



ANNUAL REPORT

2009

Growth
Challenge
Commitment



Bay Cove
Human Services

Reaching People. Changing Lives.



Special Logo Highlights Anniversary Year

From the founding of Center Club in 1959, to the creation of Bay Cove Human Services in 1974, and the addition of new programs since then, Bay Cove’s comprehensive network of services has provided integrated, compassionate care to thousands of vulnerable people for 50 years.

With over 130 program sites in operation, Bay Cove reaches more than 14,000 individuals each year, providing critical services for individuals and families who face the challenges of developmental disabilities, aging, mental illness, and drug and alcohol addiction.



MISSION STATEMENT

Improving the quality of the lives of individuals and their families who face the challenges of developmental disabilities, aging, mental illness, and drug and alcohol addiction. We will accomplish this mission by providing effective and compassionate services and through advocacy and leadership.

VISION STATEMENT

Full, rich lives for people with the greatest challenges.

TABLE OF CONTENTS

Leadership Message	1
Year in Review	2
Division Accomplishments	3
Support Services Accomplishments	6
Bay Cove Stories	
Mental Health Services	9
Bay Cove Academy	10
Developmental Disabilities Services	12
Child and Family Services	14
Kit Clark Senior Services	16
Substance Abuse Services	18
Development Events	
Donor Listings	22
Financial Overview	27
Board Members and Senior Management Team	28



Leadership Message

This past year has been very rewarding as well as challenging. We expanded many of our services, and celebrated the 50th anniversary of Center House programs and the 35th anniversaries of Bay Cove Human Services, Kit Clark Senior Services, and our Chelsea ASAP (Alcohol and Substance Abuse Program). The year was also filled with some significant losses, as we had to reduce our vocational and family support programs dramatically because of cuts in the funding for these services by the Commonwealth, in response to an unprecedented budget crisis.

Certainly one of the greatest achievements of the year was being chosen by the Department of Mental Health as the lead agency for the provision of Community Based Flexible Supports (CBFS) in the Fuller/Bay Cove area (Dorchester, Mattapan, Roxbury, South Boston, and the South End). Bay Cove was awarded the single largest contract for the provision of these services. This award increased our mental health budget by more than \$14 million annually. More importantly, it will allow us to provide residential supports to 1,100 individuals in a much more individually focused and flexible manner. The award of this contract was monumental, and our hats are off to Bill Sprague, Nancy Mahan, and all of the other staff who served on the early "vision team" and are now turning that vision into a reality.

While we are pleased with the overall health and performance of our agency, we remain concerned about future cuts in services to our clients. We understand that the Commonwealth must act in a financially prudent manner, but we are determined to ensure that the state budget is not balanced on the backs of the most needy. We will work diligently to combine best practices with financial responsibility, so that individuals like Richard, Tony, and Brian, the remarkable people you will read about in this report, can continue to receive strong and effective services as they look to the future.

The exciting and significant growth Bay Cove has experienced gives us much to be thankful for. Our success would not have been possible without the dedication of Bay Cove's outstanding staff; continued commitment of our volunteer boards; generous support from corporate, foundation, and individual contributors; and above all, the thousands of men, women, and families who put their trust in us to help them find the hope to live full, rich lives.

Peter Pease
Chair, Board of Directors

Stan Connors
President and CEO



Year in Review

This was a year of significant highs and lows for Bay Cove. Even so, with all the ups and downs, we sustain our unwavering commitment to the quality services that the people we serve need and deserve.

Bay Cove confronted a number of difficult challenges brought about by the state's fiscal woes, and the resulting line-item cuts made by Governor Patrick last fall and winter. The fall cuts were devastating to the Department of Mental Health (DMH) and the programs it funds. At Bay Cove, we sadly had to close our Gill Rehabilitation and Skills Training Programs. We also lost all DMH funding for our successful Career Advancement Resources (CAR), which had received most of its revenue from DMH. All of these changes were painful; hundreds of clients were left without essential services, and Bay Cove had to lay off staff. Later in the year, budget cuts by the Department of Developmental Services (DDS) — formerly Department of Mental Retardation (DMR) — forced Bay Cove to reduce our Family Support Services dramatically, again affecting hundreds of Bay Cove clients and families, and again requiring staff lay-offs. Many other Bay Cove programs also experienced significant budget reductions and the corresponding negative impacts on important services for people in need. In the face of these challenges, Bay Cove staff worked tirelessly and creatively to accommodate as many clients losing services as possible, through other programs less affected by the cuts.



Given the changing landscape and many challenges presented this past year, we determined that we could most effectively deliver services to people with Mental Illness or Developmental Disabilities if all of their programs were grouped together under the MH or DD Services umbrellas. As a result of this decision, Center House ceased operations as a separate division, although the Center House Programs continue in full operation.

While state budget shortfalls deprived these Bay Cove programs of necessary funding, other programs saw extremely positive expansion. Bay Cove was able to continue development of new residential programs to serve members of the Rolland Class (individuals with developmental disabilities who have been inappropriately housed in nursing homes). We proudly opened one home in June and simultaneously broke ground on a second home, that opened in October, 2009. We also moved forward on a third home and planned to break ground for this construction in October, 2009.

In July of 2008, Bay Cove opened our first half-way house for people with addictions. The Charlestown Recovery House was created in conjunction with a community group (of the same name) and now provides 25 beds in a beautiful new Charlestown residence. The program had a very successful first year, with over 100 men living there for a period and working toward long-term sobriety.

Other significant positive initiatives in FY09 included the February relocation of our Developmental Disabilities Day Services from Drydock to Bradston Street, where this program was joined by our Day Habilitation services. The additional space available at Bradston allowed Day Hab to implement expansion plans and double the program size by year's end. Several other program areas also saw a notable increase in demand for services: Kit Clark's Adult Day Health, along with Center Club, Casa Primavera, and Early Intervention. All expanded their rolls to meet this demand.

