support one-in-ten Massachusetts residents;
- To serve the public and human service providers by identifying opportunities and taking action on issues where provider and public interests are aligned;
- The belief that the public, clients and consumers are best served through volunteer-governed and community-based nonprofits that are supported by fair and adequate funding;
- A commitment to results, success and transparency;
- Promoting integrity, credibility and responsibility in the human services sector; and
- Dedication to the development of a diverse membership, representative of human service providers and the general population in Massachusetts.



Community-based human service organizations help provide the keys to independence – literally and figuratively – for the Commonwealth’s most vulnerable individuals.

From the Chair and President

Dear Members and Friends:



**Michael
Moloney**
Board Chair

The Providers' Council turned 40 in 2015, and while we celebrated the historic successes of our Commonwealth's human services sector at a gala in April, we began to turn our attention to *40 Years Forward* at our 40th Annual Convention & Expo in October.

Although our human services community has come far – from a \$25 million sector in the early 1970s to a \$2.4 billion-plus sector today – we know there is still much for us to do together. We won a major legal victory in 2015 that finalized the timeline for completing Chapter 257 implementation, and we continue to work with the Executive Office of Health and Human Services to ensure all programs have fair rates that cover the entire cost of providing services. We also ensured an annualized Salary Reserve for FY '15 was added back into your budgets after it was inadvertently omitted, and the Council released its landmark report *Beyond Social Value*, highlighting our economic value, at the State House to a diverse group including Senate President Stanley Rosenberg and the Baker Administration.



**Michael
Weekes**
President/CEO

The Council also worked to make it easier for your organizations to do business in the Commonwealth. We urged the Executive Office of Administration and Finance to review several EOHHS regulations and consider revising them, and we succeeded in amending a portion of the state's Earned Sick Time law during the public hearing process so it would be more fair to human services employers. Additionally, we held a forum with Administration officials in December to give you an outlook on the state's fiscal condition for 2016 and beyond.

Our Providers' eAcademy® and Providers' Benchmarking program grew to new levels in 2015, and our 40th Annual Convention & Expo was the largest in the history of the event. Our graduate-level certificate programs and The Leadership Initiative, our inter-agency mentoring program, continue to develop future leaders as we look toward recruiting and retaining our growing workforce.

Over the past year, the Providers' Council was certainly fabulous at 40 – but it was only with your help, encouragement and support that we were able to make it happen. From all of us on the Providers' Council staff and board of directors, we thank you and look forward to the next 40 years and beyond.

Sincerely,



Michael Moloney
Board Chair



Michael Weekes
President/CEO



The Council worked directly with Gov. Charlie Baker, Health and Human Services Secretary Marylou Sudders and other members of the Administration on key human services issues.

Public Policy

The Council worked with the Governor and EOHHS to ensure full implementation of Chapter 257, an annualized Salary Reserve and other investments in human services.

The Providers' Council continued to make major strides in its public policy work during its 40th year. The organization engaged in budget advocacy and legal action to secure more funding for the human services sector and low-paid workers; worked with members to submit input on the state's regulation reform effort; introduced the *Beyond Social Value* research report at a legislative forum; advocated for changes to the state's Earned Sick Time law and so much more.

Strong advocacy from the Providers' Council and The Caring Force, working in collaboration with others, resulted in significant investments in human services throughout the first year of the Baker Administration. Council members helped ensure the FY '15 Salary Reserve would be added in a supplemental spending bill and fought for funding Competitive Integrated Employment Services, keeping the budget item at its FY '15 level.

The Council continued to pursue its pro-workforce legislative agenda comprising four bills: House Bill 891 seeks access for human service organizations to the Group Insurance Commission; Senate Bill 680 would expand the Council's Tuition Remission program to include graduate-level courses; House Bill 124 would establish an educational loan repayment program for low-paid human service workers; and Senate Bill 1648 seeks to simplify the procurement process to help social enterprise growth.

The Council also worked with *The Collaborative* to ensure the continued success of Chapter 257. *The Collaborative* won a lawsuit against the Commonwealth and past Administration over the failure by the state for timely implementation of the law. An agreement was reached with the new Baker Administration on an implementa-

tion schedule for the remaining rates, while ensuring rates already set would receive cost adjustment factors if deadlines were missed. The legal action marked a huge victory for community-based human services providers, many of which are seeing their rates adjusted for the first time in *over two decades*.

