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THE PROVIDER

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Honors abound for sector leaders

A slew of human services executives who have been pivotal in shaping the community-based sector through the years were recently honored by The A.R.T. Institute and John McManus Leadership Forum at the event “Celebrating Humanity & Environment – Facing New Challenges” held at Justice Resource Institute in Needham.

The John McManus Leadership Forum honored Communities for People President and CEO Joe Leavey and Pathways for Children President and CEO Sue Todd.

In introducing Leavey, who was also the second commissioner of the Department of Youth Services, Anne McManus noted “Joe Leavey represents the best of what a human services professional is.”

Todd, who accepted her award from Barbara Talkov, said “One of the things that has made our organization unique is I don’t first and foremost think about early education and care. I think about child welfare.”



Pictured are honorees Joe Leavey, above; Sue Todd, bottom left, and Susan Wayne, bottom right.



HONORS, see page 7

For 43rd time, sector invited to *RISE!* & shine

The Providers’ Council’s 43rd Annual Convention and Expo: *RISE!* will be held Thursday, Sept. 20 at the Marriott Copley Place in Boston.

The Council’s uplifting celebration of the workforce that lifts up more than one in 10 residents of the commonwealth has been a sold-out affair for more than a decade, drawing more than 1,100 people to take part in 36 workshops, meet with nearly 80 exhibitors and network with their colleagues from across the state.

This year’s keynote will be delivered

by Lt. Col. Consuelo Castillo Kickbusch, a charismatic and influential speaker who has dedicated her life to empowering a new generation of Hispanic leaders and worked with more than one million children and their parents across the United States through Educational Achievement Services, Inc., a company she founded in 1994.

Born and raised along the border in a small barrio in Laredo, Texas, Kickbusch saw firsthand the challenges of

RISE!, see page 7

Conference committee next stop for dueling FY ’19 budgets

With the July 1 start of Fiscal Year 2019 less than a month away, a six-member joint conference committee is working to resolve differences between the House and Senate versions of the state budget.

Late last month, the Senate signed off on a \$41.5 billion spending plan that varied only slightly from the budgets put forth by both Gov. Charlie Baker in January and the state House of Representatives in April.

One of the key differences in the plans to be resolved is the Senate’s inclusion of an amendment that would create an EMAC hardship waiver.

The Senate voted to have the director of unemployment assistance, in consultation with the Executive Office of Administration & Finance, develop and potentially approve waivers for an employer experiencing a financial hardship due to EMAC payments. The amendment calls for special consideration to be given to small businesses; those with limited or variable revenue; employers with seasonal or temporary em-

BUDGET, see page 6

Employment law workshop helps keep employers on right track

With changes to Massachusetts’ pay equity law set to take effect on July 1 and in the midst of the #metoo movement, employment law is hardly fun and games.

Explaining it, however, can be engaging as a trio of attorneys from Hirsch Roberts Weinstein LLP demonstrated during a recent workshop in Stoughton for Providers’ Council member executives and staff on current important changes to Massachusetts employment law.

Jeffrey Hirsch, Peter Moser and Richard Loftus led the program that included a quiz-show-style competition to gauge attendees’ knowledge and spark discussion on the issues of sexual harassment law, employee leave, reasonable accommodations, labor issues and wage and hour compliance.

The lively and engaging format was

followed by more in-depth discussion of these issues, especially changes to Massachusetts’ pay equity law that go into effect on July 1, reasonable accommodations for pregnant workers and how marijuana laws impact workplace policy. It was for informational purposes and not legal advice or counsel.

During the session, pay equity was a hot topic. Pay equity has already been law in Massachusetts for some time requiring that men and women doing “comparable work” receive comparable pay. The change that goes into effect on July 1 goes on to define “comparable work.” Additionally, employers will not be allowed to ask for salary history, although asking salary expectation as a screening question is OK, but pay should not be based on the answers.

LAW, see page 7



About 20 human services executives and HR professionals took part in the Employment Law workshop with Hirsch Roberts Weinstein LLP at Tempus Unlimited.

PROVIDERS’ COUNCIL

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Fisher-Katz to continue as Children's Study Home ED

The Children's Study Home recently announced the appointment of Leslie Fisher-Katz, LMHC, CAC, as its new executive director. Fisher-Katz has been serving as the interim Executive Director since September. She succeeds Eliza Crescentini.

According to the press release, "Fisher-Katz's outstanding leadership as interim executive director has shown her resilience and dedication to the staff, board, community and, most importantly, the children and families that The Children's Study Home serves."



Leslie Fisher-Katz

She brings to the position years of experience as a clinician, providing training, management, clinical and reflective supervision and direct care in the areas of family treatment, attachment, trauma-informed/based treatment and culture. She held the Director of Clinical Services position at The Children's Study home for three years, developing an agency-wide process for becoming a trauma-informed culture.

JRI promotes Savageau to day schools superintendent

Justice Resource Institute has promoted Lindsay Savageau to superintendent of day schools. In her new role, Savageau will oversee day-to-day operations for JRI's four therapeutic day school programs for middle and high school students with emotional, social and individual learning challenges. The schools are Anchor Academy, Middleboro; Bay Cove Academy, Brookline; Granite Academy, Braintree; and The Victor



Lindsay Savageau

School, Acton.

Council board welcomes Rep. Sanchez



Rep. Jeffrey Sanchez, center, who chairs the House Ways & Means Committee, discusses a variety of issues with the Providers' Council Board of Directors at the body's monthly meeting on May 2. Pictured, from left, include Council CEO Michael Weekes; Sanchez; and Council Board Chair Jackie K. Moore, president and CEO of North Suffolk Mental Health Association, and Erin Liang, Chief of Staff and Policy for the representative.

School, Acton.

Savageau began her JRI career as education director at Glenhaven Academy in Marlborough. She went on to become division director in 2015, overseeing some of the agency's therapeutic day school programs and assisting in two successful mergers, when independent programs became part of JRI.

Four members receive new Cummings grants

CASPAR, a homelessness and addiction recovery services provider and Bay Cove Human Services affiliate, is

one of 33 local nonprofits awarded a total of \$10 million from Cummings Foundation through its new Sustaining Grants program, which provides funding for up to 10 years. Four Providers' Council members received Sustaining Grants this year.

CASPAR plans to use the \$300,000 grant to expand its FirstStep Street Outreach Program, which provides life-saving support to the homeless and unsheltered men and women of Cambridge. The Sustaining Grant will make it possible for CASPAR to operate the program seven days per week.

