



Annual Report
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The Voice of the Human Services Community

The mission of the Human Services Council (HSC) is to build broad recognition and support for the substantial and essential contributions of the not-for-profit human services sector to the citizens and the fabric of New York City.

HSC strengthens the human services sector's ability to serve New Yorkers in need. As a non-partisan intermediary between government agencies and our over 160 member organizations, we passionately champion the sector by proactively negotiating with State and City government for mutually beneficial, solutions-based budget, policy, and legislative reforms that improve our members' work and the lives of the men, women, and children they serve.

Since 1991, HSC has offered members what no other organization can: a forum for all types and sizes of human services organizations to come together, share concerns, and discuss ideas, combined with HSC's unparalleled access to City and State governments. Without HSC, many members would otherwise have little-to-no access to government agencies or even to other organizations in the sector. HSC represents this diverse collective of human services organizations – we are the “voice of the human services community.”

We'd like to thank our generous supporters of 2009, without whom we would be unable to continue working on the behalf of New Yorkers in need.

- Altman Foundation
- Booth Ferris Foundation
- Mutual of America
- New York City Council
- New York Community Trust
- Taproot Foundation
- UJA-Federation of New York
- United Way of New York City
- Our Members

Dear HSC Friends,

While every year seems difficult for not-for-profit human services agencies, we doubt anyone can disagree that 2009 was a particularly challenging one. Our sector is accustomed to being asked to do more with less, but the economic crisis hit human services agencies in New York City across the board: reduced funding from government contracts due to fewer taxes collected; reduced donations from foundations and individuals due to job and market losses; and most crushingly, increased needs of human services clients due to higher poverty levels. These individuals and their families find themselves without food, jobs, and housing – basics that are fundamental to life – and needs which HSC member organizations strive to fulfill for New Yorkers in need.



In these bleak times, the need for the Human Services Council is stronger than ever. HSC combines our collective strength and provides a unified voice to agencies who are overwhelmed with meeting the needs of their increasingly stressed clients. As we reflect upon the accomplishments of the past year (July 2008 - June 2009), which are highlighted in this report, we are heartened by the work but realize the coming year will provide even greater challenges for HSC, our member organizations, and of greatest concern, the New Yorkers we serve.

Ultimately, we believe in the strength of our community and that we will weather this storm together. Now, more than any other time in our organizational history, New York City's human services sector needs the expertise and voice of HSC. We cannot afford to be silent. Simply put, HSC is at a time and place to dramatically increase our overall effectiveness, impact relationship-building across government sectors, and better serve New York City's vast human services sector.

We would be remiss if we do not thank our foundation and government supporters; our dedicated, all-volunteer Board of Directors; our member organizations, who it is our privilege to represent; and our fantastic staff. We invite you to review our work and help us not only celebrate our past year's accomplishments, but join us in accomplishing even more in the coming year.

Handwritten signature of Nancy Wackstein in black ink.

Nancy Wackstein, Board Chair

Handwritten signature of Michael Stoller in black ink.

Michael Stoller, Executive Director

HSC PROGRAM AREAS

HSC works with its over 160 member organizations and 54-member Board to identify primary focus areas that span the human services sub-sectors. By addressing these areas on behalf of our members, HSC strengthens members' abilities to operate more efficiently so they, in turn, can provide continuity of services to their communities and the individuals within them.

Contracting Efficiency. Human services providers face challenges navigating the governmental bureaucracy that can prevent or delay starting a contract, getting paid for services, or providing services effectively. HSC works with the City and State to streamline and reform procurement processes so not-for-profit agencies can focus on service delivery rather than contract administration.

Government Relations and Advocacy. HSC maintains relationships with elected and appointed City and State officials to bring the not-for-profit sector's issues to the forefront of political debate. We provide our members with timely information about government budgets and policy changes and how these may impact the services they provide. We work with our members to mobilize and advocate for service providers and their clients so government investments and policies help the sector to help those in need.

Disaster Preparedness and Response. HSC helps the human services sector plan today for effective, efficient and compassionate services in the event of a large-scale disaster tomorrow. We collaborate with federal, State, and City agencies, as well as other local and regional bodies, to ensure an overall coordinated recovery effort on the part of New York City human services organizations.

Technology Standardization. HSC helps ensure that new technologies impacting the human services sector are designed and implemented in a manner that is responsive to the needs of not-for-profit agencies and the people they serve. We are the liaison between the human services community and the City on the development of HHS-Connect and the inclusion of social services at 311, and we work collaboratively to identify ways technology standardization can ease administrative tasks faced by both government and human services agencies.