The Council solicited suggestions from its members and submitted comments to the Executive Office of Administration and Finance regarding state regulations that should be reformed. A legislative briefing at the State House on the Providers' Council's new report – *Beyond Social Value: The Economic Impact of the Human Services Sector* – was widely attended by legislators, including Senate President Stanley Rosenberg, and showed how the sector is a major economic engine in the Commonwealth. And members also worked with the Council in submitting verbal and written testimony around the proposed regulations for the state's Earned Sick Time law; portions of the law were eventually amended to take into account concerns specific to the human services sector.

The Council also represented the interests of its members on local and national public policy issues, joining the National Council of Nonprofits to oppose a joint initiative by the Internal Revenue Service and Treasury Department to collect Social Security numbers of nonprofit donors. The proposal was eventually withdrawn. Additionally, the Council testified against a number of bills in the Legislature that would challenge the 40B Housing laws or allow municipalities to order payments in lieu of taxes on nonprofits. Throughout the year, the organization hosted events that allowed Gov. Charlie Baker, Lt. Gov. Karyn Polito, EOHHS Secretary Marylou Sudders and ANF Secretary Kristen Lepore to speak directly to members.



Council messaging in 2015 emphasized the importance of the human services workforce, including the release of our *Beyond Social Value* report at the State House that gained media attention.

Communications & Media

The Council further integrated messaging across media platforms in 2015 and worked with members to share best practices and new ideas.

The Providers' Council engaged members, legislators, the media and the general public in a number of ways in 2015, using social media, traditional media and in-person events to bring attention to the Council, its membership and the human services sector as a whole.

Hashtags at Providers' Council events – such as #CaringForceRally at our 4th Annual State House Rally and Lobby Day in April or #40YearsForward at our 40th Annual Convention & Expo in October – helped keep the conversation active on Twitter and Facebook.

Our social media accounts greatly increased their number of followers as well. The Council's Twitter followers increased by nearly 10 percent, while individuals who "like" the Council's Facebook page increased by more than 35 percent.

The Caring Force also started an Instagram account to help our members follow the #AdventuresOfQFT, our Caring Force mascot.

The Council garnered a great deal of traditional media as well. News outlets including the *Boston Globe*, *Springfield Republican*, *Worcester Business Journal* and *State House News Service* wrote about the Providers' Council in 2015, generating more publicity for the organization and its members. In particular, the Council's pro-workforce legislative agenda resulted in multiple stories when the Council and members testified in support of its legislation at the State House.

In addition to the traditional and social media coverage, the Providers' Council also held a roundtable event to help our membership's communications professionals. A roundtable on Crisis Communication allowed our members to learn from industry experts and human services colleagues at an informative, 90-minute session.

The event drew positive feedback from those in attendance and helped our members learn how to create an effective strategy for responding to a crisis.

The Council's website continued to keep members informed with the latest news, events and job postings. The Providers' Council website had 129,657 page views, an increase over the prior year, while *Jobs with Heart* was still the second-most accessed page after the Providers' Council homepage; its traffic increased by 10 percent.

The Council also continued production of its respected newspaper, *The Provider*, highlighting more than half of its members, their programs and issues of importance to the human services sector.

On a weekly basis, the Council continued to keep members current on issues and sector events with its e-newsletters, the Providers' Council e-Digest and the Academy for Learning & Exchange newsletter (ALEX). These publications, along with the Council's other communications to its membership and others on issues of importance and media outreach, helped the organization reach a wider audience and attract new supporters of both the association and the human services sector as a whole.





A fired-up group filled the State House for the Fourth Annual Caring Force Rally and Lobby Day, sharing personal stories and meeting with legislators to advocate for programs.

The Caring ForceSM

With a successful 'Race to 20K,' the Force reached new heights.

The Caring Force saw tremendous success in advocacy in 2015 and continued to serve as a vehicle for human services staff, consumers, family members and other supporters to engage in nonpartisan political advocacy with their elected leaders.

As a result of its year-round advocacy, on-line engagement, presentations to provider organizations and legislative advocacy, The Caring Force was able to build strength in numbers. With an end-of-the-year effort known as the "Race to 20K," The Caring Force used social media to target new members and was able to grow the grassroots advocacy initiative to more than 20,000 members in just its fourth year.

The Caring Force filled the State House in April with nearly 800 people wearing its signature gold shirts for the Fourth Annual Caring Force Rally and Lobby Day. Attendees from across the Commonwealth came together to hear inspirational stories from other Caring Force members and to honor state legislators who have been crucial to strengthening human services on Beacon Hill.