The Sustaining Grants program builds on Cummings Foundation's \$100K for 100 program. Grant recipients that received their final grant disbursements in 2017 were automatically considered for the Sustaining Grants initiative in 2018.

Other Council members receiving Sustaining Grants include **Pathways for Children**, **Cotting School** and **May Institute**.

Parenting Journey adds to Board of Directors

Somerville-based nonprofit Parenting Journey has announced five new members to its board of directors: Bithiah Carter, president and CEO, New England Blacks in Philanthropy; Kate Guedj, vice president and chief philanthropy officer, The Boston Foundation; Robert Lewis, Jr., president, The BASE; Travis McCready, president and CEO, Massachusetts Life Sciences Center; and Jay Youmans, principal, Smith, Costello & Crawford.

Executive Director Imari Paris Jeffries noted their expertise and efforts to break down systemic barriers that are preventing families from realizing their full potential.

BC Arc receives \$20K grant for assistive tech

Berkshire County Arc recently received a \$20,000 grant from Becker Family Trust, which is administered through The Arc of Massachusetts' Becker Center for Advocacy, for assistive technology. It will be used to help BC Arc pair children and adults with autism with different assistive technology devices and to train staff and family members to support the child or adult with autism to fully utilize the assistive device chosen to the best of their ability in as many settings as possible.

Picture this ... members, candidly

Mothers for Justice and Equality Founder Monalisa Smith was at center court of a Boston Celtics playoff game with Philadelphia on May 13 – Mother's Day – being recognized as a Hero Among Us. The Celtics' Heroes Among Us Award is presented to an individual or individuals who, through their unique commitment and humanitarian spirit, have made exceptional and lasting contributions to our community. Smith, a Dorchester native, was honored for her work at MJE, where through violence prevention and leadership programs, she and the organization have "incredibly impacted more than 1,000 young people in the city of Boston!"



LifeLinks held its 6th Annual Champagne and Champions Kentucky Derby Party on May 5 at Sky Meadow Country Club in Nashua, N.H. More than 125 attendees donned their finest hats and garb and were judged for the uniqueness and beauty of their outfits. All proceeds from the event support the LifeLinks RecLinks and TechLinks programs. Above, CEO Jean Phelps is pictured with guests.

Members' Upcoming Events

JUNE

JUNE 7: Cardinal Cushing Centers hosts *Springtime*, an evening of fashion, fun and culinary delights, will be held on Thursday, June 7 at the Seaport Hotel in Boston beginning at 5:30 p.m. More information is available at cushingcenters.org.

JUNE 8: CLASS Inc.'s annual Community Partners with CLASS will host an Evening in Tuscany event on Friday, June 8 from 6 p.m. to 10 p.m. at The Stevens Estate in North Andover. Get more info at www.CLASSIncPartners.org.

JUNE 8: Northeast Independent Living Program's Annual Golf Tournament for Independence will be held Friday, June 8 at the Merrimack Valley Golf Club, 210 Howe Street, Methuen. Registration begins at 7 a.m. Golfers and sponsors can get more information at www.nilp.org.

JUNE 10: On Sunday, June 10, **United Cerebral Palsy of MetroBoston** will hold its *Life Without Limits Walk Roll, & Obstacle Course* fundraiser at Boston University. Info at ucpboston.org.

JUNE 14: Morgan Memorial Goodwill Industries will host its annual The Good Party on Thursday, June 14 beginning at 5:30 p.m. The event takes place at Goodwill Boston headquarters, 1010 Harrison Ave. in Boston. Get information and tickets at www.goodwillmass.org.

JUNE 14: WORK Inc.'s Annual Awards Night will celebrate the organization's diversity on Thursday, June 14 from 6 p.m. to 9 p.m. at the IBEW, 256 Freeport St., Boston. More information is available at workinc.org.

JUNE 15: Venture Community Services' 21st Charity Golf Classic takes place on Friday, June 15 at Blissful Meadows Golf Club in Uxbridge. More information and tickets available at www.venturecs.org.

JUNE 20: Parenting Journey will hold its first *Breakfast of Family Champions* benefit dinner on Wednesday, June 20 from 6 p.m. to 8 p.m. at The Lighthouse, 50 Milk Street, 20th Floor, Boston. Get tickets and learn more at parentingjourney.org/bofof/

JUNE 28: North Suffolk Mental Health Association will hold a *Summer Sail* on Thursday, June 28 from 5:30 p.m. to 8:30 p.m. at Piers Park Sailing Center in East Boston. More information and tickets are at nortsuffolk.org.

JULY

JULY 10: Thrive Support & Advocacy's Drive for Thrive golf tournament will be held Tuesday July 10 at Marlborough Country Club. Shotgun start is at 9 a.m. Get info at icanthrive.org.

JULY 16: The 25th annual OE+ Charity Golf Tournament to benefit the **Brockton Area Arc** will take place Monday, July 16 at Fall River Country Club, 4235 North Main St., Fall River. To obtain the full information and the reservation form, contact Steven Petluck at 508-583-8030 x215 or email spetluck@brocktonarc.net.

PROVIDER PROFILES

BAY COVE HUMAN SERVICES, INC.

66 CANAL ST. • BOSTON, MA 02114 • 617.371.3000 • WWW.BAYCOVE.ORG

About the Agency

Bay Cove Human Services began in 1974 as a single program – Andrew House, a medically-supervised alcohol detoxification unit. In the nearly 45 years since, the agency has expanded its services to include a wider continuum of treatment options for people with substance use disorder, as well as programs for individuals challenged by intellectual/developmental disabilities, mental illness, aging, homelessness or some combination of all of the above.

Today, Bay Cove encompasses more than 180 program locations throughout Greater Boston/southeastern Massachusetts, employing a staff of over 2,000 human service professionals.

Over the years, Bay Cove has merged with a number of other smaller nonprofits, including Kit Clark Senior Services in Dorchester, Center House in Boston and CASPAR (Cambridge and Somerville Programs for Alcoholism and Drug Abuse Rehabilitation), to help the agency fulfill its mission of partnering with people to overcome challenges and realize personal potential.

The agency is still growing today, with Bay Cove currently hiring staff for a new division dedicated to care management of clients affected by the state's move to a managed care system. As a founding member of Community Care Partners, LLC, Bay Cove will be one of the agency leaders in this sea change for providers and consumers, while continuing to provide its special brand of individualized services to thousands of people, one person at a time.