Workforce Initiative. HSC seeks to ensure the quality and continuity of care provided in the human services sector through investments in the direct care staff of not-for-profit agencies. We work with the City and State to obtain appropriate investments in salaries and benefits, such as cost-of-living adjustments (COLAs) for human services providers.

HSC is the only organization that advances the collective needs of not-for-profit human services organizations in New York City and advocates for issues affecting the sector as a whole. With the support of its diverse member organizations, HSC tackles budget issues, simplifies government contracting, masters complex regulations, and implements joint technology initiatives in an ever-changing landscape. Across all areas, HSC's focus is to reduce the obstacles that impede human services organizations from accomplishing their mission of helping New Yorkers in need.

CONTRACTING EFFICIENCY

The goal of HSC's Contracting Efficiency Initiative is to ensure effective and open processes and contracting opportunities for its members. To that end, HSC works to highlight the areas where procurement reform is needed, shape policy in partnership with government, and provide guidance and technical assistance to member agencies on the contract procurement process.

Although government funding is critical to most human services agencies in New York, the procurement process can be overwhelming. The process is governed by State law, City Charter, City Administrative Code, City Procurement Policy Board (PPB) rules, Mayoral and City Comptroller directives, and a myriad of other rules and procedures. Guided by our Contract Reform Committee, HSC's expertise helps member agencies save significant time and money.

2009 Accomplishments

- Partnered with the Mayor's Office of Contract Services (MOCS) to improve the City's social service procurement system. HSC took a lead role in **addressing and communicating the sector's concerns about changes to the procurement process.** During our monthly meetings, we also received advanced notice of prospective changes and influenced the outcome in areas such as performance evaluation and discretionary award processes and forms, PPB rules, and the City's Loan Fund.
- Spearheaded a campaign to encourage the approval of a PPB rule amendment to extend the length of human services contracts. The amendment, while balancing the need for periodic competition, expands the circumstances for entering into six and nine year contracts and clarifies when terms longer than nine years may be used. By providing more flexibility to extend human services contract terms, not-for-profits can better invest in the space they occupy and provide needed stability and continuity of services to client communities. The amendment was passed, enabling agencies to **save time and money by negotiating for better lease terms and eliminating time-consuming contract extensions.**
- Led the Contract Reform Workgroup, which included over 40 participants of member agencies and City personnel, to **create a streamlined standard contract template** that will reduce time spent negotiating, executing, and managing contracts. The workgroup's recommendations are being incorporated into the new Human Services Standard Contract. The workgroup also continued work with City agencies to centralize audit management and performance in order to **reduce the number of audits performed.**
- Provided **expert contracting consultation** free-of-charge to members who needed one-on-one technical assistance navigating the procurement process in areas related to changes from the fixed reimbursement to the variable compensation system, performance-based measures, VENDEX, late payments, and City requests for proposals. Members found this service particularly useful during this year of delayed and reduced contracting.
- **Extended procurement trainings to its members.** HSC worked with the City Procurement Training Institute (PTI) to identify additional new classes tailored for not-for-profits, such as Conflict of Interest for Not-for-Profits, Advanced Non-Profit Accounting, Prequalification for Nonprofits, and Auditing Procedures for Not-for-Profits. HSC also co-sponsored a workshop on negotiating contractual agreements as part of an overall series on managing in hard times.

GOVERNMENT RELATIONS AND ADVOCACY

The worst economic crisis in decades has challenged our sector to be strategic with our resources and vigilant about our agenda in order to continue to do the very best for New York City's human services organizations and their constituents. This crisis brings people to the doors of our agencies who never before needed social services, although those communities that traditionally sought assistance continue to be the hardest hit. With this in mind, HSC advocated for the application of limited public dollars to proven, cost-effective programs and administrative reforms that streamline processes so that services can be delivered as efficiently as possible.

During this past year, HSC's focus on government relations and advocacy led to improved influence with government agencies, heightened focus on government programs, and more effective advocacy efforts with member agencies and coalitions.

2009 Accomplishments

Extended the influence of the human services sector

- Strengthened existing partnerships and forged new ones with key City and State elected and appointed officials. We met with many City and State officials in the past year in addition to periodic task force meetings on contracting and group purchasing.
 - At the **City** level, HSC met regularly with the Speaker of the City Council, the Deputy Mayor for Health and Human Services, the Director of the Mayor's Office of Contract Services, the Director of the City Council Finance Division, the Deputy Director of the Office of Management and Budget, City Council Members serving on human services committees, and human services agency Commissioners.
 - At the **State** level, we engaged Gubernatorial and legislative staff, Members of the State Senate and Assembly, and agency Commissioners and staff.
 - We presented testimony before State and City committees highlighting the key concerns and needs of providers and those they serve.
- At a public forum, Mayor Michael R. Bloomberg outlined new initiatives to help New York City's not-for-profits survive the economic downturn. We were pleased that the **Mayor recognized HSC's contribution during the forum** – many of the initiatives announced were at the forefront of HSC's advocacy agenda – and we continued to collaborate with the City to ensure successful implementation. The City introduced initiatives to reduce not-for-profits' fixed costs, expand loan programs, enhance the responsiveness and efficiency of City contracting procedures to speed payments, and build new partnerships to help foster stronger not-for-profits.



