

*Solutions start here.*



**ANNUAL REPORT 2011**

## MESSAGE FROM MHSA EXECUTIVE DIRECTOR JOE FINN

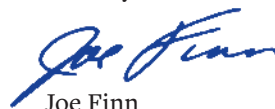
**T**HE YEAR MAY HAVE COME TO A CLOSE, but the MHSA mission remains the same: **ending homelessness in Massachusetts**. As I reflect on the past year, I am struck by the ways in which our **partnerships**, both new and old, combined with MHSA's commitment to **measurable outcomes**, have helped us advance closer than ever to a Commonwealth in which no one is without a home.

In fall 2010, leaders from across Massachusetts gathered at our first-ever Homecoming breakfast to honor **Lieutenant Governor Timothy P. Murray** and leaders of the **Regional Networks to End Homelessness**. It was a fantastic morning that reminded everyone present of how much we can achieve through innovation, collaboration — and a strong emphasis on data collection and outcomes analysis.

Shortly after, MHSA was thrilled to receive \$100,000 from the **Citizens Bank Foundation** to target chronic homelessness in Boston and Springfield. These funds have gone directly to support the work of two of our member agencies: the Boston Public Health Commission's **High Utilizers of Emergency Services (HUES) to Home** program and the Mental Health Association's **Regional Engagement and Assessment for the Chronic Homeless (REACH) II** program in Springfield. MHSA's relationship with Citizens has been an incredible example of the power of public-private partnerships. This theme continued into the spring when we honored **John Rosenthal of Meredith Management**, the **Home Again** project in Worcester and **Worcester Mayor Joe O'Brien** for their outstanding contributions at the philanthropic, non-profit and public levels to ending homelessness.

Finally, our work to end homelessness would not be possible without our **partnerships with you** — donors, member agencies, public officials, faith-based organizations, community groups, volunteers, young professionals and all those who support the MHSA mission every day. I look forward to continuing to collaborate with you in 2012 as together we implement innovative, outcome-based solutions to homelessness. Let's make this the year we ensure that **all of our neighbors have a place to call home**.

Thank you.



Joe Finn

*President and Executive Director*

## MHSA AND ITS MISSION

**T**HE MASSACHUSETTS HOUSING AND SHELTER ALLIANCE (MHSA) is a non-profit, public policy advocacy organization with the singular mission of ending homelessness in the Commonwealth.

Founded in 1988, MHSA represents more than 90 community-based agencies state-wide. MHSA member organizations serve approximately 98 percent of all homeless individuals in Massachusetts.

### What we do:

- Educate** about the plight of homeless people and solutions that work to end their struggle
- Advocate** for strategic use of public and private dollars based on research and best practices
- Innovate** more cost-effective and humane solutions to homelessness
- Collaborate** with all levels of government and the private sector to bring our poorest neighbors home for good

## MHSA Board of Directors

**Pamela Feingold**, Chairperson  
EASTERN BANK

**Thomas Collins**, Vice-Chairperson  
CUSHMAN & WAKEFIELD OF MASSACHUSETTS

**Kiley Gosselin**, Treasurer  
HOLLAND & KNIGHT

**Reverend Linda Wood-Boyle**, Clerk  
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**Dean Atkins**  
RICHARDS BARRY JOYCE & PARTNERS

**Anna Bissonnette**  
HEARTH

**Peter Burns**  
MENTAL HEALTH ADVOCATE

**Jack Conway**  
JACK CONWAY & COMPANY, INC.

**James Cuddy**  
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**Lyndia Downie**  
PINE STREET INN

**Wilton Hyman**  
NEW ENGLAND LAW BOSTON

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PROJECT PLACE

**Thomas Lyons**  
MASSHOUSING

**Mary Nee**  
HOPEFOUND

**James O'Connell, MD**  
BOSTON HEALTH CARE FOR THE HOMELESS PROGRAM

**James Sabitus**  
SELF-EMPLOYED

**Reverend John Samaan**  
BOSTON RESCUE MISSION

**Reverend Jep Streit**  
CATHEDRAL CHURCH OF ST. PAUL

**Gerard Vitti**  
HEALTHCARE FINANCIAL, INC.

**John Yazwinski**  
FATHER BILL'S & MAINSPRING



Barbara, pictured above, is now in her own home through MHSA's *Home & Healthy for Good* initiative.

