

2020 COPING RESPONDING REIMAGINING

ANNUAL REPORT



Open
COMMUNITY
SERVICES Sky

See beyond. Live beyond.

It's Been Quite A Year

On Social Media, you frequently see posts about the year 2020 as the epitome of all things gone wrong, with people wondering when is it going to end? There is no question it has been a very challenging time for all of us.

But there have also been some remarkable stories of resilience, recovery, victory and grace in 2020.

For Open Sky, 2020 has brought out the best in our dedicated employees. Whether working through uncertainties and lack of adequate PPE at the start, to supporting individuals who struggled more than most with change of routine and isolation – our front line essential workers truly exemplified caring and resilience in action.

Some employees even made the difficult but heroic decision to leave their families and move into programs as “live-in” staff to reduce the numbers of staff coming and going.

We also learned important lessons about racism and racial equity, diversity and inclusion. After much dialogue across our organization, we learned that we are not okay and that we have so much to learn and to change. We are committed to learning as much as we can and ensuring that we implement changes that will make Open Sky truly anti-racist. And we have the good fortune to have a group of employees who are engaged and leading this effort -- appropriately called the C.A.R.E. team – Committee on Advancing Racial Equity.

This has been a time when all hands on deck and everyone caring for and supporting each other has become the norm. So what happens next?

2020 was challenging and in some ways deeply painful. But it also provided the opportunity for us to do things differently, to collaborate more closely, to learn more intently and to care more deeply.

We also know that all that we are and want to be require us to find like-minded agencies, organizations and partners. None of us can achieve all that is needed alone.

2020 was challenging and in some ways deeply painful. But it also provided the opportunity for us to do things differently, to collaborate more closely, to learn more intently and to care more deeply. We are looking forward to a future that is perhaps different than it would have been, had we not been tested and forged in the fires of 2020. We hope you will join us for the journey that lies ahead.

Warm Regards,

David Przesiek
Board Chair

Ken Bates
President and CEO



Ken Bates, President & CEO



David Przesiek, Chair

While we know we are not done with COVID, as we look ahead, there are new opportunities for us to reimagine our future. We now see the incredible benefits of telehealth, so surely that is a mode of service delivery that will stay. We wonder about and explore what other technologies will help us support the people we serve more effectively.

We also know that caring for our staff, as we all did during the crisis, is also an important part of our future. And most importantly, we know that advancing racial equity is a top priority and we must continue to learn and eventually, we hope, to lead the way.

An Overview of

Open Sky Community Services, Inc.



Who We Are

Formed by affiliation of The Bridge of Central Massachusetts and Alternatives Unlimited in 2018

We have more than 40 years of experience serving children, adults and families with Behavioral Health Challenges, Developmental Disabilities, Autism, Brain Injury, Homelessness and other complex challenges.



Our Mission

Blending best practices with the power of community, we partner with individuals and families to see beyond and live beyond perceived limitations to pursue fulfilling lives.



Our Intervention & Outcomes Model

We help the individuals we serve to achieve fulfilling lives through opportunities, relationships and wellness.



Open Sky Distinguishing Features

- Extensive expertise in Evidence-Based Practices
- Belief that everyone can grow
- Services are person-centered
- Partnerships and collaboration are vital
- Committed to achieving race equity
- Committed to community inclusion
- Belief that arts and culture provide key inclusion opportunities