Photo credit: Courtesy of the City of New York/Mayor's Office

Increased capacity of members to respond to government through timely sharing of key information

- Provided HSC members with **information and advocacy guidance**, including schedules of budget hearings, templates for letter-writing campaigns to legislators, lists of district representatives to facilitate contact, and opportunities to meet public officials to show the human faces behind programs seeking preservation.
- Continuously monitored State and City budget processes, performing timely sector-wide analyses of proposed and adopted State and City budgets for the human services community. HSC **tracked budget hearings, analyzed proposals, formulated positions, and communicated the information to its members** – often within hours of the release of the budgets. This information has been essential to our members' abilities to advocate for crucial budget restorations.
- Monitored the impact of new federal stimulus funding streams on the human services sector. New York City's Deputy Mayors for Health and Human Services and for Education and Community Development provided an exclusive briefing on the impact of the **American Recovery and Reinvestment Act (ARRA) on social service funding streams** to HSC's Board of Directors. Further, thanks to support from the New York Community Trust, HSC provided education to the sector via e-blasts to members, a workshop for the sector, and a hand-out synthesizing crucial ARRA information for human services agencies.

Mobilized members to advocate for the sector

- Engaged HSC members in a variety of advocacy efforts to influence State and City budgets. HSC coordinated five Albany Advocacy Days over the four-month State budget negotiation period and brought clients, program managers, and executive directors to meet directly with key decision makers about the impact of proposed cuts on services. HSC also **coordinated formal and informal meetings between members and legislators** in New York City while the Mayor and City Council deliberated on the City budget.
- Was instrumental in restoring priority items to the human services sector in both the City and State FY10 budgets. At the **City level, restorations amounted to \$86 million, at the State level, \$580 million.**
- Co-led the formation of *One New York: Fighting for Fairness Coalition* to focus on reinstating City and State across-the-board budget cuts. The 200-plus member coalition used grassroots advocacy campaigns and rallies, Albany Action Days, and a media campaign to highlight the effects of the proposed cuts on human services agencies. The Coalition, which supported a temporary increase in the personal income tax on New York's top earners, delivered over 3500 postcards to the Senate Majority Leader's office supporting Fair Tax Reforms. This **progressive tax increase is expected to generate \$6 billion in additional tax revenues to counter the proposed cuts.**
- Launched a survey with the School of Public Affairs at Baruch College to determine how not-for-profit organizations in New York City are managing during these difficult economic times. The survey, which was distributed to over 900 human services sector leaders, is being used to **focus the spotlight on the struggles of the human services sector during this period** and to **identify ways the government can help ensure the survival of the crucial services** that are provided by the sector. This survey was a follow-up to the 4th Nonprofit Executive Outlook Survey, Winter 2008 edition, in which human services leaders expressed a growing pessimism regarding how agencies would keep up with the need for services while simultaneously managing a significant decline in resources. HSC shared results of the survey in a public forum in the Fall of 2009.



DISASTER PREPAREDNESS AND RESPONSE

HSC's Disaster Preparedness and Response (DP&R) program coordinated the disaster preparedness efforts of New York City human services organizations from 2004 to 2008. HSC worked with a diverse network of human services and government agencies to create a comprehensive plan that improved New York City's ability to respond to disasters effectively, efficiently, and with compassion.

The program was regrettably suspended in June 2008 due to a loss of City and State funding. However, in May 2009, thanks to support from the Altman Foundation, HSC embarked on a six-month project to re-establish its DP&R program. Thus, in the final month of HSC's 2009 fiscal year, HSC resumed focus on DP&R.

2009 Accomplishments

- Secured a seasoned DP&R consultant to lead its efforts to re-establish a coordinated DP&R program in New York City's human services sector.
- Reengaged and collaborated with City inter-agency planning efforts for DP&R, including:
 - Disaster case management workgroup
 - Coordinated Assistance Network (CAN) technology
 - New York City Voluntary Organizations Active in Disasters (VOAD).
- Developed a three-tiered DP&R program model and corresponding budgets for a new program under a variety of potential funding scenarios.
- Explored federal, State, and City funding opportunities for ongoing operations of HSC's DP&R program beyond calendar year 2009.

