

# ANNUAL REPORT

2022-2023

UNITED WAY OF MASSACHUSETTS BAY



United Way of  
Massachusetts Bay





<b>Turning The Page</b>	<b>3</b>
<b>State of Affairs</b>	<b>4</b>
<b>Letter from Our Board Chair</b>	<b>6</b>
<b>The New Chapter</b>	<b>10</b>
<b>Initiative Highlights</b>	<b>18</b>
<b>Donor Spotlight</b>	<b>26</b>
<b>Our Partners</b>	<b>31</b>
<b>Our Board</b>	<b>37</b>
<b>Audited Financials</b>	<b>38</b>
<b>Looking Forward</b>	<b>40</b>





THIS is “Our New Way  
*Forward.*”

## Turning The Page

In a dynamic evolution in our journey, United Way of Massachusetts Bay is turning a new page and ushering in a transformative era—shifting from traditional approaches and embracing a community-centered vision for economic justice. THIS is “Our New Way Forward.”

Our annual report captures our commitment to advancing an economically just region, where financial well-being is universally accessible, and prosperity is shared across race and ethnicity.

Our reimagined community impact strategy underscores a commitment to create positive, population-level change and systemic transformation throughout our footprint. Through strategic partnerships and measurable outcomes, we are forging a path toward a region where financial well-being is not a privilege but a shared reality.

To gauge our progress, we are tracking key indicators such as increasing satisfaction in financial well-being, fostering emergency savings, mitigating housing cost burdens, empowering young adults, and narrowing the wealth gap.

Beyond these metrics, our commitment extends to elevating community voices and sharing the authentic, inspiring journeys of triumphs and challenges as our community changemakers tackle social issues head-on. These narratives illuminate the tangible impact on individuals and communities—the heartbeat of our collective narrative for a brighter future.

The pages of this report are not just a new chapter but a profound turning of the page. As we advance Our New Way Forward, united in purpose, we remain committed to paving avenues to prosperity that lead to a region where economic justice is not a distant dream but a lived experience for all.





Thank you for

**The role that United Way has played and continues to play in the region is incredibly unique.**

Locally, there is no other organization that sits at the nexus of the nonprofit, public, private, and philanthropic sectors the way that we do. We have an opportunity to harness the unique intersectionality of our organization to drive long-term, equitable, sustainable change that is centered on our community's wants and needs.

Our strategies to achieve impact in these areas are more refined and focused than ever before, as we will concentrate our efforts in certain cities and towns and closely monitor population-level metrics to ensure we are driving the change we need to experience in our communities.

It is a new day at United Way. The challenges we're facing across our region—and, indeed, across our country—require a uniter. We've seen for some time now that the economic impacts of inflation and the stark racial and ethnic disparities in our communities make financial well-being inaccessible for far too many.

I am deeply convinced that this path forward for our United Way is what our region needs from us today. The responsibility of leading this organization is profound, but with the wind of you and all of our donors and partners under our wings, we can achieve the change we hope to see in our region.

Bob Giannino, Ansin President and CEO

all you do to help United Way  
*thrive.*



**The power of listening has been at the heart of our journey, culminating this year in the launch of our new impact strategy.**

Along the way, we talked and listened to just about everybody: our community residents and leaders, non-profit partners, corporate partners, government leaders, donors, experts in philanthropy.

We asked the community what issue areas would have the greatest impact on people's lives? How should we accomplish our mission of advancing an economically-just region?

Through interviews, town halls, and other convenings we asked the communities we partner with for their insights, because they are the true guide to effective impact. Our new strategy reflects what we learned.

We've set ourselves a big task, to achieve population level improvement in equity, measured against defined metrics, despite all the inertial forces of wealth and privilege arrayed in opposition. Given our mission, we had no choice but to aim big. And big objectives are best met with collaborative effort. And that is our special skill set—to be uniters for change.

*Rich*

Rich Moche, Chair of the Board

And that is our special skill set

– to be uniters for  
*change.*







# The New *Chapter*

## Our Mission

To advance an economically just region where prosperity is shared across race and ethnicity.

## Our Impact

We believe economic justice fuels opportunity. Our work focuses on creating systemic change in five key areas that are all essential to unlocking avenues of prosperity and uplifting everyone across all races and ethnicities.

### **ECONOMIC INCLUSION AND WEALTH BUILDING:**

Improve access to supports that help people increase income, build credit and savings, and reduce debt to ultimately achieve financial wellbeing.

### **EARLY EDUCATION AND OUT-OF-SCHOOL TIME:**

Provide children with quality care and learning support that are more accessible and affordable to caregivers while they are at work or in school.

### **PATHWAYS FOR YOUTH AND YOUNG ADULTS:**

Support young people holistically and connect them to education and career pathways that lead to fulfilling and sustaining careers.

### **SAFE AND STABLE HOUSING:**

Build a continuum of housing resources for youth, individuals, and families that improve housing stability and make homelessness a rare, brief, one-time event.

### **COMMUNITY-CENTERED CRISIS RESPONSE:**

Rapidly identify and prioritize marginalized communities and their trusted networks when distributing resources for immediate relief and long-term resilience.

## Our Approach: **UNITING THE DOERS**

With an 85-year legacy of collaborative impact in eastern Massachusetts, we work to build economic prosperity and enable everyone—across races and ethnicities—to share in the knowledge, wealth, and resources available. We believe in the power of uniting people to unlock opportunities for all. We bring together individuals, community leaders, corporate partners, legislators, and organizations to drive systemic change. We believe in the possibility of vibrant, abundant, prosperous, healthy, and equitable future through the power of the united collective.



## The New Chapter: MEASURING PROGRESS TOWARD OUR VISION

We adopted a new Strategic Plan in early 2022 that focuses on economic justice and shared prosperity. In December 2022, we adopted a new Theory of Action to guide the implementation of our Strategic Plan, and in February 2023, we developed a Measurement Framework to track progress toward systems-level changes and population-level outcomes. To align the work with the mission, United Way leadership identified key population-level outcome indicators. These indicators serve to frame and anchor the organization's efforts in implementing the new strategic plan moving forward to advance economic justice. We will also be tracking various systems-levels outcomes and goals, developed together with our new cohort of partners, that will lead to population level change. Finally, United Way and its partners will implement initiatives that influence system-level and population level changes by centering community voice in the implementation and scale evidence-based practices and initiatives.