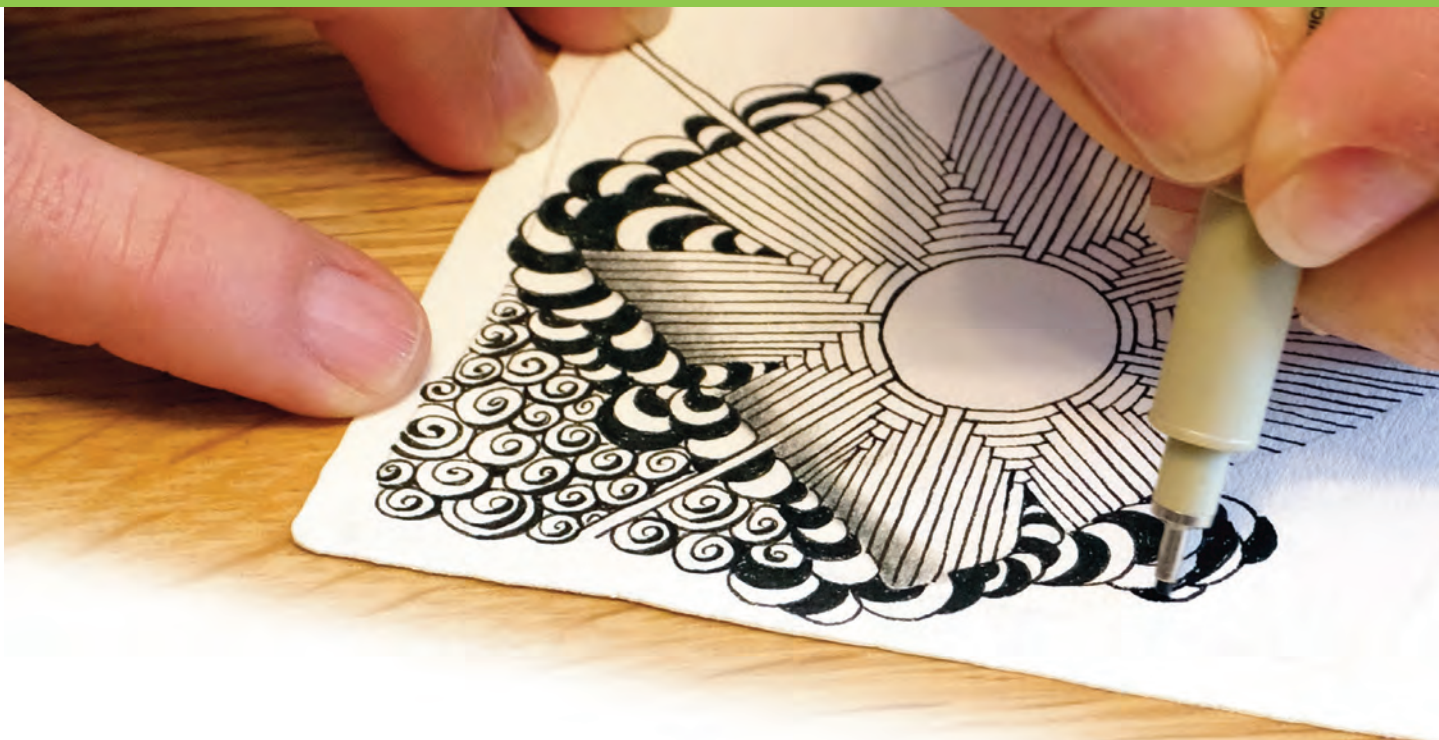
How We Serve

- Offer an array of residential services including group living environments, shared living opportunities and support to those living on their own in the community
- Provide employment services, day programs, outreach and housing assistance
- Provide drop-in services
- Offer behavioral health outpatient counseling services
- Provide support for caregivers
- Coordinate with federal, state and local agencies to provide resources
- Provide training for mental health providers, school personnel, police and first responders
- Provide care coordination, care management and wraparound supports to address social determinants of health
- Offer arts and culture experiences that bring people of all abilities together



Our Services

- Behavioral Health Services for Adults and Young Adults
- Mental Health Services for Children, Adolescents and Families
- Substance Use Disorder Services
- Co-Occurring Mental Health and Substance Use Disorder Services
- Acquired Brain Injury Services
- Autism Support Services
- Services for Individuals with Intellectual and Developmental Disabilities
- Housing and Homeless Assistance
- Supports for LGBTQIA+ Youth
- Employment and Education Services and Supports
- Behavioral Health Services for Justice-Involved
- Evidence-Based Practice Training and Consultation
- Care Coordination and Care Management
- Crisis Intervention Training and Technical Assistance Center (CIT-TTAC) for police and first responders



Open Sky to Participate in UMass Medical School Study

Open Sky is pleased to be participating in an art therapy study for serious mental illness that's being sponsored by UMass Medical Schools' MIND Clinical & Research Program. The study will investigate whether the Zentangle® Method, which encourages participants to relax and to create their own individual drawings, can improve symptoms and daily functioning. Study participants will include interested individuals served by Open Sky. UMass's Dr. Alair Newman, who is one of those charged with leading the study, is enthusiastic about this venture. "It is so exciting to see UMass promote mindfulness based techniques, such as Zentangle, as a part of mental health treatment," explains Newman.

The Zentangle Method is described as an easy-to-learn, relaxing, and fun way to create beautiful images by drawing structured patterns (called tangles). We're particularly excited to be part of the UMass study as Zentangle founders Maria Thomas and Rick Roberts are long-time supporters of Alternatives, which joined with The Bridge of Central Massachusetts in 2018 to form Open Sky and have continued to support the organization.

"Our goal is to bring to the study participants the relaxation and a sense of creativity that we have found to result when drawing with the Zentangle Method."

Last year, Zentangle volunteers offered a series of classes free of charge to youth attending our Safe Homes Drop-in program for LGBTQIA+ youth. When asked about Zentangle's involvement with the UMass study, Maria Thomas said, "We are thrilled and honored to be working along with the UMass MIND Clinical and Research Program. Our goal is to bring to the study participants the relaxation and a sense of creativity that we have found to result when drawing with the Zentangle Method."

ValleyCAST Goes Virtual

Through Open Sky's subsidiary, ValleyCAST, we offer a wide variety of arts and cultural events for people of all abilities to enjoy together. When the pandemic hit, we had to rethink everything. How would we continue to provide engaging, inclusive events and support our local artists and musicians during a shutdown?

The first order of business was figuring out how to transform the Annual Art Palette Contest into an online event. A community favorite for years, the contest, which invites participants of all ages and abilities to transform ordinary wooden art palettes into works of art, had opened in the Heritage Gallery in early March right before COVID forced the gallery to close its doors. Pictures were taken of all 69 palettes and voting quickly moved online. Hundreds of people from as far away as New Zealand, Norway and Sweden participated in the voting! In fact, it was so successful, that we've decided to continue offering an online voting option in the future.



Annual Art Palette Contest, Heritage Gallery

Heartened by the success of the Art Palette Contest, we began to consider other opportunities to engage the community with art and music. Our Free Summer Concert Series aired on Facebook Live every Thursday evening in July and August, giving local bands the chance to perform to an even wider audience. People tuned in from all over the country and sent up hearts, smiles and cheers while the music played. It really was the next best thing to being in the plaza together. Missed the concerts? You can catch them on the ValleyCAST YouTube Channel.



Michelle Canning Band, Free Summer Concert Series

The ValleyCAST Facebook page has been releasing weekly Art Prompts to inspire creativity. Submitted art is then shared in slideshows posted on the ValleyCAST YouTube channel, which also features artist interviews and gallery exhibits. An inclusive Art & Music Makers Festival was also held in early 2021 and can be viewed on the ValleyCAST Facebook and YouTube pages.

