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Human Services Management (HSM) Certificate Program Expansion to Western Massachusetts Feasibility Study
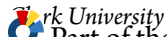
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Capstone Project

Clark University School of Professional Studies and Providers' Council

Human Services Management (HSM) Certificate Program Expansion to Western Massachusetts

Feasibility Study

By:
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Acknowledgements

The Human Services Management (HSM) Certificate Program Expansion to Western Massachusetts Capstone team would like to acknowledge both the Providers' Council and the Clark University School of Professional Studies for their commitment toward improving and strengthening the human services sector in Massachusetts. We commend both institutions for recognizing the need to provide critical and affordable growth and development opportunities for staff working in this sector, with the ultimate goal of ensuring quality and care for vulnerable populations. We would like to thank Ella Froggatt and Michael Weekes of the Providers' Council for their time, patience and responsiveness towards us during this research project. We would especially like to thank our Capstone Advisor, Mary Piecewicz, for sharing her time, expertise and guidance throughout the semester.

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<u>**Executive Summary**</u>

One of the most popular cost-savings programs that the Providers' Council currently offers its members is a Certificate in Nonprofit Human Service Management (HSM) provided in partnership with Clark University and Suffolk University. As human services providers are struggling to hire and retain qualified staff, the need to provide professional development opportunities to help grow and expand a skilled health and human services workforce is a critical issue facing nonprofit organizations and communities in Massachusetts. This feasibility study examines the viability of Providers' Council and Clark University expanding its HSM Certificate Program to organizations and staff located in western Massachusetts. Potential benefits to the Providers' Council include sustained interest and growth in its membership. Similarly, Clark University could potentially expand its student base and profit margin by operating in a new region of the state.

The research used to write this feasibility study includes a detailed analysis of current information and trends in the human services industry, a study of existing and potential markets in relation to the expansion, and a survey of top executives from both Providers' Council Member and nonmember organizations to determine their interest. A summary of findings and salient points discovered through this study include:

- Among possible participating organizations in a western Massachusetts HSM program, counties in western Massachusetts combined to have more human service nonprofit organizations than in Worcester County (1,196 vs 1,107) and a similar rate of organizations (14.40 per 10,000 residents) to the greater Boston area (14.91). *Based on these figures, there is a significant potential consumer base for the program.*

- Providers' Council Member Organizations generate more revenue than other human service nonprofits in the state. 86% generate more than $500,000 of revenue annually compared to 22% of 501(3)(c) organizations in western Massachusetts and 17% of all human service nonprofits in the state. *This finding indicates that Member organizations*

might be in a better position to afford and enroll participants vs. nonmember organizations.

● Research findings suggest that providing professional development opportunities in the human services sector is a compelling way to attract and retain staff. *This is crucial at a time when there is significant competition among human services organizations to recruit the same pool of scarcely qualified and skilled workers.*

● 11 of 33 (33%) Member organizations and 6 out of 71 (9%) randomly selected nonmember organizations responded to a research survey. *Despite a successful response rate, the responding organizations represent a very small portion of human service organizations in the area (approximately 1%).*

● Among the 71 nonmember organizations that responded to the survey, 67% stated an interest in a western Massachusetts program (1 being "very interested"); 5 might consider enrolling staff in the future. *This finding suggests possible difficulties reaching target numbers for enrollment.*

● More than 75% of all organizations and 100% of Member organizations responded that they generate more than $500,000 annually, *however "costs" and "types of classes" were top considerations.*

● Most organizations surveyed were not familiar with the HSM program (69%). No nonmember organization and 45% of member organizations were familiar with the program *suggesting the program may need to advertise itself better in order to generate more interest and awareness of the program*.

● Survey results among both Providers' Council Member and nonmember organizations showed that a significant amount of organizations did not participate in existing Certificate programs in the area because costs were high. *Thus, pricing would be an important factor for selecting a program in the Holyoke/Springfield areas.*

● A variety of potential venue locations were identified for Clark University to build an HSM Certificate program. Costs could be higher than expected and finding a compatible location willing to rent out a room for the intended purpose of weekly classes might be more challenging than determined in this study. *Therefore, Clark University and the Providers' Council would take on a tremendous amount of financial risk if they paid for these upfront costs and failed to successfully launch the program.*

● Based on the participation of nonmember organizations in the existing HSM Certificate programs, participation from nonmember organizations may be minimal. The Boston and Worcester programs recruit 3 to 5 participants combined from nonmember organizations from among at least 5,500+ human service nonprofits in the combined areas. *Given the distance, a western Massachusetts program is unlikely to rely on wait list participants from existing programs in the way the Worcester program receives from Boston.*

Based on these findings, it is the professional recommendation of the HSM Certificate Capstone Team to use caution before finalizing plans to expand this program to western Massachusetts. In addition to the concern over the high cost of the program and other costs associated with entering into a new region - including marketing, renting of space, and hiring of additional professional instructors - further studies should help determine if there might be the necessary recruitment figures needed to successfully launch this project. As not many organizations were aware of the HSM Certificate program initially, conducting a marketing and awareness campaign might be considered as a first step in this process, followed by a second survey to a wider sampling of organizations to more accurately project a successful launch. Lastly, finding ways to make the program more financially viable and affordable for the many nonprofits in the area that are in need of such a program is recommended.

Chapter One: Introduction

Background Information

The Massachusetts Council of Human Service Providers, Inc. (Providers' Council) is a statewide association of primarily nonprofit private, community-based, care-giving organizations that provide human services, health, education and vocational supports. The Council offers high quality public policy research, advocacy, communication and information, education and training, research and cost saving programs to add value to their members and helps them build capacity to remain competitive in the industry as well as achieve their objectives. The Council was founded in 1975 to influence and direct public policy change to support community-based services. As the state's largest human services trade association, it is widely recognized as the official voice of the private provider industry. The Council is a membership organization that receives its primary support from its members and its business partners.

Clark University, located in Worcester, Massachusetts, was founded in 1887 as a liberal arts-based research university offering both undergraduate and graduate level programs. Well known for being at the forefront of higher education, Clark is a national leader with a long history of establishing significant partnerships that help to "break down boundaries between academia and society, and more deeply attuning students' learning experiences to the profound changes taking place in the world today" (Clark, 2017). Clark's School of Professional Studies (SPS) offers graduate programs that include a Master of Science in Professional Communication, Master of Science in Information Technology, Master of Public Administration, and a Certificate of Advanced Graduate Study, all designed to help students prepare for and take advantage of the

changing workplace.

One of the most popular cost-savings programs that the Providers' Council currently offers its members is a Certificate in Nonprofit Human Service Management (HSM) Program provided in partnership with Clark University and Suffolk University. The year-long, graduate-level certificate program is intended for nonprofit agency staff working in program management, human resources, administration, and finance capacities. Current participants in the Worcester and Boston area programs include program managers, residence directors, project managers, office managers, executive directors, and staff accountants. Registration is open to employees of Providers' Council members and non-member nonprofit organizations, and experienced professionals who would like to enter the nonprofit sector. Clark's School of Professional Studies has been offering the HSM Certificate Program since 2005 and has graduated more than 100 future leaders from this program. This feasibility project is being conducted to determine whether or not the HSM Certificate Program can be successfully expanded to nonprofit organizations and their employees located in western Massachusetts.

Statement of the Problem

The need to provide professional development opportunities to help grow and expand a qualified health and human services workforce is a critical issue facing nonprofit organizations and communities not only locally in Massachusetts but nationally. The growing population of elderly and people with disabilities is driving the number of people in need of long term services and supports. Exacerbating this issue is the shortage of qualified and available direct care workers who are able to provide these services. The increase in demand for services coupled with the shortage of workers makes it critical for organizations to find ways to retain existing staff and attract and train new ones.

The first group of stakeholders affected by this issue and project are nonprofit

organizations located in western Massachusetts who currently do not have access to a

conveniently located HSM Certificate Program for their staff, therefore potentially negatively

impacting their development and growth.   Human services employers find themselves with an

overwhelming number of vacant positions due to the current workforce crisis. According to the

Providers' Council publication "*Who Will Care? The Workforce Crisis in Human Services*",

employers noted that being consistently understaffed impacts their ability to "preserve consistent

therapeutic relationships with clients and consumers; maintain proper staff/client ratios; meet

contractual or compliance obligations; protect the organization's financial health; expand

services in the community; and provide staff with necessary professional development and

supports to foster job satisfaction." Employers also indicated their struggle with finding

applicants with the required skills, education or credentials to fill open positions (Citino, 2017).

Therefore, this HSM Certificate program is critical for providers located in western

Massachusetts in order to ensure that their staff have access to employee-sponsored or subsidized

professional development opportunities and is one way that they can look to build capacity and

attract and retain qualified staff.

A second stakeholder group includes health and human services employees, who are

faced with a myriad of burdens resulting from the current workforce shortages including being

"overwhelmed and overburdened." According to employers, prolonged staff vacancies lead to

"staff stress, burnout, and frustration, which in turn lead to reduced productivity and ultimately

staff turnover" (Citino, 2017).   Additionally, the majority of human services workers receive

lower wages than their counterparts in health care settings, and that, coupled with the physically

and emotionally demands of most human services jobs, is more likely to cause them to lose

satisfaction with their work and seek employment elsewhere. Employees of these organizations are in need of opportunities to enhance their skills and feel valued in their work. Having access to employer-sponsored professional development opportunities as well as tuition assistance that will allow them to pursue advanced training or degrees is one way to attract and retain a satisfied workforce.

The third stakeholder group involved in this issue includes the Providers' Council and Clark University. The purpose of the Council is to share information and provide resources to their nonprofit members to help them improve their organizations. Nevertheless, the Council cannot enable every member to have the opportunity to send staff to an HSM programs due to geographic barriers. Currently, the Council only offers this program in two different locations: Suffolk University, located in eastern Massachusetts and Clark University, located in central Massachusetts. Thus, organizations located in western Massachusetts cannot obtain this attractive continuing education opportunity for its employees. By expanding the HSM Certificate Program to western Massachusetts, Providers' Council will sustain and grow its membership. Similarly, Clark University has this unique opportunity to expand its student base and profit margin. Because there is no HSM Certificate Program in western Massachusetts, failing to extend this program to western Massachusetts could potentially result in missed opportunities to grow profits and recruit additional students who might likely matriculate into one of Clark's graduate level programs after completing the HSM Certificate program.

According to the analysis above, this issue affects nonprofit organizations and their employees in western Massachusetts, the Providers' Council and Clark University. Thus, these stakeholder groups are interested in the issue and want to address it as soon as possible. However, to address this problem, these groups need to collaborate. The interested non-profit

organizations need to support the program by providing useful input and advice about where and when the program will be best received by their employees. They will also have to be committed to help subsidize the program through membership fees and recruiting employees to apply and attend this program. The Providers' Council needs to find opportunities to establish a new program in the western Massachusetts so that it can provide more choices for its members and grow its' base of support. Clark University will need to find an optimum and financially feasible approach to expand its course offering as well as the number of potential candidates who are willing and able to matriculate into one of its graduate programs. Only through the collaboration of these different groups will the program be established smoothly and create a win-win-win scenario for all groups involved.

Purpose of this Capstone Project

The Providers' Council and Clark University's School of Professional Studies is interested in expanding its highly successful HSM Certificate program to member and nonmember organizations located in western, Massachusetts. The purpose of this Capstone Project is to conduct a feasibility study to determine if Clark's School of Professional Studies and the Providers' Council can establish a western Massachusetts site for the HSM program based on cost and desirability of the program to member and nonmember organizations in the region. As there is no HSM Certificate Program in western Massachusetts despite the number of nonprofits in the area, short-term outcomes for this project included:

- A needs assessment for a Certificate program in greater Springfield/Holyoke area;
- The construction of a financial model for a yearlong program; and
- The development of a high-level feasibility plan with risks, constraints, assumptions and measures of success for launch in fall 2018.

As mentioned previously, the Providers' Council is a statewide association working primarily with nonprofit organizations working in the health and human services industry. Due to their close connection with these organizations, they detected the extensive need for a program that provides professional development opportunities and linkages to higher education for staff in the areas of management, human resources, administration and finance. As their main goal is to improve the human services industry, the HSM Certificate Program has historically served as a springboard for many employees of the industry to advance their knowledge, skills and careers. Participants are offered preparation for career growth opportunities, a strengthening of a professional network among the participants, and credit waivers towards a Master's in Public Administration at top colleges in the area at a lower cost.

The Providers' Council wishes to partner with Clark University to explore the potential of offering the program in western Massachusetts, particularly in the Springfield/Holyoke area. The potential expansion of the Human Services Management Program to western Massachusetts would occur in the fall of 2018 and would involve both the Providers' Council and the Clark University School of Professional Studies. The Providers' Council was instrumental in initiating this project and Ella Froggatt, Manager of Member Engagement, as the main contact person. Providers' Council President, Michael Weekes, has also been closely involved. Mary Piecewicz, Director of the MPA Program/HSM Certificate Program, has been the main contact at Clark University as well as the Capstone Advisor for this project.

Description and Vision of HSM Certificate Program

The proposed HSM Certificate Program expansion will be an exact replication of the Worcester-based program but will be held in the Springfield/Holyoke area: The program will consist of a year-long, graduate-level certificate program that has been specifically designed for

mid-career professionals working in nonprofit organizations located in western Massachusetts. Recognizing the skills that are necessary for workers to excel in human services management, the HSM program will include six blocks of classes in the following key subject areas:

- Nonprofit Human Service Management

- Strategic Marketing

- Development for Nonprofits

- Research Methods and Outcomes

- Financial Management

- Ethics and Leadership

Classes will begin in September of 2018 and end June 2019 and will meet once a week from 9 a.m. to 4 p.m.in the Springfield/Holyoke area. According to the Providers' Council, benefits of this program for participants will include:

- Academic training specific to management, evaluation, administration, and finance responsibilities in a human service nonprofit

- Preparation for career growth opportunities

- A professional network among the participants

- Potential graduate credit waivers to a Master in Public Administration program

Benefits of this program for employers will include:

- Educational curriculum that addresses a HHS organization's needs

- Great employee benefit for committed staff

- May help retain critical staff

- Can increase the capacity of the organization

- Can develop new leadership candidates

Registration will be open to employees of Providers' Council members and non-member nonprofit organizations, and experienced professionals who currently work in the nonprofit sector. Agencies sponsoring employee's' participation in the program will commit to paying the agency application fee and employees' tuition, giving enrolled employees paid time off to attend classes and adjusting work requirements as necessary. In return, students will commit to attending all classes, completing all assignments, doing program evaluations and remaining with their current employer for at least one year after completing the program.

Students with a bachelor's degree who successfully complete the Certificate program may be eligible to transfer credits toward a Master in Public Administration graduate degree. The Providers' Council strives to offer this important program to its western Massachusetts members at an incredible value; less than the cost of one graduate class, as another way to help prepare future leaders in human services.

The goal of the expansion program is to enroll 15-17 participants from 33 Providers' Council member organizations and other nonmember nonprofit human services organizations from western Massachusetts. Furthermore, both the Providers' Council and Clark University would like to see 20% of those who complete the program matriculate into the Master's of Public Administration Program in year one; 25% in year two; and one third by the fifth year of the program.

The mission of the Providers' Council is *to promote a healthy, productive and diverse human services industry*. Consistent with this mission, the vision for the HSM Certificate Program is to offer high quality education to mid-level professionals in the nonprofit industry thereby enabling potential growth in participants' careers and ability to deliver high quality and accessible services that meet the existing needs of members and clients of this industry.

Significance of the Capstone Project

      If the Providers' Council and Clark University are successful in their expansion efforts of the HSM Certificate Program to western Massachusetts, long-term outcomes for this project include a viable and sustainable revenue stream for SPS, an extended reach for Providers' Council, and an increase in the number of professional and leadership development opportunities for the health and human services workforce. With the current workforce crisis in human services, establishing a successful Certificate Program is the region is critical to future status of the health and human services organizations and workforce in the region.

Subsequent Chapters

      The following chapters in this feasibility study will examine the current trends in the health and human services and professional development industries as it pertains to the program, methods and market information that help determine the need and desired location of the potential new program, an examination of our findings and suggestions, and lastly, recommendations for implementation of the western Massachusetts HSM Certificate expansion.

Chapter Two: Information and Trends in Human Services Industry

**Primary Source Data & Study Methodology**

The National Center for Charitable Statistics (NCCS) makes national data on human service populations and organizations available; organized by state and county. The NCCS is an organization whose "mission is to develop and disseminate high quality data on nonprofit organizations and their activities for use in research on the relationships between the nonprofit sector, government, the commercial sector, and the broader civil society." (NCCS, n.d.).

Data obtained from NCCS is the basis for the majority of this chapter. Some data has been compiled and presented in an easily comparable format by NCCS while some data is "raw" and required additional processing for the purposes of this study. "Working closely with the IRS and other government agencies, private sector service organizations, and the scholarly community, NCCS builds compatible national, state, and regional databases and develops uniform standards for reporting on the activities of charitable organizations" (NCCS, n.d.).

Study Areas

This beginning of this chapter focuses on NCCS data within Massachusetts at the state and county levels. In order to make comparisons between the existing certificate program in Worcester and Boston and a proposed program in Springfield or Holyoke, this study combined county data into three study areas: "Western Massachusetts", "Worcester County" and "Eastern Massachusetts". A map of these areas are shown in Figure 1. Western Massachusetts is defined by this study as the combination of Berkshire, Franklin, Hampshire and Hampden Counties. Eastern Massachusetts is defined as Middlesex, Suffolk and Norfolk Counties. Worcester County stands alone and is not combined with any other county.

Figure 1 - Study Area Map
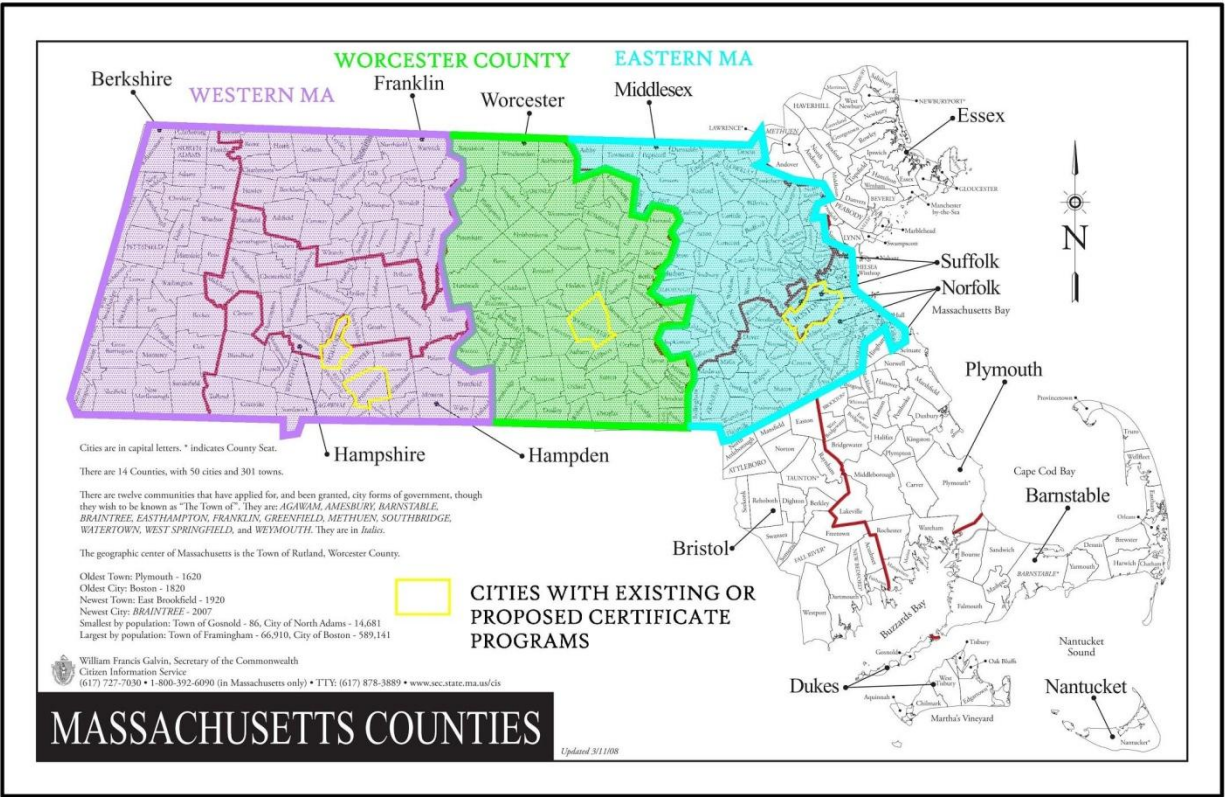
The study areas chosen are similar in geographic area to one another and have a similar distance to the certificate program existing or proposed within the study area. Worcester County and Western Massachusetts have similar populations estimated in 2015 (802,688 and 826,364 respectively) while both are much smaller than the counties in the Eastern Massachusetts study area (3,059,283).

Feasibility

The feasibility of providing a certificate program in western Massachusetts should consider five main factors: 1) the population of human services needs in the area which drives the demand for human service organizations, 2) the number and size of human services organizations in the area which drives the demand for a certificate program, 3) the trends and factors driving the need for a well trained workforce within the human service industry, 4) trends and evidence in professional development and workforce training that demonstrate the positive

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impact the program will have for organizations and employees from western Massachusetts, and lastly, 5) a market and cost analysis to determine overall interest and viability. This chapter will focus on information and trends associated with these factors and assess the possible effect they have on the feasibility of a certificate program.

Population Data Reflecting Need of Human Services Organizations in Massachusetts

Using data from the US Census and NCCS, we compared the number of human organizations within each area relative to the population and found that western Massachusetts has a similar ratio of human service organizations than eastern Massachusetts and more than Worcester County despite the similar population. This may reflect a higher need for human service nonprofits in western Massachusetts than Worcester County and a similar need to eastern MA.

Study Area	Population (2015 Estimate)	# of Human Service Nonprofits per 10,000 People
Western Massachusetts	830,411	14.40
Worcester County	818,963	12.47
Eastern MA	3,059,283	14.91

The Clark program in Worcester relies on overflow participants from the Suffolk program in Boston. Though eastern Massachusetts has a similar ratio of organizations than western Massachusetts, the total number of organizations in eastern Massachusetts outnumber western Massachusetts by nearly 4 to 1 in 2016 (1196 to 4560) (see Appendix G, Figure #18). Both have more total organizations than in Worcester County (1021). Given the geographic distance between western Massachusetts and the Boston area, it's unlikely a program in western

# of Organizations per 10,000 Residents (2015)

MA Average = 14.30 (2015 Estimate)
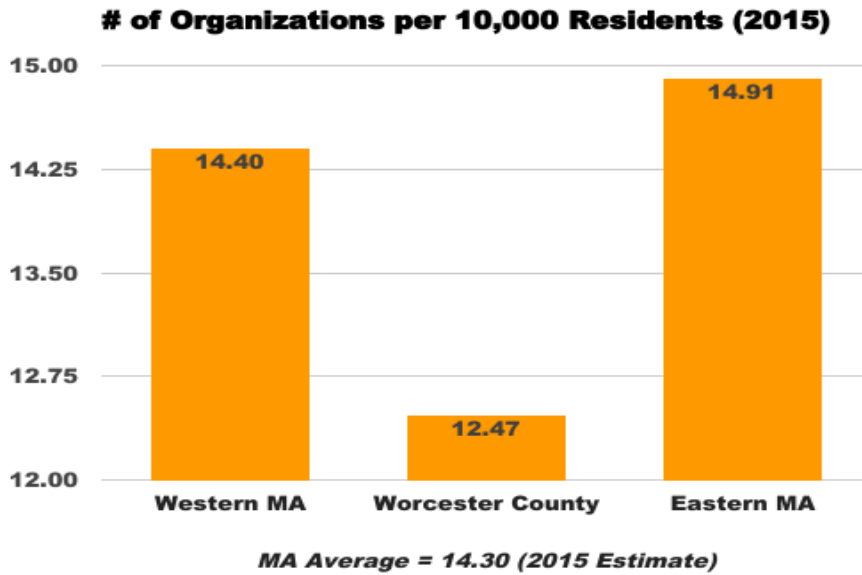
Massachusetts would benefit from overflow from Boston in the way the Worcester program

benefits. Feasibility for a western Massachusetts program conservatively should expect

participation from those counties alone.

NCCS has compiled the human service populations within Massachusetts using US

Census Bureau data from 2009 to 2013 (See Appendix I, Figure #21) and comparisons between

study areas are summarized below:

<div align="center">

Poverty Rate

Western Massachusetts	11.1 to 17.2
Worcester County	11.0
Eastern MA	6.4 to 19.6
Massachusetts (total)	**11.0**

Childhood Poverty Rate

Western Massachusetts	12.7 to 28.0
Worcester County	15.2
Eastern MA	7.2 to 28.2
Massachusetts (total)	**15.0**

Senior Poverty Rate

Western Massachusetts	6.8 to 10.2

</div>

Worcester County	8.6
Eastern MA	7.0 to 18.7
Massachusetts (total)	**9.0**

The poverty rate is equal or higher (11.1 to 17.2) among western Massachusetts Counties than Worcester County (11.0) and the state average (11.0). Eastern Massachusetts varies between 6.4 (Norfolk County) to 19.6 (Suffolk County). The childhood poverty rate varies being lower in Hampshire County (12.7) than the state average (15.0) to much higher in Hampden County (28.0). Worcester County (15.0) is at state average and eastern Massachusetts has similar wide variability to western Massachusetts (7.2 to 28.2). Lastly, the senior poverty rate in western Massachusetts (6.8 to 10.2) and Worcester County (8.6) are nearly the state average (9.0) while eastern Massachusetts has a wide variability (7.0 to 18.7). Given these three measures of poverty, western Massachusetts appears to be at or higher than poverty rates elsewhere where a certificate program exists.

Number and Revenue of Human Services Organizations - Nationally

In order to compare the number of organizations within each study area and how they have changed over time, this study used data from NCCS that classifies all nonprofits based on their National Taxonomy of Exempt Entities classification. According to NCCS (NCCS, n.d.):

> *The National Taxonomy of Exempt Entities (NTEE) offers a definitive classification system for nonprofit organizations recognized as tax exempt under the Internal Revenue Code. The broad range of their activities includes health, human services, arts and culture, education, research, and advocacy. The use of NTEE is key to illuminating the diversity of the nonprofit sector*

Human Services organizations are one of ten NTEE Major Groups:

1. Arts, Culture and Humanities
2. Education
3. Environment and Animals
4. Health
5. Human Services

6. International, Foreign Affairs
7. Public, Societal Benefit
8. Religion Related
9. Mutual/Membership Benefit
10. Unknown, Unclassified

Within Human Services (#5) are 8 Major Groups which combine to define all human service nonprofits:

1. Public Protection: Crime & Delinquency Prevention, Legal Administration & Service
2. Employment/Jobs
3. Food, Nutrition & Agriculture
4. Housing/Shelter
5. Public Safety, Disaster Preparedness & Relief
6. Recreation, Leisure, Sports, Athletics
7. Youth Development
8. Human Services Multipurpose & Other

Registered nonprofit organizations are required to file, and make public, their annual financial information including total revenue and total assets to the IRS. NCCS compiles this information and makes it available, organizing it several variables such as NTEE group, location, revenue level, etc. Private nonprofits are required to file their financial information regardless of financial status while public nonprofits are not required to report revenue if they are generating less than $50,000 annually. It is assumed in this study that the number of registered organizations not reporting their income indicates they have generated less than $50,000. See the limitations section of this report for further details. A recent study on the state of nonprofits nationally using this data found that there were 232,385 registered human services nonprofits in 2013, double the amount in 1995 and that total revenues for these organizations were $200 billion in 2013, triple the 1995 amount (Norris-Tirrell 2014).

Number of Human Service Nonprofits by
NTEE Group - Nationally, 2013 (Norris-Tirrell 2014)

NTEE Category	# of Registered Organizations	% of Total Category	# of Organizations Filing Form 990	Total Revenue	Total Revenue of Total Category
Crime	12,176	5%	6,266	$7,173,878,476	4%
Employment	6,566	3%	4,077	14,878,158,406	7%
Food	7,724	3%	4,070	10,348,535,859	5%
Housing	23,787	10%	17,510	22,072,832,824	11%
Public Safety	12,642	5%	6,929	2,430,140,593	1%
Recreation	64,208	28%	30,020	14,400,961,529	7%
Youth Development	27,996	12%	8,594	6,883,231,228	3%
Human Services	77,286	33%	43,270	122,635,151,726	61%
Total	**232,385**		**120,736**	**200,822,890,641**	

Human Service Nonprofit Revenue (Nationally - 2013)

Level of Total Revenue	# of Registered Organizations	% of Total Organizations	Total Revenue reported on Form 990	% of Total Revenues
< $100,000	140,496	64.9%	$1,990,344,997	<1%
$100,000 - $249,999	24,965	11.5%	$3,849,756,802	1.9%
$250,000 - $499,999	15,383	7.1%	$5,322,659,906	2.6%
$500,000 - $999,999	11,863	5.5%	$8,215,093,885	4.1%
$1 - $5,000,000	16,069	7.4%	$34,618,838,853	17.2%
$5 - $10,000,000	3,493	1.6%	$24,330,446,426	12.1%
$10 - $100,000,000	4,032	1.8%	$93,433,446,673	46.3%
Over $100,000,000	143	<1%	$30,028,674,962	14.9%

Number and Revenue of Human Service Organizations - Massachusetts

Human service nonprofits reported similar revenue statistics in 2016 than what was found nationally around the same time in 2013. Human services generated 13% of all revenue for public charities nationally, and nearly 10% of all public charity revenue in Massachusetts (8.4% of all nonprofits). Similarly, 83.1% of human service agencies in Massachusetts report operating with less than $500,000 annually (83.5% nationally) and these organizations generate only 5% of total revenue for all human service nonprofits (same nationally). 3.9% of human service nonprofit organizations in Massachusetts have revenues of $5M or greater and generate nearly 75% of total revenue for all human service revenues (<5% & 66% nationally). Both nationally and in Massachusetts, a small percentage of registered nonprofits are responsible for nearly all revenue generated by the sector.

Registered Human Services Nonprofit Organizations in MA, 8/2016 (NCSS)
(See Appendix I, Chart #23)

Number of Registered Organizations

Other Nonprofit 24.9%   2,422

Private Foundati… 2.7%

Public Charity 72.4%   7,030

Revenue of Registered Organizations ($10M Total)

Other Nonprofit 10.5%

Private Foundation 1.2%

Public Charity 88.3% $8,835,542,852

Number of Registered Organizations by NTEE Classification

531

886

359

942

426

3,514

659

P - Human Services 24.7%   2,396

O - Youth Development 6.8%

N - Recreation & Sports 36.2%

I - Crime & Legal-Related 5.5%
J - Employment 9.1%
K - Food, Agriculture & Nutrition 3.7%
L - Housing & Shelter 9.7%
M - Public Safety, Disaster Preparedness & Relief 4.4%

Human Services Revenue by NTEE Classification

$880,756,976

$1,465,748,740

$5,549,810,503

$1,199,755,572

P - Human Services 55.5%

J - Employment 8.8%
K - Food, Agriculture & Nutrition 2.5%
L - Housing & Shelter 14.7%
N - Recreation & Sports 12%
O - Youth Development 3.3%

To understand how the human service sector in Massachusetts is changing, we compared the total number of nonprofits in the state along with their revenue over two, 5-year time-periods between 2006 and 2016. We compared these numbers statewide to the numbers reported within the study areas of this feasibility report. A summary of the findings includes:

1. Statewide Trends

    a. While the total number of organizations statewide fell -5.01% from 2006 to 2011, the total revenue reported increased by 4.26% and total assets grew by nearly 19% over the same time-period.

    b. There was massive growth between 2011 and 2016. Total number of organizations statewide grew at 9.22% and revenues and assets grew at more than triple that rate (30.05% and 33.48%)

Total Revenue of Human Services Nonprofits in Massachusetts

	2016	% Increase	2011	% Increase	2006
Not Reported (Assumed Less than $50,000)	3,330	417.88%	643	-74.30%	2,502
A. Less than $100,000	2,910	-42.32%	5,045	30.77%	3,858
B. $100,000-249,999	1,159	9.75%	1,056	13.30%	932
C. $250,000-499,999	671	4.68%	641	13.25%	566
D. $500,000-999,999	486	0.62%	483	-2.42%	495
E. $1-5 mil.	779	10.50%	705	3.07%	684
F. $5-10 mil.	164	12.33%	146	-14.62%	171
G. $10-100 mil.	207	22.49%	169	12.67%	150
H. More than $100 mil.	7	40.00%	5	25.00%	4
Total	9,713	9.22%	8,893	-5.01%	9,362
Total Revenue Reported	$ 10,005,051,126	30.05%	$ 7,693,354,562	4.26%	$ 7,379,152,499
Total Assests Reported	$ 15,839,175,946	33.48%	$ 11,866,185,192	18.84%	$ 9,985,424,750

2. Comparison between study areas (western Massachusetts, Worcester County, eastern MA)

    a. The total number of organizations decreased at a higher rate in western Massachusetts (-7.21%) than statewide (-5.01%) or Worcester County/eastern Massachusetts (-4.69% and -3.01%) from 2006 to 2011

    b. Total number of organizations also grew at a smaller rate in western

Massachusetts (8.04%) during the same time-period than elsewhere. This may suggest that organizations in western Massachusetts are more affected by economic downturns than elsewhere in the state
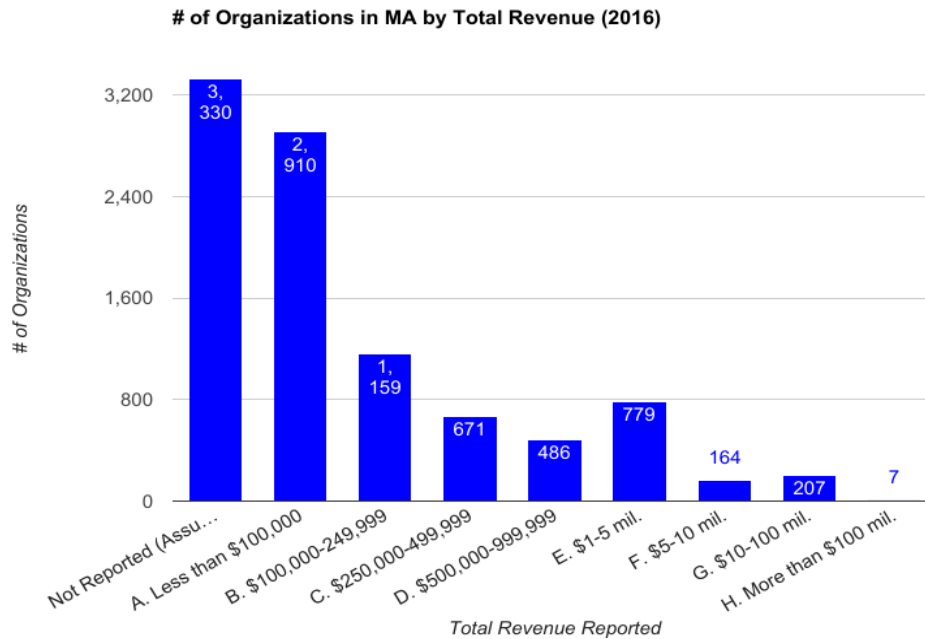
c. However, during the same time-period, western Massachusetts grew in revenue at a rate (5.59%) higher than statewide (4.26%) while revenues declined in Worcester County and eastern Massachusetts. This may suggest that the organizations in western Massachusetts remaining during economic downturns are capable of generating revenue; implying there may be a steady need for human services in the area.

d. The growth in revenue (19.39%) and assets (15.72%) reported in western Massachusetts between 2011 and 2016 were around half the growth rate statewide, Worcester County and eastern Massachusetts.

e. Largest growths and decreases over time occur with organizations who do not report their revenue (assumed to be less than $50,000 annually).

Comparison between Western MA*, Worcester County, Eastern MA**

	2016	% Increase	2011	% Increase	2006
Total Registered Human Service Nonprofits					
Western MA	1,196	8.04%	1107	-7.21%	1193
Worcester County	1,021	9.20%	935	-4.69%	981
Eastern MA	4,560	8.91%	4,187	-3.01%	4,317
Total Revenue Reported					
Western MA	$ 1,207,682,532	19.39%	$ 1,011,528,093	5.59%	$ 957,976,398
Worcester County	$ 866,347,520	35.61%	$ 638,854,020	-1.73%	$ 650,077,784
Eastern MA	$ 5,311,570,370	27.00%	$ 4,182,411,236	-0.29%	$ 4,194,737,432
Total Assets Reported					
Western MA	$ 1,270,214,639	15.72%	$ 1,097,655,430	6.65%	$ 1,029,239,434
Worcester County	$ 1,233,513,463	22.72%	$ 1,005,119,475	26.54%	$ 794,318,320
Eastern MA	$ 9,522,115,542	30.66%	$ 7,287,537,368	16.51%	$ 6,255,106,580
Population	2015 Estimate		Organizations per 10,000 Residents (2015 estimate)		
Western MA	830,411			14.40	
Worcester County	818,963			12.47	
Eastern MA	3,059,283			14.91	

*Western MA Counties include: Berkshire, Franklin, Hampden & Hampshire Counties
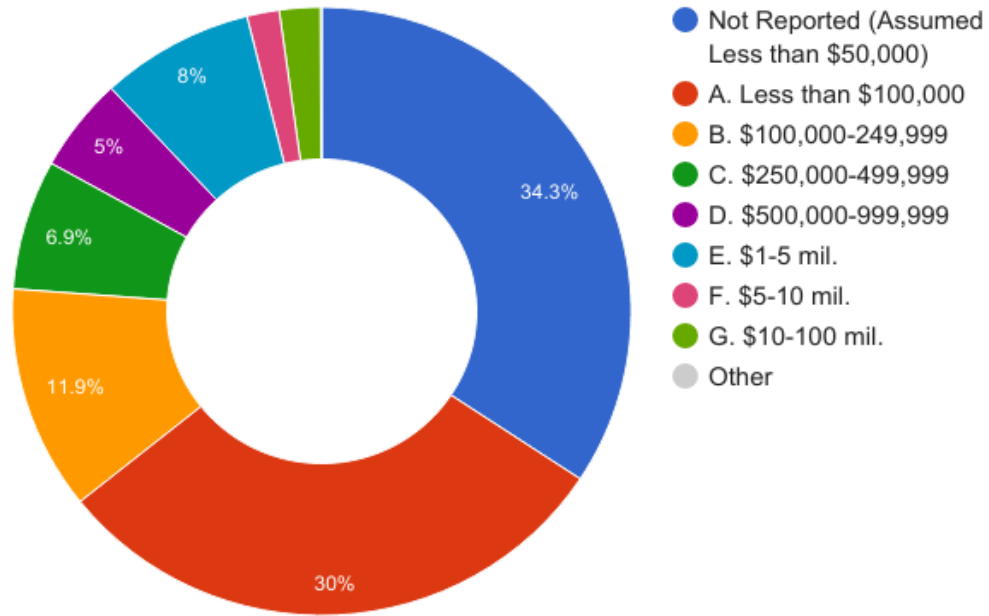** Eastern MA Counties Include: Suffolk, Norfolk & Middlesex Counties

3. Limitations to reported data:

    a. Not too much else can be considered by looking at variations between years and

        levels of revenue due to limitations of the data. While the overall growth in this

        time-period is positive, it's not clear from this data if it's due to new organizations

        being created, existing organizations operating under different levels of revenue,

        or a combination of both

    b. Total Revenue data is only provided as totals by state and by county. Data is

        unavailable to determine, for example, how many organizations within western

        Massachusetts operate at a specific amount. An additional analysis was required

        for this purpose. See *Alternative Trend Analysis* section of this report for further
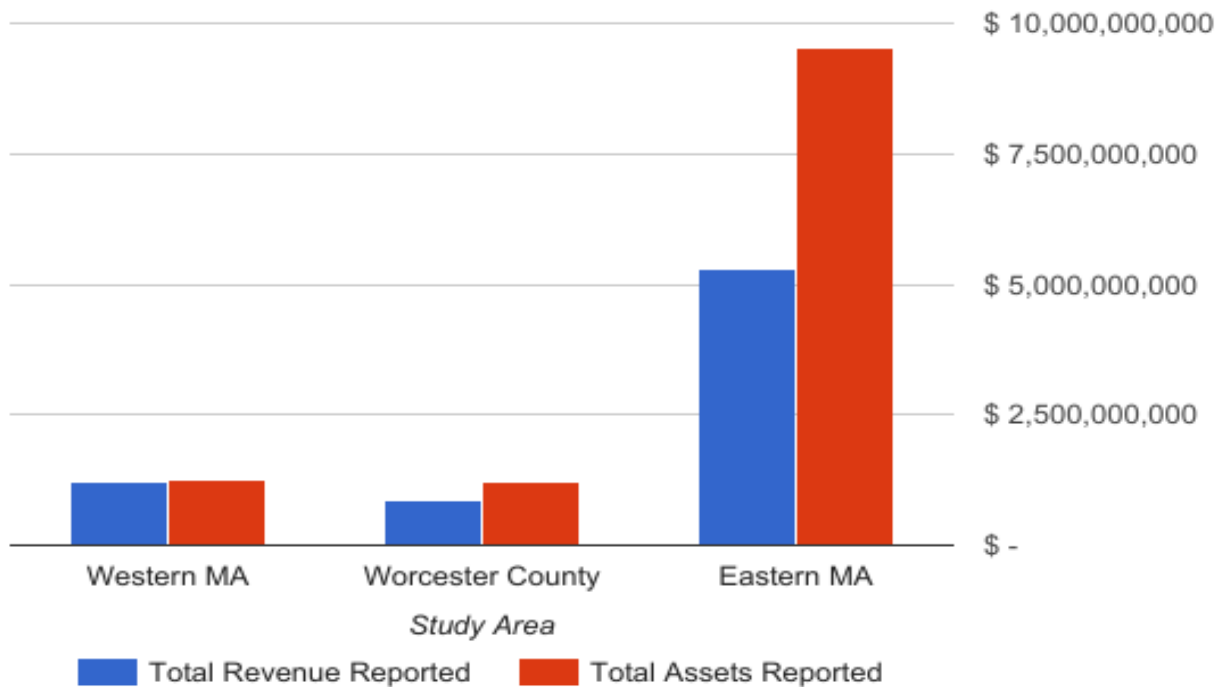
        information**.**

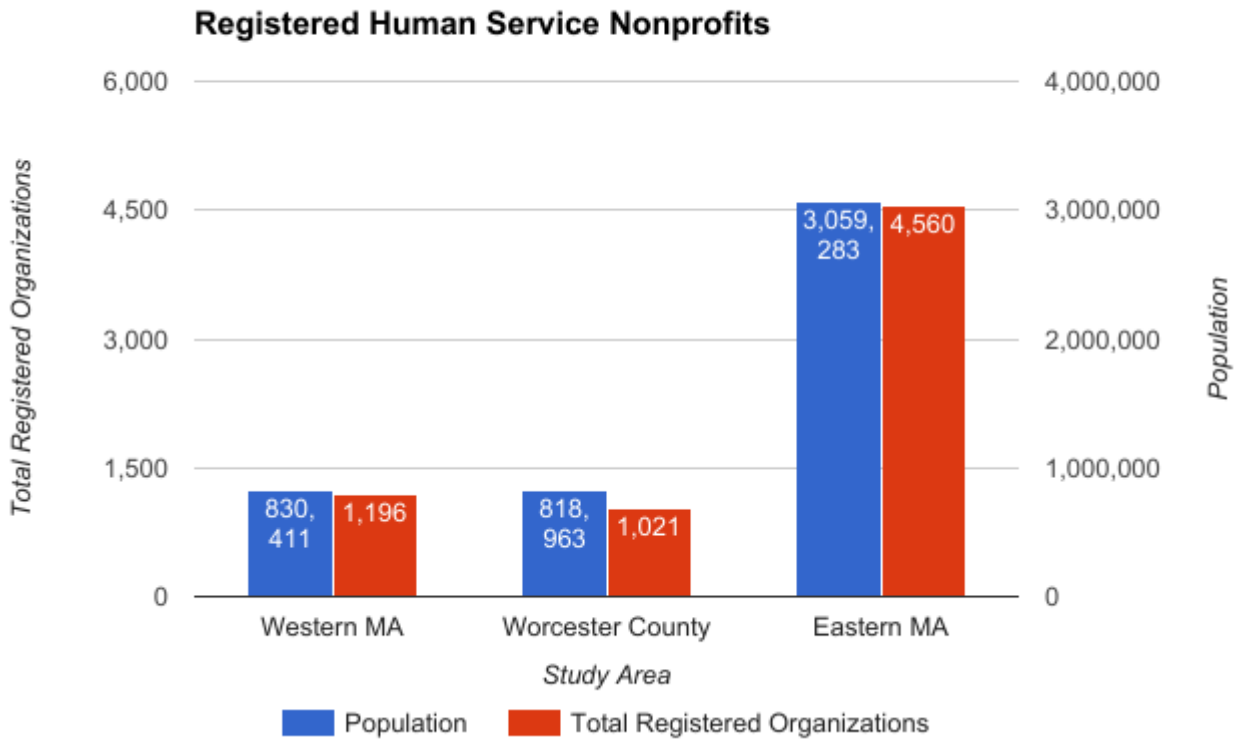<u>Summary of Human Service Nonprofit Data (Charts)</u>

# of Organizations in MA by Total Revenue (2016)

of Organizations in MA by Total Revenue (2016)

Legend:
- Not Reported (Assumed Less than $50,000)
- A. Less than $100,000
- B. $100,000-249,999
- C. $250,000-499,999
- D. $500,000-999,999
- E. $1-5 mil.
- F. $5-10 mil.
- G. $10-100 mil.
- Other

Slice labels: 34.3%, 30%, 11.9%, 6.9%, 5%, 8%

Registered Human Service Nonprofits (2016)

Bar chart axis values: $ 10,000,000,000 ; $ 7,500,000,000 ; $ 5,000,000,000 ; $ 2,500,000,000 ; $ -

Categories (Study Area): Western MA, Worcester County, Eastern MA

Legend: Total Revenue Reported, Total Assets Reported

Registered Human Service Nonprofits

Number and Revenue of Human Services Organizations - Western, Massachusetts

Alternative Trend Analysis Using IRS Subsection 501 (c)(3) Data

In order to further study the trend of human service nonprofits in western Massachusetts, this additional study was created using data reported to the IRS for all nonprofits organized as 501(c)(3) of the IRS tax code. Nonprofits organized as 501(c)(3) organizations are nonprofits created for the benefit of any of the following purposes: religious, charitable, scientific, public safety, literary, educational, amateur sports or prevention of cruelty to children or animals. Though not an exact definition of "human services", all human service nonprofits are organized as 501(3)(c)'s and appear to be a large division within 501(c)(3) nonprofits (1,196 human service organizations out of 1,651 total 501(c)(3) organizations in western Massachusetts).