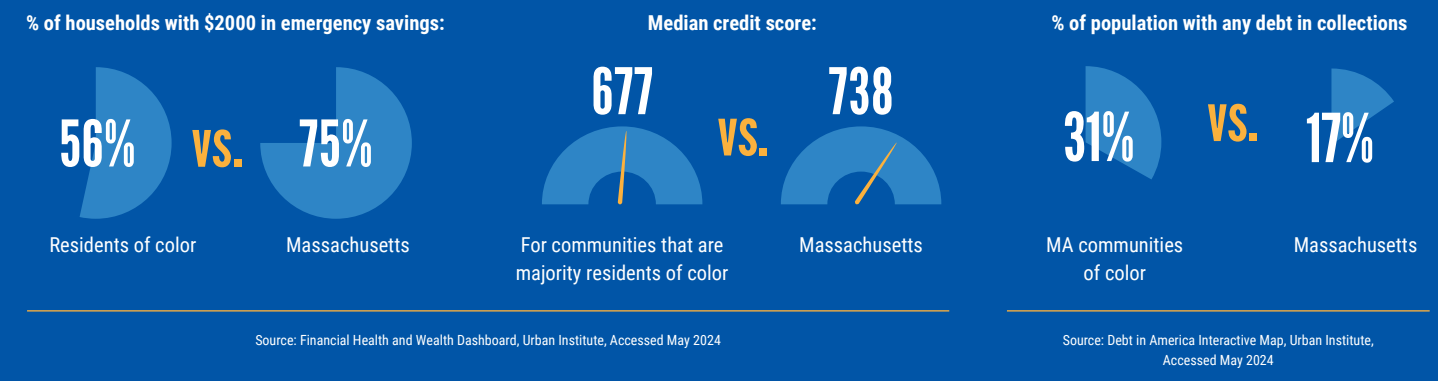
# MEASURING PROGRESS TOWARD OUR VISION

## ECONOMIC INCLUSION AND WEALTH BUILDING:

**INDICATORS:** % households with \$2k in savings, median credit score, % with any debt in collections.

**UNITED WAY INTENTION:** Invest in organizations and approaches that aim to increase the percentage of households with at least \$2,000 in emergency savings, increase median credit score, and reduce the percentage of the population with any debt in collections.

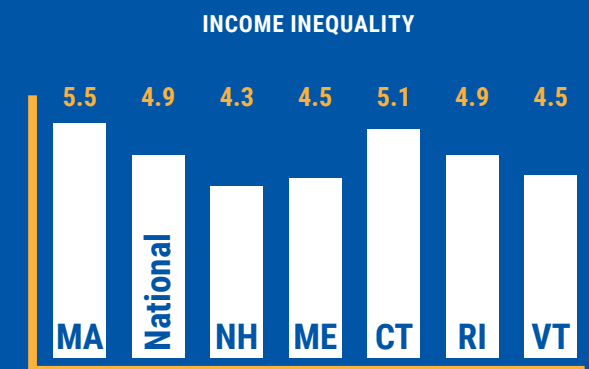
**BASELINE:** More households in Massachusetts (75%) report having \$2,000 in savings than the national average of 66%. Stark regional and ethnic/racial differences exist in MA.



**INDICATOR:** Ratio of household income at the 80<sup>th</sup> percentile to income at the 20<sup>th</sup> percentile

**UNITED WAY INTENTION:** In 2024, Massachusetts has one of the highest income inequality ratios in the United States with 5.5 in 2024, pointing to the fact that household income at the highest 80<sup>th</sup> percentile of income in Massachusetts is 5.5 times greater than the lowest 20<sup>th</sup> percentile of household income in the State.

**BASELINE:** Massachusetts has one of the highest income inequality ratios in the United States, indicating wealth is concentrated among a few individuals.



Source: University of Wisconsin Population Health Institute, County Health Rankings & Roadmaps, 2024 Interactive Dashboard, Accessed May 2024



# MEASURING PROGRESS TOWARD OUR VISION

## YOUTH AND YOUNG ADULT PATHWAYS:

**INDICATOR:** Teenagers between the age of 16 and 24 who are not enrolled in school (full- or part-time) and not employed (full- or part-time) by race and ethnicity, otherwise known as disconnected youth.

**UNITED WAY INTENTION:** Increase the number of young people ages 16–24 who are in school or employed and reduce racial disparities.

**BASELINE:** In Massachusetts, 11% of Black youth and 14.6% of Latino/x youth are not in school or employed vs. 8.1% in all of Massachusetts.

Source: Social Science Research Council, Measure of America 2021 Youth Disconnection Rate. Accessed May 2024

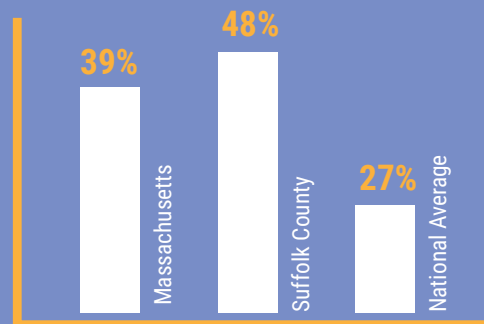
## EARLY EDUCATION AND OUT-OF-SCHOOL TIME

**INDICATOR:** Childcare costs for a household with two children as a percentage of median household income.

**UNITED WAY INTENTION:** Reduce the percentage of household income spent on childcare costs.

**BASELINE:** In Massachusetts, the average household spent 39% of its income on childcare. In Suffolk County the average household spent 48% of its income on childcare, higher than the national average of 27%.

AVERAGE HOUSEHOLD INCOME SPENT ON CHILDCARE



Source: University of Wisconsin Population Health Institute, County Health Rankings & Roadmaps, 2024 Interactive Dashboard, Accessed May 2024

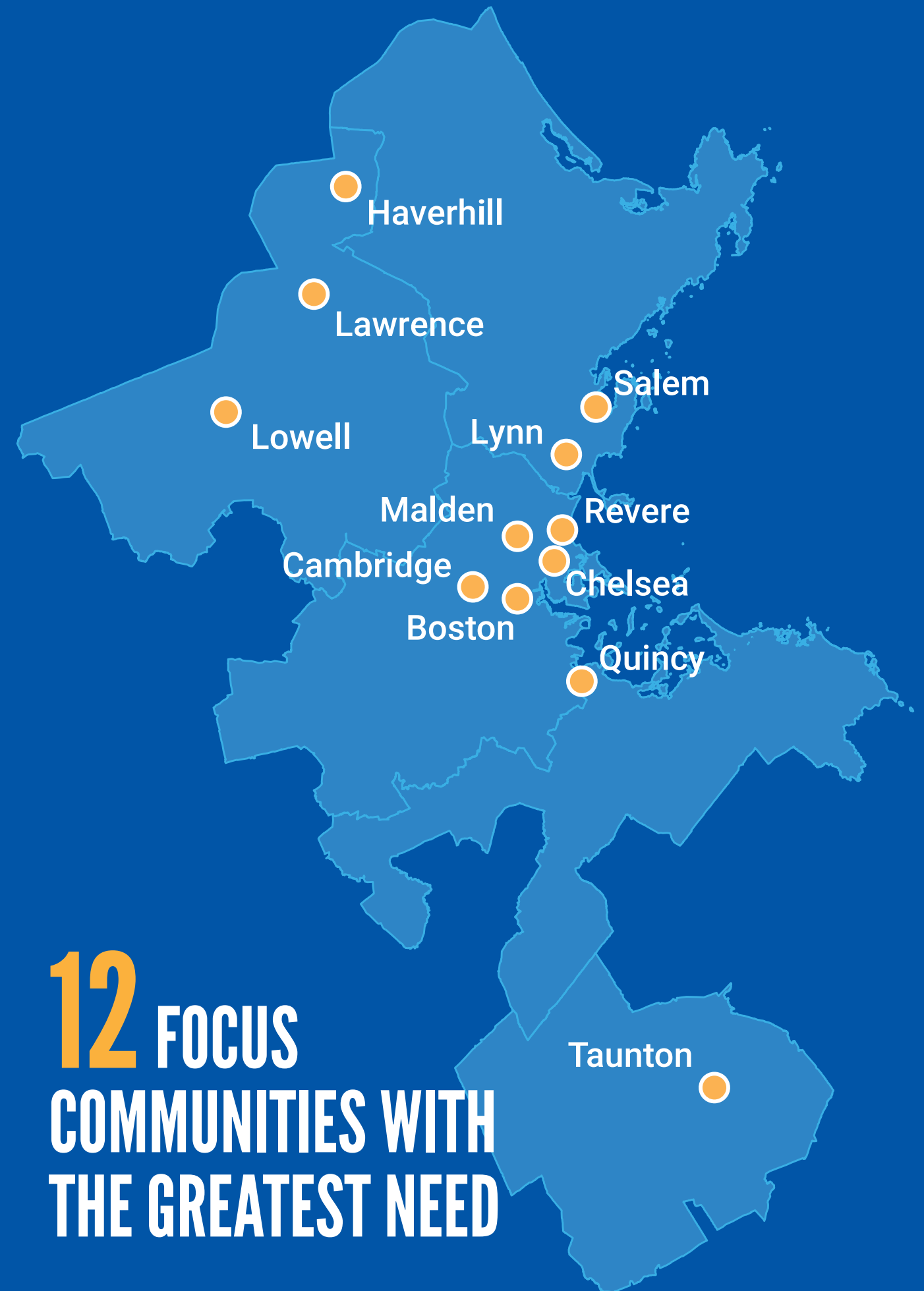
## SAFE AND STABLE HOUSING:

**INDICATOR:** % of households that spend 50% or more of their household income on housing.

**UNITED WAY INTENTION:** Decrease the number of households who are severely burdened by housing costs.

**BASELINE:** In Massachusetts, 16% of households spend 50% or more of their household income on housing and in Suffolk County, 21% of residents spend 50% or more of their household income on housing.

Source: University of Wisconsin Population Health Institute, County Health Rankings & Roadmaps, 2024 Interactive Dashboard, Accessed May 2024





# IMPACT SNAPSHOT

**\$238** Average increase in annual emergency savings for families receiving financial coaching.

**11,500+** Prevented homelessness for families in crisis and housed chronically homeless individuals.

**17,000+** Children enrolled in early education and care or receiving home visits and parent support services.

**55,000+** Empowering Youth through Out-of-School Time Programs and College/Career Pathway Programs







THANK YOU

A New Approach to  
*Philanthropy*

## Charting a Course for Economic Justice

We unveiled our new strategic direction focused on advancing an economically just region—one where access to financial opportunity is universal, and prosperity is shared across race and ethnicity. This new strategy will guide our future funding of nonprofits in the region, reshape partnerships with corporations, and focus our advocacy and brand platform on building more equitable communities.

## New Community-Centered Vision

We launched our first-ever Community Action Grants (CAG), a set of one-year, unrestricted grants, supporting 17 locally-led grassroots organizations and coalitions who share our vision for economic justice and are actively implementing initiatives or campaigns to affect local change and expand one of our four avenues to economic prosperity. Community voice was amplified throughout the application process, as we enlisted 24 community members, compensated for their participation in forming recommendations on grant recipients.

## Behind the Grants: **COMMUNITY STORYTELLING**

On-the-ground efforts and innovative initiatives moved us to create the Changemakers series, a collection of extraordinary stories that elevate community voices by shining a spotlight on the inspiring journeys of family childcare entrepreneurs, corporate and community partners. Each story follows the triumphs and challenges of tackling pressing social issues head-on.





*"I have lives I need to touch, lives to save, seeds to plant, and with the help of United Way's Shared Services I am doing exactly that."*

**—KEISHA C. MARSHALL,**  
*Kingdom Kidz Treehouse Family Daycare*



## Shared Services MA:

### EMPOWERING FAMILY CHILD CARE ENTREPRENEURS

For the past five years, the innovative Shared Services program of United Way of Massachusetts Bay has supported the long-term viability of the early education sector, particularly the family child care (FCC) industry in Massachusetts. The program empowers family childcare entrepreneurs, predominantly Black and Latina women, to build the tools needed to thrive as small business owners. These business leaders engage in a multifaceted approach that includes licensing support, business and marketing workshops, and a developmental screening course, which has resulted in expanded access to childcare for families with low income. This program is funded by partners like the Boston Office of Early Childhood, EEC, and private philanthropy such as PNC Bank.

**250+** FCC entrepreneurs trained

**1,700+** Early educators used the free membership to Shared Service MA web platform

Initiative

# Highlights

*"We're getting people ready for the Boston Public Schools and other schools, and we need to be recognized that we are the gatekeepers."*

**—DOROTHY WILLIAMS,** Dottie's Family Childcare Owner





## The Matched Savings Program:

### A GATEWAY TO PROMOTE ECONOMIC PROSPERITY

Matched Savings programs help families with low-to-moderate-income increase assets, build wealth, and achieve upward economic mobility by matching their savings with contributions from state, federal, and philanthropic funders. We've advocated this year for "An Act to Promote Economic Prosperity Through Matched Savings," legislation that aims to establish a statewide program through non-profits, expanding access and promoting financial security.

Collaborating with partners like The Midas Collaborative and the Matched Savings Coalition, we continued to highlight the critical role of Matched Savings programs in bridging racial and ethnic wealth gaps and driving economic prosperity in our region. This strategy provides essential financial support for aspiring entrepreneurs like Maria, helps high school students like Jaymie cover tuition and school expenses, and offers immigrants like Ashley and Johanny access to homeownership.

*"This program equipped me with essential tools for long-term success, including workshops on financial management, budgeting and business planning."*

—MARIA FINKELMEIER, MASS MOCA Matched Savings program participant



## Boston Builds Credit: MAKE CREDIT WORK FOR EVERYONE

Boston Builds Credit (BBC), a public-private partnership led by United Way of Massachusetts Bay and the City of Boston's Center for Working Families, collaborates with diverse partners, including financial institutions and credit bureaus, to help Bostonians achieve prime credit scores, build credit and wealth.

Through leadership and funding from United Way and the Center for Working Families, BBC offers financial coaching and credit-building initiatives, aiming for an inclusive credit system, particularly benefiting low-income and minority residents. Addressing systemic barriers, BBC seeks population-level changes in credit scores since 2017, supporting individuals in achieving financial goals and enhancing financial well-being through partner organizations' financial coaching.

### IMPACT SNAPSHOT

**100** Bostonians achieved a score

**200** Bostonians achieved credit success  
(Prime Score or improved score by 30+)

**2,000** Bostonians received coaching or financial check-up

**500** Bostonians participated in credit building workshops

*"By realizing how much we spend, we can make the switch to spending on things we really need. Once I did that, I started saving a lot of money."*

—MARIA CATALINA, NOAH participant and Boston Builds credit partner. In less than a year, Maria Catalina's credit score went from 0 to over 700.





## Summer Step Up Program (SSUP)

For the last 3 years, the Commonwealth has relied on United Way to manage and administer Summer Step Up—an innovative, statewide effort to provide extra support to young learners. Partnering with the Department of Early Education and Care, we administered \$24 million for summer learning, fostering school and community partnerships. Leveraging the expertise of all partners, communities have created programs combining academics, enrichment, and play.

SSUP has empowered school districts and community-based organizations to customize offerings to local needs, enriching low-income families' experiences with diverse activities. Previously inaccessible high-quality summer camps are now accessible, offering engaging opportunities in ceramics, sculpture, horticulture, and robotics, transforming children's summer experiences.

Community evaluation confirms SSUP's impact, enhancing program quality, expanding access, promoting school readiness, fostering collaboration, facilitating resource sharing, and demonstrating effective community-driven grantmaking.