We're excited about all of the new ways we've learned to engage the community and we invite you to check out our social media links at openskycs.org/community/ValleyCAST. Seeing participation increase beyond our local geography has inspired us and, even when we can finally come together in person again, we'll be continuing to create online programming to engage and entertain.

We invite you to check out our social media links at openskycs.org/community/ValleyCAST

Turning to Telehealth

The COVID-19 pandemic presented Open Sky Community Services with a new challenge: how to make sure that the individuals we serve could continue to connect with their medical and behavioral health providers and other supports when stay-at-home orders went into effect. It was critical that they maintained contact with their physicians, their clinicians, outreach counselors, peer support leaders and other members of their care teams. But how?

Open Sky had already been working on a plan to implement telehealth. But with individuals now sheltering at home or in residential programs, those plans would need to be accelerated. Open Sky's IT Department went into high gear, beginning with an assessment of the technology needs of all of the agency's programs. Depending on the location, this might have meant enhancing internet access, delivering and installing laptops or Chromebooks, cameras, microphones, or even finding a private place in the home for an appointment to take place.



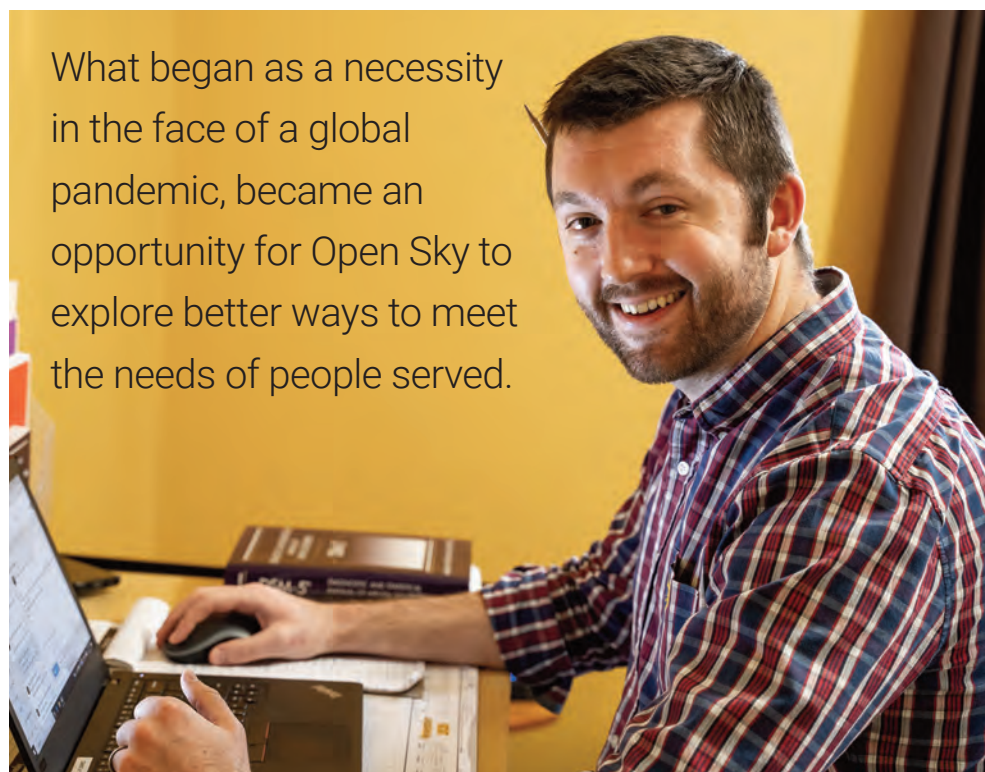
The project was complicated by the fact that members of the IT team were, themselves, largely working from home, as were many Open Sky staff. All of these employees needed to connect with their coworkers and individuals served. Once again, IT stepped up, providing access and training on

virtual platforms such as Skype, Microsoft Teams and Zoom. Soon, those working remotely were able to utilize this technology to stay in touch with colleagues and the individuals and families they support. Meetings were being scheduled and documents shared. Needless to say, this shift in service delivery had financial implications and the organization was fortunate to receive generous grants from the Worcester Together Fund and eHana to help defray the cost.

What began as a necessity in the face of a global pandemic, became an opportunity for Open Sky to explore better ways to meet the needs of people served. In fact, the organization recently received a grant from the Health Foundation of

Central Massachusetts' Activation Fund to implement telepsychiatry for individuals living in our residential programs funded by the Massachusetts Department of Developmental Services. With this Activation Fund grant, we not only will be purchasing and installing equipment for telehealth, but also measuring outcomes to ensure that clinical services that are delivered remotely are just as effective as in-person sessions. In some ways, telehealth services may even improve delivery of care by increasing efficiency and access. We're excited to see the results of this new initiative.

Ted Dobbert,
Clinician, Worcester ACCS Team



What began as a necessity in the face of a global pandemic, became an opportunity for Open Sky to explore better ways to meet the needs of people served.

Meeting Basic Needs

Back in March, 2020, when the scale of the global health crisis became apparent, many of us began stockpiling basic essentials – canned goods, cleaning supplies and, of course, toilet paper. But, what about people without the financial resources to stock up?

For many of the individuals and families living below the poverty line that are served by Open Sky, the first months of the pandemic's social distancing restrictions, limitations on public transportation, reduced store hours and shortages made putting food on the table and cleaning supplies in the pantry a daily struggle. As unemployment rose for low-income workers in Worcester County, local food pantries became overwhelmed, unable to keep up with the increased demand.