This compiled data, therefore, is a reasonable proxy for human service nonprofits in western Massachusetts. An added benefit of this analysis is NCCS provides more detailed data

on all nonprofits organized by this subsection at the county level than given elsewhere. For

example, analysis of the number organizations by revenue is calculated by NCCS at the state, not
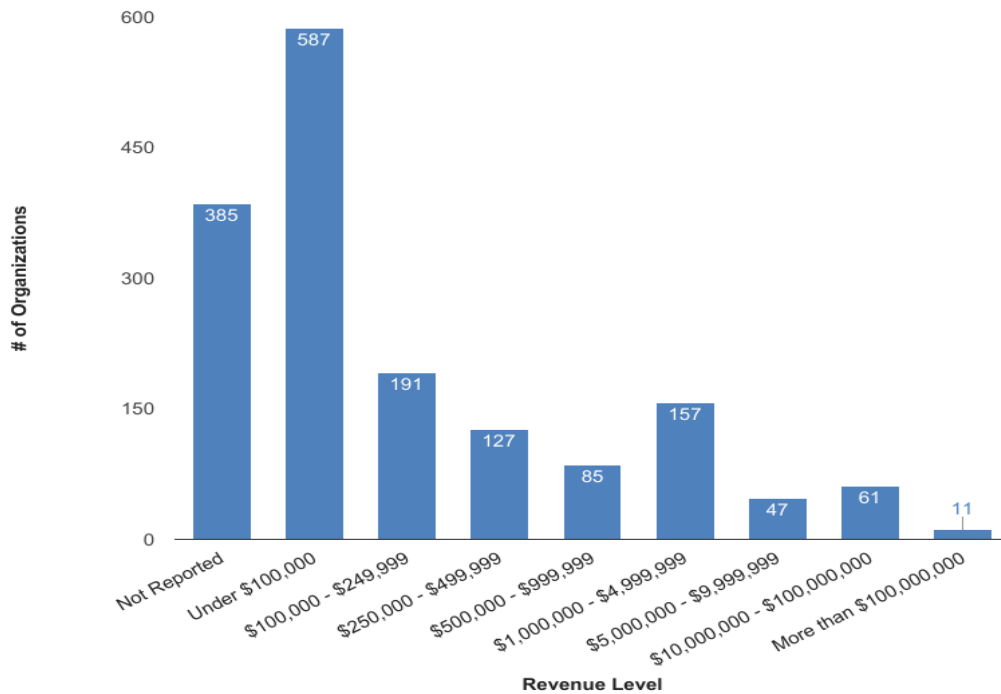
county level. Compiling data given on all 501(c)(3) nonprofits within the four counties of the

western Massachusetts study area, we have compiled the following information for 501(c)(3)

nonprofits in western Massachusetts during 2015:

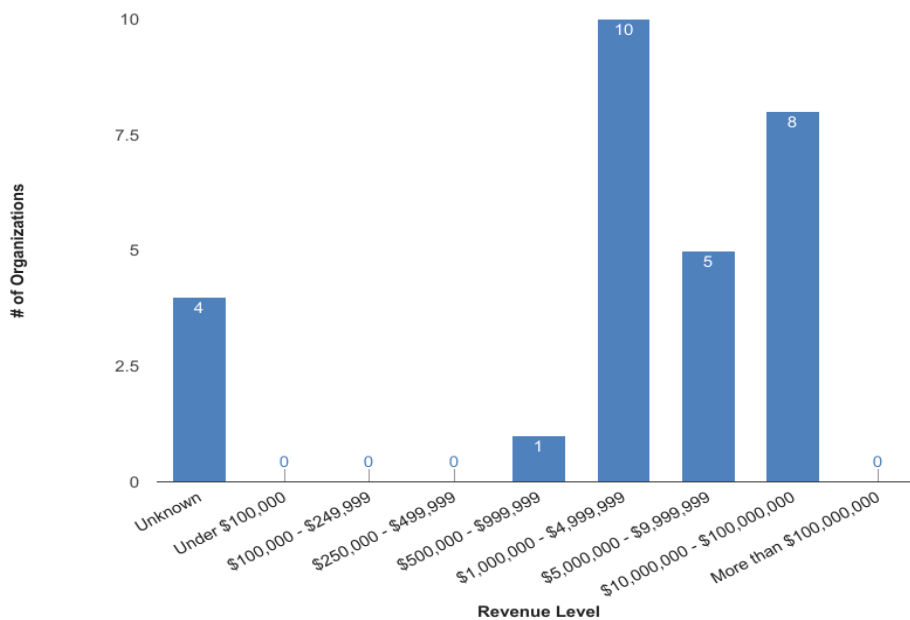**Western Massachusetts 501(c)(3) Nonprofits By Revenue (2015)**

Revenue Less Than…	# of Organizations	% of Total	MA Total
Not Reported	385	23%	34%
Under $100,000	587	36%	30%
$100,000 - $249,999	191	12%	12%
$250,000 - $499,999	127	8%	7%
$500,000 - $999,999	85	5%	5%
$1,000,000 - $4,999,999	157	10%	8%
$5,000,000 - $9,999,999	47	3%	2%
$10,000,000 - $100,000,000	61	4%	2%
More than $100,000,000	11	1%	0%
Total	1651		

This analysis found that organizations in western Massachusetts, sorted by total revenue in 2015, report revenue similarly to percentages elsewhere in Massachusetts. Within western Massachusetts, 59% of organizations operate with less than $100,000 which is below the number found in Massachusetts statewide (64.3%). See Appendix I, Figure 24 for a list of top 40, 501 (3)(c) Organizations in western Massachusetts by Revenue (2015).

Providers' Council Member Organization's Revenue

Similar analysis was done for twenty-eight member organizations of the Providers' Council. Four of these organization revenues had unknown revenues, possibly due to the public name of the organization not being the name under which they file taxes. In addition, four organizations within these twenty-eight had multiple organizations with similar names (i.e. "United Service Organizations USO Council of Pioneer Valley" versus "United Way of Pioneer Valley"). These additional organizations had revenue in 2015 ranging from $636K to $12.5M however their revenue was not considered as part of this analysis.

Provider Council Member Organizations - 2015 Revenue (Western Massachusetts)

Revenue Less Than...	Frequency	% of Total	Western MA	MA Total
Unknown	4	14%	23%	34%
Under $100,000	0	0%	36%	30%
$100,000 - $249,999	0	0%	12%	12%
$250,000 - $499,999	0	0%	8%	7%
$500,000 - $999,999	1	4%	5%	5%
$1,000,000 - $4,999,999	10	36%	10%	8%
$5,000,000 - $9,999,999	5	18%	3%	2%
$10,000,000 - $100,000,000	8	29%	4%	2%
More than $100,000,000	0	0%	1%	0%
Total	28			

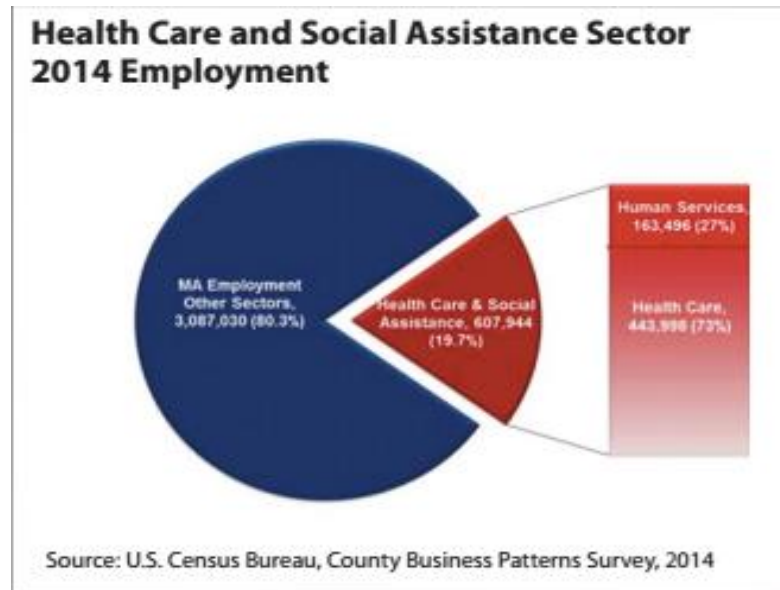A significant number of organizations within Providers' Council (86%) generate over $500,000 in revenue during 2015. This is a substantially higher percentage of organizations than the total revenue generated by human service nonprofits in western Massachusetts during 2016 (22%) and statewide (17%).

Trends in Human Services Industry Driving Need for Professional Development

Growth in Human Services Workforce

The human services industry in Massachusetts has seen unprecedented growth in the size of its workforce over the past twelve years. Originally projected to increase by 37% over this time-period, the industry has actually seen an astounding 58% increase in the number of

available jobs that have grown from 104,045 in 2004 to almost 164,000 in 2014 (Citino, 2017). The human services sector - a subset of the health care and social assistance sector in Massachusetts - is the fastest growing sector in its category and
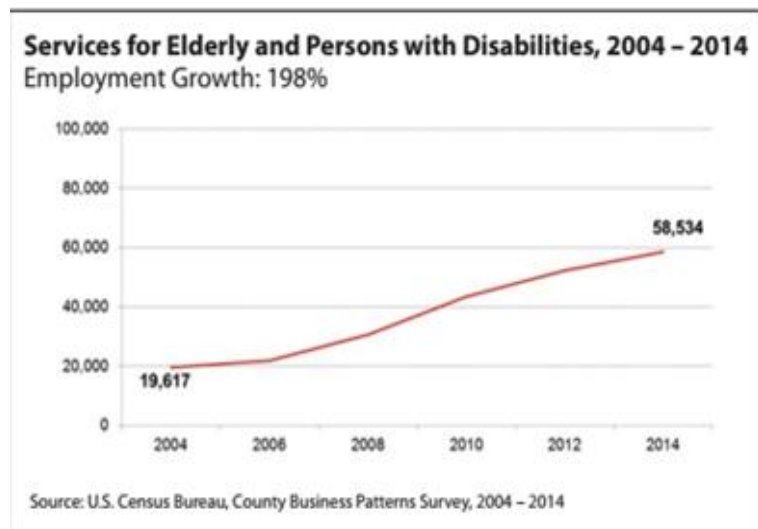
31

accounts for 27 percent of all health care and social assistance sector jobs in the Commonwealth and represents 4.4 percent of all total employment in Massachusetts. Despite the economic downturn experienced over the past twelve years in Massachusetts, employment in the health care and social assistance sector has grown over 25% compared to an increase in overall employment growth of 3.6 percent statewide.

Within the human services subsector, individual and family services account for nearly half of all employment, and three-quarters of these jobs support the aging population and people with disabilities (Citino, 2017). According to a report published by the U.S. Department of Health and Human Service's Office of the Assistant Secretary for Planning and Evaluation (ASPE, 2003), the demand for direct care workers will become even greater as the baby boomers age and as people with disabilities live longer (ASPE, 2003). Unfortunately, this increase in demand for human services workers is occurring at a time when the number of working-age people is decreasing proportionally.

Services for Elderly and Persons with Disabilities, 2004 – 2014
Employment Growth: 198%

19,617 (2004) ... 58,534 (2014)

Source: U.S. Census Bureau, County Business Patterns Survey, 2004 – 2014

Human Services Industry Workforce Shortage

According to a recent study, the Massachusetts population is expected to grow from 6,800,000 residents in 2015 to over 7,319,469 residents in 2035; an increase of 11.8 percent. Despite this increase in population, the prime working age population - those between the ages of

20 to 64 - is only expected to grow 1.2% during the same time-period. In fact, despite this slight increase, the prime working-age population with labor force participation rates over 60% will decrease by over 40,000 available workers (Citino, 2017).

Massachusetts Projections Employment (2014-2024) and Prime Working-Age Population (2015-2025) *This table illustrates the increase in employment vs. the decrease in working age people, keeping in mind that not all people of prime working-age are in the labor force.			
Employment 2014	**Employment 2024**	**Change**	**Percent**
3,570,423	3,775,176	204,753	5.7%
Population 20-64 2015	**Population 20-64 2025**	**Change**	**Percent**
4,144,773	4,107,983	-36,790	-.09%
Source:Massachusetts Department of Labor and Workforce Development. Long-term occupational projections. 2014-2024. Retrieved from: http://lmi2.detma.org/Lmi/projections.asp#Long-Term%20 Occupational%20 Projections.			
UMass Donahue Institute. Population Estimates Program. Retrieved from: http://pep.donahue-institute.org			

As a result, the projected number of Massachusetts residence in the workforce will most certainly not meet the demand for the projected number of employment positions. Even with older adults remaining in the workforce longer, there will still be a shortage of available workers to meet the demand for the number of jobs available in the state.

For the human services industry, a workforce crisis is growing as vacant positions negatively impact quality of services and quality of care for some of the Commonwealth's most vulnerable citizens.   Human services providers are struggling to hire and retain qualified staff and recent studies have shown that "72 percent report that it has become increasingly more challenging to fill job openings over the past three years, and 56 percent report that it has been difficult or extremely difficult to fill openings over the past 12 months" (Citino, 2017).

Provider organizations report several factors that challenge them in hiring and retaining

qualified staff including that "81 percent of employers report that applicants lack required skills and 63 percent report that applicants lack required education or credentials." Additionally, low wages and competition with other human services organizations or government agencies (that frequently pay higher wages than the human services sector) are other factors.

<u>Impact of Workforce Crisis</u>

The workforce crisis in the human services industry has far reaching implications. Prolonged staff vacancies leave existing staff feeling stressed and overwhelmed, less productive, and more inclined to leave their position. In the article titled *Voluntary Turnover in Nonprofit Human Service Organizations: The Impact of High Performance Work Practices,* the struggle for existing staff when turnover is high is well explained: "client demand is not going to diminish and services cannot simply be reduced when an employee chooses to leave; the other employees in the organization have to take up the slack in client services created by the departure." In addition to existing staff burnout, voluntary turnover is also extremely costly for organizations who must spend large sums of money recruiting, selecting, and developing new employees. Most importantly, large staff vacancies impact quality of care and quality of services for clients (Citino, 2017).

<u>Addressing the Workforce Shortage: Ways to Retain and Attract Qualified Workforce</u>

According to the U.S. Office of Health and Human and the Department of Labor, several recommendations should be adopted in order to retain and attract a qualified human services workforce and address the demand for, and lack of supply, of these workers that will only continue to grow more dire in the coming years. These recommendations include: 1) Finding new sources of workers; 2) Initial and continuing education of workers; 3) Compensation, benefits, and career advancement; and lastly 4) working conditions and job satisfaction.

Providing new and existing human services workers with a more robust array of professional

development opportunities will therefore help satisfy many, if not all, of these recommendations.

Trends in Professional Development/Skills Training for Human Services Workforce

As the previous section indicates, as the non-profit human services industry grows in

Massachusetts there is increased demand for highly skilled and competent employees.

Organizations such as the Providers' Council and its affiliates offer comprehensive professional

development programs like the Human Service Management Certificate Program. Taking part in

these professional training programs directly increase both employee competency and overall job

satisfaction (Thaler, 2016), which translates into a more effective and efficient organization

overall. Professional development trainings, "help in the development of leadership in

organizations, robust organizational structure, and in better integration of strategy (Jha,

Bhattacharyya & Fernandes, 2016)." The trend of providing effective training for the nonprofit

human service industry is growing not only in the United States but globally as well, allowing

for agencies worldwide to feel the benefits of a competent trained workforce.

One of the biggest overarching trends in professional development within the human

service sector is organizations partnering with other agencies. This practice is taken directly from

trends within the for-profit sector. Many for-profit organizations recognize that partnering with

other organizations, both from within and outside of their sector, actually improve employee

competency and knowledge by increasing resources at their disposal and opportunities for them

to work together (Wiesen, n.d.). Erin Wiesen, in *Trends in Human Services; Professional

Development, Competition for Funding and Staff Positions in the Field*, writes, "Just as human

services agencies collaborate to pool resources, staff, and ideas; it may be beneficial for

collegiate entities to partner the same way." This trend was recognized and adopted by many

non-profit organizations including Providers' Council, Clark University and Suffolk University to create a mutually beneficial partnership that promotes all organization's missions. The Human Service Management Certificate Program is a culmination of this partnership and collaboration.

A negative trend in the non-profit human service industry that is affecting professional development is the growing fiscal strain many organizations are experiencing. Due to the global economic crises in the last decade, many non-profit and publicly funded organizations are experiencing limited monetary resources. The shrinking public and governmental support are causing many non-profits to restructure and reevaluate their organizational strategy (Mataira, 2014). This could be seen as a detriment to the HSM Certificate Program, with limited resources, many organizations are focusing their monetary resources on activities that further their mission statement, rather than "superfluous" activities such as trainings and professional development.

However, many nonprofits that have survived the recent economic crises have learned from their mistakes and are reorganizing their organizations to promote stability and sustainability in the face of limited governmental and public funding (Mataira, 2014), with other organizations following their lead. One of the ways organizations are improving their sustainability and longevity is through leadership training and professional development (Mataira, 2014). With organizations training their leadership and management through programs such as the HSM Certificate Program, the organization reaps long-term benefits from the deep insights and innovative ideas of these trainings. In *Human Resource Development Management and Training as Antecedents for Strategy Integration*, the authors state, "The concept of leadership was about integration and mobilization of individuals at different levels of the organization." Through leadership and management training these individuals learn new techniques and skills to develop social technologies that help their personal careers, the

sustainability of their organization, and also the populations they serve (Mataira, 2014). By having the leaders and management of these agencies engage in trainings they can disseminate their learnings throughout their organizations.

To fully understand the benefits of quality professional development and training, the project team looked at what trends have been creating the future of successful professional development programs. In an article, *Designing Professional Development that Works*, a research team identified six factors to successful professional development based on empirically based evidence regarding growing trends within professional trainings. These factors are dealing with the form of the training, the duration, type of participation, content focus, coherence, and active learning (Birman, 2000). Many of these aspects are interrelated and complement one another. If these aspects are done well they can create a highly effective and successful training program.

The research team found the literature expressed that traditional forms of training tended to be less effective than "reformed" trainings, such as online or alternative trainings. However, they went on to discuss that the true effectiveness of a training is the engagement of participants in learning activities, meaningful practices and relevant content that they can apply to their job. The research team's analysis showed that when traditional trainings incorporate these active learning practices they are equally as effective as reformed trainings (Birman, 2000). The next aspect that contributes to success is the duration of the training. The longer the training, the more content is able to be covered, more active learning can happen, and more opportunity for the knowledge to be applied in the job and then reevaluated in training.

In the research team's analysis of the most successful type of participation they found that collective participation increased the amount of knowledge acquired as well as the ability to

apply it to real-world scenarios. Collective participation (or a cohort group) allows for professionals from similar backgrounds to come together and learn from one another's experiences, improving the overall competency of all participants. In *Human Resource Development Management and Training as Antecedent for Strategy Integration*, the authors write, "The practice.. encouraged individuals to be proactive and to be team players." The skills learned from this cohesive teamwork translates directly into the participants jobs as well. The next factor to a successful training is content and how relevant it is to those engaged in the training. The research showed that if the content of the course was tailored to the backgrounds and experiences of the participants the more the meaningful learning it became. Due to the "human service management" aspect of the HSM Certificate Program we can be assured that many of the individuals in the program come from similar backgrounds in the human service industry, allowing for the content to be relevant to all involved.

The most powerful indicator of learning benefits from professional development is the amount of active learning that the participants are engaged in. Active learning encourages participants to "become engaged in meaningful discussion, planning, and practice as part of the professional development activity" (Birman, 2000). Active learning consists of leading discussions, planning lessons, group activities, case studies, and practicing simulated events. The final aspect that makes an effective training is the coherence of learning content and the real-world application. Research has shown that when the content of a training is more relevant to policies and professional experiences that the participants face on a daily basis in their jobs, the more likely the training and learning is going to be beneficial for them. Successfully implementing these trends in professional development training, such as the Human Service Management Certification Program, correlates directly to an educated, competent workforce.

To go in further detail with the trends and factors that create a successful professional development our project team looked at global trends as well. A study done by the Australian Institute for Teaching and School Leadership (AITSL) found 50 examples of innovative training models in 10 separate countries. These original trainings were analyzed in terms of features of innovation in their models. The AITSL found sixteen distinct features that fostered innovation within these training models. The features the AITSL found were as follows; collaborative, individual, face-to-face, remote, required, offered, self-directed, facilitated, situated, personalized, intensive, sustained, formal, informal, certificated, and incentivized (Goddard, 2014). It should be noted that the importance of these features is how they are combined and used together.

Some of the most innovative and successful companies utilized combinations of these features that seem incongruous and counter intuitive, however these combinations deliver some of the most unprecedented results. For example, Pixar University uses a method that combines individual, self-directed, personalized, situated, offered and incentivized factors. This means that the individuals engaged with this training pursued their own projects and other trainings, while also actively contributing to the knowledge base and intellectual capital of Pixar University. Due to the self-directed training style, the employees easily align their own motivations and needs with Pixar's organization's culture (Goddard, 2014). These results may be seen as limitations to successfully implementing a "traditional" professional develop model in Western Massachusetts. However, as previously stated, the effectiveness of these trainings is how these features are combined and utilized.

Using the features AITSL found in the professional development programs we can categorize the Human Service Management Certification program as collaborative, face-to-face,

offered, facilitated, situated, intensive, formal, and certificated. The HSM Certificate Program takes "traditional" learning and adds a collaborative and team aspect to the learning. The strong cohort aspect of this learning environment has been shown to improve vital skills that can be easily translated to the workplace. Some of the tangible benefits of the cohort model are it is student-centered, allowing for the participant to be a student and a teacher, effectively allowing the students to explore areas and topics that are relevant to the individual (4 Ways Cohort Models Benefit Graduate Students, 2015). With the most useful benefit of the collaborative/cohort model is the building of a professional network and relationships with other professionals (4 Ways Cohort Models Benefit Graduate Students, 2015). These relationships allow the participants to successfully improve their career development and future advancement. Another unique feature of the HSM Certification Program is that it will be an offered, or voluntary, professional development opportunity for employees of human service programs. Much like the training at Pixar University, by allowing for employees to choose whether or not they would like to be involved with this program it will foster a greater sense of self-agency and self-direction, directly resulting in positive contributions to the participant's organization (Goddard, 2014).

Online vs. Classroom

Professional development offers an opportunity to advance one's career, learn new skills, and improve the capabilities of an organization. To engage in additional training such as this while balancing a full-time job is no easy task. Students in this position have to find time to incorporate course work with their normal work routine. This aspect alone is why there can be contention between whether online or classroom programs would be the best option for a working professional. People tend to learn in different ways so determining the best option is

untimely up to the person, their style of learning, and their availability. However, with online learning and traditional classroom learning there are a variety of benefits and faults that should be considered when determined the right approach to take for the collective group.

Classroom programs for some offer an experience that can be more effective as they apply to all of the senses. Being in a classroom you can see and listen to the instructor, observe presentations, and engage in face-to-face group discussions (Lunce). People that need this type of interaction feel that they can focus better and have a more effective style of learning. Beyond this a student can also form relationships with other students around them which could come in useful in the future. This program is catered towards working professionals in the field of human services, so while attending this program in a classroom they can network with others in their field. This networking could be very useful because the students enrolled in the potential western Massachusetts program live and interact in the same location. Their organizations could therefore potentially work together for similar causes where they might not have before (Lunce, 2006).

Traditional education also assists students in establishing a productive schedule and an enhanced sense of discipline. By having to physically arrive on location and take time out of the day a student now has to keep alert and focused in order to grasp the material being taught (Lunce, 2006). With online classes, there is the potential to get behind in work and wait to the last minute in order to address assignments. Classroom education is not perfect in regard to this, but for a working professional who is taking the time to improve their education and career they will have extra motivation to remain ahead. By establishing a schedule that works students may even be able to function better at work because they are must remain organized in order to meet fulfill their new academic obligations away from work.

Classroom programs certainly have their advantage for a number of reasons and may prove to be more effective than online learning occasionally. However, online learning has taken a significant step forward over time and is considered particularly useful by some. For one thing taking online classes allows for a lot of flexibility. A person with pre-existing time commitments such as work or family may found this more appealing. You can mold the classes around your schedule instead of being forced to take time out of your busy day to attend a class. This actually sounds like something that might be an appealing option for working human service professionals. With their jobs being essential not only to them but those in the public that rely on their availability it makes sense that having flexibility to attend a program in this manner would work. There would be no need to worry about getting somewhere in time, dealing with traffic, parking the car, or leaving work early (Milligan, 1999). From first impressions, it would appear that an online program would work perfectly with the desired demographic.

Online learning has been increasingly getting better as new and innovative platforms have enabled interaction in a totally new way. Videos allow for a student to see the content and learn at their own pace while still feeling connected to material. In many ways, the quality of an online course can even be better than a traditional classroom. All the material posted by the instructor is directly tied into the message of the course with zero room for any other distractions. Where in traditional classrooms an instructor could be tired or sick and a lecture could fall off into another topic, online courses are prepared in advance and maintain the utmost quality (Milligan, 1999). Taking an online course allows the student to concentrate only on the essential material instead of dealing with the distractions of a classroom.

Another benefit to online learning is that it can be very economically efficient. Money spent on tuition and books are one thing, but a student doesn't have to worry about spending

money on extra materials or driving to class. A lot of information can be made available online too which could even rule out the need for purchasing books. There are also economic advantages for the institution conducting the courses. No money needs to be spent on renting classroom space or worrying about utilities. Just paying the instructor and properly enrolling students' takes stress away from any other economic tangibles that could occur while conducting a course. The only necessary thing that does become a concern though is whether the product is of high quality and garners the student's attention.

In order to create the best online course an instructor needs to make sure that there is a level of connection between themselves and the students. Without face-to-face interactions conversations with the instructors will usually consist of emails and comments on assignments. If a student slips in their performance it is up to them to approve their situation and if they are unsure of something it is up to them to reach out for help. While this is also true for classroom learning, it becomes increasingly difficult for online learning because sometimes things are better explained in person than through an email. Tutoring and assistance for online programs also becomes a challenge especially if there is no office to meet with the instructor for help. This places a lot of responsibility on the instructor to diligently maintain the course and make adjustments when necessary in order to better cater to the students perspective (Milligan, 1999).

Professional development for working employees can be a difficult thing to manage which is why deciding on which style of learning is usually based on what works for them. There are benefits and faults to both classroom programs and online programs. The institution conducting the program has to find the route to take that best works for them but what will also attract the most potential students. For professionals in the field of human services in particular time and resources can be limited in which option than can take if they are able to enroll in a

course at all. Likewise, an institution conducting the course has to operate within its means and therefore must go with an approach that suits the audience they are catering to. Instructors surely have they own preference like the students but while they may have say it is largely up to higher powers which dictate which a class will be in a classroom or online.

The whole point of professional development is to provide additional education to current and potential leaders. People in this position need to be facilitators within their occupation and be able to manage multiple tasks. They also need to be able to interact and deal with multiple people, personalities, and situations. For human services professionals, in particular their job is all about helping people and working to improve human needs within their individual area of focus. Through human service job postings in the western Massachusetts most regardless of level will indicate that being able to interact with others from diverse backgrounds is a primary requirement (indeed). In addition to that, skills such as being able to work together as well in groups are quintessential for success.

The human service profession is one where interaction and working with others is an essential component to the job. Working will certainly be a challenge to balance while attending professional development training, but classroom learning might be better suited for these types of students instead of online. Even with all the benefits that online presents it still does not have the level of interaction and group work that would be better suited for employees in the field of human services. Being able to take directly from experience in the class and apply to their jobs is something that will aid greatly in the overall performance of the organizations they represent. This is something that is lost on online learners because your education is dependent on how you go about completing the work at your own pace. Interaction with classmates is possible online, but you're unlikely to have as successful results as you would get in the classroom.

Chapter Three: Methods and Market Research

Methodology

      To create a feasibility plan for the Human Service Management Certification program in Western Massachusetts, our project team, with the input of Ella Froggatt at the Providers' Council and Mary Piecewicz from Clark University, conducted a two-pronged research approach. The first aspect of our research was primary source research, which included lit reviews from academic sources, in depth financial analysis, and finding locations and pricing for where the HSM program would be held. The second aspect was a survey which allowed the project team to get input from the projected target market in western Massachusetts, this survey would be used to support or deny claims found in the primary source research. By utilizing both the direct survey and the primary source research the project team was able to create realistic and accurate feasibility predictions and recommendations for Clark University and the Providers' Council regarding the expansion of the HSM Program into Western Massachusetts.

      To begin our project the research team conducted thorough and comprehensive primary research. This research included exploring trends within the nonprofit sector (from a national level to Western Massachusetts), trends within professional development programs, Western Massachusetts nonprofit organizations' finances, and potential locations for the HSM program. This primary source research created the general framework for the direct market research, as well as gave us complementary data to support or refute what we found in the survey. By having the primary source research, it allowed for a more full and extensive feasibility plan regarding the Western Massachusetts HSM Program.

      In order to directly evaluate the market for the want and need for the Human Services Management Certificate Program in Western Massachusetts our project team created, distributed

and analyzed a comprehensive survey for human service non-profit organizations in the Springfield and Holyoke area. We began working on this survey by conducting preliminary research about the Human Services Management Certificate Program, human service nonprofits in Western Massachusetts and the Providers' Council. This research was followed by an interview with Ella Froggatt from Providers' Council to gather input from our main stakeholder. From the research and the interview with the Providers' Council we created our survey questions. These questions ranged in topics from the number of staff in the organization, to the challenges the organization faces with providing employee development programs. We further developed and strengthened the survey with input from both the Providers' Council, their editor, and Mary Piecewicz at Clark (see Appendix C for full survey). The next step of our survey was to get approval from the Internal Review Board, or IRB. The IRB process is in place to ensure there are no ethical or moral issues with the questions or format of the survey and usually takes a week to receive approval.

During the IRB approval process we compiled a list of 71 randomly selected non-profit organizations in the human services sector within the Springfield and Holyoke area. The survey was to be distributed by the research team to these organizations as soon as the IRB approved our questionnaire. Additionally, the Providers' Council would take the lead in distributing the survey to 33 Providers' Council member organizations from the same catchment area. It should be noted that in order to avoid duplication, the project team identified PC members from the catchment area as listed on their website and cross-checked with our random list.

We submitted our survey/questionnaire to IRB on Friday, March 10th. Our project team expected a response within the week in order to distribute the survey on Friday, March 17th. On Tuesday, March 14th the project team learned from the IRB that a change was needed on a

section of our questionnaire, which delayed our ability to distribute the survey on the planned

date. The survey with the IRB edits was once again submitted to the board for approval. On

Monday, March 20th we received full IRB approval, and the survey was distributed to our

randomly selected organizations as well as the PC member organizations. The survey would be

open for a week, from March 20th to the 27th. The survey was distributed en masse to

nonmember organizations on Monday, March 20th, from a Clark email of one of our project

team members. The Providers' Council distributed the survey to member organizations on the

same day through an individual personalized email from Ella Froggatt. A reminder email was

sent by the project team on Thursday, March 23rd and by Ella Froggatt on Wednesday, March

22nd through the PC's weekly e-newsletter. After the responses were collected on Monday,

March 27th, our project team analyzed the survey results. Our research team received additional

survey responses after our deadline of Monday, March 27th, but for the purposes of our analysis

we only focused at the results from March 20th to the 27th.

For valid and useful data, the research team was aiming for a response rate between 10-

20% from both member and nonmember organization. Out of the 104 surveys sent out, three

nonmember email addresses were invalid and the survey email "bounced," making the total

number of surveys distributed 101. In total, there were responses from 11 member organizations

and 6 nonmember organizations, making the overall response rate around 16%, with a 33%

response rate from member organizations and around 6% from nonmembers. Sixteen

organizations responded to our survey, 11 Providers' Council members, making up around 65%

of the responses, and 6 nonmember organizations, making up around 35% of responses.

The results were compiled and analyzed by our research team. Each question was broken

down by member and nonmember organizations in order to have more specific and applicable

data. Below is a summary of our total results, for both member and nonmember organization.

- ○ Service Population
  - ■ Children and Families - 9 Organizations
  - ■ Mental Health - 8 Organizations
  - ■ Developmental Disabilities - 8 Organization
  - ■ Substance Abuse - 6 Organizations
  - ■ Homelessness - 5 Organizations
  - ■ Elders - 4 Organizations
  - ■ Veterans - 4 Organizations
  - ■ Incarceration - 2 Organizations
  - ■ Domestic Violence - 2 Organizations
  - ■ Other - 1 Organization
- ○ Revenue
  - ■ Estimated Total Revenue (Q33)
    - ● Less than $500,000 - 0 members, 4 nonmembers (23.53% Total)
    - ● $500,000 - $1M - 4 members, 1 nonmembers (29.41% Total)
    - ● $1M - $100M - 7 members, 1 nonmembers (47.06% Total)
    - ● Greater than $100M - 0 members, 0 nonmembers (0% Total)
    - ● No Answer - 0 members, 0 nonmembers
- ○ Staff Positions
  - ■ Less than 10 - 0 members, 4 nonmembers (23.53% Total)
  - ■ 10 - 50 - 3 members, 0 nonmembers (17.65% Total)
  - ■ 50 - 100 - 2 members, 0 nonmembers (11.76% Total)
  - ■ More than 100 - 6 members, 2 nonmembers (47.06% Total)
  - ■ No Answer - 0 members, 0 nonmembers
- ○ Interest in professional development
  - ■ What challenges are there with development? (Q12)
    - ● Order of importance (All Organizations)
      - ○ High Costs (5)
      - ○ Availability of local programs (3)
      - ○ Scheduling for coverage (2)
      - ○ Tuition Reimbursement (1)
      - ○ Obtaining paid time off from work (0)
      - ○ Other (0)
  - ■ Do your organization offer incentives for higher education? (Q16)
    - ● Yes - 5 members, 1 nonmembers (35.29% Total)
    - ● No - 6 members, 5 nonmembers (64.71% Total)
- ○ Interest in the program
  - ■ Were you familiar with HSM Certificate program? (Q19)
    - ● Yes - 5 members, 0 nonmembers (31.25% Total)
    - ● No - 6 members, 5 nonmembers (68.75% Total)
    - ● No answer - 0 members, 1 nonmembers
  - ■ Has anyone in your organization participated in the HSM Certificate program? (Q21)
    - ● Yes - 2 members, 0 nonmembers (40% Total)

- No - 3 members, 0 nonmembers (60% Total)
- No answer - 6 members, 6 nonmembers
  - Has anyone in your organization participated in a program similar to the HSM Certificate program? (Q23)
    - Yes - 0 members, 0 nonmembers (0% Total)
    - No - 0 members, 3 nonmembers (100% Total)
    - No answer - 11 members, 3 nonmembers
  - How interested are you in a Western Massachusetts Program? (Q4)
    - Very Interested - 4 members, 1 nonmembers (29.41% Total)
    - Interested - 7 members, 3 nonmembers (58.82% Total)
    - Not Interested - 0 members, 2 nonmembers (11.76% Total)
    - No Answer - 0 members, 0 nonmembers
  - Would you consider enrolling staff in future years? (Q6)
    - Yes - 2 members, 2 nonmembers (25.00% Total)
    - No - 0 members, 1 nonmembers (6.25% Total)
    - Maybe - 8 members, 3 nonmembers (68.75% Total)
    - No Answer - 1 members, 0 nonmembers
  - Factors influencing decision to enroll staff? (Q10)
    - Order of importance - Member Organizations (mean value; least to most important)
      - Transportation (1.67)
      - Schedule (3.09)
      - Length of Program (3.10)
      - Distance (3.80)
      - Types of Classes within program (3.90)
      - Cost (4.50)
    - Order of importance - Nonmember Organizations (mean)
      - Length of Program (1.40)
      - Transportation (2.50)
      - Distance (3.50)
      - Types of Classes within program (3.50)
      - Schedule (3.80)
      - Cost (5.00)

After completing the analysis of our survey the research team had some observations about the results. The first is the relatively small sample size of the survey. Out of the 1196 registered human service nonprofits in Western Massachusetts, we sent the survey to 101 organizations and got a response from 16, which is only around 1% of the total human service nonprofits in our target area. However, the categories of "service population" came directly from the Providers' Council website, meaning that all the organizations surveyed were in the human

service sector and our survey was not cross contaminated with any other nonprofit sectors.

Out of the organizations we surveyed 75% of them make more than $500,000 per year in revenue, and 100% of the Provider Council member organizations make more than $500,000 per year. This percentage of organizations making more than $500,000 is high. In Western Massachusetts, only 22% of human service nonprofits make more than half a million and only 17% statewide. These results tell us that these are large organizations, which is further supported by the results that 59% of the responding organizations have 50 or more staff members. In these large organizations about a third, 35%, offer incentives for professional development, citing the availability and cost of local programs as the top reason for offering incentives.

Within the organizations that responded the interest for a Human Service Management Certification Program is high, nearly a third of the organization's (29%) were interested and 25% would consider enrolling staff in the future. However, most of the organizations, 69%, were unfamiliar with the HSM Program from Providers' Council, with Providers' Council members being the only organizations familiar with the HSM Program. Although 50% of the responding Providers' Council members had a staff member enroll in the HSM Program.

Market Information

The Providers' Council currently offers the Worcester and Boston HSM Certificate Program through Suffolk and Clark University respectively. At this present moment, ten organizations within Providers' Council, eight of which are based in Worcester, are enrolled in the program at Clark University. The existing program in Worcester is mostly made up of member organizations with a few (two to three) employees from non-member organizations. Currently, thirteen organizations are also participating in the program through Suffolk University. According to recent data collected, the Suffolk program runs at full capacity with the

overflow sent to Clark.

This program, according to the Providers' Council, have been beneficial to both the employees participating in the program and the organizations employing them. Employees tend to stay with their organization's longer and often earn promotions within the organization. The 30% discount available to these employees encourages them to pursue the Master's program after they graduate from the certificate program. A supportive network which is established between students and staff encourages learning beyond the classroom which ultimately allows for the improvement of aspects across their organizations.

Despite these successes of the programs, however, Providers' Council finds that dropout rates are continuous in the Clark program. A number of students, two or three on average, drop out of this program because they don't consider the difficulty of the program or neglect the issue of transportation and the time and effort involved with commuting. These dropout rates highlighted the need for a program in western Massachusetts. Without a campus in the Springfield area, Clark University lacks the physical infrastructure in Western Massachusetts required to run a program. Classroom space, computers and access to the internet would need to be acquired or leased. Possible infrastructure could be leased from other universities or municipalities including community centers or public libraries. Clark utilizes their campus for the Worcester program while Suffolk enters agreements with municipalities to conduct the Boston area program. Lastly, instructors for a Western Massachusetts program are needed; preferably instructors located in the Springfield area.

Information on Competitors

The main competition for the HSM program in Western Massachusetts are existing colleges or universities in the area. These institutions include private colleges, much like Clark

University, community and technical colleges as well as state universities. These degrees cover a wide range of human services topics and fields of study. Some of the degrees found were greatly similar to that which Clark University offers, with the bulk of the coursework focusing on management, organizational development and nonprofit administration. Some of these programs were Masters in Management or MBAs with a concentration in nonprofit work, while others were general human services programs. Amongst the competition, some certificate programs are available. For example, the *Supervision and Leadership in the Helping Profession*s is a certificate program offered through Holyoke Community College.

Despite the many similarities between programs, several of the degrees in Human Services Management were only targeting undergraduate students or individuals just aiming to enter the human services industry. In addition, many of the course work which these programs offer have a different focus from the HSM program available through Clark University. The main focus of their courses were on sociology and psychology coursework with an opportunity to take some management or administration class as electives.

The length of the program also stood out as a significant difference between the HSM program and existing programs in the western Massachusetts area. Many colleges promote the length of their programs to be of around 20 months, considering a full course load during every semester. In this respect, the most significant difference was the potential credit waivers to a Master in Public Administration program available to HSM graduate. None of many of the competing courses offered across western Massachusetts offered students the option to potentially transfer course credits from prior certificate or licensing programs. These main competitors to the potential HSM program in western Massachusetts are mainly located within a 20-mile radius of the cities Holyoke and Springfield. Other locations such as Amherst were also

considered given the relative proximity to this area in relation to larger cities such as Boston or Worcester.

It is also important to note the trend on emerging online colleges which offer similar degrees remotely when looking at competitors for the HSM program. These programs, which will be further discuss, allow individuals interested in pursuing further degrees in the field of human services to do so regardless of their location and without time constraints. Online graduate degrees similar to the HSM program are available from a range of schools including Lesley University, and Antioch University. Given possibility of completing a degree remotely, these two universities are considered samples in regard to pricing and course availability.

Springfield	*Holyoke*	*Neighboring locations*
Springfield College	Holyoke Community College	Westfield State University
Bay Path University		University of MA, Amherst
		Lesley University
		Antioch University

In eastern Massachusetts and Worcester County there were 4,560 and 1,021 registered human services nonprofits in 2016 respectively. Currently, the HSM Worcester program has 20 participants on average. From this number, 12 to 14 participants are members of the Providers' Council. Only 1 to 2 participants are currently nonmembers. Mostly likely, participants from the Suffolk waiting list will not participate in a program in western Massachusetts given the distance

from the greater Boston area. In 2016, there were 1,196 registered Human Service nonprofits in the western Massachusetts region. Providers' Council currently has thirty-three organizations located within this region. Developing a successful program in Western Massachusetts would require significant interest from these organizations. Participation from non-member organizations would be required as well to make the program fiscally viable for Clark University. Given an estimate based on participation rate among member and nonmember organizations for existing programs in Boston and Worcester an average of 17 Western Massachusetts participants are needed in order to keep this program going.

With these numbers in consideration, and the analysis of the programs the competition is offering it can be predicted that there is enough market to support the HSM program alongside the competition. The noted growth of the industry in this region of 8.0% between 2011 and 2016 might indicate the need for more programs like the HSM in the area. As well this region demonstrated a significantly larger revenue of $1.2M than the $0.9M obtained by the Worcester county despite having only a few dozen more registered Human Services nonprofits. Considering the target population that HSM possesses the length of the program might be an influencing factor when deciding on a program to pursue. Many of the individuals looking at programs like the HSM program are currently working full time at an organization in the Human Services industry already. Often they do not possess the time or have the availability to pursue a full course load for two years at a time. The HSM program offers a shorter solution for those interested in furthering their education without having to commit to a multiple year degree. Data collected from the survey also indicates that there is enough potential marketed for existing programs and the HSM program in the future. The majority of the participants noted how no one in their organization had completed a program like the HSM. Only one participant noted its

organization sending someone to the HSM program prior to the survey. In addition, the main

concern a lot of the organizations have is the cost of a graduate program or certificate, however

many offer incentives were offered by a plethora of participants, which could ultimately

encourage employees to participate in this program.

Cost Comparison within Market

Survey results showed that a significant amount of organizations did not participate in

existing certificate programs in the area because costs were highly elevated. Thus, pricing would

be an important factor for selecting a program in the Holyoke/Springfield areas. Overall, the

Providers' Council aims to provide individuals with the least expensive and highest quality

program, with the certificate program usually costing less than a graduate class. The current cost

for members stands between $2,900 and $,3900 depending on the school of attendance while for

nonmembers the cost may vary between $5650 and $6450. For those HSM graduates looking to

pursue a Master's degree after their completion of the program, a 30% tuition discount is offered.

However, upon further investigation of programs offered in the area, several competitors might

offer similar programs at lower rates.

Holyoke Community College, for programs such as Supervision and Leadership in the

Helping Professions Certificate and the Human Services program, provide different pricing for

Massachusetts Residents ($178/credit), New England Regional ($190/credit), and Non-

residents/International ($384/credit). This pricing could be generally beneficial for the HSM

target audience as most individuals are Massachusetts residents, making this option a strong

competitor for a potential HSM program in western Massachusetts. Bay Path University offers a

Master in Science in Nonprofit Management and Philanthropy. Tuition is significantly higher

than community colleges with each credit costing $675. Online courses are comparable to Bay

Path University, but significantly cheaper than other options, with Antioch University charging $650 per semester hour with other fees depending on the types of classes to be taken. Despite the online universities providing a cheaper alternative, student potentially attending these classes would not have the opportunity to learn from peers in their fellow industry nor will they be able to build a strong network. This difference in the learning style might be a setback for those attempting to improve their organization through changes happening in the industry.

Larger local universities provide similar programs at an elevated price which, depending on the residential status of the student, may be comparable to the HSM program. Westfield State University offers a Master's Degree in Public Administration with a Concentration in Nonprofit Management. Springfield College offers a MBA in Nonprofit Management. The scheduling of this MBA program in Springfield is comparable to the HSM program as classes only meet once a month during an extended weekend, making it convenient for organizations struggling with coverage or scheduling. The pricing is not comparable to other programs in the area with the Springfield College program costing $5,616 and the Westfield State University charging $970 annually for instate students and $7,050 annually out of state. It is important to note that many of the prices might be higher in comparison because these programs are Master's degrees rather than certificate program.

Advertisement and Promotion of the HSM program

Providers' Council is the entity directly in charge of informing potential individuals about the opening of this new HSM program in Western Massachusetts. Initially in-depth information may be easily accessed through their website, including pricing, objectives and benefits that this program might bring for its participants. Aside from this information available on the website, Providers' Council relies heavily on social media to inform the public on upcoming events and

the opening of new programs such as the HSM. They usually post statuses and tweet on Facebook and Twitter. They also rely on a significant amount of direct solicitation of both members and nonmembers of the Providers' Council. They send out a weekly e-newsletter for the entirety of the application process for the two prior programs in Boston and Worcester, an action they intend to continue in the opening of future program. Finally, they as their committees to share the information with their staff as well. Normally their efforts focus on members as they constitute the bulk of organizations that send employees to the existing HSM program, but they also count with more than 900 non-members contact information in their mailing list. The possibility of a promotional campaign if the Western Massachusetts program were to launch exist, with an in-person gathering for member and nonmember health and human service organizations to talk about the program possibly taking place through the application process as well. Their sales strategy would not divert from their existing one. They usually market both programs together, with the option to select the program of preference in the application. Providers' Council generates direct marketing to HR managers and CEOs/Executive Directors to send staff. They also do many 1-off blasts to over 2000 member and nonmember contacts in our constant contact list. Survey data showed that even members of Providers' Council, more than 50% are not aware of the existence of this program and the learning opportunities this organization provides for its members. No nonmembers noted being aware of the HSM program, which indicates the need of promoting and marketing this program prior to its opening so it may continue to be economically feasible and attendance does not drop below the required rate.

 Start-up Capital

After researching community centers, schools, libraries, and hotels in Holyoke area, it was determined that the Holyoke Public Library and Holyoke Community College's Picknelly

Adult & Family Education Center can provide space for Clark University to build an HSM program. Below is the analysis and comparison of these two locations in Holyoke.

Room Space: the classroom should be big enough to contain 20-25 students to take a class together. The Holyoke Public Library has a Community Meeting Room that can meet this need. Also, Holyoke Community College's Picknelly Adult & Family Education Center has a double classroom, which would accommodate the necessary number of students. Thus, both locations have the space to accommodate the program.

Facilities: basic facilities in the classroom should include a computer, a projector, Internet access, etc. The Holyoke Public Library has a projector for videos or PowerPoint presentations, as well as WiFi. However, it does not include a computer to connect to the projector. The person who runs the program should bring their own laptop, and if it is an Apple computer, he or she will need to bring the necessary adapter to connect to the projector. The classroom at Holyoke Community College's Picknelly Adult & Family Education Center includes two computers, projectors, audio capabilities, screens, and whiteboards. Two screens can be "joined" so the presentation displays on both. The center can also provide large easel pads and markers if needed. The center also has a copier machine, though they do not provide free copy paper.

Transportation: The Holyoke Public Library is located at 250 Chestnut Street, Holyoke, MA. It is near to Route 91, so it would be convenient for teachers or students. The public library has a big parking lot, which would ease participant's pressure to find a parking location. Besides, bus routes number B23, P20, P21, R24, and X90 also serve the library. It only takes 10 minutes to walk from the Holyoke train station to the public library. Holyoke Community College's Picknelly Adult & Family Education Center is located at 206 Maple Street, Holyoke, MA. It is

also near to Route 91, and bus numbers B23, B48, R24, P20, P21, R24, R29, R52, and X90 go there. Additionally, people only need to walk ten minutes from the center to the train station.

Rental Fee : Because HSM is a nonprofit program, the tuition would not be so high. Except the salary of the professor, the classroom use fee would be the most cost of the program. Thus, a lower fee would be a vital factor to reduce the program cost. After researching the cost, the Holyoke Public Library could provide free meeting room space for a non-profit as long as it is used during library hours. After hours, there is a charge of $75.00/hour depending on custodian availability. As the HSM program is a nonprofit, and classes take place during the library hours, the program could use the library's meeting room for free. However, one important thing to consider is that the room may not be available all the time, it must be instability. If the public library needs to use the room temporarily during the HSM class time, that would cause a significant problem. As for Holyoke Community College's Picknelly Adult & Family Education Center, the total cost to rent the space is $150 per day (for full day), $75 per half day. Although it would be more expensive than Holyoke Public Library, it would be more stable because the HSM program would pay for the room and, therefore, has guaranteed access to it.

 Upon inquiring potential availability from public libraries, community centers and religious associations in the Springfield area, it would be advisable to look at the Western Springfield public library and the Community Foundation of Western Massachusetts as two potential spaces to rent in the event of the HSM certificate program opening in this region.

