SMOC’s mission is to improve the quality of life of low-income and disadvantaged individuals and families by advocating for their needs and rights; providing services; educating the community; building a community of support; participating in coalitions with other advocates; and searching for new resources and partnerships.
Chair and President/CEO’s Message

Dear Friends,

This has been another significant year in the history of SMOC. The pandemic continued to dominate the news, our lives, and the way we work and serve our communities and clients. I am proud of the way we remained resilient in working closely together as an organization and with our community partners, funders, and stakeholders to respond and meet the emerging demands. Despite the pandemic, there was no interruption of service delivery and every program adapted by maintaining safety protocols and following guidance from the CDC, Massachusetts Department of Public Health, and local health departments. Like many industries and organizations, we experienced staffing challenges throughout the last year as people juggled at-home school responsibilities and maintaining safety for frail or at-risk family members. We are so fortunate and grateful for the staff we have. They are committed, hardworking, and caring. They displayed an unwavering strength through another difficult year.

Our enhanced focus on diversity, equity, and inclusion continued this year under the leadership of Board Member Yvonne Brown, and Policy and Planning Director Rohey Wadda. Through their efforts, training was made available to all staff and managers, opportunities for sharing and dialogue were opened in a safe and respectful manner, and our holiday calendar was amended to observe Juneteenth and Indigenous People’s Day. More work lays ahead of us as we continue to focus on ensuring our organization promotes a race equity culture that includes a diverse workforce, one that is welcoming and inclusive, and reflects the communities and people we serve.

This year was significant for another major reason, the retirement in June of our Executive Director Jim Cuddy who had been at the helm since 1985. Jim’s impact cannot be overstated. When he arrived, SMOC was an organization with about 225 employees and an annual budget of $7 million. During his tenure the agency founded the Non-Profit Housing Corporation that many refer to as SMOC Housing. What started with one building in 1986 now encompasses 161 properties in 26 cities and towns. Jim set a high standard of caring deeply about the staff as well as the clients. He knew everyone’s name and often, details of their lives, always taking the time to stop and listen. Jim also set a high bar for adherence to our mission and values, particularly regarding respect and tolerance. He worked tirelessly on behalf of those we serve for 36 years at SMOC and we wish he and his family the very best in this next chapter of their lives!

Sincerely,

Lawrence Scult
Chair, SMOC Board of Directors

Susan Gentili
President & CEO, SMOC
OUR IMPACT

66,874 individuals served by SMOC, including
38,117 families

3,765 homeless individuals obtained a safe and supportive temporary home in our emergency shelters

1,095 individuals transitioned from emergency shelter to permanent housing

6,000 food insecure individuals received nutritious meals and groceries from our meal programs at Open Pantry Community Services

5,647 individuals were provided with domestic and sexual violence counseling and prevention programs from Voices Against Violence

12,000 individuals received assistance to address their housing crisis through our Housing Consumer Education Center

387 homes received energy efficiency services through our weatherization program

2,128 clinic patients received comprehensive outpatient services from SMOC Behavioral Healthcare

$4,632,459 paid by our Fuel Assistance program to help 9,918 low-income households stay warm last winter
On September 22, 2020, Jim Cuddy announced to SMOC’s Board of Directors that we would retire at the end of this most recent fiscal year. Jim served as SMOC’s Executive Director from January 1985 to June 2021, leading the charge to expand SMOC’s work across the state of Massachusetts and establish a strong reputation as an innovative leader.

When Jim first came to SMOC, it was a non-profit organization with a handful of federal programs and an annual revenue of $7 million. Today, SMOC offers over 50 vital programs and services to our clients and generates revenue from grants, contracts, and private funders of over $120 million. This expansion of programs and funding illustrates Jim’s exceptional time as Executive Director.

In his early years at SMOC, Jim was also at the forefront of developing sober and supportive housing. What started out as purchasing and developing a handful of homes in Framingham has now grown to a portfolio of over 150 properties, including over 1,700 units of affordable housing statewide. SMOC’s philosophy to provide “Housing First” to our most vulnerable community members was an unconventional approach to service provision at the time. Jim was a true pioneer of change in our agency-wide practices for this: He was willing to take risks and was innovative in his approach to problem solving.