Clearly, a creative solution was needed to ensure safe and reliable access to basic necessities for those served by Open Sky who were most at risk. To meet this need, Open Sky launched a program to assemble and deliver food and supply kits directly to people's homes. Kits containing non-perishable items such as bread, peanut butter, cereals, tuna, toilet paper and cleaning supplies, as well as fresh fruit, vegetables and meat or seafood, are assembled and delivered by Open Sky employees, sometimes with the assistance of family members and other volunteers.

The kits, which are funded by generous grants from the Joy Guru Humanitarian Foundation, the Reliant Foundation, the Greater Worcester Community Foundation's Worcester Together Fund, and the Webster Five Foundation, as well as by private donations, are distributed in our Safe Homes (serving LGBTQIA+ youth), ZIA (serving young people with mental health challenges), North Star (serving court involved individuals with behavioral health challenges), and homeless services programs, as well as the Central Community Health Partnership (CCHP). To date, more than 750 food and supply kits have been distributed, as well as an additional 400 "keep busy" kits filled with inexpensive activities such as crosswords, puzzles or adult coloring books to help individuals served better occupy their time, as many have limited or no access to TV or internet.



L-R CCHP's Linda Hopkins, Wendy Mercier and Tracey Emond-Parkin

While others purchase groceries, log requests or assemble kits, Chris Butler, who works for the North Star program, is just one of the Open Sky staff who answered the call to make deliveries. Although assigned to work largely remotely since COVID took hold in the state, Chris wanted to do more. Each Thursday, you'll find him loading up his car with boxes of supplies and heading out to individuals' homes. Why does he do it? In short, because seeing the smiles on people's faces, especially the children, as he drops off their supplies just makes him happy. And, during these uncertain times, happiness is a pretty important commodity.

Distributed to date:

- More than **750 food and supply kits**
- **400 "keep busy" kits** filled with activities such as crosswords, puzzles or adult coloring books

Faces from the Frontlines

Dependable

Dedicated

Caring

Encouraging

Supportive



Barbara Adams, Residential Counselor, Pearl Street, may work part-time, but she packs a lot into just 10 short hours/week. From spontaneous apple picking excursions to cooking and baking activities, she's always found ways to make life more fun and interesting

for the home's young residents. They really look forward to Saturdays with Barbara!

Glenn Esposito, Program Supervisor, Fiske Street, held weekly BBQ's during which individuals could talk about the barriers they faced because of the pandemic while enjoying the outdoors.



Peter Matu, Outreach Counselor, ACCS Worcester, joined the team during Phase 1 of COVID. Even though that made training him a challenge, he hit the ground running.

Monica Nkansah, Assistant Program Coordinator, Dewey Street, is one of those people you can always depend on to show up, follow through and encourage the residents of the program to reach their highest potential. Even COVID couldn't stop her!



Heather Mattison, Family Partner, ACCS Leominster, ran a game club for the individuals she works with, adapting old favorites like Uno, Yahtzee and Scattergories for a virtual environment.



John Chaisson, Housing Coordinator, ACCS Worcester, went above and beyond to support individuals with their housing needs, a particularly important service over the past months.

Cristi Collari, Director of Community Outreach, called together a volunteer Virtual Task Force when COVID paused our art and culture activities to create online content, including gallery exhibits, art prompts and virtual summer concerts.

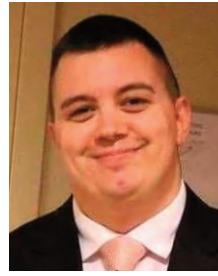


Harmonie Evans, Adult Family Care Coordinator, although no longer working in a residential program, when COVID hit she answered the call and used her past experience to help out in one of our group homes in Gardner.





Esther Armstrong,
Registered Nurse and
Peninah Waithira,
Registered Nurse
Supervisor are two of
the 13 Open Sky
nurses who worked
tirelessly to support



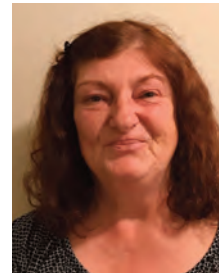
Mike Welch, Program Coordinator,
West Boylston, led the way in
creativity in keeping individuals
engaged through Top Chef
competitions and other creative
activities in his program.

individuals living in the community and residential programs,
educated staff and individuals about COVID-19 and
provided agency-wide COVID testing.

Special thanks go to all of the employees who left their own homes, in many cases from March-May, to move into Open Sky residential programs in order to minimize the risk of COVID for medically vulnerable individuals. Here are just a few of the caring and dedicated staff who made this sacrifice.



Northbridge House staff:
Stephanie Denning
and **Robin Henry**



April Campbell, Assistant
Program Coordinator,
Catherine Street



Grafton House:
Counselors **Henry Williams**,
Victoria Savice and
Adwoa Adomakowaa



Elmwood Terrace:
Counselors **Sam Ngatia**,
Anty Darwulo and **James Feraud**



Northbridge House:
Counselors **Obinwa Ndukwe**
and **Karel Sovereign**

Housing and Homeless Services Expand to Meet Community Needs

Over the past several years, the Homeless, Justice-Involved and Community Support Services offered by Open Sky have expanded dramatically. Beginning with one program in the Southbridge area (SCHAP – South County Housing Assistance), the division has grown to over a dozen programs today.

Homeless Services include programs providing outreach, rapid rehousing, case management, connections to treatment, and in some cases, financial assistance for first, last and security deposits, and COVID-rental assistance for rent and utility arrears. These programs provide services for close to 230 people per year.

