



**United  
Way**



**United Way of  
North Central Massachusetts**



**2003 - 04  
ANNUAL REPORT**



# *Vision* *and Mission*

## ***Vision Statement***

*“We will create healthy communities by energizing and inspiring people to make a difference.”*

## ***Mission Statement***

*“To improve lives through innovative leadership which identifies and addresses community needs.”*



Daniel M. Asquino  
Chairman of the Board

# Message

## *from the Chairman*

*“Your United Way investment, magnified by others, has the real power to bring about changes that matter where you live. Thank you for your continued generous support.”*

Dear Friends of the Community:

One word drives United Way — results. We are focused on delivering a return-on-investment. It is more than how much money was raised or the number of programs funded. It’s about improving lives and building stronger communities.

This past year has been a year of transition. We revisited our vision, mission and purpose to ensure our strategy is focused and well-defined to bring about changes in community conditions.

As a result of the planning session, a key initiative was adopted. It was to redouble our efforts in building social capital. It is our sincere belief that it is the foundation that will allow us all to create a healthier society.

To mark our 25th anniversary, I am pleased to report with unprecedented enthusiasm, that United Way and its volunteers are embarking on a long-term goal to build volunteer capacity for all organizations and groups. You will be hearing much more over the next year as we develop partnerships to facilitate this exciting objective.

I am also pleased to report some of the other key highlights from this year:

- *We were able to help more people. The community once again responded with a record campaign.*
- *The Community Care Fund — which responds to the most pressing needs — saw an increase in new dollars as well. This allowed us to reach more people in need.*
- *Over 200 volunteers participated in Day of Caring. This one-day event in September continues to grow every year, which allows us to tackle more projects for the non-profit community (painting, lawn work, restocking food pantries, reading to children, etc.) so the agencies can focus on helping more people.*
- *We also temporarily relocated our offices from 915 South Street to 285 John Fitch Highway, Fitchburg, thanks to the generosity of Unital. And, we were able to avail our old space to Children’s Aid and Family Services until we begin renovations in three to four years.*
- *Our Youth Venture program in Shirley and Leominster schools continues to engage our youth and provide them with real life experiences.*

As we embark on the next 25 years, what matters is:

- *Results Matter — We will focus on delivering results by measuring outcomes, focusing on fewer priorities and be committed to a higher set of performance and accountability standards.*
- *Partnerships Matter — We will accomplish more by being a catalyst, mobilizing the community of investors, including: business, labor, non-profits, faith-based groups, government and volunteers. It will be our goal to build a shared vision.*
- *Community Matters — We will focus on achieving sustained change in community conditions by tackling root causes of community problems and inspiring action and encouraging community involvement.*

In closing, what matters™ to United Way are the lives we change and the communities we shape. Your United Way investment, magnified by others, has the real power to bring about changes that matter where you live. Thank you for your continued generous support.



Arthur P. DiGeronimo Jr.  
2003-04 Campaign Chair

# Campaign

2003-2004

*“While we raised more money this year, it is important for us all to remember that it is more than the dollars raised or services delivered; it’s about improving lives by tackling the root cause of community problems.”*

Dear United Way Supporters:

We are fortunate to have business leaders, employees, and individuals from all walks of life who dedicate their time and talent and treasure to make our community stronger.

As you may know, a small group of United Way volunteers start to work on the annual campaign beginning in the early spring. The goal is to build a volunteer team with the passion and conviction to solicit area businesses for their support.

Each year, the campaign cabinet does a wonderful job of articulating the health and human service needs of the region to the business community. The goal each year is to expand the number of organizations that support the community through United Way.

It becomes obvious very quickly that we have a core group of very generous supporters who realize the importance of keeping North Central Massachusetts strong.

When the CEO, president, or business owner is supportive, it provides an entrée for another group of volunteers, United Way Loaned Executives, to manage an employee campaign.

They, along with tremendously supportive employee campaign managers, usually someone designated internally, help coordinate the campaign drive.

It is the employees that hear the stories of hope and aspiration directly from the program providers who are working tirelessly every day to improve lives. They learn that their weekly contribution, usually through payroll giving, is helping someone like “Mabel,” who is able to remain independent in her home thanks to a United Way-funded program.

They may also hear about a wonderful program that is giving children hope. Many of these kids were living in abusive homes. Through a United Way-funded program, they are getting one-on-one intervention that includes reading and writing support and life skill tutoring in a warm and caring environment.

It is gratifying and heartwarming to hear these stories of success. You know that your contribution is improving lives in our community.

While we raised more money this year, it is important for us all to remember that it is more than the dollars raised or services delivered; it’s about improving lives by tackling the root cause of community problems.

In closing, it has been an honor for me to work with such a dedicated group of volunteers who are working vigorously to improve our community. Finally, it couldn’t have been done without a catalyst of business, labor, non-profits, government, and community volunteers coming together to address what matters.

Thank you for your continued support.

