



Overcoming challenges together.



ANNUAL REPORT 2020

Table of Contents

WHAT WE DO	4-5
BRADSTON DISTRIBUTION CENTER	6
EARLY INTERVENTION	7-8
BOURNE STREET RESIDENCE	9
CAPE COD EMERGENCY SERVICES PROGRAM	10
CAMBRIDGE TEMPORARY SHELTER	11
SUPPORTED EMPLOYMENT & SOCIAL RECREATION	12-13
ADDICTION SERVICES	14-15
DIVERSITY, EQUITY AND INCLUSION INITIATIVE	16
THE BAY COVE COMMUNITY UNITES	17-18
BAY COVE SUPPORTERS	19
FINANCIAL REPORT	28
BOARD MEMBERS AND SENIOR LEADERSHIP	29

Please visit www.baycovehumanservices.org/arvideos2020 to see more stories about overcoming challenges together.

Due to the COVID-19 pandemic, much of the photography and video in this year's Annual Report was shot on cellphones and personal cameras, in our programs, by program staff and/or Bay Cove supporters. Some professional (and non-socially distanced) photography, predating the Coronavirus crisis, was shot by photographer Aynsley Floyd. Design by Mirage Design



OUR MISSION

Bay Cove Human Services partners with people to overcome challenges and realize personal potential.

OUR COMMITMENT

To carry out the Bay Cove mission by providing individualized and compassionate services to people with developmental disabilities, mental illness, substance use disorders, aging-related challenges and/or homelessness.

Dear friends,

It goes without saying that 2020 has been a year like none other. As you read this message today—nine months on from the point at which all our worlds were turned upside down by the COVID-19 pandemic—the staff at Bay Cove are working hard every day to provide innovative and personalized support for those with the greatest need.

In March, our larger congregate Mental Health and Long Term Support day services were forced to close, and telehealth services and on-line programming became part of our “new normal”—and a cornerstone of our ability to deliver essential support during the pandemic. Addiction Services were delivered across the continuum—our detox and transitional support programs continued to help people negotiate their recovery journey, and our Bay Cove Treatment Center remained open to provide medication assisted treatment. And, of course, our numerous residential programs—the homes and communities that so many of our individuals rely upon—remained fully staffed by our team of amazingly dedicated direct care professionals, who accompanied those in their care through a time of unprecedented uncertainty.

Bay Cove’s approach to delivering our vital services has always been to work in concert and collaboration with the people we serve: to partner with them to overcome challenges. Well, the challenges in 2020 have been significant—beyond what any of us could ever have expected to encounter. But, throughout these difficult times, we have been able to continue providing the services so many people depend on, thanks to our determination to **overcome challenges together**.

Our staff have shown, day after day, the dedication and compassion they bring to their work. They’ve helped the people we serve take on their individual challenges amidst the complexities of life under Coronavirus, regardless of the risks to their own health and safety, or the personal sacrifice that doing this 24-hour-a-day, 7-days-a-week work during a pandemic requires.

The people we serve in our programs teach us lessons in resiliency every day, even through the best of times. During these days that have been *far* from the best of times, we have seen them demonstrate just what resiliency really is—continuing to work as hard they can to achieve one more day of sobriety, to survive the rigors of being homeless, to successfully manage their mental illness—even as they struggle with the fears and obstacles presented by the Coronavirus.

And all of you—the valued members of our extended Bay Cove Community—have inspired us each day through your generosity and your commitment to our mission. Through the most frightening and difficult days of the pandemic, outpourings of support from friends old and new—everything from financial contributions, to donations of PPE and handmade masks, to personal acts of kindness and encouragement—have helped us continue to do the work that matters so very much to so very many.

Within this year’s Annual Report, you’ll read stories about how our programs—and the people who work within them and receive services from them—were impacted by the extraordinary events of this year. And we hope you’ll take away from them, [and the accompanying videos](#), a renewed sense of our agency’s commitment to the core belief that has fueled us for 46 years (and counting): Bay Cove never gives up on anyone, and we believe that when people need help, they should be able to get it.

We are confident that we will persevere and emerge stronger from the COVID-19 crisis. With your help, we will keep our staff and those we serve safe, we’ll continue to deliver essential services to the people who depend on us, and we will reinforce our commitment to supporting each other as part of one Bay Cove community. Your partnership in this effort is more crucial, and appreciated, than ever.

Please be well, and stay safe.



BILL SPRAGUE
President and CEO



MIKE LENTO
Chair, Board of Directors

Bill Sprague Michael A. Lento

What we do

ADDICTION SERVICES

Substance use disorder is a medical condition that ravages and derails the lives of people with the disease and their families. Bay Cove's Addiction Services provide a continuum of services which offer effective treatments individually tailored to each person. Wherever a person is in their battle with substance use disorder, our services are designed to support their developing recovery skills and journey to improved health and life.

Our services include:

- Acute detoxification treatment and clinical stabilization services through our [Andrew House](#) programs in Boston and Stoughton.
- Inpatient transitional support services at our [New Hope](#) program in Weymouth.
- [Recovery homes](#) for men and women in Somerville and Cambridge, including specialized homes for expectant and new mothers in early recovery from substance use disorder.
- Our [Emergency Services](#) shelter in Cambridge, for adults experiencing homelessness and struggling with active addiction.
- Outpatient medication assisted treatment and counseling for substance use disorder through our [Treatment Center](#) in Boston.



CHILD & FAMILY SERVICES

Our Child & Family Services promote the physical, mental and emotional development of children, and offer parents and family members the supports they need to help their children thrive and succeed as they reach developmental milestones.

- Our [Early Intervention](#) (EI) program serves children under three years of age who are developmentally delayed, have a known disabling condition, or who are at risk of developmental delays due to biological or environmental factors. Services are typically provided in the children's homes, in the community and at our EI program site, the Daniel C. Boynton Child Development Center. Due to COVID-19 restrictions, these services have been delivered via telehealth offerings. (See story, page 7.)
- While temporarily closed due to COVID-19, our [Small Wonders Nursery School](#) serves children from 16-36 months, providing exceptional early childhood education for children with and without disabilities. Small Wonders also includes a specialized full-time childcare program for children who have been impacted by trauma and/or neglect, which integrates EI services into its curriculum.

HOUSING & HOMELESS SERVICES

Throughout all our service areas agency-wide, Bay Cove serves many people experiencing homelessness. Our Homeless Services provide vital specialized resources for unsheltered individuals throughout Metro Boston, connecting our most vulnerable neighbors with life-saving resources while helping many secure, and transition into, permanent housing.