As the fiscal year came to a close in June, we were working at full speed to implement our vision for DMH's new recovery-based model, Community Based Flexible Supports (CBFS). Redesigning our services to fit the CBFS structure has been the largest initiative undertaken by Bay Cove in our history. Bay Cove is one of the lead agencies providing this creative new approach to service delivery for people with mental illness; the award of this DMH contract doubles the size of our Mental Health Services for fiscal year 2010.

With these key milestones for 2009, Bay Cove had exciting new initiatives to celebrate, much as we also mourned the closing of long-term programs that had been integral to the recovery of so many. Through it all, we never lost sight of the day-to-day needs and struggles of the people we serve. Whether it's a person with mental illness or developmental disabilities trying to find a job or maintain a place to live, an addict successfully meeting the goal of another day without drugs, a Bay Cove Academy student studying for MCAS, a home-bound senior receiving her daily Meals-on-Wheels delivery, or a toddler learning to interact with others, thousands of people with significant challenges are striving for a better life every day, with the help of Bay Cove Human Services. All of us at Bay Cove remain committed to helping each and every one of the people in our programs achieve their goals.

Bill Sprague
Executive Director

Division Accomplishments



Bay Cove Academy (BCA) is a Department of Education-approved day school that serves adolescents (ages 12-21) from the Greater Boston area. The Academy is a highly structured, therapeutic environment for youth whose educational and social needs exceed those that traditional community schools can accommodate. The BCA Career Development Program has achieved national recognition from the US Department of Labor.

This year, Bay Cove Academy:

- **Graduated 83%** of students who entered the school year eligible for graduation.
- **Helped 87%** of students who had previously failed the Math MCAS test take it again and pass.
- **Helped 69%** of students who had previously failed the English Language Arts MCAS test take it again and pass.
- **Provided counseling and support for 100%** of graduating seniors to continue into higher education, training, or employment.
- **Documented increased work-readiness skills** (e.g. identifying skills and behaviors at work, receiving feedback, and demonstrating initiative) in 90% of students.
- **Supported 90%** of placed students in holding the same job for at least three months.
- **Reported 100% employer satisfaction** with the Career Development Program.
- **Secured employment** for students at 17 different businesses and organizations throughout the community, in the areas of healthcare, retail sales, maintenance, automotive, culinary arts, education, eldercare, childcare, and more.

As part of **Bay Cove's Child and Family Services, the Early Intervention Program (EI)** serves children under three years of age, who are developmentally delayed, have a known disabling physical or mental condition, or who are at risk of developmental delays due to biological or environmental factors. The Small Wonders Nursery School, which operates in conjunction with EI, provides high quality early childhood education.

This year, Child and Family Services:

- **Received 983 Early Intervention referrals**, bringing the numbers served at a time to 510 children and their families.
- **Offered a new toddler group** three times per week at Small Wonders Nursery School and increased the three-year-old group to three days per week.
- **Collaborated with Boston University** on research regarding communication between parents and providers about developmental screening.
- **Partnered with Dorchester House Multiservice Center and University of Massachusetts Boston** on research regarding a parent-focused, problem-solving treatment approach designed to increase engagement of parents in Bay Cove interventions and services.
- **Continued our partnerships with Cradles to Crayons** to provide clothing, toys, and equipment to families in need. The "50 Families" of Lincoln, along with Fidelity employees, volunteered to provide gifts for families living in poverty.
- **Facilitated staff training** in the area of infant/toddler mental health including international speakers on topics such as the effects of trauma on brain development.

Division Accomplishments

Bay Cove's Developmental Disability Services provide assistance to adults with developmental and intellectual disabilities living in residential service settings. Through its Family Support Services, the division meets the needs of children and families affected by developmental disabilities.

This year, Developmental Disability Services:

- **Served over 950** people in 36 programs, including 31 Residential programs, and 3 Work and Education programs, plus Family Support, Parent Support, and Day Habilitation services.
- **Emerg**ed, following significant state cuts, as the largest remaining Family Support provider in Boston.
- **Designed and constructed** the next in our series of residential programs, homes for individuals with developmental disabilities and mobility restrictions who had previously required a nursing-home level of care.
- **Achieved Certification with Distinction** from the Massachusetts Department of Developmental Services (formerly the Department of Mental Retardation), the department's highest level of recognition.
- **Developed** a new site that allowed us to co-locate all of our Developmental Disabilities day services, as well as substantially increase the number of persons we serve in our Day Habilitation Program. This co-location provides for a more integrated continuum of care for individuals with varying needs.
- **Increased** nursing staff and service capacity (by 15 beds), to enhance our ability to serve the growing needs of people with intensive medical needs.

Kit Clark Senior Services' mission is helping our community's older adults live with dignity and independence. Founded in response to the Federal Older Americans Act, Kit Clark has grown to offer over 30 programs at over 40 locations in Greater Boston.

This year, Kit Clark Senior Services:

- **Celebrated 35 years** of community service by presenting "Models for Successful Aging," an aging conference for elder services providers.
- **Opened** a new adult day health program, which is culturally and linguistically appropriate for the Haitian population of Boston.
- **Held the third annual** Elsie Frank Meals-on-Wheels 5K Road Race, raising over \$25,000.
- **Received** city and private grants to help purchase our first hybrid vehicle as the initial step in our plan to convert to a fleet of "green" vehicles.
- **Introduced** several innovative approaches to generating program support and new revenue, including a van-wrap advertising program and private catering contracts.
- **As the largest Meals-on-Wheels provider** in Boston, served over 175,000 nutritious meals at 30 congregate meal sites across Boston and delivered over 130,000 meals to homebound elders.
- **Assisted 115** homeless elders in obtaining permanent housing.
- **Provided over 33,000** client days of services in our adult day health and memory loss programs, which represents a 10% increase over fiscal year 2008.
- **Achieved success** with the grant-funded Fit4Life Program and began the process of making it non-grant dependent and sustainable for the long term.