Programs grow, change with the need

Bay Cove's **Addiction Services** offer effective treatments individually tailored to each person and designed to support his or her developing recovery skills and journey to improved health and life. Services include acute detoxification, clinical stabilization services and transitional support services; recovery homes, including one for expectant and new mothers battling addiction; a homeless outreach team and a shelter for homeless adults struggling with active addiction; and outpatient medication assisted treatment.

The agency's **Early Intervention (EI)** program serves children under 3 years of age who are developmentally delayed, have a known disabling condition or who are at risk of developmental delays due to biological or environmental factors, while the Small Wonders Nursery School provides exceptional early childhood education for children with and without disabilities. Small Wonders also includes a specialized full-time childcare program for children impacted by trauma and/or neglect.

Bay Cove's **Homeless Services** include supports to homeless adults with behavioral health challenges, including housing first services and a pre-emptive Tenancy Preservation Project, as well as a drop-in Night Center. The Cardinal Medeiros Center day shelter and transitional housing programs support senior citizens who are homeless.

Kit Clark Senior Services offer seniors a rich array of social, health and therapeutic supports, including Meals on Wheels delivered to more than 400 seniors each day; more than two dozen congregate meal sites; and a Senior Center where seniors can enjoy a variety of services and join in social, cultural and community activities with friends.

Bay Cove's **Long Term Support Services** provide ongoing services to elderly



Deb and Maria share a laugh in the kitchen at a Bay Cove program.

men and women, as well as individuals with intellectual/developmental disabilities, including such diverse offerings as: Adult Day Health programs, which support seniors with health, wellness and social services designed to help them remain in their home and live as independently as possible; Individual Supports that help each person to achieve and sustain independence in their home and community; community-based residences, where staff support individuals with specialized medical and behavioral needs; and an array of day services that offer health promotion, socialization and the development of skills geared toward helping individuals achieve greater autonomy.

Bay Cove provides a comprehensive array of **Mental Health Services** to men and women, including emergency psychiatric evaluations and diversionary services, clubhouses, day treatment, Community-Based Flexible Supports (CBFS), peer-led recovery supports and employment supports. The agency also provides outpatient behavioral health treatment and care management that promotes improved integration of psychiatric and primary care.

President & CEO

Bay Cove President/CEO Bill Sprague is celebrating his 25th anniversary with the agency, but, like any responsible CEO, he's got his eye on the future. "Over the next decade, a high percentage of the agencies in our industry are going to be seeing turnover at the top," he says. "So, I really feel a strong shared responsibility with others in my position to develop the next generation of leadership in human services."



Bill Sprague

Sprague's career in human services started in direct care, and after earning a master's degree in Rehabilitation Counseling, he joined Center House, where he rose to the position of Associate Executive Director. Sprague left to become President of South Shore ARC, a position he held until joining Bay Cove in 1993 as CFO. He was named the agency's Executive Director in 2001, and President and CEO in 2011.

Sprague currently sits on the boards of the Association of Behavioral Healthcare and Association of Developmental Disabilities Providers, of which he is a past Chair. He is also the Chair-elect of the Providers' Council, and is the first to tout the importance of being part of a larger human service community.

"Partnerships have always been key to Bay Cove's philosophy – with government, with our fellow human service agencies, and, of course, the people we serve," he says. "With the changes our industry is facing, I think continuing to emphasize the collaborative nature of what we do is going to be key to Bay Cove's future."

SALUTING THE CARING FORCE

Castro's passion feeds Crystal Springs

Shelby Castro is the teachers' teacher. A behavior specialist at **Crystal Springs** in Assonet, she has been with the organization, which specializes in educational, therapeutic and residential services to children and adults with intellectual and developmental disabilities, for more than two years.

"Shelby displays genuine passion and commitment toward her coworkers and makes building positive relationships with them a priority," said Crystal Springs CEO Kathleen Lovenbury.

Working in the children's behavioral services department, Castro is responsible for providing in-service instruction to all staff – both on-going in-service training and orientation of new staff – particularly in the area of understanding the practice of applied behavior analysis.

"Shelby is a great team player, taking on more responsibilities and extra initiatives, while getting her work done," Lovenbury said.

She works closely with the education and residential staff to provide evidence-based, positive, proactive and responsive behavioral interventions and support strategies to address student behavioral needs, under the supervision of the Director of Behavioral Services, Kristal Marshall Shore.

"During a period of department organizational change, Shelby took the initiative to step up to the plate and provide additional structure and support," noted Shore.



Shelby Castro is key to teaching Crystal Springs teachers what they need to know, especially about applied behavior analysis.

Castro graduated magna cum laude from Salve Regina with a Bachelor of Art degree in psychology.

"Shelby brings a solid skill set to her work with a nuanced understanding of our students; a well-grounded, creative, and productive thought process in her clinical application; and a can-do attitude!" praised Rick Mancini, Crystal Springs' Director of Children's Services.

Humphrey always learning, leading

Kristin Humphrey leads by example. As Mentoring Director at **Partners for Youth with Disabilities**, Humphrey, who has been with PYD since 2010, oversees the organization's one-to-one mentoring program. She has worked with youth with disabilities for the past 11 years, starting as a volunteer mentor, and founded a club at Connecticut College that facilitated group mentoring for siblings of youth with disabilities.

"I am energized by mission-driven work and inspired by the impact created when a community works towards a common goal," Humphrey said.

A strong proponent of mentoring, Humphrey co-authored "*Expanding Horizons: A Pilot Mentoring Program Linking College/Graduate Students and Teens with ASD*," which was published in the Journal of Clinical Pediatrics in 2015, and has presented regionally and nationally on the topic. She holds a BA in Psychology from Connecticut College and was a scholar for the Holleran Center's Program in Community Action and Public Policy. She is a certified Sibshop facilitator to conduct workshops designed to support the unique needs of siblings of youth with disabilities and is certified by the Boston Public Health Commission to deliver their 18-hour trauma training. She is also a recipient of the Holleran Center Elizabeth Durante Activist Award for community service in public health.

"As the Founder and Executive Director of PYD, a key responsibility is to gain staff that see the mission as their own and work with talent, integrity, as team players, with commitment," said Regina Snowden. "Kristin sees the mission with



Kristin Humphrey presents locally and nationally on mentoring and inclusion.

gratitude for the chance to serve such extraordinary individuals. Being her supervisor has been my honor. She is eager to learn, to tackle issues of concern and find the best course."