The Community Foundation of Western Massachusetts and the Western Springfield both offer a variety of classroom spaces, which could cater to the 20 to 25 students the HSM is looking to enroll in its first year. Both facilities have classrooms with adaptable spaces, from conference rooms to a more traditional classroom setup, which would be utilized for the

program. These classroom spaces are fully equipped with a projector system and Internet access. The Community Foundation is currently open for rental spaces during business days from 8:30am to 5pm, without a possibility of extending rental hours or renting the space during the weekend. The West Springfield Public Library, has two different schedules throughout the year which could increase the difficulty of renting a room from their facilities on weekends. However, they are regularly open on business days from 9am to 8-9pm on business days.

The Western Springfield Public library is located at 200 Park St. West Springfield MA. This is located less than five minutes away from Route 91. If using public transportation, the G1 line may be utilized to get from the Springfield Bus Terminal to the Western Springfield Public library. Parking should not be an issue as visitors are allowed to utilize the parking facilities offered by the library. The Community Foundation of Western Massachusetts is currently located on Tower Square. This location is less than 6 minutes away from an exit of Route 91 and less than five blocks away from the Springfield Bus Terminal. Transportation and parking might experience a change once the facilities are moved to a new location. Currently parking is available at close parking garages but the move might heighten the difficulty to find available parking.

The most significant difference between these two facilities would be the cost to rent the space. The Community Foundation of Western Massachusetts does not currently charge for the rental of their classroom spaces by a nonprofit organization. Upon further inquiry, issues might arise with the fees if the program should interfere with existing meetings or times of occupancy. No extra fees are charged for overtime as extended hours are not allowed. The Western Springfield public library does charge for the use of their facilities, the fee averages between $100 to $150 per hour of use of the facility. Given the estimate start date of the program would

not be until Fall 2018, neither facility was able to fully estimate the total cost or availability of their facilities so far in advance.
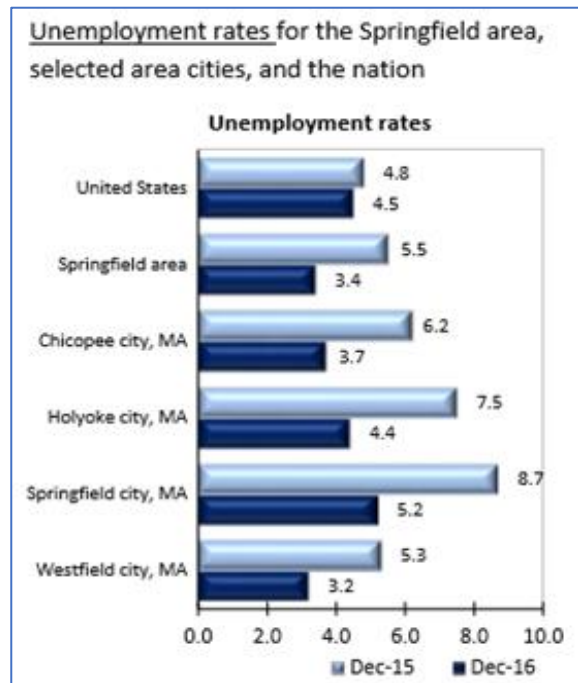
Wants and Needs

Western Massachusetts is a unique region of the state for a variety of reasons. The four counties of Hampden, Hampshire, Franklin, and Berkshire cover a large portion of the state, but their overall population is significantly smaller compared to central and eastern Massachusetts. Despite the lower population, the amount of nonprofit human services here are comparable to the other regions (Keating). Clearly the people of this region suffer from the same issues as anywhere else, but the reason for the extra need in human services could have a lot to do with the demographics and geographical disadvantages it faces.

Springfield the largest city in the region with a population around 155,000 deals with many challenges that are often found in urban communities. These challenges raise the need for increased assistance in the form of skilled human service professionals. For one thing, recent records indicate that over 30% of the population if the city lives under the poverty line. Compared to the national average of 13.5% this is an alarming concern. Even with government aid citizens depend on the necessary assistance of various human service organizations. A few other interesting statistics indicated that 16% of residents under the age of 65 live with a disability, only 76% have at least a high school diploma or higher, and 10% of residents are new to the country. Figures such as this signify a city that needs professional assistance in order to assist its many residents (U.S. Census).

Unemployment is also an issue within the region and one that many human services organizations focus their work on. As of January 2017, the unemployment rate within all of Massachusetts was at 3.2% which is very respectable in comparison to the nation at 4.9%.

Massachusetts is known to have a higher cost of living compared to many other states which makes it even more difficult for unemployed and low-income people (Keating). Western Massachusetts appears to have a slightly higher rate of unemployment went compared to the rest of the state. Springfield Massachusetts in particular has an unemployment rate of 5.2%, Holyoke at 4.4%, and Chicopee is at 3.7% (U.S Department of Labor). Although all these are relatively low they are still higher than the state average

and present an area where human services can focus on improving. Things have gotten better recently though as shown by the adjacent figure which indicates that the unemployment rate has shrunk notable within a year. It seems that the region at least in the more urban areas is improving in terms of employment. This is great news for residents in the area, but that doesn't mean specialists are any less needed than before. Maintaining this trend and

Unemployment rates for the Springfield area, selected area cities, and the nation

Unemployment rates

	Dec-15	Dec-16
United States	4.8	4.5
Springfield area	5.5	3.4
Chicopee city, MA	6.2	3.7
Holyoke city, MA	7.5	4.4
Springfield city, MA	8.7	5.2
Westfield city, MA	5.3	3.2

assisting those that need it is still an ever-important issue.

Geographically speaking a city like Springfield does not represent the norm for the region but it is certainly not an anomaly. Smaller cities like Holyoke, Chicopee, Westfield, Northampton, and Pittsfield all deal with similar concerns. Apart from these communities most the region is far more rural and spread thin in terms of population per square mile. Of the four counties Hampden, Hampshire, Franklin, and Berkshire the population per square mile for each is 751, 300, 102, and 142 respectively. In comparison to the entire state which has a population

per square mile of 840 and its densest county Suffolk which has a population per square mile of 12,416, western Massachusetts is small in terms of population (Indexmundi, 2013). This is in its own way a very real disadvantage for the people that live in this rural environment. Access to public transportation, retaining the younger college aged population, and of course adequate jobs are just a few of the issues concerning rural western Massachusetts (Johnson).

Access to adequate human services is very important in western Massachusetts and with changing trends and technology professional development is both needed and wanted. In any field, professional growth can be achieved through experience and higher education. Human service jobs are shown to vary significantly in terms of the necessary qualifications. Positions range from just needing a high school education to a master's degree with years of experience. Looking through job searching sites will reveal this type of variety in western Massachusetts (indeed.com). For positions in management, supervisor roles, and specialists' jobs a master's degree is often encouraged. Theoretically employees should be interested in improving their careers and earning potential so more education would be appealing. However, what truly bodes well for a certificate program is that employers are also interested in having employees with a higher education which makes it even more vital.

A factor that is a concern though is that many frequently available positions that need to be filled are usually lower level entry positions with minimal pay. The expansion of the certificate program is geared towards college educated professionals looking to gain additional training and possibly ease into a master's program. The segment of already employed human service professionals in this region that would qualify for the program is substantially smaller than the total number of nonprofit human service workers. This would be expected though as higher up positions are less in number so the amount of people looking for management training

would also be less in comparison.

Professional development is not something that is for everyone or every organization. Although it would make sense that additional training can only be a good thing some organizations and people cannot devote the time and money needed to put their employees through a program like this. Providers' Council members would have the best deal and initially would be most likely to enroll. If interest is there from outside members it would be logical that the more financially secure organizations are better prepared to enroll employees. Nonprofit human services are not typically known to have a large amount of disposable income so sending employees for additional development even if the organization needs it could pose a problem (Keating). Regardless, western Massachusetts is an area in need of human services and professional development for those employees will only increase their effectiveness.

Risks

With any business venture, there are numerous risks that come with it. Whether positive or negative they remain obstacles which will need to be addressed and handled accordingly. Expanding a human service management certificate program into the area of western Massachusetts offers multiple possibilities and obstacles that will ultimately determine the feasibility of such an expansion. While some risks can be overcome, and worked around, others can pose a significant detriment to the continuation of such an expansion. Expansion in theory would benefit those in need of additional training, but it is not something that takes the priority away from a measured and thoughtful approach to its feasibility.

Positive risks from expansion to the program are those that that contribute to the appeal of its feasibility. For one thing offering professional development in human service management would improve the quality and function of the nonprofit human service organizations in the

region. These organizations provide services that are critical to the welfare of those who are in need. With additional training, professionals can come away with new approaches to their jobs and an insight to the latest skills and technologies of the field. Having the courses geared towards management will contribute to the growth of leaders in local organizations. By lifting your people up and giving them the opportunity to achieve more they reward you with motivation and loyalty (Selden). That motivation and loyalty will be a very appealing factor for nonprofit human service organizations in western Massachusetts.

Human services encompass a wide variety of issues such as homelessness, immigration, poverty, rehabilitation, education, and many more. Like any other area of the country, western Massachusetts suffers from many of these issues. Organizations here require professionals with the proper education and experience to perform their jobs well. Although the certificate program is geared toward already employed human services professionals, these people could be inspired to branch out on their own. While improving the quality of existing nonprofits is the goal the specialized training may lead to the creation of additional nonprofits that the area needs (Selden). To keep up with the pressing need for human services this would be a benefit to the region. Western Massachusetts has a unique makeup of urban cities and desolate farm towns leaving the area noticeably smaller in terms of population than the rest of the state. This calls for human service organizations which can traverse the region adequately assisting all the people who live there. Expanding the program could provide individuals the skills needed to branch out and create these additional organizations.

An expansion to the human service management certificate program can also do a lot for relations between the Providers' Council and its members. The council does incredible work for the nonprofit human service organizations that it works with. However, by only offering classes

in eastern Massachusetts and Worcester County the members in western Massachusetts are left out of a suitable location to attend the program. Expanding the program gives council members from all over the state the ability to enroll with the location closest to them. This also gives the opportunity for additional non-members a chance to take part in the program. These nonmembers can walk away from this professional development experience and bring to their organizations a positive outlook of the Providers' Council, perhaps even leading to membership.

There are also positive risks for Clark University being the institution conducting the program. Quality coursework and direction from the instructors will help to show the best aspects of additional education at Clark. For the University, this will provide a new opportunity to reach prospective students for their School of Professional Studies. The certificate program is an excellent opportunity for those with an interest in pursuing a master's degree. Financially speaking it puts those who participate at an advantage over those who matriculate through the traditional approach. With a master's degree, human service professionals will be in a greater position to succeed as leaders for their organizations. Clark University itself will be able to increase its network of graduates as well as establish a successful feeder program for its School of Professional Studies.

The current political climate of the country has put Clark University and other institutions of higher learning in a difficult position. A recent survey was conducted and found that 4 out of 10 U.S. colleges have experienced a decline in international applicants for the upcoming 2017 fall semester. Of those colleges surveyed about 75% expressed concerns about future enrollment (Bendix). The survey was conducted in response to fears regarding the current presidential administration's rhetoric and actions against foreign nationals entering the country. Regardless of political beliefs there is no denying the apprehension a foreign student may have about coming to

the United States due to the uncertainty of their visa status. With this in mind it becomes an even greater priority for Clark to find additional areas to recruit students. Expanding the human service management certificate program into western Massachusetts could be this new area.

With all the positives risks that could come with expansion it is also important not to forget the very real negative risks that come along with such a move. Clark University along with the Providers' Council will take on a tremendous amount of financial risk if the program were to fail in western Massachusetts. Monetarily there will need to be a room rented for classes as well as compensation to the adjunct instructors. If the program were to not meet the requirements for enrollment this would amount to a financial loss and a failure. Success depends on a variety of factors working together and the hope that the need for professional development will encourage enough human services professionals to enroll in the program.

Securing the proper facility for the classes is a necessity as it must remain accessible with Clark's budget, equipped with technology (wifi, projector, etc.), and easily accessible for prospective students. Locations for the western Massachusetts program are centered on the cities of either Springfield or Holyoke. These cities are the largest in the area and therefore have the best access to public transportation as well as being in close proximity to highways. However, there is still the risk of not being able to secure the facility that meets all of Clark's needs and those of the prospective students. Costs could be higher than expected and finding a compatible location willing to rent out a room for the intended purpose of weekly classes might be a considerable challenge.

There also remains the risk of being able to secure the right instructors for the course. With Clark University being in Worcester Massachusetts this presents a problem for instructors already employed by Clark to transport themselves to western Massachusetts to teach courses.

Even instructors who live outside of Worcester closer towards western Massachusetts still would be faced with the extra hindrance of commuting to a new location. Looking to hire adjunct instructors that are located closer to the agreed upon facility would be the best option. This still will also come with an additional set of risks associated with hiring new employees. Finding instructors to teach the courses and securing the necessary funds to employ them could be all for nothing if enrollment in the program does not meet the minimum qualifications.

There are also risks beyond anyone's control which could stop the expansion from happening altogether. Those in a position of power at Clark such as the dean or provost might feel compelled to stop Clark's involvement with the expansion if they see it as a financial loss. The program if approved already faces a difficult test by just securing an appropriate number of students to sign up. However, before that obstacle can even be faced the approval remains the ultimate decision of those in charge within the university. They will need to be convinced that forgoing this expansion would be a loss to the university's growth, outreach, and possible graduate students. Only with proper research and solid backing data will administrators feel comfortable with approving this expansion and allocating the necessary resources and personnel to the region.

There are always risks that come along with expansion regardless if they are positive or negative. The chance to provide an excellent opportunity for human service professionals will always appear great in theory but the reality requires having to deal with numerous challenges along the way. Additional education is certainly needed for an area of the state that has many human service needs and a considerable number of nonprofits for its population (Keating). If the program is approved and money, facilities, and instructors are secured all that is left will be proper advertising and placing trust in human services professionals to seek out higher education.

That is ultimately the biggest risk that comes with this expansion. The data may say the program is needed, human service professionals surveyed may say they want it, but the risk resides in how many people will actually enroll.

Constraints and Assumptions

Due to the fact that the Human Service Management Certificate Program and its curriculum format is already established at two other locations, it is relatively easy to retrofit the program to a Western Massachusetts location. The overall budget for the Western Massachusetts program will be slightly higher than the HSM program at Clark. The increase of the budget will be a direct result of the need to rent an appropriate space and the salary for six Western Massachusetts adjunct professors.

There is little risk due to the uncontrolled growth of the program at the Western Massachusetts location, as the number of participants in the certificate program is capped at 25 individuals. Providers' Council and Clark University have already stated they need to enroll 17 participants in the HSM Certificate Program, assuming a typical dropout rate of two students per year, for a total number of at least 15 participants who complete the program. With the program set up for a maximum number of participants of 25 there is little to no risk associated with unexpected growth of the program. In the past, when the Worcester or Suffolk programs have surpassed their maximum number of students, the overflow was placed in the closest program. It could be assumed that if the Western Massachusetts location has over 25 students the remainder will be relocated to the Worcester location. This strategy, however, comes with its own risks. Historically the locations that get the overflow students have a higher dropout rate. Dropout rates are due to the participants not anticipating the difficulty of the program or distance and transportation issues. The excess students coming from Western Massachusetts might have

higher dropout rates as a result of the commute and transportation.

The goal for Clark University is to make this Western Massachusetts program a feeder program into Clark's MPA program. Matriculation from the Clark and Suffolk programs into Master's level programs is approximately 20-25% and varies between the two programs. As previously stated, enrollment goals for year one of the Western Massachusetts HSM Program are 17 participants who will be needed to run the program. It is assumed that there will be a 20% matriculation rate for those who complete the program within year 1, a 25% matriculation rate in year 2, and a 33% MPA enrollment by the 5th year of running the Western Massachusetts program.

Chapter Four: Results and Reflection

Results

The process involved with putting together this report required collaboration between all Capstone team members working on various areas of research. Our findings helped us to learn more about the topic of nonprofit human services, trends in the industry, the need of and interest in professional development, and its application to a possible expansion of the HSM Certificate program within western Massachusetts. The feasibility of such a move conducted by the Providers' Council and Clark University is the basis of our research and report. Along the way, we encountered and projected a number of limitations and salient issues to go along with our findings.

With the feasibility of expansion being the overall purpose of our research, it is important to note that while we feel confident in our findings and final analysis, there were a number of limitations to conducting the report. The first issue we had existed with data from the National Center for Charitable Statistics or NCCS. For one thing, most cumulative data is at a state and county level only which prevents more in-depth analysis. Also, when researching the changes to the number of organizations by revenue for any given year, there was no distinguishing between whether or not those changes came from new organizations or existing organizations with fluctuating revenue levels or a combination of both. While determining the geographic study areas, our data fails to account for whether someone participated in a program in a region outside of where they lived and worked or if they were outside of the counties within each study area.

Another limitation found when conducting the feasibility report was that not all organizations are required to report their revenue on an IRS form 990. Nonprofit organizations are required to file their financial information only on a certain set of criteria. All private

nonprofits, regardless of financial status, are required to make this information public but that is not necessarily the case for public nonprofits. If revenue is less than or equal to $50,000 a form 990-N is required, revenue less than $200,000 and assets less than $500,000 a form 990-EZ is required or 990, and if revenue is greater than or equal to $200,000 or total assets greater than or equal to $500,000 a form 990 is used. The problem resides with the filing requirements for a form 990-N because it is assumed that revenues not reported are generating less than $50,000 annually. This a problem while conducting feasibility because in 2016, 3,330 organizations did not report their income and about 75% of them filed a form 990-N.

We also encountered some limitations when it came to Providers' Council data. Many estimates were based on the participation among Member organizations and assessed from anecdotal evidence given to us by collaborating Providers' Council and Clark University officials. There can be a certain level of skepticism from this because it may not the absolute final or official information. The purveyors of this data are very closely tied to this project and are reliable sources, but unforeseen and adjusted data is also expected even if the overall message and outcome is the same.

Aside from the feasibility report's limitations, we did come across many valuable findings and salient issues in regard to our research. When it comes to expansion, one thing is for sure, and it is that any program existing in western Massachusetts is going to have to rely heavily on participation among Providers' Council members in order for it to be feasible. Research shows that both the Boston and Worcester programs only get about 3 to 5 participants total, among both programs, from nonmember organizations. With at least 5,500 human service nonprofits in these combined regions, there is a huge segment of the human service nonprofit community not enrolling in a Providers' Council Certificate program. Essentially, the

overwhelming majority of people that enroll in the program belong to nonprofits that are Members, and it appears that most Member organizations generate larger revenues than nonmembers. In fact, in western Massachusetts, 86% of Providers' Council members generate over $500,000 compared to only 22% of all western Massachusetts nonprofits and only 17% of Massachusetts nonprofits.

There is also the unlikelihood of the western Massachusetts program relying on wait list participants from Suffolk or Worcester programs. This has been a benefit for the Worcester program as it pulls from people who were unable to get into the Suffolk program due to overcrowding. Boston, being the large metropolis, draws in the bulk of participants due to its population, transportation, and numerous nonprofits within the area. A western Massachusetts program would only work for those that live and work in the area exclusively due to the distance. A drive from Boston to Worcester is a lot more feasible than a drive from Boston to Springfield. As there is not a wait list for Worcester, it is likely that any interest for the western Massachusetts program will come from those residing within that part of the state.

In order to justify the expansion of the HSM program, we also examined some notable trends within the industry. There appears to have been and continues to be a substantial growth in the number of human services industry jobs. A direct result of this is the large number of aging baby boomer population and people with disabilities living longer. On a positive note, this trend illustrates the tremendous strides that our society has made in the field and in supporting those in the community in need of services and supports. However, it is increasing the need for organizations and workers to take care of these aging people that is and will continue to be an issue and challenge. This workforce crisis, along with the growing need for HS jobs, also creates competition for organizations to attract and retain qualified and skilled employees that can

provide this physically and emotionally demanding work.

The number of working-age people is simply not keeping pace with the number of jobs needing to be filled in the human services sector. One solution for nonprofit human services organizations is to provide employees with subsidized opportunities to advance their skills and education. This professional development can help employees feel valued by their organizations and hopefully more satisfied with their job. Providing a wide array of professional development options is one way to attract and retain employees, but it is certainly challenging within a career field that is overworked and underpaid. It seems that to satisfy both the need for growth and the need for financial accommodations that a certain balance between the two needs to be reached in order to benefit both human service professionals and the people they help.

Beyond just the trends in the human service industry there are also growing trends within professional development all together. The need for professional development is increasing in all fields as population grows, technology advances, and new needs are encountered. Also growing is the number and styles of innovative training models used to enhance this professional development. In regard to human services the human service management program takes a "traditional" learning/training model and adds a cohort aspect which is shown to improve effectiveness and long term learning and applications. However, with the economic downturn many nonprofits are focusing their resources not on trainings but other core aspects of their organization. The high cost of the human service management program from the Providers' Council it does not look like many organizations would be interested as desired and needed for success of said program.

The uncertainty of the programs sustainability in western Massachusetts was exemplified through the results of the survey our group conducted among member and nonmember

organization in the region. Through the survey all member organizations that replied indicated that they were interested in the program while only 60% of all replying nonmember organizations were interested. This does seem to align with data from the Boston and Worcester program locations. The results of the survey also showed as predicted by trends in the industry that high costs were the number one factor in apprehension for enrolling in the program. These results were true in both member and nonmember organization indicated that even organizations which generated larger revenue still found the price to be steep. Additional factors of concern in the region were distance, scheduling, and availability of local programs. These all were indicated by staff as something could potentially be an obstacle in pursuing professional development.

While challenges are certainly present they are not insurmountable. Interest is there and research indicates that additional experience and training is needed for professionals in the industry. There are concerns though in terms of the sustainability of the program in this region of the state. Financial means to attend this program as it's currently designed and the limited pool of potential participants are things to keep aware of. The feasibility report provided has taken every measure to be thorough, unbiased, and accurate. Limitations although present do not take away from the legitimacy of our findings and final consensus.

Reflections

The first thing that we learned from the capstone project was that developing and retaining staff were rated as top issues for both member and nonmember nonprofit organizations. The competition among nonprofit organization is for talent. Outstanding professional staff play vital roles in the development of organizations regardless of department. Developing staff helps organizations cultivate more skills among their employees, which develops the organization as a whole. Additionally, developing staff also helps to retain employees. Providing training for

employees makes employees feel valued and believe that they could contribute more to the organization. Further, they will have the sense of belonging and will be willing to stay and work in the organization. Retaining staff also brings benefits to organizations. The most important benefit would be to cut the cost of staff recruiting and training. If an organization does not retain staff, it has to spend time and money to recruit qualified employees. Also, the normal work may be affected by the lack of staff during the recruiting time.

Another thing that we learned from this capstone was the critical need for this type of program. After researching the HSM program, we found that the HSM program can not only deliver useful knowledge, but also bring participants unique benefits. Students who participate in the HSM program will have opportunities to transfer to a graduate level of program. At the same time, they obtain a 30% discount on their graduate tuition. Another benefit is that participants will find the HSM program is an immediate professional network with which to grow and learn. The HSM program provides a platform for participants who come from different nonprofit organizations to have an opportunity to meet and discuss. Students can learn from each other and obtain what they cannot learn from class. Additionally, staff who complete the HSM program will seem more committed and better able to assume leadership roles within their organizations. According to the survey of nonprofit organizations, education level of employees who work in nonprofit organizations is relativity low. Thus, staff who graduate from the HSM program or other higher education program will be able to contribute more to their organizations and will stand out among other less educated employees.

Additionally, the majority of respondents were not familiar with the HSM Certificate program prior to our survey. During the survey, we found that 68.75% of the surveyed organizations said they were not familiar with the HSM Certificate Program. However,

according to the survey, 88.23% of the total surveyed organizations are interested or very

interested in the HSM program in western Massachusetts. So, from the survey we found a large

potential market for the HSM program in western Massachusetts. However, the problem is how

do we let people know about the existence of the HSM program, the benefits of the program and

any other useful information about the program, so that we could rapidly occupy this potential

market. Thus, we should give more consideration to advertising strategies of the HSM program

for the further studies.

Further, we found that Springfield was preferred over the Holyoke location. According to

the survey, 63.64% of total surveyed organizations preferred the location of Springfield and only

36.36% of total surveyed organizations preferred the location of Holyoke. One possible reason

for this result is the majority of nonprofit organizations are located in or near Springfield. This

result indicated to us that we should do more work on location choices in Springfield than in

Holyoke. It would be perfect if we found a location in Springfield on the Holyoke side of the

city.

Chapter Five: Summary and Conclusion

After inquiring upon industry trends and the skills needed in this industry, a program like the HSM program presents organizations with a unique mixture of coursework, networking possibilities and potential credits towards graduate programs in the area. In addition, based on our findings from the survey performed amongst western Massachusetts nonprofit organization, the team feels that there is enough market potential to expand the HSM program to the western Massachusetts region. However, due to the fee structure and revenue, as well as the cost being a major issue for surveyed organizations, we are not optimistic about the ability of the Providers' Council to recruit the number of students from western Massachusetts needed to make the program financially viable.

One of the most significant findings from the survey was the lack of knowledge both Members and nonmembers had regarding the existing HSM program in other regions. Most organizations (69% overall) responding to the survey weren't familiar with the program (83% among nonmembers, 55% among members). In addition, the majority of participants have not had employees attend a certificate or graduate program that equates the HSM Certificate program. Given these two factors, our team wants to stress the need for proper marketing and advertisement of this expansion of the program. Future studies should focus on Providers' Council members, to better gauge their interest and level of commitment since our findings indicate that feasibility of the program will probably heavily rely on Member organizations. However, the program can not solely rely on Member organizations to consistently provide students for the program given that they represent a small percentage of nonprofits in the area. Providers' Council should also gather revenue information from nonmembers to potentially target their efforts towards those with higher revenue. These organizations will have the

possibility to send individuals to the HSM program or could potentially provide incentives such as tuition reimbursement which could make it more feasible for employees to participate.

The team recommends that Providers' Council conduct an awareness campaign in the region to both Member and nonmember organizations, and then re-administer the survey to obtain more information and a greater sense of the needs in the area. With more information available from survey participants, potential nonprofits might be able to see the benefits that the program offers against other local programs and provide a more concrete answer on their future participation. After this survey is administered and both members and nonmembers demonstrate a higher interest for the program, advertising campaigns can be better directed towards these interested parties. The team encourages the Providers' Council to hold promotional events both in Holyoke and Springfield in the months prior to any potential start date. These events would demonstrate the seriousness of the program and including prior participants of the Boston or Worcester HSM programs might also heighten networking aspect behind the program.

Western Massachusetts has a plethora of universities and colleges offering programs similar to the HSM Certificate program. When comparing costs between programs, the level of the program and the length of the program, the HSM Certificate has existing competition in the area providing similar services. The second suggestion our team wants to deliver is potentially shifting the price of the program. Restructuring of both Member and nonmember costs would make the program more viable in the long run. Interest for the program is there, but the high cost remains an obstacle especially for nonmember organizations with fewer employees or nonprofits with smaller revenue. By increasing advertising and lowering costs, the program has a greater potential for sustaining enrollment.

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Appendix A

Pre-work and Interview Questions

Pre-Work Prior to Preliminary Meeting with
Ella Blythe Froggatt, Manager of Member Engagement at Providers' Council
&
Interview Questions and Responses

HSM Capstone Team: Paul Campbell, Patrick Deschenes, Maria Pacheco, Bradley Paul, Elizabeth Vittum, Jing Zhang

First Meeting: February 10th at 1:00 PM; Liz, Jing and Maria will conduct interview

1. **Define Objectives for Capstone Project to Communicate to Client:**

The Massachusetts Council of Human Service Providers, Inc (Providers' Council) is interested in expanding its Certificate in Nonprofit Human Service Management (HSM) program, offered in partnership with Clark University, to member and nonmember organizations located in western, Massachusetts. The goal of this Capstone Project is to conduct a feasibility study to determine if Clark's School of Professional Studies (SPS) and the Provider's Council can establish a western mass site for the HSM program.

Current State: There is no certificate program in western Massachusetts despite the number of nonprofits in the area.

Future State/Outcome: A viable and sustainable revenue stream for SPS, an extended reach for Provider's Council, and an increase in the number of professional and leadership development opportunities for the health and human services workforce.

Objectives One: Conduct a needs assessment for a certificate program in greater Springfield/Holyoke area

Objective Two: Construct the financial model for yearlong program

Objective Three: Develop a high level feasibility plan with risks, constraints, assumptions and measures of success for launch in fall 2018

2. **Review History of Client and HSM Certificate Program:**

The Massachusetts Council of Human Service Providers, Inc. (Providers' Council) is a statewide association of primarily nonprofit private, community-based, care-giving organizations that provide human services, health, education and vocational supports. The Council offers high quality public policy research, advocacy, communication and information, education and training, research and cost saving programs to add value to our members and to help them reach their objectives.

The Council was founded in 1975 to influence and direct public policy change to support community-based services. As the state's largest human services trade association, it is widely

recognized as the official voice of the private provider industry. The Council is a membership organization that receives its primary support from its members and its business partners.

The Massachusetts Council of Human Service Providers, Inc (Providers' Council) currently offers a Certificate in Nonprofit Human Service Management (HSM) Program in partnership with Clark University and Suffolk University.   This year-long, graduate-level certificate program is intended for nonprofit agency staff working in program management, human resources, administration, and finance capacities. Current participants in the Worcester and Boston area programs include program managers, residence directors, project managers, office managers, executive directors, and staff accountants. Registration is open to employees of Providers' Council members and non-member nonprofit organizations, and experienced professionals who would like to enter the nonprofit sector.

Clark's School of Professional Studies has been offering the HSM Certificate Program since 2005. Clark University's College of Professional and Continuing Education has graduated more than 100 future leaders.
http://providers.org/pages/certificate-in-nonprofit-human-service-management

3. Define mission, vision, and core values of Providers' Council:

The Council is governed by a diverse board of directors who are committed to the values of the corporation, which represent our broader community of diverse caregivers. The Board supports the Council's **mission**: *to promote a healthy, productive and diverse human services industry*. Its **core values** of fairness, respect and dignity for the disenfranchised - are the cornerstone to its history of sustainable community-based solutions. The organizational values of the Council follow:

- We are committed to the delivery of high quality, accessible, community-based services that meet the needs of clients and consumers.
- We seek to serve the public and human service providers by identifying opportunities and taking action in those areas where provider self-interest and public interest are supportive of one another.
- We believe the public, clients and consumers are best served through private community-based care supported by fair and adequate funding.
- We are committed to promoting integrity, credibility and responsibility in the human services industry.
- We value results and success.
- We are dedicated to the development and maintenance of a diverse membership, representative of human service providers.

4. Research trends relevant to industry (professional development for Human Service Professionals):

The nonprofit sector has seen continued growth throughout the recession of 2008-09. While wages and employment within the for-profit sector decreased, nonprofit wages and employment

increased by 6.5% and 4% respectively in 2010. The nonprofit sector is the third largest sector of the workforce nationally. In New England, 16% of employment is within the nonprofit sector. One-third of nonprofit revenue is found to come through government grants and contracts. Education and healthcare are the largest sections of the nonprofit sector, which is responsible for the sector's growth. It's expected that a growth in the demand for healthcare service in the future will grow the sector further.

In response to a request from Congress regarding the future need of long-term care workers in relation to the aging baby boomer generation and the need for workforce development initiatives, the Department of Health and Human Services and Department of Labor identified a comprehensive set of recommendations to address potential imbalances between the future demand for and supply of direct care workers in long-term care settings. The recommendations are geared to address key issues relating to:

1. Finding new sources of workers;
2. The initial and continuing education of workers;
3. Compensation, benefits, and career advancement; and
4. Working conditions and job satisfaction.

While the nonprofit sector has grown, demand for a well educated workforce has grown with it. There are forty colleges and universities within Massachusetts with programs in human services, offering degrees ranging from bachelor to doctoral degrees. Sixteen of these institutions offer certificate programs in human services with five of them in western Massachusetts:

1. Western NE College
2. Springfield College
3. Smith College
4. Westfield State
5. Mount Holyoke college

5. Try to understand how the organization fits into a larger system and describe this in the report.

As the nonprofit sector continually grows and changes, evolving to meet the needs of its clients, the Providers Council acts as a voice, advocate, and invaluable resource for the nonprofit organizations within Massachusetts. The Providers Council works with its members to address the needs of the organizations and the people they serve. Using legislation and partnering with other organizations, the Providers Council ensures fair funding, and the dignity and rights of its members and their clients. As the voice of Massachusetts nonprofits, the Providers Council is aware of many developments in the larger nonprofit system and in many cases is on the vanguard of these trends. In order to give it's members the best quality of service and resources, the Providers Council has created a number of partnerships and programs with outside organizations, including for profit companies and other nonprofits. This type of inter-sector cooperation is one of the biggest developments for the larger nonprofit system.

Another growing trend that the Providers Council capitalizes on is looking in all business sectors for best practices. The best practices learned from other organizations and sectors ultimately lead

to better employees, with quicker access to jobs and better job skill development. These skills learned from the best practices directly translate into better support and care for the people served. The Providers' Council has taken both these trends in the larger nonprofit system and partnered with both Clark University and Suffolk University to create the Human Service Management Certificate Program. This program is where current Providers' Council members can come to learn new skills and create connections that will allow them to continue to be on the frontline of the nonprofit sector.

Interview Questions Developed for Interview with Providers' Council and Responses:

<u>**Questions:**</u>
1. **Will the information that the Providers' Council be sharing with the HSM team be considered confidential? If so, we will need to sign a confidentiality form.**

Confidentiality form to be signed so list of members can be shared.

2. **Is the overview and objectives listed above what you envision for this project? Do you have anything to clarify or add?**

Yes, further additions might be added by Michael but nothing for now.

3. **What are the enrollment goals for year one through five of the Western MA HSM Program? What are the completion goals? Do you have goals for the number of graduates you would like to see matriculate on to a Master's level programs?**

The Clark Program aims to enroll 17 participants in the HSM Certificate Program, assuming a typical dropout rate of two students per year, for a total number of at least 15 participants who complete the program. Matriculation from the Clark and Suffolk programs into Master's level programs is approximately 20-25% and varies between the two programs.

Enrollment goals for year one of the Western MA HSM Program are 15 participants who will be needed to run the program. There will be a 20% goal for those who complete the program to matriculate to Clark's MPA program within year 1; 25% in year 2; and ⅓ by 5th year.

4. **Do you have any special considerations for where the program might be held or offered? Should the program definitely be held in Springfield or Holyoke?**

The preference will be to offer the program in Springfield where there is a greater concentration of Providers' Council member organizations. Ella will send member map of where organizations are located. Holyoke would be a second option for program location.

5. **Do you anticipate the program will mirror what is currently being offered in other regions of the state? e.g., Will the western mass program be open to Providers' Council members and non-member organizations, etc.?**

Yes, we anticipate the program will be the same as Clark's current program. The western MA program will be offered to both member and nonmember organizations.

6. **What percentage of Worcester- and Boston-based organizations participate in the certificate program membership? What percentage of non-member organizations enroll in the program?**

10 organizations participate at Clark; 8 organizations are Worcester-based
13 organizations participate in the Suffolk Program
All organizations are Members, very rare for nonmembers to enroll staff (2-3 in the past years_
Organizations join Providers Council because of the certificate program and the lower cost/value of the program for staff.

7. **What are some of the successes of the current HSM Program?/What are some of the failures?**

Successes:
- Employees stay at organization longer, move up within the organization faster, and establish their careers once they finish program. (HSM Program contract requires staff to stay at least one year at their organization once they complete the program.)
- More people are continuing with the MPA program b/c of a 30% discount in tuition offered by Clark and Suffolk Universities.
- Networking with students and staff from other organizations is also an important reason staff participate in the program. Learning how other organizations are being run in addition to networking and discussing common issues and ideas is a good incentive.
- Staff use knowledge gained to make improvement within their own organization such as grant writing, money saving tips, utilizing class projects, etc.

Failures:
- Suffolk is more popular and always runs at full capacity. Overflow gets sent to Worcester,
- Dropout rates are continuous in Worcester b/c people from Boston don't anticipate the difficulty of the program or distance/transportation issues. Students from outlying towns might have higher dropout rates because of commuting.

8. **How many Providers' Council member and nonmember organizations are located in Western Massachusetts and is there a list or map of where the organizations are located?**

33 members in Western-Springfield
Nonmember organizations- Ella would not be distributing to nonmembers but would be comfortable with the team sharing the survey with other organizations that are not members. This would increase awareness of the Providers' Council and potential increase membership and participation. She will provide a list of members so we can contact nonmembers; this is sensitive information and would require confidentiality agreement to be signed. (Note, this information was not actually able to be shared).

9. **We will be developing a survey for provider organization in order to conduct a needs assessment for the certificate program. Will you be responsible for distributing the survey to both member and non member organizations? What do you anticipate will be the turnaround time for receiving completed surveys? Are there specific questions you'd like us to ask provider organizations as part of the needs assessment?**

The Survey should be worked on with Ella and distributed by PC in order to make the clients more comfortable responding. She will need to see survey before it gets sent out. An overview of the program will be needed. Information pamphlet was just release which includes costs and we should highlight benefits including cost savings for participants.

10. **Would you consider charging a higher membership fee for provider organizations who participate in the western Massachusetts certificate program if we find that extra expenses (e.g. rent) warrant an increase?**

Ella would not consider more than $500 increase. Mary feels strongly that the program be offered at the current price of Worcester program with no increase.

11. **Do you have any additional thoughts, questions, or information for us?**

None shared.

Appendix B

Project Charter

CLARK UNIVERSITY

CHALLENGE CONVENTION.
CHANGE OUR WORLD.

School of Professional Studies

Project Charter

School of Professional Studies and Providers' Council
Human Service Management (HSM) Certificate Program Expansion
to Western Massachusetts Project

Project Team:
Paul Campbell
Patrick Deschenes
Maria Pacheco
Bradley Paul
Elizabeth Vittum
Jing Zhang

Table of Contents

Glossary of Terms in a Project Charter

This glossary defines key terms used in this document. Although some of the terms will have slightly different definitions outside of this project, this glossary defines the meaning within this initiative.

Assumption – An item taken to be factual even though that fact has not been confirmed. Wherever possible the accuracy of assumptions is validated during the project

Constraint – An unchangeable condition that impacts the project.

Contingency – An activity, budget or time period that is held in reserve in order to minimise the impact that a risk has on the project if that risk is realised

Major Stakeholder – One of the key interested parties and decision makers in the project.

Mitigation – An activity that is undertaken to minimise the impact and /or the likelihood of occurrence of an adverse risk or to maximise the impact and /or the likelihood of occurrence of a positive risk

Project Charter – This document. The document that authorises the project and sets out the framework for what is to be done and how it is to be managed.

Project Manager – The person responsible for the management of the execution of all work items.

Required End State – The definition of what constitutes a completed project.

Risk – An uncertainty that may impact the project in either a positive or negative manner if it occurs.

Scope – The sum of the changes to be made in order to achieve the Required End State.

Steering Committee – The group of people responsible for making major decisions on the project.

1 Project Overview

1.1 Introduction

The Massachusetts Council of Human Service Providers, Inc (Providers' Council) is interested in expanding its Certificate in Nonprofit Human Service Management (HSM) program, offered in partnership with Clark University, to member and non-member organizations located in Western Massachusetts. The goal of this Capstone Project is to conduct a feasibility study to determine if Clark's School of Professional Studies (SPS) and the Provider's Council can establish a Western Massachusetts site for the HSM program.

1.2 Major Stakeholders

Major Stakeholders of this project include: Capstone Group Members, Ella Froggatt/ Provider's Council, Mary Piecewicz/ Clark University, IRB Approval Board, Potential HSM Certificate Participants

1.3 Document Purpose

The purpose of this project charter is to outline the following:
- o *The desired end state.*
- o *The project scope.*
- o *Assumptions, constraints and risks.*
- o *Communications and structure.*
- o *Roles and responsibilities.*

2 Project End State and Scope

2.1 Required End State

Current State: There is no certificate program in Western Massachusetts despite the number of nonprofits in the area.
End State: A viable and sustainable revenue stream for SPS, an extended reach for Provider's Council, and an increase in the number of professional and leadership development opportunities for the health and human services workforce, having the Western Massachusetts HSM Program be a feeder into the Clark MPA Masters Program.
Objectives One: Conduct a needs assessment for a certificate program in greater Springfield/Holyoke area using Qualtrics Survey Tool
Objective Two: Construct the financial model for a yearlong program

Objective Three: Develop a high level feasibility plan with risks, constraints, assumptions and measures of success for launch in fall 2018

2.2 Project Scope

Work Area	In Scope	Out of Scope
Needs Assessment/ Survey	Holyoke/Springfield, Identify Non-Profit Providers Council Members and Local Non-Profit Non-Members, Finding Need for Transportation, Finding Need for Classroom Location	Outside of Western Massachusetts, Identify For-Profit Members, Finding New Instructors, Finding New Curriculum,
Financial Model	Start up Costs, Instructors, Location Rental, etc.	
Feasibility Plan	Risks, Constraints, Assumptions, Measures of Success	
Recommendations	Next Steps for Implementation	Detailed Implementation Plan

2.2.1 Change Management

3 Assumptions

Assumptions include: Each project team member will do their allotted work on time and to their highest standards. If a group member is struggling, that group member will reach out to the rest of the group for help. If the client is not communicating with the group, the group will find alternative communication channels and/or alternative solutions. The group will get IRB approval for survey. The group will have full participation with organizations for the survey, and will assume at least a 10% response rate. All group members will come to the meetings on time (if they cannot make it on time they will let other group members know at least a day in advance).

4 Constraints

Constraints include: Time within the semester for project; time constraints for group members (both to complete work and to attend group meetings); surveying a large number of nonprofits through a secondary party; meeting only once a week; other priorities conflicting with the project. Distribution of survey will be by a third party (Providers' Council) and the team has no control of over the response rate. Also, if there are technical issues, the respondents will notify Providers' - hence slowing down the time that the project team can address any issues.

5 Risks

Lapses or failures to communicate (both intergroup and between group and client); not getting enough survey results from organizations to effectively analyze; not getting support from stakeholders; not completing the project. Positive risks include that the final deliverable will be useful for project team members to include in their portfolios for job applications; and long-term networking between project team members.

6 Communication Strategy

- ▪ In-Group Communication: Group Text messages, Group Emails, Google Docs, Weekly Meetings; Monthly Team Status Reports (2/28 and 3/31)
- ▪ Client Communication: Conference Calls
- ▪ Organizations Participating in Research Aspect of Project: Survey (to be approved and distributed by Providers' Council to member organizations and distributed to non-member organizations by HSM team).

7 Project Structure

Client Contact: Ella Froggatt, Providers' Council

Project Advisor: Mary M. Piecewicz

Project Manager: Liz Vittum

Project Team: Paul Campbell, Patrick Deschenes, Maria Pacheco, Bradley Paul, Elizabeth Vittum, Jing (Jenny)Zhang

8 Steering Committee and Stakeholder Commitments

8.1 Steering Committee (if applicable)

- o Project team members
- o Ella Froggatt/Providers' Council
- o Mary Piecewicz/Clark University School of Professional Studies

8.2 Stakeholder Commitments

- o The Providers' Council agrees to respond and/or signoff on any requests or questions submitted by project team within three business days of submission. These will include the project charter and needs assessment survey. If it is anticipated that a signoff will not occur within three business days, than the Providers' Council will communicate that and provide an estimate of extended time period.
- o The Providers' Council commits to distributing and collecting surveys to provider organizations in Western Massachusetts. Completed surveys will be provided to project team members within two days of receipt.
- o The Providers' Council will have a representative attend final project presentation.
- o IRB will approve your survey in a timely fashion (within 2 to 3 weeks).
- o The project team will deliver final paper on time for the scheduled presentation.

9   Roles & Responsibilities/RASCI Chart

Responsibility Assignment Matrix (RAM) for Team Project Deliverables:
A = Accountable   **I= Input**

Date Due	Team Member Task/Deliverable	Liz	Paul	Bradley	Pat	Jing	Maria	Ella	% Complete
2/10	Assignment 1: Prior to First Meeting with Client								100%
2/10	Assignment 2: Guide to Pre-Assessment Phase of Consultation	A	I	I	I	I	I		100%
2/15	Assignment 3: Project Charter	I	A	A	I	I	I		100%
2/15	Confidentiality Agreement	A	I	I	I	I	I		100%
2/24	Survey/Needs Assessment Developed & Upload to Qualtrics	A	I	I	I	I	A		100%

Date	Task								%
2/24 - 3/10	IRB Application & Approval Process	I	I	I	I	I	A		100%
3/20 - 3/24	Survey Distribution (5 day response time); Survey Reminder Email (3 days in)	I	I	I	I	I	I	A	100%
2/15-3/24	Research/Trends	I	I	I	A	I	I		100%
T- 5:00	Weekly Meetings	A	A	A	A	A	A		75%
3/3, 4/3	Assignment 4: Monthly Team Status Reports	A	I	I	I	I	I		100 %
4/4	Analyze Results	A	A	A	A	A	A		100%
4/21	Assignment 5: Self-Evaluation/ Assignment 6: Peer Evaluation	A	A	A	A	A	A		100%
3/24-4/11	Assignment 7: Analyze Surveys; Develop Financial Model and Feasibility Plan/Final Report	I	A	I	I	A	I		100%
4/12-4/17	Develop Presentation	I	I	A	A	I	I		100%
4/18	Dry Run of Presentation	A	A	A	A	A	A		100%
4/21	Self-Reflection/Lessons Learned	A	A	A	A	A	A		100%
4/26 - 12 PM -1 PM	Assignment 8: Defense	A	A	A	A	A	A		100%

10 Measures of Success

This section of the project charter should detailed measurements that will indicate that the project is a success.   The following table provides examples of measures of success that teams can decide are appropriate for their projects.

Project Performance Dimensions by Project Success Factor	
Project Outcomes	**Measure of Success**
Agreements	Met schedule expectations
	Completed roles and responsibilities on time
	Finished project on time
	IRB Approval
Client Success	Client(s) satisfied
	Deliverables used by client
	Western Mass HSM program is launched in Fall 2018
Project Team	Team members experienced personal growth
	Highly satisfied and motivated team
	Team highly loyal to project
	Capstone grade B+ or better

11 Stakeholder Sign-off

This project charter has been signed off by the following stakeholders:

_____	_____	_____
Michael Weekes	President/CEO Providers' Council	Date
_____	_____	_____
Ella Froggatt	Manager of Member Engagement Providers' Council	Date
_____	_____	_____

Mary Piecewicz   Captsone Advisor   Date
          Clark University

Project Teams Members:

_____ _____ _____

Paul Campbell   HSM Project Member 2/15/17

_____ _____ _____

Patrick Deschenes   HSM Project Member 2/15/17

_____ _____ _____

Maria Pacheco   HSM Project Member 2/15/17

_____ _____ _____

Bradley Paul   HSM Project Member 2/15/17

_____ _____ _____

Jing Zhang   HSM Project Member 2/15/17

_____ _____ _____

Elizabeth Vittum   HSM Project Member 2/15/17

Appendix C

Survey Tool

FINAL SURVEY - Submitted to IRB on 2/24/17

Providers' Council Survey

Are you wondering how to develop staff? Are you looking for opportunities to strengthen staff skills and create leadership opportunities? Do you want to retain qualified staff in order to remain competitive in the growing health and human services industry? The Providers' Council in partnership with Clark University is conducting a survey to see if there is enough interest in western Massachusetts to hold the Certificate Program in Nonprofit Human Service Management Program in Springfield or Holyoke. Right now, the program runs at Suffolk University in Boston and at Clark University in Worcester. To learn more visit: http://providers.org/pages/certificate-in-nonprofit-human-service-management

Agencies sponsoring employees' participation in the program commit to paying the agency application fee and employees' tuition, giving enrolled employees paid time off to attend classes and adjusting work requirements as necessary. In return, students commit to attending all classes, completing all assignments, doing program evaluations and remaining with their current employer for at least one year after completing the program. Classes run from September to June one day a week from 9 a.m. to 4:30 p.m.