Open Sky also was invited to participate in a Behavioral Health for Justice Involved pilot program, providing navigation and support services for people with mental illness, substance use disorders or co-occurring disorders

who are returning to the community following incarceration. This program has served over 250 people.

Community Support Programs have also grown at Open Sky, with services provided to prevent hospitalizations for people at high risk of admission to 24-hour psychiatric or addiction treatment settings. The programs also help people who are chronically homeless by providing coordination of behavioral health services and tenancy-sustaining activities to help them become and remain stably housed.

The growth of these services comes as a direct result of an experienced team, and a comprehensive model that strives to meet people where they are, focus on harm reduction, provide supports in a non-judgmental way, do whatever it takes to be supportive, and to offer Wraparound supports that help people achieve and maintain stable housing.



“the program did all they could to help us get through it.” – Bryan Fafard

South County Housing Assistance Program (SCHAP) Provides Ongoing Supports

The road that led Bryan Fafard to Open Sky’s SCHAP (South County Housing Assistance) services began a decade ago with a scooter accident in Arizona. So much can change in a person’s life in just a moment. The brain injury caused by the accident triggered psychiatric symptoms and, unable to work, he returned home to Massachusetts. By the time Bryan was connected to Open Sky in 2011, he was living in a camper with no running water and no electricity. Staff at the SCHAP program helped Bryan find an apartment, made sure he got to his doctor’s appointments and even helped with food shopping. Bryan, who is now happily married to Sandra, has stayed engaged with SCHAP throughout the years. In fact, Open Sky was there for the couple in May when they both contracted COVID-19. Sarah Foster, the family’s SCHAP Housing Specialist, checked in with them daily, arranged for weekly deliveries of food and cleaning supplies and provided them with cloth masks. Bryan appreciated the support, explaining “the program did all they could to help us get through it.” Fortunately, both of them recovered and today, Bryan is enjoying his life with Sandy, his step-children and grandchildren. It’s been a long road for Bryan and he’s grateful to have had Open Sky by his side.

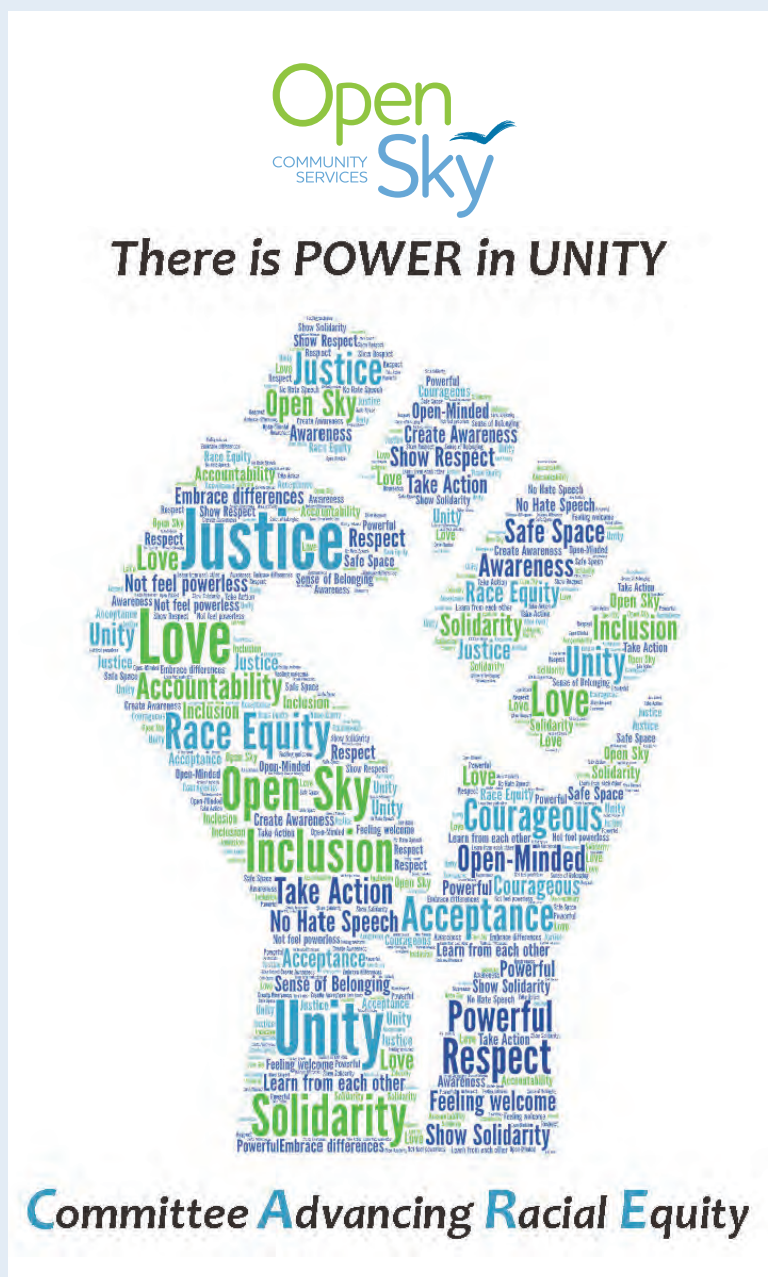
Race Equity At Open Sky Community Services

For Open Sky the topic of race equity has assumed its rightful place as the top priority for the agency. In the months following the death of George Floyd, Open Sky President and CEO Ken Bates held a series of listening sessions to learn more about what employees were thinking and feeling about the current state of race equity in the agency.