Our services include:

- [Day and overnight shelters](#) that serve as key components of Metro Boston's continuum of care for adults experiencing homelessness, including a drop-in Night Center in downtown Boston; our Albany Street Shelter and our Cambridge Temporary Shelter, both located in Cambridge; and our specialized day shelter for older adults, the Cardinal Medeiros Center, in the South End.
- Our [FirstStep](#) homeless outreach team in Cambridge, which provides material support to unsheltered individuals and serves as a gateway, connecting them with life-saving services.
- [Transitional and permanent supported housing](#) programs, as well as specialized housing for seniors experiencing homelessness.
- [Our Tenancy Preservation Project](#), designed to intervene and mediate between landlords and individuals with disabilities who are at risk of eviction, before they become homeless.

What we do

LONG TERM SUPPORT SERVICES

Bay Cove's Long Term Support Services (LTSS) work with individuals with a variety of differing needs, offering a range of ongoing services. LTSS serves individuals with intellectual and developmental disabilities, elders, and their families, offering supports that foster each person's independence, wellness, and full participation in all aspects of life.

Our services include:

- [Family Support Services](#), which help keep families together by assisting them in identifying and addressing the unique challenges that come from caring for a family member with an intellectual or developmental disability in the home.
- [Individual Supports](#), in which Bay Cove staff work with individuals to achieve and sustain independence in their home and community, and address their changing needs over time. Each individual partners with a worker who assists them with everyday, practical activities such as budgeting, shopping, and taking care of and keeping their apartment.
- Bay Cove [group residences](#) are based in communities in and around Boston, where our staff members support many individuals with specialized medical and behavioral needs. Every home is unique, reflecting the choices, interests, and needs of housemates.
- Our array of [day services](#) includes a medically-intensive day habilitation program that offers health promotion, socialization, and the development of skills geared toward helping individuals achieve greater autonomy; employment training programs; and community-based day supports that offer individuals planned, coordinated and goal-oriented activities designed to develop and improve community integration and independence.

MENTAL HEALTH SERVICES

Bay Cove provides a comprehensive array of Mental Health (MH) Services designed to help people with serious mental illness build fuller and richer lives. We work with each person to engage them in accessing meaningful connections with others, as well as employment, treatment, crisis services, housing, and rehabilitative opportunities that enhance their stability, wellness and personal recovery.

Our services include:

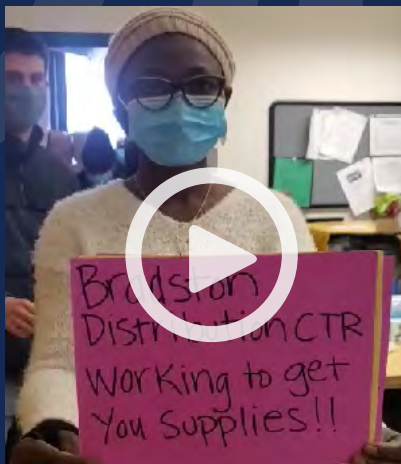
- Our [Adult Community Clinical Services](#) are comprehensive, clinically focused services anchored by a multi-disciplinary team that provides coverage 24/7/365, including clinical interventions, staff support in Bay Cove's MH group residences, and peer and family support.
- [PACT](#) (a Program for Assertive Community Treatment) offers intensive coordinated services for individuals diagnosed with serious mental illness. Services are delivered by an integrated, multidisciplinary team, providing intensive and comprehensive community-based treatment and supports for individuals living in the community, and are responsive to the changing needs of individuals served.
- Bay Cove's [Emergency](#) psychiatric evaluations and diversionary services are offered throughout Metro Boston, the Fall River area, and on Cape Cod, and provide 24/7 behavioral health urgent care to individuals of all ages in the community, in hospital emergency departments and in schools.



- Our [MH clubhouses](#)—Center Club and Transitions of Boston—are dedicated to the principles of self-help, peer support and empowerment. Clubhouses offer a safe and supportive environment in which members can work at their own pace towards rewarding employment, education, decent and affordable housing, a social life, overall well-being and full community integration.
- Our [peer led recovery supports](#) feature trained Certified Peer Specialists—individuals with lived experience providing a wide range of direct supports to those we serve.

Bradston Street Distribution Center

Sometimes, at a time of great change and uncertainty, the right confluence of circumstances—opportunity, ingenuity and dedication—can bring about a positive from a negative. At Bay Cove, this happened in the early days of the pandemic, when lockdown guidelines



necessitated the closure of our Long Term Support Services day programs, at the precise time our agency was faced with the challenge of acquiring and distributing mass amounts of Personal Protective Equipment to our staff and service recipients. Thanks to the hard work and outside-the-box thinking of program and administrative staff, the Bradston Distribution Center was born.

Mere days after the COVID shutdown, our **Bradston Street** program (which typically houses day habilitation and employment support programs for people with developmental disabilities) became the central receiving and distribution hub for the thousands of face masks, gowns, gloves, bottles of hand sanitizer and other PPE that Bay Cove was acquiring in response to the Coronavirus crisis. Staff who provide direct care and skills training services now took on the responsibility of equipping colleagues at Bay Cove's more than 175 programs with critically needed supplies.

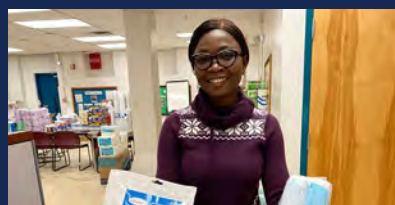
"I'm fortunate to have such a great operations team—creative, determined and flexible," says Kristin Falvey, Director of LTSS Day Services. "They were really open to doing whatever it took to keep things going at Bradston—including redesigning each person's job based on what they're good at. They made it all possible."

The team effort began with a network of Bay Cove administrative staff, who not only placed orders with established vendors, but also tirelessly sought out PPE wherever they might find it—at a time when shortages were rampant. From there, Bradston's 7-person staff would make pick-up runs to small businesses found to have items in stock,

while also receiving constant shipments to unload and store—not that items remained stored there for long.

"Our staff were turning over orders from programs, sometimes, in a matter of hours," says Kristin. "We literally made hundreds of deliveries—sometimes 10 a day—all around Boston, to the South Shore, as far out as Taunton and Brockton... every corner of the agency. The team was very motivated—they felt like they were making a real contribution to keep everyone safe."

As day services at Bradston resume on a limited scale, and program participants return, the distribution center continues to outfit Bay Cove—thankfully, at a less frenetic pace than the early days of the pandemic. Kristin is hoping that as the distribution efforts continue, other members of the Bay Cove community can become involved. "We're actually working toward the idea that the Distribution Center can be a work experience for day service clients," she says. "They can help us with inventory stocking, loading and unloading. Some participants in the program have been lacking a feeling of purpose and involvement in a community. So, if we can get them contributing, that's actively therapeutic and a great way we can all work together to get through this."



"I'M FORTUNATE TO HAVE SUCH A GREAT OPERATIONS TEAM—CREATIVE, DETERMINED AND FLEXIBLE. THEY WERE REALLY OPEN TO DOING WHATEVER IT TOOK TO KEEP THINGS GOING AT BRADSTON—including REDESIGNING EACH PERSON'S JOB BASED ON WHAT THEY'RE GOOD AT. THEY MADE IT ALL POSSIBLE."