SMOC’s unique path is due in large part to Jim’s commitment to the agency’s mission and his tireless advocacy for those struggling the most in our communities. The kinds of services SMOC provides require a leader who makes staff and clients feel valued and appreciated. Jim excels at this, and SMOC’s many long-term employees are a testimony to it. During his time at the agency, Jim created a space where everybody is welcome, and everybody matters – a legacy we will strive to carry on for years to come.
10th Annual Purple Passion 2021

On Saturday, September 18th, we held the 10th Annual Purple Passion 5K Run/Walk as a “hybrid” virtual or in-person event in Framingham to support Voices Against Violence and its work to end domestic violence and provide support to victims. The walk was both a fundraiser and awareness-raiser, helping to spread the word about Voices’ services as well as raising awareness of the danger and prevalence of domestic violence in our communities. For over 40 years, Voices Against Violence has provided free and confidential services to victims of domestic and sexual violence in the MetroWest area. Voices serves over 5,600 people each year through their direct services for victims and prevention programs.

19th Annual Golf Tournament

On June 28, 2021 we raised more than $56,000 during the 19th Annual SMOC Golf Tournament! All proceeds support individuals served by the Common Ground Resource Center program (CGRC). Since 2006, CGRC has been the “hub” of SMOC’s shelter and housing services in MetroWest and the entry point for more than 800 homeless unaccompanied single adults into all of SMOC’s emergency, transitional and supportive housing, as well as to other supports and services SMOC offers. While SMOC’s main office is temporarily closed to the public due to COVID-19, CGRC services are still being offered remotely and all our shelters remain open 24 hours a day.
On August 14, 2021 we held the 10th Annual Steps to Home Walk to support Lowell Transitional Living Center (LTLC) and its mission to end homelessness. As the largest shelter north of Boston, homeless single adults within the Merrimack Valley rely on LTLC for basic care and case management services on their journey from homelessness to housing and self-sufficiency. This year’s Steps to Home Walk was attended by over 100 registrants and volunteers, and raised over $42,000.

We are so pleased to congratulate Angel Nazario, Program Specialist at SMOC’s Turning Point Shelter in Framingham, on receiving the 2021 Light of Dawnn Award from the Massachusetts Nonprofit Network! This award is given annually to three front-line nonprofit workers who go above and beyond to make a positive impact on those they serve. Angel is a quiet, respectful and tireless advocate who uses his past experience as a Turning Point resident to inspire the shelter’s guests.

Thank you to the Massachusetts Nonprofit Network, the Highland Street Foundation, the West End House Boys and Girls Club, and the Kraft Family for this well-deserved recognition!
SMOC’s Framingham Community & Cultural Center (FCCC) launched several exciting programs designed to enrich the lives of children, youth and families in the community. Located at 10 Roxanna Street in Framingham, FCCC’s mission is to sustain a venue where an array of recreational and supportive programming can thrive and provide the community at large with a vibrant, engaging and richly diverse environment for advancing their health and social well-being. FCCC is in the process of premiering more exciting programs such as Girls, Inc., which will serve up to 150 girls in multi-year STEM and Leadership programs, and Inter-Milan Soccer Academy, an elite soccer training academy that will offer up to 400 youth (ages 4-17) with soccer programming delivered by Inter-Milan, a world-renowned professional soccer club.

Social Emotional Learning Program (SEL)

Last winter, SMOC’s FCCC launched its flagship Social-Emotional Learning (SEL) mentor program in partnership with Framingham State University (FSU). This program pairs Master of Social Work students at FSU with pre-kindergarten students in SMOC’s childcare programs in Framingham. Children greatly benefit from SEL starting at an early age as this teaching provides them with vocabulary, communication strategies, coping mechanisms as well as the ability to recognize emotions and their effects in themselves and others.

We are grateful for FSU’s foundational partnership in this program, as well as for the funding provided by the MetroWest Health Foundation and the Sudbury Foundation.

Walnut Hill School For The Arts

The Walnut Hill School For The Arts is partnering with the Framingham Community & Cultural Center (FCCC) to bring free dance and eurythmic (movement and music) classes to the children in SMOC’s childcare system. This program introduces ballet, music, and movement to children who may not otherwise be able to access private lessons.
On Thursday, June 17, 2021, students, teachers and supporters gathered under a large tent outside SMOC’s headquarters to celebrate the 53 students who participated in the Joan Brack Adult Learning Center’s HiSET/GED and English as a Second Language (ESL) programs over the past year.