## ■ Current MHSA Staff

### Joe Finn

PRESIDENT AND EXECUTIVE DIRECTOR

### Kaye Wild

VICE PRESIDENT

### Erin Donohue

DEVELOPMENT AND COMMUNICATIONS DIRECTOR

### Tom Yotts

DIRECTOR OF FINANCE AND ADMINISTRATION

### Tom Brigham

HOUSING FIRST COORDINATOR

### Jessie Gaeta, MD

PHYSICIAN ADVOCATE

### Caitlin Golden

OUTREACH COORDINATOR

### Daniel Lachar

STAFF ACCOUNTANT

### Louisa "Weezie" Lauher

PROGRAM ASSISTANT

### Allison Lex

DEVELOPMENT AND COMMUNICATIONS ASSOCIATE

### Doug Tetrault

PROGRAM MANAGER

### Janice Whalen

EXECUTIVE ASSISTANT

## ■ MHSA Member List

### ■ BOSTON

ABCD Housing  
 Back on My Feet Boston  
 Boston Health Care for the Homeless Program  
 Boston Public Health Commission  
 Boston Rescue Mission  
 Boston YWCA  
 Bridge Over Troubled Waters  
 Cardinal Medeiros Center for Change  
 Commonwealth Land Trust  
 Community Resources for Justice  
 Community Work Services  
 Children's Services of Roxbury  
 Ecclesia Ministries  
 Elders Living at Home Program  
 Hearth, Inc.  
 HomeStart  
 hopeFound  
 Jubilee Church  
 Metropolitan Boston Housing Partnership  
 New England Center for Homeless Veterans  
 Pine Street Inn  
 Project Bread  
 Project Hope  
 Project Place  
 Salvation Army, Statewide  
 Self Esteem Boston Educational Institute  
 Span, Inc.  
 St. Francis House  
 Starlight Ministries  
 STEP, Boston  
 Travelers Aid Family Services  
 Veterans Industry Transitional Residences Program  
 Victory Programs  
 Women's Lunch Place

### ■ GREATER BOSTON

Bay State Community Services  
 Bread and Jams  
 Cambridge Family YMCA  
 Cambridge Multi-Service Center  
 Cascap, Inc.  
 CASPAR, Inc.  
 Catholic Charities St. Patrick's Shelter  
 Center for Social Innovation  
 Eliot Community Human Services  
 Esther R. Sanger Center for Compassion  
 Ethiopian Adbar Women's Alliance  
 Father Bill's & MainSpring  
 Harvard Square Homeless Shelter  
 Heading Home  
 Hope Fellowship Church  
 Middlesex Human Service Agency  
 On the Rise  
 Quincy Community Action Programs  
 Shelter Legal Services  
 ShortStop  
 Solutions at Work  
 Somerville Homeless Coalition  
 Tri-City Community Action Program  
 Youth on Fire

### ■ NORTHEAST

Bridgewell  
 Emmaus, Inc.  
 Lawrence Community Development Department  
 Lifebridge  
 Lowell Transitional Living Center  
 Lynn Shelter Association  
 Neuro-Rehab Management  
 The Psychological Center  
 Sylvia's Haven  
 Veterans Northeast Outreach Center

### ■ CENTRAL

AIDS Project Worcester  
 Athol Area YMCA  
 Community Healthlink  
 Jeremiah's Inn  
 Luk Crisis Center  
 Our Father's House  
 RCAP Solutions  
 South Middlesex Opportunity Council  
 Veterans, Inc.  
 Worcester Homeless Action Committee

### ■ SOUTHEAST/CAPE COD

Catholic Social Services of Fall River, Inc.  
 Community Care Services  
 Duffy Health Center  
 High Point Treatment Center  
 Housing Assistance Corporation  
 Nam Vets Association of the Cape & Islands  
 Veterans Transition House