~ KRISTIN FALVEY, DIRECTOR OF LTSS DAY SERVICES

Early Intervention

Bay Cove's [Early Intervention](#) (EI) program offers one-to-one, in-home therapeutic services, as well as toddler playgroups at our Child Development Center that aid socialization and play skills for children who have, or are at risk of having, developmental delays. When COVID-19 hit in March, these two main pieces of our EI services were rendered impossible to conduct safely, presenting major obstacles to providing vitally necessary services at a crucial point in a child's development.

However, our EI team quickly shifted gears and—as so many of us have done in our own families—began to make extraordinarily effective use of virtual learning.



Through virtual visits, EI staff have been able to remain present in the lives of the children they support, while continuing to coach parents and teach them the skills needed to help support their children's development.

Telehealth has been an adjustment for EI staff and the families they serve. "I think it's difficult for all of us to not be in the same room with these families," says Service Coordinator MyHanh Barrette. "At the same time, I think it's been a good opportunity to practice other ways of coaching. Telehealth has given us the benefit of time...to refill our toolbox and be better prepared for future uncertainties."

Speech Therapist Kelly McClintock adds, "In telehealth, many of my relationships with families have strengthened because it requires a higher degree of parent involvement, parent reporting, and collaborative problem solving. I've seen this shift be both challenging and empowering for parents, and I've been impressed with the work ethic, willingness to adapt, and progress that so many families have achieved!"

Until effective and safe COVID-19 vaccines and therapeutics are developed, telehealth figures to be the new normal for EI therapy. Clinicians and families alike look forward to the day, however, when traditional in-person interactive therapy and the lessons we've learned about remote learning can work in concert to offer the best care for children and families.

Several parents shared their own observations of what the telehealth EI experience has been like:

Princess, mother of a boy with communication and language challenges: "In some ways, the remote calls actually work better for us than at-home visits. We live in a busy home—I recently opened an online print shop—and jumping on a call is often more convenient for our family. Being in contact with (our clinicians) Anne and Erica is very important to us—we're happy they're part of our 'village.'"

Chung, mother of a daughter with cerebral palsy: "The loss of EI playgroups has been hard for my daughter, as her ability to interact with other children her age has been limited, and her ability to explore new environments has been affected. But the telehealth model has helped our family access information and strategies in a more timely way, and tailor sessions better to her schedule—if she's tired, it's easier to reschedule for another day."

Tyesha, mother of a two-year-old girl working on attention and play skills and language development: "I feel like the online visits have given me a larger look into what goes into a session, and they've forced me to be more involved and present at all times. We have realized that every moment is a teachable one, and we make a point of using each moment. The remote sessions have helped me learn more of what I need to communicate with my child."

"IN TELEHEALTH, MANY OF MY RELATIONSHIPS WITH FAMILIES HAVE STRENGTHENED BECAUSE IT REQUIRES A HIGHER DEGREE OF PARENT INVOLVEMENT, PARENT REPORTING, AND COLLABORATIVE PROBLEM SOLVING."

~ KELLY MCCLINTOCK, SPEECH THERAPIST



EARLY INTERVENTION

Priscilla's Story

Earlier this year, Priscilla's son Logan was engaged in playgroups at the Boynton Child Development Center, and was just beginning speech therapy with therapist Kelly McClintock. As lockdown began, Priscilla was concerned that progress made might be lost, and that new skills would be hard to develop. However, through the carefully considered and conscientious use of telehealth via services like Zoom and Doxy, Priscilla and her family have seen remarkable advances.

"When lockdown started, we had just started working with Kelly, and Logan wasn't saying any words," Priscilla says. "Now, he knows all of his letters and numbers, and is even using two, three and four-word phrases. It's like night and day."

Priscilla says that telehealth has offered some real advantages to her family—both in terms of the looser structure of therapy and additional technological resources that have been created to accommodate

a remote world. "I had found that in a standard one-hour home visit, Logan rarely demonstrated any of the skills we'd been working on. But now, we make videos throughout the week of him speaking and exhibiting, and send them to Kelly. And she created a Google document that showed the progression of sounds he was making, so that we could track them in real time."

Additionally, EI Service Coordinator Anne Searleman developed an eight-week psycho-educational training group to support parents with managing difficult behaviors in toddlers. In addition to the beneficial advice the group provided, Priscilla cites the community created as a saving grace during a difficult time. "I met other parents with the same struggles as our family," she says, "and it really gave us that feeling of not being alone—at a time when it's very easy to feel that way."

"I MET OTHER PARENTS WITH THE SAME STRUGGLES AS OUR FAMILY, AND IT REALLY GAVE US THAT FEELING OF NOT BEING ALONE—AT A TIME WHEN IT'S VERY EASY TO FEEL THAT WAY."

~ PRISCILLA, LOGAN'S MOM

Bourne Street Residence

Bay Cove operates close to 100 residential programs for individuals with substance use disorders, mental illness and/or developmental disabilities, or who've recently transitioned out of homelessness. These residences feature varying levels of staff supervision based on need, but all of them offer a supportive community of peers and a safe, secure and comfortable place to call home.



Bay Cove's group residences became a place of refuge during the COVID-19 pandemic. The individuals we serve were unable to attend their usual day services and programs, and many of those who are employed found themselves without work to go to (although there were some exceptions—see pages 12-13), as Bay Cove joined the rest of the world in hunkering down and staying home.

The Bourne Street residence in our Long Term Support Services division houses 5 women and men with conditions ranging from personality disorder to autism

spectrum disorder, and features 24-hour staff support. Due to a number of promotions, the Bourne Street staff had experienced a nearly complete turnover just prior to the start of the pandemic.

"It absolutely led to some uncertainty when the lockdown began," Senior Program Director Eric Palmer says. "But, at the same time, the situation accelerated the process of our residents connecting with and building trust with our new staff members, because they were immediately around each other so much."

For the first six weeks of the pandemic, staff were sheltered in place and lived with the residents at Bourne Street. Eric says that staff would remain at the program for two weeks at a time, return to their homes for a week, then come back and spend another two weeks at the program.

Eric and his team developed different methods for helping the residents cope with the alternating extremes of boredom and anxiety. "We built greater amounts of physical activity into the daily routine," he says. "We played basketball, took walks—even if it was just around the property on real hot days. We would order takeout sometimes, and get specially requested grocery items. It all led to people staying safer and feeling happier."

Additionally, staff did their best to figure out workarounds for some of their residents' specific behavioral needs. "One of our ladies really loves going to the movies and does so frequently," Eric says. "So, we tried to recreate that the best we could—going to drive-ins and renting lots of films. We focused on these functional ways of helping people deal with stressors."