In 2015, she received a Certificate in Nonprofit Human Service Management from Clark University, a program in collaboration with the Providers' Council, and enjoyed the experience so much that she continued her education and received a Master in Public Administration from Clark University in May.

In addition to her professional accomplishments, she has demonstrated steady dedication to supporting charity efforts as a volunteer with RivAlz, a women's flag football league dedicated to advancing the care, support and research efforts of the Alzheimer's Association; and raising funds for the Alzheimer's Association, Back on My Feet and the Dempsey Center.

EDITORIAL



Michael Weekes
President / Publisher

End our wage disparity

“Overcoming poverty is not a gesture of charity. It is an act of justice. It is the protection of a fundamental human right, the right to dignity and a decent life. While poverty persists, there is no true freedom.”

– Nelson Mandela

Congress passed the Equal Pay Act in 1963 that essentially proclaimed *equal pay for equal work* in America. Shortly thereafter followed Title VII of the Civil Rights Act of 1964 and the Americans with Disabilities Act of 1990 – which, in aggregate, prohibited compensation discrimination based on the characters of race, sex, color, religion, disability, age or national origin.

This more than 50 years of legislation upholds an American value that compensation should be fairly implemented for those doing comparable jobs.

Yet today, women continue to make 82 cents for every dollar earned by a white, non-Hispanic male. According to Pew Research Center report published in 2016, “...white women narrowed the wage gap in median hourly earnings by 22 cents from 1980 (when they earned, on average, 60 cents for every dollar earned by a white man) to 2015 (when they earned 82 cents). By comparison, black women only narrowed that gap by 9 cents, from earning 56 cents for every dollar earned by a white man in 1980 to 65 cents today ... whereas Hispanic women fared even worse than black women, narrowing the gap by just 5 cents (earning 58 cents on the dollar in 2015). It further stated that “...black men earned the same 73% share of white men’s hourly earnings in 1980 as they did in 2015, and Hispanic men earned 69% of white men’s earnings in 2015 compared with 71% in 1980.”

Gender and race play an insidious role in limiting one’s wage growth not only nationally, but also in Massachusetts. In a report by the *Center on Budget and Policy Priorities* and the *Economic Policy Institute*, Massachusetts has the 5th largest gap between richest and poor and the 2016 Gini index ranks Massachusetts 6th for income inequality. In research done by the Brookings Institution in 2016, Boston was ranked No. 1 among big cities in income inequality in the nation.

In my view, it’s a distinction of shame, as we see the rich getting richer and the poor getting poorer in what is considered a socially progressive state. And human services is among the sectors experiencing the pain of low wages and income disparity, with one in eight women living below the poverty level – all factors contributing to increased turnover and vacancies, according to the University of Massachusetts Donahue Institute. So what could be done?

One local approach that is gaining popular appeal is the ballot referendum recently certified by the Secretary of State’s office to appear on the November 6th ballot that would raise the minimum wage to \$15 per hour by 2022. The measure must obtain 10,792 more signatures to the 64,720-plus already received, but that’s not likely to be a huge

hurdle if the March poll by WBUR is any indicator. It showed 78 percent support, 19 percent oppose and 3 percent undecided. According to the Secretary of State website: “*This proposed law would raise the state’s minimum wage, which was \$11.00 per hour as of January 1, 2017, to \$12.00 in 2019; \$13.00 in 2020; \$14.00 in 2021; and \$15.00 in 2022.*”

No doubt, this would help set a new floor for more than 200,000 workers trying to make it in Massachusetts. And while it would help many, our human services sector requires more bold and significant measures to bring more equity and fairness to our human capital’s wages: not just at the direct support level, but also at the clinician, case-worker and other more professionally trained levels as well. You see, the gross disparity looms large in the lives of our human services workforce, where 80 percent are women and *1 in 8 employees lives below 150 percent of the poverty line* in Massachusetts. According to current UMass Donahue Institute research, there are 160,467 employees who serve our society’s imperatives in more than 164,000 human services jobs, with a median wage of \$27,576 compared to the Commonwealth’s overall median wage of \$40,557. The real solution is not just a push to \$15 per hour, but to have wages that close the disparity compared to health care, state government and others working in comparable positions.

It’s time for all of us – providers, funders, government, administrators and policy advocates – to not just talk about wage disparity, but to move the bold and important Equal Pay Law signed by the Governor in 2016 to a new level and begin closing the gap in this sector relative to comparable sectors.