### ■ WEST

Berkshire Community Action Council  
 DIAL/SELF Youth and Community Services  
 Friends of the Homeless  
 Greater Westfield Committee for the Homeless  
 Health Care for the Homeless Program — Mercy Hospital, Springfield  
 Massachusetts Career Development Institute  
 Mental Health Association, Inc.  
 ServiceNet  
 Soldier On  
 Western Massachusetts Sober Living Alliance

## Citizens Bank partners with MHSA, the City of Boston and the City of Springfield to target chronic homelessness

**I**N WINTER 2011, THE CITIZENS BANK FOUNDATION AWARDED MHSA A \$100,000 GRANT to target chronic homelessness in Boston and Springfield. The foundation's support is focused on housing, community development and basic human needs.

In Boston, MHSA pledged \$50,000 to help expand the Boston Public Health Commission's *High Utilizers of Emergency Services (HUES) to Home* program. With leadership from MHSA, Boston Mayor Thomas M. Menino and Boston City



Kate Walsh, BMC; Joe Finn, MHSA; Boston City Councilor Mike Ross; Jerry Sargent, Citizens Bank; Boston Mayor Thomas M. Menino; Dr. Barbara Ferrer, Boston Public Health Commission

Council President Mike Ross, *HUES to Home* was launched to connect the most frequent homeless users of the Boston Medical Center (BMC) emergency department to permanent housing and intensive case management. Program partners include BMC, Boston Health Care for the Homeless Program, Boston Emergency Medical Services (EMS) and the Boston Police Department.

MHSA extends its thanks to the Citizens Bank Foundation and to its partners in Boston and Springfield for their investment in solutions to homelessness.

In Springfield, MHSA pledged \$50,000 to the Mental Health Association's Regional Engagement and Assessment for the Chronic Homeless (REACH) II program. REACH II is an expansion of



Gerry McCafferty, City of Springfield; Joe Finn, MHSA; Jerry Ray and Linda Williams, Mental Health Association; Jerry Sargent, Citizens Bank; Springfield Mayor Domenic J. Sarno

“Today, there is no chaos in my life. It’s a beautiful thing.”

### Donny’s Story

**D**ONNY WAS AN ALCOHOLIC AND AN ADDICT. His lifestyle led him to sleeping in cars or wherever he could find. His family ties deteriorated and he neglected his health. He was caught up in the chaos of addiction and homelessness.

Things finally turned around for Donny when he learned of Crossroads, a **Post Detox/Pre Recovery program** in Framingham for homeless individuals with chronic relapse histories. MHSA, in partnership with the **Massachusetts Department of Public Health Bureau of Substance Abuse Services**, administers this program through MHSA member agency **South Middlesex Opportunity Council**.

At Crossroads, Donny was able to get his feet on the ground. Without the pressure of finding food, clothing or shelter, Donny could focus on remaining sober and starting his life over. In addition to getting clean and sober, Donny became house manager at Crossroads.

Donny credits Crossroads and being house manager with getting him to where he is today. He has been sober for three years. He has a supportive girlfriend and his own apartment on a tree-lined cul-de-sac. He owns his own contracting business and is starting to repair relationships with family members.

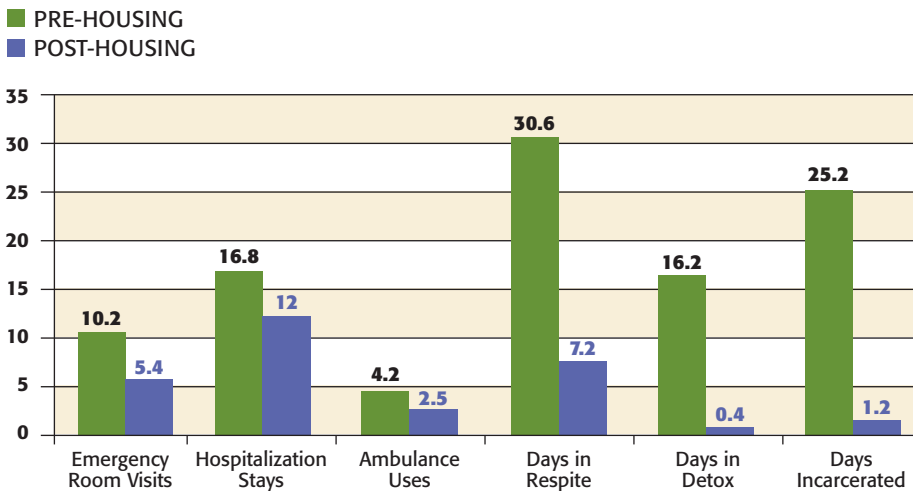
“Today, there is no chaos in my life,” Donny says. “It’s a beautiful thing.”