Bay Cove's Mental Health Services provide assistance to adults with mental illness who live in 18 group homes, 8 staffed apartments, and 168 apartments throughout Boston's neighborhoods. This division also oversees our Tenancy Preservation Project, which operates in cooperation with the Boston Housing Court. Additionally, in partnership with Boston Medical Center, Bay Cove operates the Crisis Stabilization Unit and Urgent Care Center/Mobile Crisis Team, two essential components of the Boston Emergency Services Team.

This year, Mental Health Services:

- **Received** the Department of Mental Health's largest Community Based Flexible Services (CBFS) contract award, to implement a new model of services and supports to persons served in Boston.
- **Successfully completed** the integration of 20 group homes and 80 independent supported housing units previously run by other provider agencies.
- **Opened** our second Mental Health clinic site at the Lemuel Shattuck Hospital, providing mental health and wellness services.
- **Provided services to 394** adults in residential and supported housing.
- **Prevented eviction and homelessness** for 174 people through our Tenancy Preservation Project.
- **Evaluated 2,844 adults and 1,148 children** and adolescents in behavioral health crises at our Urgent Care Center.
- **Selected** by the Department of Mental Health to open the first-of-its-kind program for mentally ill clients with problematic sexual behaviors.
- **Expanded membership** at Center Club and Casa Primavera, clubhouses serving English and Spanish speaking adults with psychiatric disabilities, to meet the needs of over 100 new members whose other services were terminated by state budget cuts.

Bay Cove's Substance Abuse Services provide an array of progressive 24-hour and outpatient treatment options for individuals — including those with mental health and/or homelessness issues — who are engaged in the challenge of living with addictive disorders.

This year, Substance Abuse Services:

- **Provided** medical detoxification services to over 2,600 individuals at Andrew House and Bridge to Recovery.
- **Secured** next-step recovery services referrals at four times the state average for medical detoxification units, including a rate of successful referrals to methadone treatment services at twice the statewide average.
- **Conducted a follow-up study of 270** New Hope Transitional Support Services Program graduates in which 54% reported continuing sobriety. Compared to national figures on maintained sobriety (32% to 35%) these results reinforce the value of the unique curriculum developed by and used in this Bay Cove program.
- **Entered** into a partnership with a local organization (of the same name) to open the Charlestown Recovery House, a 25-bed halfway house program where we provided residential recovery services to 120 men.
- **Restructured** the Bay Cove Treatment Center support group, based on client input, resulting in a 25% increase in group participation.
- **Maintained a 96%** participation rate at Bay Cove Treatment Center — the highest in the state among opioid treatment programs.
- **Launched** a new Youth Leadership Institute at Chelsea ASAP, La Voz de Chelsea, which was honored with the city of Chelsea's Youth Group of the Year award for its outstanding work in coalition leadership and community organizing to reduce underage drinking.
- **Led** the advocacy efforts to pass a Home Host Ordinance in Chelsea, only the second in Massachusetts, to address the problem of house parties where underage drinking occurs.

Support Services Accomplishments

Office of Advocacy

- **Implemented** a web-based legislative alert center that is used to notify our supporters and partners about important legislation that may impact the individuals we serve. Users can send letters to their elected officials through the "Take Action" feature.
- **Fostered new relationships** with legislators and increased neighborhood association memberships in response to agency growth.
- **Expanded** business partnerships by joining the Roslindale Board of Trade and continuing as a member of the Dorchester Board of Trade.
- **Strategically increased** Bay Cove's visibility through involvement in human service provider events and public policy, plus related advocacy initiatives in Greater Boston.
- **Secured** community, legislative, and city support for sites for new programs serving individuals with developmental disabilities and physical/medical challenges.

Central Administration

(formerly Finance, Housing, Property, and Rep Payee)

- When **Bay Cove received the largest contract awarded in 2009** by the Massachusetts Department of Mental Health, Central Administration designed and implemented a fiscal structure for Community Based Flexible Supports (CBFS) contracts totaling over \$26 million annually, and transitioned the contracts for 20 group homes and 80 independent supported housing units from other providers to Bay Cove.
- **Increased** the number of clients served by the Rep Payee Department from 348 to over 700, and instituted a new Rep Payee banking system, saving our clients from being charged a per-transaction fee.
- **Redesigned** the financial structure of Developmental Disability Services to enable more competitive rates and service capacity for day services without additional DDS funding.
- **Coordinated** renovation of a downtown commercial building as a new space for Day Habilitation clients and other program expansions.
- **Completed** extensive renovations of both Kit Clark Senior Services sites located in Dorchester.
- **Refinanced** a 1998 tax-exempt bond, which allowed us to take advantage of lower interest rates and use \$725,000 previously held in reserve by the bank.



Development, Marketing, and Public Relations

- **Exceeded** the agency's 2009 fiscal year annual private fundraising goal of \$1.2 million.
- **Met** the fourth-year private fundraising goal for the five-year \$5.2 million Campaign for Reaching People, Changing Lives.
- **Introduced over 100** new donors to the agency and raised over \$19,000 in the second annual Bay Cove Boston Marathon challenge, with race numbers generously donated by John Hancock Financial Services.
- **Introduced** the Bay Cove Legacy Leaders Society, as a part of Bay Cove's newly created Planned Giving Program.
- **Increased** combined board membership to a total of 141 members, with 24 on the Board of Directors, 105 on the Board of Advocates, and 15 on the Executive Advisory Board.
- **Launched** an MBTA bus and subway print-advertising campaign to raise public awareness of Bay Cove and our services, with significant pro bono creative services from Connelly Partners, Titan Worldwide, and Alice Blue. Ads appeared on 300 subway cars and 20 buses over a six month period.