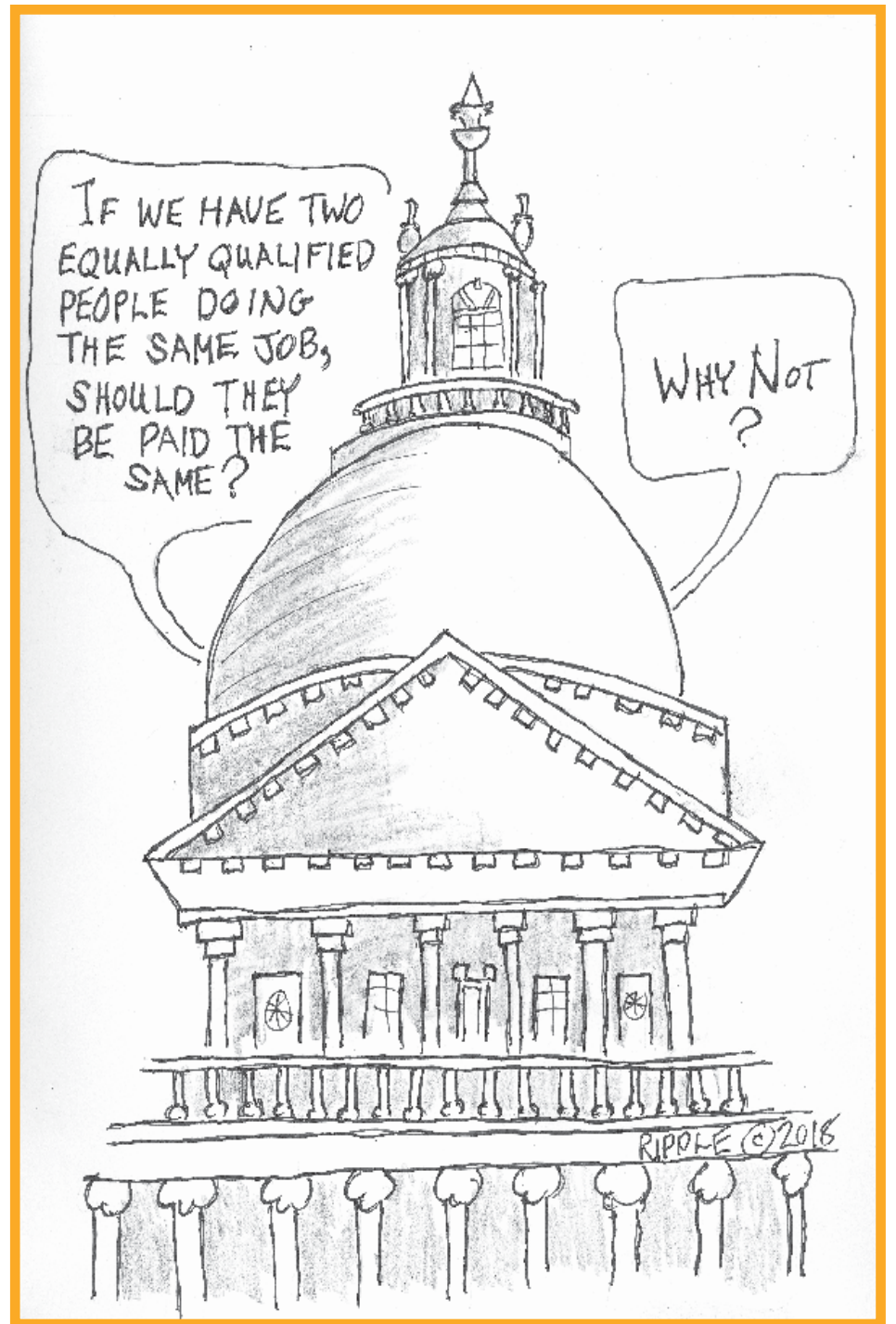
We propose the passage of **Senate Bill 47** and **House Bill 3150**, *An act relative to fair pay for comparable work*. This legislation requires a study to be conducted to assess the size and scope of the disparity, and then set a scheduled timetable for closure in five years, beginning on July 1, 2019.

It is well within the realm of possibility. In 2016, Governor Charlie Baker, on the signing of the Equal Pay Act that becomes effective this July 1st, said “*I am pleased to sign bipartisan legislation to create a more level playing field in the Commonwealth and ensure that everyone has the opportunity to earn a competitive salary for comparable work.*”

And Treasurer Deb Goldberg noted “*When women are paid what they are worth, families are stronger, our state is stronger, and our economy thrives.*”

That, in essence, is what our fair pay solution offers – nothing more, for goodness sake, but addressing the “less” that too many of our working women, men and their families are experiencing.

Let’s make an act for justice.



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Have a topic that would make a good subject for
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Progressive change for youth with criminal justice reform law

By Sana Fadel

On April 13th, Governor Baker signed into law a criminal justice reform package representing significant progress for our state, including many progressive youth justice reforms. These reforms were based on three guiding principles:

Most kids commit low-level crimes and nearly all age out of criminal behavior. More than half of Massachusetts adolescent engage in behavior that is potentially chargeable at some point during their teen years. Few of these teens are referred to the police; however those who are arrested tend to be youth of color, youth who live in poorer, more heavily policed neighborhoods and youth in the child welfare system. The new law:

- Excludes elementary-age children from delinquency proceedings by raising the lower age of juvenile jurisdiction from 7 years to 12 years, placing Massachusetts in line with international children’s rights standards. The law ends the arrest, prosecution and incarceration of very young children between the ages of 7 and 11. Introducing a child at such a young age to the justice system can cause substantial harm, derail a child’s development and increase future offending.
- Decriminalizes non-violent school-based public order offenses by students under age 18. Students are arrested for “disturbing a lawful assembly” or “disorderly conduct”. Schoolchildren are routinely handcuffed, booked and required to appear in court for behavior that is best addressed by teachers, school administrators and parents.
- Decriminalizes certain low level offenses, including violations of local ordinances, for all kids.

Court processing and out-of-home confinement increase recidivism and increase costs. Unnecessary prosecution and incarceration harm youth, undermine public safety and cost tens of millions of dollars annually. Arrest and formal court processing – controlling for all other factors – significantly increase a young person’s risk of dropping out of high school and of committing more offenses. Court processing also increases the risk of further delinquency when compared to diversion from formal processing. The new law:

- Authorizes juvenile court judges, in partnership with probation, to divert cases prior to arraignment, before the creation of a juvenile record. Police, district attorneys and court personnel offer a discretionary and disparate array of programs and practices, with no requirements to follow best practices or

track what they do. The result is children across the state receive starkly different opportunities to avoid court involvement depending on where they live. By authorizing judges to divert a young person from further court processing, the law creates statewide opportunities for them.

Developmentally appropriate interventions help kids and reduce crime. Research shows that interventions that promote normative adolescent behavior (as opposed to punitive measures) work best to minimize recidivism for youth with both low-level and serious offenses. The new law:

- Allows expungement of juvenile and criminal records for offenses charged before age 21 (limited to someone with only one offense on their court record, even if dismissed), including records with non-convictions or adjudications, or records based on misidentification or errors. By requiring a three-year wait for misdemeanor convictions and seven-year wait for felony convictions, the law is in line with research that found the predictive value of a record diminished over time.
- Creates a parent-child privilege so parents can help their minor children in the court system without the pressure to testify against their child about these conversations. Our state laws recognize that certain relationships are fundamental to both a person’s well-being and to his ability to exercise his fundamental and Constitutional rights. Accordingly, it protects the confidentiality of conversations between spouses and between a person and his attorney, therapist and clergy. While these relationships are important, it is difficult to believe that any could be more essential to a child’s well-being than his relationship to his parents.
- Clarifies that juvenile court records of Youthful Offender cases would be treated as juvenile records and not CORI records, which will have tremendous implications on housing and employment opportunities.
- Prohibits indiscriminate shackling of children in juvenile court proceedings
- Codifies DYS’s involuntary room confinement policy, prohibiting the use of room confinement as retaliation, harassment or punishment.

Finally, the new law creates a Juvenile Justice Policy and Data Board to evaluate juvenile justice data collection and reporting, study the implementation of statutory changes including raising the age to under 21, and make recommendations on childhood trauma leading to juvenile justice involvement.

Sana Fadel is the interim Executive Director of Citizens for Juvenile Justice.