From these discussions, a central group of employees emerged, providing leadership and support for a Race Equity Assessment, conducted by Race Equity consultants Maria Latimore and Stewart Lanier.

The Assessment took place over three months and included interviews, focus groups and a survey of all staff. The results of the Assessment are in the process of being shared with all stakeholders and a Race Equity Design Team has been formed to develop strategies to address recommendations in the Assessment.

According to Ken Bates, President and CEO, he is firmly committed to Open Sky becoming an anti-racist organization, not only serving as a welcoming and inclusive employer and service provider, but also leading the way in ensuring that race equity is at the forefront of all that we do.



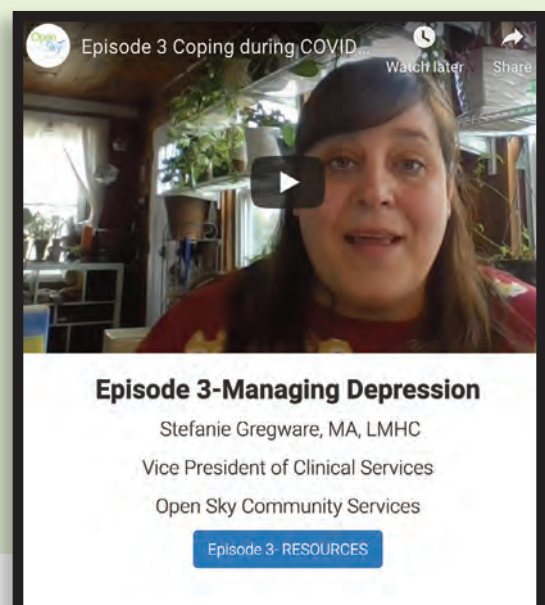
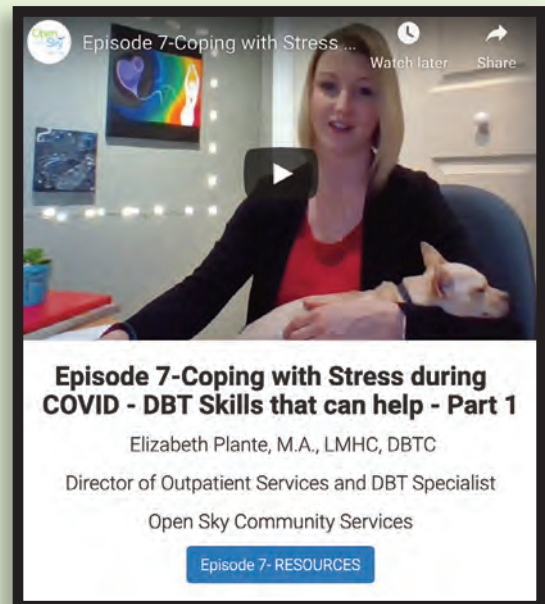
Video Series Helps the Community Cope during COVID

Open Sky's video series, Coping during COVID was developed beginning in the spring of 2020, and now has 18 different videos available on the Open Sky website. Each video is no longer than 3 or 4 minutes, and contains tips and suggestions to help people cope with the anxiety and other challenges caused by the COVID-19 pandemic. Resources for each topic are included on the website as well.

The clinical and service staff of Open Sky developed the content and shot these videos while working remotely from home. Since the spring of 2020, the video page has logged over 3600 visitors.

Topics include:

- Staying Centered and Sober During a Crisis
- Managing Depression
- Staying Sane in the Midst of Stressful Chaos
- Dealing with Anxiety
- Overcoming Sleep Challenges (parts 1 and 2)
- Importance of Scheduling Activities
- DBT Skills to Cope With Stress (parts 1 and 2)
- Maintaining Motivation
- Breathing Exercises
- Staying Connected in a Socially-Disconnected Environment
- Mindfulness
- Resources for Homeless Services and Housing Assistance
- Coping with Job Loss
- Staying Grounded in the Present Moment
- Working from Home with Children



The Finkel Fund – Enhancing Lives

Two individuals served by Open Sky were delighted to learn that they had received grants from the Florence Finkel Fund. The Finkel Fund is dedicated to enhancing the lives of people with disabilities by addressing the need for relationships and the risk of isolation that people with intellectual and developmental disabilities experience. The Fund is administered through the Pathways to Friendship, a project hosted by the Arc and funded by the Massachusetts Department of Developmental Services (DDS).



Lisa Fracalosi

Lisa Fracalosi is an avid wheelchair road racer and a member of the Hoyt racing team. Her involvement with the sport has expanded her social connections to include people with and without disabilities. Her enthusiasm is so infectious that she was recently asked to be an ambassador for Team Hoyt. Because of the pandemic, Lisa has been unable to race. She applied for a grant to help cover the cost of outfitting her wheelchair with rims and tires that will allow her to participate in trail runs so that she can socialize and share her passion while social distancing.

Steve Turini

Steve Turini is using his grant funds to cover the cost of a two year gym membership, Fitbit and workout clothes. Steve, who lives in his own apartment, receives services through Open Sky's Supported Living program. It had been a while since he held a gym membership and Steve was ready to start working out regularly. He was introduced to a local fitness center by an Open Sky staff member who also works there as a trainer at the gym. Steve is working out safely, enjoying learning about the different equipment and looking forward to forging connections with other members.

Lisa and Steve are perfect examples of what opportunities like funding from the Finkel Fund can provide. It has given both of them the chance to expand their worlds.