2023:

**30 Communities Served**

**1,700 + Students Enrolled**

**63 School & Community Partners**

**\$3,471,094 Invested in Summer Programming**

*"Participating in SSUP was an amazing experience. We were able to nearly quadruple the size of our program. It allowed us to reach underserved populations in ways we have never been able to before." —COMMUNITY LEADER*



## Supportive Housing Coalition: INCREASING THE SUPPLY

Together with our partners, United Way of Massachusetts Bay has been a leading voice on increasing the supply of permanent supportive housing across the Commonwealth. This strategy ensures individuals and families who are among our most vulnerable are housed and provided with the case management services they need to stabilize and thrive.

In April 2023, the MASH Collaborative, a partnership between the Massachusetts Housing and Shelter Alliance (MHSA), United Way of Massachusetts Bay (UWM), and Corporation for Supportive Housing (CSH), announced nearly \$15 million in funding for the expansion of permanent supportive housing for individuals experiencing homelessness across Massachusetts. This funding will help create more than 360 units of supportive housing.

United Way has been an active and outspoken supporter of The Massachusetts Flexible Supportive Housing Subsidy Pool legislation, which would streamline the administration of services to individuals, youth, and families experiencing homelessness. We're engaging our network to move this bill forward and are optimistic about its passage and the impact it will have in our community.



## BoSTEM: CLOSING A CHAPTER OF IMPACT IN STEM LEARNING

BoSTEM, a 5-year initiative by the United Way of Mass Bay, Boston Public Schools, and Boston After School and Beyond (BASB), aimed to inspire middle schoolers in Boston Public Schools to pursue STEM careers. Through data-driven improvement and industry partnership, it enhanced high-quality STEM education and career readiness in grades 6-8, particularly for historically marginalized students in Boston.

Collaborating with out-of-school time partners, BoSTEM improved learning experiences, prepared students for future careers, and provided real-world insights through partnerships with STEM industry professionals, who volunteered to speak to students, facilitate workshops, make site visits, and offer internship opportunities. During the pandemic, it shifted to virtual platforms, hosting STEM Chats for career talks and STEM Bites for professional lessons, ensuring quality content and age-appropriate content. BoSTEM programming strengthened industry-community connections.

BoSTEM's impact includes increased STEM engagement and career knowledge, highlighting its role in shaping an inclusive STEM ecosystem and advocating ongoing collaboration between companies and educators to create inclusive spaces for underrepresented youth in STEM fields. Out-of-school time programs can continue to come together to break down silos and address pressing challenges in supporting marginalized students, while providing exposure to STEM and diversifying pathways for future talent.

*As of July 2023, the Boston Public Schools Office of Expanded Learning Opportunities & Partnerships serves as the home for BoSTEM.*

### IMPACT SNAPSHOT:

**200** STEM career conversation videos on YouTube

**80** Corporate Partners

**10,000** students served via the out of school time partners

## Launch: COACHING AND CONNECTING OPPORTUNITY YOUTH

In Spring 2018, the Massachusetts Department of Housing and Community Development (DHCD) selected United Way of Massachusetts Bay to lead Launch, a network of community-based providers in Boston-area communities aimed at assisting 18–24-year-olds in subsidized housing to access education, training, and jobs. Jewish Vocational Services (JVS)-Boston and the Boston Private Industry Council (PIC) collaborated, offering outreach, coaching, career services, and job search and placement. United Way acted as Launch's backbone, coordinating partnerships, supporting professional development, and managing a comprehensive information system.

Launch aimed to disrupt intergenerational poverty by increasing awareness of education and career pathways and enhancing access to opportunities for economic mobility. The model prioritized the relationship between coaches and clients for goal planning and achievement. Coaches, often referred to as "life coaches," tailored their support to meet clients at their current stage, with most clients strongly agreeing that Launch helped them identify the right goals and plan more intentionally.

Client goals varied between job and education objectives, with job-related goals focusing on securing new employment and education goals ranging from obtaining diplomas to pursuing degrees. Jobs obtained during Launch offered better pay and more hours compared to previous employment.

*While the three-year grant came to an end, LAUNCH taught us valuable lessons and best practices to connect young adults to meaningful pathways. This work is now embedded in the foundation of our new Pathways for Young and Young Adults impact area, where we will continue to work to connect youth who are not in school or work to meaningful opportunities.*

### IMPACT SNAPSHOT

**220** Clients served in Launch 2.0  
(140 new participants and 80 legacy clients)

**390** Clients served in Launch 1.0

Of these, **42%** were non-Hispanic Black or African American, and **50%** identified as Hispanic or Latino.





# Tocqueville Society

United Way's Tocqueville Society includes passionate individuals who donated \$10,000 or more and hope to make lasting change in the community. The support and partnership of Tocqueville members is critical to our success, helping to guide and shape change as we work collectively to enable financially vulnerable families and individuals to achieve economic prosperity.

## Our Tocqueville Society aims to:

- Change lives through philanthropic leadership.
- Communicate the vital role of personal philanthropic action in creating long-lasting changes.
- Expand high-level personal giving and United Way Major and Planned Giving programs.
- Strengthen local United Way leadership by building a network of like-minded leaders across our community.

## TOCQUEVILLE SOCIETY COUNCIL MEMBERS

United Way's Tocqueville Society Council members actively promote the mission and work of United Way and are critical to the cultivation, growth, and retention of the organization's most generous donors. The Council is committed to making the Tocqueville Society more impactful in our community and meaningful to its members.

### \$200,000+

- Walter and Alice Abrams
- Joshua and Anita Bekenstein
- Susan and Douglas Donahue Jr.
- The Klarman Family Foundation
- Brian Moynihan and Susan Berry

- Thomas E. and Winifred D. Faust
- Lawrence and Beth Greenberg
- Jean Hynes and Mark Condon
- Thomas and Maryann Jalkut
- Robert and Christine Small
- Charles and Bonnie Tillen

- Tamar D. Dor-Ner
- Suzanne W. Dworsky
- Thomas and Jill Eisenmann
- Eric Flakne
- Andrew and Ruth Frommer
- Daniel Gilbane
- Stella Margaret Hammond
- Neil and Anne Harper

### \$100,000 – \$200,000

- Bradley and Terrie Bloom
- Willa and Taylor Bodman
- Pamela Dippel and Jeffrey Choney
- Mr. and Mrs. Amos B. Hostetter, Jr.
- David and Suzette Johnson
- Kathryn Kavadas
- Jonathan and Patricia Kraft

### \$25,000 – \$49,999

- Eric Almquist
- John and Deborah Ayer
- Steven and Deborah Barnes
- Rick and Christine Berk
- Robert and Lisa Bertelson
- Elizabeth Berylson
- James Berylson
- John and Amy Berylson
- Jennifer Berylson Block and Jonathan Block
- Jane Brock-Wilson
- Stephen and Susan Burlone
- Acheson Callaghan
- Rebecca Chasen
- John and Stephanie Connaughton
- Karen and Stephen Curry Jr.