Senate President Stanley Rosenberg of Northampton and state Rep. Elizabeth Malia of Boston were honored as The Caring Force's Legislators of the Year and presented with the Caring Bear Award. The crowd also heard an inspiring speech from longtime legislative champion Sen. Karen Spilka, chair of the Senate Ways and Means Committee and a former Caring Bear Award winner.

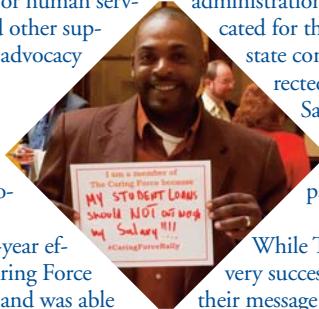
Additionally, when the annualization of the Salary Re-

serve was inadvertently omitted during the transition of administrations, members of The Caring Force advocated for the annualized funds to be added back into state contracts. Gov. Charlie Baker promptly corrected the oversight, including a \$5.3 million Salary Reserve annualization in a supplemental funding bill, and representatives and senators supported the funding for low-paid direct care staff.

While The Caring Force video contest had been very successful in the past, members learned to get their message across more succinctly to participate in the fourth annual contest in 2015. TCF moved the contest to Instagram, which limited videos to 15 seconds but encouraged more participation and increased the contest's visibility. The contest generated 13 video submissions and more than 500 votes before the final voting took place at the Providers' Council's 40th Annual Convention & Expo: *40 Years Forward* in October; North Suffolk Mental Health Association was named the 2015 winner.

Although there were no statewide elections in 2015, The Caring Force continued to encourage members to register to vote and head to the polls for local elections in November. The Caring Force also stressed the importance of civic engagement with members through e-mail blasts and social media, highlighting National Voter Registration Day in September.

The initiative also visited Council members and other advocacy groups to present on the strength of its network. These visits resulted in many new members for The Caring Force.



Annual Convention and Expo

Partying likes it's 1975 at Providers' Council's 40th Annual Convention & Expo: 40 Years Forward

The Providers' Council's 40th Annual Convention & Expo: *40 Years Forward* on October 17th was the most successful convention yet. The event sold out, with nearly 1,300 human service workers and other stakeholders in attendance at the Marriott Copley Place Hotel to celebrate the sector, enhance their knowledge and professional skills at workshops and connect with peers and nearly 80 exhibitors. Nancy Frates, co-founder of the Ice Bucket Challenge, delivered an inspiring keynote and reminded the crowd to share their stories and advocate, drawing a standing ovation. Additionally, the Expo sold out for the 10th year in a row. The theme, *40 Years Forward*, captured the essence of celebrating how far the human services sector has come in the past 40 years and highlighting what is to come in the next 40 years.

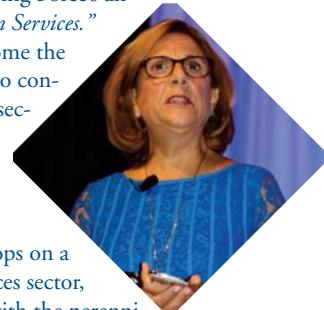
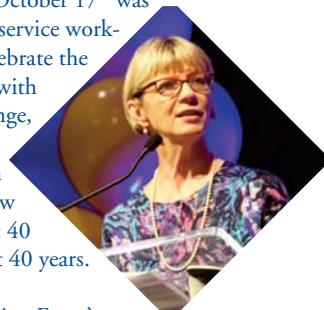


The convention marked the third year of The Caring Force's annual video contest, "*Broadcast Your Love of Human Services.*" North Suffolk Mental Health Association took home the gold for this year's competition and generated more excitement for next year's video contest. The Association For Community Living and Community Connections were second and third, respectively. And during the Chair's Reception, the \$10,000 Providers' Council Graduate Scholarship was presented to Anita Acevedo of NFI Massachusetts, who is pursuing a master's degree in social work.



The 40th Annual Convention offered 34 workshops on a broad range of topics relevant to the human services sector, more than it had ever offered in the past. Along with the perennially popular *Chat with the Commissioners* sessions, workshops on team building, successful wellness outcomes, the opioid epidemic and conflict management saw particularly high attendance. Agencies and individuals alike were honored at the Convention's two awards ceremonies. Pam Cross, a news anchor for *NewsCenter 5*, presented the Peer Provider Awards to four distinguished agencies. The Council also gave out 13 Awards of Excellence to peer-nominated individuals throughout the sector. **Awardees are listed on the facing page.**

For the 12th year in a row, the *Joan Newton Memorial Scholarship* provided opportunities to attend the Convention to those who might not have been able to otherwise participate. We thank all our generous sponsors and exhibitors who help make the event a success year after year.