# CAMPAIGN VOLUNTEERS

## **CAMPAIGN CHAIR**

Arthur P. DiGeronimo Jr.  
*Victory Super Markets*

## **CAMPAIGN CO-CHAIR**

Peter E. Bovenzi  
*Bovenzi, Inc.*

## **CAMPAIGN VICE-CHAIR**

James Javaras  
*The BHR Life Companies*

## **ALEXIS DETOCQUEVILLE SOCIETY DIVISION**

Ronald M. Ansin – Founder  
*The Ronald M. Ansin Foundation*

William E. Aubuchon III – Chair  
*W.E. Aubuchon Company, Inc.*

## **GARDNER DIVISION**

Andrew Boucher – Chair  
*Boucher Funeral Home*

Paul Fitzpatrick – Co-Chair  
*GFA Financial Group, LLC*

Michael F. Ellis – Vice-Chair  
*Greater Gardner Chamber of Commerce*

## **Division Members**

Jeffrey Ashworth  
*Athol Savings Bank*

Deborah J. Carlson  
*Heywood Hospital*

Ellie Fox  
*Colonial Co-Operative Bank*

Dennis Lopata  
*LaChance Center for Rehabilitation*

Peter J. Russo  
*Massachusetts Electric Company*

## **NASHOBA DIVISION**

Scott Howard – Chair  
*Bemis Associates, Inc.*

## **Division Members**

Melissa Fetterhoff  
*Nashoba Valley Chamber of Commerce*

Sharyn Rice  
*Mount Wachusett Community College*

Donald Secord  
*Parker Hannifin – Nichols Airborne Division*

## **TWIN CITIES DIVISION**

Joseph G. Sova – Chair  
*Fidelity Bank*

## **Division Members**

Marc Babineau  
*Babineau Insurance*

Richard Bagley  
*Anderson, Bagley & Mayo Insurance Agency*

Patrick Cronin  
*The Protector Group Insurance Agency*

Robert Gallo  
*Enterprise Bank & Trust Company*

Steven Groccia  
*Enterprise Bank & Trust Company*

Raymond F. LaFond  
*Enterprise Bank & Trust Company*

Carl Querino  
*Fidelity Bank*

Julie A. Scapparone  
*Wine & Roses/3333 Inc.*

Tony Wolf  
*Enterprise Bank & Trust Company*

## **PACESETTER/EARLY CAMPAIGN DIVISION**

Anne Boucher – Chair  
*Montachusett Home Care Corporation*

## **MAJOR GIFTS DIVISION**

James Javaras – Chair  
*The BHR Life Companies*

## **LOANED EXECUTIVES**

Anne Boucher  
*Montachusett Home Care Corporation*

Mariah Dudley  
*LUK, Inc.*

Lynn Landon  
*United Way of North Central Massachusetts*

Barbara Leger  
*Victory Super Markets*

Melissa Maranda  
*Community Foundation of North Central MA*

Donata Martin  
*Twin Cities Community Development Corporation*

Gloria Maybury  
*Literacy Volunteers of the Montachusett Area*

Nichole Moreau  
*Mount Wachusett Community College*

Timothy O'Leary  
*Unitil*

Carolyn Patten  
*Guild of St. Agnes*

Elizabeth Reynolds  
*CGI Communications*

Maxyne Schneider  
*House of Peace & Education, Inc.*

Jay Sullivan  
*Fitchburg Savings Bank*

Dona Taylor  
*Sterilite Corporation*

Herb White  
*Workers' Credit Union*

## **ACCOUNT EXECUTIVES**

Angela Alansky  
*I-C Federal Credit Union*

Ann Gendron  
*I-C Federal Credit Union*

Linda Guinard  
*I-C Federal Credit Union*

Eric Lacaboni  
*I-C Federal Credit Union*

Sean McGuirk  
*I-C Federal Credit Union*

## **SPEAKER'S BUREAU**

Barbara Abraham  
*Multi-Service Center*

Anne Boucher  
*Montachusett Home Care Corporation*

Carol Curdo  
*MAB Community Services*

Deanie Harris  
*American Red Cross, North Central MA Chapter*

Robert Jokela  
*Children's Aid & Family Service, Inc.*

Bruce Lawrence  
*The Office of Ronald M. Ansin*

Gloria Maybury  
*Literacy Volunteers of the Montachusett Area*

Jean McMurray  
*Worcester County Food Bank*

Richard D. Palmer  
*Montachusett Regional YMCA*

Paul Richard  
*Community Healthlink*

Maxyne Schneider  
*House of Peace & Education, Inc.*

Joanne Tulonen  
*Battered Women's Resources, Inc.*

Linda Williams  
*Battered Women's Resources, Inc.*

Margaret Woovis  
*Montachusett Home Care Corporation*





# Community

## Investment

John Bennard

2003-04 Community Investment Chair

*As we continue to move into our "impact areas," over the next several years, the focus will be on mobilizing the community to create sustained change. As I shared with you last year, we see our role evolving:*

**Community Matters:**

- *Bringing communities together to focus on priorities*
- *Tackling root causes of community problems*
- *Inspiring action and encouraging community involvement*

**Partnerships Matter:**

- *United Way will serve as a catalyst, mobilizing investors of all types*
- *Developing unique relationships built on shared vision*
- *We create roll up your sleeve partnerships, effective and efficient, inclusive and diverse*
- *Sometimes leading, sometimes playing a supportive role*

**Results Matter:**

- *We will focus on delivering a return-on-investment*
- *Beyond dollars raised or services delivered*
- *Building on a history of measuring outcomes*
- *Improving lives and building stronger communities*
- *Committed to a higher set of performance and accountability standards*

**What Matters™**

*We will ensure your United Way investment, magnified by others who invest in United Way, has the real power to bring about the changes that matter where you live.*

*It is with optimism and a clear vision that we look forward to a brighter future for all to enjoy.*

United Way knows that people in the community really want to make a difference in the community. They want to help others. United Way wants to be your partner.

Our experience tells us that the best way to help the most people is to focus on the root causes of the most serious problems. It takes the whole community working together to pull it off.

United Way and its donors rely on the Community Investment process to ensure their contribution is invested with knowledge and the expertise to bring about positive changes in people's lives.

To make that happen, over 70 community volunteers take time out of their busy schedule to review each and every program United Way supports through its Community Care Fund.

This process of reviewing every program is unique to United Way:

- *United Way utilizes its expertise along with outside independent studies to determine the health and human services need in North Central Massachusetts.*
- *The needs are reviewed and prioritized.*
- *Community volunteers review over 80 programs that address the specific needs identified through the study.*
- *The programs are then reviewed for effectiveness, whether it's fulfilling an unmet need, and most importantly changing people's lives for the better.*
- *Once funded, the program is reviewed quarterly to make sure it is on track and meeting expectations.*

More and more donors are coming to realize that the best way to give back to the community is through United Way's Community Care Fund.

I am pleased to report that United Way distributed \$1,134,392 to 59 local programs that you will find listed on pages eight and nine.

Lastly, I want to thank all the donors for their confidence and support. And I want to extend a special thank you to all the Community Investment Volunteers. They are helping us all accomplish more by focusing our resources and building on a history of measuring results.