The program includes classes on:

-Nonprofit Human Service Management

-Strategic Marketing

-Development for Nonprofits

-Research Methods and Outcomes

-Financial Management

-Ethics and Leadership

Students with a bachelor's degree who successfully complete the certificate program may be eligible to transfer credits toward a Master in Public Administration graduate degree. The Providers' Council strives to offer this important program to its members at an incredible value; less than the cost of one graduate class, as another way to help prepare future leaders in human services. We anticipate that pricing for the western Massachusetts Certificate Program to be:

Clark University:	Member Price	Non-Member Price
	$2,900	$5,650

The purpose of this five minute survey is to determine the interest of Providers' Council member and nonmember organizations in participating and enrolling interested staff in a HSM certificate program should it be offered and located in the region. Your response is critical in helping us ensure that the programs and trainings we developed are aligned to your needs.

Qualtrics is a secure survey tool under the oversight of the IT Department at Clark University. This survey is completely anonymous. The records of this study will be kept in a locked cabinet in Jonas Clark hall in Clark University for a period of 90 days. Any report of this research that is made available to the public will not include your name or any other individual information by which you could be identified.

Taking part in this study is completely voluntary. If you choose to be in the study you can withdraw at any time without consequences of any kind. Participating in this study does not mean that you are giving up any of your legal rights and you will not be asked for any personal information that could connect the answers back you. No information you provide will be able to be traced back to you. Please do not provide identifying information about yourself on this service. Any question may be left unanswered.

This survey is conducted under Clark University and the supervision of Mary M. Piecewicz, who may be contacted at mpiecewicz@clarku.edu. If you have questions or want a copy or summary of the study results you may contact the researchers at: Elizabeth Vittum (evittum@clarku.edu) , Bradley Paul (BPaul@clarku.edu), Maria Pacheco (mpacheco@clarku.edu) , Jing Zhang (jingzhang2@clarku.edu) , Pat Deschenes (pdeschenes@clarku.edu), Paul Campbell (paucampbell@clarku.edu)

Please submit your responses by March 24th, 2017.

Thank you for your time.

1. There is currently no Provider's Council Nonprofit Human Service Management (HSM) Certificate Program offered in Western Massachusetts. How interested would your organization be in enrolling staff in the certificate program if it were held in Springfield or Holyoke and beginning September 2018?

a.   Highly likely

b.   Likely

c.   Not likely

2. If not likely:

 a) Would you consider enrolling staff in future years? Yes No   Maybe

b)   Please explain any other reasons (be specific) _____

3.   Please rate the following factors that would influence your decision in enrolling staff in the HSM certificate program: (1-most important, 5-least important)

___   Cost

___   Distance

___   Types of classes within program

___   Schedule (weekday; 9 a.m.-4:30 p.m.)

___   Length of Program (Sept. - June)

___   Transportation

4.   What challenge do you or your staff have in pursuing professional development opportunities? Check all that apply

___ Scheduling

___ Paid time off from work

___ Tuition Reimbursement

___ High Costs

___ Availability of local training programs

___ Other (if Other, please explain) _____
_____

5.   Rank in order of importance your top issues related to staffing (1- most important 5- least)

___ Recruiting qualified staff

___ Retaining qualified staff

___ Developing existing staff

___ Promoting high potential staff

___ Other

6.   Does your organization provide incentives (such as tuition reimbursement or paid time off) for your employees to pursue degrees in higher education?

a.   Yes

b.   No

c.   If yes, please elaborate: _____

_____

7.   Were you familiar with the certificate program prior to this survey?

a.   Yes

b.   No

        If yes: has anyone in your organization participated in the certificate program?

 Yes   or   No

8.   If you are interested in sending staff to the certificate program, which would be a better location?

a) Springfield, MA

b) Holyoke, MA

9.   Please list any other comments, questions, or concerns regarding the Providers' Council Certificate Program being held in western Massachusetts:

_____

_____

Background Information:

10.   Is your organization a member of the Providers' Council?

Yes   No

11.   What is your position? Check all that apply:

a. President or CEO

b.   Head of Human Resources or Training Department

c. Other (Please specify:_____)

12.   Which of the following best describes your service population? (Select all that apply)

a.   Intellectual and/or Developmental Disabilities;

c.   Mental Health

d.   Children and Families

e.   Elderly or Senior Citizens

f.   Veterans

g.   Homeless

h.   Substance Abuse/ Addiction

i.   People who are incarcerated or just released

k.   Domestic Violence

l.   Other (please specify)_____

13. What is your organization's estimated total annual revenue?

a.   Less than $500,000

b.   Between $500,000 - $1 Million

c.   Between $1 Million - $10 Million

d.   Between $10 Million - $50 Million

e.   Greater than $50 Million

14.   Approximately how many staff positions does your organization employ?

a. Less than 100

b. 100-250

c. 250-1,000

d. Greater than 1,000

Appendix D

Survey Report - Member Organizations

Member Organization Report

HSM Western MA Survey

March 28th 2017, 3:38 pm MDT

Q4 - There is currently no Provider's Council
Nonprofit Human Service Management (HSM) Certificate Program offered in Western

Ma
org
he
in
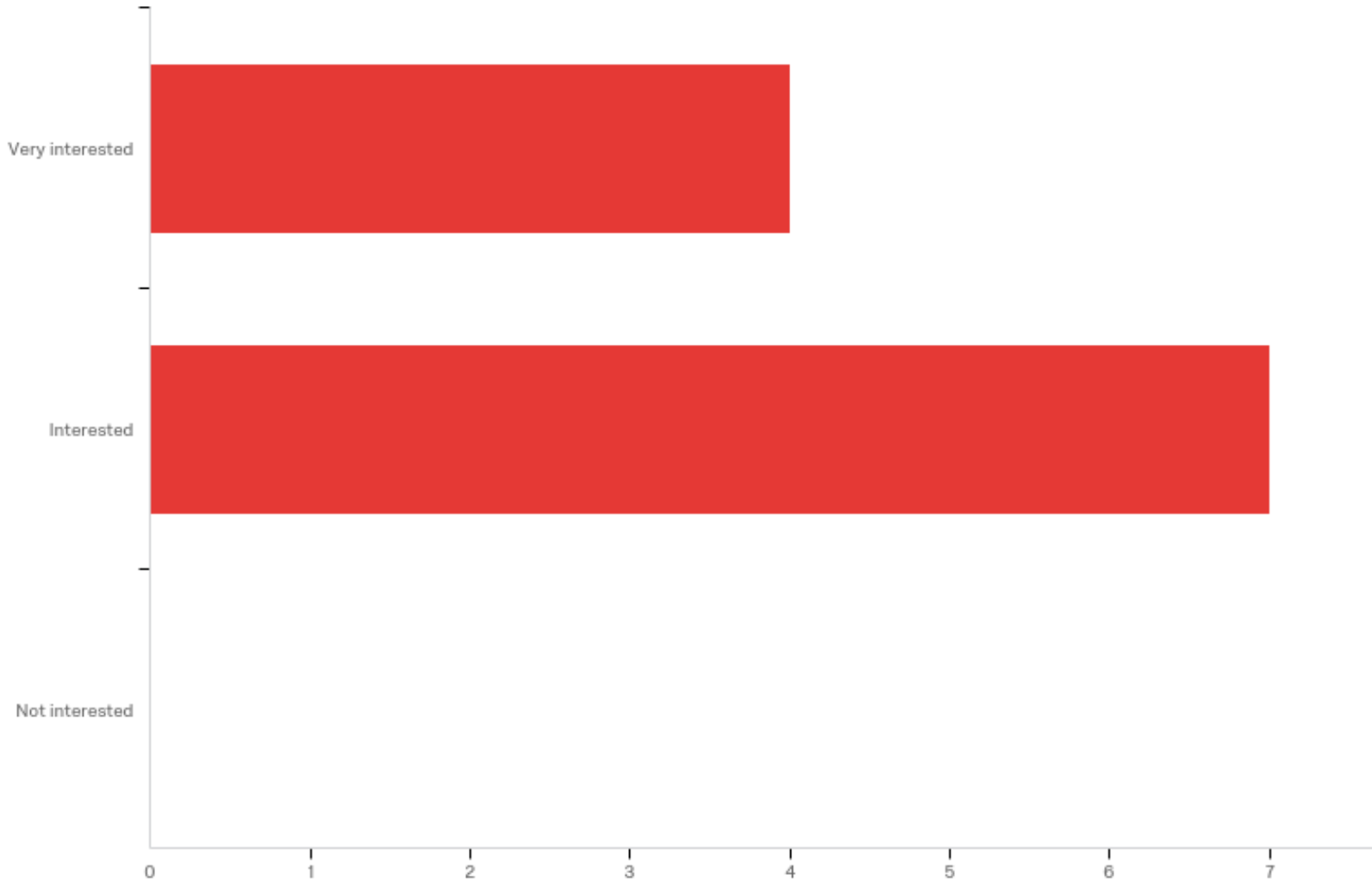
Q4 - There is currently no Provider's Council
Nonprofit Human Service Management (HSM) Certificate Program offered in Western
Massachusetts. How interested would your

in Springfield or Holyoke and beginning September 2018?

#	Answer	%	Count
1	Very interested	36.36%	4
2	Interested	63.64%	7
3	Not interested	0.00%	0
	Total	100%	11

Q6 - Would you consider enrolling staff in future years?
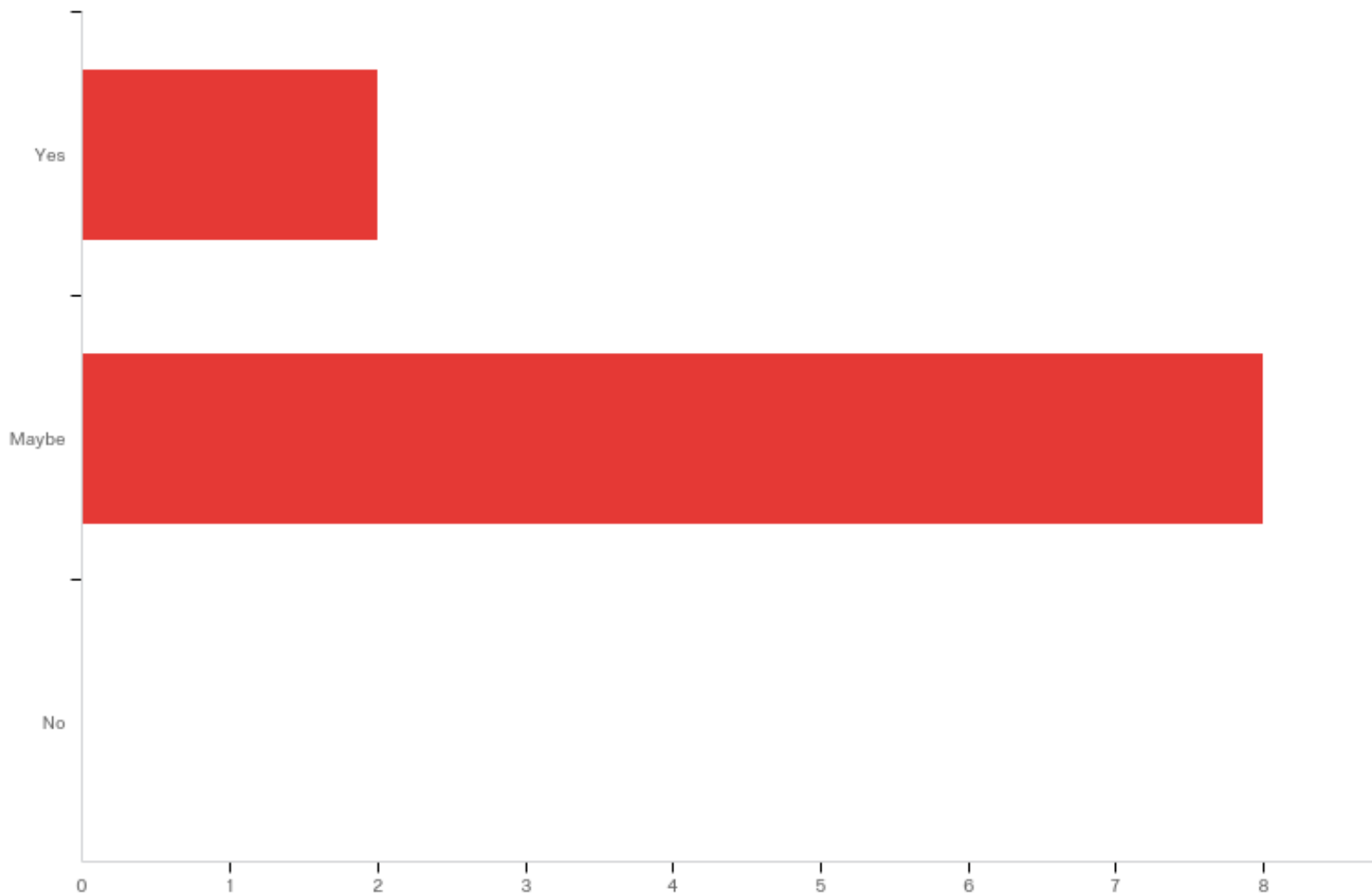
Q6 - Would you consider enrolling staff in future years?

#	Answer	%	Count
1	Yes	20.00%	2
2	Maybe	80.00%	8
3	No	0.00%	0
	Total	100%	10

Q8 - Please explain any further reasons

Please explain any further reasons
Would need to be the right person that has already demonstarted a commitment to the organization. The program does sound interesting and like a great opportunity to provide staff development for up and coming leaders
We are a small agency and are interested in this program, but do not have a staff member who is interested at this time. We have enrolled staff in Worcester location before.
cost
small staff. while turnover isn't high, it's unclear who would be on staff and a good match for this program 2+ years away.

Q10 - Please
rate the following factors that would influence your decision in enrolling
staff in the HSM certificate program(With 0 signifying the lowest importance to 5 signifying the

Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
Cost	3.00	5.00	4.50	0.67	0.45	10
Distance	1.00	5.00	3.80	0.98	0.96	10
Types of classes within program	3.00	5.00	3.90	0.70	0.49	10
Schedule (weekday; 9 a.m.-4:30 p.m.)	0.00	5.00	3.09	1.44	2.08	11
Transporation	0.00	4.00	1.67	1.49	2.22	9
Length of the program (Sept-June)	1.00	4.00	3.10	0.83	0.69	10

Q12 - What challenge do you or your staff encounter when pursuing professional development opportunities? Check all that apply
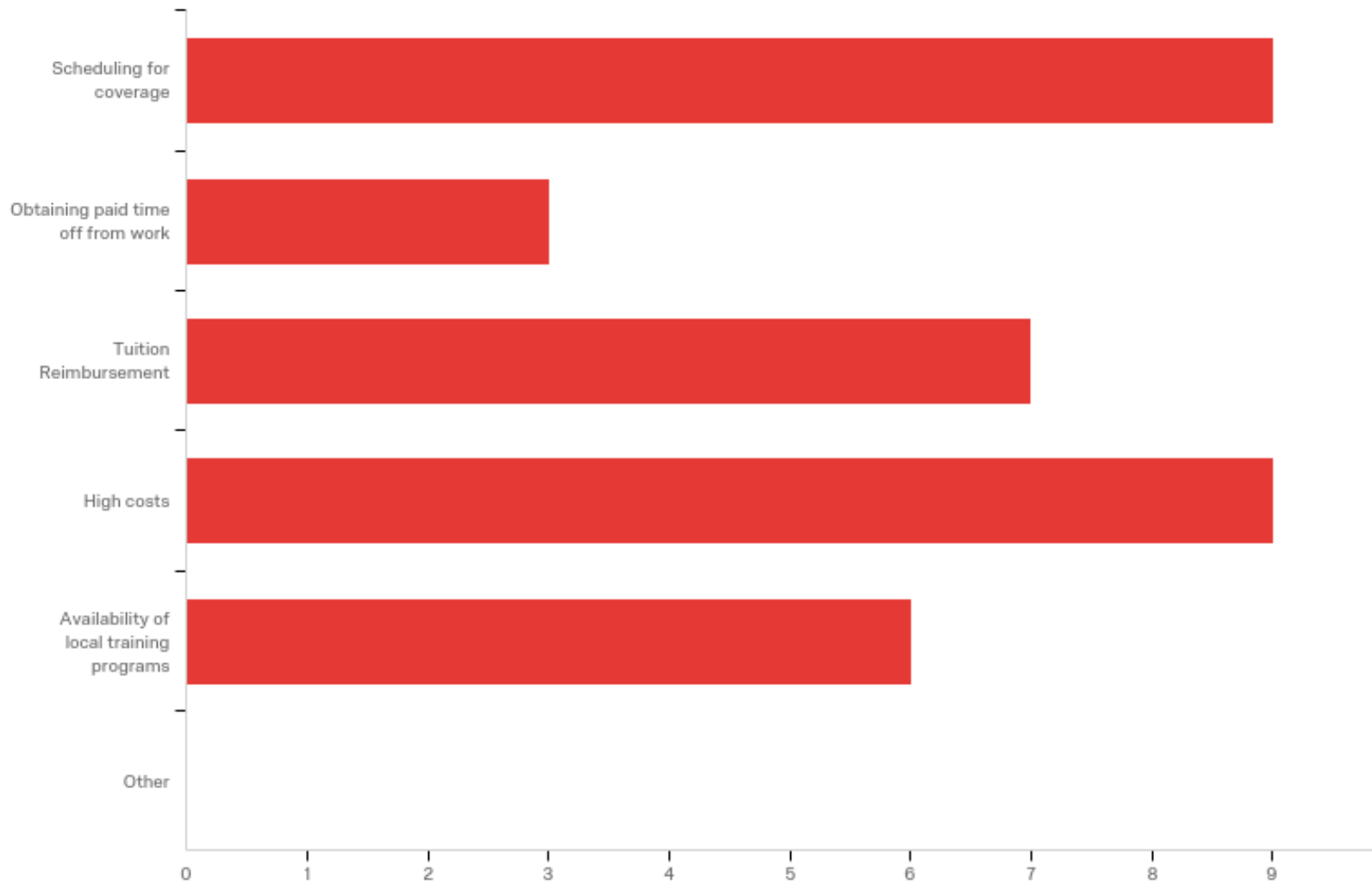
Q12 - What challenge do you or your staff encounter when pursuing professional development opportunities? Check all that apply

#	Answer	%	Count
1	Scheduling for coverage	81.82%	9
2	Obtaining paid time off from work	27.27%	3
3	Tuition Reimbursement	63.64%	7
4	High costs	81.82%	9
5	Availability of local training programs	54.55%	6
6	Other	0.00%	0
	Total	100%	11

Q12 - What challenge do you or your staff encounter when pursuing professional development opportunities? Check all that apply

Other

Q14 - Rate in order your top issues related to staffing: (With 0 signifying the lowest importance to 5 signifying the most importance.)

Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
Recruiting qualified staff	3.00	5.00	4.00	0.89	0.80	10
Retaining qualified staff	3.00	5.00	4.29	0.88	0.78	7
Developing existing staff	3.00	5.00	3.75	0.66	0.44	8
Promoting high potential staff	1.00	5.00	2.70	1.49	2.21	10

Q16 - Does your organization provide incentives (i.e tuition reimbursement or paid time off) for your employees to pursue degrees in higher education?
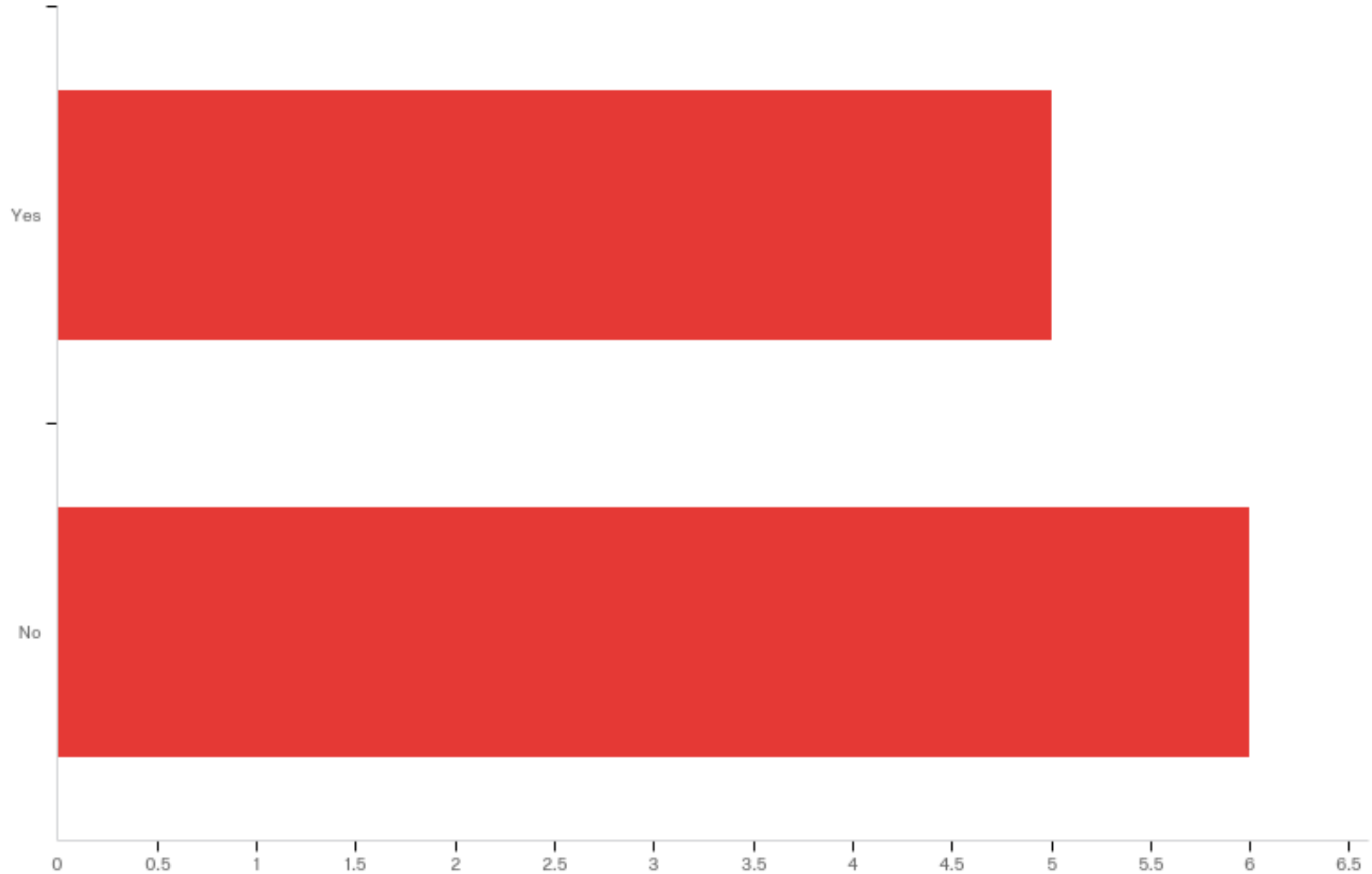
Q16 - Does your organization provide incentives (i.e tuition reimbursement or paid time off) for your employees to pursue degrees in higher education?

#	Answer	%	Count
1	Yes	45.45%	5
2	No	54.55%	6
	Total	100%	11

Q17 - Please elaborate on these incentives:

Please elaborate on these incentives:
We offer a tuition reimbursement in the amount of $2500.00 per fiscal year; we offer 3 weeks paid vacation each year
Mostly time off or flexibility with their schedule. We have a very small program to assist with costs associated with pursuing higher education.
tuition reimbursement after 1 year with us for Bachelors, eligible after 5 years toward graduate degree.
we provide up to $500 per semester
tuition reimbursement

Q19 - Were you familiar with the HSM Certificate program prior to this survey?
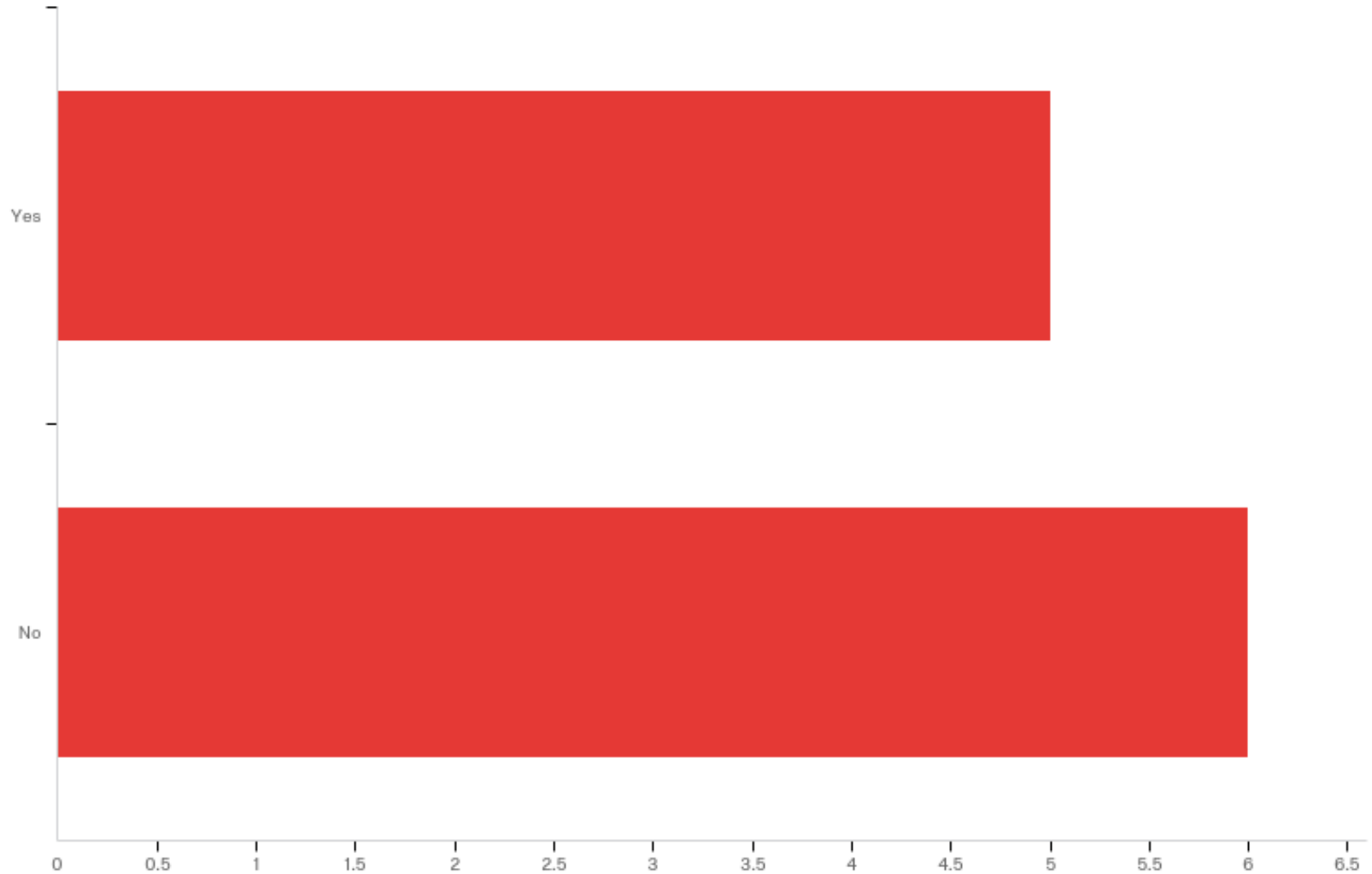
Q19 - Were you familiar with the HSM Certificate program prior to this survey?

#	Answer	%	Count
1	Yes	45.45%	5
2	No	54.55%	6
	Total	100%	11

Q21 - Has anyone in your organization participated in the HSM program?
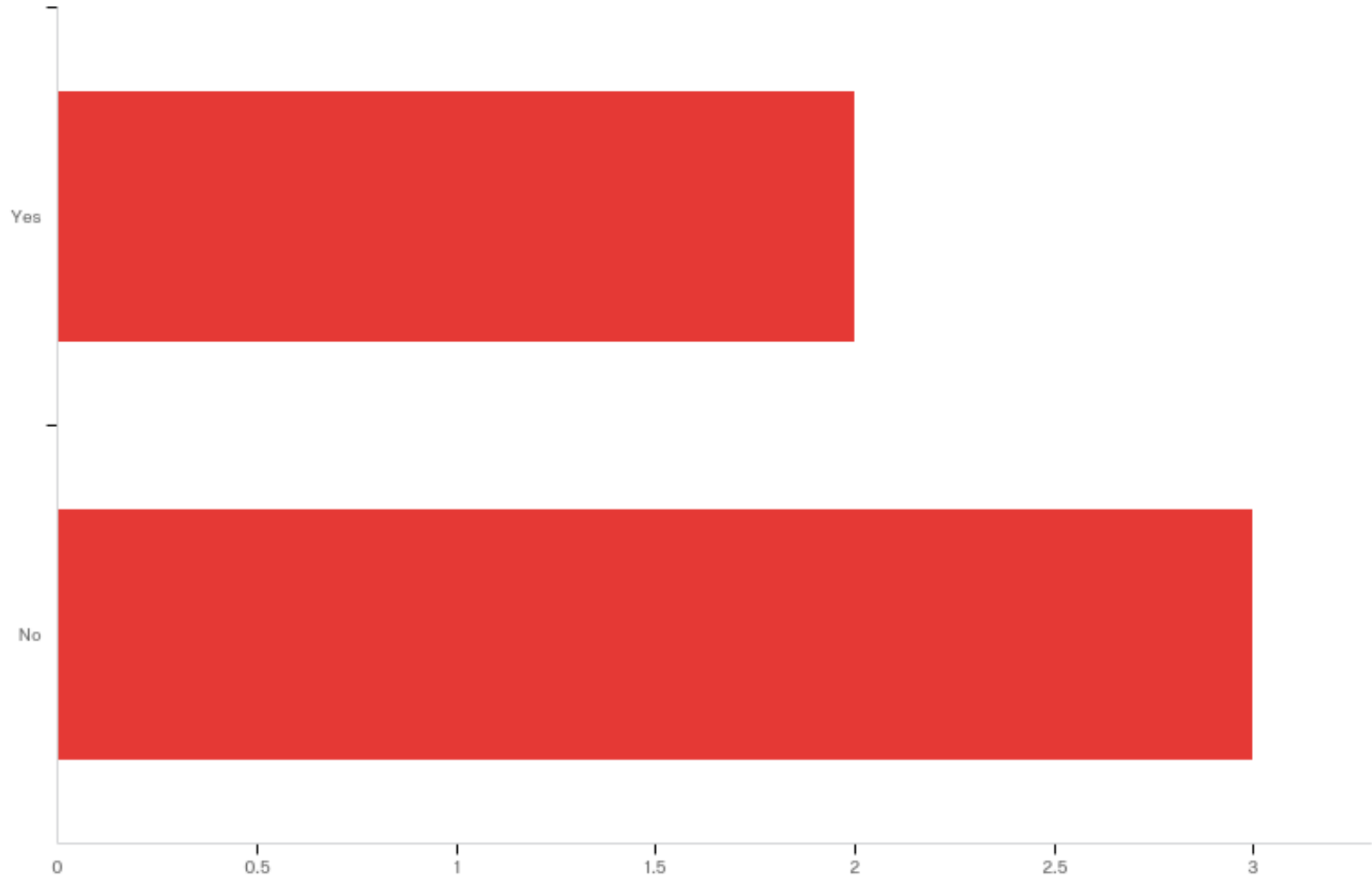
Q21 - Has anyone in your organization participated in the HSM program?

#	Answer	%	Count
1	Yes	40.00%	2
2	No	60.00%	3
	Total	100%	5

Q23 - Has anyone in your organization participated in a program similar to the HSM?
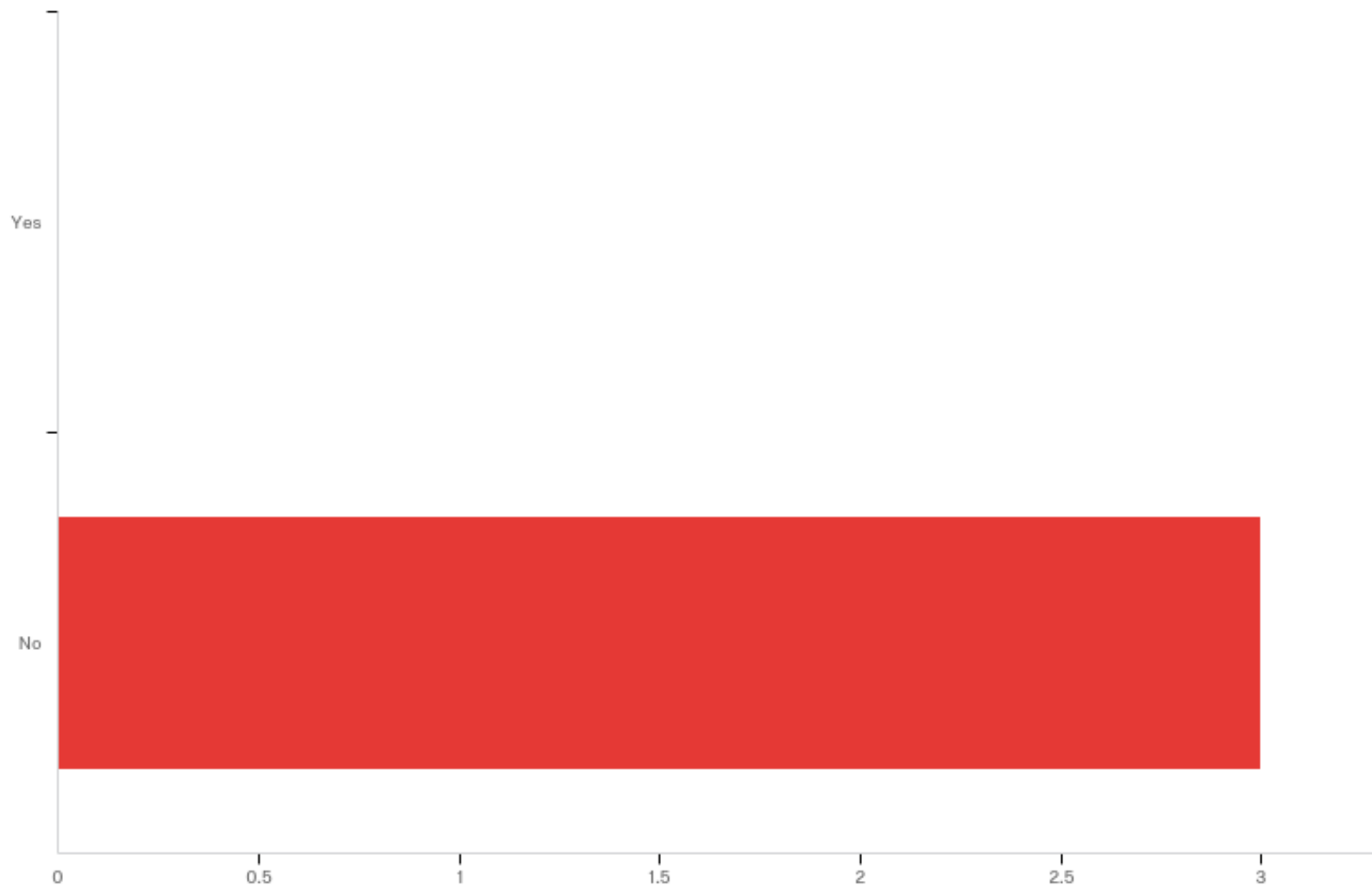
Q23 - Has anyone in your organization participated in a program similar to the HSM?

#	Answer	%	Count
1	Yes	0.00%	0
2	No	100.00%	3
	Total	100%	3

Q24 - If you are
interested in sending staff to the certificate program, which would be a better
loc
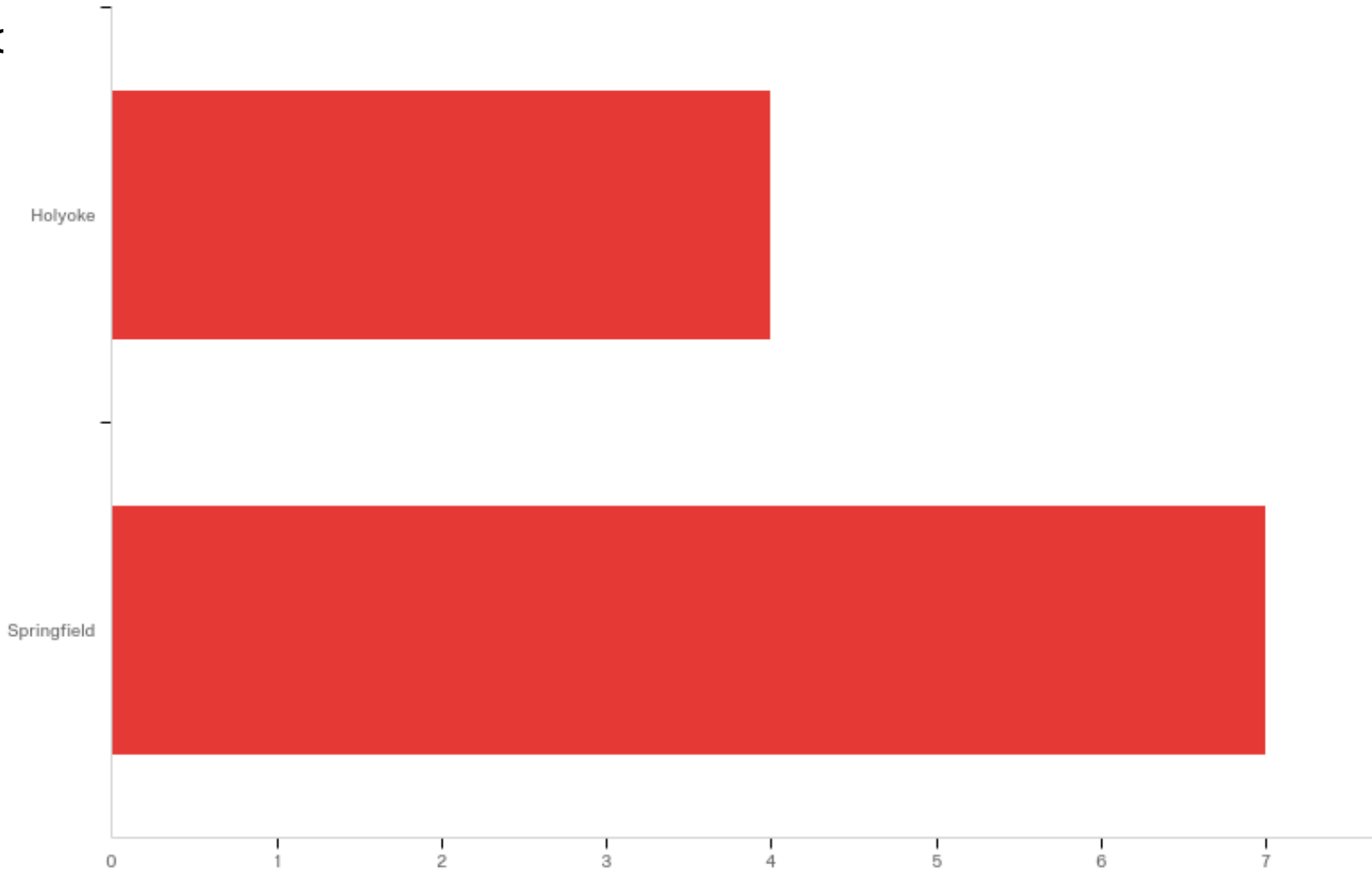
Q24 - If you are interested in sending staff to the certificate program, which would be a better location?

#	Answer	%	Count
1	Holyoke	36.36%	4
2	Springfield	63.64%	7
	Total	100%	11

Q25 - Please
list any other comments, questions, or concerns regarding the Providers' Council
Certificate Program being held in western Massachusetts:

Please **list any other comments, questions, or concerns regarding the Provid...**
Holyoke or Spfld bot fine. I am interested in how this would qualify for credits towards local popular programs at BayPath and WSU
considering attendance for myself also
none
a great opportunity! thanks for looking into it coming westward!

Q27 - Is your organization a member of the Provider's Council
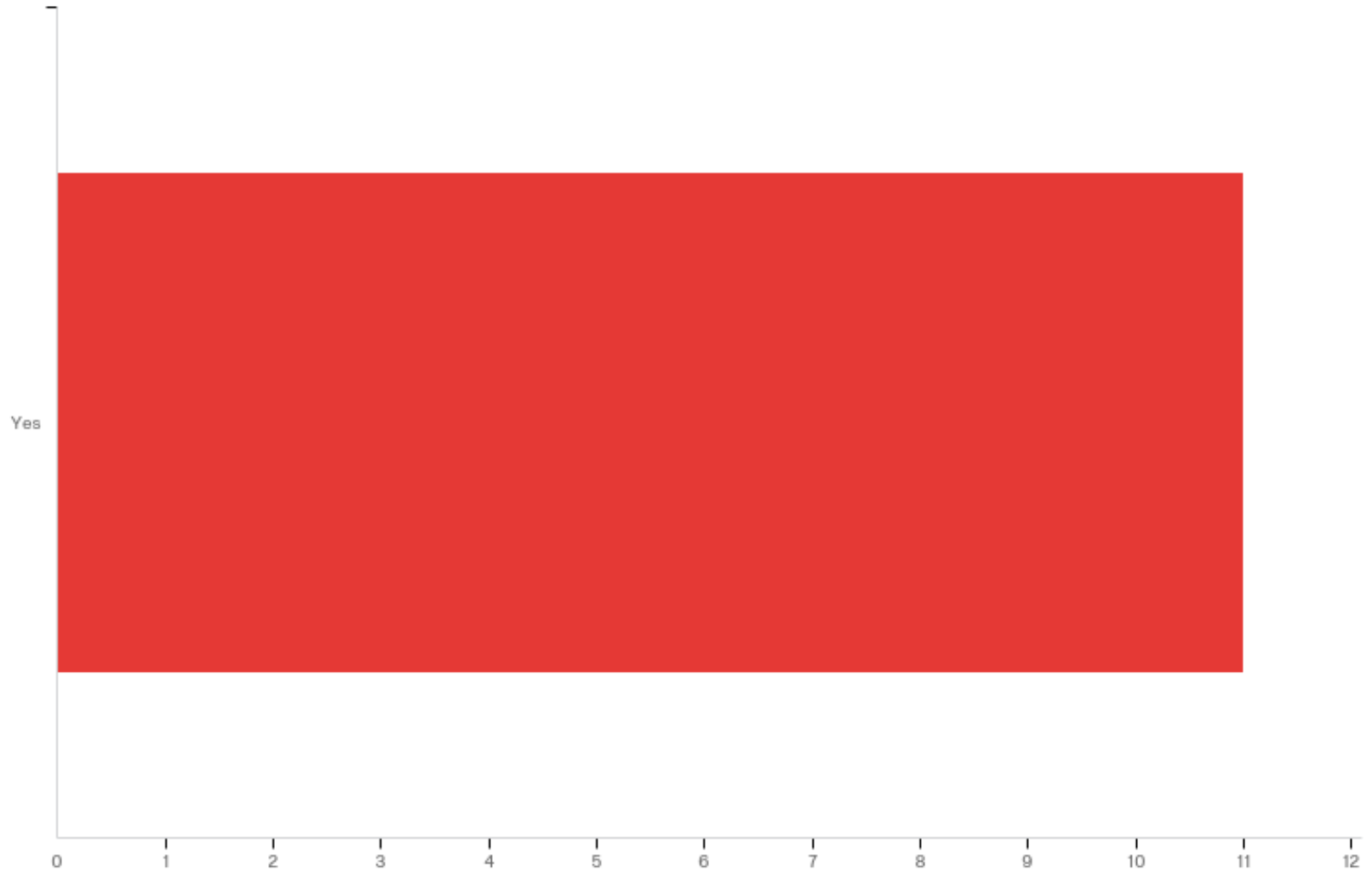
Q27 - Is your organization a member of the Provider's Council

#	Answer	%	Count
1	Yes	100.00%	11
	Total	100%	11

Q29 - What is your current position?
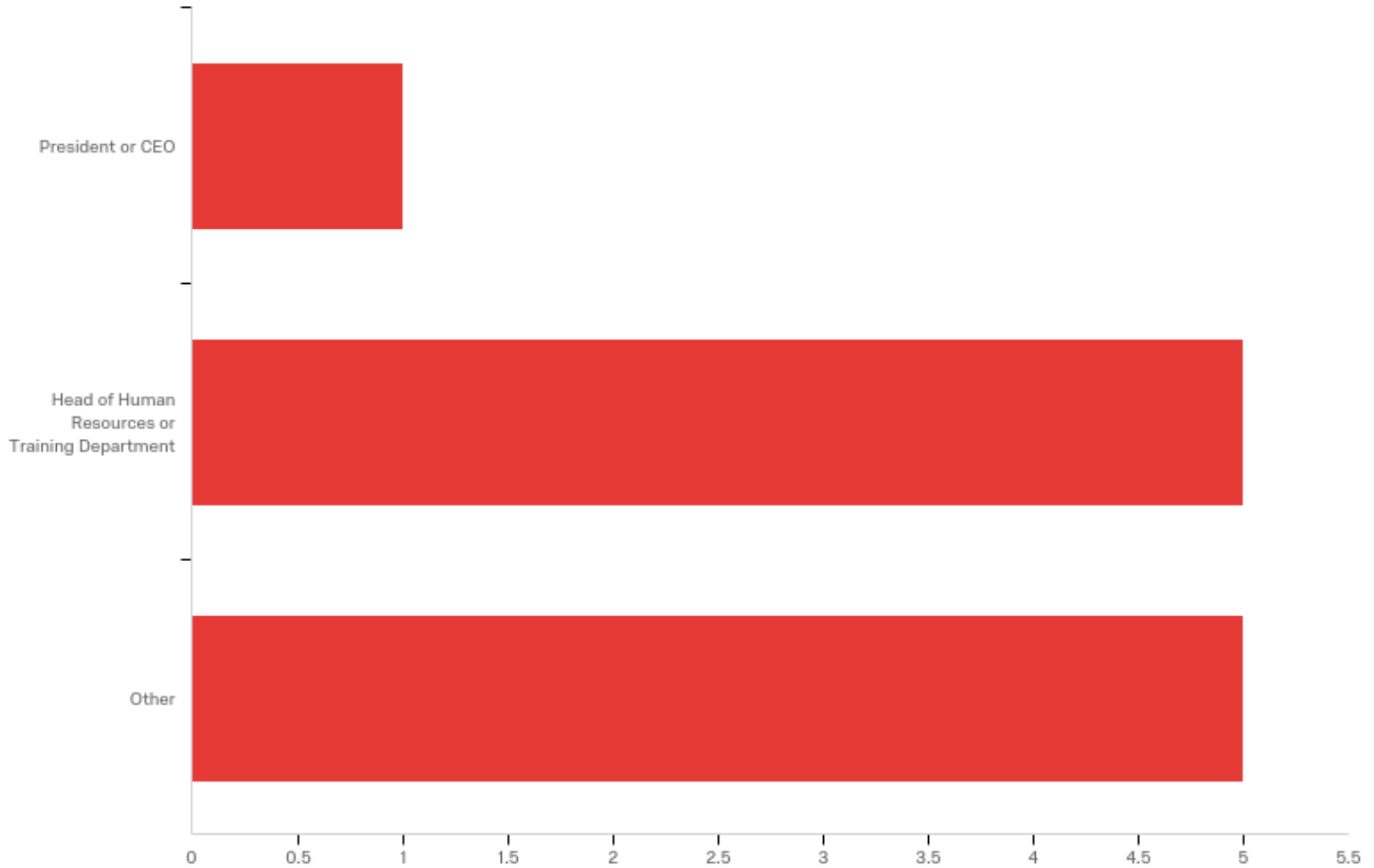
Q29 - What is your current position?

#	Answer	%	Count
1	President or CEO	9.09%	1
2	Head of Human Resources or Training Department	45.45%	5
3	Other	45.45%	5
	Total	100%	11

Q29 - What is your current position?