If fundraising efforts are successful, HSC will resume full support of its DP&R program, which will include collaborating with not-for-profit and government agencies in disaster preparedness and building HSC's capacity to coordinate human services organizations in the event of a disaster. By having a single, dedicated coordinating agency, New York City's human services sector will be better positioned to perform its DP&R work in a collaborative, strategic, and efficient manner.

TECHNOLOGY STANDARDIZATION

New York City is moving toward doing more business online, which greatly impacts human services providers in how they deliver services to their clients and how they work with one another and with the City.

Programs such as ACCESS NYC and 311 are vital to helping New Yorkers find and access social services and government benefits. As a liaison between City government and the human services sector, HSC was involved in efforts to add health and human service information and referral to 311 since its inception. Other programs, such as HHS-Connect, streamline communication and contracting between City agencies and human services providers.

As these technologies evolve, HSC will work with human services providers and City agencies to ensure the programs address not-for-profit agency needs.

2009 Accomplishments

- Partnered with the Office of the Deputy Mayor for Health and Human Services, HHS-Connect, and the Mayor's Office of Contract Services (MOCS) to leverage technology to ease contracting and reporting burdens. Both HSC's technology policy analyst and Executive Director continued regular meetings with City agencies to raise questions, concerns, and ideas of the not-for-profit community, find ways to partner on the development of technology programs, and discuss strategies for community outreach on projects like ACCESS NYC.
- Communicated member feedback to City officials on whether aspects of programs are working effectively in the community and suggested ways to maximize clients' and service providers' use of technology.
- Worked with Information Technology (IT) partners to offer approaches that will reduce the disproportionately large amount of resources many small not-for-profits spend to maintain IT services. For example, we co-led a pilot program with 12 of our members to assess whether they can use a bundled software package and services as a way to reduce IT costs and ensure they have the most up-to-date programs.
- Provided education on technology initiatives that relate to the human services sector by:
 - Holding training sessions for both HSC and City Council Members and their staff about ACCESS NYC and 311.
 - Convening regular Technology and Referral Committee meetings to discuss the progress of programs and any concerns or issues pertaining to the impact of technology on the sector.

HSC will continue to work with its partner agencies – both in the human services sector and in government – to influence the planning, development, and implementation of programs that take advantage of technology to increase efficiencies so the sector has more resources to spend on serving clients.

WORKFORCE INITIATIVE

The Workforce Initiative has long been a major focus area for HSC and we have become a recognized expert on workforce issues, successfully advocating for regular cost-of-living adjustments (COLAs) for human services providers that total hundreds of millions of dollars each year. HSC's goal is to ensure that government invests in the human services workforce, so that providers receive adequate compensation and their clients receive quality care in an environment that is not hampered by high staff turnover rates.

During this past year, HSC continued to partner with the Office of the Deputy Mayor for Health and Human Services to identify and propose productivity enhancements and cost-savings measures to enable both not-for-profit and City agencies to work more effectively and efficiently. The cost-savings achieved as a result of these initiatives will help fund salary increases for human services workers.

2009 Accomplishments

- Successfully advocated for a **restoration of State dollars** to stop the proposed one percent retroactive across-the-board cut to not-for-profit human services agency COLAs and **to maintain the COLA agreement** in future years (which had been marked for complete elimination). The restoration of the one percent proposed cut alone protected over \$26 million in the 2008-09 State fiscal year and maintained the base amount for future years.
- Co-led the COLA Task Force on a series of cost-saving initiatives to provide revenue that can be used to support COLAs. This task force is a formal partnership between the not-for-profit human services sector and the City of New York to consider the viability of various cost-saving measures. In all, 140 people participated on the seven Task Force committees, representing 15 government agencies and 48 human services organizations. **Cost-savings** identified by these committees **will benefit all not-for-profit agencies** and span HSC focus areas, including technology standardization and contracting efficiencies, as discussed in those sections of this report.
- Coordinated a pilot program with member agencies to explore the types of savings not-for-profit agencies may see as a result of group purchasing on items such as food, supplies, equipment, and furniture at a discounted rate. HSC and United Way of New York City are leading a pilot effort to identify a group purchasing organization and we **anticipate savings of at least 8-12%** in each major category.
- HSC began discussions with State representatives to **replicate the work done with the City to the State level.**
- The City government recognized human services workers – not just as providers of services to New Yorkers in need – but also as an economic engine itself. The not-for-profit organizations of New York City (including cultural, health, and human services organizations) collectively employ more than 490,000 New Yorkers or 15 percent of the City's non-government workforce. Thus, **cuts to this sector affect the bottom line of New York City.**

"...the nonprofit sector is a vital part of the City and our economy. As nonprofits face increasing challenges due to the economic downturn, it's critical that the City take concrete steps to strengthen the sector and help it thrive."