Amidst the obvious challenges of the Coronavirus lockdown, Eric said there were important lessons to take away. "I learned that our capacity for patience—staff and residents alike—was even greater than I'd thought. I saw how well our whole house was able to come together and support each other. The residents truly felt like they were in a safe space as a result of the protocols we were able to put in place. And, most of all, I was really struck by the amazing resilience of our staff and of the people we serve—everyone was able to lean on one another and get through some very tough times."



"IT ABSOLUTELY LED TO SOME UNCERTAINTY WHEN THE LOCKDOWN BEGAN. BUT, AT THE SAME TIME, THE SITUATION ACCELERATED THE PROCESS OF OUR RESIDENTS CONNECTING WITH AND BUILDING TRUST WITH OUR NEW STAFF MEMBERS."

~ ERIC, SENIOR PROGRAM DIRECTOR

Cape Cod Emergency Services Program

The physical effects of COVID-19 are devastating—and, in many cases, deadly—but the pandemic has brought in its wake another health crisis. Mental health conditions like anxiety and depression have seen a massive uptick over the last six months, and these can sometimes result in crises requiring immediate attention by trained professionals.

Rebecca Stanley, Director of Emergency Services and Crisis Stabilization for Bay Cove's [Cape Cod Emergency Services Program \(Cape Cod ESP\)](#), says that the effect of COVID was immediately

are extremely stressed and struggling—here on the Cape, we have a lot of people who work in the service industry, dealing with a high level of isolation, financial strain and overall stress. We're very busy right now—people have reached a breaking point and are in need of help."

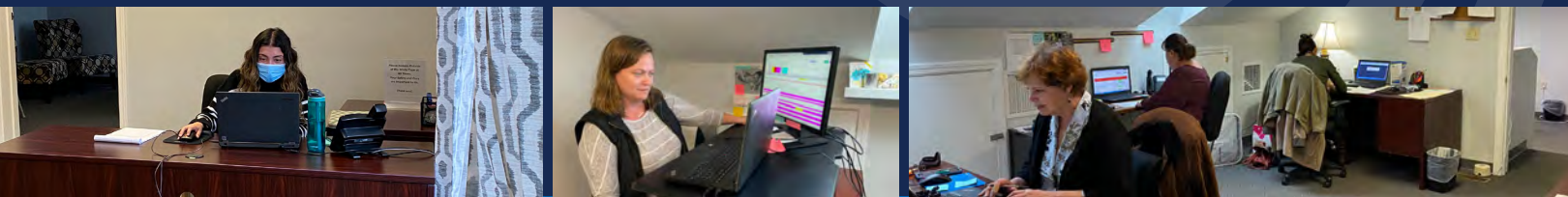
As the area's primary resource for urgent behavioral healthcare, the Cape Cod ESP has served a more vital role than ever during the last year. The program offers services across Cape Cod—from Bourne to Provincetown—that include a walk-in clinic; mobile crisis teams that can travel to assist people experiencing mental health emergencies; a crisis stabilization clinic that offers short-term, voluntary, patient admissions as an alternative to hospitalization; a medication bridge clinic; and telehealth appointments. The focus is on providing immediate care to men, women and children wherever they are in the community—their homes, schools, workplaces, or elsewhere.

Behavioral Health Urgent Care (BHUC) system. This BHUC system is designed to provide immediately accessible urgent care for mental health and/or substance use crises, preferably before the crisis becomes an emergency. Through this work, Bay Cove and BCBS are helping people to avoid emergency room visits, stay connected with community based services, and work towards stabilization and recovery in the environment most comfortable for them. The Foundation is particularly focused on ensuring low income adults and people with substance use disorder have access to BHUC.

Rebecca does hold out hope that a positive can come from the impact COVID-19 has had on mental health. "I think that more people focusing on their mental health, being open about it, and seeking help with it can contribute to fighting the stigma that still exists about mental illness. Reaching out is a big first step, and more people are taking that step."

The services offered by the Cape Cod ESP have been enhanced through a grant partnership with [Blue Cross Blue Shield \(BCBS\) of Massachusetts Foundation](#). For almost two years, BCBS and ESP programs across the state have been working together to build on existing ESP services to develop a

noticeable among the community her program serves. "There has been an increased acuity and intensity in the calls we've responded to," she says. "People

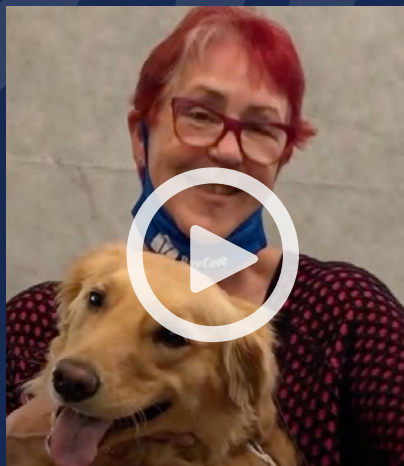


"ONE UNEXPECTED PIECE THAT CAME OUT OF ALL THIS WAS THAT WE WERE FORCED INTO A GREATER USAGE OF TELEHEALTH. WE WORK IN THE COMMUNITY, AND THAT NEVER STOPPED—OTHER RESOURCES CLOSED, BUT WE NEVER DID. WE NEVER STOPPED GOING OUT. BUT, AS WE LEARNED HOW TO EFFECTIVELY USE TELEHEALTH, IT HELPED US TO ELIMINATE SOME OF THE GEOGRAPHIC BARRIERS THAT EXIST ON CAPE COD, AND IT MEANT WE COULD BE INSTANTLY AVAILABLE TO PEOPLE IN CRISIS. AND THAT'S SOMETHING WE CAN CONTINUE, GOING FORWARD."

~ REBECCA STANLEY, DIRECTOR OF EMERGENCY SERVICES AND CRISIS STABILIZATION

Cambridge Temporary Shelter

As the COVID-19 pandemic began in earnest, certain groups of individuals were identified as being most vulnerable—few more so than people experiencing homelessness. In the city of Cambridge, where Bay Cove operates the CASPAR Emergency Services Center for homeless men and women (as well as a seasonal Warming Center), concerns



grew over how to safely and hygienically operate densely-populated shelter services. It was clear to City officials that new shelter space was going to be necessary in order to allow for social distancing, while still accommodating all those neighbors who required services.

The City of Cambridge secured the use of the Cambridge War Memorial and Field House—an athletic building utilized by Cambridge Rindge and Latin School (CRL)—as a temporary homeless shelter to accommodate individuals displaced by the closure of a number of small shelters in the community, and to take on overflow from CASPAR’s Emergency Services Center. Given our extensive history of providing quality homelessness services, and our strong existing relationship with the City of Cambridge, CASPAR was selected to operate the new program.

“From the point where we were assigned to run the shelter to getting it open was roughly 4-6 weeks,” says Nancy Mahan, Bay Cove’s Senior Vice President of Services. “Everyone involved in the project worked 7 days a week, 15 hours a day sometimes. It was nonstop.”