Changing landscape will see fewer, larger community-based nonprofits

By Tom McLaughlin

It’s a cornerstone of economics. Demand for a product or service typically follows the rules of economics: Growing demand leads to growing supply.

Declining demand is a good way of describing what is happening right now in a large part of the nonprofit world. For instance, in many states the decline in the youth population began when the next two generations after the Baby Boomers were essentially half the size of the Boomers.

The current declining demand in nonprofits has its roots in the booming 1960s and ’70s. In many states, government entities were assigned to “supervise” the new small, community-based programs. What the initial designers learned was that it was quite possible to build one or two programs, and many remained that way.

Those small neighborhood or town-based nonprofit service providers proved to be a useful starting point, but with the original founders and/or executives of those entities now facing retirement, a different model needs to develop and it will change the landscape. To put it succinctly, there will be fewer nonprofit providers but many of the remaining ones will be larger.

Getting larger is not a primary goal for many nonprofit executives or their boards of directors. In fact, when today’s community-based systems were first created starting in the ’60s and ’70s, they were deliberately designed to be responsive to communities at the grassroots level. There were often philosophical and fiscal reasons for doing this, and the grassroots nurturing paid off in creating the beginning of true community-based services. Still, the current and projected economics of these services will be a more comfortable fit for larger entities for many years to come.

From an outsider’s perspective, it may appear that growing larger is a relatively simple task – find a new or expanded source of future funding, then develop and execute a plan for how to capitalize on it. This is a common growth strategy but boards of directors and even senior managers may resist growth. This posture often leads to a tacit acceptance of the status quo and little to no effort spent toward hopes of expansion.

Looking five to 10 years down the road suggests a different pathway. By that time the largest cohort of Baby Boomers will be entering retirement, leaving jobs at all levels in nonprofits. Growth for a given organization will almost certainly not focus on new sources of revenue because in most parts of the country the government-sourced, free-flowing streams of revenue

have often not kept pace.

As a result, most of the new approaches to these issues will involve mergers. Nonprofits with roots in the latter part of the past century will instinctively resist this trend – until they understand what it offers. The nightmare scenario of many small nonprofit organizations is that a larger group will gobble them up and not leave much of a trace. But the more sophisticated approach for this century involves management companies that bring entities inside their network – and leave their brands and most of the senior management untouched.

The arguments for leaving an “acquired” entity as is are often misunderstood. First, it is inaccurate to say that a nonprofit entity can be acquired. Nonprofit organizations can never be acquired – but they can be managed. Second, bringing in a nonprofit organization (almost always a 501(c)(3) can easily result in higher costs if the connection is poorly made. As an example, if two entities are combined into one, but the first one has a fringe benefits rate of 6.3% while the other has a fringe benefits rate of 4.3%, there are two practical options. First, one could keep the groups intact while blending them into one of the two corporate entities. But doing so would force the ‘surviving’ entity whose employees were getting 4.3 percent as a benefit rate to raise that number to 6.3 percent (backed by governmental regulations). So if the new entity would otherwise have broken even, the merger’s 2 percent increase in benefits for one of the merging groups would cause the new entity to lose money right away.

This is why most of the upcoming mergers will look less like the vignette above and more like an ‘umbrella’ style of collaboration. One of the advantages to this kind of approach is that it can be almost infinitely expandable, but there has to be mutual trust and respect among all the parties brought together under the same ‘umbrella’, and the benefits to all need to be clear and accepted. The size of an entity is not as important as its leadership base. In this respect it may be helpful to conceive of future nonprofit collaborations as “leagues”, because what will happen is roughly equivalent to a league environment in which each member entity must operate successfully on its own, while helping to build the league and at the same time deriving value from the ‘membership’. If we wish our systems to survive, executives, board members, funders and, most important, clients must learn how to derive larger systems from smaller successes.

Tom McLaughlin is the founder of the consulting firm McLaughlin & Associates.

Finding relief from student debt for human services workers

By Jeremy Thompson

A well-trained human services workforce can help ensure that everyone in Massachusetts can get the care and support they need, with the dignity they deserve, no matter what their circumstances are. While many of us do not live with developmental or physical disabilities, will never need to re-enter the community after being incarcerated or experience abuse, we all probably know someone who does.

People who devote their lives to treating and supporting others also need support. We as a commonwealth can provide this support by removing barriers to entering and remaining in human services careers.

One barrier that confronts people who are considering human services careers, which typically pay below the state median wage, may be the high cost of attending college. For people already in these careers, student loan debt may be a challenge. Most human services workers in Massachusetts now hold some kind of post-secondary certificate or degree.

Unfortunately, as I recently wrote about for the Massachusetts Budget and Policy Center in *Educated and Encumbered*, Massachusetts has cut funding for public higher education by 32 percent per student since 2001. Public college and university campuses in Massachusetts depend primarily on two sources for revenue: the state budget, and tuition and fees. When one goes down, the other must go up, and that is exactly what happened: Average in-state tuition and fees across all university campuses have more than doubled since

2001. And that’s after adjusting for inflation.

At the same time, we have cut scholarship funding, as well. In 1988, MASSGrant – the state’s largest need-based grant aid program – covered, on average, 88 percent of mandatory tuition and fees. By 2013, MASSGrant covered just 8 percent of these costs.

As a result of state budget cuts, tuition and fee increases, and the plummeting purchasing power of need-based aid, the costs of public higher education now fall squarely on the shoulders of Massachusetts students and their families. In 2001, tuition and fees accounted for less than one-third of campus revenues. Today, they constitute more than half of community college revenues. At the four-year University of Massachusetts and state university campuses, the share is around 60 percent.

And where are students and families getting the money to pay these rising costs? Increasingly they’re borrowing – and borrowing larger and larger amounts. In 2004, students graduated from our state’s public four-year postsecondary institutions with some of the lowest debt in the country. By 2016, the average student loan debt for a UMass or a state university graduate had increased 77 percent – a faster increase than all but one other state over this period.

Funding cuts, tuition and fee hikes, mounting debt – does it have to be this way? Massachusetts is one of the highest-income states in the country, which means we have more freedom than most other states to make choices about how we invest in our students and the potential they hold for the future success of our state. In

other words: No, it doesn’t have to be this way.