– Mayor Michael R. Bloomberg in a public announcement to help not-for-profits cope during the economic downturn, April 6, 2009

MEMBERSHIP AND DEVELOPMENT PROGRAMS

HSC Annual Leadership Awards Reception

HSC held its single fundraising event, the 13th Annual Leadership Awards Reception, on December 17, 2008. HSC honored distinguished leaders in human services for their significant contributions to the New York City human services sector and the people it serves:

- **Eric Brettschneider**, Special Advisor to the New York State Office of Children and Family Services
- **Mary Pender Greene**, Assistant Executive Director of the Jewish Board of Family and Children's Services
- **Steven Newman**, Chief Operating Officer of Public Health Solutions



From left to right: 2008 Honoree Eric Brettschneider, Pat White, and Michael Stoller.



From left to right: Elwanda Young, 2008 Honoree Mary Pender Greene, Paul Levine, and Michael Stoller.



From left to right: Ellen Rautenberg, 2008 Honoree Steven Newman, Joyce Johnson, and Michael Stoller.

Congratulations to our honorees. We are grateful for their work – and are also grateful for our event's supporters who attended the reception, bought journal ads, and provided services for the event. We are especially thankful to Mutual of America, which provided the venue and refreshments for the event.

Marketing and Communications

HSC heightened its focus on marketing and communications this year.

2009 Accomplishments

- Issued the first HSC e-newsletter, filled with information important to people in the sector and including updates from members, thanks to support from the Booth Ferris Foundation. Readership grew successively during the year; the first issue, August 2008, reached 234 recipients while the fifth issue, May 2009, reached 423 recipients.
- Redesigned the website for information accessibility and kept it regularly updated, including input from members and government partners.
- HSC was pleased to be the recipient of a Key Messages & Brand Strategy Service Grant from the Taproot Foundation in October 2008. This Service Grant provided us with Brand Strategy and Key Messages documentation, which will be used in marketing and membership materials.



Membership Trainings and Events

HSC offered discounted or free trainings and events to members, giving them the opportunity to attend gatherings where they could network with and learn from others in the human services not-for-profit sector.

2009 Accomplishments

- Sponsored or co-sponsored seven workshops specifically designed for agencies coping with the difficult economic times. Total registration for these workshops exceeded 500 participants.
- Negotiated discounts or free access to trainings held by providers or government partners. Courses spanned a variety of topics, such as City procurement, antiracism workshops, and audit compliance. HSC also negotiated a 25% discount for members on any course offered at the Support Center for Nonprofit Management, enhancing members' abilities to serve the sector.
- Was instrumental in obtaining invitations to all HSC members to attend the Mayor's announcement of new initiatives to help New York City nonprofits cope during the economic downturn.
- Hosted receptions for newly elected officials for HSC Board and member organizations.

FINANCIAL SUMMARY

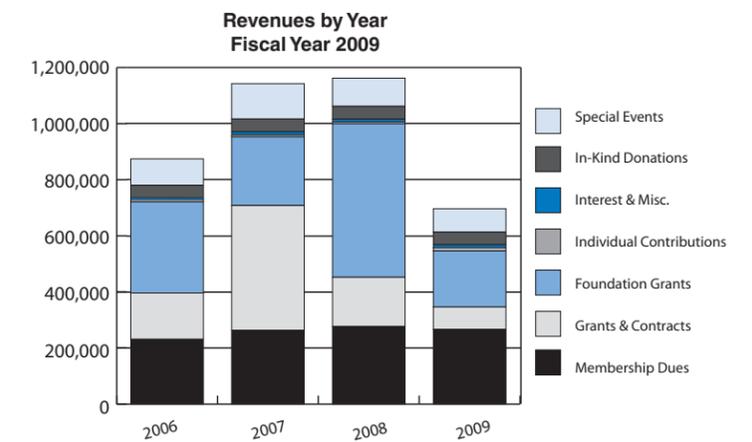
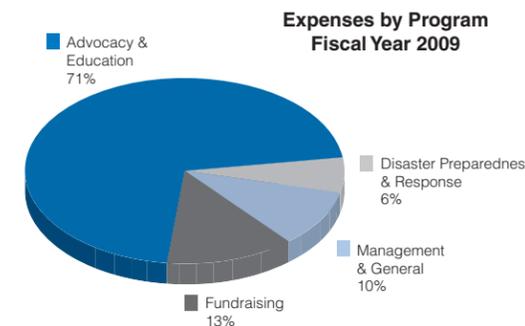
HSC continued to enjoy sound financial standing despite a significant reduction in revenues due to the loss of funding for the Disaster Preparedness and Response work, which was suspended in June 2008 and re-opened for review in May 2009. Total revenue for 2009 was \$688,244. Expenses totaled \$909,138. The change in net assets (surplus) was negative \$220,894 and the ending net assets totaled \$183,538. The expenses of management and general plus fundraising are 10% of the total expenses, which is much lower than the industry standard of 25%.