Human Resources

- **Conducted** a Wellness Fair, attended by 110 Bay Cove employees.
- **Introduced** new auto, health, and home insurance benefits to Bay Cove employees.
- **Graduated** 1 Bay Cove employee from the Simmons College School of Social Work Scholarship program, and 5 Bay Cove employees from the Nursing Scholarship Program, all of whom are now working within the organization.
- **Hired** 288 new Bay Cove employees, primarily as result of the new CBFS award.
- **Attended** 12 regional job fairs, in addition to providing 4 agency job fairs in support of the CBFS contract.

Information Services

- **Improved** the Boston Emergency Services Team (BEST) Practice Management System, increasing client and clinical team data entry capacity, call log functionality, and data collection fields for clients under 21 years of age.
- **Demonstrated** the ability to replicate the BEST System, opening the possibility of creating marketable versions of our applications.
- **Developed** a Secure Message Center as part of BayNet to allow appropriate access to partner agencies, including confidential communication about clients as needed.
- **Continued** to pursue innovative approaches to information technology, including virtual desktop environments and information storage and retention options, to position Bay Cove competitively.



Support Services Accomplishments

Quality Improvement and Human Rights

This year, the Human Rights Department expanded to include Quality Improvement initiatives designed to define quality and ensure compliance with best practices across the service spectrum.

- **Managed 3** accreditation visits by the Commission on Accreditation of Rehabilitation Facilities (CARF) which resulted in the highest achievable rating. Facilitated quality assurance site visits throughout Bay Cove programs.
- **Developed** outcome priorities and measures for all divisions, and established BayNet repository for future analysis and reporting.
- **Established** an agency-wide Best Practice Committee, which meets monthly to identify and address policy and procedure issues regarding Health & Safety, Compliance, and Risk and Quality Management.
- **Had two Bay Cove employees certified** as national accreditation surveyors for CARF International, enabling them to gain broader exposure to best practice across our service areas and throughout the country.
- **Provided** centralized human rights training to over 1,100 Bay Cove staff, clients, and Human Rights Officers, and facilitated 68 program site visits as well as monthly Human Rights Committee meetings to promote and protect human rights throughout the agency.

Training

- **Offered** over 1,000 courses attended by both full-time and part-time Bay Cove employees.
- **Expanded** online training opportunities to offer 32 courses ranging from basic nutritional information, to dealing with sexual harassment in the workplace, to using recovery-based practices in our programs.
- **Increased** utilization of the Computer Learning Center, including 813 hours of use by Bay Cove clients — a 50% increase — and 635 hours of computer classroom instruction, individualized training, and project support to Bay Cove employees.
- **In partnership with the Massachusetts Council of Human Service Providers**, continued Bay Cove's participation in the graduate certificate programs at Suffolk University with 7 Bay Cove staff joining the May 2009 graduating class.
- **Introduced** and piloted the nationally sanctioned Prevent non-violent intervention training model for Developmental Disabilities Services, with the expectation of future expansion of this innovative intervention option throughout the agency.
- **In partnership with Jewish Vocational Service (JVS)**, provided an adult learning curriculum to 42 Bay Cove employees who are pursuing career advancement in the healthcare professions.



Mental Health Services

In 2009, the Massachusetts Department of Mental Health (DMH) introduced Community Based Flexible Supports (CBFS), a new concept of how mental health services should be delivered. Bay Cove then won the largest DMH contract awarded in 2009, after designing an innovative CBFS service delivery model that is flexible, person-centered, and recovery-based. Our model is driven by the individual being supported.

Since the award in March 2009, Bay Cove, in collaboration with our subcontractors (South End Community Health Center and Pine Street Inn), planned and prepared for the implementation of the new CBFS model, on July 1. Bay Cove's CBFS model weaves together an intricate system of care and includes six key components:

Leadership Team

Our Leadership Team ensures the planning, delivery, and ongoing quality improvement of CBFS. Leaders from Bay Cove and our CBFS partners provide supervision, direction, mentorship, teaching, and consultation that work to bring out the best in our staff so that they, in turn, help to bring out the best in the people we serve.

HUB Operations

Our HUB Operations include intake and discharge screening, quality management, employment services, benefits services, housing supports, management of financial supports, and coordination of guardianship and legal advocacy.

Flexible Support Teams

Our CBFS model includes nine teams of rehabilitative professionals. Each individual served partners with an Advocate, and together they work with a Support Circle of team members, family members, other service providers and community members in developing an Individualized Action Plan (IAP) driven by the needs and goals of the individual.

Housing Network

Bay Cove's Housing Network offers a rich array of residential supports tailored to meet individual needs. Housing Team members ensure safe, secure, affordable, and attractive housing for people, and work closely with Flexible Support Team members to provide responsive and individualized supports that align with the goals of each person's IAP.

Enhanced Clinical and Wellness Services

We have expanded our outpatient services, which integrate wellness and recovery services. Supports feature therapy, psychiatry, health and wellness education, complimentary and alternative medicines, and peer-led recovery services.

The Safety Net

The Safety Net component of our model is quite unique. It provides essential services for 200 individuals who might otherwise fall through the cracks because they will only accept intermittent use of supports and are not yet ready to engage in an active partnership for recovery.

This new contract award increases the number of individuals supported by Bay Cove's Mental Health (MH) Services from 450 to 1,100 and increases the number of Bay Cove MH residential sites from 31 to 53. Most importantly, the award strengthens the services we provide. It promotes Bay Cove's person-centered approach, encourages the recovery of the people we serve in new and innovative ways, and maximizes the strengths and contributions of each individual.