Safe Homes Celebrates 25 Years of Serving LGBTQIA+ Youth With Virtual Gala

The Safe Homes program celebrated 25 years of serving LGBTQIA+ youth with a Virtual Gala and People of Courage Awards on April 9, 2021, from 6-7pm. The event featured live hosts – City Manager Ed Augustus and Heard Strategy and Storytelling owner Jake Messier, as well as a number of awardees, dignitaries, staff and alumni of the program.

People of Courage Awardees included: Sharon McQueen (Public Service Award), Adam Stone (Young Adult Award), Unum Group (Corporate Award), Dr. Angela Sheble (Educator and Influencer Award) and Redemption Rock Brewery (Social Justice Advocacy and Action Award).

In addition, three organizations were honored with Partnership Awards – ZIA Young Adult Access Center, Ginkgo Bioworks, and Worcester Together (United Way of Central Mass and Greater Worcester Community Foundation).

As the Presenting Sponsor of the 2021 Safe Homes Gala and People of Courage Awards, Hanover Insurance Group Foundation continued to demonstrate their support of LGBTQIA+ youth in Central Mass.

The Hanover Insurance Group was recently recognized as a Best Place to Work for LGBTQIA+ Equality by the Human Rights Campaign Foundation for the fourth consecutive year.

Chris Collins of Mirick O'Connell emceed the Fund-A-Need portion of the event and Revelation Productions provided professional services and a sponsorship for the event.

Safe Homes provides support, leadership development, education, food, connections to housing, and free behavioral health counseling for youth ages 14 to 23. The program is based in Worcester, and is expanding this year to the Fitchburg, Leominster, Gardner area with support from partners Fitchburg State University and LUK, Inc. See related story about Safe Homes North.



Jake Messier and Ed Augustus host the Safe Homes Gala Event



SAFE HOMES NORTH!

The Expansion of Safe Homes to Fitchburg, Leominster and Gardner

Since 1995, the Safe Homes program has been serving the Worcester region, providing much needed supports and services for LGBTQIA+ youth. In 2019, we began the process of exploring the potential expansion of the model to the Fitchburg, Leominster and Gardner areas.

Fitchburg State University (FSU) had identified a need for services for this population in the north county area and was interested in supporting efforts that would help the community and potentially create a new pipeline of first-generation college students.

We received a planning grant for this project from Reliant Foundation and identified and assembled a group of stakeholders who met in November of 2020 at the invitation of FSU President Richard Lapidus to learn more about the model and to share information and expertise on the needs of youth in the region.

Program Coordinator Renn Duffey, a graduate of UMass Amherst and former attendee of Safe Homes, was hired in June. Renn was able to recruit four Mass Service Alliance/ Commonwealth Corps interns who have been working to help with the development of the new program over the past 8 months.

Open Sky also partnered with LUK, Inc. on a grant application to the Heywood Hospital Charitable Foundation and received a grant to begin offering free behavioral health services for LGBTQIA+ youth residing in the Hospital's service area.

In February of 2021, Safe Homes North began offering a Virtual Drop-In on Tuesday evenings, with a goal of moving to in-person services at a Drop-In at FSU once the College is fully open for in-person classes and other activities. For more information on Safe Homes North, email Renn.Duffey@openskycs.org.



Renn Duffey (They/Them)
Program Coordinator



Terra Buck (She/They)
MSA Intern



Diadora Finley-Abboud
(She/Her)
MSA Intern



Taylor Glickman (He/Him)
MSA Intern

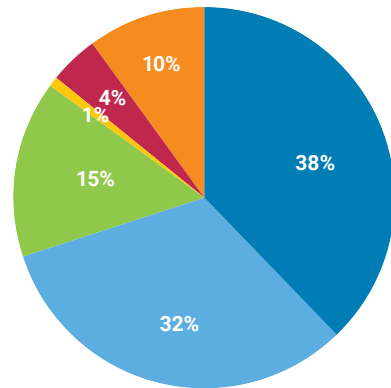


Alicia Sagastume (She/Her)
MSA Intern

Financials

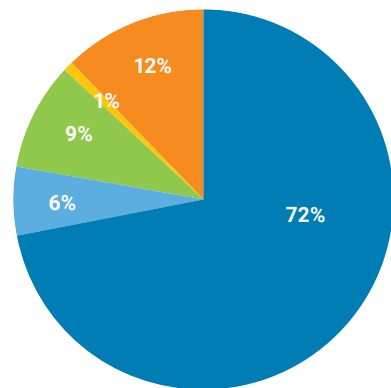
Revenues

Mental Health	38%	30,798,718
Developmental Services	32%	26,114,997
Medicare / Medicaid / MassHealth	15%	12,228,207
Children and Families	1%	1,026,847
Client Fees & Rent Subsidies	4%	3,111,812
Other	10%	8,077,685
Total	100%	\$81,358,266



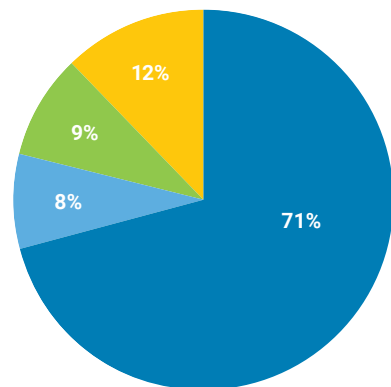
Operating Expenses

Community Services	72%	58,179,937
Vocational & Day Hab Services	6%	4,913,717
Other Program Services	9%	7,323,483
Property	1%	656,665
General & Administrative	12%	9,871,291
Total	100%	\$80,945,093