A partnership with Cambridge Health Alliance, the Department of Public Health and the medical professionals of Pro EMS allowed for COVID-19 testing for all of the guests at the Emergency Services Center, as well as ongoing testing for all guests utilizing the Field House shelter prior to being admitted.

Since opening on April 18, the shelter averaged between 60 and 70 guests a night. Guests received access to

shower facilities and meals; medical consultations provided by the Cambridge Health Alliance Health Care for the Homeless program; designated areas for men, women and couples; and access to additional social services.

“This has been probably the most successful collaboration I’ve ever been part of,” Nancy says. “Everyone involved—Cambridge City Hall, the police, fire and public works departments, all our healthcare provider partners, and our own amazing property department that actually set up the shelter—just pulled together and transformed the space in a very short time.”

Nancy believes that Bay Cove was entrusted by the City of Cambridge with this project because of Bay Cove’s approach to delivering services. “We’re great at partnerships, and at working with other organizations to ensure people can get the services they need. We’re skilled at working with people with multiple challenges, and the folks in our homeless shelters are often dealing with mental trauma, addiction, abuse and so many other really difficult challenges. We really try to be creative problem solvers and draw on a wealth of experience within our agency. And, you know, above all, we don’t give up. On anybody.”



“FROM THE POINT WHERE WE WERE ASSIGNED TO RUN THE SHELTER TO GETTING IT OPEN WAS ROUGHLY 4-6 WEEKS. EVERYONE INVOLVED IN THE PROJECT WORKED 7 DAYS A WEEK, 15 HOURS A DAY SOMETIMES. IT WAS NONSTOP.”

~ NANCY MAHAN, SENIOR VICE PRESIDENT OF SERVICES

Supported Employment & Social Recreation

As frontline workers, Bay Cove staff have stayed on the job throughout the pandemic. However, they aren't the only members of the Bay Cove community to do so. A number of people with intellectual disabilities served through our Long Term Supports Services (LTSS) Supported Employment program work jobs that put them in the classification of "essential workers," and—with the support of LTSS—they've continued to do those jobs proudly.

"We've helped men and women secure and maintain employment in a variety of different fields—including at grocery stores, hospitals, pharmacies and other businesses that stayed open through COVID," says Katie Nadeau, Director of Center House Employment Supports.

The Supported Employment team assisted individuals wherever they were in their professional journey. For those seeking work, staff worked with them to develop resumés and identify jobs that matched their skills. For those who lost their jobs in the recession, staff helped them with the process of applying for and securing unemployment benefits. And for those who stayed on the job, staffers continued to visit them at job sites, act as advocates between individuals and their employers, and—crucially—ensure that workers were equipped with PPE and understood what they needed to do to stay safe amid the pandemic.

"Honestly, the level of pride these folks have in the fact that they're working in the community—keeping grocery

shelves stocked, helping people get the prescriptions they need, helping keep hospitals clean, earning a living and making a contribution is already so high," she says, "that when someone expresses concern or surprise at them working through COVID, their reaction is really, 'What else would I be doing? This is my job.'"

Many people we serve without jobs to go to found themselves in the same boat as the rest of us—for the most part, homebound. Our LTSS Day Services were forced to temporarily close, which not only severely limited interpersonal contact and community, but presented a major issue for men and women suddenly forced to stay home all day: boredom.

When Bay Cove transitioned to mostly remote services in mid-March, Kelsy Lynch, manager of LTSS's Social Recreation Program, sprang into action. Normally, her program offers participants the opportunity to enjoy community-based social engagements like cultural institutions, restaurants, theater or in-person group building activities. But once lockdown began, she knew what was needed were activities individuals could do at home, assisted by family members or Bay Cove residential staff.

"On Day 1, I created a Google Drive and started filling it up with any activities I could find or come up with," Kelsy says. "Arts & crafts, cooking instructions, exercises... anything that could be done at home. And I started putting together

tips for staff on coping techniques, meditations they could help guide people through, ways that they could keep people diverted and reduce stress."

The eventual result was a weekly, structured schedule that group residences and individuals could make use of, filled with more than 700 stay-at-home activities. Social Recreation's pre-COVID group of 23 persons served became a group of more than 300, taking comfort and diversion in Yoga classes (pictured below), virtual world tours, baking recipes and much more.

"Without the structure of regular day programming, the goal was to build some sort of system to offer reassurance and reduce stress, to help people through a very difficult time," says Kelsy. "And it's been a great success."



"WE'VE HELPED MEN AND WOMEN SECURE EMPLOYMENT, AND OFFER ON-THE-JOB SUPPORTS, IN A VARIETY OF DIFFERENT FIELDS—INCLUDING GROCERY STORES, HOSPITALS, PHARMACIES AND OTHER BUSINESSES THAT STAYED OPEN THROUGH COVID."

~ KATIE NADEAU, DIRECTOR OF CENTER HOUSE EMPLOYMENT SUPPORTS



SUPPORTED EMPLOYMENT

Carol's Story

Carol, a participant in Bay Cove's Supported Employment program, has not only continued working throughout COVID-19—she's had an intensive firsthand view of the full scope of the pandemic through her job as a housekeeper at Carney Hospital in Dorchester.

"It's been really crazy," says Carol, who's been at Carney for five years, of the extensive precautions she's had to take while making beds, cleaning rooms and helping keep Carney safe and hygienic for patients and staff alike. "We have to wear N95 masks, goggles, face shields and booties, and change them many times a day. It took so much time to do that it made it hard to get your work done on time."

Despite the intense atmosphere, Carol says that she wasn't hesitant about going to work everyday. "As long as you had your safety equipment, and wore it correctly, I felt safe," she says. "We got a lot of training."

Instead, Carol says she felt lucky—given the financial upheaval Americans are experiencing—to have such an essential job that guaranteed steady hours. "It was nice to know you wouldn't be laid off—so many people lost their jobs, but we were needed and it felt like people really valued our work. And that felt really good."

Carol says she enjoys her work at the Carney, but has her sights set on something higher. In the spring, she'll be taking courses at Bunker Hill Community College in the hopes of moving into a job in the hospitality industry. "I like customer service and working with people," Carol says. "I'm excited to move forward."

"IT WAS NICE TO KNOW YOU WOULDN'T BE LAID OFF—SO MANY PEOPLE LOST THEIR JOBS, BUT WE WERE NEEDED AND IT FELT LIKE PEOPLE REALLY VALUED OUR WORK. AND THAT FELT REALLY GOOD."

~ CAROL, SUPPORTED EMPLOYMENT PROGRAM PARTICIPANT

Addiction Services

The Coronavirus has taken a deadly toll on more than 275,000 Americans. At the same time, substance use disorder continues to take lives, and the treatment of those who struggle with it each day cannot stop—even in a



pandemic. Throughout 2020, Bay Cove continued to provide a full continuum of addiction services to men and women throughout the most challenging of circumstances.