JBALC’s programs are offered free of charge thanks to the generosity of the Joan Brack Charitable Foundation, MutualOne Charitable Foundation, and private donors.

We were so grateful to have had Bob Brack in attendance at this year’s JBALC Graduation ceremony. Bob helped found the Joan Brack Adult Learning Center in honor of his late wife; both Bob and Joan were fiercely dedicated to supporting students from all walks of life and committed to helping them on their journey towards self-sufficiency.

Sadly, Bob Brack passed away on Wednesday, September 8th, 2021. Bob was a cherished friend to SMOC for many years. Through the generosity of the Joan H. Brack Charitable Foundation, Bob and his family have supported the essential programming provided through JBALC each year. Bob’s presence at our graduation ceremonies was always an inspiration as he celebrated the accomplishments of every student. We are deeply grateful to Bob for his faithful and tireless work for those in the community and we will be proud to continue to uphold the values he and Joan so greatly stood for at JBALC.
Vaccination Clinics

On January 19th, 2021, SMOC hosted its first vaccination clinic for our frontline staff and shelter residents at the MLK Center in Worcester. Since then, vaccination clinics have been held for staff and clients throughout our service areas, providing individuals in our Lowell, Worcester, MetroWest, Springfield and North Worcester County housing and shelters with a first and second vaccination dose.

SMOC also hosted a vaccination clinic on Thursday, April 29th, 2021, at its headquarters in Framingham, in partnership with the City of Framingham, and as part of the State’s equity initiative. The clinic provided vaccinations for Framingham residents who have been historically under-resourced and may have faced barriers to seeking or receiving the vaccine, including people of color, immigrants and recent arrivals, homebound and disabled individuals, individuals living in low-income and congregate housing, and individuals with multiple and complex medical needs.

To date, 751 staff and clients have received at least the first dose of the vaccine. We are especially grateful to our partners: to the City of Framingham for partnering with us so we could provide vaccinations on-site at SMOC; to the Health Division of JRI (Justice Resource Institute) that helped coordinate details and administer vaccinations in the MetroWest; to the Family Health Center of Worcester’s Homeless Outreach and Advocacy Program (HOAP) for working with our Worcester vaccination sites; to the Greater Lawrence Family Health Center and to Health Innovations for working with our Lowell vaccination sites; to the Behavioral Health Network and Caring Health Center for working with our Springfield vaccination sites; and to the Catholic Charities and Community Health Connections in Fitchburg for working with our North County vaccination sites; to you all we express our sincere thanks.
HIGHLIGHTS

Green Jobs Academy

As a program of SMOC, Green Jobs Academy (GJA) has adopted a dual mission and business model: to provide entry level skills training preparing individuals for in-demand, living wage jobs with career growth opportunities in the weatherization industry, and to provide flexible, customized, continuing education training for weatherization and energy efficiency professionals to continue to advance in the industry. To support GJA's regional expansion efforts aimed at meeting industry demand, the training facility was relocated to 91 Bartlett Street in Marlborough, now occupying over 6,000 square-feet of adjoining classroom, office, and lab/training space. GJA's new centralized location provides easier access and ample parking for trainers, staff, and students – both local and out-of-state.

Creating a state-of-the-art learning environment was a top priority for GJA's relocation. The ADA-compliant Diagnostic Cabin - which functions as the Primary Test House - is an impressive new construction which satisfies all program training requirements. It now includes enhancements such as a simulated attic with side knee wall, crawl spaces, garage, and renewable drill and blow walls. The Mobile Home test unit previously built at 237 Chandler Street in Worcester was relocated to Marlborough along with the remaining props and equipment. Also located within the new facility is a fully-functioning training lab to facilitate hands-on heating system and combustion safety training. To round out the space, both the classroom and computer lab have increased capacity for live trainings, online learning, and to facilitate online certification testing.
CAPITAL REPAIR INITIATIVES

25 Queen Street

SMOC’s Greater Worcester Housing Connection (GWHC) includes an emergency shelter program at 25 Queen Street. The facility underwent numerous renovations over the last year. Upgrades to four restrooms were completed, including extensive renovations to the women’s and men’s dorm restrooms. Today, the entire shower area is waterproofed and tiled to withstand regular use from guests for years to come. Flooring throughout the building was also redone.