## COMMUNITY INVESTMENT VOLUNTEERS

### REDESIGN COMMITTEE

John Bennard – Chair  
*Gardner*

Kim Blanchard – Vice Chair  
*Ashburnham*

Barbara Abraham  
*Multi-Service Center*

Celeste Bourgault  
*Anderson, Bagley & Mayo  
Insurance Agency*

Matt Johnson  
*US Postal Service, Fitchburg*

Terry Kennedy  
*ARC Community Services, Inc.*

Richard D. Palmer  
*Montachusett Regional YMCA*

Donald Secord  
*Parker Hannifin –  
Nichols Airborne Division*

### VOLUNTEERS

John Bennard – Chair  
*Gardner*

Matt Johnson – Co-Chair  
*US Postal Service, Fitchburg*

Kim Blanchard – Vice Chair  
*Ashburnham*

Celeste Bourgault – Vice Chair  
*Anderson, Bagley & Mayo  
Insurance Agency*

Thomas Allain  
*Hudson Savings Bank*

William E. Aubuchon IV  
*W.E. Aubuchon Company, Inc.*

Scot A. Barrett  
*BDO Seidman, LLP*

Gardner Bent  
*Gardner*

Henry Botticello  
*Simonds Industries*

Michael Dellamonaca  
*Gelinas & Ward*

John Doyle  
*Workers' Credit Union*

Elizabeth Fineberg  
*Fitchburg State College*

John Flores  
*Fitchburg Savings Bank*

Eric Gaetz  
*Banknorth Massachusetts*

Ellen Goguen  
*Coldwell Banker –  
Residential Brokerage*

Carrie Graham  
*Youth Venture/United Way of  
North Central Massachusetts*

Steve Grant  
*Fitchburg Savings Bank*

Pati Gregson  
*Mount Wachusett  
Community College*

Jane Gustowski  
*Mount Wachusett  
Community College*

Robert Hawke  
*Gardner*

Rosemary Healey  
*Fitchburg*

Melissa Hertel  
*Parker Hannifin –  
Nichols Airborne Division*

James Hohman  
*First Financial Trust*

Kathleen Kelley  
*North Central MA  
Chamber of Commerce*

Debra LaPointe  
*Fidelity Co-Operative Bank*

Bruce Lawrence  
*The Office of Ronald M. Ansin*

Melissa Maranda  
*Community Foundation of  
North Central MA*

Susan M. Monette  
*Colonial Co-Operative Bank*

Darlene Morrilly  
*Mount Wachusett Community  
College Foundation*

Eladia Romero  
*Congressman Olver's Office*

Nancy Sabulis  
*Banknorth Massachusetts*

Paul Schaefer  
*Gardner School System*

Maxine Smith  
*Fitchburg*

Bonny Stockton  
*Bemis Associates, Inc.*

Peg Van Hillo  
*Unitil*

Mary Whitney  
*Fitchburg*

Dorothy Yablonski  
*Banknorth Massachusetts*

### AUDIT COMMITTEE

Robert C. Alario  
*Robert C. Alario, CPA's*

Karen Goodall  
*Curran & Goodall, PC*

Norman LeBlanc, CPA

Richard Letarte, CPA

Anthony Mercadante  
*Mercadante & Mercadante  
PC, CPA's*

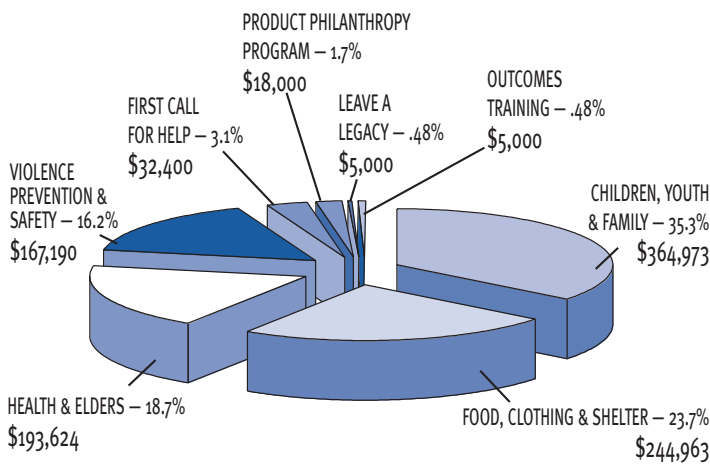


# Investing

## In Our Community

### Total Community Investment Funding

**\$1,031,150**

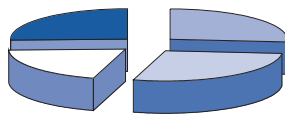


### Breakdown by Region

#### GARDNER REGION

Total Dollars – \$185,694

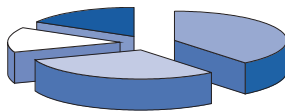
Children, Youth & Family	\$49,066
Food, Clothing & Shelter	\$52,269
Health & Elders	\$37,156
Violence Prevention & Safety	\$47,203



#### NASHOBA REGION

Total Dollars – \$142,404

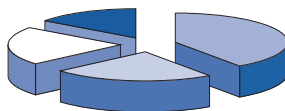
Children, Youth & Family	\$55,962
Food, Clothing & Shelter	\$43,063
Health & Elders	\$19,682
Violence Prevention & Safety	\$23,697



#### TWIN CITIES REGION

Total Dollars – \$643,939

Children, Youth & Family	\$259,945
Food, Clothing & Shelter	\$150,918
Health & Elders	\$136,786
Violence Prevention & Safety	\$96,290



### Impact Area Funding



Total dollar..... **\$364,973**

**Boy Scouts, Nashua Valley Council, Inc.**  
Comprehensive Youth Development .....\$11,307

**Catholic Charities, Worcester County**  
Family Resource Center .....\$9,540  
Life Management Skills .....\$4,010

**Children's Aid & Family Service, Inc.**  
Child Care Center .....\$24,901  
The Family Counseling Center .....\$41,475

**Girl Scouts, Montachusett Council**  
Comprehensive Youth Program .....\$6,704

**Guild of St. Agnes**  
Child Care Center .....\$19,982

**Literacy Volunteers of the Montachusett Area**  
Literacy .....\$21,132

**LUK Crisis Center, Inc.**  
YouthBuild .....\$21,000  
Passages/Transition to Independent Living ....\$21,564

**Montachusett Opportunity Council, Inc.**  
Child Care & Head Start Services .....\$9,540

**Multi-Service Center**  
Family Resource Center .....\$9,336  
Generations LINKED ..\$10,629  
Women's Center .....\$13,908

**Project Contact at Bonnie Brae**  
Project Contact at Bonnie Brae .....\$10,500

**Salvation Army Corps**  
"Time Out" for Youth...\$16,426

**Spanish American Center**  
Community Outreach – Info & Referral .....\$14,070  
Crossroads .....\$11,025  
Literacy & ESOL .....\$7,770