Other
asst program director
Coordinator
Program Director
Program Director

Q31 - Which
of the following best describes your service population? (Select all that apply)
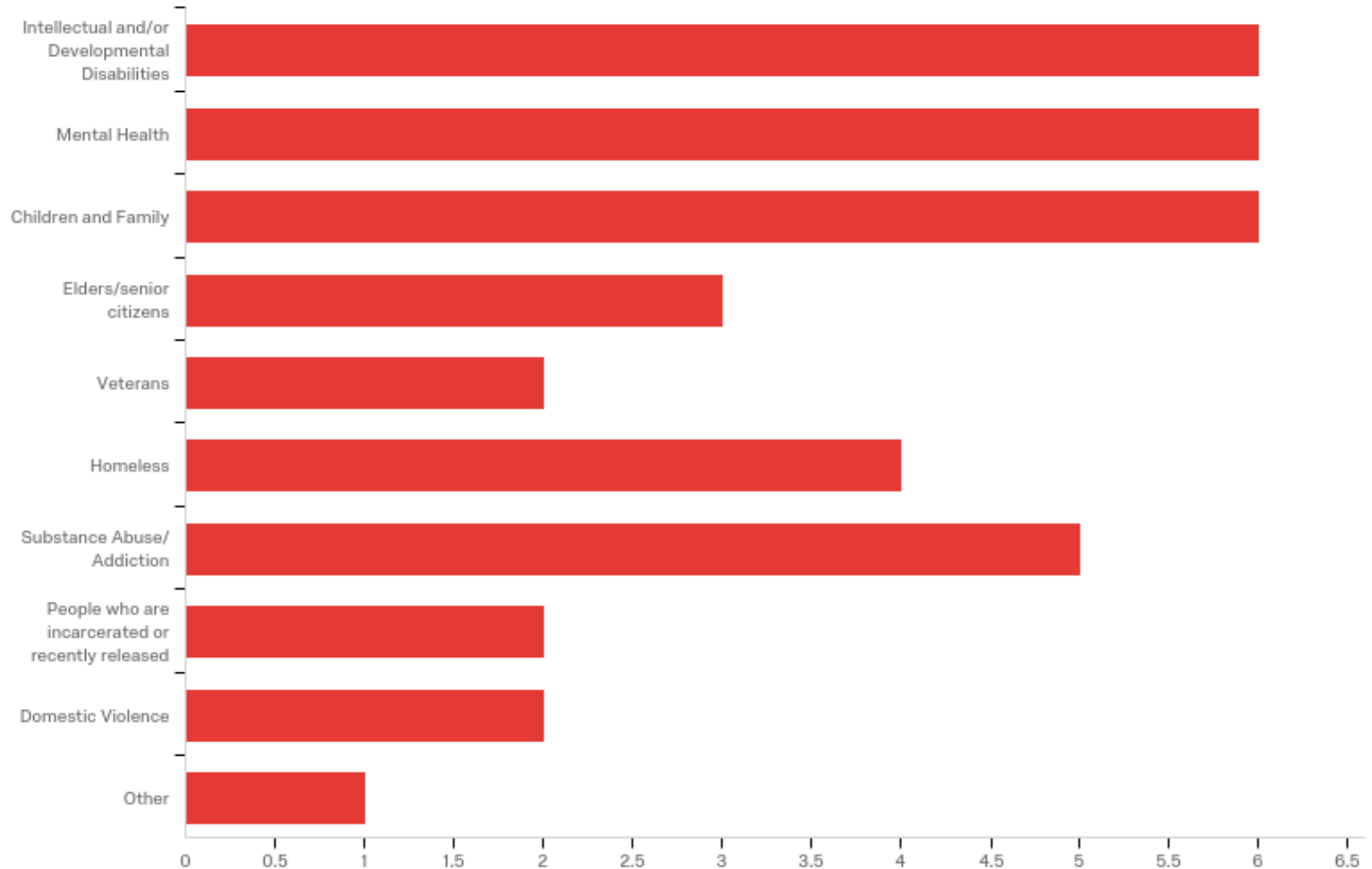
Q31 - Which
of the following best describes your service population? (Select all that
apply)

#	Answer	%	Count
1	Intellectual and/or Developmental Disabilities	54.55%	6
2	Mental Health	54.55%	6
3	Children and Family	54.55%	6
4	Elders/senior citizens	27.27%	3
5	Veterans	18.18%	2
6	Homeless	36.36%	4
7	Substance Abuse/ Addiction	45.45%	5
8	People who are incarcerated or recently released	18.18%	2

Q31 - Which
of the following best describes your service population? (Select all that
apply)

#	Answer	%	Count
9	Domestic Violence	18.18%	2
10	Other	9.09%	1
	Total	100%	11

Q31 - Which
of the following best describes your service population? (Select all that
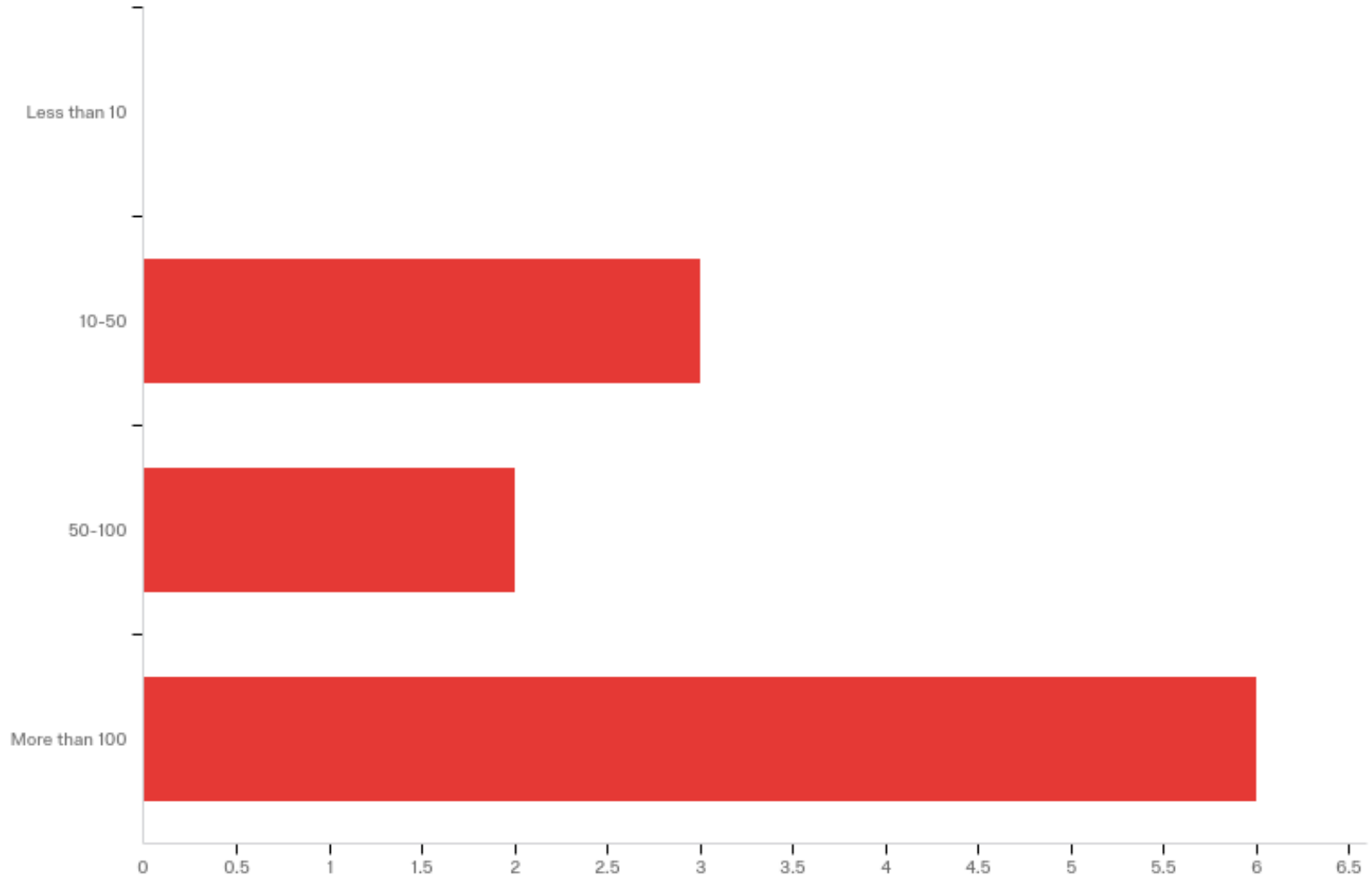apply)

Other
HIV+

Q33 - What
is your organization's estimated total annual revenue?
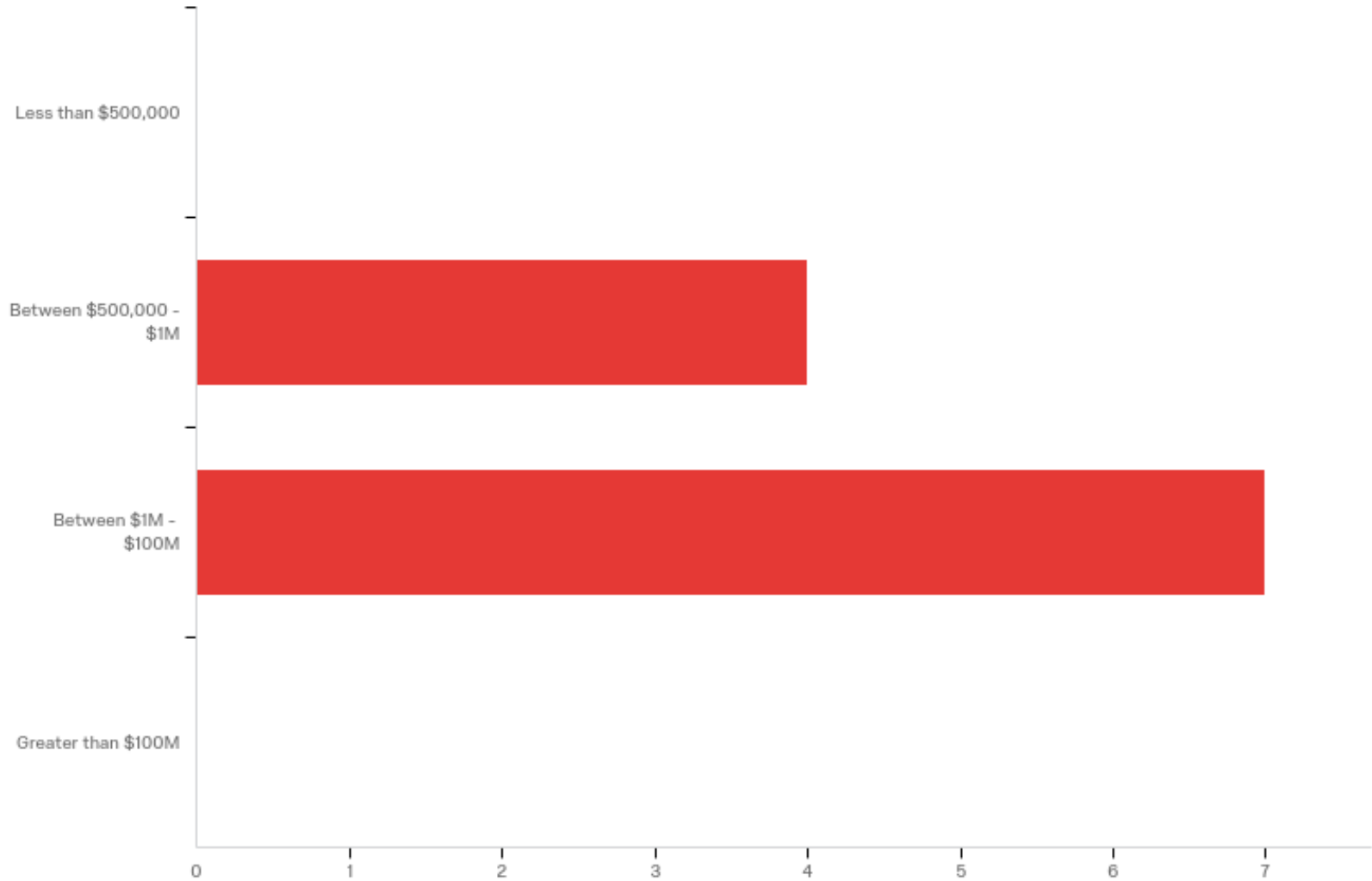
Q33 - What is your organization's estimated total annual revenue?

#	Answer	%	Count
1	Less than $500,000	0.00%	0
2	Between $500,000 - $1M	36.36%	4
3	Between $1M - $100M	63.64%	7
4	Greater than $100M	0.00%	0
	Total	100%	11

Q35 - Approximately how staff positions does your organization employ?

Q35 - Approximately how staff positions does your organization employ?

#	Answer	%	Count
1	Less than 10	0.00%	0
2	10-50	27.27%	3
3	50-100	18.18%	2
4	More than 100	54.55%	6
	Total	100%	11

Q17 - Topics
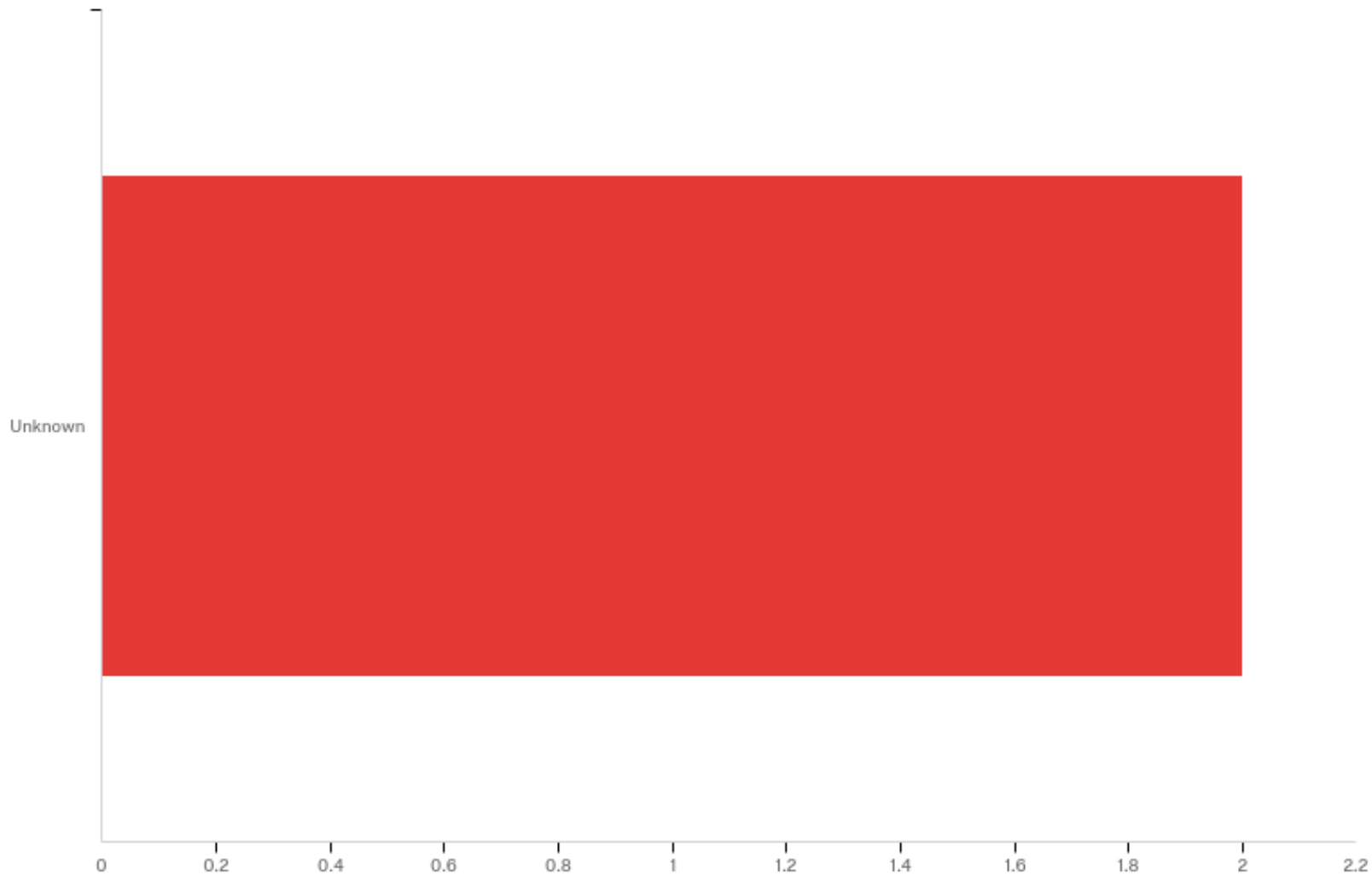
Q17 - Topics

Answer	%	Count
Unknown	100.00%	2
Total	100%	2

Appendix E

Survey Report - Nonmember Organizations

Appendix E

Nonmember Organization Report

HSM Western MA Survey

March 28th 2017, 3:43 pm MDT

Q4 - There is currently no Provider's Council
Nonprofit Human Service Management (HSM) Certificate Program
offered in Western
M
or
he
in
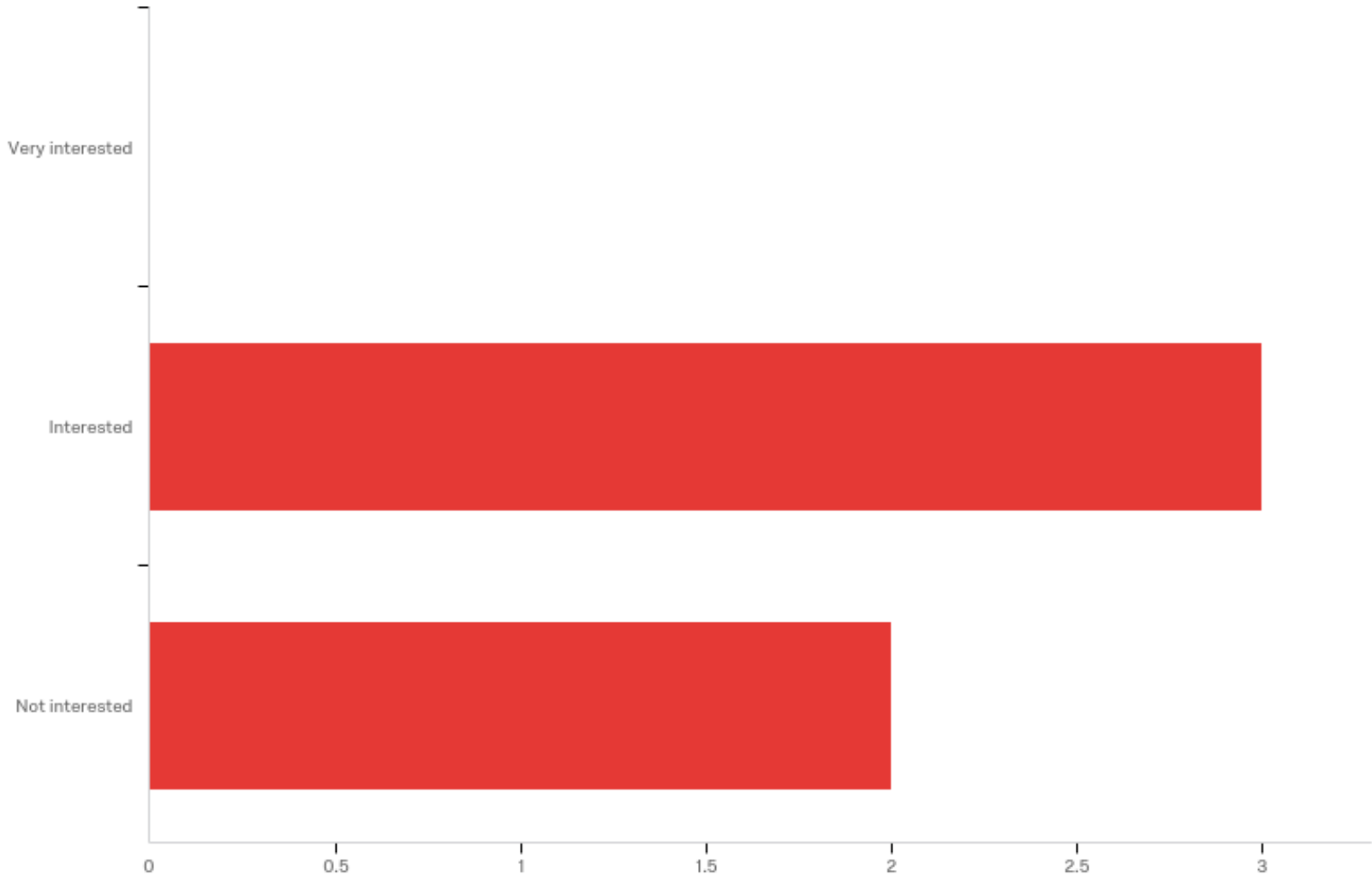
Q4 - There is currently no Provider's Council
Nonprofit Human Service Management (HSM) Certificate Program offered in Western
Massachusetts. How interested would your

#	Answer	%	Count
1	Very interested	0.00%	0
2	Interested	60.00%	3
3	Not interested	40.00%	2
	Total	100%	5

in Springfield or Holyoke and beginning September 2018?

Q6 - Would you consider enrolling staff in future years?
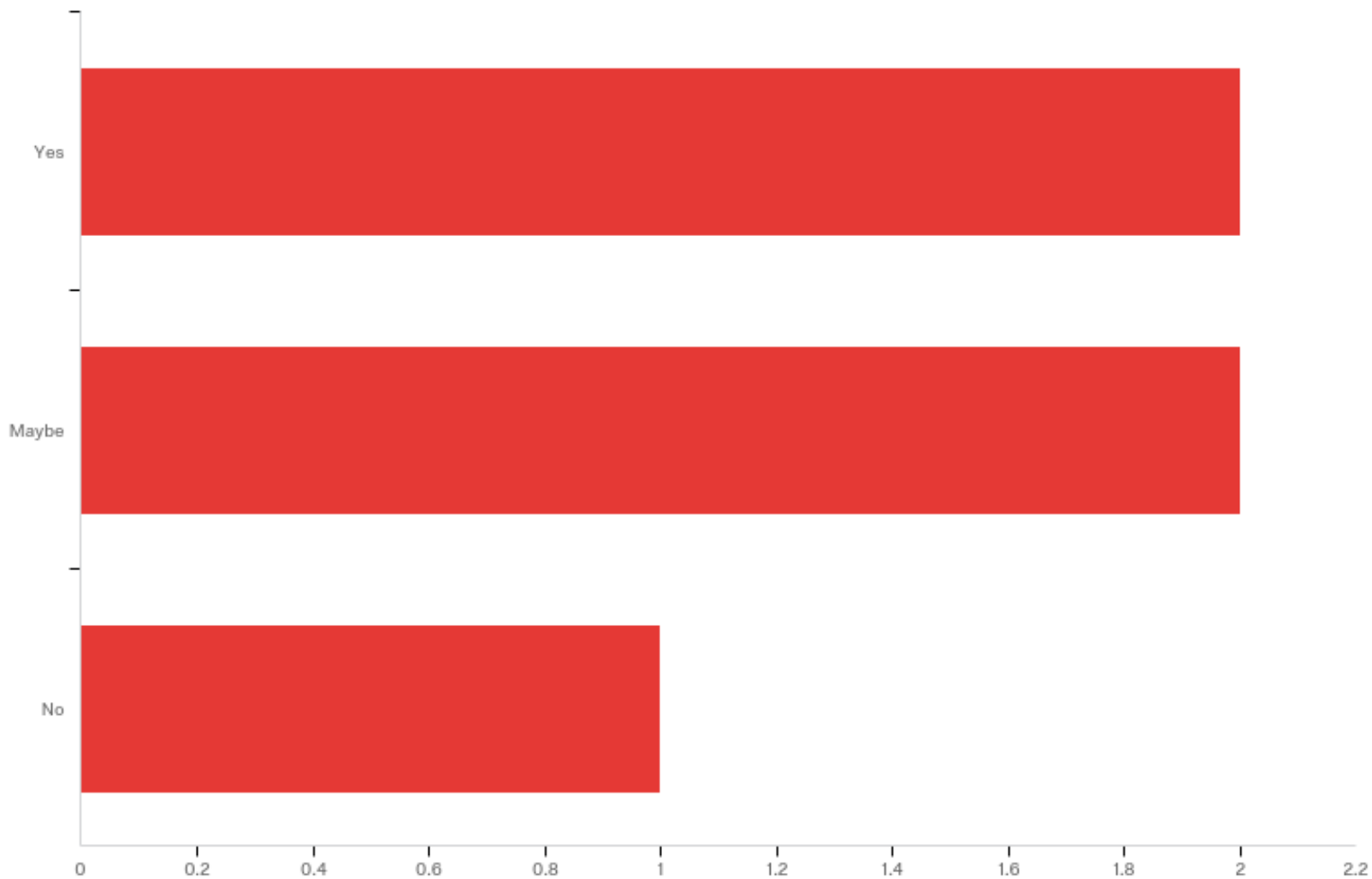
Q6 - Would you consider enrolling staff in future years?

#	Answer	%	Count
1	Yes	40.00%	2
2	Maybe	40.00%	2
3	No	20.00%	1
	Total	100%	5

Q8 - Please explain any further reasons

Please explain any further reasons
A local university Bay Path offers 2 certificate programs: Nonprofit Management and Nonprofit Governance
Cost
Current staff is small and not likely to grow in the future. We don't have an HR person, specifically

Q10 - Please
rate the following factors that would influence your decision in enrolling
staff in the HSM certificate program(With 0 signifying the lowest importance to 5 signifying the

Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
Cost	5.00	5.00	5.00	0.00	0.00	5
Distance	4.00	5.00	4.33	0.47	0.22	3
Types of classes within program	1.00	5.00	3.33	1.70	2.89	3
Schedule (weekday; 9 a.m.-4:30 p.m.)	3.00	5.00	4.00	1.00	1.00	4
Transporation	1.00	4.00	2.50	1.50	2.25	2
Length of the program (Sept-June)	1.00	3.00	1.50	0.87	0.75	4

# Q12 - What challenge do you or your staff encounter when pursuing professional development opportunities? Check all that apply
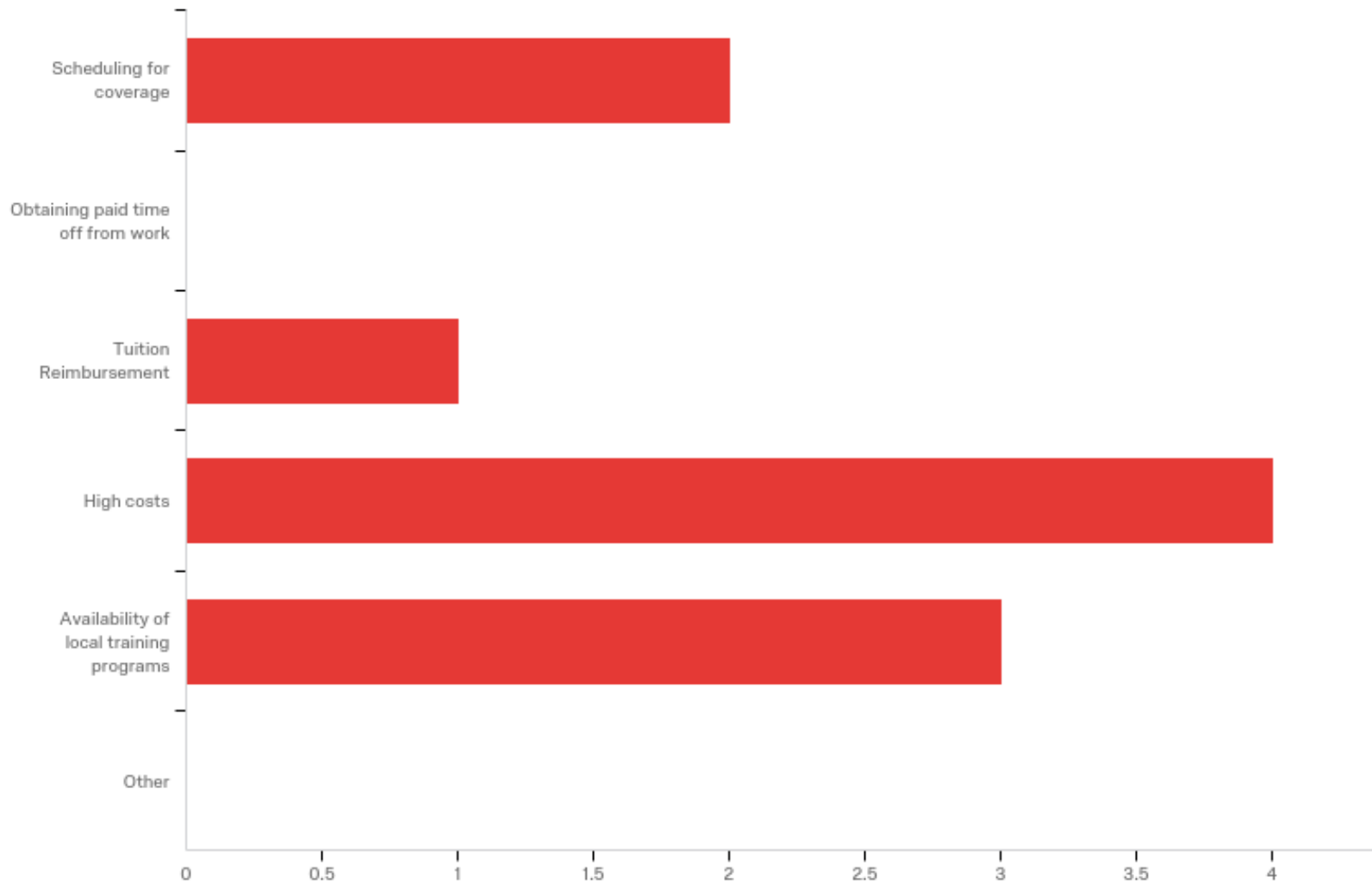
Q12 - What challenge do you or your staff encounter when pursuing professional development opportunities? Check all that apply

#	Answer	%	Count
1	Scheduling for coverage	40.00%	2
2	Obtaining paid time off from work	0.00%	0
3	Tuition Reimbursement	20.00%	1
4	High costs	80.00%	4
5	Availability of local training programs	60.00%	3
6	Other	0.00%	0
	Total	100%	5

Q12 - What challenge do you or your staff encounter when pursuing professional development opportunities? Check all that apply

Other

Q14 - Rate in order your top issues related to staffing: (With 0 signifying the lowest importance to 5 signifying the most importance.)

Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
Recruiting qualified staff	1.00	5.00	3.75	1.64	2.69	4
Retaining qualified staff	1.00	5.00	3.67	1.89	3.56	3
Developing existing staff	3.00	5.00	4.00	1.00	1.00	2
Promoting high potential staff	1.00	4.00	1.75	1.30	1.69	4

Q16 - Does your organization provide incentives (i.e tuition reimbursement or paid time off) for your employees to pursue degrees in higher education?
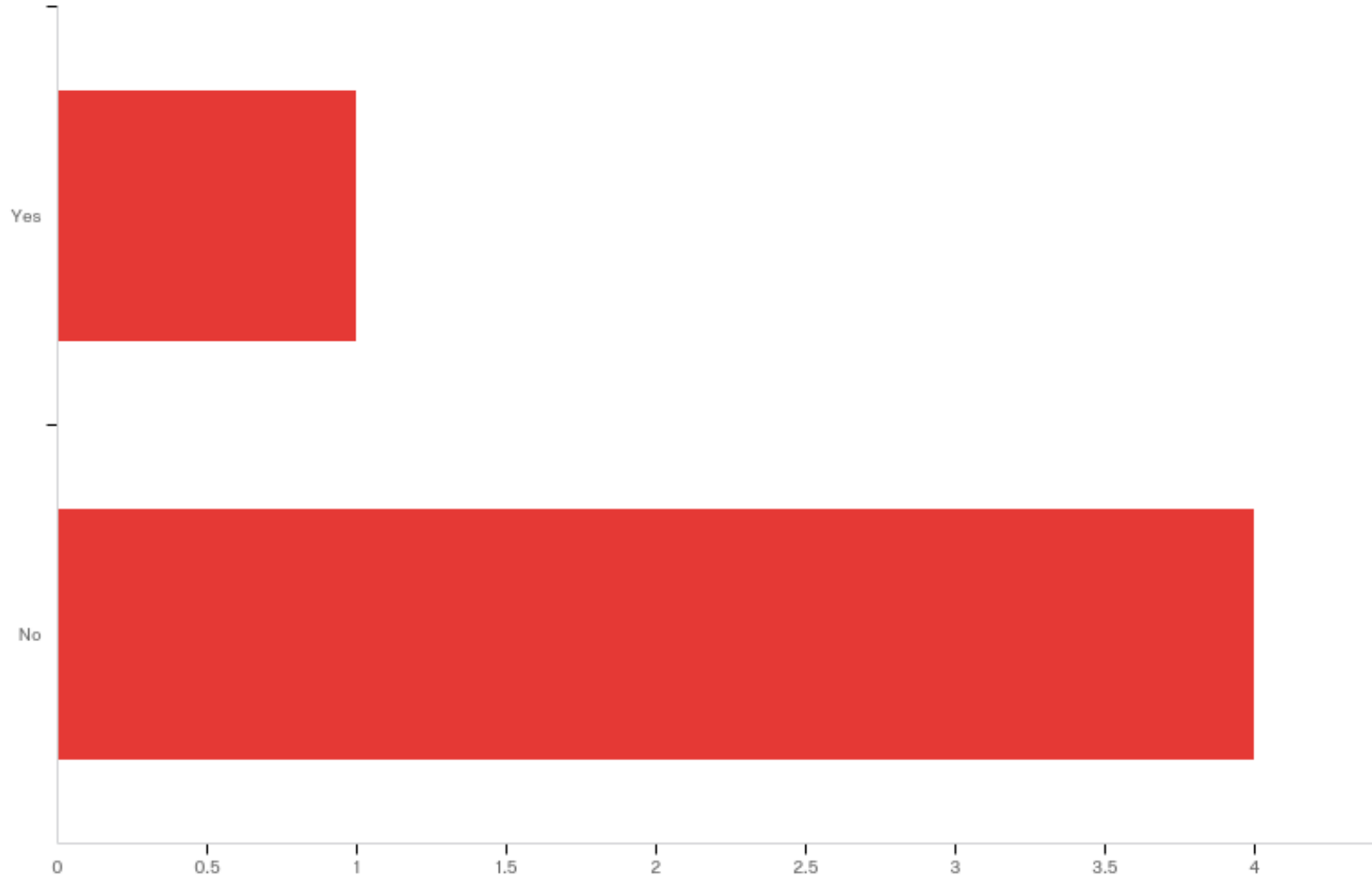
Q16 - Does your organization provide incentives (i.e tuition reimbursement or paid time off) for your employees to pursue degrees in higher education?

#	Answer	%	Count
1	Yes	20.00%	1
2	No	80.00%	4
	Total	100%	5

Q17 - Please elaborate on these incentives:

Please elaborate on these incentives:
Tuition reimbursement

Q19 - Were you familiar with the HSM Certificate program prior to this survey?
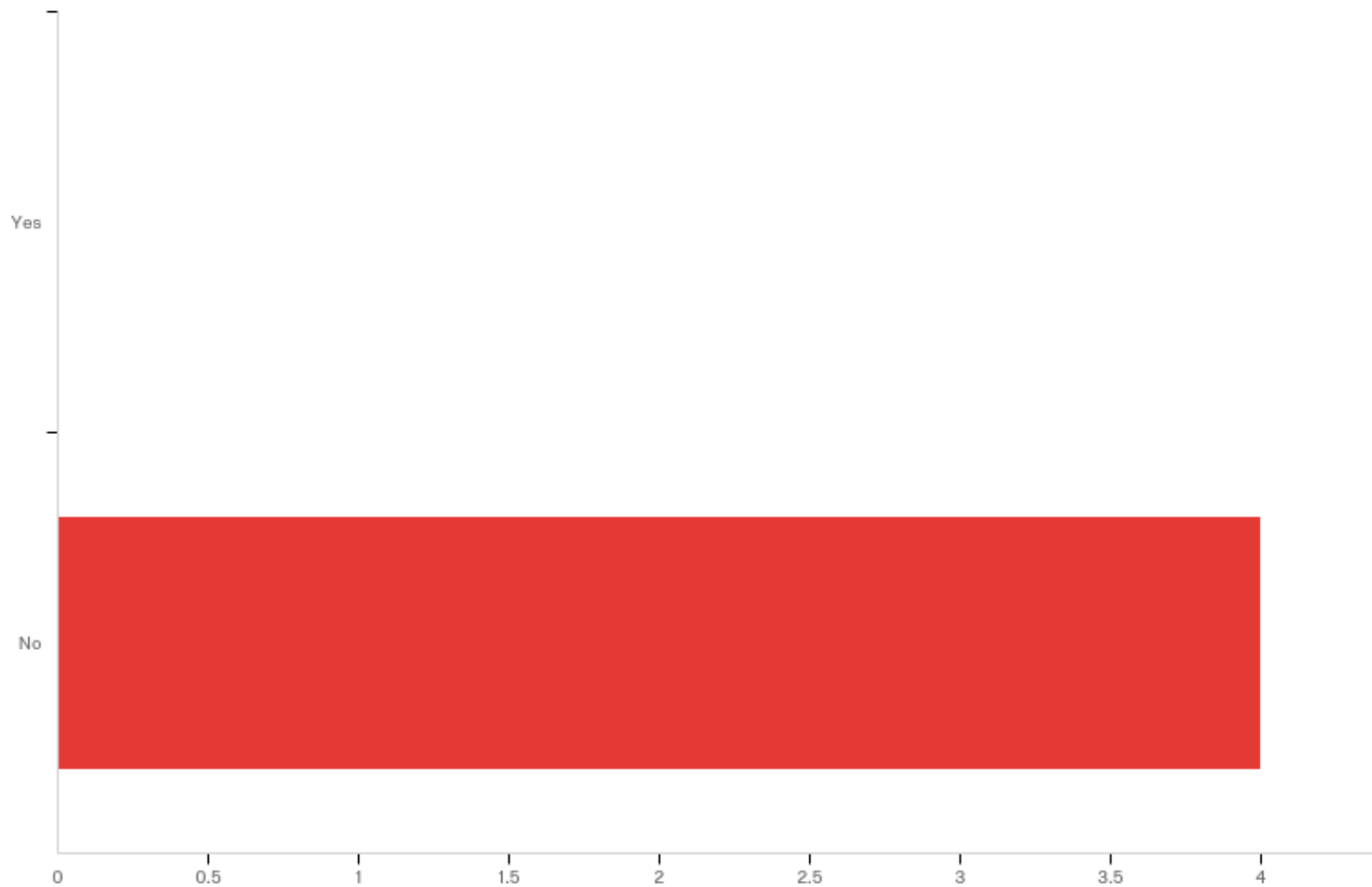
Q19 - Were you familiar with the HSM Certificate program prior to this survey?

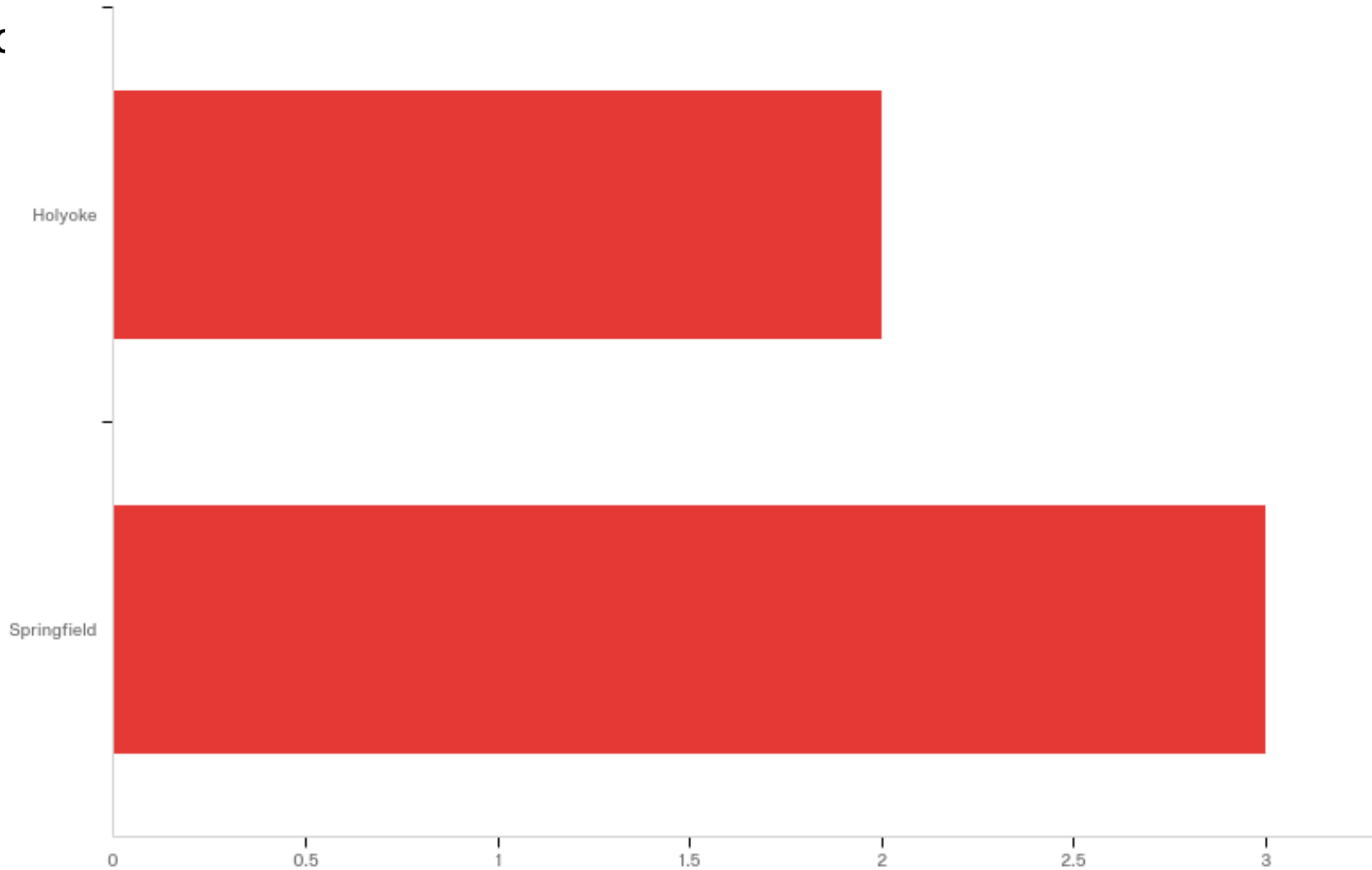| #	Answer	%	Count
1	Yes	0.00%	0
2	No	100.00%	4
	Total	100%	4

Q21 - Has anyone in your organization participated in the HSM program?

Yes

No

Q21 - Has anyone in your organization participated in the HSM program?

#	Answer	%	Count
1	Yes	0.00%	0
2	No	0.00%	0
	Total	100%	0

Q23 - Has anyone in your organization participated in a program similar to the HSM?

Yes

No

Q23 - Has anyone in your organization participated in a program similar to the HSM?

#	Answer	%	Count
1	Yes	0.00%	0
2	No	0.00%	0
	Total	100%	0

Q24 - If you are interested in sending staff to the certificate program, which would be a better loc

Q24 - If you are
interested in sending staff to the certificate program, which would be a better
location?

#	Answer	%	Count
1	Holyoke	40.00%	2
2	Springfield	60.00%	3
	Total	100%	5

Q25 - Please
list any other comments, questions, or concerns regarding the Providers' Council
Certificate Program being held in western Massachusetts:

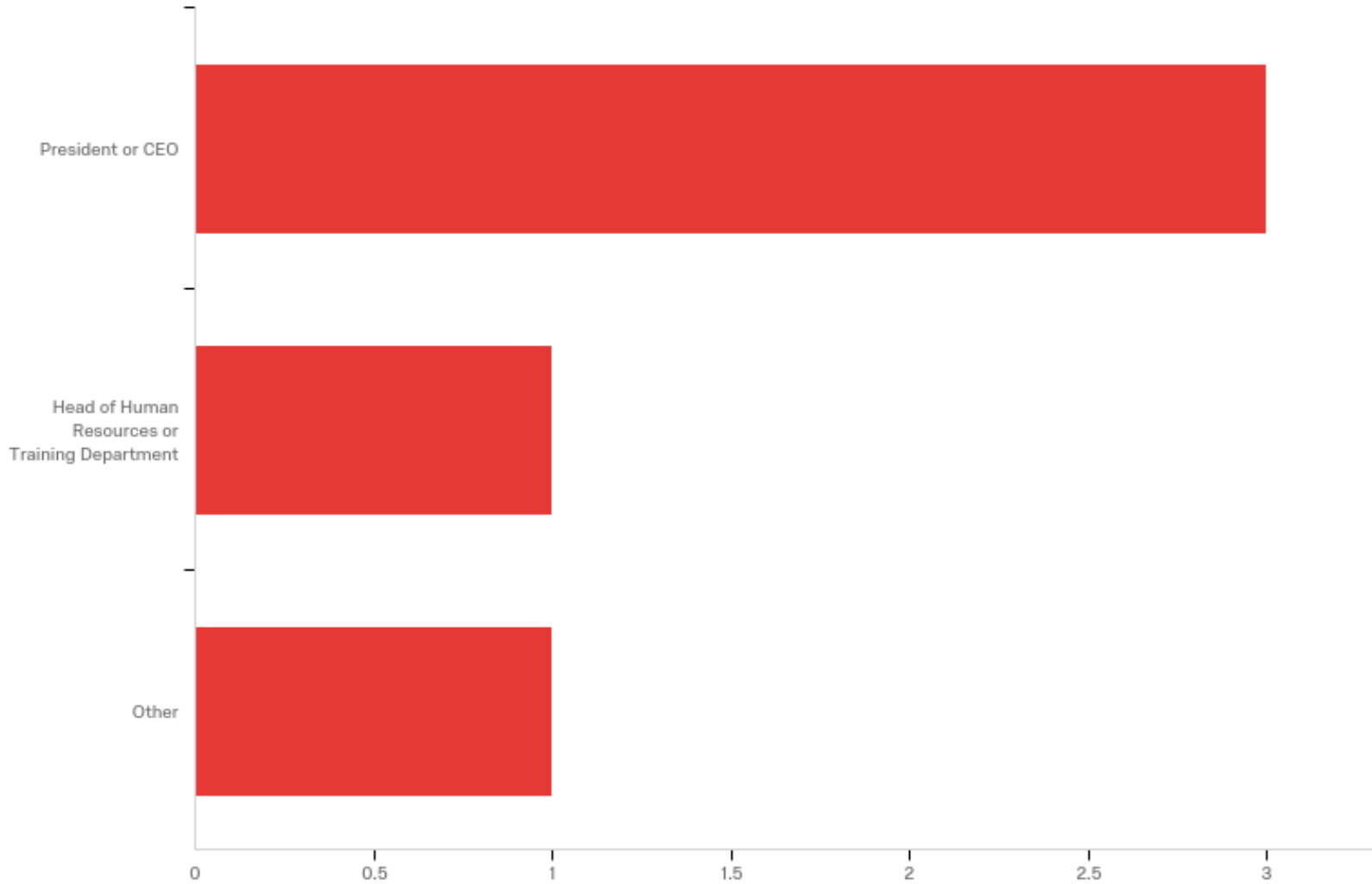| Please |
| list any other comments, questions, or concerns regarding the Provid... |
| NA |

Q27 - Is your organization a member of the Provider's Council
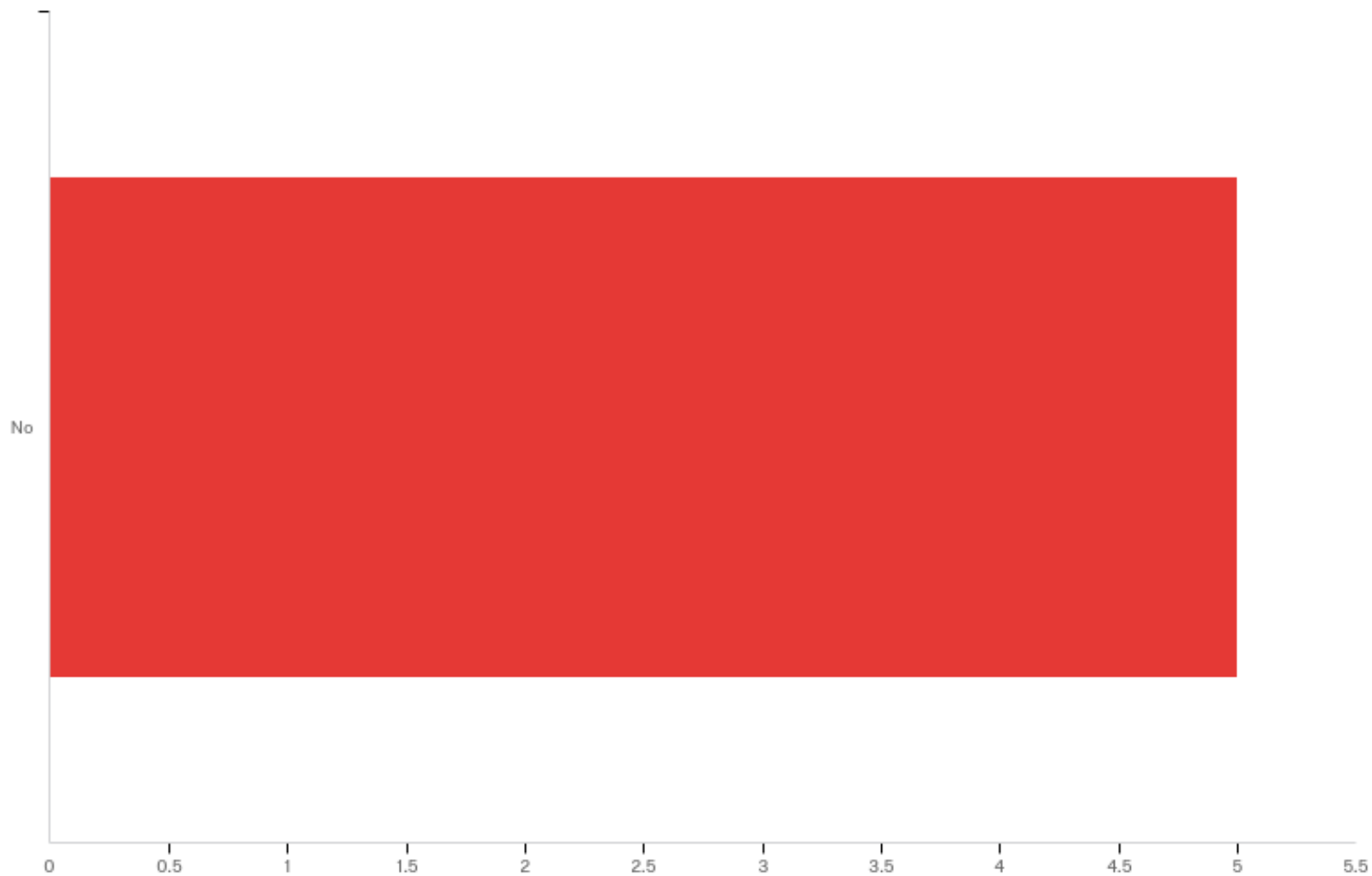
Q27 - Is your organization a member of the Provider's Council

#	Answer	%	Count
1	No	100.00%	5
	Total	100%	5

Q29 - What is your current position?