Awardees & Honorees

2015 Peer Provider Award Recipients

- BAMSI
- Boys & Girls Club
Family Center
- Bristol Elder
Services
- WORK Inc.



2015 Awards of Excellence Recipients

Gerry Wright Direct Service Employee of the Year

- Tracey Walcott, *Advocates, Inc.*
- Suhaiylah Abdul-Hakim, *The
Association For Community Living*

Richard J. Bond Executive of the Year

- Lyndia Downie, *Pine Street Inn*

Richard J. Bond Supervisors of the Year

- Elizabeth Nguyen, *CENTRO*
- Erwin Figueroa, *Berkshire County Arc*

Volunteer of the Year

- Kathleen Crawford, *Vinfen*

Ruth M. Batson Advocate of the Year

- Hubie Jones, *City Year, Inc.*



Innovator of the Year

- *TILL's Living Legacy Project*

Media Award

- Bree Sison, *WBZ-TV*

Legislators of the Year

- Senator Donald F. Humason
- Representative Patricia Haddad

State Employee of the Year

- Ita Mullarkey, *Mass. Department
of Housing and Community
Development*

Business Partnership Award

- *Granite City*



2015 Convention Sponsors

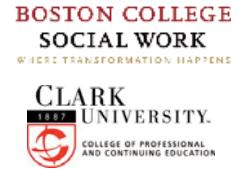
- AAFCPAs
- American Training, Inc.
- Bay Cove Human Services
- Blue Cross Blue Shield MA
- Bridgewell
- Bristol Elder Services
- Casner & Edwards, LLP
- CENTRO
- Children's Services of Roxbury
- Citizens Bank
- Communities for People
- Community Resources for Justice
- Delta Dental of Massachusetts
- Gardiner Howland Shaw Foundation
- HMEA
- Justice Resource Institute
- KAF
- Marriott Copley Hotel
- Massachusetts MENTOR
- Mental Health Association of
Greater Lowell
- Minuteman Health
- North Suffolk Mental Health
Association
- Old Colony Elder Services
- Oppenheimer and Co., Inc.
- People Incorporated
- Philadelphia Insurance Companies
- Pine Street Inn
- Road to Responsibility
- ServiceNet, Inc.
- Seven Hills Foundation
- The Association For Community
Living
- The Key Program
- USI Insurance Services
- Venture Community Services
- Vinfen
- Wayside Youth & Family Support
Network
- Michael Weekes



**The Providers' Council staff are all in for members,
the people they serve and our workforce.**

Innovation & Social Enterprise

The Providers' Council continued its efforts to support innovation and social enterprise in the Massachusetts human services community in 2015. The Council held its fourth annual *What a Great Idea!* Contest and expanded the guidelines to encourage more applicants and include a broader spectrum of ideas and initiatives. In 2015, for the first time, a Social Innovator and Social Enterprise winner were recognized. Doc Wayne Youth Services captured the Social Innovator category while South Shore Support Services received the Social Enterprise award. The Council worked with Boston College and Clark University to provide student consultants.



In partnership with the Social Enterprise Alliance, Massachusetts Chapter, the Providers' Council organized three Social Enterprise Tours in 2015. These tours – at Pine Street Inn's Boston Handyworks woodworking shop, Justice Resource Institute's Full Circle Arts store and HMEA's Cloud4Causes offices – offered a behind-the-scenes glimpse of successful social enterprises and the opportunity to learn how the enterprises were conceptualized, brought to fruition and expanded.

Group Purchasing Programs

Providers' Council members receive exclusive discounts and services through the Council's six Endorsed Business Partners. These companies are committed to delivering the highest quality products while ensuring that more of members' dollars go toward supporting their missions.



The Council's most popular group purchasing program is its exclusive Delta Dental insurance program. While continuing to see rates well below market average and minimal increases, Council members enjoyed enhanced network benefits this year. Other insurance products include vision, life and disability, property and casualty, and home and auto for employees' personal use. The Council proudly offers its members purchasing opportunities with a Supplier Diversity Office (SDO)-certified vendor, Interior Resources. Enterprise Fleet Management and Unemployment Tax Management Corporation help members proactively manage costs and make informed decisions about critical budget issues affecting their organizations. Mass Energy Consumers Alliance expanded its discount heating oil service to Western Massachusetts this year, resulting in more opportunities for savings for Council members and their staff. All Endorsed Business Partners have proven expertise in working with human services organizations in Massachusetts.