**H**ome & Healthy for Good (HHG), the premier Housing First initiative in the Commonwealth, continues to demonstrate that providing housing and services to chronically homeless individuals through a Housing First model is less costly and more effective than managing their homelessness and health problems on the street or in shelter.

As HHG approached its fifth anniversary, data continued to show tremendous savings in health care costs, especially hospitalizations, as a result of the program. As demonstrated in the chart below, HHG tenant self-reported emergency service usage decreased dramatically in just the first six months of housing.

**Average Public Service Usage Per Client 6 Months Pre- and Post-Housing**



**Special thanks to the MHSa Home & Healthy for Good Partners:**

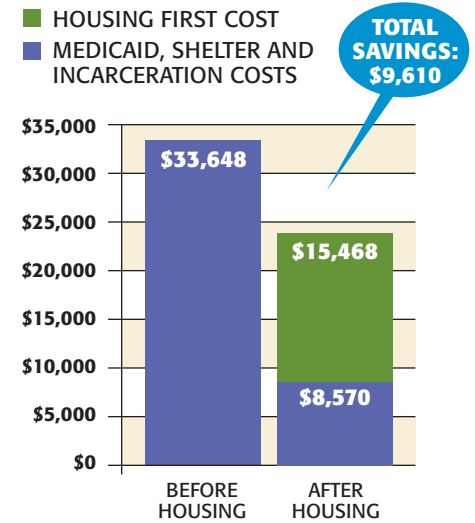
- Boston Health Care for the Homeless Program
- Heading Home HomeStart
- Pine Street Inn
- Community Healthlink
- hopeFound
- Somerville Homeless Coalition
- Duffy Health Center
- Housing Assistance Corporation
- South Middlesex Opportunity Council
- Father Bill's & MainSpring Corporation
- Metropolitan Boston Housing Partnership
- Friends of the Homeless
- Veterans, Inc.

**Annual Savings Per Person to the Commonwealth**

As the chart at right illustrates, MHSa estimates an annual cost-savings to the Commonwealth of **\$9,610** per housed tenant.

**Living in homes of their own...**

The **536** people housed in Home & Healthy for Good reported using emergency shelters **48,310** times in the six-month period before entering housing. Now, these individuals are thriving in homes of their own.



**HUES TO HOME**

*High Utilizers of Emergency Services (HUES) to Home* targets chronically homeless frequent users of the Boston Medical Center (BMC) emergency room for housing and supportive services.

BMC and MHSa member agencies Boston Public Health Commission and Boston Health Care for the Homeless Program, with leadership from MHSa, identified 35 homeless individuals with serious mental health, substance abuse and chronic medical conditions. Over just eight months, these individuals accounted for an average of \$103,000 each in Medicaid costs paid only to BMC. This amount does not include payments to any other hospitals at which these frequent users may have received care.

By June 2011, *HUES to Home* had placed eight of those individuals into permanent housing. Although it is too early to release official data, MHSa has already seen significant drops in HUES participants' hospital visits and lengths of stay, translating into dramatic cost savings in emergency and other services. MHSa is measuring housing retention, cost savings and quality of life improvements to promote this approach as a replicable strategy across the Commonwealth and nationwide.

## Homecoming 2010: Honoring Achievements in Ending Homelessness

**N**EARLY 150 PUBLIC OFFICIALS, representatives of MHSA member agencies, funders and concerned citizens joined MHSA in Worcester on September 20, 2010 to honor Lieutenant Governor Timothy P. Murray, Lowell City Manager Bernard F. Lynch of the Merrimack Valley Regional Network, Department of Mental Health Area Housing Coordinator David Modzelewski of the Western Massachusetts Network and Worcester City Manager Michael V. O'Brien of the Worcester County Regional Network.