Q29 - What is your current position?

#	Answer	%	Count
1	President or CEO	60.00%	3
2	Head of Human Resources or Training Department	20.00%	1
3	Other	20.00%	1
	Total	100%	5

Q29 - What is your current position?

Other
Director of Commuity Engagement

Q31 - Which
of the following best describes your service population? (Select all that apply)
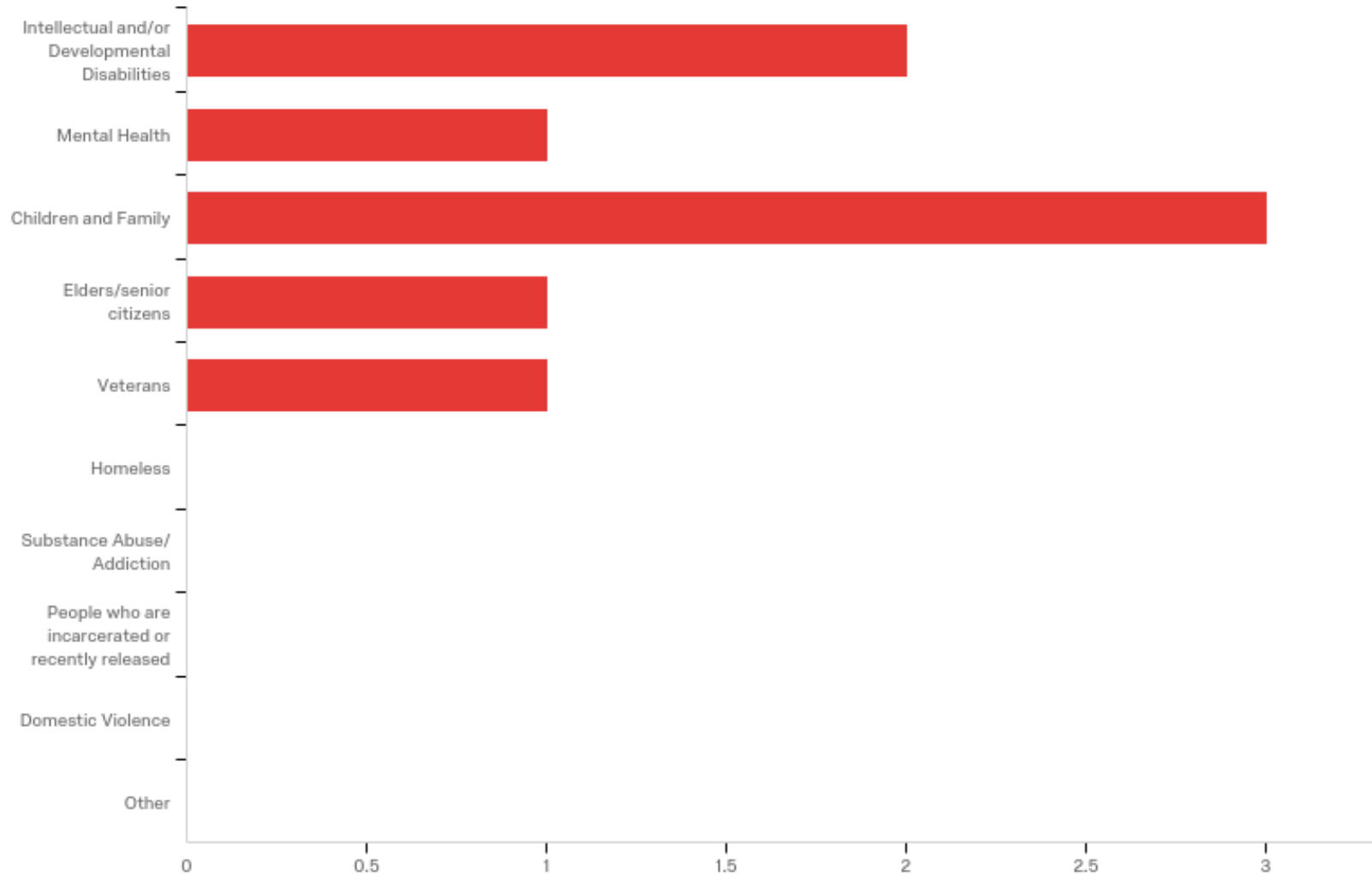
Q31 - Which
of the following best describes your service population? (Select all that
apply)

#	Answer	%	Count
1	Intellectual and/or Developmental Disabilities	40.00%	2
2	Mental Health	20.00%	1
3	Children and Family	60.00%	3
4	Elders/senior citizens	20.00%	1
5	Veterans	20.00%	1
6	Homeless	0.00%	0
7	Substance Abuse/ Addiction	0.00%	0
8	People who are incarcerated or recently released	0.00%	0

Q31 - Which
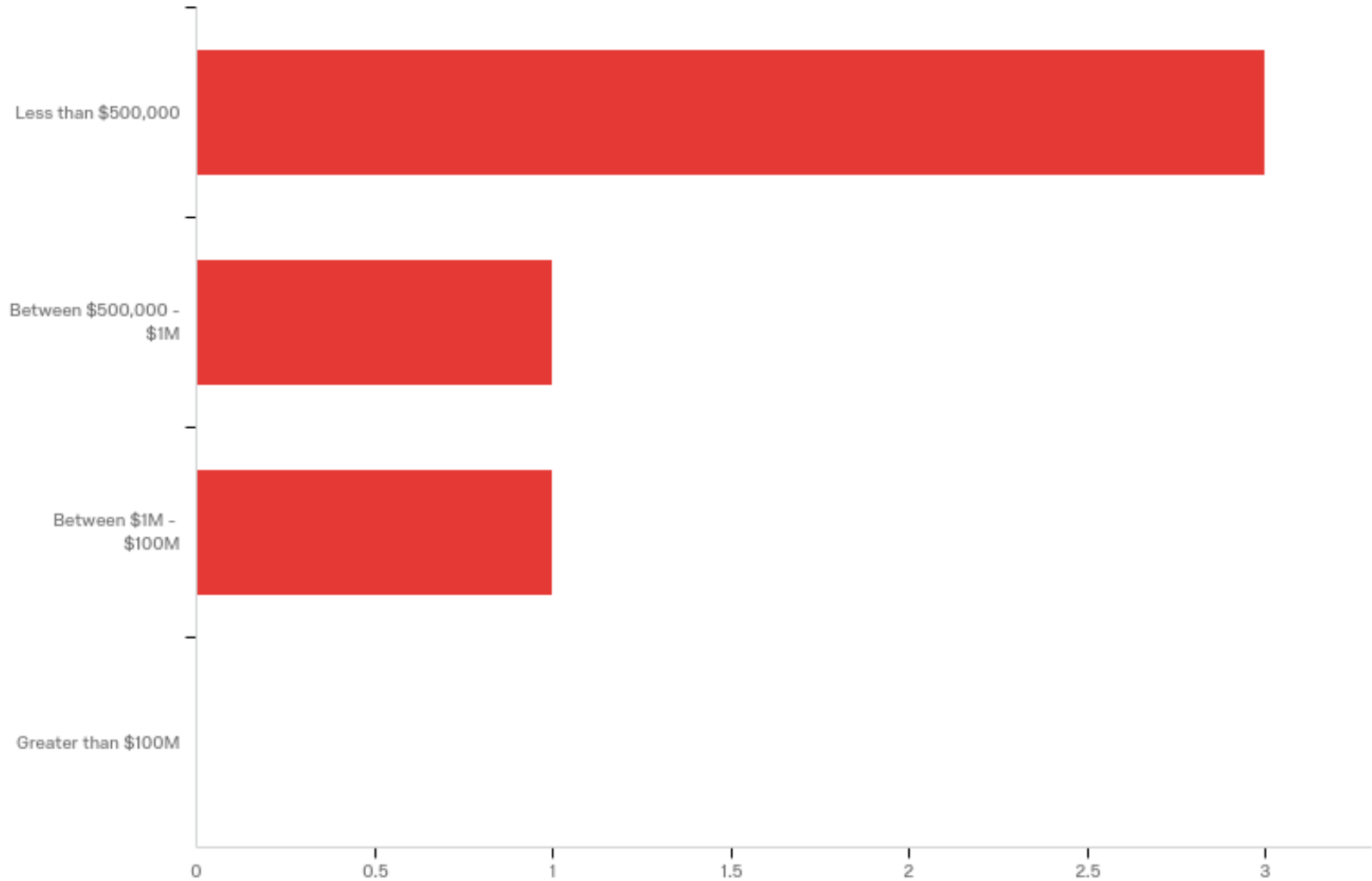of the following best describes your service population? (Select all that
apply)

#	Answer	%	Count
9	Domestic Violence	0.00%	0
10	Other	0.00%	0
	Total	100%	5

Q31 - Which of the following best describes your service population? (Select all that apply)
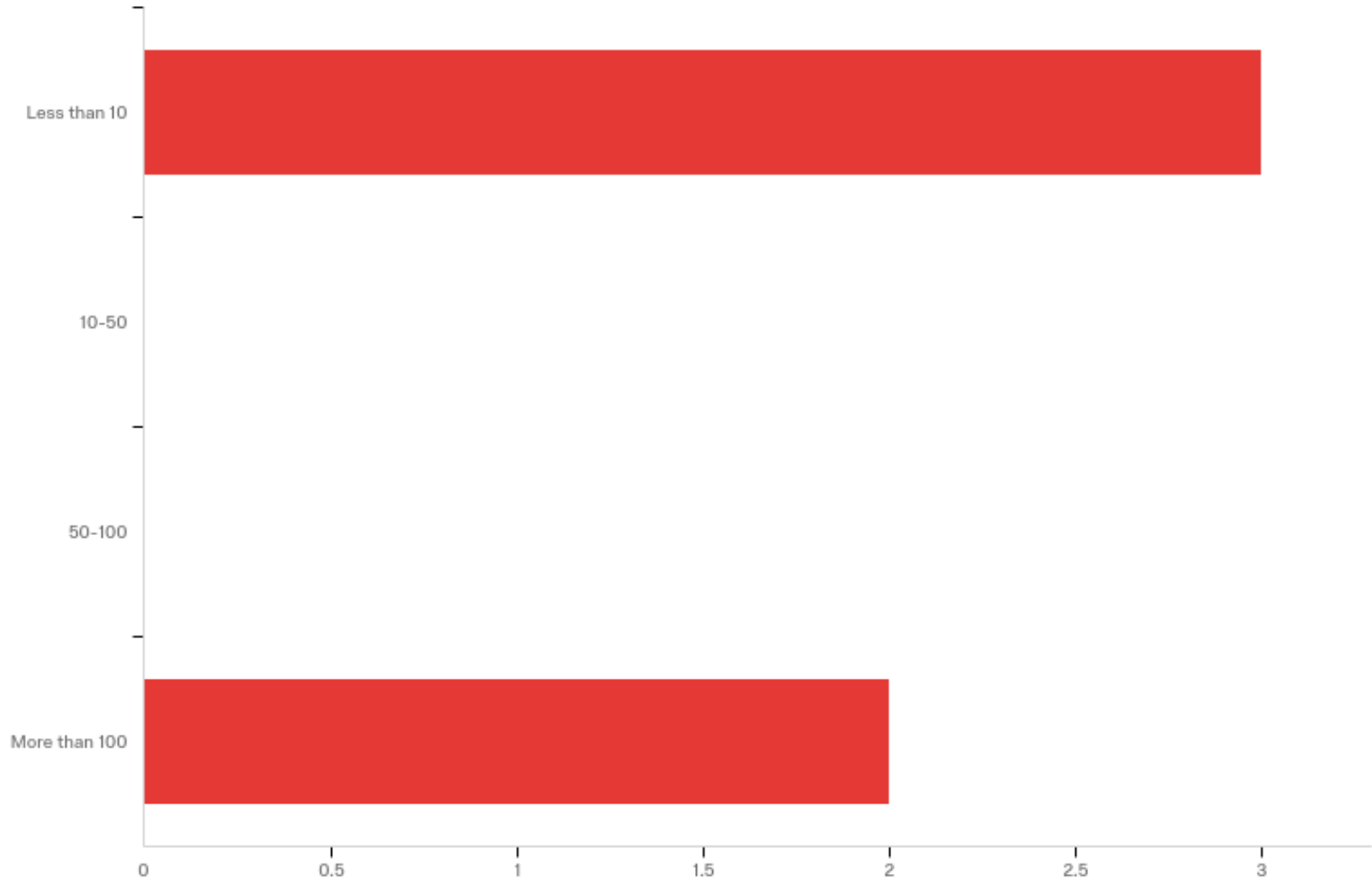
Other

Q33 - What is your organization's estimated total annual revenue?

Q33 - What
is your organization's estimated total annual revenue?

#	Answer	%	Count
1	Less than $500,000	60.00%	3
2	Between $500,000 - $1M	20.00%	1
3	Between $1M - $100M	20.00%	1
4	Greater than $100M	0.00%	0
	Total	100%	5

Q35 - Approximately how staff positions does your organization employ?

Q35 - Approximately how staff positions does your organization employ?

#	Answer	%	Count
1	Less than 10	60.00%	3
2	10-50	0.00%	0
3	50-100	0.00%	0
4	More than 100	40.00%	2
	Total	100%	5

Q17 - Topics

No results to show

Q17 - Topics

Answer	%	Count
Total	100%	0

Appendix F

Final Presentation Slides

HSM Certificate Expansion to Western Massachusetts Capstone Project

April 26, 2017

By:
Paul Campbell
Patrick Deschenes
Maria Pacheco
Bradley Paul
Elizabeth Vittum
Jing Zhang

Introduction

Introduction, Background of the Project, Statement of Problem

Introduction

- Massachusetts Council of Human Services Providers (Providers' Council)
  - State's largest human services trade association
  - Recognized as official voice of private provider industry
- Clark University and School of Professional Studies (SPS)
  - Liberal arts-based research university
  - National leader in establishing partnerships to "break down barriers between academia and society"
  - SPS Program offers graduate programs that help students prepare for changing workplace

Background of Project

- Certificate in Nonprofit Human Services Management (HSM)

  - Offered by the Providers' Council in partnership with Clark University (Central MA) and Suffolk University (Eastern MA)

  - Year-long graduate-level certificate program

  - Prepares human services employees for leadership roles in industry

  - Providers' Council and Clark interested in possible HSM Certificate expansion to Western MA nonprofit organizations and employees

Statement of the Problem

- Growing population in need of long term services & supports

- Workforce crisis in Human Services industry

- Critical need to retain and attract qualified and skilled staff

- No HSM Certificate Program in Western MA

Western MA Nonprofits

Human Services Employees from Western MA

Providers' Council & Clark SPS
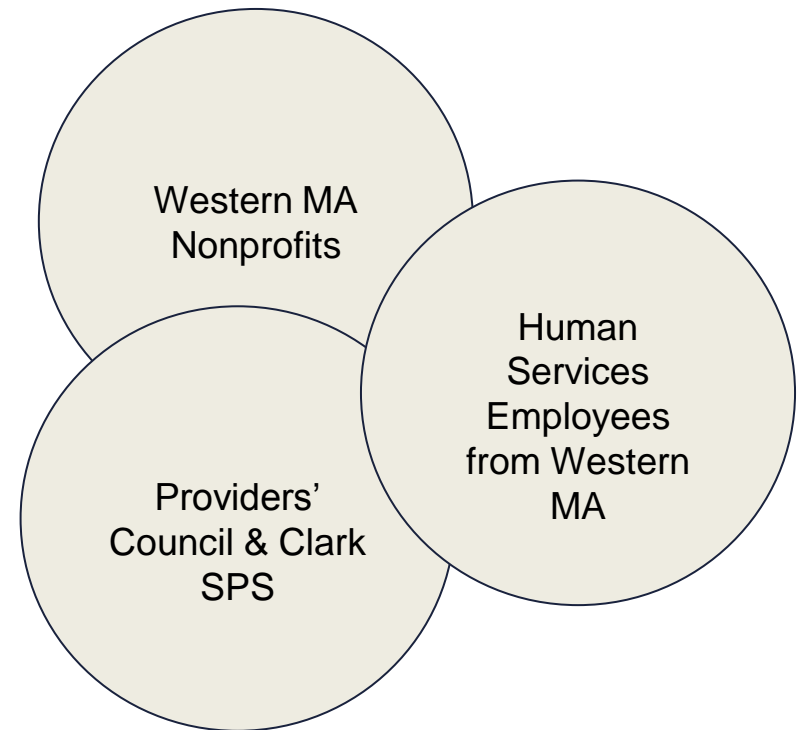
Goals and Purpose of Project

Purpose, Goals, Vision &
Significance of Project

Purpose of Capstone Project

- Capstone Project will help determine if HSM Certificate Program can be successfully expanded to western Massachusetts' organizations and employees

- Short Term Outcomes
  - Needs assessment for a Certificate Program in Springfield/Holyoke area
  - Construction of a financial model for year-long program (Clark SPS only)
  - Development of high-level feasibility plan (risks, constraints, assumptions and measures of success) for a successful launch in fall 2018

Goals and Vision

- Enrollment Goals
  - 15-17 participants enrolled in year 1
  - 20% matriculate into Clark's MPA in year 1
  - 25% enroll in MPA in year 2
  - One third enroll in MPA in year 3

- Vision
  - To offer high quality education to mid-level professionals in the nonprofit industry
  - Ensure delivery of high quality and accessible services to meet the needs of clients in HS industry

Significance of Project

- Long-Term Outcomes
  - A viable and sustainable revenue stream for SPS
  - Extended reach for Providers' Council
  - Increase in professional and leadership development opportunities for nonprofit workforce
  - Address a critical need for nonprofit organizations in response to current workforce crisis

Description of Project Process

Research on Information &
Trends and Market Information
Methodology

Study Areas

MASSACHUSETTS COUNTIES
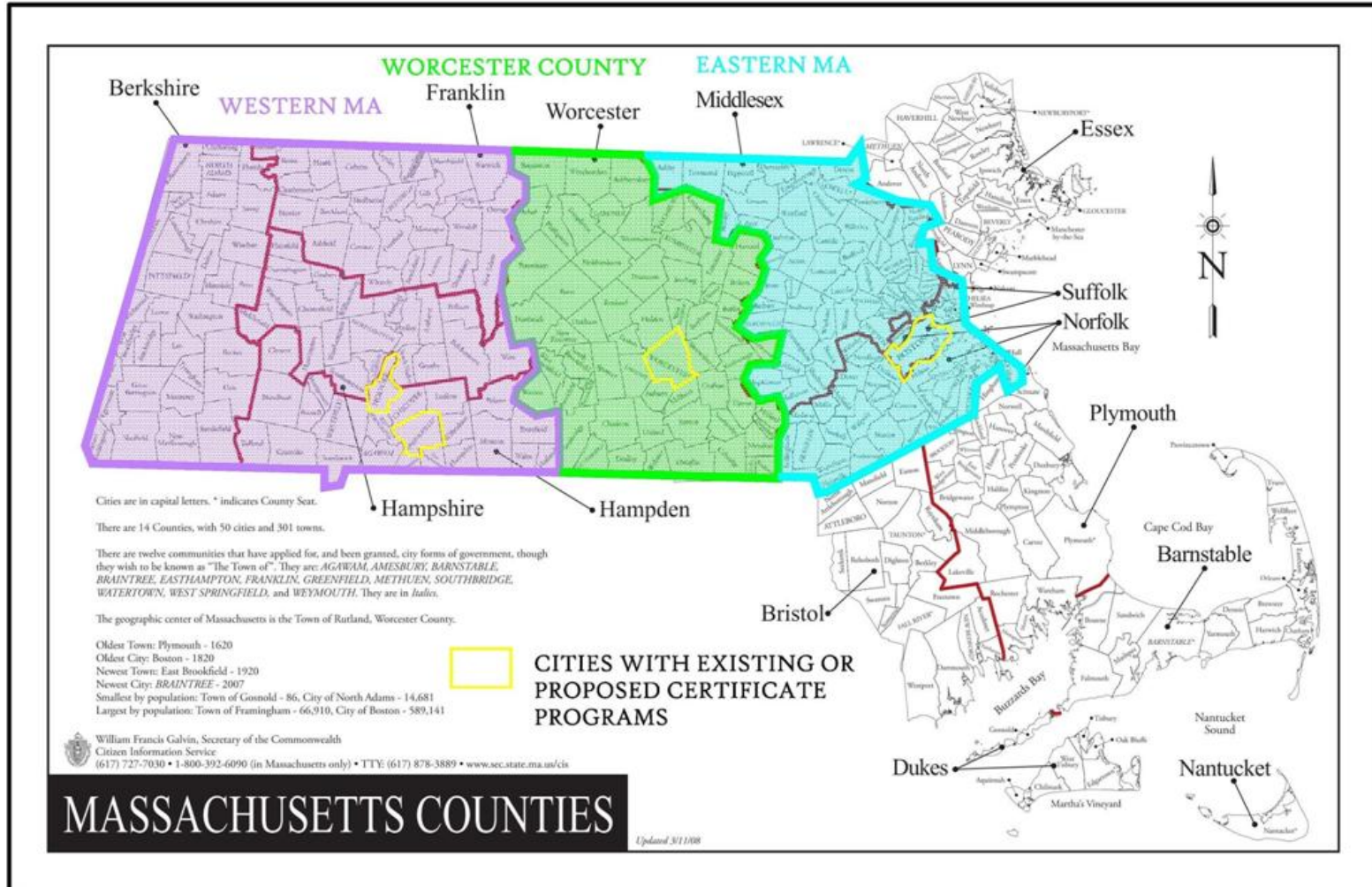
Human Service Populations

(US Census Bureau, 2009-2013)

Study Area	Population	Poverty Rate	Child Poverty	Senior Poverty
Western MA	826,500	11.1 - 17.2	12.7 - 28.0	6.8 - 10.2
Worcester County	803,000	11.0	15.2	8.6
Eastern MA	2,935,500	6.4 - 19.6	7.2 - 28.2	7.0 - 18.7
Massachusetts	**6,605,000**	**11.0**	**15.0**	**9.0**

| Study Area	Population (2015)	Median Income	# of Organizations
Western MA	830,500	$48,500 - $61,000	14.40
Worcester County	819,000	$65,000	12.47
Eastern MA	3,060,000	$53,500 - $85,000	14.91
Massachusetts	**6,795,000**	**$67,000**	**14.30 Organizations per 10,000 People**

Number and Size of Human Services Organizations

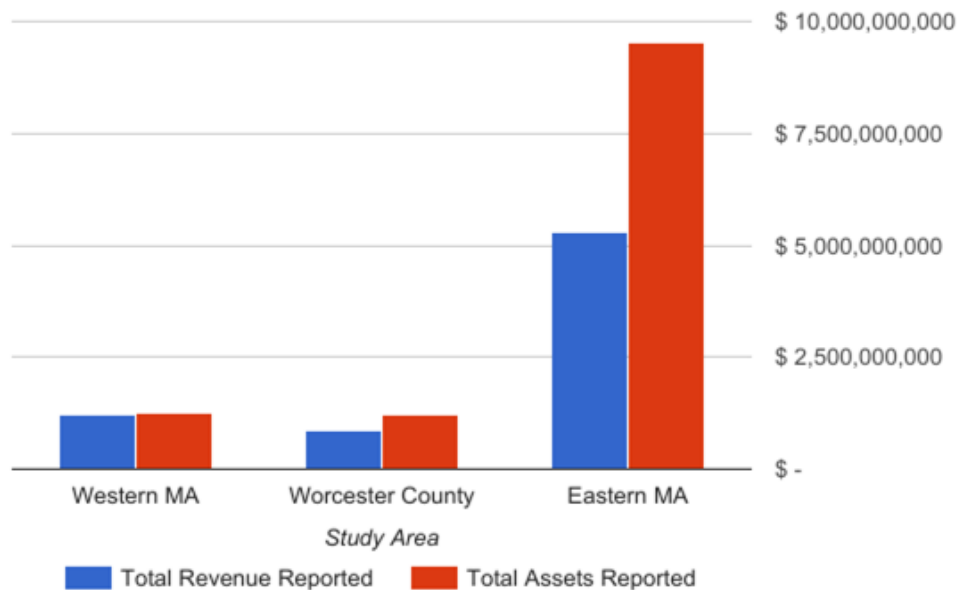**Registered Human Service Nonprofits**
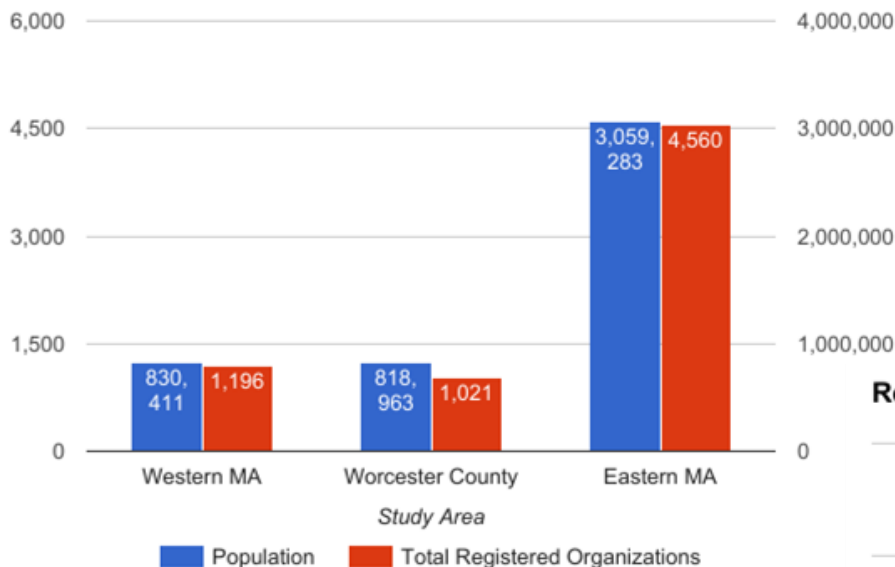
- 3 to 4 times more population & organizations in E.Mass
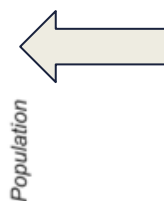
- 4 to 6 times the revenue
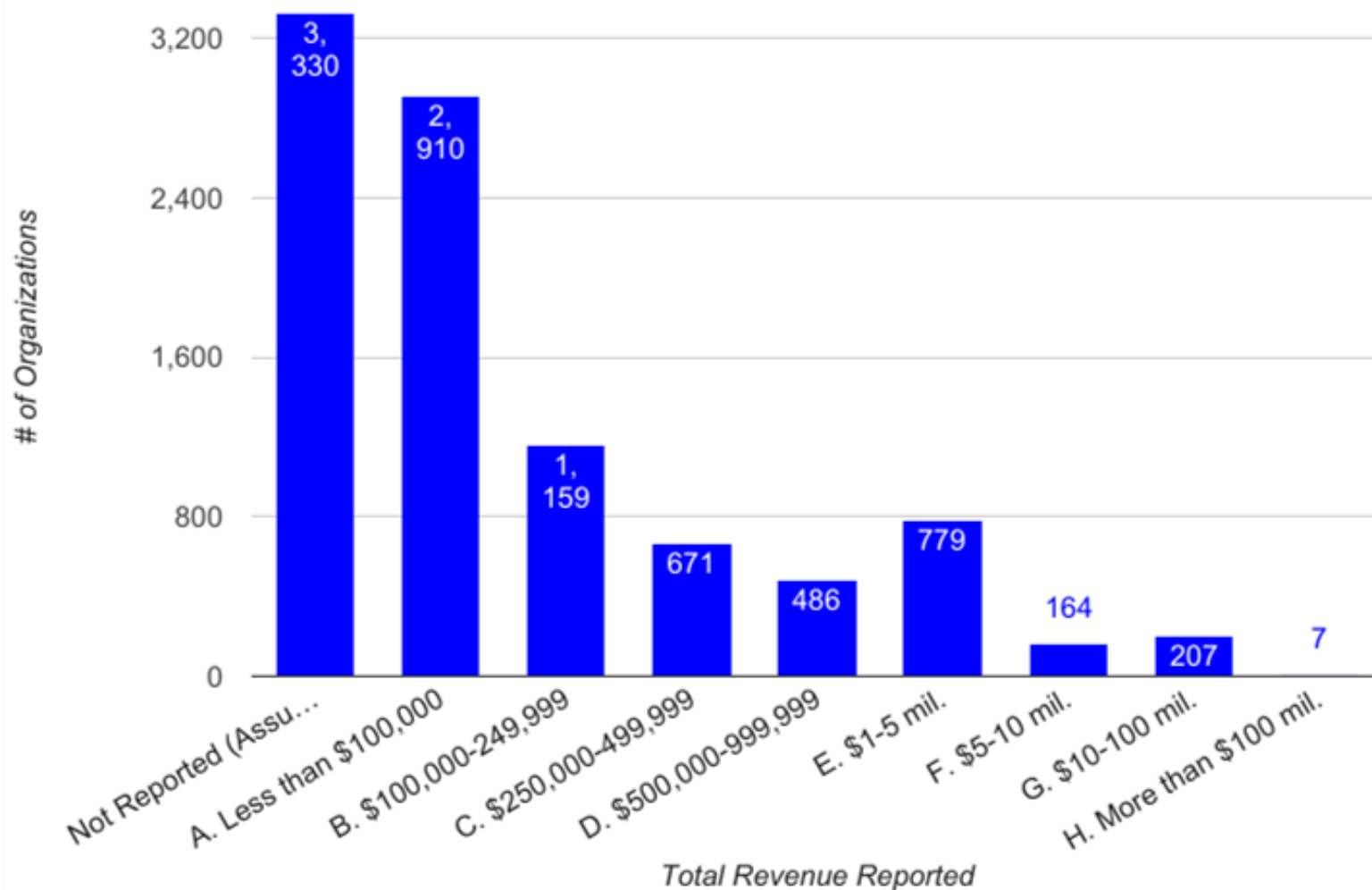- 7 to 8 times the assets
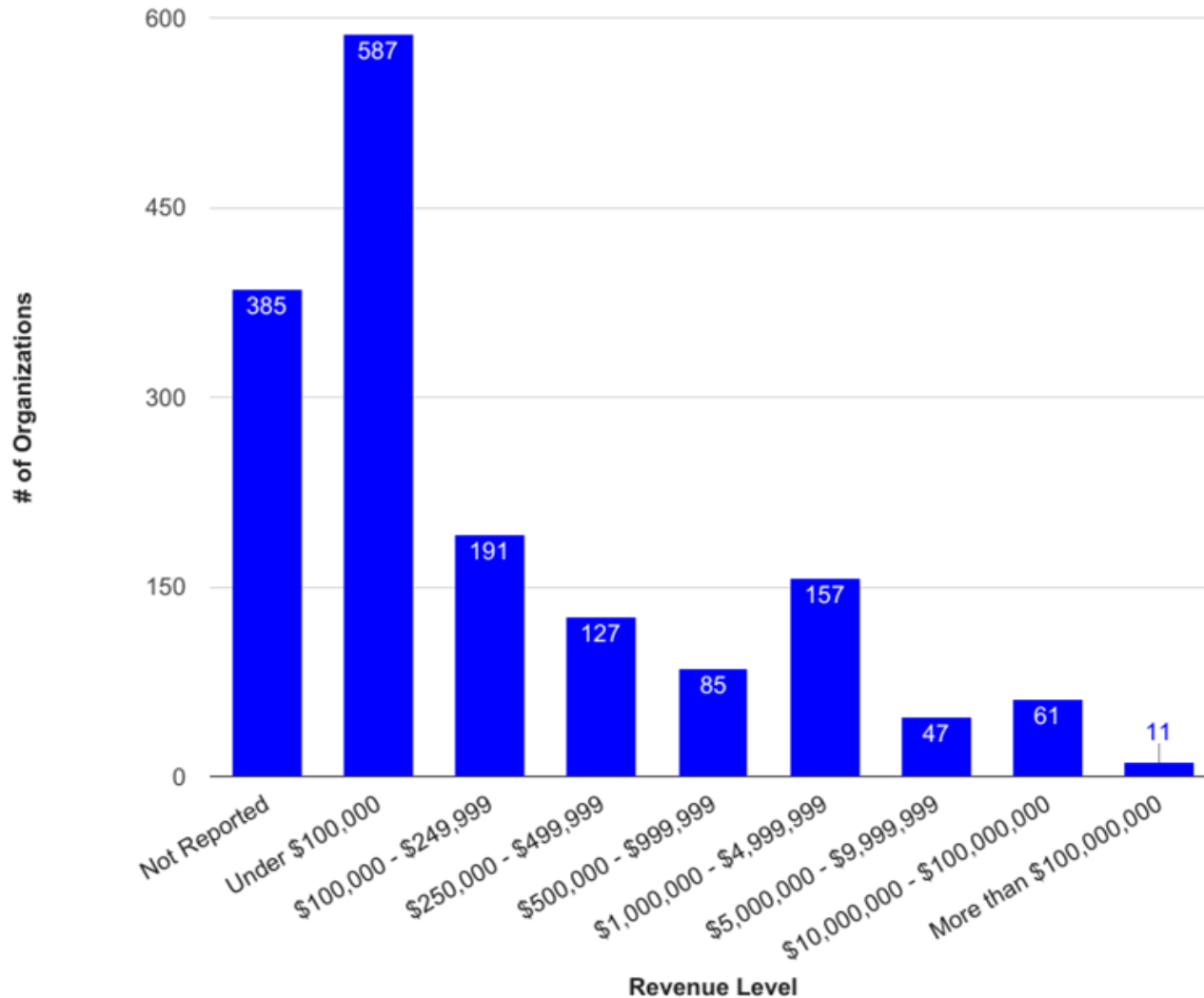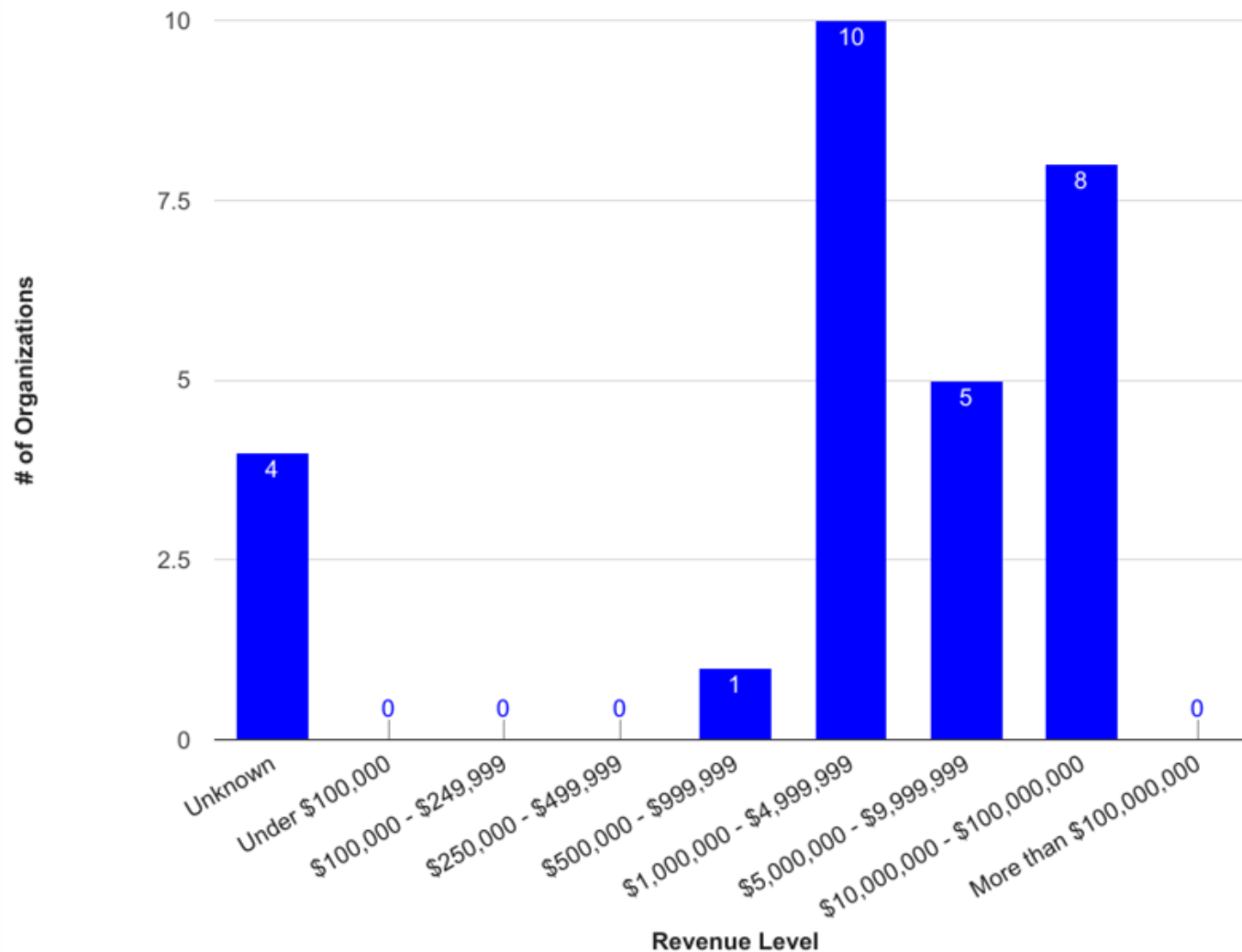
Registered Human Service Nonprofits (2016)

Revenue of Human Services Organizations Massachusetts, 2016 - All Human Services

Revenue of Human Services Organizations Western MA, 2016 - 501(3)(c) Foundations

Revenue of Human Services Organizations
Public Providers' Council Members, 2016

Human Services Growth - Trends 2006 to 2011 & 2011 to 2016

- Revenue Trend
  - Statewide growth in HS revenue during economic downturn
    - +4.3% from 2006-11; +30.0% from 2011-16
    - +5.6% (Western MA); +19.4% (Western MA)
- Total Number of Human Service Organizations
  - Decrease in organizations during economic downturn
    - -5.0% in MA; -7.2% in Western MA
  - Increase in organizations from 2011-16
    - +9.2% in MA; +8.0% in Western MA
- Revenue growth during good <u>and</u> bad economic periods statewide (and in Western MA)

Trends Driving Need for Professional Development

Health Care and Social Assistance Sector 2014 Employment

MA Employment Other Sectors, 3,087,030 (80.3%)

Health Care & Social Assistance, 607,944 (19.7%)

Human Services, 163,496 (27%)

Health Care, 443,998 (73%)

Source: U.S. Census Bureau, County Business Patterns Survey, 2014

- Human Services = 4.4% of Total MA Employment
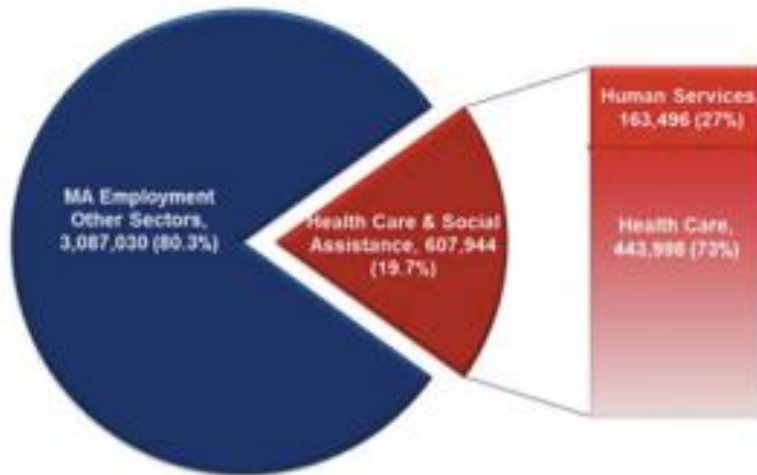
Employment Growth, 2004 – 2014

Massachusetts Overall Employment Growth: 3.6%
Health Care and Social Assistance Employment Growth: 25.7%

3,087,030
2,979,690
607,944
483,615

— Health Care & Social Assistance   — Total MA Employment
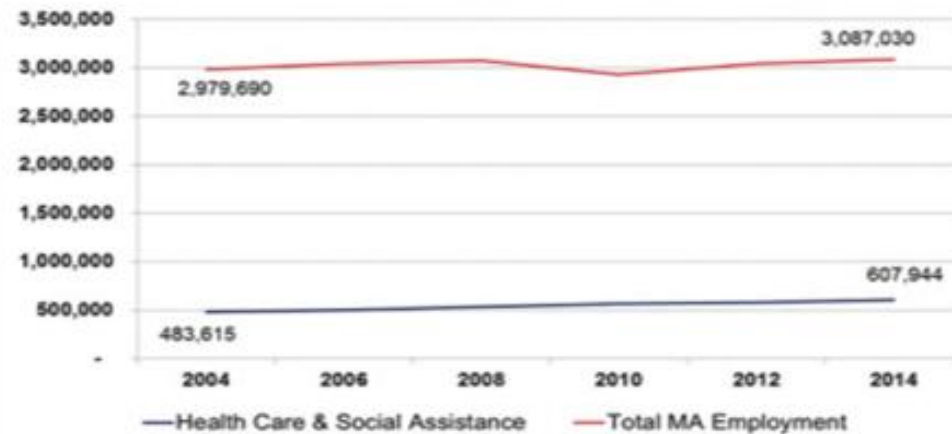
Source: U.S. Census Bureau, County Business Patterns Survey, 2004-2014

Trends in Professional Development

- Workforce Shortage
  - Estimated Growth (2015-35)
    - Overall Population = 12%
    - Working Age Population = 1.2%
    - Decrease of 40,000 workers
  - Providers are struggling to hire/retain qualified staff
    - Applicants lack skills, education and/or credentials
    - Turnover is costly for organizations/stresses staff

- Professional Development
  - Partnerships
    - Improves employee competency/knowledge
    - Increases resources
    - Providers Council
  - Fiscal Strain
    - Limited resources
    - Focus on core mission than development

Methodology

- Primary Source Research
  - Literature Reviews
  - In Depth Financial Analysis
  - Scouting Locations and Prices

- Survey
  - Direct Market Research
  - Used to Support or Deny Primary Source Research

Primary Source Research Methodology

- Exploration of Non Profit Sector
  - Focus from National to Western Mass
- Trends within Professional Development
  - Global and National Trends
- Western Massachusetts Non Profit Organization's Financials
- Potential Locations for HSM Program

Survey Methodology

- Survey Creation
- IRB Approval
- Distribution
  - 104 Identified Human Service Non-Profit Organizations
    - 33 Providers' Council Member Organizations
    - 71 Non Providers Council Members
  - Analysis

Survey Conclusions

- Even though survey size was small, it showed an accurate snapshot of human service organizations
- Large Organizations
  - Only a third offer incentives for professional development
- The interest is there, but the outreach is not
- Cost is the biggest obstacle for professional development

Survey Limitations

- IRB Delay
- Providers' Council Individualized Emailed vs Non Member Mass Email
- Invalid Organization Emails
- Small Sample Size

Market Information

- The main competition for the HSM program are existing private colleges, community and technical colleges as well as state universities in the area
  - Focus on management, organizational development and nonprofit administration
  - Certificate programs are available such as the *Supervision and Leadership in the Helping Professions*
  - Emerging online colleges which offer similar degrees remotely

Market Information

- The length of the program stood out as a significant difference
  - Many colleges promote the length of their programs to be of around 20 months
    - Many of the individuals programs are currently working full time at an organization in the Human Services industry already
  - None offered students the option to potentially transfer course credits from prior certificate or licensing programs

Market Information: Cost Comparison

•The current cost for members is $2,900 while for nonmembers the cost is $5650

Average Cost of Credit of Western MA Universities
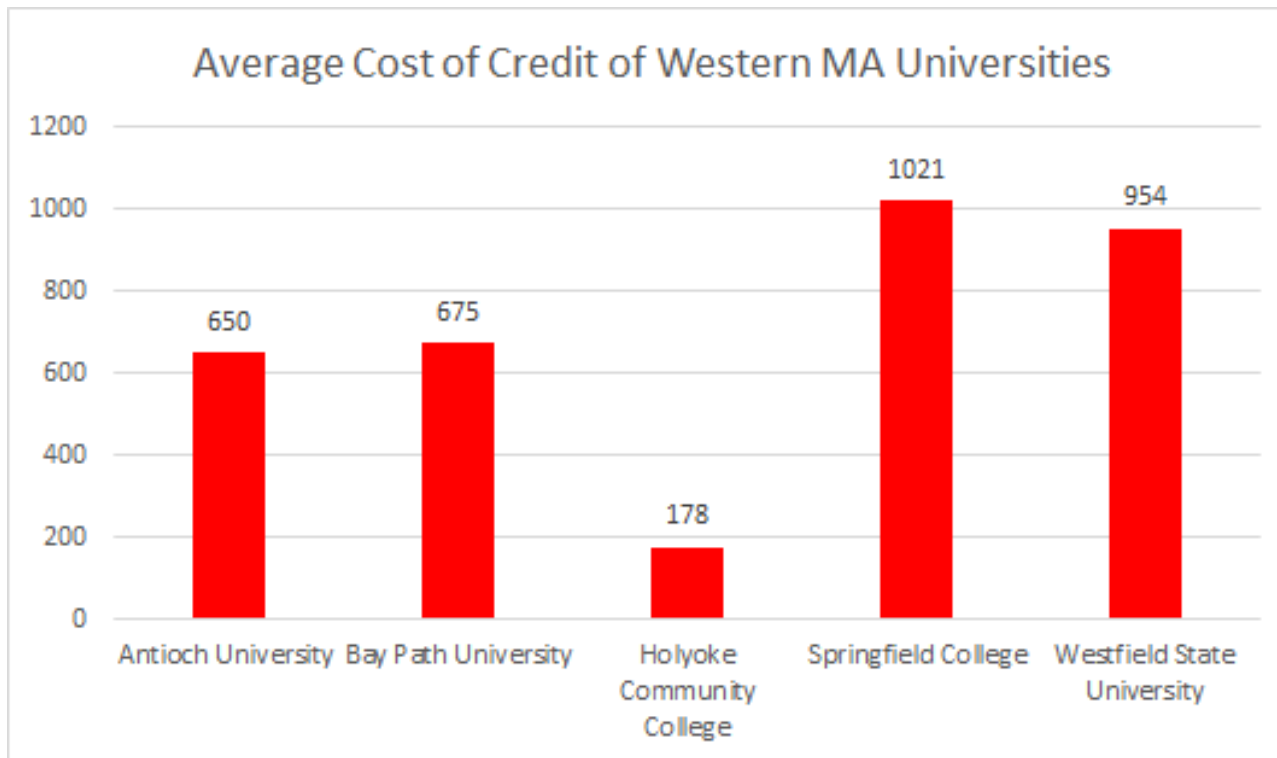
Market Information

- Providers' Council is the entity directly in charge of informing potential individuals about the opening of this new HSM program in Western MA.
- In-depth information may be easily accessed through their website, including pricing, objectives and benefits that this program might bring for its participants.
- Provider's Council relies heavily on social media to inform the public on upcoming events and the opening of new programs such as the HSM.
- A weekly e-newsletter is sent out for the entirety of the application process for the two prior programs in Boston and Worcester, an action they intend to continue in the opening of future program.