Our Andrew House detoxification centers in Boston and Stoughton continued to provide the crucial first step in the recovery journey. The programs were required to reduce patient capacity in order to accommodate social distancing, additional safety precautions were

introduced and scrupulously observed, and staff worked diligently to help guide patients through an already incredibly stressful process.

One helpful tool used in that process was something new to the programs: virtual Narcotics Anonymous meetings that allowed participants to share their individual stories with facilitators with shared addiction experience, at a time when in-person meetings could not be held. Set up through a collaboration between local NA coordinators and Bay Cove program directors and IT staff, these teleconferences allow external participants to hear, but not see, the Andrew House patients (and vice versa), thus protecting individuals' privacy while still connecting them to critical resources.

Our New Hope Transitional Support Services program treats individuals who've recently completed detox, and are entering a stage of recovery where the challenges of maintaining sobriety are coming into sharp focus. It's extraordinarily stressful, and with fears about COVID added to the mix, staff have worked to help individuals maintain their footing. "There's often a co-occurring mental health component with our clients," says Jen Shafer, New Hope's Operations Manager, "and with COVID, we've seen participants' anxiety and depression skyrocket. So, we've heightened our focus on supporting not only the recovery strategies, but also the mental stressors."

New Hope has also benefited from the counsel of former program participants. (See Joe's story, next page.) This summer, New Hope hosted a scaled-back socially-distanced version of its annual summer barbecue, in which alumni from New Hope traditionally return to share their personal stories with current program participants. **Brittney**, who came through New Hope in 2012 and now manages an addiction treatment program herself, was one of the alumni who didn't allow COVID to stop her from giving back.

"New Hope is the only place where I go and do NA commitments, because it's one of the best treatment programs in Massachusetts," Brittney says. "It's one of the only programs I refer people to, but I won't refer just anyone there. Because it's a well-structured place for people who are serious about doing the work. It's a place that makes you feel like a person, not a number, and where you really can learn what you need to succeed."

"THERE'S OFTEN A CO-OCCURRING MENTAL HEALTH COMPONENT WITH OUR CLIENTS, AND WITH COVID, WE'VE SEEN PARTICIPANTS' ANXIETY AND DEPRESSION SKYROCKET."

~ JEN SHAFER, NEW HOPE'S OPERATIONS MANAGER



ADDICTION SERVICES

Joe's Story

Joe first came to New Hope more than a decade ago, seeking help with an addiction to alcohol and drugs. Like so many pursuing sobriety, his initial attempts were unsuccessful. But he persevered, returning to New Hope because, in his own words, "I always felt comfortable and safe here, and I realized that as long as I was willing to put in the work, they would do whatever it took to help me."

Nine years later, Joe is clean and sober, has spent time working as a recovery coach, and has established a successful career in construction and real estate development. Currently, he's working on his passion project: renovating an old nursing home into a sober house to help others get the same level of care and support he received from Bay Cove.

Joe has made a regular point of returning to New Hope over the years, to share stories of his recovery experience and sobriety strategies with patients at the program just beginning their journey. This summer, in the midst of the COVID-19 pandemic, he says that he never considered skipping the annual New Hope BBQ.

"When I got the call about this year, my father had just passed away," says Joe. "But it was important to me that I came here... to explain how important it is to show up. To keep pushing through the hard times, and to bring a positive message. I know how hard it is to be in a place like New Hope... and how important that one person coming through that door to share their story and give something back can be."

"I ALWAYS FELT COMFORTABLE AND SAFE HERE, AND I REALIZED THAT AS LONG AS I WAS WILLING TO PUT IN THE WORK, THEY WOULD DO WHATEVER IT TOOK TO HELP ME."

~ JOE, NEW HOPE ALUMNUS

Diversity, Equity & Inclusion

This year, Americans were confronted with reports of the murders of black men and women—George Floyd, Breonna Taylor, and Ahmaud Arbery among many others—reflecting the endemic and structural racist violence that has persisted in America for generations. Civil unrest and demands for change echoed around the world.

In June, our President & CEO Bill Sprague wrote that “To effectively support all of our staff and the people we serve, we must actively embrace and practice anti-racism work. We must come together within our agency and beyond to achieve a community in which everyone—regardless of race, culture, country of origin, gender, religion, physical or mental health challenges, or LGBTQ status—has the same opportunities and feels safe, supported, and valued.”

To that end, Bay Cove has launched a Diversity, Equity & Inclusion (DEI) initiative. Facilitated by a 10-member steering committee made up of staff from throughout the agency—and Co-chaired by Vice President of Human Resources Emma Concepcion and Senior Vice President of Services Nancy Mahan—the DEI Initiative outlines a set of core values to guide our work going forward (see below).

Bay Cove serves an extraordinarily diverse community, and our workforce is similarly diverse. For example, 68% of our staff identify as people of color, and approximately 25% of Bay Cove employees were born in another country.

However, as Nancy observes, “A goal at Bay Cove is to have the diversity of the community we serve reflected at all levels throughout our agency, and we have struggled to diversify our leadership to the degree we’d like. We want an agency where everyone has equity of opportunity and everyone is able to be their own, authentic self.”

To inform their effort, the DEI steering committee worked with an outside vendor to survey the staff about what the priorities should be. “I’m proud and humbled that over 800 employees chose to respond,” said Emma. “We know that participating in this kind of survey requires a level of trust, as sharing views and personal experiences on this topic can make staff feel exposed and vulnerable. This trust comes with a profound level of responsibility to hold ourselves accountable by demonstrating, through

our actions, a sustained commitment to addressing structural and institutional agency barriers experienced by employees.”

The DEI steering committee also recognizes that, in order to make meaningful progress, this effort must involve everyone at Bay Cove. “This can’t be a top-down mandate—it won’t work,” Nancy says. “Everyone doesn’t have to agree on everything, but this kind of effort works when people are engaged in working together collaboratively to create a community that works better and more fairly for everyone.”

Emma also notes the fact that “Bay Cove’s senior leaders are deeply engaged, but engaged in a way that allows this to remain a staff-driven effort. It’s very powerful to me that Bill Sprague, our CEO, sits on the steering committee and attends every meeting, but isn’t the chair. The steering committee will soon be developing a DEI strategic plan that, thanks to Bill’s commitment and level of involvement, will be integrated into Bay Cove’s overall strategic plan for the coming years. It makes me feel hopeful about our future.”

DEI VALUES

-  We commit to the equality, equity, civil rights, and value of life of all persons regardless of differences.
-  We commit to inclusion through engagement, respectful behavior, professional and meaningful learning opportunities, intentional listening, and discovery.
-  We commit to providing safe and courageous conversations that may be uncomfortable towards realizing DEI.
-  We commit to mitigating the impacts of the social determinants of health.
-  We commit to participation in a movement where privilege and power become equitably shared and inclusive.
-  We commit to identifying and partnering with key organizations that strengthen our DEI efforts.