The Council keeps its members informed on potential savings, new programs and special promotions through monthly Endorsed Business Partner News Alerts, in-person visits, phone calls, educational webinars, articles in the Council's members-only e-newsletter e-Digest, and features on the Council's Facebook and Twitter accounts.





Education & Training

The Providers' Council is committed to helping members provide continuous learning opportunities to staff and a well-educated workforce.

The Council held more than 65 professional development trainings and workshops for nearly 1,700 human services employees in 2015. By the end of the year, nearly 400 supervisors had completed the Council's popular *Certificate in Supervision Series*, receiving continuing education units from the National Association of Social Workers. In 2015 alone, more than 75 supervisors took the series in Dorchester, Randolph and Worcester, and it sold out all three times.



The Council's *Tuition Remission* program enabled human services employees to take more than 400 classes tuition-free at state colleges and universities throughout Massachusetts. More than 90 agencies took advantage of this unique benefit, offering their staff an opportunity to further their education with limited costs to the individual or the agency. In 2015, the Council marked the 16th year of the Tuition Remission program.

The graduate-level *Certificate in Nonprofit Human Service Management* (CNHSM) program, offered in partnership with Suffolk and Clark universities, continued its success. This year's cohort saw close to 50 students, representing 19 agencies, enrolled between the two programs. Since 2002, more than 425 future leaders of the sector have graduated from this year-long program, and many have used the program as a stepping stone toward earning a master's degree. During the convention in October, CNHSM graduate Anita Acevedo of NFI Massachusetts was awarded the \$10,000 Providers' Council Graduate Scholarship to pursue her master's degree.



In keeping with its belief in the power of mentoring and training the next generation of human service leaders, the Council sponsored its third iteration of *The Leadership Initiative*, an interagency mentoring program that pairs member executives with staff from other organizations. The program aims to cultivate leadership skills and enhance the professional development of future leaders of the human services sector, retain the best talent within the sector and to create a collaborative environment among member agencies.



Providers' eAcademy®

More than 22,000 individuals are using this program to further their education.

Providers' eAcademy®, the Council's online learning management system, offered more than 600 online courses designed specifically for health and human service providers, to more than 22,000 users from 50 member organizations in 2015.



This program supported member agencies in tracking compliance for trainings requirements, live events, license and certification, helped provide staff with continuing education units (CEUs) and helped to analyze the results of their own agency-specific trainings. The extensive 600-plus course library includes compliance courses including HIPAA, Bloodborne Pathogens, Sexual Harassment, Cultural Diversity and more. The library also offers courses that crosswalk to accreditation standards for CARF and COA. This year, 18 modules were added to the system on employee wellness, covering topics surrounding stress management and emotional intelligence.

Providers' eAcademy® re-released the *Human Services Credentialing Program* to update and contemporize the content of the Credential Program back in 2014 in the areas of Intellectual and Developmental Disabilities, Child Welfare (Levels I and II), Mental Health, Substance Use and Addictive Disorders, Leadership and Frontline Supervision, and a brand-new credential in Autism Spectrum Disorder. In early 2015, all credentials were awarded NADSP accreditation by the National Alliance of Direct Support Professionals and can be used to receive CEUs for those who have an NADSP certificate.

Benchmarking

Initiative keeps participants out front in the move toward data-driven decision-making.

The Providers' Council continues to refine and grow its most recent initiative, *Providers' Benchmarking*. Offered in partnership with Netsmart Technology, the program is entering its third year of producing valuable data and comparisons for participants, well before the phrase "data-driven" became a buzzword.



This state-of-the-art program allows participating organizations to measure

their performance against similar agencies locally and nationally and provides the critical context that transforms numbers into meaningful information.

This year has seen an increased focus among participants on networking and collaboration regarding best practices through the initiative and data-outcomes analysis.

The initiative has created opportunities for agencies to track trends and make comparisons internally, at the state and national levels, while also examining staff satisfaction rates through the increasingly popular Organizational Climate survey.

Survey-specific calls, in-person meetings and office hours have also been implemented to further support participants and encourage meaningful steps towards positive programmatic changes.

To refine this valuable tool, work was underway to add an opioid section to the Addiction Survey and a diversity section to the Organizational Climate Survey.



Providers' Council members help thousands of people of all ages reach new heights and achieve new levels of success and independence.