**Spectrum Health Systems**  
Youth & Adolescent Services.....\$30,810

**YMCA, Montachusett Regional**  
Teen Center .....\$23,100  
Youth Program.....\$19,950



**FOOD, CLOTHING & SHELTER**

Total dollars ..... \$244,963

**American Red Cross, NCM Chapter**  
 Armed Forces  
 Emergency Services .....\$7,415  
 Blood Services .....\$35,270  
 Disaster Services .....\$68,682  
 Health & Safety  
 Services .....\$18,974

**Catholic Charities, Worcester County**  
 Basic Life Skills – Emergency Assistance .....\$20,643

**Gardner Community Action Committee**  
 Fellowship Table .....\$1,890  
 Food Distribution .....\$8,461

Loaves & Fishes  
 Food Pantry, Inc. ....\$22,486

**Montachusett Opportunity Council, Inc.**  
 CARE Services/  
 Food Resources .....\$9,127  
 Fitchburg/Leominster  
 Community  
 Action Center .....\$18,642

**Salvation Army Corps**  
 Comprehensive Emergency Assistance .....\$34,660

**HEALTH & ELDERS**

Total dollars ..... \$193,624

**ARC Community Services**  
 Family Support/  
 Advocacy .....\$28,350

**Gardner Community Action Committee**  
 Medical Transportation....\$8,190

**Gardner Visiting Nursing Association**  
 Community  
 Services Center .....\$20,707  
 Maternal Child  
 Health Program .....\$10,080

**MAB Community Services**  
 VISION Community  
 Services.....\$11,550

Montachusett Addiction  
 Council, Inc. ....\$50,466

**Montachusett Home Care Corp.**  
 Money Management  
 Program.....\$12,600  
 Volunteer  
 Companion/Escort.....\$22,116

**Multi-Service Center**  
 Preventive  
 Health Program .....\$21,865

**Spanish American Center, Inc.**  
 United Elders .....\$3,500

**YMCA, Montachusett Regional**  
 Senior Citizen Program...\$4,200

**VIOLENCE PREVENTION & SAFETY**

Total dollars ..... \$167,190

**Battered Women's Resources, Inc.**  
 Community Education \$27,325  
 Crisis Counseling.....\$19,425

**Children's Aid & Family Service, Inc.**  
 Parent Mediation and  
 Education.....\$14,965

**House of Peace & Education, Inc.**  
 HOPE for Kids .....\$11,550  
 HOPE for Women.....\$6,300

**LUK Crisis Center, Inc.**  
 GIFTS/  
 Peer Leadership.....\$15,965  
 Nurturing Program.....\$3,150

**Multi-Service Center**  
 Safety Kids .....\$25,205

Parents Helping  
 Parents .....\$15,119

**Rape Crisis Center of Central MA**  
 Community Response to  
 Sexual Assault .....\$8,556

**Spanish American Center, Inc.**  
 Multicultural  
 Youth Program .....\$14,175  
 Parenting Program .....\$5,455





# Exemplary

## Company & Employee Recognition

### CORPORATE AWARDS

- GOLD \$40+ Per Capita Full Time Equivalent Employee
- SILVER \$32+ Per Capita Full Time Equivalent Employee
- BRONZE \$25+ Per Capita Full Time Equivalent Employee

### EMPLOYEE AWARDS

- GOLD \$40+ Per Capita 75% Participation of Full Equivalent Employees
- SILVER \$40+ Per Capita 75% Participation of Full Equivalent Employees
- BRONZE \$40+ Per Capita 75% Participation of Full Equivalent Employees

### CHAIRMAN'S AWARDS

- <sup>1</sup> New Participating Businesses
- <sup>2</sup> Overall Increase of Greater Than 25%
- <sup>3</sup> Other Extraordinary Efforts



### PACESETTERS

- Anderson, Bagley & Mayo Insurance Agency
- Battered Women's Resources, Inc.
- Bemis Associates, Inc.
- Bovenzi, Inc.
- Enterprise Bank & Trust Company
- Greater Gardner Chamber of Commerce
- Hannaford
- The Insurance Place, Inc.
- Sterilite Corporation
- United Way of North Central Massachusetts
- Victory Super Markets
- Workers' Credit Union

### EARLY CAMPAIGNS

- W.E. Aubuchon Company, Inc.
- GFA Federal Credit Union
- Nashoba Valley Chamber of Commerce
- Plastican, Inc.
- Spanish American Center, Inc.

### HEAVY HITTERS

- COLLECTIVE INVESTMENTS CONTRIBUTED 1% OR MORE TO THE TOTAL CAMPAIGN**
- W.E. Aubuchon Company, Inc.
- Bemis Associates, Inc.
- Bovenzi, Inc.
- DRS Power Technology, Inc.
- HealthAlliance

- I-C Federal Credit Union
- Mount Wachusett Community College
- Sterilite Corporation
- Tyco/SimplexGrinnell
- United Parcel Service
- Victory Super Markets
- Workers' Credit Union

### SPECIAL THANKS

- ARC Community Services, Inc.
- Bovenzi, Inc.
- Ivette Conway
- Workers' Credit Union
- Mickey Guzman
- Spanish American Center
- Maria Lenti
- Workers' Credit Union
- Mount Wachusett Community College
- Orchard Hills Athletic Club

### COMMUNITY SERVICE AWARDS

- This award is given to the media for their support throughout the campaign*
- The Gardner News
- Alberta Bell, Publisher
- Nashoba Publications & Sentinel & Enterprise
- Asa Cole, Publisher
- Telegram & Gazette
- Dave Turcott & Michael Elfland
- WEIM Radio 1280 AM
- David Wang, General Manager

**COMMUNITY  
DEVELOPMENT AWARD**

*Strengthening community  
through a collaboration of area  
building and trades industries*

Peter Bovenzi  
*Bovenzi, Inc.*

**COMPANY & EMPLOYEE  
RECOGNITION  
AND RESULTS**

**GARDNER DIVISION**

Advance Coatings Company  
*Employee Gold*

Andersson Woodturning  
*Employee Gold*

Athol Savings Bank  
*Corporate & Employee Gold*

W.E. Aubuchon Company, Inc.  
*Corporate Gold, Employee Silver*

BDO Seidman  
*Employee Gold, Corporate Gold*

The Bridge of Central Mass  
*Employee Gold*

Candlelite Café  
*Chairman's Award<sup>2</sup>*

Colonial Co-Operative Bank  
*Employee Gold*

Colonial Hotel  
*Employee Gold,  
Chairman's Award<sup>2</sup>*

Concordant, Inc.  
*Corporate Gold*

E. J. Prescott, Inc.  
*Employee Gold*

Gardner Community  
Action Committee, Inc.  
*Employee Gold*

Gardner Screw Corporation  
*Corporate & Employee Gold*

Garlock Printing  
*Employee Gold*

GFA Federal Credit Union  
*Corporate & Employee Gold*

Greater Gardner  
Chamber of Commerce  
*Employee Gold,  
Chairman's Award<sup>2</sup>*