What other choices could we make? For one, we could, given our fiscal capacity, choose to invest more in public higher education. How would we pay for it? Well, tax cuts enacted in the late 1990s mean we now collect nearly \$4 billion per year less in state revenue than we did back then. So even partially reversing those tax cuts, such as by asking millionaires to pay a little more, could provide significant additional dollars for public higher education. On the other hand, further cutting taxes, as some are trying to do, would put even more pressure on the state budget, making it harder to increase state higher education funding.

More narrowly, but crucially for a well-educated human services workforce that earns below the state median wage, the state could offer them relief from their student debt. A handful of bills and budget proposals now before the Legislature would do just that.

In 2016, Massachusetts – the birthplace of higher education – achieved a historic first when it became the first state ever with half of its workforce holding a bachelor’s degree. Human services workers are part of this highly-educated workforce. They make Massachusetts a more humane, compassionate place – a commonwealth – by providing for us and our loved ones. We can provide for them by making it easier to afford the post-secondary credentials they need to do their important jobs well.

Jeremy Thompson is a senior budget analyst for the Massachusetts Budget and Policy Center.

New Hope in the neighborhood



Gov. Charlie Baker, pictured at right, EOHHS Secretary Marylou Sudders and Boston Mayor Marty Walsh (not pictured) were among the dignitaries joining Hope House President and CEO Fred Newton, above, as the organization opened the Leyland Street Graduate Program in Dorchester in May. Hope House Boston's oldest long-term residential substance use program.



BUDGET: On to conference

Continued from Page 1

ployees; or employers providing services that serve the public interest. The waiver may reduce or fully exempt an employer from its liability.

The Council is currently studying the impact of the first-quarter EMAC assessments on its members.

Also during the Senate budget debate:

- Sen. Sal DiDomenico's amendment to study pay disparity was rejected. It called for a study of the wage disparity between community-based human services workers and state workers doing similar jobs. The language mirrored language in the Council's fair pay for comparable work bill, which is still pending before the Joint Committee on Ways & Means.

- Sen. Eric Lesser withdrew his amendment to create a student loan repayment program for human services workers. The Council's legislation (House Bill 116 / Senate Bill 42) is still pending before the Joint Committee on Ways & Means and language to create the program was also inserted in the House's re-drafted opioid legislation.

Some of the monetary line items that will have to be addressed in conference

include:

- **Line Item 4401-1000**, Employment Services Program, includes language to fund Competitive Integrated Employment Services (CIES) and the young parents program, but does not specify "not less than the amount spent in fiscal year 2018" as the House budget does;

- **Line Item 4512-0200** Bureau of Substance Abuse Services, the proposed \$141.8 million for FY '19, is \$4.6 million more than the HWM;

- **Line Item 4800-0200** DCF Family Resource Centers, funded at \$15.5 million, nearly double the House budget;

- **Line Item 5920-3000** Respite Family Supports for the Developmentally Disabled is funded at about \$1 million less than in the House budget with an \$64 million SWM allocation; and

- **Line Item 0339-1011** Re-entry programs – The House allocated \$3 million for community-based re-entry programs through this new line item, which was not a part of the Senate budget.

If you have questions about the FY '19 budget or the Council's legislation please email Bill Yelenak at bill@providers.org or call 617.428.3637 x122.

Community unites for Casa Myrna



At Casa Myrna's 9th Annual Community of Conscience Breakfast in May, keynote speaker Reverend Liz Walker and emcee Boston City Councilor Ayanna Pressley paid tribute to mothers who have survived domestic violence and called on guests to continue supporting the movement to end violence and abuse in all its forms. Rev. Walker of Roxbury Presbyterian Church and a keynote speaker at the Providers' Council's 35th Annual Convention in 2010, asked during her address, "Why, with the global explosion of the #metoo movement, are we still only whispering about domestic violence?" Casa Myrna CEO Stephanie Brown, left, thanked the assembled guests, noting that "By coming here this morning, you are showing survivors they are not alone and that there is hope."

A VIEW FROM THE HILL

A commentary from a legislator on human services



Reforming the placard system to help persons with disabilities

By Richard Ross

The strong network of Massachusetts agencies and organizations working with our disabled loved ones are the backbone of their daily lives. They provide innovative and genuine opportunities for individuals to participate fully and meaningfully in their communities as valued members. Agencies like the Department of Developmental Services (DDS) offer an array of supports from housing options and transportation to individualized service coordination. Despite the life changing services that DDS and their hard working staff provide, they face roadblocks contradictory to their mission of protecting and serving our disabled citizens.

The issue of handicap placard fraud and limitation was brought to my attention by a constituent in 2014. The family could not obtain handicap parking placards for their vehicles and the dedicated DDS staff working with the family, including providing transportation, were blocked as well. This forced my disabled constituent to travel a long distance between the parking lot and a doctor's office, putting a strain on himself, his family and the DDS staff that was just trying to make a difference. A roadblock like this is illogical when the purpose of handicap placards is to serve those who need them most.

Looking for a solution to this problem while also addressing the rampant misuse and fraud of handicap placards, the Legislature filed S. 2168, *An act relative to handicapped parking*. The bill reformed the Massachusetts system with the intention to punish handicap placard misusers. However, I saw a disparity in the language of the bill.

Massachusetts current law made DDS services illegal because the vehicles did not meet the necessary requirements for handicapped placard registration. To be eligible, the Registry of Motor Vehicles (RMV) requires an agency name clearly displayed on the vehicle. To protect its clients and to avoid stigmatization, DDS does not display its agency name on any vehicles. Even if the client in the vehicle

has a valid handicapped placard, the DDS driver may be held personally liable for wrongful use. This offense carries a penalty of at least \$500 and loss of license for at least 30 days. These penalties are inconsistent with the benefits that DDS offers to handicapped persons, making many valuable DDS services impossible to execute. Seeing the disparity, I proposed an amendment that positively builds on S. 2168, giving DDS legal access to parking placards.

The amendment I proposed allows the RMV to waive the requirement that an agency of the Commonwealth of Massachusetts must display its name on the vehicle. With this amendment, DDS vehicles would be eligible for a handicap placard, upholding the integrity of its clients.

In November of 2017, Massachusetts Gov. Charlie Baker, signed S. 2178, *An act relative to handicapped parking*, with my proposed amendment to S.2168. The law increases the penalties for misusers while increasing the authority of RMV. The fine for using a deceased person's placard is \$500 for the first offense and \$1,000 for a second or subsequent offense. If a placard is wrongfully displayed, a consequence of license suspension for 60 days for the first offense and 120 days for the second offense will be enacted. Drivers who conceal or hide a placard expiration date or placard number through the windshield are subject to a \$50 fine.