2015 Major Sponsors

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~ Platinum ~



Justice Resource Institute

~ Gold ~



Bringing Caring Closer



~ Silver ~



Reaching People. Changing Lives.



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CASNER *e* EDWARDS



ROAD TO RESPONSIBILITY

vinfen
transforming lives together



Children's Services of Roxbury
Roxbury, Taunton, Weymouth, Northampton



DELTA DENTAL OF MASSACHUSETTS

Independent Auditor's Report

*Massachusetts Council of Human Service Providers, Inc.
& Human Services Providers Charitable Foundation, Inc.*

Consolidated Summary of Revenue and Expenses

Year Ending December 31, 2015

REVENUE

Operating Revenue \$1,576,780

Grant & Education Revenue \$719,188

TOTAL REVENUE \$2,295,968

TOTAL EXPENSES \$1,913,151

Change in unrestricted net assets from operations \$382,817

Total unrestricted non-operating activity \$(86,362)

Change in temporarily restricted net assets \$(1,151)

Total Change in Net Assets \$295,304

The financial information above has been obtained from the Consolidated Audited Financial Statements of the Massachusetts Council of Human Service Providers, Inc. and the Human Services Providers Charitable Foundation, Inc. as of and for the year ending December 31, 2015, as audited by Kirkland Albrecht & Fredrickson, LLC. Original financial statements are on file in the business office.

Board of Directors

- **Mia Alvarado**
Roxbury Youthworks, Inc.
- **Bruce Bird**
Vinfen Corporation
- **James Cassetta**
WORK Inc.
- **Lyndia Downie**
Pine Street Inn
- **Juan Gomez**
CENTRO
- **James Goodwin**
Center for Human
Development
- **Diane Gould**
Advocates, Inc.
- **Joanne Hilferty**
Morgan Memorial
Goodwill Industries
- **David Jordan**
Seven Hills Foundation
- **Joan Kagan**
Square One
- **Donald Kozera**
Human Resources
Unlimited
- **Dafna Krouk-Gordon**
TILL, Inc.
- **John Larivee**
Community
Resources for Justice
- **Joseph Leavey**
Communities for People
- **William Lyttle**
The Key Program
- **Jerry McCarthy**
Northeast Arc
- **Thomas McLaughlin**
Consultant
- **Michael Moloney**
HMEA
- **Jackie K. Moore**
North Suffolk Mental
Health Association
- **Nancy Munson**
Bristol Elder Services
- **Dan Nakamoto**
Mental Health Association
of Greater Lowell
- **Barbara Pilarcik**
The Association For
Community Living
- **Andy Pond**
Justice Resource
Institute
- **Serena Powell**
Community Work
Services
- **Dora Robinson**
United Way of
Pioneer Valley
- **Kenneth Singer**
Berkshire County Arc
- **Michelle Smith**
AIDS Project Worcester
- **Lauren Solotar**
May Institute
- **Paul Spooner**
MetroWest Center for
Independent Living
- **Bill Sprague**
Bay Cove Human Services
- **Robert Stearns**
Bridgewell
- **Susan Stubbs**
ServiceNet, Inc.
- **Michael Vance**
Action for Boston
Community Development
- **Joan Wallace-
Benjamin**
The Home for Little
Wanderers
- **Christopher White**
Road to Responsibility
- **Gerry Wright**
Community Caring
- **Wayne Ysaguirre**
Nurtury, Inc.

Providers' Council Staff

- **Christine Batista**
*Public Policy & Communications
Associate*
- **Ella Froggatt**
*Learning & Development
Coordinator*
- **Meg Helming**
Manager of Member Relationships
- **Tracy Jordan**
Fiscal Manager
- **Michelle McKenzie**
*Public Policy & Communications
Manager*
- **Michael Weekes**
President/CEO
- **Liz Woodbury**
*Manager of Education &
Partnerships*
- **Bill Yelenak**
*Vice President of Public Policy &
Development*

Consultants

- **Robert E. Cowden, III**
Legal Counsel
- **Pat Dal Ponte**
Graphic Designer
- **Jill Moran**
Convention Manager
- **Michael Ripple**
Cartoonist
- **Lisa Simonetti**
Legislative Consultant

Massachusetts Council of Human Service Providers, Inc. Human Services Providers Charitable Foundation, Inc.

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*Thanks to the following member organizations for
submitting photos to be used in this report:*

- *Becket Family of Services*
- *HMEA*
- *Lemberg Children's Center*
- *More Than Words*
- *Morgan Memorial
Goodwill Industries*
- *Pine Street Inn*