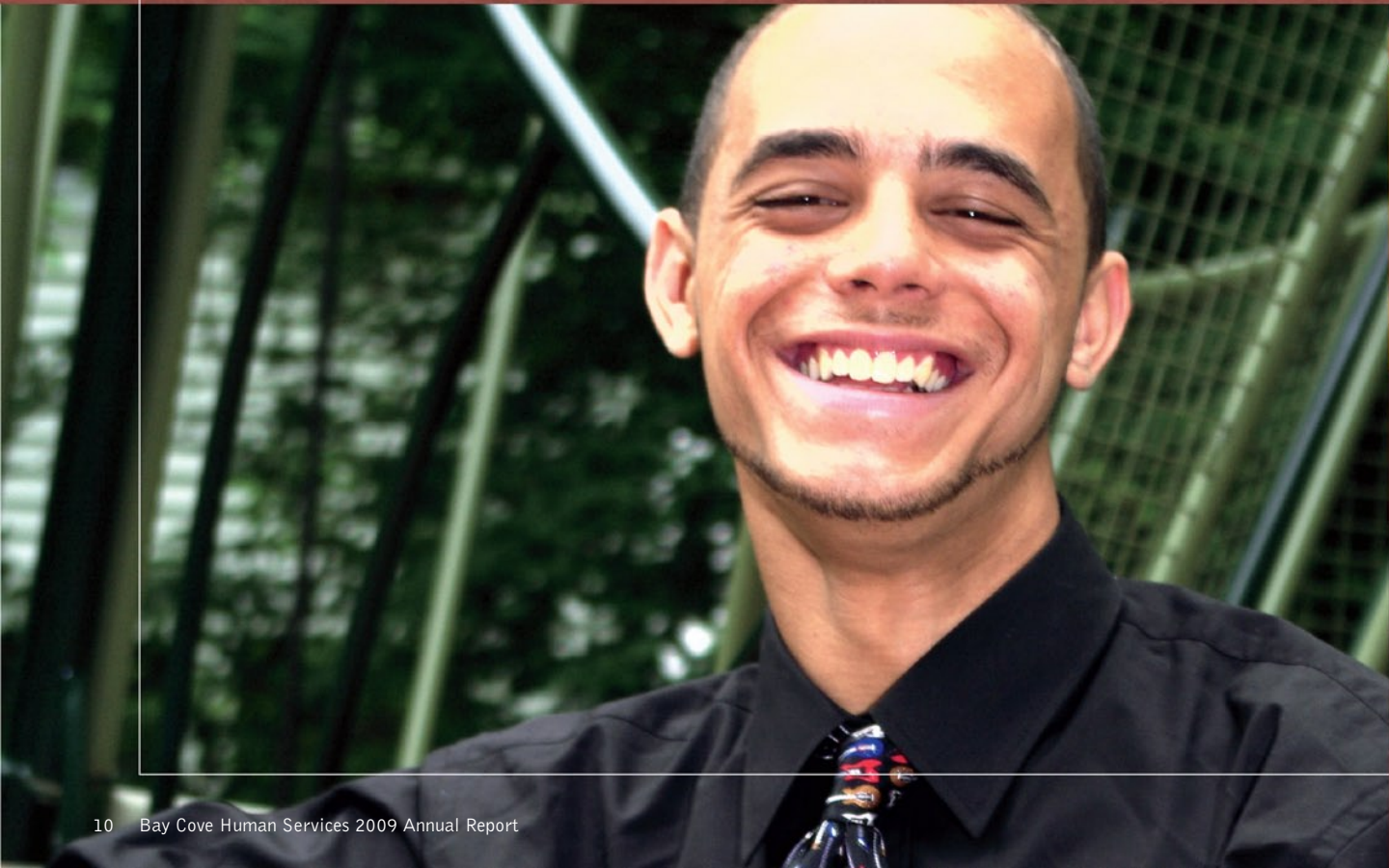


Bay Cove Academy

Jonathan is a former student of Bay Cove Academy (BCA), a therapeutic high school for adolescents with histories of severe emotional, behavioral, or learning difficulties in their hometown schools. BCA's intensive program combines highly structured academics, career development, and group and individual therapy to help students develop the skills these young people need to become responsible, productive adults.

I lived with my mom in Cambridge until I was 12, then went into foster care for about five years. I was a kid that acted up at random, and I was big on ignoring. Not answering when you say hi, stuff like that.

I have one brother and two sisters. My brother and I stayed together — I was too scared to go to foster care by myself. My sisters went their own way. I started in South Boston, then Milton. Hyde Park was the final stop. I was there for three years with a family, and I was coming here [Bay Cove Academy] when I was with them. **Coming here was mostly my decision, but without their help, it wouldn't have happened. Now I'm back with my mom.** I had to do a lot of work, and she had to do a lot of work.



I left Bay Cove Academy after two years. I was out for a year. The hardest dilemma I had was, should I come back to school or stay out and do the so-called "street life?" **I came to the conclusion that if I don't have an education, how far will I get?** I saw myself not getting far. So I made the decision to come back here and finish. If I were in public school, I would probably have made it to junior year, and that's it. No more high school. Coming here [BCA], with more one-on-one and all the help and support that we get, it's something I can't pass; I have to take in. I need it.

I'm planning to sign up for Bunker Hill [Community College], and pick up criminal justice. Mass Rehab [Massachusetts Rehabilitation Commission] will pay for the tuition and the books. All I have to pay for is my food and my way there and back. Everything is put in place, so far.

To come to this point, from a kid acting up to one making tough decisions [was hard]. Many times I didn't make the right ones, and I got what came to me. If I chose the other type of career — the street life — I wouldn't get far. So I picked this one, and I got farther than I expected.

I'm not done yet. Goodbye high school, hello college. I'll have a chance of a better job. I probably will have a better life than I would if I had made the wrong decision. More focus, which I'm ready for.

I'm a shining star.