Financial Factors

- Holyoke Locations
  - Holyoke Public Library
  - Holyoke Community College's Picknelly Adult & Family Education Center

- Springfield Locations
  - The Community Foundation of Western MA
  - Western Springfield Public Library

Results and Reflection

Salient Issues

Limitation of the Feasibility Report

- Data Gathering
  - National Center for Charitable Statistics (NCCS):
    - Most cumulative data is at a state and county level only
    - Failed to account for what region a person actually did program
    - Changes to the number of organizations by revenue
- Not all organizations must report their revenue
  - Private/Public (Public guidelines)
- Providers' Council Data
  - Estimates were assessed from anecdotal evidence given to us by collaborating officials

Findings

- Program will need to rely on Providers' Council members in order for it to be feasible.
  - Boston and Worcester programs only get about 3 to 5 participants total, among both programs, from nonmember organizations
  - Providers' Council members appear to generate larger revenues than nonmembers

- Unlikelihood of the western Massachusetts program relying on wait list participants from Suffolk or Worcester programs.
  - Boston area too far away
  - No wait list in Worcester

Survey Results

- All member organizations were interested in program while only 60% of nonmember organizations were interested
  - Aligns with data from the Boston and Worcester program locations

- High costs were the number one factor in apprehension for enrolling in the program
  - Aligns with trends in industry

- Scheduling or coverage, high cost, and availability of local programs were all a barrier for professional development

Reflection

- Developing and retaining staff were rated as top issues for both member and nonmember nonprofit organizations

- Present need for this type of program in the industry

- Respondents were not familiar with the HSM Certificate program prior to our survey but, the majority were interest in an expansion to Western Massachusetts

- Financial means to attend this program as it's currently designed and the limited pool of potential participants are issues to keep aware of
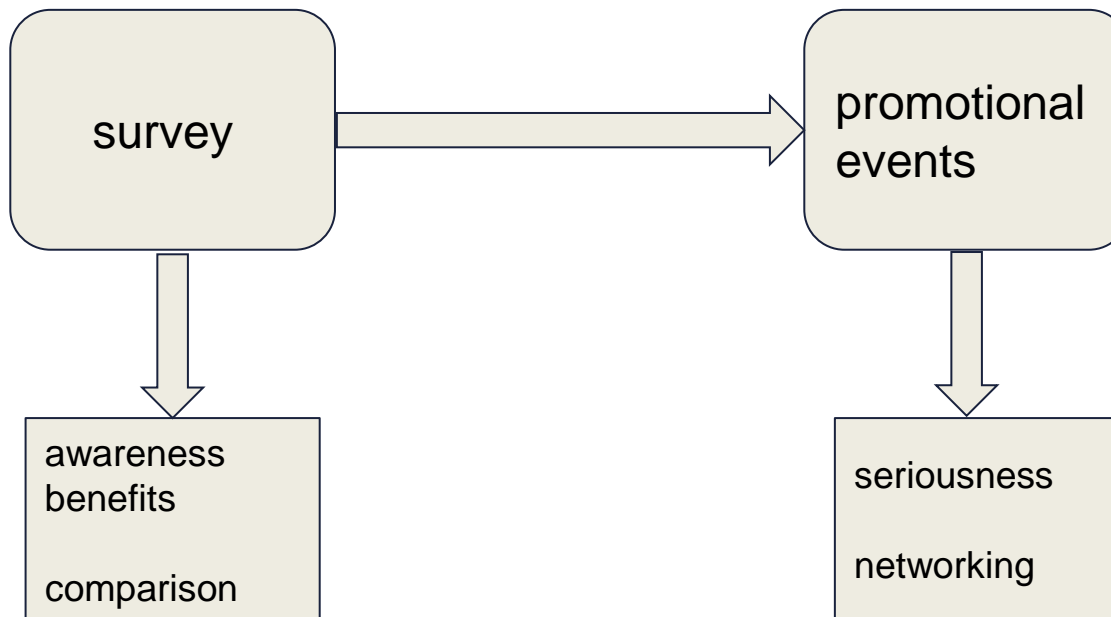
Recommendations

Summary Conclusion

Recommendations

- Conducting an awareness and advertising campaign

Recommendations

- Potentially shifting the price of the program

Implications for Professional Development

Implications for Professional Development

- A significant takeaway was learning more about the workforce crisis that stands to cripple the health and human services industry now and in the coming decades and how I can utilize this knowledge in my own professional work. (Liz)

- I learned about how to estimate demand for any service and thought the lessons learned in this feasibility report is something we can apply to any industry; both for- or non-profits (Paul)

- What I learned from this capstone is that I realized the importance of finance in a program. It is essential for us to do a detailed research about the cost of the product before we begin to establish the program. We should consider all parties which are involved in the program. Additionally, how to price a product is another important factor for a program. We should make sure that the program will make profit in the long run, also, we need to consider if the consumers accept the price we make.(Jenny)

- One of the most significant things I learned from this project is the need for understanding the market. Despite a program already existing in a relatively similar area, it is not always feasible to conduct an expansion which immediately mimics what has been done with previous openings. It is pivotal to first look at the trends and peculiarities of the industry in order to understand the specific needs for a product or service at a particular time. Although is it difficult to fully predict the success of an expansion, it is important to that all these factors into consideration before investing in new ventures. (Maria)

- One thing in particular that stood out to me was accessing the difficulty behind the logistics of an expansion. Taking into account all the various factors that can arise and measures that need to be taken it truly is not a simple procedure. Only through careful planning and stable data can the success of an expansion be measured and even then luck and right timing sometimes play just as big a factor. (Patrick)

- (Bradley)

Acknowledgements

The Human Services Management (HSM) Certificate Expansion to Western Massachusetts Capstone team would like to acknowledge both the **Providers' Council** and the **Clark University School of Professional Studies** for their commitment toward improving and strengthening the human services sector in Massachusetts. We commend both institutions for recognizing the need to provide critical and affordable growth and development opportunities for staff working in this sector, with the ultimate goal of ensuring quality and care for vulnerable populations. We would like to thank **Ella Froggatt** and **Michael Weekes** of the Providers' Council for their time, patience and responsiveness towards us during this research project. We would especially like to thank our Capstone Advisor, **Mary Piecewicz**, for sharing her time, expertise and guidance throughout the semester.

Thank You!

HSM Certificate Expansion to Western Massachusetts Capstone Project

April 26, 2017

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Appendix G

National Center for Charitable Statistics Data

1. Geographic Search - Human Service Needs in MA (by County)
2. Geographic Search - Human Service Needs in MA
3. NCCS - Public Charities by State (Largest in MA)
4. Number of Nonprofit Organizations in Massachusetts, 2003-2013
5. Number of Nonprofit Organizations in US, 2003-2013
6. Registered Non Profit Organizations by County (BMF 08_2011)
7. Registered Non Profit Organizations by County (BMF 08_2016)
8. Registered Non Profit Organizations by County (BMF 11_2006)
9. Registered Non Profit Organizations by Level of Total Assets (BMF 08_2011)
10. Registered Non Profit Organizations by Level of Total Assets (BMF 08_2016)
11. Registered Non Profit Organizations by Level of Total Assets (BMF 11_2006)
12. Registered Non Profit Organizations by Level of Total Revenue (BMF 08_2011)
13. Registered Non Profit Organizations by Level of Total Revenue (BMF 08_2016)
14. Registered Non Profit Organizations by Major Purpose or Activity (NTEE Code) (BMF 08_2016) - All Nonprofits
15. Registered Non Profit Organizations by Major Purpose or Activity (NTEE Code) (BMF 08_2016) - Human Services in MA
16. Registered Non Profit Organizations by Major Purpose or Activity (NTEE Code) (BMF 08_2016) - Human Services in US
17. Registered Non Profit Organizations by State (BMF 08_2016)
18. Registered Non Profit Organizations by Type of Organization (BMF 08_2016)

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Appendix G.1
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Back   Overview   Search Again

Geographic Search

Number found: 14 - Click on name to learn more about the location or choose 'Search Again' from the menu above.

Name	Population	Median Household Income	Poverty Rate	Number of Children	Child Poverty Rate	Number of Children in Poverty	Number of Seniors	Senior Poverty Rate	Number of Seniors in Poverty	Drill Down
Barnstable County (Massachusetts)	215,449	60,526	9.2	36,310	14.5	5,282	55,489	6.5	3,623	Zip Codes - Census Tracts
Berkshire County (Massachusetts)	130,545	48,450	12.3	24,775	19.0	4,706	25,073	8.2	2,059	Zip Codes - Census Tracts
Bristol County (Massachusetts)	549,870	55,298	12.1	120,441	16.8	20,203	80,388	10.7	8,598	Zip Codes - Census Tracts
Dukes County (Massachusetts)	16,739	66,288	10.0	3,177	12.8	406	2,898	9.4	274	Zip Codes - Census Tracts
Essex County (Massachusetts)	750,808	67,311	11.0	170,835	15.8	26,950	109,049	9.2	10,050	Zip Codes - Census Tracts
Franklin County (Massachusetts)	71,408	53,663	11.9	13,785	16.3	2,246	11,404	8.0	916	Zip Codes - Census Tracts
Hampden County (Massachusetts)	465,144	49,094	17.2	108,343	28.0	30,386	67,406	10.2	6,856	Zip Codes - Census Tracts
Hampshire County (Massachusetts)	159,267	61,227	11.1	26,100	12.7	3,311	21,088	6.8	1,424	Zip Codes - Census Tracts
Middlesex County (Massachusetts)	1,522,533	82,090	7.9	320,847	9.0	29,024	203,273	7.5	15,327	Zip Codes - Census Tracts

Name	Population	Median Household Income	Poverty Rate	Number of Children	Child Poverty Rate	Number of Children in Poverty	Number of Seniors	Senior Poverty Rate	Number of Seniors in Poverty	Drill Down
Nantucket County (Massachusetts)	10,224	85,478	10.3	2,143	15.4	329	1,278	11.9	153	Zip Codes - Census Tracts
Norfolk County (Massachusetts)	677,296	84,916	6.4	151,278	7.2	10,854	100,460	7.0	6,987	Zip Codes - Census Tracts
Plymouth County (Massachusetts)	497,386	75,092	7.5	117,557	9.8	11,575	72,407	6.0	4,330	Zip Codes - Census Tracts
Suffolk County (Massachusetts)	735,701	53,540	19.6	128,293	28.2	36,213	78,150	18.7	14,613	Zip Codes - Census Tracts
Worcester County (Massachusetts)	802,688	65,223	10.8	184,166	15.2	28,006	105,417	8.6	9,111	Zip Codes - Census Tracts

Note: Demographic data are from the U.S. Census Bureau, American Communities Survey 2009-2013.

Counties

Appendix G.2

Back   Overview   Search Again

Geographic Search

Number found: 1 - Click on name to learn more about the location or choose 'Search Again' from the menu above.

Name	Population	Median Household Income	Poverty Rate	Number of Children	Child Poverty Rate	Number of Children in Poverty	Number of Seniors	Senior Poverty Rate	Number of Seniors in Poverty	Drill Down
Massachusetts (Massachusetts)	6,605,058	66,866	11.0	1,408,050	14.9	209,308	933,780	9.0	84,234	Counties

Note: Demographic data are from the U.S. Census Bureau, American Communities Survey 2009-2013.

Appendix G.3.

Public Charities by State

State = MA

Massachusetts

Number of organizations reporting assets or income: 13,156. Gross Receipts=$188,159,734,168. Assets=$256,623,581,304

Largest Organizations (by Gross Receipts) (MA)

	Profile	Form 990	Organization	Gross Receipts	Total Assets
1			President and Fellows of Harvard College (Boston, MA)	83,181,439,574	72,763,619,000
2			Partners Healthcare System Inc (Boston, MA)	10,625,521,687	13,371,605,172
3			Fidelity Investments Charitable Gift Fund (Boston, MA)	6,981,562,844	10,282,142,229
4			Umass Memorial Health Care Inc (Worcester, MA)	2,759,187,032	2,152,708,574
5			Harvard Management Private Equity Corporation (Boston, MA)	2,589,355,187	11,792,283,918
6			Trustees for Harvard University (Cambridg, MA)	2,203,725,918	1,066,926,424
7			Harvard Pilgrim Health Care Inc (Wellesley, MA)	2,142,477,807	878,795,837
8			University Health Network (Longmeadow, MA)	1,883,283,807	1,795,960,199
9			Trustees of Tufts College (Medford, MA)	1,880,302,730	2,981,550,363
10			Childrens Hospital Corporation (Boston, MA)	1,793,772,617	4,026,419,766

Largest Organizations (by Total Assets) (MA)

	Profile	Form 990	Organization	Gross Receipts	Total Assets
1			President and Fellows of Harvard College (Boston, MA)	83,181,439,574	72,763,619,000
2			Partners Healthcare System Inc	10,625,521,687	13,371,605,172

			(Boston, MA)		
3	OO	📄	Massachusetts Institute of Technology (Cambridge, MA)	139,978	12,548,016,490
4	OO	📄	Harvard Management Private Equity Corporation (Boston, MA)	2,589,355,187	11,792,283,918
5	OO	📄	Fidelity Investments Charitable Gift Fund (Boston, MA)	6,981,562,844	10,282,142,229
6	OO	📄	Harvard Private Capital Realty Inc (Boston, MA)	732,195,316	4,470,330,406
7	OO	📄	Partners Healthcare System Inc (Charlestown, MA)	961,678,677	4,249,396,529
8	OO	📄	Childrens Hospital Corporation (Boston, MA)	1,793,772,617	4,026,419,766
9	OO	📄	Harvard Private Capital Holdings Inc (Boston, MA)	827,855,886	3,823,778,451
10	OO	📄	Phemus Corporation (Boston, MA)	1,026,755,378	3,752,431,253

Appendix G.4

NCCS > Statistics > Profiles

You can click on items in blue such as '501(c)(3) Public Charities' to get more detailed reports.

Number of Nonprofit Organizations in Massachusetts, 2003 - 2013

	2003		2013		
	Number of Orgs.	Percent of All Orgs.	Number of Orgs.	Percent of All Orgs.	Pct. Change
All Nonprofit Organizations	34,256	100.0%	33,722	100.0%	-1.6%
501(c)(3) Public Charities	19,876	58.0%	22,718	67.4%	14.3%
501(c)(3) Private Foundations	4,164	12.2%	3,515	10.4%	-15.6%
Other 501(c) Nonprofit Organizations	10,216	29.8%	7,489	22.2%	-26.7%
Small community groups and partnerships, etc.	Unknown	NA	Unknown	NA	NA
501(c)(3) Public Charities	19,876	58.0%	22,718	67.4%	14.3%
501(c)(3) Public Charities Registered with the IRS (including registered congregations)	19,876	58.0%	22,718	67.4%	14.3%
Reporting Public Charities	8,694	25.4%	12,356	36.6%	42.1%
Operating Public Charities	7,621	22.2%	10,699	31.7%	40.4%
Supporting Public Charities	1,073	3.1%	1,657	4.9%	54.4%
Non-Reporting, or with less than $25,000 in Gross Receipts	11,182	32.6%	10,362	30.7%	-7.3%
Congregations (about half are registered with IRS)*	Unknown	0.0%	Unknown	0.0%	NA
501(c)(3) Private Foundations	4,164	12.2%	3,515	10.4%	-15.6%
Private Grantmaking (Non-Operating) Foundations	3,948	11.5%	3,292	9.8%	-16.6%
Private Operating Foundations	216	0.6%	223	0.7%	3.2%
Other 501(c) Nonprofit Organizations	10,216	29.8%	7,489	22.2%	-26.7%
Civic leagues, social welfare orgs, etc.	1,850	5.4%	1,275	3.8%	-31.1%
Fraternal beneficiary societies	1,866	5.4%	1,198	3.6%	-35.8%
Business leagues, chambers of commerce, etc.	1,398	4.1%	1,178	3.5%	-15.7%
Labor, agricultural, horticultural orgs	1,836	5.4%	1,273	3.8%	-30.7%
Social and recreational clubs	1,463	4.3%	1,211	3.6%	-17.2%
Post or organization of war veterans	835	2.4%	627	1.9%	-24.9%
All Other Nonprofit Organizations	968	2.8%	727	2.2%	-24.9%

Note: Excludes out-of-scope organizations. "Reporting" public charities include all organizations filing IRS Form 990, 990-EZ or 990-PF. "Supporting" public charities include a small number of "mutual benefit" charities as well.

Sources: IRS Business Master Files 11/2003 and 10/2013 (with modifications by the National Center for Charitable Statistics at the Urban Institute to exclude foreign and governmental organizations). pcm2: 23.

Appendix G.5

NCCS > Statistics > Profiles

You can click on items in blue such as '501(c)(3) Public Charities' to get more detailed reports.

Number of Nonprofit Organizations in the United States, 2003 - 2013

	2003		2013		
	Number of Orgs.	Percent of All Orgs.	Number of Orgs.	Percent of All Orgs.	Pct. Change
All Nonprofit Organizations	1,369,123	100.0%	1,406,786	100.0%	2.8%
501(c)(3) Public Charities	783,811	57.2%	945,393	67.2%	20.6%
501(c)(3) Private Foundations	103,387	7.6%	96,759	6.9%	-6.4%
Other 501(c) Nonprofit Organizations	481,925	35.2%	364,634	25.9%	-24.3%
Small community groups and partnerships, etc.	Unknown	NA	Unknown	NA	NA
501(c)(3) Public Charities	783,811	57.2%	945,393	67.2%	20.6%
501(c)(3) Public Charities Registered with the IRS (including registered congregations)	783,811	57.2%	945,393	67.2%	20.6%
Reporting Public Charities	267,209	19.5%	356,475	25.3%	33.4%
Operating Public Charities	231,584	16.9%	308,945	22.0%	33.4%
Supporting Public Charities	35,625	2.6%	47,530	3.4%	33.4%
Non-Reporting, or with less than $25,000 in Gross Receipts	516,602	37.7%	588,918	41.9%	14.0%
*Congregations (about half are registered with IRS)**	Unknown	0.0%	Unknown	0.0%	NA
501(c)(3) Private Foundations	103,387	7.6%	96,759	6.9%	-6.4%
Private Grantmaking (Non-Operating) Foundations	99,107	7.2%	91,554	6.5%	-7.6%
Private Operating Foundations	4,280	0.3%	5,205	0.4%	21.6%
Other 501(c) Nonprofit Organizations	481,925	35.2%	364,634	25.9%	-24.3%
Civic leagues, social welfare orgs, etc.	119,772	8.7%	82,197	5.8%	-31.4%
Fraternal beneficiary societies	99,082	7.2%	62,398	4.4%	-37.0%
Business leagues, chambers of commerce, etc.	71,054	5.2%	61,980	4.4%	-12.8%
Labor, agricultural, horticultural orgs	58,477	4.3%	45,493	3.2%	-22.2%
Social and recreational clubs	56,335	4.1%	45,812	3.3%	-18.7%
Post or organization of war veterans	34,172	2.5%	29,868	2.1%	-12.6%
All Other Nonprofit Organizations	43,033	3.1%	36,886	2.6%	-14.3%

Note: Excludes out-of-scope organizations. "Reporting" public charities include all organizations filing IRS Form 990, 990-EZ or 990-PF. "Supporting" public charities include a small number of "mutual benefit" charities as well.

Sources: IRS Business Master Files 11/2003 and 10/2013 (with modifications by the National Center for Charitable Statistics at the Urban Institute to exclude foreign and governmental organizations). pcm2: 893.

Appendix G.6

Registered Nonprofit Organizations by County (BMF 08/2011)

Filter:
State = Massachusetts
NTEE Major Group (12) = HU - Human services

County	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
-	2	2	5,630,374	13,614,332	0	2
Barnstable County, MA	451	290	197,326,895	284,168,621	106	396
Berkshire County, MA	233	143	166,283,988	226,300,648	62	205
Bristol County, MA	534	317	359,473,009	391,171,264	137	454
Dukes County, MA	91	62	32,538,461	127,774,029	20	82
Essex County, MA	963	634	917,111,529	1,159,228,394	183	817
Franklin County, MA	109	64	39,357,800	48,214,938	32	96
Hampden County, MA	520	351	516,432,092	582,480,628	104	455
Hampshire County, MA	245	150	289,454,213	240,659,216	56	206

County	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
Middlesex County, MA	1,960	1,257	1,546,167,571	2,112,630,881	419	1,676
Nantucket County, MA	47	37	22,868,309	189,806,127	8	45
Norfolk County, MA	917	578	835,247,022	1,366,742,355	213	791
Plymouth County, MA	576	334	325,612,636	310,110,152	155	489
Suffolk County, MA	1,310	892	1,800,996,643	3,808,164,132	236	1,128
Worcester County, MA	935	549	638,854,020	1,005,119,475	242	791
Total	**8,893**	**5,660**	**7,693,354,562**	**11,866,185,192**	**1,973**	**7,633**

Citation: Internal Revenue Service, Exempt Organizations Business Master File ()
The Urban Institute, National Center for Charitable Statistics, http://nccsweb.urban.org/

Notes:
* Includes organizations that filed financial information on Form 990, 990-EZ or 990-PF within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files (excludes 990-N ePostcard filers).
** Includes organizations that reported zero ($0) revenue and zero assets on a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
*** Includes all organizations that filed a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
Organizations based in the U.S. Territories and Puerto Rico and other 'out-of-scope' organizations (see NCCS Data Guide, p.21) are excluded.

Appendix G.7

Registered Nonprofit Organizations by County (BMF 08/2016)

Filter:
State = Massachusetts
NTEE Major Group (12) = HU - Human services

County	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
Barnstable County, MA	499	312	246,163,936	339,443,493	145	457
Berkshire County, MA	262	152	185,640,358	248,727,646	88	240
Bristol County, MA	609	347	458,547,569	567,753,507	212	559
Dukes County, MA	91	64	41,763,716	156,853,118	22	86
Essex County, MA	1,039	662	1,361,994,190	1,809,277,412	277	939
Franklin County, MA	120	65	44,252,116	51,319,783	42	107
Hampden County, MA	538	349	575,419,140	679,015,055	139	488
Hampshire County, MA	276	156	402,370,918	291,152,155	86	242

County	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
Middlesex County, MA	2,185	1,351	1,914,952,843	2,823,361,777	616	1,967
Nantucket County, MA	51	40	41,928,113	226,190,263	8	48
Norfolk County, MA	979	618	863,484,286	1,736,618,551	263	881
Plymouth County, MA	647	350	469,053,180	713,814,509	200	550
Suffolk County, MA	1,396	922	2,533,133,241	4,962,135,214	321	1,243
Worcester County, MA	1,021	557	866,347,520	1,233,513,463	363	920
Total	**9,713**	**5,945**	**10,005,051,126**	**15,839,175,946**	**2,782**	**8,727**

Citation: Internal Revenue Service, Exempt Organizations Business Master File ()
The Urban Institute, National Center for Charitable Statistics, http://nccsweb.urban.org/

Notes:
* Includes organizations that filed financial information on Form 990, 990-EZ or 990-PF within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files (excludes 990-N ePostcard filers).
** Includes organizations that reported zero ($0) revenue and zero assets on a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
*** Includes all organizations that filed a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
Organizations based in the U.S. Territories and Puerto Rico and other 'out-of-scope' organizations (see NCCS Data Guide, p.21) are excluded.

Appendix G.8

Registered Nonprofit Organizations by County (BMF 11/2006)

Filter:
State = Massachusetts
NTEE Major Group (12) = HU - Human services

County	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
-	16	4	5,815,704	11,207,004	0	4
Barnstable County, MA	494	274	178,296,667	205,120,740	7	281
Berkshire County, MA	238	127	162,833,541	218,397,521	9	136
Bristol County, MA	626	295	304,385,686	279,527,936	8	303
Dukes County, MA	87	54	26,773,043	103,522,566	2	56
Essex County, MA	993	585	757,798,174	926,769,055	18	603
Franklin County, MA	123	63	45,181,027	50,832,425	1	64
Hampden County, MA	567	334	542,043,930	561,833,831	7	341
Hampshire County, MA	265	135	207,917,900	198,175,657	5	140

County	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
Middlesex County, MA	1,964	1,169	1,331,701,689	1,939,545,819	34	1,203
Nantucket County, MA	51	35	22,826,821	116,228,519	1	36
Norfolk County, MA	922	520	791,407,388	1,215,186,019	18	538
Plymouth County, MA	604	298	280,464,790	264,384,596	8	306
Suffolk County, MA	1,431	888	2,071,628,355	3,100,374,742	33	921
Worcester County, MA	981	519	650,077,784	794,318,320	27	546
Total	**9,362**	**5,300**	**7,379,152,499**	**9,985,424,750**	**178**	**5,478**

Citation: Internal Revenue Service, Exempt Organizations Business Master File ()
The Urban Institute, National Center for Charitable Statistics, http://nccsweb.urban.org/

Notes:
* Includes organizations that filed financial information on Form 990, 990-EZ or 990-PF within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files (excludes 990-N ePostcard filers).
** Includes organizations that reported zero ($0) revenue and zero assets on a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
*** Includes all organizations that filed a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
Organizations based in the U.S. Territories and Puerto Rico and other 'out-of-scope' organizations (see NCCS Data Guide, p.21) are excluded.

Appendix G.9

Registered Nonprofit Organizations by Level of Total Assets (BMF 08/2011)

Filter:
State = Massachusetts
NTEE Major Group (12) = HU - Human services

Level of Total Assets	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
A. Less than $100,000	4,913	2,357	200,957,763	81,319,306	1,973	4,330
B. $100,000-249,999	871	839	176,401,883	137,245,263	0	839
C. $250,000-499,999	591	575	235,351,298	205,645,124	0	575
D. $500,000-999,999	507	492	319,703,239	353,416,597	0	492
E. $1-5 mil.	899	885	1,752,464,655	2,118,822,321	0	885
F. $5-10 mil.	265	256	1,261,706,470	1,790,832,257	0	256
G. $10-100 mil.	254	248	3,477,952,856	5,693,228,230	0	248
H. More than $100 mil.	8	8	268,816,398	1,485,676,094	0	8
Not Reported	585	0	0	0	0	0
Total	**8,893**	**5,660**	**7,693,354,562**	**11,866,185,192**	**1,973**	**7,633**

Citation: Internal Revenue Service, Exempt Organizations Business Master File ()
The Urban Institute, National Center for Charitable Statistics, http://nccsweb.urban.org/

Notes:
* Includes organizations that filed financial information on Form 990, 990-EZ or 990-PF within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files (excludes 990-N ePostcard filers).
** Includes organizations that reported zero ($0) revenue and zero assets on a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
*** Includes all organizations that filed a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
Organizations based in the U.S. Territories and Puerto Rico and other 'out-of-scope' organizations (see NCCS Data Guide, p.21) are excluded.

Appendix G.10   **Close Window**

Registered Nonprofit Organizations by Level of Total Assets (BMF 08/2016)

Filter:
State = Massachusetts
NTEE Major Group (12) = HU - Human services

Level of Total Assets	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
A. Less than $100,000	2,843	2,395	195,408,606	82,185,829	309	2,704
B. $100,000-249,999	937	899	205,404,846	146,902,275	0	899
C. $250,000-499,999	597	581	205,743,351	207,147,618	0	581
D. $500,000-999,999	545	533	326,150,094	383,670,910	0	533
E. $1-5 mil.	932	920	1,661,888,943	2,209,063,290	0	920
F. $5-10 mil.	292	289	1,634,280,744	2,038,150,627	0	289
G. $10-100 mil.	313	309	4,543,339,761	7,311,273,432	0	309
H. More than $100 mil.	19	19	1,232,834,781	3,460,781,965	0	19
Not Reported	3,235	0	0	0	2,473	2,473
Total	**9,713**	**5,945**	**10,005,051,126**	**15,839,175,946**	**2,782**	**8,727**

Citation: Internal Revenue Service, Exempt Organizations Business Master File ()
The Urban Institute, National Center for Charitable Statistics, http://nccsweb.urban.org/

Notes:
* Includes organizations that filed financial information on Form 990, 990-EZ or 990-PF within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files (excludes 990-N ePostcard filers).
** Includes organizations that reported zero ($0) revenue and zero assets on a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
*** Includes all organizations that filed a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
Organizations based in the U.S. Territories and Puerto Rico and other 'out-of-scope' organizations (see NCCS Data Guide, p.21) are excluded.

Appendix G.11

Registered Nonprofit Organizations by Level of Total Assets (BMF 11/2006)

Filter:
State = Massachusetts
NTEE Major Group (12) = HU - Human services

Level of Total Assets	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
A. Less than $100,000	3,718	2,209	190,136,790	75,286,383	178	2,387
B. $100,000-249,999	811	776	173,625,768	124,811,160	0	776
C. $250,000-499,999	537	519	207,814,342	184,468,570	0	519
D. $500,000-999,999	464	453	306,168,586	328,101,145	0	453
E. $1-5 mil.	900	889	1,902,689,334	2,094,375,500	0	889
F. $5-10 mil.	236	234	1,414,395,540	1,650,720,285	0	234
G. $10-100 mil.	217	216	3,015,570,696	5,058,595,980	0	216
H. More than $100 mil.	4	4	168,751,443	469,065,727	0	4
Not Reported	2,475	0	0	0	0	0
Total	**9,362**	**5,300**	**7,379,152,499**	**9,985,424,750**	**178**	**5,478**

Citation: Internal Revenue Service, Exempt Organizations Business Master File ()
The Urban Institute, National Center for Charitable Statistics, http://nccsweb.urban.org/

Notes:
* Includes organizations that filed financial information on Form 990, 990-EZ or 990-PF within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files (excludes 990-N ePostcard filers).
** Includes organizations that reported zero ($0) revenue and zero assets on a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
*** Includes all organizations that filed a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
Organizations based in the U.S. Territories and Puerto Rico and other 'out-of-scope' organizations (see NCCS Data Guide, p.21) are excluded.

Appendix G.12

Registered Nonprofit Organizations by Level of Total Revenue (BMF 08/2011)

Filter:
State = Massachusetts
NTEE Major Group (12) = HU - Human services

Level of Total Revenue	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
A. Less than $100,000	5,045	2,532	95,104,451	672,164,371	1,962	4,494
B. $100,000-249,999	1,056	999	159,170,649	433,631,939	0	999
C. $250,000-499,999	641	616	218,573,434	635,703,822	0	616
D. $500,000-999,999	483	472	337,893,952	949,246,145	0	472
E. $1-5 mil.	705	687	1,533,236,317	4,005,356,729	0	687
F. $5-10 mil.	146	142	996,062,133	1,482,297,192	0	142
G. $10-100 mil.	169	165	3,597,594,117	3,323,788,286	0	165
H. More than $100 mil.	5	5	755,719,509	282,564,880	0	5
Not Reported	643	42	0	81,431,828	11	53
Total	**8,893**	**5,660**	**7,693,354,562**	**11,866,185,192**	**1,973**	**7,633**

Citation: Internal Revenue Service, Exempt Organizations Business Master File ()
The Urban Institute, National Center for Charitable Statistics, http://nccsweb.urban.org/

Notes:
* Includes organizations that filed financial information on Form 990, 990-EZ or 990-PF within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files (excludes 990-N ePostcard filers).
** Includes organizations that reported zero ($0) revenue and zero assets on a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
*** Includes all organizations that filed a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
Organizations based in the U.S. Territories and Puerto Rico and other 'out-of-scope' organizations (see NCCS Data Guide, p.21) are excluded.

Appendix G.13

Registered Nonprofit Organizations by Level of Total Revenue (BMF 08/2016)

Filter:
State = Massachusetts
NTEE Major Group (12) = HU - Human services

Level of Total Revenue	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
A. Less than $100,000	2,910	2,492	101,228,458	530,390,733	288	2,780
B. $100,000-249,999	1,159	1,118	177,320,406	483,192,510	0	1,118
C. $250,000-499,999	671	642	230,000,427	695,362,090	0	642
D. $500,000-999,999	486	476	341,196,293	872,538,141	0	476
E. $1-5 mil.	779	771	1,693,500,156	3,796,700,933	0	771
F. $5-10 mil.	164	163	1,125,461,743	2,033,443,831	0	163
G. $10-100 mil.	207	204	5,127,318,604	6,761,759,100	0	204
H. More than $100 mil.	7	7	1,209,025,039	618,236,940	0	7
Not Reported	3,330	72	0	47,551,668	2,494	2,566
Total	**9,713**	**5,945**	**10,005,051,126**	**15,839,175,946**	**2,782**	**8,727**

Citation: Internal Revenue Service, Exempt Organizations Business Master File ()
The Urban Institute, National Center for Charitable Statistics, http://nccsweb.urban.org/

Notes:
* Includes organizations that filed financial information on Form 990, 990-EZ or 990-PF within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files (excludes 990-N ePostcard filers).
** Includes organizations that reported zero ($0) revenue and zero assets on a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
*** Includes all organizations that filed a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
Organizations based in the U.S. Territories and Puerto Rico and other 'out-of-scope' organizations (see NCCS Data Guide, p.21) are excluded.

Registered Nonprofit Organizations by Major Purpose or Activity (NTEE Code) (BMF 08/2016)

Filter:
State = Massachusetts

NTEE	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
A - Arts, Culture & Humanities	3,715	2,037	1,976,095,856	8,683,874,249	1,293	3,330
B - Education	5,630	3,070	31,255,413,913	181,797,704,669	1,802	4,872
C - Environment	1,023	517	583,202,274	2,509,587,431	427	944
D - Animal-Related	578	334	232,093,408	637,306,512	186	520
E - Health Care	1,252	834	52,017,338,369	64,288,309,056	281	1,115
F - Mental Health & Crisis Intervention	443	274	1,641,837,966	1,005,421,510	111	385
G - Voluntary Health Associations & Medical Disciplines: Voluntary Health Associations & Medical Disciplines	797	481	641,777,832	668,522,929	201	682
H - Medical Research: Medical Research	199	135	707,338,826	2,665,912,417	36	171
I - Crime & Legal-Related	531	354	215,965,661	244,507,844	133	487
J - Employment	886	496	880,756,976	1,200,231,867	338	834
K - Food, Agriculture & Nutrition	359	186	247,460,736	216,070,951	136	322
L - Housing & Shelter	942	753	1,465,748,740	5,228,770,282	127	880

NTEE	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
M - Public Safety, Disaster Preparedness & Relief	426	227	119,874,294	355,483,440	158	385
N - Recreation & Sports	3,514	2,148	1,199,755,572	2,207,723,375	1,011	3,159
O - Youth Development	659	276	326,678,644	646,906,082	254	530
P - Human Services	2,396	1,505	5,548,810,503	5,739,482,105	625	2,130
Q - International, Foreign Affairs & National Security	650	359	1,657,619,250	1,911,349,248	213	572
R - Civil Rights, Social Action & Advocacy	279	112	109,972,142	132,765,189	99	211
S - Community Improvement & Capacity Building	2,392	1,359	1,310,646,108	2,843,047,349	760	2,119
T - Philanthropy, Voluntarism & Grantmaking Foundations	3,537	3,062	9,355,345,366	34,765,929,542	270	3,332
U - Science & Technology	246	124	2,394,935,219	2,438,554,940	86	210
V - Social Science	98	56	86,968,282	457,218,473	25	81
W - Public & Societal Benefit	1,521	553	898,764,403	15,454,042,050	808	1,361
X - Religion-Related	3,954	430	248,087,821	693,672,535	452	882
Y - Mutual & Membership Benefit	1,376	551	4,273,788,667	9,213,627,275	742	1,293
Z - Unknown	99	24	7,710,077	8,017,497	38	62
Total	**37,502**	**20,257**	**119,403,986,905**	**346,014,038,817**	**10,612**	**30,869**

Citation: Internal Revenue Service, Exempt Organizations Business Master File ()
The Urban Institute, National Center for Charitable Statistics, http://nccsweb.urban.org/

Notes:
* Includes organizations that filed financial information on Form 990, 990-EZ or 990-PF within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files (excludes 990-N ePostcard filers).

** Includes organizations that reported zero ($0) revenue and zero assets on a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.

*** Includes all organizations that filed a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.

Organizations based in the U.S. Territories and Puerto Rico and other 'out-of-scope' organizations (see NCCS Data Guide, p.21) are excluded.

Appendix G.15

Registered Nonprofit Organizations by Major Purpose or Activity (NTEE Code) (BMF 08/2016)

Filter:
State = Massachusetts
NTEE Major Group (12) = HU - Human services

NTEE	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
I - Crime & Legal-Related	531	354	215,965,661	244,507,844	133	487
J - Employment	886	496	880,756,976	1,200,231,867	338	834
K - Food, Agriculture & Nutrition	359	186	247,460,736	216,070,951	136	322
L - Housing & Shelter	942	753	1,465,748,740	5,228,770,282	127	880
M - Public Safety, Disaster Preparedness & Relief	426	227	119,874,294	355,483,440	158	385
N - Recreation & Sports	3,514	2,148	1,199,755,572	2,207,723,375	1,011	3,159
O - Youth Development	659	276	326,678,644	646,906,082	254	530
P - Human Services	2,396	1,505	5,548,810,503	5,739,482,105	625	2,130
Total	**9,713**	**5,945**	**10,005,051,126**	**15,839,175,946**	**2,782**	**8,727**

Citation: Internal Revenue Service, Exempt Organizations Business Master File ()
The Urban Institute, National Center for Charitable Statistics, http://nccsweb.urban.org/

Notes:
* Includes organizations that filed financial information on Form 990, 990-EZ or 990-PF within 24 months of the BMF release date, as

reported in NCCS Core Files and IRS Business Master Files (excludes 990-N ePostcard filers).
** Includes organizations that reported zero ($0) revenue and zero assets on a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
*** Includes all organizations that filed a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
Organizations based in the U.S. Territories and Puerto Rico and other 'out-of-scope' organizations (see NCCS Data Guide, p.21) are excluded.

Appendix G.16

Registered Nonprofit Organizations by Major Purpose or Activity (NTEE Code) (BMF 08/2016)

Filter:
NTEE Major Group (12) = HU - Human services

NTEE	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
I - Crime & Legal-Related	21,132	9,843	9,814,134,382	10,597,320,063	8,954	18,797
J - Employment	32,667	15,865	38,531,933,745	48,946,245,593	14,423	30,288
K - Food, Agriculture & Nutrition	18,274	8,544	16,415,840,756	15,011,222,746	7,593	16,137
L - Housing & Shelter	33,673	22,140	27,808,311,545	94,856,283,886	7,859	29,999
M - Public Safety, Disaster Preparedness & Relief	23,360	12,319	3,718,190,445	10,862,749,984	8,948	21,267
N - Recreation & Sports	117,969	50,504	36,170,459,032	59,796,797,310	51,534	102,038
O - Youth Development	41,934	10,114	8,663,757,011	17,602,057,847	24,683	34,797
P - Human Services	99,665	47,714	137,320,933,175	197,435,120,901	35,910	83,624
Total	**388,674**	**177,043**	**278,443,560,091**	**455,107,798,330**	**159,904**	**336,947**

Citation: Internal Revenue Service, Exempt Organizations Business Master File ()
The Urban Institute, National Center for Charitable Statistics, http://nccsweb.urban.org/

Notes:
* Includes organizations that filed financial information on Form 990, 990-EZ or 990-PF within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files (excludes 990-N ePostcard filers).

** Includes organizations that reported zero ($0) revenue and zero assets on a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
*** Includes all organizations that filed a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
Organizations based in the U.S. Territories and Puerto Rico and other 'out-of-scope' organizations (see NCCS Data Guide, p.21) are excluded.

Appendix G.17

Registered Nonprofit Organizations by State (BMF 08/2016)

Filter:
State = Massachusetts
Organization type = Public charities

State	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
Massachusetts	26,009	12,963	102,469,149,242	295,224,895,208	7,224	20,187
Total	**26,009**	**12,963**	**102,469,149,242**	**295,224,895,208**	**7,224**	**20,187**

Citation: Internal Revenue Service, Exempt Organizations Business Master File ()
The Urban Institute, National Center for Charitable Statistics, http://nccsweb.urban.org/

Notes:
* Includes organizations that filed financial information on Form 990, 990-EZ or 990-PF within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files (excludes 990-N ePostcard filers).
** Includes organizations that reported zero ($0) revenue and zero assets on a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
*** Includes all organizations that filed a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
Organizations based in the U.S. Territories and Puerto Rico and other 'out-of-scope' organizations (see NCCS Data Guide, p.21) are excluded.

Appendix G.18   Close Window

Registered Nonprofit Organizations by Type of Organization (BMF 08/2016)

Filter:
State = Massachusetts
NTEE Major Group (12) = HU - Human services

Type of Organization	Number of Registered Organizations	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
Other Nonprofit	2,422	1,370	1,052,859,174	2,148,242,225	920	2,290
Private Foundation	261	216	116,649,100	742,100,304	9	225
Public Charity	7,030	4,359	8,835,542,852	12,948,833,417	1,853	6,212
Total	**9,713**	**5,945**	**10,005,051,126**	**15,839,175,946**	**2,782**	**8,727**

Citation: Internal Revenue Service, Exempt Organizations Business Master File ()
The Urban Institute, National Center for Charitable Statistics, http://nccsweb.urban.org/

Notes:
* Includes organizations that filed financial information on Form 990, 990-EZ or 990-PF within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files (excludes 990-N ePostcard filers).
** Includes organizations that reported zero ($0) revenue and zero assets on a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
*** Includes all organizations that filed a Form 990, 990-EZ, 990-PF and, since 2008, 990-N ePostcard within 24 months of the BMF release date, as reported in NCCS Core Files and IRS Business Master Files.
Organizations based in the U.S. Territories and Puerto Rico and other 'out-of-scope' organizations (see NCCS Data Guide, p.21) are excluded.

Appendix H

US Census Data

19. Springfield, MA, Area Economic Surmmary: Unemployment Rates

Springfield, MA-CT, Area Economic Summary

Updated March 17, 2017

This summary presents a sampling of economic information for the area; supplemental data are provided for regions and the nation. Subjects include **unemployment**, **employment**, **wages**, **prices**, **spending**, and **benefits**. All data are not seasonally adjusted and some may be subject to revision. Area definitions may differ by subject. For more area summaries and geographic definitions, see www.bls.gov/regions/economic-summaries.htm.

Unemployment rates for the Springfield area, selected area cities, and the nation

Unemployment rates

City	Jan-16	Jan-17
United States	5.3	5.1
Springfield area	6.0	4.9
Chicopee city, MA	6.6	5.2
Holyoke city, MA	7.8	6.1
Springfield city, MA	9.0	7.2
Westfield city, MA	6.0	4.7
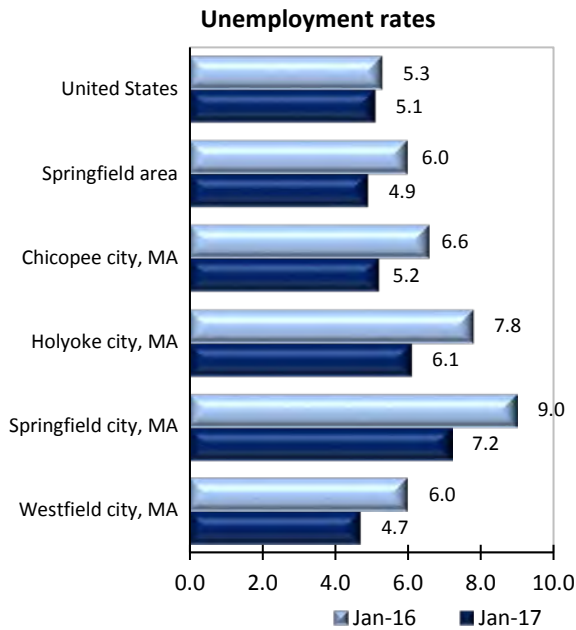
Source: U.S. BLS, Local Area Unemployment Statistics.

Average weekly wages for all industries by county

Springfield area, 3rd quarter 2016
(U.S. = $1,027; Area = $923)

Hampshire $895

Hampden $932
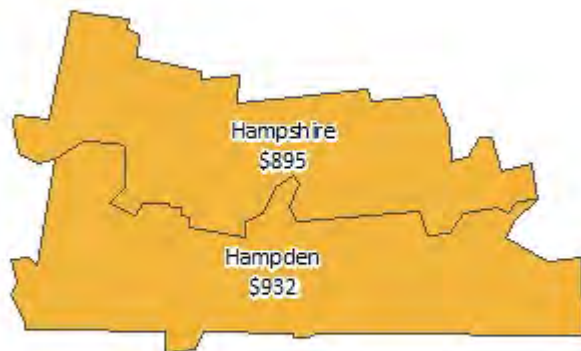
Source: U.S. BLS, Quarterly Census of Employment and Wages.

Over-the-year changes in employment on nonfarm payrolls and employment by major industry sector

12-month percent changes in employment
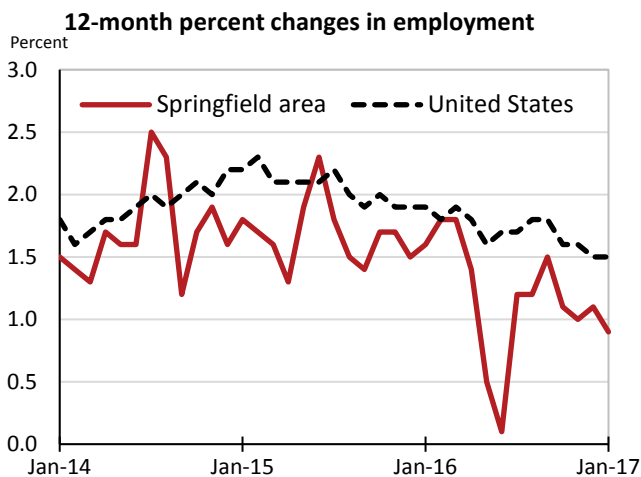
Source: U.S. BLS, Current Employment Statistics.

Springfield area employment (numbers in thousands)	Jan. 2017	Change from Jan. 2016 to Jan. 2017	
		Number	Percent
Total nonfarm	326.6	3.0	0.9
Mining, logging, and construction	9.9	0.2	2.1
Manufacturing	28.4	-0.4	-1.4
Trade, transportation, and utilities	60.1	0.9	1.5
Information	3.4	-0.1	-2.9
Financial activities	16.9	-0.3	-1.7
Professional and business services	25.9	0.7	2.8
Education and health services	78.8	1.2	1.5
Leisure and hospitality	28.0	-0.2	-0.7
Other services	12.7	0.1	0.8
Government	62.5	0.9	1.5

Source: U.S. BLS, Current Employment Statistics.