Full audited financial statements are available on request.

Category	Amount
Advocacy & Education	\$645,308
Disaster Preparedness & Response	55,474
Management & General	90,175
Fundraising	118,180
Total	\$909,138

	6/30/09	6/30/08
Public support and revenue		
Membership dues	266,000	277,250
Government grants & contracts	80,000	175,000
Foundation grants	200,000	552,753
Individual contributions	10,501	108
Special events income	83,295	100,400
Interest income	2,948	5,984
In-kind contributions	45,500	45,500
Net assets released from restrictions	-	-
Total public support and revenue	688,244	1,156,995
Expenses		
Program services	700,782	887,169
Management and general	90,175	69,883
Fundraising	118,180	89,768
Total expenses	909,138	1,046,820
Change in net assets	(220,894)	110,175
Net assets - beginning	404,432	294,257
Net assets - ending	183,538	404,432

	6/30/09	6/30/08
Assets		
Cash and cash equivalents	260,133	354,237
Dues receivable	250	7,500
Grants receivable	135,794	260,071
Prepaid expenses	1,928	16,402
Total assets	398,105	638,210
Liabilities and net assets		
Liabilities		
Accounts payable and accrued expenses	61,832	57,529
Deferred income	152,735	176,250
Total liabilities	214,567	233,779
Net assets		
Unrestricted	(13,365)	136,769
Temporarily restricted	196,903	267,663
Total net assets	183,538	404,431
Total liabilities and net assets	398,105	638,210



THE HSC TEAM

Michael Stoller has been HSC's Executive Director since January 2003, following a 20-year career with the City government, most recently as Executive Director of the Procurement Policy Board. During his tenure, the PPB significantly streamlined the Rules (reducing the Rulebook's pages by 50%) to allow greater flexibility and accountability to procurement staff while maintaining appropriate oversight. Prior to his PPB work, Mr. Stoller was the first counsel to the City Council Committee on Government Contracts, Assistant Director in the Mayor's Office of Operations, and a staff attorney with the Legal Aid Society's Juvenile Rights Division. Mr. Stoller earned a Doctorate of Jurisprudence from the SUNY Buffalo School of Law. He has lectured at colleges, law schools, international forums, conferences, and other settings. In addition, Mr. Stoller has produced theater both on and off Broadway.

Allison Sesso, Deputy Executive Director, has been with HSC since 2003. Her past professional experiences include working at a prominent investment bank, at the New York Public Interest Research Group, and as the coordinator of a program for victims of domestic violence and sexual abuse in Florida. As a Fellow at SUNY Albany's Center for Women in Government and Civil Society, Ms. Sesso worked with the Empire Justice Center on statewide child care policy issues. While pursuing her undergraduate degree at SUNY Cortland, Ms. Sesso spent a semester interning at the Belize Government Agency of Disability Services. She holds a Master of Public Administration degree from CUNY Baruch's School of Public Affairs.

Cecelia Burchett, Executive Assistant and Office Manager since 2004, is the person whose delightful voice and professional manner you first encounter when contacting the Human Services Council. Prior to joining HSC, Ms. Burchett had a 25-year career with Avon Products, Inc., most recently as Administrative Assistant in Research and Development. During her time at Avon she held positions such as Product Development Assistant, Purchasing Coordinator, and Director Assistant. At Avon, Ms. Burchett volunteered to work with the Junior Achievement program of Rockland County, working with children from pre-kindergarten through sixth grade.

Michelle Jackson, Esq., Policy Analyst, joined HSC in 2008. Ms. Jackson graduated from Suffolk University Law School in Boston in 2007, earning a Juris Doctor with a concentration in International Law. While in law school, she interned for the International Consortium for Law and Development, and volunteered for Shelter Legal Services where she provided free legal aid to indigent women at Rosie's Place. As an AmeriCorps Bonner Leader, she worked with various community agencies at her college to create social justice programming, volunteer opportunities, and outreach.

Cynthia Tao, Membership Services Program Manager, joined HSC in 2009. She graduated with a Master of Social Work (MSW) degree from Hunter College in 2008 and worked as a Research Assistant in the policy department. Prior to pursuing her MSW, Ms. Tao had a 22-year career at IBM, primarily as a Program Manager in software development in New York, North Carolina, and Italy. As a volunteer and a social work intern, she worked with adults and children with serious mental, physical, and emotional health issues. She also holds a BA in Philosophy and BS in Computer Science from the University of Illinois-Urbana.