Expenses by Function

Personnel	71%	57,850,502
Program Support	8%	6,170,315
Occupancy	9%	7,008,229
Direct Program Expenses	12%	9,916,047
Total	100%	\$80,945,093



Corporators

Kathryn Calo
Heather Carr Reiter
Kirk Carter
Linda Cavaoli
Chris Collins
David Felper
Lee Gaudette

Paulette Goeden
Timothy Hare
Edith Joyce
Karl Krantz
Michael Lyons
Suzanne Maas
John McCann
Frederick Misilo

Laura Myers
Charles O'Neill
Robert Paulsen
Vera Raposo
Dennis H. Rice
Mary Ritter
Wayne Rocheleau
Scott Rossiter

Nafie Saba-Shapazian
Mary Taber
Dennis and Nancy Thompson
Barry Walsh
Judith White

Profile of Some Key Partners

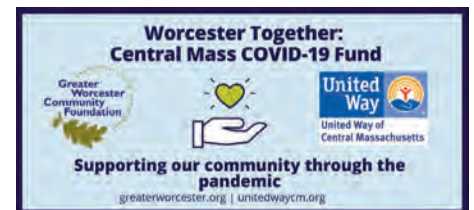
Hanover:

The Hanover Insurance Group was recently recognized as a Best Place to Work for LGBTQIA+ Equality by the Human Rights Campaign Foundation for the fourth consecutive year. They earned a perfect score of 100 on the Foundation's 2021 Corporate Equality Index (CEI), a national benchmarking survey and report on corporate policies and practices related to LGBTQIA+ workplace equality. As the Presenting Sponsor of the 2021 Safe Homes Gala and People of Courage Awards, Hanover continues to demonstrate their support of LGBTQIA+ youth in Central Mass!



Worcester Together:

The Greater Worcester Community Foundation and the United Way of Central Massachusetts, together with generous donors and in collaboration with the City of Worcester, launched Worcester Together in March 2020. The Fund distributed over \$10.6 million in grants and other resources to organizations throughout Worcester County that work with communities disproportionately affected by the coronavirus public health crisis. Worcester Together also convened numerous working groups to identify and respond to challenges related to COVID-19 in the community.



Major Donors, Sponsors and Grantors

401kQuote

Arbor Associates, Inc.

The Boston Foundation, Inc.

E. Rhodes and Leona B. Carpenter Foundation

CBA, An Alera Group Company

Commonwealth Corporation/Mass Service Alliance

Enhancing Tomorrow

Fairlawn Foundation (of Greater Worcester Community Foundation)

Fallon Health

The Fletcher Foundation

Flexible Fundamentals, Inc.

Four Oaks Corporation

Kenneth Gamble

The George F. and Sybil H. Fuller Foundation

George I. Alden Trust

Ginkgo BioWorks, Inc.

Greater Worcester Community Foundation

Hanover Insurance Group Foundation

Health Foundation of Central Massachusetts

Heywood Hospital

Richelle and Mark Kennedy

Mike and Lori McKenna

MSG Staffing, Inc.

Prescott Pharmacy

Reliant Foundation, Inc.

Reliant Medical Group

The Shop @ Whitinsville

Starkweather & Shepley Insurance Brokerage, Inc.

TD Bank

The Trustmark Foundation

Thrive Networks

United Way of Central Massachusetts

United Way of South Central Massachusetts

Worcester Together Fund (United Way and Greater Worcester Community Foundation)

State/Federal and Public Funders

MA Department of Mental Health

MA Department of Developmental Services

Mass Rehab Commission

MA Dept of Public Health

Executive Office of Health and Human Svs

MassHealth

MA Department of Children and Families

City of Worcester ESG Program

Mass Development

Department of Housing and Urban Development

Central Mass Housing Alliance



4 Mann Street, Worcester, MA 01602

Board of Directors

(through 12/31/20)

David Przesiek, Chair	Sara DeCarvalho
Judith Kirk, Vice Chair	James DiReda
Donna Connolly, Clerk	Leonard Doerfler, Ph.D.
John R. Ford, Treasurer	Donald Doyle
Kola Akindele	Kevin Hunt
Peter Bacchiocchi	Michael Kilcoyne
Jay Bry	Mary Ellen Larkin-Root
David Bunker	Charisse Murphy
Maedon Coburn	Paul Schasel

Credits

Editors:

Karen Goldenberg, Senior Director of Advancement/Marketing
Lorie Martiska, VP of Advancement

Contributors:

Donna Fioravanti, Director of Grants and Grant Management
Allison Ohman, Advancement Associate
Amanda Gibbons, Director of Marketing, Bridge Training Institute
Catherine Twing, Director of Marketing

Design: Rau Graphics

Printing: Curry Printing

Leadership

Kenneth J. Bates, MA

President and CEO

Oliver Joseph, MD

Chief Medical Officer

Frederick Battersby, MA

Senior Vice President of Operational Support

Nancy Bishop, MSW

Senior Vice President of New Business & Systems Transformation

Anthony Consolmagno, MBA, CPA

Executive Vice President & Chief Financial Officer

Kelley Gamble

Vice President of Community Engagement

Lisa Jeronymo

Vice President of Human Resources

Lorie Martiska, MS

Vice President of Advancement

Liz Olivera-Mustard, MBA, CHPC, CHC

Vice President of Quality Management

Erica Robert, MSW, LICSW

Senior Vice President of Community Services

Matt Small, MSW

Executive Vice President and Chief Operating Officer