Heritage Insurance Agency  
*Employee Silver,  
Chairman's Award<sup>2</sup>*

House of Peace &  
Education, Inc.  
*Employee Gold*

Leo P. LaChance  
Center for Rehabilitation  
*Corporate Silver*

Mount Wachusett  
Community College  
*Employee Gold,  
Chairman's Award<sup>2</sup>*

New England  
Industrial Roofing  
*Corporate Bronze*

Nichols & Stone Company  
*Employee Silver*

R. Smith Furniture, Inc.  
*Corporate & Employee Gold*

Royal Steam Heater  
*Corporate Gold*

Simonds Industries, Inc.  
*Chairman's Award<sup>2</sup>*

TRW Automotive  
*Employee Bronze*

Venning & Jacques, PC  
*Employee Gold*

**NEW EMPLOYEE  
CAMPAIGN  
CHAIRMAN'S AWARD**

The Bridge of Central Mass<sup>1</sup>

**EXTRAORDINARY  
EFFORT  
CHAIRMAN'S AWARD**

Mount Wachusett  
Community College —  
"Comedy Night"<sup>3</sup>

Heywood Hospital —  
"Agency Fair"<sup>3</sup>

**NASHOBA DIVISION**  
Bemis Associates, Inc.  
*Corporate & Employee Gold*

Guild of St. Agnes  
*Employee Gold*

Hannaford  
*Corporate & Employee Gold*

Lunenburg Schools  
*Chairman's Award<sup>2</sup>*

Nashoba Valley  
Chamber of Commerce  
*Employee Gold*

Nashoba Valley  
Medical Center  
*Chairman's Award<sup>1</sup>*

North Middlesex  
Regional School  
*Chairman's Award<sup>2</sup>*

North Middlesex  
Savings Bank  
*Corporate Bronze, Employee Gold,  
Chairman's Award<sup>2</sup>*

P. J. Keating Company  
*Employee Gold*

Parker-Hannifin —  
Nichols Airborne Division  
*Corporate Gold*

Ryerson Tull  
*Corporate Gold,  
Chairman's Award<sup>2</sup>*

S1 Corporation  
*Employee Gold*

Shanklin Corporation  
*Corporate Bronze,  
Chairman's Award<sup>1</sup>*

Shirley Schools  
*Chairman's Award<sup>2</sup>*

Sterilite Corporation  
*Corporate & Employee Gold*

**NEW EMPLOYEE  
CAMPAIGN  
CHAIRMAN'S AWARD**

Guild of St. Agnes<sup>1</sup>

Hollingsworth &  
Vose Company<sup>1</sup>

Hybricon Corporation<sup>1</sup>

Nashoba Valley  
Medical Center<sup>1</sup>

S1 Corporation<sup>1</sup>

Shanklin Corporation<sup>1</sup>

Vista Controls<sup>1</sup>

*Continued on page 12*





# Exemplary

## Company & Employee Recognition

Continued

### **EXTRAORDINARY EFFORT**

#### **CHAIRMAN'S AWARD**

Nashoba Valley Medical  
Center — "Superbowl of  
Caring" Event<sup>3</sup>

#### **TWIN CITIES DIVISION**

Robert C. Alario, CPA's  
*Employee Gold*

Anderson, Bagley & Mayo  
Insurance Agency  
*Corporate & Employee Gold*

The Office of  
Ronald M. Ansin  
*Employee Gold,  
Chairman's Award<sup>2</sup>*

Appleseed  
Personnel Services  
*Employee Gold*

Avery Dennison  
Manufacturing Company  
*Employee Silver,  
Chairman's Award<sup>2</sup>*

N.J. Babineau  
Insurance Agency, Inc.  
*Employee Gold,  
Chairman's Award<sup>2</sup>*

Banknorth Massachusetts  
*Corporate Gold*

Banner Mold & Die Company  
*Employee Gold*

Barbanel Design  
*Corporate Gold*

Battered Women's  
Resources, Inc.  
*Employee Gold*

BHR Life Companies  
*Employee Bronze*

Bisson Tool & Die  
*Chairman's Award<sup>1</sup>*

Bourbeau's Market  
*Chairman's Award<sup>1</sup>*

Bovenzi, Inc.  
*Corporate & Employee Gold*

Boys & Girls Club of  
North Central MA  
*Employee Gold*

Catholic Charities  
Worcester County  
*Employee Bronze*

Central New England  
Endodontics  
*Chairman's Award<sup>2</sup>*

Children's Aid &  
Family Service, Inc.  
*Employee Silver*

Community Health Link /  
The Lipton Center  
*Employee Bronze*

Community Health  
Connection Family  
Health Center  
*Employee Bronze*

DRS Power Technology  
*Corporate & Employee Gold*

DSM Thermoplastic  
Elastomers  
*Chairman's Award<sup>2</sup>*

E. T. Duval & Sons, Inc.  
*Employee Gold*

Enterprise Bank &  
Trust Company  
*Corporate & Employee Gold*

F & M Tool & Die Company  
*Employee Bronze*

Family Federal Savings Bank  
*Corporate & Employee Gold*

Fidelity Co-Operative Bank  
*Corporate Gold*

Fitchburg Creamery &  
E.G. Vending  
*Corporate Gold*

Fitchburg Savings Bank  
*Corporate & Employee Gold*

Foster Healey Real Estate  
*Employee Gold, Chairman's Award<sup>2</sup>*

Gelinas & Ward  
*Employee Gold*

GeoSearch  
*Employee Gold*

I-C Federal Credit Union  
*Corporate & Employee Gold*

Innovative Mold Solutions, Inc.  
*Employee Bronze,  
Chairman's Award<sup>2</sup>*