The event recognized and celebrated Lieutenant Governor Murray's leadership of the Massachusetts Interagency Council on Housing and Homelessness and the successful efforts of the Regional Networks to End Homelessness to provide permanent housing with supportive services to chronically homeless individuals.

Data collection and evaluation by MHSA showed a sharp decrease in emergency service usage and expenses among participants after entering housing, along with a 96 percent residential stability rate. The cost of services including emergency room visits, ambulance use, inpatient hospital stays and days spent in respite care, detoxification units, shelters and incarceration among participants decreased from approximately \$33,000 per person annually before housing to approximately \$13,000 per person annually after housing — a 66 percent decrease.



At left, Lieutenant Governor Timothy Murray addresses the crowd. At right, Worcester Mayor Joe O'Brien; David Modzelewski, Department of Mental Health; Lt. Governor Murray; Worcester City Manager Michael O'Brien; Lowell City Manager Bernard Lynch.

## Home for Good: Solutions Start Here

**H**UNDREDS OF MHSA MEMBERS, FRIENDS and supporters gathered in the Grand Ballroom of the Boston Marriott Copley Place on May 18, 2011 for MHSA's eighth annual fundraising event, **Home for Good: Solutions Start Here**. MHSA honored John Rosenthal of Meredith Management and Friends of Boston's Homeless, Home Again in Worcester and Worcester Mayor Joe O'Brien for their outstanding work to initiate solutions to homelessness.



**JOHN ROSENTHAL** received the *Bob Ray Partnership Award* for his more than twenty years of service in the effort to end homelessness. Under his leadership and in conjunction with the City of Boston, Friends of Boston's Homeless has raised more than \$25 million and developed a full spectrum of emergency shelter, transitional housing, job training, employment services and permanent

housing for people experiencing homelessness.

**HOME AGAIN**, a Worcester-based collaboration, was honored with the *MHSA Cornerstone Award*. Led by Community Healthlink and including the South Middlesex Opportunity Council/People in Peril Shelter, the Henry Lee Willis Center, Dismas House, Jeremiah's Inn and the Central Massachusetts Housing Alliance, Home Again worked with The Health Foundation of Central Massachusetts to play a pivotal role in creating permanent solutions to chronic homelessness in Worcester.



Deborah Ekstrom, Community Healthlink; Dr. Jan Yost, The Health Foundation of Central Massachusetts; Jim Cuddy, South Middlesex Opportunity Council



**MAYOR JOE O'BRIEN** accepted the *Canon Brian S. Kelley Public Servant Award* on behalf of the City of Worcester. Mayor O'Brien has spent more than 20 years doing community, electoral and civic engagement work in New York, Worcester and Boston. His leadership and longtime support of affordable housing helped pave the way for Worcester's strides in ending homelessness.



1) From left, MHSAs Advisory Council Members Loryn Sheffner and Kiley Gosselin. 2) Joe Vallely, Department of Mental Health and Caitlin Kelley, Father Bill's & MainSpring. 3) Bob Pulster, Department of Housing and Community Development and Jim Greene, City of Boston. 4) City of Worcester Mayor Joe O'Brien; John Rosenthal, Meredith Management and Friends of Boston's Homeless; Joe Finn, MHSAs; Deborah Ekstrom, Community Healthlink; Dr. Jan Yost, The Health Foundation of Central Massachusetts; Jim Cuddy, South Middlesex Opportunity Council. 5) Amanda Hyman and MHSAs Board Member Wilton Hyman of New England Law Boston. 6) Aimee Coolidge of Pine Street Inn, MHSAs Board Chair Pam Feingold of Eastern Bank and Jonathan Scott of Victory Programs. 7) Guests at Home for Good: Solutions Start Here mingled and enjoyed the evening. 8) The Rev. Hurmon E. Hamilton, Jr., Roxbury Presbyterian Church USA. 9) Evelyn Friedman and Lucy Warsh, City of Boston.