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Over-the-year change in the prices paid by urban consumers for selected categories

12-month percent change in CPI-U, February 2017

Category	Northeast region	U.S. city average
All Items	2.6	2.7
Food	0.0	0.0
Energy	15.8	15.2
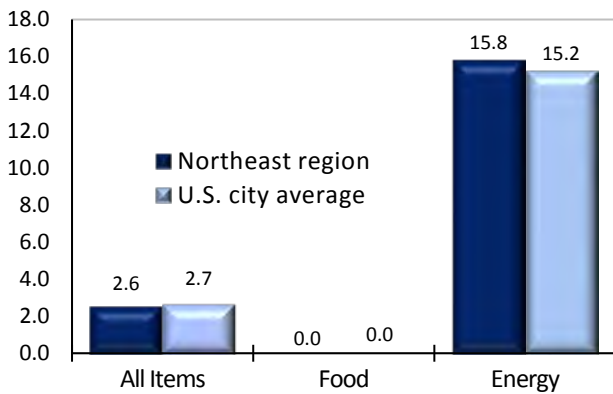
Source: U.S. BLS, Consumer Price Index.

Average annual spending and percent distribution for selected categories

Northeast Region average annual expenditures 2015

- Housing $20,817 35.3%
- Transportation $9,026 15.3%
- Food $6,882 11.7%
- Personal insurance & pensions $7,103 12.0%
- Healthcare $4,328 7.3%
- All other $10,820 18.3%

Total: $58,976
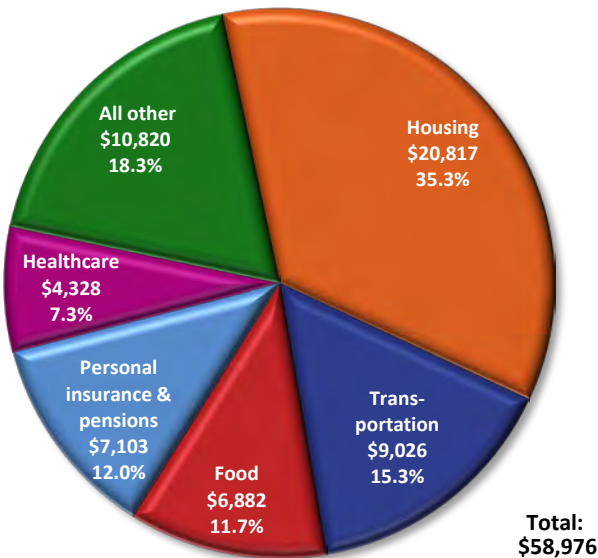
Source: U.S. BLS, Consumer Expenditure Survey.

Over-the-year changes in the selling prices received by producers for selected industries nationwide

12-month percent changes in PPI

- General freight trucking
- Hospitals
- Fabricated pipe and pipe fitting mfg
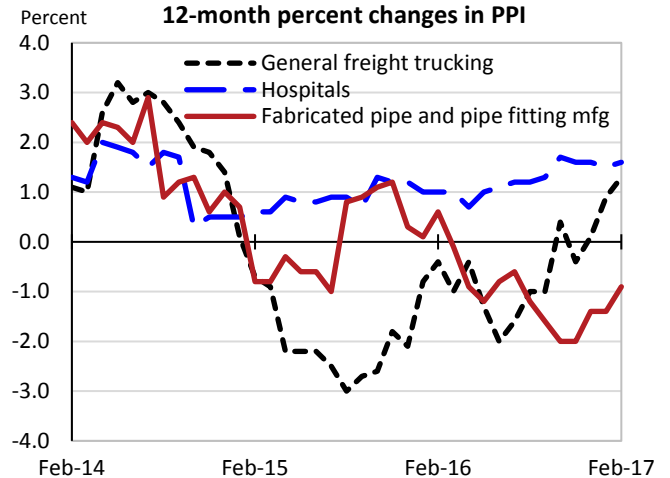
Source: U.S. BLS, Producer Price Index.

Average hourly wages for selected occupations

Occupation	Springfield area	United States
Total, all occupations	$23.83	$23.23
General and operations managers	51.50	57.44
Registered nurses	35.18	34.14
Accountants and auditors	35.01	36.19
Construction laborers	22.54	17.57
Bus drivers, school or special client	17.43	14.70
Customer service representatives	16.85	16.62
Team assemblers	15.61	15.17
Personal care aides	12.75	10.48
Retail salespersons	12.18	12.67
Cashiers	10.78	10.09
Waiters and waitresses	10.75	11.07
Cooks, fast food	10.21	9.43

Source: U.S. BLS, Occupational Employment Statistics, May 2015.

Employer costs per hour worked for wages and selected employee benefits by geographic division

Private industry, December 2016	New England (1)	United States
Total compensation	$39.27	$32.76
Wages and salaries	27.61	22.83
Total benefits	11.66	9.93
Paid leave	2.90	2.28
Vacation	1.51	1.17
Supplemental pay	1.10	1.15
Insurance	3.23	2.63
Retirement and savings	1.54	1.31
Legally required benefits	2.89	2.56

(1) New England includes CT, MA, ME, NH, RI, and VT.
Source: U.S. BLS, Employer Costs for Employee Compensation.

Over-the-year changes in wages and salaries

12-month percent changes in ECI

- New England
- United States
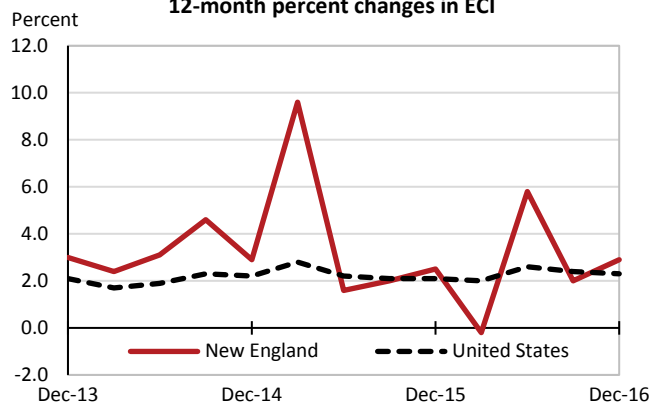
Source: U.S. BLS, Employment Cost Index.

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Appendix I

Additional Charts & Figures - NCCS Data

20. Total Revenue of Human Service Nonprofits in MA / Comparison between Western Massachusetts, Worcester County, Eastern MA
21. Human Services Populations within Massachusetts / Population Comparisons
22. Certificate Program Participation Estimate
23. Registered Nonprofit Organizations by Major Purpose or Activity (NTEE Code) (BMF 08_2016) - Human Services in MA
24. Western Massachusetts 501(3)(c) Organizations by Total Revenue - 2015 / Top 40 Organizations
25. Berkshire County 501(3)(c) Organizations by Total Revenue - 2015 / Top 10 Organizations
26. Hampden County 501(3)(c) Organizations by Total Revenue - 2015 / Top 10 Organizations
27. Franklin County 501(3)(c) Organizations by Total Revenue - 2015 / Top 10 Organizations
28. Hampshire County 501(3)(c) Organizations by Total Revenue - 2015 / Top 10 Organizations
29. Provider Council Western Massachusetts Members - Total Revenue 2015
30. Provider Council Organizations by Total Revenue - 2015

Total Revenue of Human Services Nonprofits in Massachusetts

	2016	% Increase	2011	% Increase	2006
Not Reported (Assumed Less than $50,000)	3,330	417.88%	643	-74.30%	2,502
A. Less than $100,000	2,910	-42.32%	5,045	30.77%	3,858
B. $100,000-249,999	1,159	9.75%	1,056	13.30%	932
C. $250,000-499,999	671	4.68%	641	13.25%	566
D. $500,000-999,999	486	0.62%	483	-2.42%	495
E. $1-5 mil.	779	10.50%	705	3.07%	684
F. $5-10 mil.	164	12.33%	146	-14.62%	171
G. $10-100 mil.	207	22.49%	169	12.67%	150
H. More than $100 mil.	7	40.00%	5	25.00%	4
Total	9,713	9.22%	8,893	-5.01%	9,362
Total Revenue Reported	$ 10,005,051,126	30.05%	$ 7,693,354,562	4.26%	$ 7,379,152,499
Total Assests Reported	$ 15,839,175,946	33.48%	$ 11,866,185,192	18.84%	$ 9,985,424,750

Comparison between Western MA*, Worcester County, Eastern MA**

	2016	% Increase	2011	% Increase	2006
Total Registered Human Service Nonprofits					
Western MA	1,196	8.04%	1107	-7.21%	1193
Worcester County	1,021	9.20%	935	-4.69%	981
Eastern MA	4,560	8.91%	4,187	-3.01%	4,317
Total Revenue Reported					
Western MA	$ 1,207,682,532	19.39%	$ 1,011,528,093	5.59%	$ 957,976,398
Worcester County	$ 866,347,520	35.61%	$ 638,854,020	-1.73%	$ 650,077,784
Eastern MA	$ 5,311,570,370	27.00%	$ 4,182,411,236	-0.29%	$ 4,194,737,432
Total Assets Reported					
Western MA	$ 1,270,214,639	15.72%	$ 1,097,655,430	6.65%	$ 1,029,239,434
Worcester County	$ 1,233,513,463	22.72%	$ 1,005,119,475	26.54%	$ 794,318,320
Eastern MA	$ 9,522,115,542	30.66%	$ 7,287,537,368	16.51%	$ 6,255,106,580
Population	2015 Estimate		Organizations per 10,000 Residents (2015 estimate)		
Western MA	830,411		14.40		
Worcester County	818,963		12.47		
Eastern MA	3,059,283		14.91		

*Western MA Counties include: Berkshire, Franklin, Hampden & Hampshire Counties

** Eastern MA Counties Include: Suffolk, Norfolk & Middlesex Counties

Human Services Populations within Massachusetts
(US Census Bureau, 2009-2013)

Name	Population	Median Household Income	Poverty Rate	Number of Children	Child Poverty Rate	Number of Children in Poverty	Number of Seniors	Senior Poverty Rate	Number of Seniors in Poverty
Barnstable County (Massachusetts)	215,449	60,526	9.2	36,310	14.5	5,282	55,489	6.5	3,623
Berkshire County (Massachusetts)	130,545	48,450	12.3	24,775	19	4,706	25,073	8.2	2,059
Bristol County (Massachusetts)	549,870	55,298	12.1	120,441	16.8	20,203	80,388	10.7	8,598
Dukes County (Massachusetts)	16,739	66,288	10	3,177	12.8	406	2,898	9.4	274
Essex County (Massachusetts)	750,808	67,311	11	170,835	15.8	26,950	109,049	9.2	10,050
Franklin County (Massachusetts)	71,408	53,663	11.9	13,785	16.3	2,246	11,404	8	916
Hampden County (Massachusetts)	465,144	49,094	17.2	108,343	28	30,386	67,406	10.2	6,856
Hampshire County (Massachusetts)	159,267	61,227	11.1	26,100	12.7	3,311	21,088	6.8	1,424
Middlesex County (Massachusetts)	1,522,533	82,090	7.9	320,847	9	29,024	203,273	7.5	15,327
Nantucket County (Massachusetts)	10,224	85,478	10.3	2,143	15.4	329	1,278	11.9	153
Norfolk County (Massachusetts)	677,296	84,916	6.4	151,278	7.2	10,854	100,460	7	6,987
Plymouth County (Massachusetts)	497,386	75,092	7.5	117,557	9.8	11,575	72,407	6	4,330
Suffolk County (Massachusetts)	735,701	53,540	19.6	128,293	28.2	36,213	78,150	18.7	14,613
Worcester County (Massachusetts)	802,688	65,223	10.8	184,166	15.2	28,006	105,417	8.6	9,111
Total (Massachusetts)	6,605,058	66,866	11	1,408,050	14.9	209,308	933,780	9	84,234

Population Comparisons

Western MA	826,364	48,450-61,227	11.1-17.2	173,003	12.7-28	40,649	124,971	6.8-10.2	11,255
Worcester County	802,688	65,223	11	184,166	15.2	28,006	105,417	8.6	9,111
Eastern MA	2,935,530	53,540-84,916	6.4-19.6	600,418	7.2-28.2	76,091	381,883	7-18.7	36,927
Massachusetts (Total)	6,605,058	66,866	11	1,408,050	15	209,308	933,780	9	84,234

Certificate Program Participation Estimate

	Eastern MA	Worcester County	Western MA	
Total Number of Registered Nonprofits (2016)	4,560	1,021	1,196	
Provider Council (PC) Organizations in Study Area*	80	20	33	
Number of PC Organizations Participating in Program	13	10	N/A (11 Estimated)	
Total Number of Certificate Program Participants	25 to 30	15 to 17**	N/A	
Member Organizations	*22 to 27*	*12 to 14*	*N/A*	
Nonmember Organizations	*2 to 3*	*1 to 2*	*N/A*	
Participants per Organization generated in Study Area	27 (average)	16 (average)	17 (Year 1 Goal)	
Per Member Organiztions in Study Area	*0.3*	*0.7*	*0.5*	
Nonmember Organizations (per 1000 Registered Nonprofits)	*0.5*	*1.5*	*1.0*	
Estimated Number of Program Participants			**17**	

*Estimated number of organizations in Greater Boston and Worcester Area given by Providers Council

**Worcester County Participation relies on overflow waitlist participants of the Eastern MA Program. 18-20 total participants, 2-3 from Eastern MA

Notes

1) Western MA Estimate based on average participation rate of PC member organizations in Greater Boston and Worcester Areas

Registered Nonprofit Organizations by Major Purpose or Activity

(NTEE Code) (BMF 08/2016)

State = Massachusetts

NTEE Major Group (12) = HU - Human services

NTEE	Number of Registered Organizations	% of Total Category	Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *	% of Total Category	Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
I - Crime & Legal-Related	531	5%	354	$215,965,661	2%	244,507,844	133	487
J - Employment	886	9%	496	$880,756,976	9%	1,200,231,867	338	834
K - Food, Agriculture & Nutrition	359	4%	186	$247,460,736	2%	216,070,951	136	322
L - Housing & Shelter	942	10%	753	$1,465,748,740	15%	5,228,770,282	127	880
M - Public Safety, Disaster Preparedness & Relief	426	4%	227	$119,874,294	1%	355,483,440	158	385
N - Recreation & Sports	3,514	36%	2,148	$1,199,755,572	12%	2,207,723,375	1,011	3,159
O - Youth Development	659	7%	276	$326,678,644	3%	646,906,082	254	530
P - Human Services	2,396	25%	1,505	$5,548,810,503	55%	5,739,482,105	625	2,130
Total (Human Services)	**9,713**		**5,945**	**10,005,051,126**		**15,839,175,946**	**2,782**	**8,727**
Total Nonprofits in MA	**37,502**		**20,257**	**119,403,986,905**		**346,014,038,817**	**10,612**	**30,869**

Type of Organization (Among Human Services)	Number of Registered Organizations		Number of Organizations Filing Form 990 *	Total Revenue Reported on Form 990 *		Assets Reported on Form 990 *	Number of Organizations Filing Form 990-N **	Total Number of Organizations Filing Form 990 or 990-N ***
Other Nonprofit	2,422		1,370	$1,052,859,174	11%	2,148,242,225	920	2,290
Private Foundation	261		216	$116,649,100	1%	742,100,304	9	225
Public Charity	7,030		4,359	$8,835,542,852	88%	12,948,833,417	1,853	6,212
Total	**9713 (25.9% of Total Nonprofits)**		**5,945**	**$10,005,051,126 (8.4%)**		**15839175946 (4.6%)**	**2,782**	**8,727**

Revenue Less Than...	# of Organizations	% of Total	MA Total
Not Reported	385	23%	34%
Under $100,000	587	36%	30%
$100,000 - $249,999	191	12%	12%
$250,000 - $499,999	127	8%	7%
$500,000 - $999,999	85	5%	5%
$1,000,000 - $4,999,999	157	10%	8%
$5,000,000 - $9,999,999	47	3%	2%
$10,000,000 - $100,000,000	61	4%	2%
More than $100,000,000	11	1%	0%
Total	1651		

Top 40 Organizations	2015 Revenue	County	
University Health Network	$ 1,773,538,379	Hampden	
Trustees of the Smith College	$ 923,411,997	Hampshire	
Amherst College Trustees	$ 908,803,345	Hampshire	
Williams College	$ 496,503,251	Berkshire	
Sterling & Francine Clark Art Inst	$ 310,927,452	Berkshire	
Mercy Hospital Inc	$ 278,294,338	Hampden	
Trustees of Mount Holyoke College	$ 248,785,147	Hampshire	
Stavros Center for Independent Living Inc	$ 223,613,133	Hampshire	
Springfield College	$ 184,546,512	Hampden	
Trustees of Deerfield Academy	$ 164,126,717	Franklin	
Western New England University	$ 159,480,830	Hampden	
Hampshire College Trustees	$ 95,941,598	Hampshire	
Center for Human Development Inc	$ 89,580,764	Hampden	
Berkshire School Inc	$ 80,862,793	Berkshire	
American International College	$ 80,487,164	Hampden	
Northfield Mount Hermon School	$ 78,915,622	Franklin	
Bay Path University	$ 76,107,117	Hampden	
New England Farm Workers Council Inc	$ 65,684,770	Hampden	
Behavioral Health Network Inc	$ 65,259,786	Hampden	
Hap Inc	$ 61,206,524	Hampden	
Servicenet Inc	$ 52,467,824	Hampshire	
Williston Northampton School	$ 51,862,786	Hampshire	
Sisters of Providence Health System Inc	$ 50,772,021	Hampden	
College of Our Lady of the Elms	$ 44,883,212	Hampden	
Kripalu Center for Yoga & Health Inc	$ 42,733,039	Berkshire	
Harold Grinspoon Foundation Grinspoon Harold Et AL Ttee	$ 41,415,166	Hampden	
Allen-Chase Foundation Eaglebrook School	$ 34,370,529	Franklin	
Gandara Mental Health Center Inc	$ 33,250,616	Hampden	
Valley Opportunity Council Inc	$ 31,220,344	Hampden	
Berkshire County Arc Inc	$ 31,148,687	Berkshire	
Wilbraham & Monson Academy	$ 30,942,563	Hampden	
Community Foundation of Western Massachusetts	$ 30,915,555	Hampden	
Hillcrest Educational Centers Inc	$ 29,987,124	Berkshire	
Association for Community Living Inc	$ 29,072,524	Hampden	
Holyoke Health Center Inc	$ 28,156,648	Hampden	
Greater Springfield Senior Services Inc	$ 27,559,859	Hampden	
Historic Deerfield Inc	$ 27,137,465	Franklin	
Clinical & Support Options Inc	$ 26,185,791	Hampshire	

Community Action of the Franklin Hampshire and North Quabbin Region	$ 25,394,113	Franklin	
Westmass Eldercare Inc	$ 24,797,086	Hampden	
Nonotuck Resource Associates	$ 24,683,446	Hampshire	
Miss Halls School Inc	$ 23,834,269	Berkshire	
Brien Center for Mental Health & Subtance Abuse Services	$ 22,599,948	Berkshire	
Eastern States Exposition	$ 22,006,317	Hampden	
Community Enterprises Inc	$ 19,331,137	Hampshire	
Guidewire Inc	$ 19,107,878	Hampden	
Carson Center for Human Services Inc	$ 18,414,764	Hampden	
Caring Health Center Inc	$ 17,762,363	Hampden	
Sisters of Providence Care Ctrs Inc Manager of Financial Reporting Mt St Vincent	$ 17,750,000	Hampden	
Multicultural Community Service of the Pioneer Valley Inc	$ 16,312,787	Hampden	

Revenue Less Than...	Frequency
Not Reported	138
Under $100,000	130
$100,000 - $249,999	41
$250,000 - $499,999	31
$500,000 - $999,999	25
$1,000,000 - $4,999,999	36
$5,000,000 - $9,999,999	10
$10,000,000 - $100,000,000	12
More than $100,000,000	2
Total	425

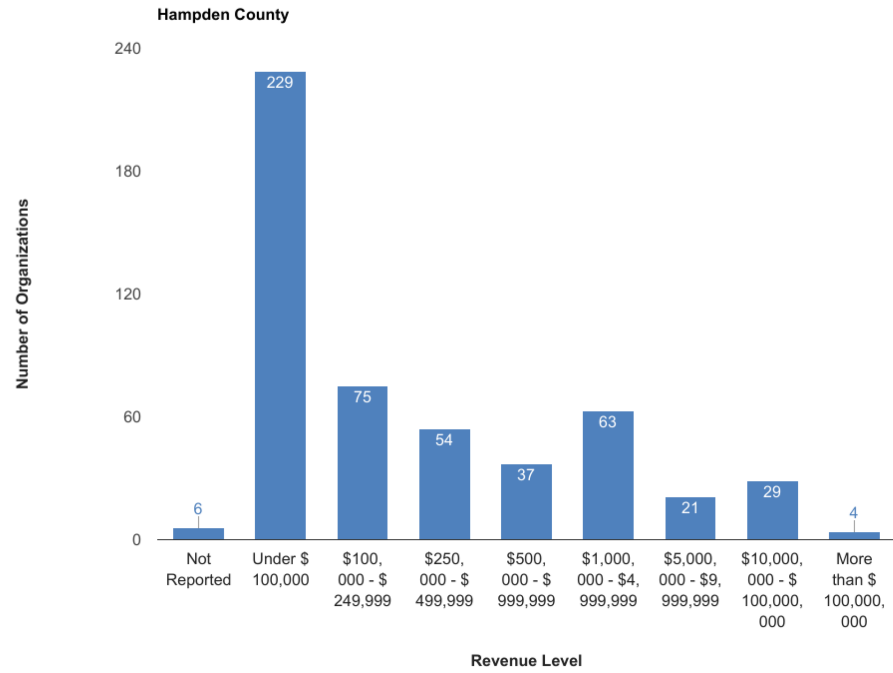| Top 10 Organizations	2015 Revenue
Williams College	$ 496,503,251
Sterling & Francine Clark Art Inst	$ 310,927,452
Berkshire School Inc	$ 80,862,793
Kripalu Center for Yoga & Health Inc	$ 42,733,039
Berkshire County Arc Inc	$ 31,148,687
Hillcrest Educational Centers Inc	$ 29,987,124
Miss Halls School Inc	$ 23,834,269
Brien Center for Mental Health & Subtance Abuse Services	$ 22,599,948
Elder Services of Berkshire County Inc	$ 13,005,072
Two State Young Mens Christian Association	$ 12,582,391

*Subsection (3) = 787 of 1000 entries

Berkshire County
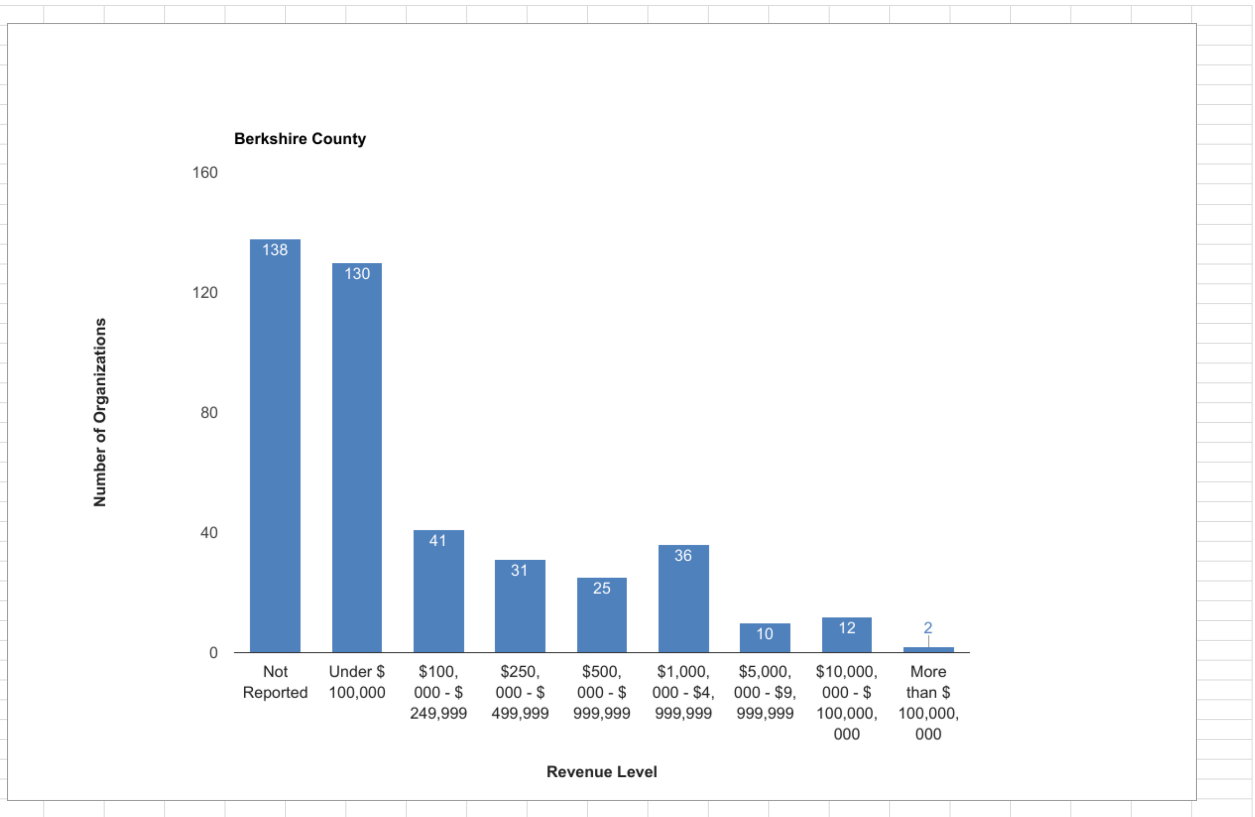
Revenue Less Than...	# of Organizations
Not Reported	6
Under $100,000	229
$100,000 - $249,999	75
$250,000 - $499,999	54
$500,000 - $999,999	37
$1,000,000 - $4,999,999	63
$5,000,000 - $9,999,999	21
$10,000,000 - $100,000,000	29
More than $100,000,000	4
Total	518

Top 10 Organizations	2015 Revenue
University Health Network	$ 1,773,538,379
Mercy Hospital Inc	$ 278,294,338
Springfield College	$ 184,546,512
Western New England University	$ 159,480,830
Center for Human Development Inc	$ 89,580,764
American International College	$ 80,487,164
Bay Path University	$ 76,107,117
New England Farm Workers Council Inc	$ 65,684,770
Behavioral Health Network Inc	$ 65,259,786
Hap Inc	$ 61,206,524

*Subsection (3) = 735 of 1000 entries

Hampden County

Bar chart titled "Hampden County" showing Number of Organizations by Revenue Level:
- Not Reported: 6
- Under $100,000: 229
- $100,000 - $249,999: 75
- $250,000 - $499,999: 54
- $500,000 - $999,999: 37
- $1,000,000 - $4,999,999: 63
- $5,000,000 - $9,999,999: 21
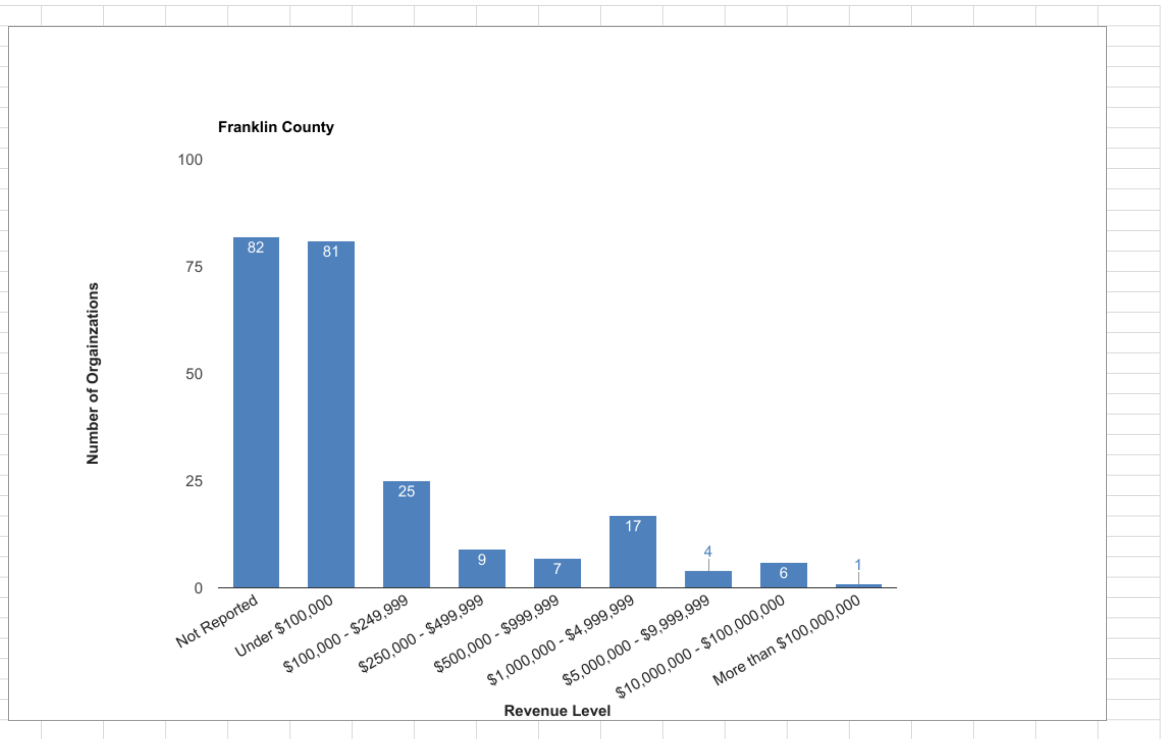- $10,000,000 - $100,000,000: 29
- More than $100,000,000: 4

Revenue Less Than...	# of Organizations
Not Reported	82
Under $100,000	81
$100,000 - $249,999	25
$250,000 - $499,999	9
$500,000 - $999,999	7
$1,000,000 - $4,999,999	17
$5,000,000 - $9,999,999	4
$10,000,000 - $100,000,000	6
More than $100,000,000	1
Total	232

Top 10 Organizations	2015 Revenue
Trustees of Deerfield Academy	$ 164,126,717
Northfield Mount Hermon School	$ 78,915,622
Allen-Chase Foundation Eaglebrook School	$ 34,370,529
Historic Deerfield Inc	$ 27,137,465
Community Action of the Franklin Hampshire and North Quabbin Region	$ 25,394,113
Life Path Inc	$ 15,900,345
Stoneleigh-Burnham School	$ 11,498,656
Center for Responsive Schools Inc	$ 9,112,916
The Bement School Inc	$ 8,415,501
Community Health Center of Franklin County Incorporated	$ 5,934,143

*Subsection (3) = 399 of 534 entries

Franklin County

Revenue Less Than…	# of Organizations
Not Reported	159
Under $100,000	147
$100,000 - $249,999	50
$250,000 - $499,999	33
$500,000 - $999,999	16
$1,000,000 - $4,999,999	41
$5,000,000 - $9,999,999	12
$10,000,000 - $100,000,000	14
More than $100,000,000	4
Total	476

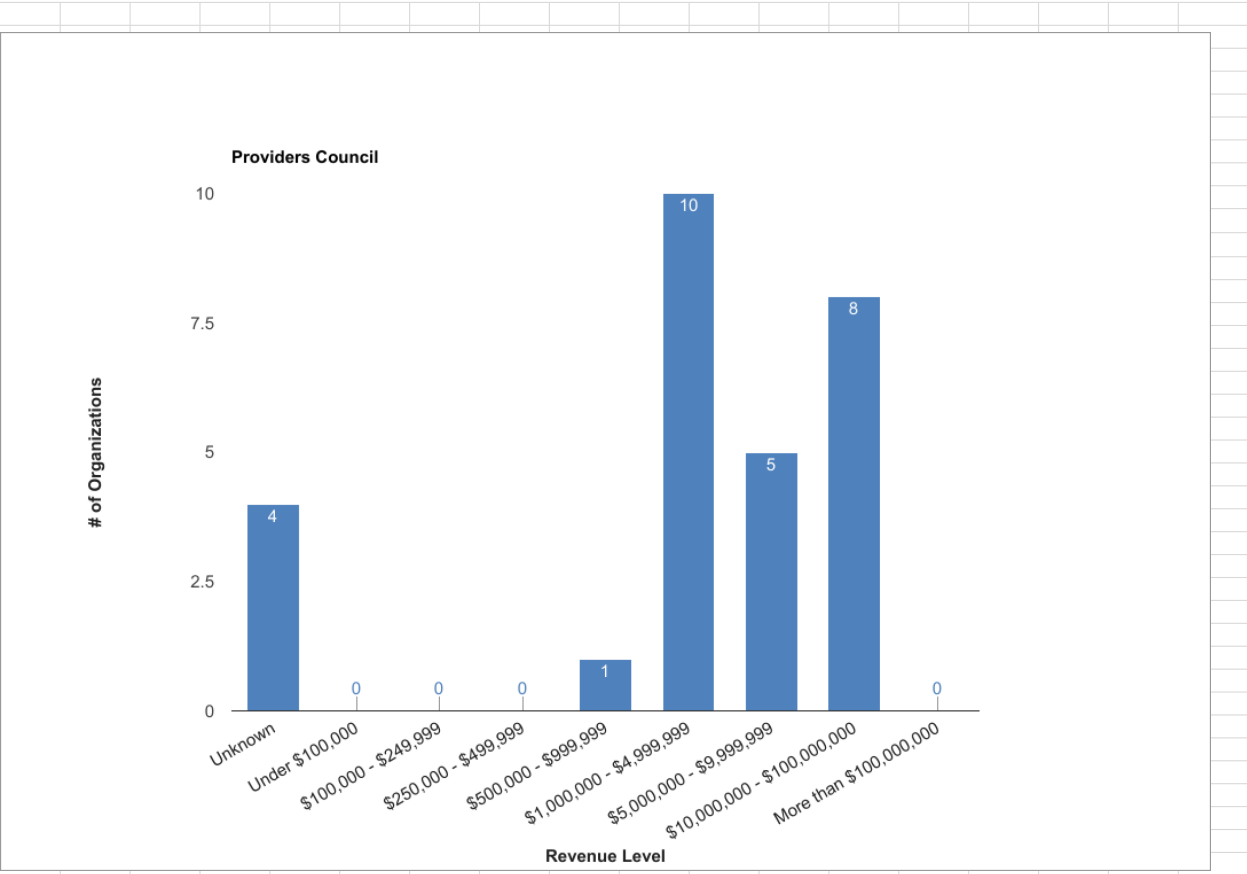| Top 10 Organizations	2015 Revenue
Trustees of the Smith College	$ 923,411,997
Amherst College Trustees	$ 908,803,345
Trustees of Mount Holyoke College	$ 248,785,147
Stavros Center for Independent Living Inc	$ 223,613,133
Hampshire College Trustees	$ 95,941,598
Servicenet Inc	$ 52,467,824
Williston Northampton School	$ 51,862,786
Clinical & Support Options Inc	$ 26,185,791
Nonotuck Resource Associates	$ 24,683,446
Community Enterprises Inc	$ 19,331,137

*Subsection (3) = 797 of 1000 entries

Hampshire County
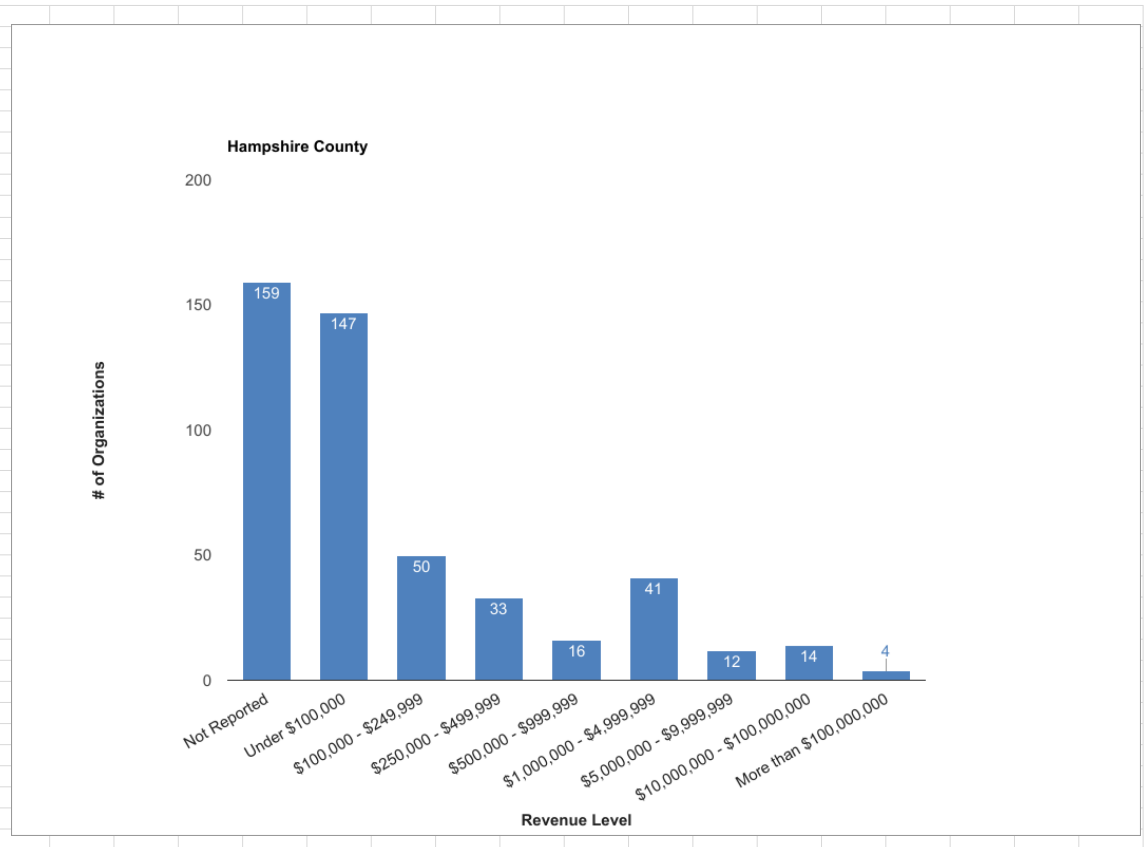
Organization	Tax Period	City	State	NTEE	Rule Date	IRS Subsection	Total Revenue	Total Assets
Riverbrook Residence	2015	Stockbridge	MA	P73 - Group Homes	1997	03	$ 2,067,806	$ 3,297,317
Berkshire Area Health and education Center	2015	Pittsfield	MA	E1920 - Health Care: Support N.E.C.	1980	03	$ 726,548	$ 687,410
Berkshire Country Arc*	-	-	-	-	-	-	$ -	$ -
LifePath (Life Path Inc)	2015	Turners Falls	MA	P81 - Senior Centers	1975	03	$ 15,886,458	$ 5,527,448
Amherst Survival center (Survival Center Inc)	2015	North Amherst	MA	P60 - Emergency Assistance	1980	03	$ 1,805,796	$ 3,254,898
Valley Educational Association (Valley Educational Associates Inc)	2015	Hatfield	MA	J30 - Vocational Rehabilitation	1982	03	$ 2,543,527	$ 313,420
Safe passage Inc.	2015	Northampton	MA	P43 - Family Violence Shelters	1980	03	$ 1,329,093	$ 1,245,115
ServiceNet (Servicenet Inc)	2015	Northampton	MA	F30 - Mental Health Treatment	1974	03	$ 52,354,250	$ 22,060,762
Tapestry (Tapestry Health Systems Inc)	2015	Florence	MA	E42 - Family Planning	1973	03	$ 10,742,168	$ 1,253,665
Community Adolescent resource and Education Center	2015	Holyoke	MA	P30 - Children & Youth Services	1988	03	$ 1,549,763	$ 436,859
Community Enterprises inc. (1)	2015	Northampton	MA	J30 - Vocational Rehabilitation	1976	03	$ 19,305,067	$ 6,350,900
Western MA training Consortium	2015	Holyoke	MA	P20 - Human Service Organizations	1975	03	$ 7,574,053	$ 2,558,585
Sunshine Village	2015	Chicopee	MA	P82 - Developmentally Disabled Centers	1968	03	$ 10,956,390	$ 5,662,069
United Way of Pioneer Valley (2)	2015	Springfield	MA	T70 - Federated Giving Programs	1971	03	$ 6,582,129	$ 8,541,467
YMCA Western MA (Berkshire Family YMCA Inc Pittsfield MA) (3) (4)	2015	Pittsfield	MA	P27 - Young Mens or Womens Associations	1944	03	$ 2,461,868	$ 3,375,403
Multicultural Community Services	2015	Springfield	MA	P82 - Developmentally Disabled Centers	1979	03	$ 16,312,787	$ 5,626,050
Center for Human Development	2015	Springfield	MA	F30 - Mental Health Treatment	1972	03	$ 87,666,596	$ 29,021,905
Martin Luther King Jr Family Services Inc	2015	Springfield	MA	P28 - Neighborhood Centers	1978	03	$ 1,606,199	$ 1,032,978
Square One*	-	-	-	-	-	-	$ -	$ -
Human Resources Unlimited	2015	Springfield	MA	J30 - Vocational Rehabilitation	1970	03	$ 8,983,598	$ 12,199,449
Springfield Jewish Community Center	2015	Springfield	MA	P28 - Neighborhood Centers	1953	03	$ 5,193,384	$ 9,753,317
River Valley Counseling Center	2014	Holyoke	MA	F32 - Community Mental Health Centers	1976	03	$ 1,641,595	$ 1,696,384
Association for Community Living	2015	Springfield	MA	P73 - Group Homes	1954	03	$ 28,674,965	$ 16,274,039
Boys and Girls Club Center	2015	Springfield	MA	O23 - Boys & Girls Clubs	1935	03	$ 1,133,741	$ 4,746,913
Children's Study Home	2015	Springfield	MA	P76 - Homes for Children & Adolescents	1923	03	$ 7,660,468	$ 8,034,467
Urban League Springfield	2015	Springfield	MA	P22 - Urban League	1934	03	$ 1,532,816	$ 1,676,210
New North Citizen's council Inc.*	-	-	-	-	-	-	$ -	$ -
South End Community Center*	-	-	-	-	-	-	$ -	$ -
(1) Community Action Enterprises Inc Harmon Personnel Services	2015	Greenfield	MA	S20 - Community & Neighborhood Development	2008	03	$ 1,191,338	$ 206,812
(2) United Service Organizations USO Council of Pioneer Valley	2015	Chicopee	MA	W30 - Military & Veterans Organizations	1954	03	$ 636,422	$ 121,855
(3) YMCA of Greater Springfield	2015	Springfield	MA	P27 - Young Mens or Womens Associations	1923	03	$ 12,564,700	$ 12,572,114
(4) YMCA of Greater Westfield Inc Westfield	2015	Westfield	MA	P27 - Young Mens or Womens Associations	1942	03	$ 2,717,729	$ 9,501,075

*Organization couldn't be found on NCCS database. It's possible the organization is registered under a different name than the one provided by Providers Council

Revenue Less Than…	Frequency	% of Total	Western MA	MA Total
Unknown	4	14%	23%	34%
Under $100,000	0	0%	36%	30%
$100,000 - $249,999	0	0%	12%	12%
$250,000 - $499,999	0	0%	8%	7%
$500,000 - $999,999	1	4%	5%	5%
$1,000,000 - $4,999,999	10	36%	10%	8%
$5,000,000 - $9,999,999	5	18%	3%	2%
$10,000,000 - $100,000,000	8	29%	4%	2%
More than $100,000,000	0	0%	1%	0%
Total	28			

Providers Council

Pro Forma Financials

Clark University School of Professional Studies and Providers' Council

Human Services Management (HSM) Certificate Program Expansion to Western Massachusetts

Feasibility Study

By:
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Patrick Deschenes
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Bradley Paul
Elizabeth Vittum
Jing Zhang

Start-Up Costs:

The cost of HSM program includes instructor fees, travel reimbursements, the classroom fee, and overhead.

Instructor: Clark University pays $3,000 for a professor to teach one module, which is seven weeks long. The whole HSM program includes six modules. Thus, Clark University needs to recruit six professors to teach these modules. The total cost for instructors would be $18,000 ($3,000 x 6 = $18,000).

Travel Reimbursement : Clark University hopes to recruit instructors, who live in western Massachusetts. Therefore it would pay less for travel reimbursement. Assuming that Clark University indeed recruits teachers near to the HSM program school, travel reimbursements would be a zero. However, if Clark University is unable to recruit any teachers in western Massachusetts, it would have to pay travel reimbursements for teachers. Assuming that the highest travel reimbursements for one class is $50. The HSM program includes 42 classes (7 classes per module x 6 modules = 42 classes). The total travel reimbursement expense would be a maximum of $2,100 ($50 x 42 = $2,100).

Classroom Use Fee : According to the data, which we collected from location research in Springfield and Holyoke, the minimum rent would be a zero. That would be a case if we chose to hold the class at the Community Foundation in Springfield or the Public Library in Holyoke. If Clark University is not willing to go with a free space due to the possibility of time conflicts, it could rent space at the public library in Springfield or at the community college in Holyoke. Classroom space at the Springfield public library could be rented for $100-$150 per hour. Assuming that the HSM program needs 3 hours to finish one class, the rental fee for one class

would be $300-$450. As the program includes 42 classes, the total program rental fee would be $12,600-$18,900. The cost to rent the space in Holyoke Community College is $150 per day, and $75 per half day. Assuming that the HSM program only needs a half day to run one class, the total rental would be $3,150($75 per class x 42 classes = $3,150). In sum, the minimum rental would be $3,150, and the maximum rental fee would be $18,900.

Overhead Cost : Overhead Cost includes the cost of administrative support and the cost of necessary facilities in the classroom, such as white pad, markers, printer, and paper. According to the data provided by Clark University, overhead cost will be $9,000.

Because the prices of classroom use fee varies widely, the cost of the HSM should be discussed in two different conditions. First, if Clark University decides to establish the HSM program in a free place, the total cost would be from $27,000 to $29,100. The average cost is $28.050.

Cost		
	Minimum	Maximum
Instructor	$18,000	$18,000
Travel reimbursement	0	$2,100
Classroom Rental	0	0
Overhead Cost	$9,000	$9,000
Total	$27,000	$29,100
Average	$28,050	

If Clark University decides to establish the HSM program in a more time stable place, which needs to pay, the total cost would be from $30,150 to $48,000. The average cost is $39,075.

Cost		
	Minimum	Maximum
Instructor	$18,000	$18,000
Travel reimbursement	0	$2,100
Classroom renting	$3,150	$18,900
Overhead cost	$9,000	$9,000
Total	$30,150	$48,000
Average	$39,075	

Basics on pricing

The profit margin of the HSM program held at Clark University is a useful reference to determine the price of the HSM program in western Massachusetts. The cost of the HSM program held on Clark University's campus includes instructor fees and overhead cost. According to the data provided by Clark University, instructor fee is $18,000 and overhead cost is around $9,000. Thus, the total cost is $27,000. Clark University charged Providers' Council $36,700 for 20 students. So, the revenue would be $36,700 for this enrollment. Therefore, the net income of the HSM program for Clark University is $9,700 ($36,700 - $27,000 = $9,700). The profit margin (net income / revenue) is 26.43% ($9,700 / $36,700 = 26.43%). If Clark University uses a free space to run the HSM program in western Massachusetts, the average cost is $28,050, the revenue of the program should be $38,127 (cost/(1-margin profit)). If Clark University use a space, which needs to pay, to run the HSM program, the average cost is $39,075, the revenue would be $53,113. Therefore, the price of the HSM program in western Massachusetts could be $38,127 or $53,113.

Pro Forma Financials

Actually, whether Clark University will make profits, lose money or just reach the break-even point, highly depends on the negotiation with Providers' Council about how much it will pay to Clark University for the HSM program. If Providers' Council only pays Clark University the cost, Clark University will reach the break-even point. If it pays less than the cost, Clark University will lose money in the HSM program. If it pays more than cost, Clark University will make profit from the HSM program.

In three years, Clark University will get stable revenues form Providers' Council, because it signs a contract with Providers' Council to build the HSM program. If the rental, instructor salaries, overhead cost, and travel reimbursements stay the same, the cost of the HSM program will not change. Therefore, profit will be the same in three years. If the cost changes, Clark University should re-negotiate with Providers' Council about how much it should pay for the HSM program.