The Insurance Place, Inc.  
*Employee Gold*

Leadership Dynamics, Inc.  
*Corporate Gold, Employee Gold*

Leaktite Corporation  
*Corporate Bronze*

Leominster Credit Union  
*Corporate Bronze, Employee Gold*

Literacy Volunteers of the  
Montachusett Area  
*Employee Gold*

Mar-Lee Companies, Inc.  
*Employee Silver,  
Chairman's Award<sup>2</sup>*

Mass Innovation Center  
*Employee Bronze*

Micron Products, Inc.  
*Corporate Gold, Chairman's Award<sup>2</sup>*

Montachusett Home  
Care Corporation  
*Employee Gold*

Montachusett Regional  
Vocational Technical School  
*Chairman's Award<sup>2</sup>*

Montachusett Regional YMCA  
*Employee Gold*

Nashua Valley Council, Inc.  
Boy Scouts  
*Employee Silver*

New England Joint Board  
*Corporate & Employee Gold*

North Central MA  
Chamber of Commerce  
*Employee Gold*

Noveon, Inc.  
*Employee Gold*

Plastican, Inc.  
*Corporate Gold*

The Protector Group  
Insurance Agency  
*Corporate Gold, Chairman's Award<sup>2</sup>*



Reagan & Company, LLP  
*Corporate Gold, Employee Gold*

Resource Management, Inc.  
*Corporate & Employee Gold*

Rockwell Roofing, Inc.  
*Corporate Gold*

Rome Insurance Agency  
*Corporate & Employee Gold*

Ron Bouchard Auto Stores  
*Chairman's Award*<sup>2</sup>

Salvation Army Corps  
*Employee Gold*

Sentinel & Enterprise  
*Corporate Gold*

Shack's Clothes  
*Chairman's Award*<sup>2</sup>

Smith Mallahy Masciarelli  
Funeral Home  
*Chairman's Award*<sup>2</sup>

Spanish American Center  
*Employee Gold, Chairman's Award*<sup>2</sup>

Steel-Fab, Inc.  
*Employee Bronze*

United Co-Operative Farmers  
*Employee Gold*

United Way of North  
Central Massachusetts  
*Employee Gold*

Unitil  
*Corporate Gold, Chairman's Award*<sup>2</sup>

USI Hastings-Tapley  
Insurance Agency  
*Corporate Gold*

V. P. Holman  
Construction Company  
*Corporate Gold*

Veteran's Hospice Homestead  
*Employee Bronze*

Victory Super Markets  
*Employee Silver, Chairman's Award*<sup>2</sup>

Workers' Credit Union  
*Corporate & Employee Gold*

**EXTRAORDINARY  
EFFORT  
CHAIRMAN'S AWARD**

United Cooperative  
Farmers, Inc. — *Collected  
employee donations at  
Christmas in lieu of  
employee gift exchange.*<sup>3</sup>

Workers' Credit Union —  
*Held extra raffles and  
other activities to raise  
additional funds.*<sup>3</sup>

**NEW EMPLOYEE  
CAMPAIGN  
CHAIRMAN'S AWARD**

Bisson Tool & Die<sup>1</sup>

Bourbeau's Market<sup>1</sup>

Bovenzi, Inc.<sup>1</sup>

Boys & Girls Club of  
North Central MA<sup>1</sup>

Digital Federal Credit Union<sup>1</sup>

GeoSearch<sup>1</sup>

Global Fitness Center<sup>1</sup>

Hamwey Engineering, Inc.<sup>1</sup>

Headwall Photonics, Inc.<sup>1</sup>

The Insurance Place, Inc.<sup>1</sup>

Quality Masonry Supply<sup>1</sup>

Rape Crisis Center<sup>1</sup>

Resource Management, Inc.<sup>1</sup>

USI Hastings-Tapley  
Insurance Agency<sup>1</sup>







Rich D. Palmer  
2003 Chair

# Day of Caring



## **A DAY OF CARING CONTINUES TO GROW**

*September is an important month for many reasons. It's back-to-school time and businesses and their employees are back from summer vacation with a renewed focus and energy. And, it was time for United Way's Day of Caring.*

*Because it has fast become a widely anticipated event by the volunteers and the organizations, employers generously allowed their employees to donate the day.*

*This year we had over 200 volunteers stock kitchen pantries, paint, clean carpets and read to children for the non-profit community.*

*In addition to the usual projects, volunteers from Unitil did carpentry work and helped side a new home that was built by Habitat Humanity of North Central Massachusetts. This is the third house that the regional utility company has helped build.*

*Each year, United Way agencies from throughout the region are asked if they need help with maintenance or other projects that normally cannot get done by the agency due to financial and personnel constraints.*

*The Day of Caring volunteers tackled 50 projects at 23 non-profit agencies. The energy and excitement generated is incredible. The spirit of volunteerism in our community is second to none. We wrapped up the day with a barbeque at the Spanish American Center in Leominster. We thank Neddy Latimer and her staff for being an outstanding host.*

*I want to thank everyone that participated, including the businesses and organizations that allowed their employees to donate the day. We also owe a debt of gratitude to our financial sponsors. On behalf of all the non-profit agencies, thank you. Your support does make a difference.*

*Anyone who is interested in learning more about the Day of Caring can call United Way of North Central Massachusetts at 978-345-1577.*

### **SPONSORS**

Athol Savings Bank  
Baker Cadillac Oldsmobile, Inc.  
Banknorth Massachusetts  
Bemis Associates, Inc.  
Bovenzi, Inc.  
Family Federal Savings Bank  
Fitchburg Savings Bank  
I-C Federal Credit Union  
Leadership Dynamics, Inc.  
Leominster Credit Union  
Mount Wachusett  
Community College  
The BHR Life Companies  
The Ronald M. Ansin Foundation  
Unitil Service Corporation  
Victory Super Markets  
WEIM AM 1280  
Workers' Credit Union

### **RAFFLE DONORS**

American Red Cross,  
North Central MA Chapter  
Appleseed Personnel Services  
ARC Community Services, Inc.  
Circuit City Foundation  
Cookie Jar Bakery  
Gamache Cyclery  
Literacy Volunteers of the  
Montachusett Area  
Montachusett Regional YMCA  
Slattery's Restaurant  
Victory Super Markets  
W.E. Aubuchon Company, Inc.  
Workers' Credit Union