Chris Winward, Senior Policy Analyst, joined HSC in 2007. Prior to HSC, Ms. Winward worked at the New York City Council for five years, most recently as a Legislative Policy Analyst to the Health Committee. While pursuing an undergraduate degree at Siena College, Ms. Winward spent a semester in Washington D.C. participating in the American University - American Politics Program and had several internships in State and federal government, including with a New York State Assemblymember, the State Office for the Aging, a U.S. Congressman, and the U.S. Department of Housing and Urban Development. She holds a Master of Public Administration degree from the Robert F. Wagner Graduate School of Public Service at New York University.

CONSULTANTS

Cynthia Dames and **Lisa Reid**, Senior Partners at Dames Reid, LLC, have more than 25 years of experience in public policy development at the City, State, and national levels. The practice is a small, specialized consulting practice that focuses on two books of business: government relations with New York State and New York City elected officials, and innovative, targeted program development for health and human services providers.

Christy Gibney, Principal of CLG Consulting, collaborates with HSC on its disaster planning and recovery initiatives. CLG Consulting specializes in disaster human services – the aspects of emergency management that address the complex needs of people during preparedness, response, and recovery. Clients include community-based, disaster response and faith-based organizations, government agencies, and educational institutions.

Sherry Li, MS, served as Chief Financial Officer for various not-for-profit organizations for seven years before leaving to lead a consulting services firm. She is a free-lance Chief Financial Officer/Controller and has been providing fiscal management consulting services for the past nine years. Clients include not-for-profit social service agencies and membership organizations.

Andrew Shackett, Principal of ASA Consulting, works in partnership with HSC to diversify its funding from private and corporate foundations. A full-service fundraising consulting firm, ASA Consulting is experienced in serving community-based, advocacy, health, and educational non-profits ranging in size, scope, and mission. Mr. Shackett has nearly 20 years of experience in non-profit fundraising – both as a consultant and as an in-house development professional.

Sandi Singer, Esq., is HSC's consultant on government contracting issues. She has served as counsel to the City Council Committee on Contracts, general counsel to the Procurement Policy Board, general counsel to the Mayor's Office of Construction, and deputy director for legal affairs and integrity review at the Mayor's Office of Contracts.

2008-2009 BOARD OF DIRECTORS

as of 6/30/09

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*Federation of
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Good Shepherd Services

Rex Davidson
*Goodwill Industries of Greater New York
and Northern New Jersey, Inc.*

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Henry Street Settlement

Lillian Rodriguez-Lopez
Hispanic Federation of New York City

Cris Parque
Homeless Services United, Inc.

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Institute for Community Living, Inc.

Suleika Cabrera-Drinane
*Institute for
Puerto Rican/Hispanic Elderly*

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*InterAgency Council of Mental Retardation
and Developmental Disabilities Agencies, Inc.*

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*Jewish Association for
Services for the Aged*

Paul Levine
*Jewish Board of
Family & Children's Services*

Richard Altman*
Jewish Child Care Association

Ralph Dumont
Lower East Side Family Union

Giselle Stolper
*Mental Health Association
of New York City*

Robert Schachter
*National Association of Social Workers,
NYC Chapter*

C. Virginia Fields
*National Black Leadership Commission
on AIDS*

Marie Saint Cyr
New York AIDS Coalition

Tim Ford
*New York City Employment
and Training Coalition*

Chung-Wah Hong
New York Immigration Coalition

Michael Clark
Nonprofit Coordinating Committee of NY

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Palladia, Inc.

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*Phipps Community
Development Corporation*

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Project Renewal, Inc.

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for Social Welfare*

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Safe Horizon

Wanda Wooten
*Stanley M. Isaacs
Neighborhood Center, Inc.*

Robert Carmona
STRIVE

Ted Houghton
*Supportive Housing Network
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The After-School Corporation

Elba Montalvo
*The Committee for
Hispanic Children and Families*

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The Hetrick-Martin Institute

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UJA-Federation of New York

Nancy Wackstein*
*United Neighborhood Houses
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*University Settlement Society
of New York City*