- Joseph and Linda Hooley
- Sarah Iselin
- Ron and Alison Kermisch
- Andrew Knez
- Jessica Knez
- Krista Knez
- Adam Lennartz
- Alan and Sherry Leventhal
- Wei Ling
- David Lipman and Jessica Wexler Lipman
- Ellie and Phil Loughlin
- Richard Lynch
- Kim Marrkand
- Wilhelm Merck and Nonie Brady
- Cathy Minehan
- Robert and Joan Murray

### \$50,000 – \$99,999

- Robert Bechek and Elizabeth Freeman Bechek
- Chris Bierly and Margaret Boasberg
- Karen Bowman
- Stephanie Chan
- Gerard and Beth du Toit



David and Marion Mussafer  
Andrew Noble  
Thomas L. P. O'Donnell  
Lisa Pirozzolo and Christopher Goddu  
Tiziana Polizio  
Alicia Rose  
Judi and Bill Rosensweig  
Kay and Stanley Schlozman  
William and Theda Skocpol  
Christopher Smith  
Madeleine Smith  
Ryan Smith  
Edwin and Katharine Smith  
Robert Smith and Dana Weiss Smith  
Debra Smith Knez  
Benjamin and Katherine Taylor  
Anne and Raimund Vanderweil Jr.  
Vijay Vishwanath and Gita Iyer  
Robert and Terry Wadsworth

### \$10,000 – \$24,999

Marianne Ajemian  
Alice Alexander and  
Roderick L. Ireland  
Jeffery Aughton  
Theresa Barry  
Kate Barton  
James Belliveau  
Jayme Betts  
Raymond Bigelow III  
Marcia and Don Blenko  
Hugh Bolton  
Adam and Kim Borchert  
Patrick Boyle  
Gavin Braithwaite  
Jeff and Kristen Bray  
David Breazzano  
Winna Brown  
Cecile Butler  
Jeffrey Cai  
Levin Campbell  
Levin Campbell Jr.

Brenda Campbell-Warner  
and Scott Warner  
Stephen W. and Candace B. Carr  
Timothy Carpenter  
Julia and Mark Casady  
Kevin Casey  
Joanne Casper and Wendell Colson  
Phillip and Roberta Catchings  
Anthony Centrella  
Richard and Maxine Charlton  
Gagan Chawla  
Jonathan and Judy Chiel  
Stephen and Elizabeth Clarke  
Mary C. Cochran  
Kathe and Allan Cohen  
Gregory Comeau  
Timothy and Ames Connelly  
Penni and Nick Conner  
Janet Cooper and  
Raymond Marcinowski  
Andrew Corbett  
Diane Cronin  
Mark S. Cuddy and Robin McDonald  
Kristina and Evan Davis  
Sonia Decastro  
Lawrence Depp  
Brenda and Peter Diana  
Robert A. Diefenbacher  
and Pamela A. Bisson  
Grant Dierksheide  
Benjamin Dollar  
Nancy Donahue  
Richard and Kristie Dravenstott  
Andrew Dreyfus  
Paul and Sarah Drury  
David Dutton  
Michael and Barbara Eisenson  
Susan and Jeffrey Esper  
Daniel and Cheryl Farley  
Mary Ferrara  
Douglas Fici  
David and Deborah Finnerty  
Steven and Nancy Fischman  
Robert and Glenda Fishman

Gordon Freeman  
Michael and Linda Frieze  
Howard Furman  
Stephen E. and Gail P. Leichtman  
Bartlett and Sue Geer  
Alexander and Cheryl Glovsky  
Lorrie Gordon  
Dana M. Gordon  
Nicholas and Marjorie Greville  
Daniel J. Haas  
Katherine Hamilton  
Michael Harrison  
Christopher and Christine Harvey  
Robert Hatch Jr.  
Irwin and Sheila Heller  
Bayard Henry  
Pamela Herbst  
Roger Herzog and Kathryn J. Madden  
Keith Higgins and  
Andrea Smiley-Higgins  
Jennifer Hillenmeyer  
Megan Hobson  
Laura Hodges Taylor and Scott Taylor  
Christian and Donna Hoffman  
James Hogue Jr.  
Jeffrey and Céline Holland  
James Holmes  
Atwood and Elizabeth Ives  
Christopher Jackson  
Alex Jannotta  
Ross and Emily Jones  
Adam Kahn and Kimberly Smith  
Pamela Kelleher  
John Knightly  
Paul and Amy Kraft  
Steven and Karen Krichmar  
Cynthia Larose  
Kara Murphy Kara Murphy  
Robert Lauck  
Dianne Ledingham  
Declan and Josephine Lee  
Mary Kay Leonard  
and Richard Valachovic

Jeffrey Levine  
Victoria Levy  
Giles Lewis  
Lisa Lowie  
Kate Lubin  
Josh and Jessica Lutzker  
Sean Lynch  
Todd and Laura MacLean  
Christopher Maher  
David Mannheim  
Adele L. Martel, MD-PhD  
and Roland M. Martel  
Eva Marx  
Michael McCollister  
Brenda McAuliffe  
Michael McDonald  
Kevin and Susan McGinty  
Kevin and Tracy McGovern  
Mark McHugh  
Janet McIntire  
Brian McMahan  
Jay McQuaide  
Christopher Meyer  
James and Sally Miller  
Michelle Mittelsteadt  
Richard Moche and Heidi Brown  
Adam Moehring  
Michael Mooney  
Kevin Moss  
Michele and Patrick Murray  
Molly and Joseph Nye Jr.  
R. Daniel and Amy O'Connor  
Michael O'Hara  
Timothy O'Neil  
John Oravitz III  
Michael Paster  
Steven and Laura Peck  
James Pickette  
Claudia Piper  
Douglas Plotkin  
Alexis Porras and Norma Ofsthun  
Sophie Powell-Westra  
Eric and Pamela Price

Carolyn Pruyne  
Mary G. Puma and Elvind G. Lange  
Paul and Susan Quaranto  
James Redmond  
Kimberly Reinert and Derek Wessel  
Christopher and Amy Remondi  
Michael Renaud  
Melinda Reno  
Mary Jane Restuccia  
Margaret Richardson  
Dan Richey  
Peter Sanderson  
Lee and Cecilia Sandwen  
Deirdre Savage  
Maureen Savage  
Susan Sgroi  
Will and Betsy Shields  
William and Jensie Shipley  
Jay and Lynda Shuman  
Brian Simmons  
Richard and Barbara Skaggs  
Jeffrey Smith  
Robert Sprague  
Jane Carey Steinmetz  
Scott Stevens and Victoria Fritz  
Campbell Steward  
Cathy and James Stone  
William C. Stone Jr.  
and Casey L. Carlson  
Raymond and Megan Sullivan  
Mini Sultur and  
Prasad Narasimhan Sultur  
Jon and Robin Swan  
David Swift  
Kingsley Taft and Gillien Todd  
Lee and Carol Tesconi  
Sanjiv Thakarar and Allyson Bloom  
Daniel Tran  
William F. "Ted" and Kathleen Truscott  
Derek & Kodee Van Nort  
Anita Varughese  
Emily Wade  
Donald Ware

Matthew and Amanda Waterbury  
Aaron Weber  
Theodor Weinberg  
David and Louise Weinberg  
Steven and Sydna Weinstein  
Peter F. Weller and  
Anne Nicholson-Weller  
Christian Westra  
Robert Weyerhaeuser  
EJ and Lori Whelan  
Dudley and Sally Willis Sr.  
Regina Yando  
Brooks and Linda Zug





Our  
**Partners**

## Foundations, Government Funders and Corporate Partners

We express our heartfelt gratitude to the following Foundations, Government Funders, and Corporate Partners for their generosity, support and shared commitment to advancing economic justice in our community. Your contributions are invaluable, and we deeply appreciate your partnership in enabling our mission.