### **STEERING COMMITTEE**

Richard D. Palmer – Chair  
*Montachusett Regional YMCA*  
Maedon Coburn – Co-Chair  
*Appleseed Personnel Services*  
Kim Blanchard  
*Ashburnham*  
Wanda Davis  
*Fitchburg/Leominster CAC (MOC)*  
Ellen Goguen  
*Coldwell Banker –  
Residential Brokerage*  
Carrie Graham  
*Youth Venture/United Way of  
North Central Massachusetts*  
Mickey Guzman  
*Spanish American Center, Inc.*  
Rosemary Healey  
*Fitchburg*  
Terry Kennedy  
*ARC Community Services, Inc.*  
Robert LaBonte  
*Mount Wachusett  
Community College*  
Bruce D. Lawrence  
*The Office of Ronald M. Ansin*  
Tina Maillet  
*Banknorth Massachusetts*  
Gloria Maybury  
*Literacy Volunteers of the  
Montachusett Area*  
Karin Oliveira  
*Battered Women's Resources, Inc.*  
Eladia Romero  
*Congressman Olver's Office*  
Angela Shwom  
*FACTS/Healthy Directions*  
Linda Williams  
*Battered Women's Resources, Inc.*  
Rosemary Wuoti  
*ARC Community Services, Inc.*

# Product

## *Philanthropy*

United Way of North Central Massachusetts partnership with United Way of Merrimack Valley has enabled local health and human service organizations access to a host of goods and services at a significant savings through Product Philanthropy. Some of the products include:

- Computer hardware and software
- Office equipment and supplies
- Clothing
- Personal care products and cosmetic
- House and kitchen wares
- Construction and building materials

The program is designed to make new products available to not-for-profits at a fraction of the cost. Today's top manufacturers and retailers, including 40 percent of the Fortune 500 companies, rely on Product Philanthropy to design and manage the donation process.

As a result of this special arrangement, health and human service organizations with 501 C (3) status serving the North Central Massachusetts region are eligible to participate in the program and receive the following benefits:

- No annual membership fee
- Entitled to full benefits of membership
- Access to shelter and transitional housing products (e.g., bedding, towels, lamps, dishes, furniture)
- Short-term storage in warehouse for procured office equipment and paper product
- Notice of product shipment and availability in advance of distribution days

United Way is already seeing major dividends from this exciting program. After our first year, 35 local not-for-profits have participated and received donated products valued at close to \$70,000.



# Youth

## Venture



### YOUTH VENTURE AND UNITED WAY FORM PARTNERSHIP

The United Way of North Central Massachusetts maintains a strong partnership with Youth Venture, a national not-for-profit organization based in Arlington, VA dedicated to youth initiatives.

The mission is to help youth ages 12-20 find the courage and knowledge to make a difference in their community (school or neighborhood) by creating, leading and launching their own organizations, clubs or businesses.

The multi-tiered partnership continues to reach new levels of youth engagement in the area by investing in young people. This program is teaching not only teamwork, leadership and entrepreneurship, but showing that youth have the insight, resourcefulness and capability to bring about powerful change in their communities.

Through a generous gift from Ronald M. Ansin of Harvard, MA, United Way provides the seed money for local teams through four partners.

There are currently four School district partners with United Way and Youth Venture. North Middlesex Regional High School and Fitchburg Public Schools have joined Leominster Public Schools and Shirley Public Schools in the promotion of social entrepreneurship in today's youth. Within each new school a Champion was identified as well as a program administrator who serves as the liaison between Youth Venture and that site.

Champions continue to market Youth Venture/United Way within their local communities and are working to start workplace campaigns to help sustain the program independent of the United Way monies. Seven new teams were launched in the Leominster Public School system, one team was launched at North Middlesex High School, one team was launched in the Fitchburg Public School system and 3 new teams were launched in Shirley.

In May, the second annual celebration was held to honor all Youth Venture/United Way venture teams. Over 100 youth assembled to represent venture ideas to all in attendance and shared successes and how their team is doing.

**Interested in learning more? Contact Carrie Graham or Lynn Landon at:**

**978-345-1577**

# First Call for Help

## 24-Hour Information & Referral Hotline

Translation services available in over 100 languages

### FIRST CALL FOR HELP

*“My mother is 86 years old and is having trouble remembering things...”*

*“I’m unemployed and behind with my bills...”*

*“I’m looking for a support group..”*

*“I found drugs in my daughter’s room...”*

*“My neighbors are having violent fights...”*

*“I need legal help...”*

Problems — we all have them. And often in the midst of them, it’s hard to know where to turn for help.

Turn to us. First Call For Help is a free and confidential resource for information about where to find the right kind of help for nearly any problem. Our database of hundreds of human service organizations is carefully maintained to provide inquirers with accurate information and referrals, respectfully and courteously conveyed by our trained staff.

First Call For Help: We’re here to make sure that when you have a problem, finding help will be as easy as picking up your telephone.

**1-800-551-2021**

First Call For Help is helping people get the help they need. In 2003-04, 408 individuals from our region called looking for help. As a result of those calls, 845 referrals were made to local service providers.





# Statement

## of Financial Activities

**UNITED WAY OF NORTH CENTRAL MASSACHUSETTS  
FOR THE YEAR ENDED JUNE 30, 2004 WITH COMPARATIVE TOTALS FOR 2003**



<b>PUBLIC SUPPORT &amp; REVENUE</b>	<b>2004</b>	<b>2003</b>
Contributions	\$2,630,480	\$2,685,777
Less: Designations	(329,253)	(275,752)
Less: Uncollectible Amounts	(144,506)	(110,600)
Subtotal	<u>2,156,721</u>	<u>2,299,425</u>
Program Funding	36,790	—
Contributions, Other	1,333	139,115
Sponsorships	9,000	3,600
Service Fees	24,560	22,393
Special Events	(393)	(5,983)
Investment Income	19,039	21,389
Rental Income	10,710	—
Designations From Other United Ways	124,586	104,480
Gains/(Losses) on Sale of Investments	977	(1,766)
Grants	5,000	5,000
Miscellaneous	1,656	28,202
Donated Goods, Services, & Space	13,250	—
Net Assets Released From Restrictions	—	—
Unrealized Gains/(Losses)	<u>7,206</u>	<u>—</u>
Total Revenue	<u>2,410,434</u>	<u>2,615,855</u>
<b>EXPENSES</b>		
<b>Program Services</b>		
Gross Funds Awarded/Distributed	1,313,630	1,271,573
(Less Donor Designations)	(282,480)	(229,566)
Subtotal	<u>1,031,150</u>	<u>1,042,007</u>
Donor Advised Distributions	757,280	399,219
Program Services	235,062	141,832
Total Program Services	<u>2,023,492</u>	<u>1,583,058</u>
<b>Supporting Services</b>		
Organizational Administration	171,255	229,108
Fundraising	238,891	213,844
United Way of America Dues	24,300	17,496
Total Support Services	<u>434,446</u>	<u>460,448</u>
Total Expense	<u>2,457,939</u>	<u>2,043,506</u>
<b>CHANGE IN NET ASSETS FROM OPERATIONS</b>	<b>(\$47,505)</b>	<b>\$572,349</b>
<b>Net Assets, Beginning of Year as Previously Reported</b>	<b>1,338,124</b>	<b>765,775</b>
<b>Adjustment for Overstatement of Prior Year Contributions</b>	<b>(40,043)</b>	<b>—</b>
<b>Balance at Beginning of Year, as Restated</b>	<b>\$1,298,081</b>	<b>—</b>
<b>Net Assets, End of Year</b>	<b><u>\$1,250,576</u></b>	<b><u>\$1,338,124</u></b>