To the building’s exterior, fresh paint and fencing repairs and replacements were completed. One of the building’s water heaters was replaced, including additional plumbing repairs to make this possible, and a new emergency generator was installed to ensure the shelter can operate should its main source of power be affected by inclement weather conditions or external equipment failure.

108-110 Arlington

108-110 Arlington Street is a building that provides supportive permanent housing in Framingham. In 2021, SMOC made numerous investments into the property to ensure it is a comfortable and safe place to call home for all current and future residents. The comprehensive scope of work included installing a new hot water/heating system, replacing the roof and removing three chimneys, upgrading bathrooms, repaving the driveway, rebuilding both front and rear porches, and replacing windows and siding. Landscaping around the property, removing overgrown hedges in the front yard, demolishing a shed in the rear of the property, and installing a new fence were also undergone to improve the building’s envelope and curb appeal. Interior upgrades were recently finalized and mark the full completion of this project.
SMOC owns several properties on Union Avenue in Framingham. This past year, SMOC embarked on renovation projects at all three locations, including replacing the windows, siding and roof at each property, repainting all three properties’ porches, and installing new exterior lighting. In addition to providing a well-kept, inviting residence that those living at SMOC’s Union Avenue properties can take pride in, these renovations also help contribute to maintaining a vibrant downtown Framingham community.

SMOC’s Young Adult Residential Case Management (YARCM) program provides housing and intensive case management to young adult ages 18-24 who are homeless and in recovery from addiction. While at YARCM, program participants receive relapse prevention support and as many supportive services as needed to help maintain or regain health and self-sufficiency.

Capital repairs at YARCM’s residence in Framingham were completed this past year to support the safety and comfort of its residents. The Reliant Foundation generously funded the repair of the building’s fire escape and emergency egress, which was completed in July 2021. MassHousing’s Center for Community Recovery Innovations (CCRI), which seeks to promote recovery and increase the availability of affordable, alcohol and drug free housing in Massachusetts, also awarded SMOC a grant last fall to complete a number of ADA compliancy upgrades and related carpentry work, including the creation of a dedicated ADA parking spot in front of the building and full ADA upgrades to both the kitchen and bathroom. In addition to these funds, SMOC committed a portion of our own equity to the YARCM project to fund items such as replacing the roof and driveway and updating the interior paint and flooring. The project is well on its way and is scheduled to be completed in the coming months.
AWARDS

EMPLOYEES OF THE YEAR
Alyssa Dee - Administrative Assistant, Lowell Transitional Living Center
Lisbeth Espaillat - Billing and Data Specialist, Fuel Assistance

MANAGERS OF THE YEAR
Krystin Fraser - Associate Director of Addiction Services, SMOC Behavioral Healthcare
Sara Bloksberg - Coordinated Assessment Supervisor, Greater Worcester Housing Connection

VOLUNTEERS OF THE YEAR
Jeffrey Teague, Lowell Transitional Living Center
Glenn A. Rossi, Open Pantry Community Services
Bob and Renee Maiorana, Framingham Cultural and Community Center

SPIRIT OF SMOC/MARGARET DAVITT AWARD
Darlene Assencoа-Mazurek

TEAMS OF THE YEAR
Family Residential Services Programs
Head Start and Childcare

COMMUNITY PARTNERS
Foundation for Metrowest
Community Foundation of North Central MA
Family Health Center of Worcester
Lowell House/ Recovery Café
City of Springfield