### \$1,000,000+ Partners

Barr Foundation  
 Blue Cross Blue Shield of Massachusetts  
 Department of Early Education and Care  
 Department of Elementary and Secondary Education - ASOST  
 Massachusetts Alliance for Supportive Housing (MASH)  
 P & G Gillette Company

### \$500,000 – \$999,999

Bain & Company  
 Boston Private Industry Council  
 Brown Brothers Harriman  
 Capital One Cmty. Development Banking  
 Citi Community Development  
 Deloitte  
 Department of Elementary and Secondary Education - ASOST  
 Department of Housing and Community Development  
 Eversource  
 National Grid  
 National Grid Foundation  
 Town of Randolph

### \$250,000 – \$499,999

Bain Capital  
 Bank of America Corporation  
 Bank of America Foundation  
 Berkshire Partners  
 EY  
 National Grid  
 Neighborhood Villages 4  
 Richard K. Lubin Family Foundation  
 Siemer Institute  
 State Street Foundation  
 The Boston Foundation  
 U.S. Department of Education  
 Wegmans

### \$100,000 – \$249,999

Boston Society of the New Jerusalem  
 Boston University  
 Brigham and Women's Hospital  
 Bristol County Savings Bank  
 Department of Early Education and Care-CCPI  
 Eastern Bank  
 Eaton Vance Corporation  
 Federal Reserve Bank of Boston  
 Foley Hoag  
 General Dynamics  
 Inez Woodberry Trust of 2000  
 KBK Foundation  
 Manulife Financial

Mass General Brigham  
 Massachusetts General Hospital  
 Massachusetts Service Alliance  
 Mayor's Office of Women's Advancement  
 Mintz  
 New England Patriots Football Club  
 Nutter McClennen & Fish  
 Putnam Investments  
 Richard Saltonstall Charitable Foundation  
 Ropes & Gray  
 Santander Bank  
 Stein Roe Investment Counsel  
 The Ansin Foundation  
 The Boston Consulting Group  
 The Klarman Family Foundation  
 U.S. Department of Education  
 Webster Bank  
 Wellington Management Company

### \$50,000 – \$99,999

Boston College  
 Boston Properties  
 Charles Sanders Trust  
 City of Boston Public Schools  
 City of Boston Trust Office  
 City of Haverhill-Mass Department of Agricultural Resources  
 Costco Corporate Office



Dana-Farber Cancer Institute  
DeMoulas Supermarket  
Elkus Manfredi Architects  
Fidelity Institutional  
Asset Management  
Fidelity Investments  
G. Gorham Peters Trust  
Gilbane Building Company  
Goodwin  
Goulston & Storrs, P.C.  
Greenberg-Summit Partners  
Harvard University  
ITW Illinois Tool Works  
Kirkland and Ellis  
Linde Family Foundation  
Loomis, Sayles & Company  
Lynch Family Fund  
Massachusetts Institute  
of Technology  
Plymouth Rock  
Assurance Corporation  
PNC Bank  
Point32Health  
Quincy Mutual Fire  
Insurance Company  
Raymond James Financial Services  
Richard Saltonstall  
Charitable Foundation  
Riemer & Braunstein  
Robert Wood Johnson Foundation  
Rockland Trust Company  
The Boston Consulting Group  
The Goldberg Family Foundation  
The Opportunity Agenda/TBF  
The Theodore Edson  
Parker Foundation  
Unicare Weoint - Andover  
United Way of Massachusetts Bay  
WCVB-TV, Channel 5  
WilmerHale

## \$25,000 – \$49,999

Acadian Asset Management  
Advent International Corporation  
AEW Capital Management, L.P.  
Ameriprise Financial  
Arbella Insurance Group  
Axcelis Technologies  
Beacon Capital Partners  
BMO Capital Markets  
BNY Mellon  
Boston Mutual Life  
Insurance Company  
Boston Opportunity Agenda - The  
Boston Foundation  
Boys & Girls Clubs of Boston  
Charlesbank Capital Partners  
City of Boston  
Cooley  
Cove Hill Partners  
Department of Early Education  
and Care  
DLA Piper US  
EBSCO Information Services  
Eli Lilly & Co.  
Enterprise Rent-A-Car  
Federal Express-Northeast District  
FTI Consulting  
Hannaford  
HarbourVest Partners  
John Thomas Kittredge and  
Charles R. Morehead Fund  
KeyBank  
Liberty Mutual Group  
Massachusetts Service Alliance  
Mayor's Office of Women's  
Advancement 2-Business Training  
Menemsha Family Fund  
MFS Investment Management  
Morgan, Lewis & Bockius  
Moriarty  
NEPC

Nurtury Summer Business Trainings  
Office of the Attorney General  
Pacific Life Insurance Company  
People's United Bank  
PNC Bank  
Princess House  
PwC  
Richard and Susan Smith Family  
Richard K. Lubin Family Foundation  
Shaw's Supermarkets/Star Markets  
Sidley Austin  
State Street Corporation  
Stephanie H. and David A. Spina  
Sun Life Financial  
Target  
TD Charitable Foundation  
The Boston Globe  
The TJX Companies  
The U. S. Charitable Gift Trust  
Thrive: An EXACT Sciences  
Corporation  
Vanderweil Engineers  
Walker Family Fund

## \$10,000 – \$24,999

A.W. Perry  
Accenture  
Adage Capital Management  
Aerodyne Research  
AGF Investments America  
Amazon  
American Family Insurance Dreams  
Antares Capital  
AT&T  
Baring Asset Management  
Beach Point Capital Management  
Bergmeyer Associates  
BerryDunn  
BioMed Realty Trust  
BlackRock Financial

Boston College  
Boston Trust Walden Company  
Canaccord Adams  
Cherbec Advancement Foundation  
Chestnut Hill Realty  
Choate Hall & Stewart  
CIBC Private Wealth Management  
CLF Foundation  
CNG  
Cogan Family Foundation  
Columbia Threadneedle Investments  
Community Economic Development  
Cornerstone Charitable Foundation  
Corning Life Sciences  
Cummings Properties  
Dechert  
Dedham Savings  
Dimeo Construction Company  
Dozier Gardner Family Fund  
E & L Campbell Family Foundation  
E.M. Duggan  
Electrical Industry Labor  
Enterprise Bank and Trust  
Enterprise Holdings Foundation  
FBinsure  
Fresenius Medical Care  
G&C Concrete Construction  
General Electric  
Greenberg Traurig  
Highland Street Foundation  
HMFH Architects  
Income Research & Management  
Invicti Security  
Island Foundation  
J. & M. Brown Company  
JK Glass Company  
Johnson Controls  
Karas & Karas Glass  
King Street Capital  
KPMG  
Krisbin Foundation

Lee Kennedy Company  
Lexington Partners  
Lincoln Financial Group  
Lucia B. Morrill Charitable Foundation  
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Metro Boston EOHHS -Bridge  
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National Development  
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Notch Partners  
Philips Healthcare  
Pictet Asset Management  
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Rockwell Automation/  
Allen-Bradley Co.  
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S&F Concrete Contractors  
Select Demo Services  
Sigmund E. Herzstein 1987 Charitable  
Siguler Guff & Company  
Sixth Street  
SLC Management  
South Shore Bank  
SROA Capital  
Sunrise Erectors  
TD Bank  
The Cronin Development Co.  
The David S. Lee Charitable Lead  
The Ives Family Charitable Trust  
Tikehau Capital North America

Tishman Speyer Properties  
Verizon  
Verrill Dana  
Vertex Pharmaceuticals  
VHB/Vanasse Hangen Brustlin  
Voya Investment Management  
Westra Family Charitable Trust  
William Blair & Company  
Willis Towers Watson  
WinnCompanies



## OUR AGENCY PARTNERS

Advancing economic justice requires equity-based solutions that drive population-level change. That's why United Way's extensive network of community partners is such a powerful resource. Our partner agencies contribute expertise, insights, and on-the-ground execution to tackle the complex challenges that face our communities and to implement sustainable community-centered solutions that advance economic justice across our region.