Developmental Disabilities Services

Tony lives in an eight-resident group home for men who are dually diagnosed with mild developmental disabilities along with severe mental disorder. Half the men, including Tony, share an upstairs apartment with only 30 hours of staffing per week, but they have access to the 24-hour staffing for those who live downstairs.

Tony credits the Education and Training Program and Center House Enterprises for helping him change his life. Both are components of Center House Employment Supports, a Bay Cove program that helps adults with developmental disabilities and/or mental illness learn to take charge of their lives.

I'll be 32 this year. I grew up with my family, in the projects in South Boston. My dad was locked up for eight years of my life. Kids always beat me up. At one point, they tried to set me on fire in a dumpster. So I have had a rough life.

After I got in trouble in a past residence, I got hooked up with Bay Cove. But I got in trouble in that group home: I was violent with a guy. I was

an in-patient at the Lindemann Center [state-run mental health center] after that. I improved myself so well, that when I went to court, I had a lot of supporters: my mother, people from Bay Cove, and the Department of Developmental Services. They talked to the judge. I was released under a behavior plan with Bay Cove supervision [and now live in a second Bay Cove, residential program]. I am close to not being on a behavior plan any more, which is really great.

The group home I'm in now is my home. I like hanging out with all the guys there. They're nice. If I were to go off on them, I would feel very bad. They have their own set of issues, but I've learned how to deal with it.



When they're angry, I can calm them down, as well as myself. If I catch myself getting angry, I'll go for a walk. Now I know when I'm on the edge, but not back then. Back when I first came [here], I would retaliate. I was a walking time bomb. I would punch holes in walls and try to hit people.

[Now], I see myself as kind of a role model, being helpful to others when they're having problems. I encourage people to do well. Not to go backwards.

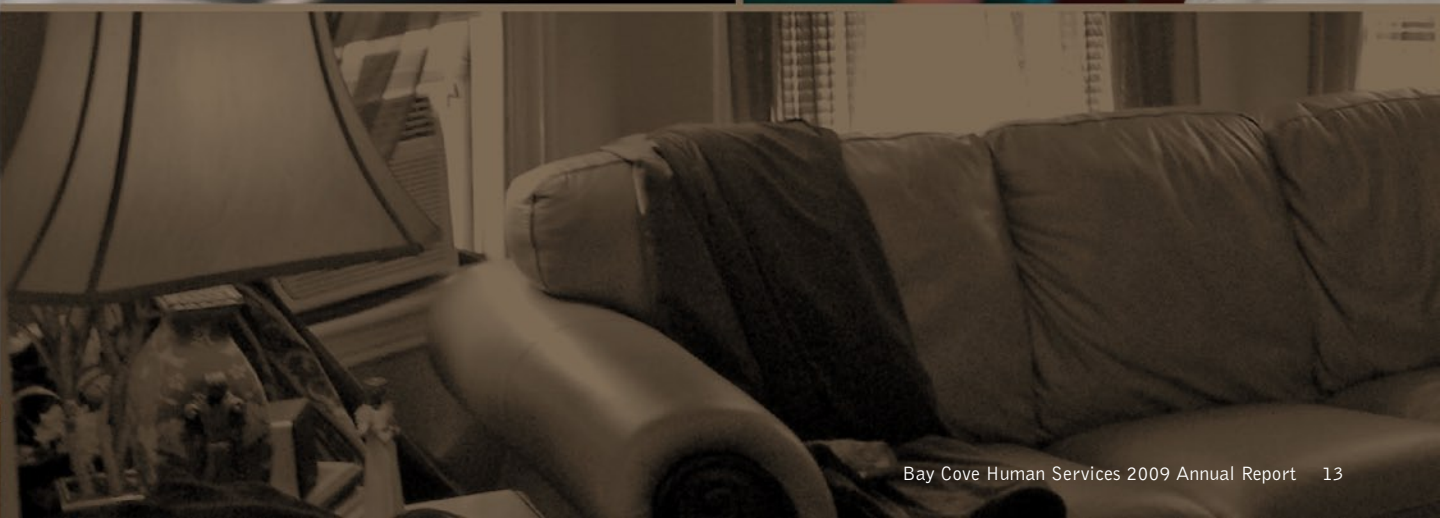
At Education and Training, you get a lot of behavior supports, and you can learn how to cope. I learned [about] etiquette and being respectful of people. I did courier work, janitor work, landscaping. I recently moved on to Center House Enterprises, which is for people with outside jobs [in the community].

I'm a bagger at Stop and Shop. I've made a lot of good friends at my job. The people are very nice to me down there.

[At my group home], at first, I was allowed to go out only for a few hours on weekends. Now I've done so well, I get to go out basically every day, if I'm not working. I'm usually home by 8:00 p.m. I hang out with my girlfriend and her family. Just stay low key. I like the way I'm doing now.

[In the future], I'd like to [live in] a Bay Cove-supported housing apartment. I'm working on things so I can do that, like learning [how to take] my medicines so I can be self-medicated. I'm not there yet, but I'm working on it.

I like the way I am now. Bay Cove is a big part of it. Bay Cove could be an inspiration to everybody — and it can get them places.



Child and Family Services

The following is a testimonial from a parent of a former Early Intervention client. Bay Cove's Early Intervention (EI) Program provides therapeutic services, at home or in the community, to children under three who are developmentally delayed, have a physically or mentally disabling condition, or are at risk of developmental delay. The program stresses parent education and involvement. The affiliated Small Wonders Nursery School in Dorchester brings together children with and without disabilities in a setting that allows every child to participate fully.

My son was about 1 ½ years old and was attending the Columbia Point Day Care [a community-based childcare program]. His teachers and I noticed that he was not verbally expressing himself as much as the other children in his classroom. His word bank seemed very limited in comparison to the other children who were the same age as him. Due to this, an evaluation was done on my son, and the results showed that he indeed did have a speech delay.