Statement of Activities

For the fiscal year ended June 30, 2011

REVENUES AND SUPPORT

Government contracts	\$8,126,199
Grants and contributions	462,679
Contributed services	94,000
Program fees	93,360
Interest Income	26,450
Realized and unrealized gains on investments	73,596
Net assets released from restrictions	0

**Total Revenues & Support \$8,876,284**

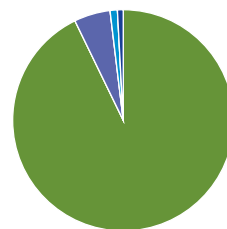
EXPENSES

Program expenses:	
Transitional Program and Emergency Shelter Services	\$4,942,090
Housing and Economic Development	3,519,725
Technical Assistance and Technology	134,073
Education and Planning	14,230
Program Expenses Total	\$8,610,118
Fundraising and Development	131,222
General and Administrative	213,489

**Total Expenses \$8,954,829**

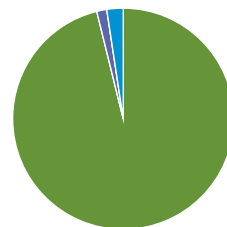
**CHANGE IN NET ASSETS \$ -78,545**

**Net Assets at Beginning of Year \$902,569**  
**Net Assets at End of Year \$824,024**



**MHSA REVENUE**

- Government Contracts 93%
- Grants and Contributions 5%
- Program Fees 1%
- Gains on Investments 1%



**MHSA EXPENSES**

- Program Expenses 97%
- Fundraising and Development 1%
- General and Administrative 2%

Financial Position

For the fiscal year ended June 30, 2011

ASSETS

CURRENT ASSETS

Cash and cash equivalents	\$311,232
Contracts receivable	850,988
Note receivable	100,000
Other receivables	870
Investments	691,508
Prepaid expenses	13,697
Security deposits	12,050

**Total Current Assets \$1,980,345**

FURNITURE AND EQUIPMENT

Office equipment	\$16,219
Computer equipment	37,013
Office furniture	8,028
Furniture and Equipment Total	\$61,260
Less accumulated depreciation	55,523

**Total Furniture and Equipment, Net \$5,737**

**TOTAL ASSETS \$1,986,082**

LIABILITIES AND ASSETS

CURRENT LIABILITIES

Accounts payable and accrued expenses	\$128,895
Due to subrecipients	1,002,946
Bank line of credit	30,217

**Total Current Liabilities \$1,162,058**

COMMITMENTS AND CONTINGENCIES

NET ASSETS

Unrestricted	\$722,357
Temporarily restricted	101,667

**Total Net Assets \$824,024**

**TOTAL LIABILITY AND NET ASSETS \$1,986,082**

**EDUCATE** ► In July 2010, MHSA became the lead agency in Massachusetts for the **Faces of Homelessness Speakers' Bureau**, a nationwide project of the **National Coalition for the Homeless**, supported by **AmeriCorps VISTA**, that is designed to educate the public about homelessness and what can be done to end it. Currently and formerly homeless speakers from the bureau visit faith-based and community groups across Massachusetts and throughout New England, sharing their stories and inspiring audiences to take action to end homelessness. In FY 2011, MHSA partnered with member agencies **Father Bill's & MainSpring** and **Pine Street Inn** to facilitate the Massachusetts Speakers' Bureau.



MHSA Young Professionals Nora Driscoll, Devon Reber and Dan Dworkis enjoy a night on the town to support ending homelessness.

The **MHSA Young Professionals Group (YPG)** hosted its second annual fundraiser in July 2010, drawing the support of over 75 young professionals and businesses and raising awareness of MHSA's work to end homelessness. In the past year, MHSA YPG has started an **Advocacy and Policy Committee** that brings together dedicated young professionals to learn more about the systems and policies that affect homelessness in Massachusetts. MHSA YPG hosted a forum on young adult homelessness in the fall and continues to provide opportunities for young professionals to engage in efforts to end homelessness.



**Social Action Massachusetts (SAM)**, a program of MHSA formerly known as Social Action Ministries, continued to collaborate with faith communities and community-based agencies to host educational events on faith and ending homelessness, young adult homelessness and other issues. SAM's name change — from "Social Action Ministries" to "Social Action Massachusetts" — as well as its expanded social media presence and outreach efforts have broadened the geographic and religious diversity of communities involved in advocating for **long-term housing solutions to homelessness**.