Action Inc.  
American Credit Counseling Service, Inc.  
Asian American Civic Association  
Asian Community Development Corporation (ACDC)  
Asian Task Force Against Domestic Violence  
Asian Task Force Against Domestic Violence  
Associates for Human Services  
Attleboro Area School to Career Partnership  
Attleboro YMCA  
BEST Corp.  
Beta Community Partnerships  
Beverly Children's Learning Center  
Big Brothers Big Sisters of Eastern Massachusetts  
Big Sister Association of Greater Boston  
Boston After School & Beyond  
Boston Asian: Youth Essential Service  
Boston Center for Independent Living  
Boston Local Development Corporation (BLDC)  
Boston Medical Center—Healthy Steps for Young Children  
Boston Private Industry Council (PIC)  
Boston Scores  
Boys & Girls Club of Greater Lowell  
Boys & Girls Club of Lawrence  
Boys & Girls Club of Lower Merrimack Valley  
Boys & Girls Clubs of Boston  
Boys & Girls Clubs of Dorchester  
Boys & Girls Clubs of Metro South

Bridge Over Troubled Waters  
Bridges Homeward  
Brookline Community Mental Health Center  
Casa Myrna  
Catholic Charitable Bureau of the Archdiocese of Boston, Inc. (Catholic Charities)  
Catholic Social Services of Fall River, Inc.  
Children's Law Center of Massachusetts  
Children's Services of Roxbury  
Citizens' Housing and Planning Association (CHAPA)  
Codman Square Neighborhood Development Corporation  
College Bound Dorchester  
Combined Jewish Philanthropies of Greater Boston, Inc.  
Community Action, Inc.  
Community Art Center  
Community Counseling of Bristol County  
Community Teamwork  
Community Visiting Nurse Agency, Inc.  
Community Work Services  
Crispus Attucks Children's Center  
DEAF, Inc.  
Disability Law Center  
East Boston Neighborhood Health Center  
East Boston Social Centers, Inc.  
East End House  
Elizabeth Peabody House  
Ellis

Emmaus, Inc.  
Enroot  
Family & Children's Service of Greater Lynn  
Family ACCESS of Newton  
Family Nurturing Center of Massachusetts  
Family Services of the Merrimack Valley  
FamilyAid Boston  
Father Bills & MainSpring, Inc.  
For Kids Only Afterschool (FKO)  
Friends of St. Stephen's Youth Programs  
Friends of the Children—Boston  
Friends of Youth Opportunity  
Girl Scouts of Eastern Massachusetts  
Girls Incorporated of Greater Lowell  
Girls Incorporated of Lynn  
Girls Incorporated of Taunton  
Greater Boston Legal Services  
Greater Lawrence Community Action Council, Inc.  
Greater Taunton Community Services, Inc.  
Gregg Neighborhood House Association, Inc.  
Hattie B. Cooper Community Center  
Heading Home, Inc.  
Health Resources in Action  
Hockomock Area YMCA  
Homes for Families  
HomeStart, Inc.  
Horizons for Homeless Children  
Housing Families  
Hyde Square Task Force

Inquilinos Boricuas en Acción (IBA)  
International Institute of New England  
Jamaica Plain Neighborhood Development Corporation  
Jeremiah Program Boston  
Jewish Community Relations Council of Greater Boston, Inc.  
Jewish Family and Children's Service  
Jewish Vocational Service, Inc.  
Justice Resource Institute, Inc.  
Kennedy-Donovan Center  
La Alianza Hispana, Inc.  
Latino STEM Alliance  
Lawrence CommunityWorks  
LEAP for Education  
Lynn Housing Authority & Neighborhood Development (LHAND)  
Madison Park Development Corporation  
Mass Mentoring Partnership  
Massachusetts Advocates for Children  
Massachusetts Afterschool Partnership (MAP)  
Massachusetts Alliance of Portuguese Speakers (MAPS)  
Massachusetts Association of Community Development Corporations (MACDC)  
Massachusetts Coalition for the Homeless  
Massachusetts Immigrant & Refugee Advocacy Coalition (MIRA)  
Massachusetts Society for the Prevention of Cruelty to Children (MSPCC)  
Metro Housing Boston  
More than Words  
Mujeres Unidas Avanzando (MUA)  
Mujeres Unidas Avanzando (MUA)  
Mystic Valley YMCA  
Mystic Valley YMCA—Medford Youth Center  
Narragansett Council Boy Scouts of America

Neighborhood of Affordable Housing Inc. (NOAH)  
NeighborWorks Housing Solutions  
New Hope Inc  
Newman YMCA  
North Shore Community Development Coalition  
Nurtury Early Education  
Old Colony YMCA  
Operation A.B.L.E. (Ability Based on Long Experience)  
Our Daily Bread Soup Kitchen Foundation  
Partners for Youth with Disabilities  
Pathways for Children, Inc.  
Playworks New England  
PRIDE  
Project Hope Boston  
Quincy Community Action Program, Inc. (QCAP)  
Raw Art Works  
Resilient Coders  
Riverside Community Care  
Robbins Children's Programs, Inc.  
Roca, Inc.  
Roxbury Youthworks  
Samaritans, Inc.  
Silver Lining Mentoring  
Sociedad Latina  
Somerville Homeless Coalition  
South Boston Neighborhood House  
South Coastal Counties Legal Services  
South Shore Stars  
Spirit of Adventure Council, Boy Scouts of America  
Sportsmen's Tennis & Enrichment Center  
St. Ann's Home & School  
Stone House (formerly Elizabeth Stone House)  
Strategies for Children  
The Arc of Bristol County

The Boys & Girls Club of Greater Haverhill  
The Center for Teen Empowerment  
The Community Group  
The Home for Little Wanderers  
The Literacy Center  
The Midas Collaborative, Inc.  
The Neighborhood Developers  
The Open Door  
The Salvation Army (Attleboro) on behalf of Future Chefs  
Transition House  
Triumph, Inc.  
United South End Settlements  
United South End Settlements  
Urban Edge Housing Corporation  
Urban League of Eastern Massachusetts  
UTEK, Inc.  
Victory Programs, Inc.  
Vietnamese American Initiative for Development (Viet-AID)  
Waltham Boys & Girls Club  
Wellspring House, Inc.  
West End House Boys & Girls Club  
Woburn Council of Social Concern, Inc. (D.B.A. Council of Social Concern)  
Workforce Solutions Group/Community Labor United  
X-Cel, Inc.  
Year Up, Inc.  
YMCA of Greater Boston  
YMCA of Metro North  
YMCA of the North Shore  
Youth EmpowerHouse  
YouthBuild Boston  
YouthBuild Lawrence  
YW Boston  
YWCA Malden—Center for Women & Families  
YWCA of Northeastern Massachusetts