The director of the day care suggested we try Bay Cove's Early Intervention Program to help my son. After hearing a description of the program and the services they provide, I strongly agreed that would be a good idea.

EI ended up not only helping my son with his speech delay, but also [helped] with his behavioral issues that he was having at that time. My son's teachers and I learned ways that we could help



him build on his vocabulary, and ways that we could help him decrease his tantrums when he got upset. At home, I adopted a method that worked well for me to help my son control his tantrums with the guidance of EI.

EI was such a helpful and rewarding experience for my son and me. We were assigned to a great case worker by the name of Ginny, and I am so thankful for her services, to this day. After being in the EI Program for only 6 months, my son's word bank drastically expanded and he was at the same language and speech level as his peers. In addition, his behavior showed improvements.

I am so thankful that Bay Cove was there to help my son. There needs to be more programs like Early Intervention available to parents because sometimes parents truly do need help in raising their children, especially when issues arise, and you do not know where to go to receive help.

I would definitely recommend other parents to learn about the program and to take advantage of their services.

Just recently, I had the opportunity to give back to Bay Cove's Early Intervention Program through BNY Mellon's employee volunteer program, and I definitely took advantage of the opportunity with an eagerness to thank the staff at EI for all they have done for my son and me.

Thank you to all of the staff at Early Intervention, for all of your dedication and compassion!



Kit Clark Senior Services

The Medeiros Center for Change, a Kit Clark Senior Services day program for homeless men and women, ages 50 and over, was an oasis for **Richard** at a desperate point in his life. The center's array of supportive services, including mental health and medical care, substance abuse counseling, advocacy, housing information, social activities, and mid-day meals, enabled Richard to make the changes he sought.

I was born in 1950 in Milford, a one-horse town. The king of the family was my mom. My dad had a small construction company. All us kids worked for the business.

When I graduated from high school, the Vietnam War was going on. I joined the National Guard to keep from getting drafted and went to Missouri for basic training. When I came home, it seemed like the whole world changed. My friends got long hair, they were doing LSD, they were coming back from Vietnam hooked on heroin. I went AWOL for 14 months. That was when I turned my life over to what was going on. I took the uniform off, started

sticking needles in my arms. Finally, a colonel said, "You can go into the hospital and stay in the Guard, or you can sign yourself out." I signed my name.

From there it snowballed. I became heavy into heroin, started stealing from my family, robbing stores, breaking into houses. In California, I got into a crystal meth habit. I went to Florida, became a migrant worker, and a girlfriend introduced me to crack cocaine. We had a baby. When Jessica was eight months, my girlfriend left. Jessica's in Milford with my family [now]. They went to court and took her from me when she was six.



In 2001, I went to Boston. It was hard, with two bad knees and a cane, to run around Boston looking for drugs. I thought I was going to die. Other homeless people told me, "If you want to get off the streets for the day, there's a place called the Medeiros Center." It was great. It's not just a place you hang out. They can get you housing; they can get you food stamps; they have lawyers once a month.

After about a year, a counselor at the center approached me about a housing program called MHSA [Massachusetts Housing and Shelter Alliance]. The prerequisite was to be clean, and I was getting clean at the time. I have a CORI [Criminal Offender Record Information], but they didn't look at that. The first two months of rent were free, which was great. **When I got into my house, I was overwhelmed with happiness.**

I go to social skills meetings at the center to learn to cope. I also go to an ASAP [Bay Cove's Alcohol and Substance Abuse Program] group in Chelsea [for seniors]. My groups, AA [Alcoholics Anonymous], loving my apartment, and Suboxone are keeping me clean. Suboxone's a medicine that heroin addicts get to keep them from getting high.

I've been in my apartment for two-and-a-half years. I've been clean for three. I've cleaned up all my warrants. I'm on the verge of seeing my daughter again.

Me and my addiction, we indulged in evil stuff I'm not proud of today. Now I can't have one beer or smoke one joint. So that's me. I'm beginning to feel being sober feels good.



Substance Abuse Services

The Charlestown Recovery House (CRH), where **Brian** lives, opened in 2008, and is the first recovery home in Bay Cove's Substance Abuse Division. The 25 men who reside in the structured, therapeutic residence are expected to secure employment during their six-month stay, in preparation for integration back into the community.

In describing his journey to sobriety, Brian mentions Andrew House, Bay Cove's short-term intensive detoxification center, and New Hope, Bay Cove's short-term residential program designed to close the all-too-frequent gap between detox and long-term placement.

I'm 31. I've been a heroin addict for close to 15 years, and I've tried to get sober for a long time. I went through various detoxes and halfway houses. This time, I checked myself into Andrew House, then was able to get placed in New Hope, where I spent close to six weeks. I arrived at the Recovery House almost four months ago.

Things are going well for me right now. I've been clean for six months, the longest time I've ever had. The staff put you on a job search almost as soon as you get here. I just acquired a job selling tickets for trolley tours in Boston. **It's not my dream job, but it's something to get me started in the right direction.**

I'm from a huge Charlestown Irish family. We had lots of parties. I loved to clean up afterward because I got to take sips of the leftovers. In eighth grade I was drinking pretty much every weekend with my friends. I started with marijuana shortly after that.



I went to a Catholic high school with kids from all over Boston. South Boston kids had benzos [sedatives]; Charlestown kids had angel dust and cocaine. We shared it all. It was a weekend thing. Then I found myself doing it more often.

I was introduced to opiates in my sophomore year and fell in love with them. In my junior year I started sniffing heroin. It took me more out of myself, made me more outgoing. [But then] drugs brought me to the point where I didn't even want to go to hockey practice; I just wanted to use. I started shooting heroin senior year. My life went downhill from there.

I went to my first detox two weeks after I graduated high school. That's how my life's been: in and out of detox, jail, institutions. No real clean time. A couple of months here and there.