**ADVOCATE** ► MHSA continued its partnership with the **Massachusetts Behavioral Health Partnership (MBHP)** to expand the **Community Support Program for People Experiencing Chronic Homelessness (CSPECH)**, in which Medicaid reimburses community support services for formerly homeless tenants.

In 2011, MHSA and its partner **The Health Foundation of Central Massachusetts** advocated successfully for MassHealth to lift the cap on CSPECH, allowing this innovative, cost-saving housing and health care model to reach more chronically homeless individuals throughout the Commonwealth. MBHP estimates the program has already created a **net Medicaid savings of over \$3 million**.

MHSA, through its **budget and policy advocacy** at the state and federal levels, has protected key safety-net resources as well as recent innovations targeted to end homelessness during one of the most difficult fiscal periods in recent memory.

**INNOVATE** ► **100%** of the participants in MHSA's **Journey to Success program** remained permanently housed after one year of program entry, and **92%** of participants in MHSA's **Post Detox/Pre Recovery program** remained housed in the program seven months after program entry.

**90%** of participants in MHSA's **Post Detox/Pre Recovery program** were engaged in education, training, job search or community service at the end of the fiscal year.

MHSA continues to increase its focus on **veteran homelessness**. **Home & Healthy for Good** has now served over **90** veterans with a housing retention rate of over **82%**. In addition, MHSA was recently awarded a grant through the City of Boston that will focus specifically on permanent supportive housing for chronically homeless veterans.



Jim, a *Journey to Success* tenant, enjoys cooking nutritious meals in his own home.

**COLLABORATE** ► MHSA staff traveled throughout Massachusetts to provide technical assistance to **Interagency Council on Housing and Homelessness (ICHH) Regional Networks** creating and implementing low-threshold housing initiatives. MHSA collected data and conducted analysis on the initiatives, helping Networks and the ICHH assess their housing placement and stabilization efforts.

MHSA's collaborations continued to extend throughout the Commonwealth, with **new partnerships in Lowell, Springfield and Boston**.

MHSA welcomed five new member agencies: **Back on My Feet, Boston**; **DIAL/SELF Youth and Community Services, Greenfield**; **RCAP Solutions, Gardner**; **Youth on Fire, Cambridge**; and **Worcester Homeless Action Committee, Worcester**.

## THANK YOU

**MHSA extends its thanks to the following recent corporate and foundation donors. We also extend our deepest gratitude to the many individuals, member agencies and others who contribute financially and otherwise to our work every day. Thank you for being a part of solutions to homelessness.**

Advancement Plus  
AFL-CIO Housing Investment Trust  
AMB Property Corporation  
André & Marilyn Danesh Fund  
The Baupost Group  
Blue Cross Blue Shield of  
Massachusetts Foundation  
Cameras, Inc.  
Case Strategy Group, LLC  
Citizens Bank Foundation  
Corporation for Supportive  
Housing  
Covidien  
Crocker Electrical Company  
Cushman & Wakefield  
Eastern Bank  
Florence & Richard Koplou  
Charitable Foundation  
Gannett Foundation  
G.T. Reilly & Company  
Hausman Family Charitable Trust  
The Health Foundation of  
Central Massachusetts  
The Highland Street Foundation  
John Chany Trust, Bank of America  
K Street Appraisal  
Lazar Scientific  
Live Nation  
Massachusetts Behavioral  
Health Partnership  
MassNAHRO  
Mintz Levin  
NAIOP Massachusetts  
O'Neill and Associates

The Paul and Phyllis Fireman  
Foundation  
Pfizer Foundation  
Pioneer Institute  
PKF, PC  
Public Consulting Group  
Ray Family Fund  
Root Cause Social Innovation Forum  
Skanska  
Stifler Family Foundation  
Susan M. Deutsch Foundation

*We strive for accuracy and regret any omissions or mistakes. Please contact MHSA at (617) 367-6447 with any corrections.*



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