Frederick Shack*
Urban Pathways

Jack Lund
YMCA of Greater New York

*Members of the
HSC Executive Committee

MEMBER ORGANIZATIONS

as of 6/30/09

Actors' Fund of America
Agenda for Children Tomorrow
Aging in America Community Service
Alzheimer's Association, NYC Chapter
American Group Psychotherapy Association
American Red Cross in Greater New York
Asian American Federation of New York
Barrier Free Living
Big Brothers/Big Sisters of New York City
Black Agency Executives
Black Equity Alliance
Black Veterans for Social Justice
Bronx Jewish Community Council
Brooklyn Bureau of Community Service
CAMBA
Care at Home - Diocese of Brooklyn, Inc.
CASES
Catholic Charities Community Services,
Archdiocese of New York
Catholic Charities of the Archdiocese of New York
Catholic Charities of Brooklyn & Queens
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Center for Independence of the
Disabled in New York
Center for Urban Community Services
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Child Welfare Organizing Project, Inc.
Children's Aid Society
CIS Counseling Center
Citizens Advice Bureau
Citizens Committee for Children of New York
Coalition for Asian American Children
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Coalition of Behavioral Health Agencies
Community Health Care Association
of New York State, Inc.
Community Resource Exchange
Comunilife, Inc.
Connect, Inc.
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Day Care Council of New York, Inc.
Diaspora Community Services, Inc.
Disabilities Network of NYC
Disaster Chaplaincy Services, Inc.
DOROT, Inc.
Drug Policy Alliance
East Side House
Episcopal Social Services of New York, Inc.
Eviction Intervention Services
F.E.G.S. Health and Human Services System
Families United for Racial & Economic Equality
Family Consultation Service
Federation of Protestant Welfare Agencies
Forestdale, Inc.
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Goodwill Industries of Greater New York
and Northern New Jersey, Inc.
Grand Street Settlement
GroupWorks for Education, Inc.
Hamilton-Madison House
HANAC
Heights & Hill Community Council
HELP USA
Henry Street Settlement
Hispanic Federation of New York City
Home Care Council of New York City
Homeless Services United, Inc.
Hudson Guild
Institute for Community Living, Inc.
Institute for Puerto Rican/Hispanic Elderly
Institute Home Care Services, Inc.
InterAgency Council of Mental Retardation
and Developmental Disabilities Agencies, Inc.
Inwood House
Jamaica Service Program for Older Adults
Jewish Association for Services for the Aged
Jewish Board of Family & Children's Services
Jewish Child Care Association
Jewish Community Council
of Greater Coney Island
Jewish Community Relations Council
of New York, Inc.
Lawyers Alliance for New York
Leake and Watts Services
Legal Information for Families Today
Lenox Hill Neighborhood House
Lighthouse International
Little Sisters of the Assumption
Family Health Service, Inc.
Lower East Side Family Union
Madison Square Boys & Girls Club, Inc.
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Metropolitan Council on Jewish Poverty
Midwood Development Corporation
Morningside Retirement and Health Services, Inc.
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NYC Chapter
National Black Leadership Commission on AIDS
Neighborhood Family Services Coalition
New Alternatives for Children
New York AIDS Coalition
New York Asian Women's Center
New York Board of Rabbis
New York Cares, Inc.
New York City Employment and Training Coalition
New York City Mission Society
New York Disaster Interfaith Services
New York Foundling Hospital
New York Immigration Coalition
New York Urban League
Nonprofit Coordinating Committee of New York
Nontraditional Employment for Women
Northern Manhattan Improvement Corporation
Northside Center for Child Development
NPower New York, Inc.
Older Adults Technology Services
One Stop Senior Services
Osborne Association
Palladia, Inc.
Partnership for Afterschool Education
Phipps Community Development Corporation
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Regional Aid for Interim Needs, Inc.
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SCO Family of Services
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Selfhelp Community Services
Sephardic Community Center
Services Now for Adult Persons
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Special Services for Senior Citizens
Stanley M. Isaacs Neighborhood Center, Inc.
Steinway Child and Family Services
St. John's Place Family Center, HDfC
St. Vincent's Services, Inc.
STRIVE
Sunnyside Community Services
Support Center for Nonprofit Management
Supportive Housing Network of New York
The After School Corporation
The Arab-American Family Support Center
The Bridge, Inc.
The Caring Community
The Carter Burden Center for the Aging, Inc.
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The Committee for Hispanic Children
and Families
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The Steinhart Foundation for Jewish Life, Inc.
UJA-Federation of New York
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United Neighborhood Houses of New York
University Settlement Society of New York City
Urban Pathways
Varied Internship Program
Veritas Therapeutic Community
Visiting Nurse Service of NY
Volunteers of America of Greater New York
Washington Heights Community Services, Inc.
WestEnd Intergenerational Residence
Women in Need
Women's Housing & Economic
Development Corp.
Women's Prison Association
World Cares Center
YMCA of Greater New York
YWCA of the City of New York



The Voice of the Human Services Community

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