The Bay Cove Community Unites

THROUGHOUT THE COVID-19 PANDEMIC, THE VITAL WORK WE DO AT BAY COVE FOR OUR MOST VULNERABLE NEIGHBORS HAS BEEN MORE NEEDED—AND MORE CHALLENGING—THAN EVER BEFORE.

Bay Cove's loyal supporters have been there to help right from the earliest days of the pandemic. The outpouring of support started immediately, and continued to grow as weeks and months passed. Existing needs increased and new ones revealed themselves, and Bay Cove staff continued to work tirelessly to ensure that each person we work with continued to receive the highest standards of care and service, as safely as possible.

The generous assistance that has come our way from organizations, corporations and individuals has been responsive to our particular needs, and reflected the creativity, compassion and diversity of our Bay Cove Community.

As our staff, and the people we serve, continue to face the fear, uncertainty and risk presented by COVID-19, we've been heartened to know that we are not alone. For this, we are very, very grateful to all the members of our Bay Cove Community that have helped us overcome challenges together throughout 2020.

Keeping people safe has required significant additional resources, and many community organizations have quickly stepped up with specialized grant support for community providers and non-profits like Bay Cove. We are extraordinarily grateful to all those who awarded our agency with emergency grant funding: **Biogen, Bristol Myers Squibb, Cambridge Savings Bank Charitable Foundation, Eastern Bank Charitable Foundation, Franklin Square House Foundation, Grimes-King Foundation for the Elderly, The Hamilton Company Charitable Foundation, Harvard Pilgrim Health Care Foundation, Liberty Mutual Insurance Company, Life Science Cares, Linde Family Foundation, NAMI Middlesex, Novartis, Tufts University Community Grants and Walmart Foundation.**

Support from our elected officials in Massachusetts has been vitally important. We've seen the men and women who represent districts in which Bay Cove staff and service recipients live and work make committed efforts to support us during this time, working together with neighbors and communities to forge creative and compassionate partnerships towards combating the Coronavirus.

One example of this was an effort led by Massachusetts Senator Nick Collins and Representative David Biele, which provided Personal Protective Equipment to nearly 400 Bay Cove group home residents living within their districts. Working in conjunction with Boston City Councilors Frank Baker and Ed Flynn and the M.S. Walker Company, Sen. Collins and Rep. Biele arranged to have over 1,000 surgical masks and 480 bottles of sanitizer delivered to Bay Cove, for use in our residential programs in Dorchester, South Boston, Mattapan and Hyde Park.

The increased need for PPE throughout our agency was one of the crucial challenges of the pandemic, and it's one of the areas where members of the Bay Cove



Rose from our Bradston Street program wears one of the protective face shields made and donated by GreenSight Agronomics.



Bay Cove's Director of Advocacy Charles Hollins pictured with a generous PPE donation arranged by Massachusetts Senator Nick Collins and Representative David Biele.

Community—old and new—were able to step up and make a tremendous difference. We received donations from a wide range of sources, all of whom united their sense of ingenuity with their generosity of spirit to help augment Bay Cove's PPE supplies, and keep our staff and those we serve safe. Here are just a few of the many examples:

- Crafters from the First Church of Christ Congregational in Bedford kindly gave of their time and their talents to create hundreds of handmade masks for our direct care staff workers and individuals in our Long Term Support Services division.
- Sanchit Gupta and the team at GreenSight Agronomics donated 3D-printed protective face shields for our direct care staff.
- The team at ProCure Hope donated more than 1,000 N95 and surgical masks to our agency. ProCure Hope is a small team of professionals spanning the US and Asia who have been volunteering their time to identify, source, transport and distribute personal protective equipment to frontline workers.

The Bay Cove Community Unites

A number of local distillers began producing hand sanitizer once the crisis began. We're grateful to Short Path Distillery in Everett, GrandTen Distilling in Boston & Deacon Giles Distillery in Salem for their kind donations that helped us keep members of the Bay Cove community safe and healthy.



Aramark Corporation donated thousands of pieces of new apparel for people served by Bay Cove's CASPAR programs dealing with the challenges of poverty and homelessness amidst the Coronavirus crisis.

We're thankful to The Anti-Racism Task Force at First Parish Church in Lincoln, who hosted a Mother's Day Pop-Up Drive throughout May, collecting greatly-needed personal care items, clothing, PPE and more for families who receive Early Intervention services from Bay Cove, and for the guests in our CASPAR shelters experiencing homelessness. We thank our friends in Lincoln for their extraordinary kindness and generosity!



First Parish Church parishioner (and Bay Cove Human Services founder) Dan Boynton making a delivery of diapers and other vital supplies to Amanda Kasica, Director of our Early Intervention program in Dorchester.

At a time when so many resources have been stretched to their limits, we've been profoundly grateful to members of the Bay Cove Community who've donated a range of items for the people we serve. One generous example of this was more than 100 large boxes of new shirts, pants, coats and other clothing we received this summer from Aramark, a leading international provider of food, facilities and uniform services. This new, clean clothing was a truly substantial and transformational gift for the homeless neighbors served by our CASPAR programs, coming at a time when hygiene was more critically important than ever.

In May, our friends from Liberty Mutual Insurance & USI Insurance Services, as part of their Fueling the Front Lines initiative, showed their appreciation to nearly 250 frontline workers at six Bay Cove programs, delivering a mouthwatering barbecue lunch from Chef Andy Husbands' acclaimed The Smoke Shop BBQ restaurant. This act of kindness toward our hardworking staff—working on the frontlines of the coronavirus crisis—was so very appreciated!



Bob Thomas of Liberty Mutual (and a Bay Cove Board member), led the effort to deliver lunch to our programs—including our New Hope Transitional Support Services program in Weymouth (Bob, far right, pictured below with New Hope staff)

BERNADETTE'S STORY:

Bernadette Giacoppo, and her husband Rich, know firsthand the devastation that substance use disorder can wreak. In 2019, they lost their eldest son, Ricky, to a drug overdose after a nearly two-decade battle with addiction. Ricky, who also suffered from bipolar disorder, fought valiantly for his sobriety for many years with the support of his family, and the best efforts of a number of different addiction treatment programs—including Bay Cove's Andrew House detox in Boston.

"Ricky always talked about Andrew House, and how he always felt respected there," Bernadette recalls. "He felt a connection to the staff, and we know that they worked so hard to help him."

That was the reason that Andrew House was the first facility The Giacoppo's approached about an outreach effort they decided to undertake as a way of trying to create a positive out of Ricky's passing. For the last year, Bernadette and Rich have visited the program with backpacks for the young men undergoing treatment. The packs are filled with a collection of items that the patients (many of whom are experiencing homelessness) can use—new underwear and socks, hygiene and first aid products, books, and lists of resources that offer the next stage of addiction treatment.



"For many years, when he experienced periods of homelessness," Bernadette says, "Ricky's backpack was his lifeline. We wanted to be able to help others feel like there is someone looking out for them."