This commonsense reform allows DDS's services to operate legally while protecting drivers from irrational fines and penalties, and ensuring proper use of placards. While the proposed legislation's intentions were to rid of tampering, it failed to address organizations like DDS, whose mission is to assist persons with disabilities like my constituent's son.

Sen. Richard Ross represents the Norfolk, Bristol & Middlesex District.



Sen. Richard Ross

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HONORS: Human services pioneers recognized

RISE!: Annual convention fetes resilient sector

Continued from Page 1

The evening also featured the first honors presented by The A.R.T. Institute, led by Providers' Council co-founder and Chair Emeritus Gerry Wright, which went to Susan Wayne and Michael Weekes. A.R.T. – which is named for Jane Addams, Ellen Swallow Richards and Harriet Tubman – also announced the creation of the Bill Taylor Advocacy Forum and honored the late Doug Baird.

In speaking about the Bill Taylor Advocacy Forum, Keith Scott from Advocates, said he and Taylor “did not always agree, but I never felt shut down or ignored. He always gave me the opportunity and he always listened.”

During his impassioned remarks Scott praised Taylor’s work on Chapter 257, the Salary Reserve and support for the direct care workforce.

JRI CEO Andy Pond introduced Weekes, who is marking 20 years as president and CEO of the Providers' Council in

2018.

Pond said he asked Health and Human Services Secretary Marylou Sudders about Weekes, and she said he exemplified “integrity, commitment and excellence.”

In quoting Harriet Tubman, Weekes said “Every great dream begins with a dreamer. Always remember you have within you the strength, the patience and the passion to reach for the stars and change the world.”

Wayne, the first woman to chair the Council board, former President and CEO of JRI and a leader at the Department of Youth Services, was introduced by Key Program CEO Bill Lyttle.

“The human services sector serves as a partner to individuals in communities in America who don’t have equal access to all the rights they are supposed to be guaranteed,” Wayne said.

Wright paid tribute to Baird, the first executive director of the Council, recalling stories from the first Providers' Council convention in 1975.



Providers' Council President and CEO Michael Weekes was also honored at the A.R.T. event.

LAW: No question, employment law’s complicated

Continued from Page 1

And under the updated pay equity law, employers can’t offer some job candidates more money just because they’re desperate to fill a position.

“There are only six permissible reasons for pay disparity and market forces is not one of them,” Hirsch said.

Organizations that undertake a self-evaluation study to identify pay disparities should understand that the information is not privileged from discovery in a lawsuit. If counsel is involved in conducting the study, however, it would be privileged.

Some other highlights from the session include:

- Employers with six or more employees are required to have a written sexual harassment policy, which

should encourage reporting incidents of harassment and prohibit retaliation; the Mass. Commission Against Discrimination (MCAD) offers a model policy for employers to use as a template;

- Employers must provide reasonable accommodations for pregnancy and related conditions, but cannot demand employees take time off; the law does not require employers to pay for taking longer breaks during pregnancy or for employees’ time off to recover from child birth; and

- Company drug policies may need to be updated to include reasonable accommodations for employees using medical marijuana (drug testing policies for example), but employers do not have to tolerate employees coming in under the influence or if using medical marijuana affects job performance.

Employers are not required to afford accommodations for recreational pot.

“The employer has the final say over accommodations,” Moser said noting that an employer has to offer reasonable accommodations as long as they don’t create an undue hardship or direct threat to safety (of employees or clients). “An employer has to offer effective accommodations, not the accommodations demanded by the employee.”

Hirsch, Moser and Loftus all noted that employment law is frequently changing, making staying up to date on the issues key to compliance and helps avoid costly lawsuits and/or investigations.

“The employer has the right to control the workplace, and you should maintain that control,” Hirsch said.

Continued from Page 1

poverty, discrimination and illiteracy. Throughout her *RISE!* to become the highest-ranking Hispanic woman in the Combat Support Field of the U.S. Army, she relied on the valuable lessons taught by her immigrant parents that she was rich in culture, tradition, values and faith.

The annual convention also features the Council’s two awards ceremonies: the Awards of Excellence that recognize deserving individuals and organizations for outstanding contributions and accomplishments within the private provider industry, and the Peer Provider Awards, which will again be hosted by Boston 25 anchor Vanessa Welch, to honor the innovation and impact of Council member organizations in the sector.

The workshops will include the popular Chat with the Commissioners sessions, as well as those that fall into the tracks of management, administration and finance, executive, clinical, wellness and human resources. The Council applies for NASW, LMHC and LADC CEUs where appropriate.

The Expo will welcome a mix of new exhibitors and longtime business and service partners to demonstrate and discuss their newest products and other offerings that can help your organization maximize its efficiency.

Advertising and sponsorship opportunities are currently available, and registration will open soon. The Council is pleased to announce that Citizens Bank and USI Insurance Services are again supporting the annual convention at the Diamond Sponsor level.

Complete convention information is available online at providers.org.

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Academy for Learning and Exchange

CALENDAR OF EVENTS • SPRING/SUMMER 2018

- What:** **Interrupting Racism**
When: Friday, June 8; 9 a.m. to 1:30 p.m.
Where: May Institute, 41 Pacella Park Drive, Randolph
Trainers: Barbara Holland, Founder of BreakThrough Partners and Chief Diversity Officer at Advocates; and Debora Bloom, President of Debora Bloom Associates
Cost: \$65 members; \$95 non-members
- What:** **Clark Certificate Program Graduation**
When: Wednesday, June 20; noon
Where: Clark University, Higgins University Center, 950 Main St., Worcester
- What:** **MetroWest University Roundtable**
When: Monday, June 25; 10 a.m. to noon
Where: Clark University, Higgins University Center, 950 Main St., Worcester
Presenters: Clark University, Mount Wachusett Community College, Framingham State University and Assumption College
Cost: Free, *members only*
- What:** **Suffolk Certificate Program Graduation**
When: Tuesday, June 26; 5:30 p.m.
Where: Suffolk University, 120 Tremont Street, Boston
- What:** **43rd Annual Convention & Expo: RISE!**
When: Thursday, September 20, Boston

Pre-registration for these events is required unless otherwise noted. Some trainings are eligible for continuing education credits. Please visit www.providers.org/events for the event you wish to attend. Questions? Call 617.428.3637 or email Terry Wells at twells@providers.org.

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