ANNIE BRADFORD FRIEND OF SMOC
Ismael Rivera- JRI

FREDERICK RUBIN AWARD/BOARD MEMBER OF THE YEAR
Faith Tolson
Success Stories

Genesis

The Teen Parent Program (TPP) welcomed Genesis and her son from Puerto Rico in 2018. She spoke limited English and needed assistance with job searching and developing life skills. While living at the TPP residence, she obtained a full-time job and her son was enrolled in daycare. He thrived at the daycare and soon became a staff favorite. After a few months, Genesis was able to save some money to afford her own apartment as well as a used car. Currently, Genesis is a skilled barber working at several shops in Springfield. We wish her the biggest of luck in her journey!
Daniel had a rocky start on his journey to recovery. He first entered Lowell Transitional Living Center (LTLC) in 2016. While there, one case worker in particular encouraged him to join recovery meetings and became a trusted confidant on his journey. Despite going through a few setbacks, Daniel successfully graduated out of LTLC and has since met his now fiancée. Together, they started a welding and metal fabrication shop in Lowell.
Yanet

Yanet is originally from Venezuela and has been in the U.S. for nine years. She started taking Intermediate ESL classes at the Joan Brack Learning Center (JBALC) in July of 2019 and quickly excelled. When the pandemic hit, Yanet switched to remote learning where she continued to flourish. As a testament to her success in the ESL program, Yanet was asked to give a speech at the annual JBALC Celebration of Learning event in June of 2021. With no hesitation whatsoever, Yanet wrote and presented her speech to an in-person and remote audience, all of whom were extremely impressed by its content as well as her engaging presentation. Yanet is now confident with her English and ready for the next chapter in her journey.
Nicole

Nicole’s first step on her path towards self-sufficiency was graduating from the GED program offered at the Joan Brack Learning Center in 2019. With that, she quickly landed a job that allowed her and her 3 children to qualify for a housing unit within SMOC’s Scattered Sites program. In 2020, she received an MRVP voucher and advanced her career in advocacy for recovering adults. Thanks to all the foundational resources provided by SMOC, Nicole is now in training to become a Certified Peer Specialist and is able to earn a better living for her 3 lovely kids.
### REVENUE

- **Grants & Contracts**: $94,305,000
- **Third Party Billing**: $7,638,000
- **Rental Income**: $8,430,000
- **InKind Revenue**: $1,133,000
- **Donations & Other**: $8,357,000

**Total Revenue**: $119,863,000

### EXPENSES

- **Energy & Financial Assistance**: $50,416,000
- **Housing**: $8,385,049
- **Head Start/Child Care**: $12,777,000
- **Behavioral Health**: $12,774,000
- **Other Programs**: $22,783,951
- **Administration & Fundraising**: $6,215,000

**Total Expenses**: $113,351,000

### Change in Net Assets

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### FY21 REVENUE

- **Grants & Contracts**: 79%
- **Third Party Billing**: 6%
- **Rental Income**: 8%
- **InKind Revenue**: 1%
- **Donations & Other**: 7%

### FY21 EXPENSES

- **Energy & Financial Assistance**: 45%
- **Housing**: 7%
- **Head Start/Child Care**: 11%
- **Behavioral Health**: 11%
- **Other Programs**: 20%
- **Administration & Fundraising**: 6%
**Many Thanks to All Who Supported SMOC in FY21**

**Local, State and Federal Funders**

City of Framingham  
City of Lowell  
City of Springfield  
City of Worcester  
Town Of Northbridge  
Division of Banks  
MA Department of Children and Families  
MA Department of Correction  
MA Department of Early Education & Care  
MA Department of Elementary & Secondary Education  
MA Department of Housing & Community Development  
MA Department of Mental Health  
MA Department of Public Health  
MA Department of Transitional Assistance  
MA Executive Office of Health and Human Services  
MA Executive Office of Housing and Economic Development  
MA MBHP-Mass Behavioral Health  
MA Medicaid  
MA Medicare  
MA Office for Victim Assistance  
MA Parole Board  
MA Rehabilitation Commission  
Substance Abuse and Mental Health Services Administration  
U.S. Department of Agriculture  
U.S. Department of Education  
U.S. Department of Energy  
U.S. Department of Health & Human Services  
U.S. Department of Homeland Security  
U.S. Department of Housing & Urban Development  
U.S. Department of Justice  
U.S. Department of Labor  
U.S. Department of Veteran Affairs