"Ricky was very well-liked," says Andrew House Program Director Maritza Castillo. "He always remarked how much we felt like a family. And we're so grateful for the kindness his parents continue to show in coming back here to support new patients. They try to plant the seed of how important getting treatment is, and I've really seen it resonate with people who listen to Ricky's story. Staff and patients alike find it a very emotional experience."

The Giacoppo's—who recently established a nonprofit in Ricky's memory called RICKY INC. (Respecting Individuals with Care and Kindness, You matter—www.rickyinc.org) to help expand their outreach efforts—most recently came out to Andrew House during the summer. "It was so important to us. I can't say enough about the experience—we get to share our story, and hear these young men's stories. It means so much to people in the program to know that somebody cares," Bernadette says. "And for us, it helps ensure that Ricky's substance use did not define him. The help we're able to give in his name will define him."

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We gratefully salute (pictured l-to-r) Andrea Schussler, Lisa Ponte, Jill Antenucci, Alexandra Hanson and Kimberly Ranft, and (not pictured) Iby Hausman—who put in months of rigorous training for the 2020 Boston Marathon® prior to its cancellation, while also raising more than \$73,000 to support Bay Cove programs and services! We thank the John Hancock Boston Marathon Charity Program for once again generously providing guaranteed entries for the race, and we also thank Bay Cove's own Hannah Conley (also pictured) for her amazing efforts—taking the baton from our team members by running in the re-imagined virtual Boston Marathon on September 7 (while eight months pregnant!). All these amazing women are champions for Bay Cove!

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On September 17, 2019, Bay Cove supporters hit the links for the 24th Annual George C. Cutler Memorial Golf Tournament at Myopia Hunt Club in South Hamilton, raising more than \$100,000 to support Bay Cove's Center House programs—helping adults overcome the challenges presented by their mental illness and/or developmental disabilities. Our profound thanks to all of our sponsors, including Platinum Sponsor Riemer & Braunstein LLP (pictured), who made the event such a success!

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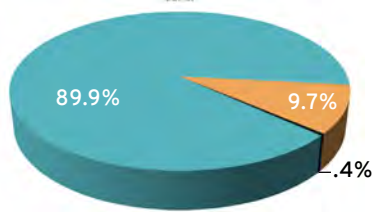
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FY 2020

- Program Service Expenses
- Administrative Expenses
- Fundraising Expenses

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	Unaudited 6-30-20	Audited 6-30-19
Assets		
Cash and Cash Equivalents	\$ 15,140,850	\$ 8,046,680
Net Accounts Receivable, Program Services	15,981,229	14,540,427
Contributions Receivable	214,789	117,940
Prepaid Expenses	396,486	512,311
Other Accounts Receivable	199,244	190,987
Short-Term Investments	1,035,321	483,432
Net Land, Buildings and Equipment*	32,170,215	33,683,049
Long-Term Investments	1,739,354	1,724,884
Other Assets	7,567,662	6,640,820
Total Assets	\$ 74,445,150	\$65,940,532
Liabilities		
Accounts Payable	\$ 3,035,020	\$ 2,582,844
Accrued Expenses	10,938,213	7,215,405
Current Portion of Long-Term Debt	3,624,595	823,951
Other Current Liabilities	794,045	15,115
Long-Term Notes & Mortgage Payable	23,706,698	24,908,253
Other Liabilities	1,472,563	780,879
Total Liabilities	\$ 43,571,134	\$ 36,326,447
Net Assets	\$ 30,874,016	\$ 29,614,085
Total Liabilities and Net Assets	\$74,445,150	\$65,940,532

CONSOLIDATED INCOME STATEMENT

	Unaudited FY 2020	Audited FY 2019
Revenue		
Contributions, Gifts, Legacies, Bequests & Special Events	\$ 2,218,600	\$ 1,497,877
In-Kind Contributions	552,492	545,245
Government Grants	1,345,877	1,807,313
Program Service Fees	128,302,974	123,998,355
Other	1,298,281	1,228,224
Total Revenue	\$133,718,224	\$129,077,014
Expenses		
Employee Compensation & Related Expenses	98,640,534	92,621,352
Occupancy Expenses	13,405,017	12,185,440
Other Program / Operating Expense	12,836,897	13,239,555
Subcontract Expense	1,440,392	1,537,119
Direct Administrative Expenses	3,504,980	3,847,817
Other Expenses	539,246	1,076,937
Depreciation of Building and Equipment	2,091,227	2,132,663
Total Expenses	\$132,458,293	\$126,640,883
Operating Income	\$ 1,259,931	\$ 2,436,131

Bay Cove is an Equal Opportunity/Affirmative Action Employer. We consider applications for all positions without regard to age, race, color, religious creed, national origin, sex, sexual orientation, handicap/disability, gender-related identity, or any other legally protected status pursuant to the Massachusetts Fair Employment Practices Act.

Board Members

BOARD OF DIRECTORS

Mike Lento (Chair)
Bill Sprague (President/CEO)
Ajay Chadha (Vice Chair)
Ruth Fishbein (Vice Chair)
Greg Buscone (Treasurer)
Joe Ailinger
Tom Aites
Lisa Blake
Bob Bramson
Howard Corey
Bruce Goodman
Tan Gopal
Sally Graham
Bill Maffie
Jean McGuire
Jim Mungovan
Bill Oakley
Peter Pease
Bob Thomas
Sally Thompson

BOARD OF ADVOCATES

Wendy Lee Austin
Wendy Benson
Stuart Benton
Dan and Janet Boynton
Gabrielle Brenninkmeyer
James Brett
Richard Brimley
Helen Bronk
Megan Hoffman Calleja
Douglas Chamberlain
Claire Comstock
Laura Connors
Stan Connors
Jeffrey Cook
William Crane
Hilary Croach
Denise Cugini
Jane Donnelly
Lyndia Downie
Stephanie Drakes

Madeleine Gens
Emily Greenstein
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George Handran
Kay Hodge
Diana and G. Lee Humphrey
Gopal Kalluri
Ann Kelly
Myles Lane
William Lavelle
Chris Lento
Paul Lipsitt
Michele Lockwood
Tom Lutzy
Harry Margolis
Robert Maulden
John Murphy
Michael Onorato
Victoria Palmer-Erbs
Juliette Reiter
Anne Rush

Lucy Sachs
Leo Sarkissian
Michael and Mary Ellen Shea
Tucker Smith
Ronnie Springer
Rusty Stieff
Jack Stone
Christopher Sutherland
Kirk Sykes
Marc Teal
Bob Walters
Victoria Wang
Steven Weinstein
Eric Wetlaufer
Amy Whitcomb Slemmer
David Williams

EMERITUS BOARD

Dan Boynton
Stan Connors
Dr. Peter Randolph



IN MEMORIAM.

The entire Bay Cove Community mourns the loss of longtime Board member Dr. Deborah Levy. Dr. Levy helped to advance the work of Bay Cove in countless ways, and her passing is a tremendous loss for our organization and the people we serve. We will miss her very much.

Senior Leadership

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