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**Sujata Yadav**  
Executive Vice President and Chief  
Marketing Officer, Eastern Bank

Our  
**Board**



## UNITED WAY OF MASSACHUSETTS BAY, INC. STATEMENT OF FINANCIAL POSITION

	2023	2022
<b>Assets</b>		
Cash and cash equivalents	\$ 1,440,321	\$ 8,540,903
Campaign receivables, net	5,803,574	4,331,127
Grants receivable	3,255,445	2,223,727
Other current assets	93,587	202,531
Investments	28,104,303	26,582,475
	<u>38,697,230</u>	<u>41,880,763</u>
<b>Total current assets</b>	<b>38,697,230</b>	<b>41,880,763</b>
Property and equipment, net	1,428,877	1,414,813
Investments	18,760,198	18,745,995
Investments in perpetual trusts	6,939,627	6,452,669
Right-of-use asset - operating leases	4,267,834	4,781,618
Other assets	840,288	13,725
	<u>70,934,054</u>	<u>73,289,583</u>
<b>Total assets</b>	<b>\$ 70,934,054</b>	<b>\$ 73,289,583</b>
<b>Liabilities</b>		
Accounts payable and accrued expenses	\$ 4,369,656	\$ 4,577,396
Current portion of operating lease obligations	535,060	521,594
Program initiatives payable	1,851,434	1,485,043
Donor designations payable	2,487,499	2,154,820
Deferred revenue	437,992	-
	<u>9,681,641</u>	<u>8,738,853</u>
<b>Total current liabilities</b>	<b>9,681,641</b>	<b>8,738,853</b>
Operating lease obligations, net of current portion	4,184,099	4,719,159
	<u>13,865,740</u>	<u>13,458,012</u>
<b>Total liabilities</b>	<b>13,865,740</b>	<b>13,458,012</b>
<b>Net Assets</b>		
Without donor restrictions	32,094,994	36,495,532
With donor restrictions	24,973,320	23,336,039
	<u>57,068,314</u>	<u>59,831,571</u>
<b>Total net assets</b>	<b>57,068,314</b>	<b>59,831,571</b>
	<u>\$ 70,934,054</u>	<u>\$ 73,289,583</u>
<b>Total liabilities and net assets</b>	<b>\$ 70,934,054</b>	<b>\$ 73,289,583</b>

## UNITED WAY OF MASSACHUSETTS BAY, INC. STATEMENT OF FINANCIAL POSITION

	2023			2022
	Without Donor Restrictions	With Donor Restrictions	Total	Total
Public support:				
Campaign contributions	\$ -	\$ 21,979,038	\$ 21,979,038	\$ 27,147,176
Grant revenue	20,556,959	442,665	20,999,624	17,801,699
In-kind revenue and other income	660,897	-	660,897	1,494,115
	<u>21,217,856</u>	<u>22,421,703</u>	<u>43,639,559</u>	<u>46,442,990</u>
<b>Gross total public support</b>	<b>21,217,856</b>	<b>22,421,703</b>	<b>43,639,559</b>	<b>46,442,990</b>
Less:				
Provision for uncollectible pledges, net	-	(272,833)	(272,833)	(705,242)
Donor designations, net of service fees	-	(6,427,396)	(6,427,396)	(10,110,218)
	<u>21,217,856</u>	<u>15,721,474</u>	<u>36,939,330</u>	<u>35,627,530</u>
<b>Net total public support</b>	<b>21,217,856</b>	<b>15,721,474</b>	<b>36,939,330</b>	<b>35,627,530</b>
Appropriated investment return	2,416,118	583,882	3,000,000	3,055,000
Net assets released from restriction	15,242,498	(15,242,498)	-	-
	<u>38,876,472</u>	<u>1,062,858</u>	<u>39,939,330</u>	<u>38,682,530</u>
<b>Total public support</b>	<b>38,876,472</b>	<b>1,062,858</b>	<b>39,939,330</b>	<b>38,682,530</b>
Distributions and expenses:				
Allocations and other distributions	10,830,217	-	10,830,217	11,938,208
Grant expenses	21,313,338	-	21,313,338	18,066,628
	<u>32,143,555</u>	<u>-</u>	<u>32,143,555</u>	<u>30,004,836</u>
<b>Total distributions</b>	<b>32,143,555</b>	<b>-</b>	<b>32,143,555</b>	<b>30,004,836</b>
Functional expenses:				
Community services	6,338,649	-	6,338,649	5,783,726
Fundraising	4,718,386	-	4,718,386	3,576,801
Management and general	1,744,602	-	1,744,602	2,185,786
	<u>12,801,637</u>	<u>-</u>	<u>12,801,637</u>	<u>11,546,313</u>
<b>Total functional expenses</b>	<b>12,801,637</b>	<b>-</b>	<b>12,801,637</b>	<b>11,546,313</b>
<b>Total distributions and expenses</b>	<b>44,945,192</b>	<b>-</b>	<b>44,945,192</b>	<b>41,551,149</b>
Distribution and expenses in excess of and (less than) public support	(6,068,720)	1,062,858	(5,005,862)	(2,868,619)
	<u>1,668,182</u>	<u>574,423</u>	<u>2,242,605</u>	<u>(2,238,425)</u>
<b>Total increase (decrease) from endowment, investment and other activities</b>	<b>1,668,182</b>	<b>574,423</b>	<b>2,242,605</b>	<b>(2,238,425)</b>
<b>Increase (decrease) in net assets</b>	<b>(4,400,538)</b>	<b>1,637,281</b>	<b>(2,763,257)</b>	<b>(5,107,044)</b>
UWGS Dissolution (see Note 16)	-	-	-	(473,515)
Net assets, beginning of year	36,495,532	23,336,039	59,831,571	65,412,130
<b>Net assets, end of year</b>	<b>\$ 32,094,994</b>	<b>\$ 24,973,320</b>	<b>\$ 57,068,314</b>	<b>\$ 59,831,571</b>



## Our New Way Forward: What's Ahead

We selected a portfolio of 124 organizations for partnership to help implement our vision to advance an economically just region. We are prioritizing organizations that reflect inclusive leadership, work deeply in our 12 focus communities, and ensure that community perspectives and experiences are integrated in their programming. We believe that together with our community partners, we can create opportunity and work toward a future where every individual has access to financial wellbeing.

### SHAPING THE FUTURE FOR THE BETTER

We're working to disrupt centuries of systemic inequities, center historically underrepresented people in our policy work, and work toward advancing a thriving Commonwealth. Over the next year, we will invest in policy organizations, build coalitions around innovative solutions, engage local officials, educate the community, and advocate for influential legislation.

### THE GRATITUDE PROJECT: AN EVOLUTION OF A TRADITION

We're elevating the spirit of giving with the launch of The Gratitude Project. Evolving from our traditional Thanksgiving Project, The Gratitude Project's essence lies in embracing the cultural diversity of the communities we serve and recognizing that their needs persist year-round beyond the holiday season. This evolution also reflects Our New Way Forward approach to impact and grant-making, centered on the voices and insights of the communities and organizations we support.







UNITED WAY OF MASSACHUSETTS BAY  
[unitedwaymassbay.org](http://unitedwaymassbay.org)