**Institutional Donors**

Acacia Communications  
Ace Temperature Control Inc.  
All Weather Home Services  
AmazonSmile Foundation  
American Family Insurance  
Avidia Bank  
b.Luxe Hair and Makeup Studio  
B.Viral Production  
Bank Of America Charitable Foundation  
Beacon Telecom  
Belcher’s Appliance  
Bevan & Heslop Charitable Fund  
Boston Private Bank  
Bowditch & Dewey  
Brookline Bank  
Byrne Financial Freedom  
Calare Properties Inc.  
Charlesbank Homes  
Citizens For Citizens  
Citron Hygiene  
Community Foundation of North Central Massachusetts  
Community Software Group  
Congregation Bethel  
Cornerstone Bank  
Cummings Foundation  
Cummings Properties, LLC  
David P Truitt Jr Master Electrician LLC  
Davis Square Architects  
DCU (Digital Federal Credit Union)  
DuPont Electronics & Imaging  
E-Cycle Foundation Of The Columbus Foundation  
First Baptist Church Framingham  
First Baptist Church Of Westwood  
First Federated Church
Institutional Donors (CONTINUED)

First Parish In Needham
Fitts Insurance
Foundation For MetroWest
Framingham Friends Meeting
Franklin Square House Foundation
Friends Of Voices Against Violence
Gap Foundation via Blackbaud Giving Fund
Grady Plumbing, Inc.
Greater Worcester Community Foundation
Health Resources In Action
Herbert and Esther Atkinson Fund Of The
Foundation For MetroWest
Herman and Frieda L. Miller Foundation
Homesite Insurance
Intercity Electric, Inc
J & R Company NC
Jewell Insurance Agency, Inc
JT’s Tree & Landscape, Inc.
Katharine C. Pierce Trust, Bank of America, N.A., Trustee
Main Street Bank
Main Street Group Foundation
Margulies Perruzzi Architects
Massachusetts Growth Capital Corporation
MassHousing
MathWorks
Merchant Media
Metrowest Health Foundation
Middlesex Savings Bank
Middlesex Savings Charitable Foundation
MutualOne Charitable Foundation
Natick Mall
NBM, Inc.
NOREL Service Co., Inc.
Percy’s TV & Appliances
Pilgrim Church
Reliant Foundation
Reliant Medical Group
Richard and Susan Smith Family Foundation
Roland’s House Evening Of Giving
Saint Stephen Lutheran Church
Santander Bank
Shaw Sprinkler
Starbucks Foundation
Sudbury Foundation
Sudbury, Wayland, Lincoln Domestic Violence Roundtable
Technical Assistance Collaborative
The Beveridge Family Foundation
The Franklin Federated Church
The Health Foundation Of Central Massachusetts Inc.
The Joan H. Brack Charitable Foundation
Tosti’s Service Center
Town Fair Tire Foundation Inc
Tufts Health Plan Foundation
United Way Of Central Massachusetts
Universal Home Improvement
VMWare Foundation via Bright Funds
W.B. Mason Company, Inc.
Webster First Federal Credit Union
Webster Five Foundation
Wegman’s Community Giving - Northborough
We’re All In This Together
Winslow Technology Group
Worcester County Food Bank
ZVI Construction
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GOVERNANCE

Board of Directors
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Gary Baker, S. Chelmsford
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Richard Twomey, Holliston
Judith Peach Warren, Hopedale
Sam Wong, West Boylston
Pamula Zicko, Holliston

Contact Information
FRAMINGHAM MAIN NUMBER (508) 872-4853
Child Care Head Start (508) 820-8380
SMOC Behavioral Healthcare (508) 879-2250
Fuel Assistance/LIHEAP (508) 620-1230
WIC Framingham (508) 620-1445
SMOC Housing Corporation (508) 879-6691
Housing Consumer Education Center (508) 872-0765

OPPORTUNITY CENTER
Common Ground Resource Center (508) 620-2690
Career Center (508) 620-2677

ADDITIONAL PROGRAMS
SMOC Financial Services (508) 620-2349
Marlborough Main Number (508) 460-9699
Greater Worcester Housing Connection (508) 757-0103
Martin Luther King Jr. Center (508) 756-6330
Lowell Transitional Living Center (978) 458-9888
Open Pantry Community Services (413) 737-5354
In Memorial

“To live in hearts we leave behind is not to die.” – Thomas Campbell

Zachary Schnitzer - BHCP/GWHC 07/31/2021