Actually, this is my second time in this house. The first time, I hung around with a group of guys who weren't too serious about this program,

and we were asked to leave. When I came in this time, there were four or five guys who were dead serious about Alcoholics Anonymous, Narcotics Anonymous, their families, and work. [Being around] positive people was what I was attracted to this time. That's been huge.

I have a 12-year-old son. My addiction's been tough on him. His mother is a teacher, and she's one of those people who never had a problem with alcohol or drugs. She's been his rock for 12 years. She lives in Charlestown with him, so I'm a part of his life, as much as I can be. I see him almost every weekend now, since I've been back in the [recovery] house.

The perfect picture of my life would be helping young kids and adolescents, maybe in the substance abuse field. I know there's no money in it, but it's something that would be rewarding for my own sobriety. I'd like to help people.





A Pearl of an Evening

On May 14, 2009, Bay Cove Human Services celebrated "50 Years of Caring" at our annual signature fundraiser A Pearl of an Evening. Over 200 guests joined us to honor five decades of service to the Boston area's most vulnerable. This year's program highlighted Bay Cove's legacy by honoring a small group of founders and early leaders, as well as long-time staff members of Bay Cove programs celebrating benchmark anniversaries, including a 50th anniversary for Center House programs and 35th anniversaries for Kit Clark Senior Services and the Chelsea ASAP program of our Substance Abuse Services. The program was emceed by Executive Advisory Board member Richard C. (Bink) Garrison and featured a speaker from Bay Cove's Latino clubhouse, Casa Primavera. Overall, the 2009 Pearl of an Evening raised close to \$90,000 for Bay Cove. Many thanks to all of our guests and sponsors!

George C. Cutler Memorial Golf Tournament

On October 6, 2009, Bay Cove held the thirteenth annual George C. Cutler Memorial Golf Tournament at the Myopia Hunt Club in South Hamilton, Massachusetts. The tournament was a great success, with proceeds of \$50,000. The tournament is played in memory of George C. Cutler, a founding member and former board chair of Center House. George, who served on the Center House Board of Directors for over thirty years, was a strong believer in an individual's ability to self-motivate and was committed to helping people maximize their potential.

113th Running of the Boston Marathon

For the second consecutive year, Bay Cove was selected to participate in the John Hancock Boston Marathon Fundraising Program. Through this effort, Bay Cove received five official entry numbers for the 2009 Boston Marathon, held on April 20, 2009.

Thank you to our dedicated runners and to all the supporters who helped make the 2009 marathon challenge a huge success! Through your generosity, we raised over \$19,000. Every gift helped make a difference, and we can't thank our donors enough.

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The following list recognizes donors who supported major strategic initiatives within our long-range plan through major financial or in-kind gifts in the 2009 fiscal year.

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Bay Cove Legacy Leaders are loyal friends who have included Bay Cove Human Services in their estate plans and/or who have made a contribution to the endowment. We wish to express our deepest gratitude to the initial group of founding members who have stepped forward.

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The following list recognizes corporations, foundations, and individuals who made gifts in-kind to support our events or agency operations during the 2009 fiscal year.

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Gifts have been made in honor of the following individuals

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 Susan Wolkoff

* In memory of



Financial Overview

CONSOLIDATED BALANCE SHEET

	Audited	Unaudited
	FY08	FY09
ASSETS		
Cash and Cash Equivalents	\$3,414,472	\$4,838,876
Net Accounts Receivable	\$7,221,887	\$7,060,060
Other Accounts Receivable	\$269,347	\$61,532
Prepaid Expense	\$526,734	\$277,112
Net Land, Buildings, and Equipment	\$17,444,126	\$18,788,673
Other Assets	\$2,749,047	\$2,623,975
Total Assets	\$31,625,613	\$33,650,229

LIABILITIES AND FUND BALANCE

Accounts Payable	\$1,106,760	\$1,703,718
Accrued Expenses and Vacation	\$2,698,057	\$3,090,261
Other Current Liabilities	\$1,418,211	\$1,065,374
Long-Term Debt	\$12,456,363	\$13,231,627
Total Liabilities	\$17,679,391	\$19,090,980
Fund Balance	\$13,946,222	\$14,559,249
Total Liabilities and Fund Balance	\$31,625,613	\$33,650,229

OPERATING INCOME STATEMENT

	Audited	Unaudited
	FY08	FY09
REVENUE		
Gifts, Special Events, and In-Kind Donations	\$1,530,125	\$1,803,830
State Contracts	\$37,601,016	\$37,992,845
Other Gov't Grants and Fees	\$6,219,481	\$5,677,716
Medicaid	\$8,338,016	\$8,515,410
Private Insurance	\$6,835,849	\$7,428,124
Client Fees and Co-Pays	\$2,125,453	\$2,491,666
Rent and Management Fees	\$162,498	\$330,928
Other Revenue	\$146,817	\$138,638
Total Revenue	\$62,959,255	\$64,379,157

EXPENSES

Salaries	\$38,213,816	\$38,522,856
Tax and Fringe	\$6,762,532	\$6,983,528
Occupancy Expense	\$6,742,568	\$7,235,549
Operating Expense	\$8,589,631	\$9,071,840
Administrative Expense	\$1,851,739	\$1,663,790
Other Expenses	\$170,375	\$288,567
Total Expenses	\$62,330,661	\$63,766,129

Notes to Financials

- FY09 figures presented were unaudited at time of printing. Audited figures will be available after 11/15/09, upon request.
- Surplus of revenue over operating expense is necessary for us to manage the cash flow requirements of the agency and essential for us to grow and expand services for individuals and families in need. Operating surpluses also allow regular capital investments, enabling us to maintain the highest standards for all our physical sites.

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* as of 6/30/2009



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Zoila Torres Feldman

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Anita Nasra

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