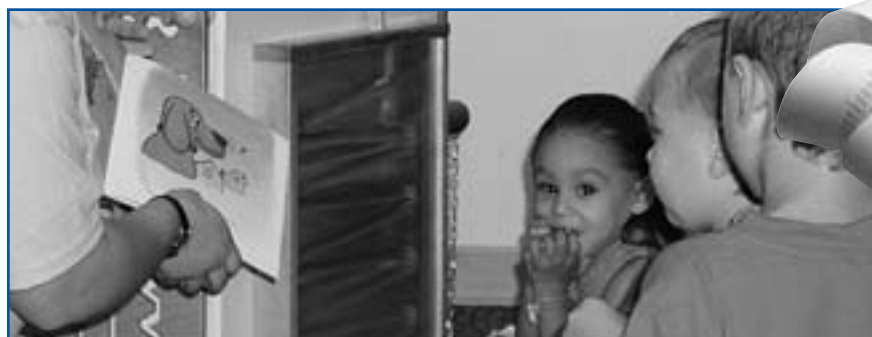
# Statement of Financial Position

**UNITED WAY OF NORTH CENTRAL MASSACHUSETTS STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED JUNE 30, 2004 WITH COMPARATIVE TOTALS FOR 2003**

<b>ASSETS</b>	<b>2004</b>	<b>2003</b>
Cash	\$664,916	\$721,900
Short-term Investments	75,000	—
Accounts Receivable	50,244	24,234
Interest Receivable	27,469	16,299
Pledges Receivable	1,368,344	1,353,730
Prepaid Expenses	10,379	12,929
Inventory	16,529	17,471
Insurance Receivable	29,119	26,210
Long-term Investments	222,819	290,849
Plant & Equipment, Net	73,533	87,700
<b>Total Assets</b>	<b>2,538,351</b>	<b>2,551,322</b>
<b>LIABILITIES &amp; NET ASSETS</b>		
Accounts Payable & Accrued Expenses	31,258	69,928
Allocations Payable	1,071,442	1,003,642
Designations Payable	185,075	179,671
<b>Total Liabilities</b>	<b>1,287,775</b>	<b>1,253,241</b>
<b>NET ASSETS</b>		
Unrestricted Net Assets	295,069	378,764
Board Restricted	101,956	—
Temporarily Restricted Net Assets	851,551	917,317
Permanently Restricted Net Assets	2,000	2,000
<b>Total Net Assets</b>	<b>1,250,576</b>	<b>1,298,081</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$2,538,351</b>	<b>\$2,551,322</b>

*Audited in accordance with generally accepted auditing standards by:  
Marina M. Raher, CPA, September 9, 2004*

*Financial Statements have been reformatted for presentation purposes.  
A complete audit report is available upon request.*



# Board

## of Directors

### **OFFICERS**

#### **CHAIRMAN**

Daniel M. Asquino  
*Mount Wachusett  
Community College*

#### **TREASURER**

Steven L. Stone  
*Sterilite Corporation*

#### **ASSISTANT TREASURER**

Richard Nobile  
*I-C Federal Credit Union*

#### **CLERK**

Thomas F. Bagley III  
*Anderson, Bagley & Mayo  
Insurance Agency*

#### **PRESIDENT & CHIEF PROFESSIONAL OFFICER**

Philip M. Grzewinski  
*United Way of North  
Central Massachusetts*

### **DIRECTORS**

Robert Antonucci  
*Fitchburg State College*

William E. Aubuchon III  
*W.E. Aubuchon Company, Inc.*

#### **COMMUNITY INVESTMENT CHAIR**

John Bennard  
*Gardner*

Yanneth Bermudez-Camp,  
Attorney  
*Leominster*

Bonnie Bicchii  
*Nashoba Valley  
Chamber of Commerce*

Kim Blanchard  
*Ashburnham*

Celeste Bourgault  
*Anderson, Bagley & Mayo  
Insurance Agency*

Charles Bowles  
*GFA Federal Credit Union*

William Burke  
*MassDevelopment*

### **2003-2004**

#### **CAMPAIGN CHAIR**

Arthur P. DiGeronimo Jr.  
*Victory Super Markets*

David Garrison  
*Micron Products*

Scott Howard  
*Bemis Associates, Inc.*

Matt Johnson  
*US Postal Service, Fitchburg*

Thomas Martin  
*Narragansett Regional  
High School*

Rev. Gary E. Palmer  
*New Hope Community Church*

Hon. Luis Perez  
*Worcester County Juvenile Court*

Linda Racine  
*Fitchburg Savings Bank*

Rev. Susan Suchocki Brown  
*First Church Universal Unitarian*

Peter Trainor  
*Mount Wachusett  
Community College*

### **EX-OFFICIO**

#### **AGENCY COUNCIL CHAIR**

Barbara Abraham  
*Multi-Service Center*



## COMMITTEES & STAFF

### **AUDIT COMMITTEE**

Steven L. Stone – Chair  
*Sterilite Corporation*

Scott Foster  
*Foster Insurance Agency*

Edward Tarquinio  
*Reagan & Company, LLP*

Raymond LaFond  
*Enterprise Bank & Trust Company*

Steven Groccia  
*Enterprise Bank & Trust Company*

### **EXECUTIVE COMMITTEE**

Daniel M. Asquino – Chair  
*Mount Wachusett  
Community College*

Scott Howard  
*Bemis Associates, Inc.*

John Bennard  
*Gardner*

Richard Nobile  
*I-C Federal Credit Union*

Thomas F. Bagley III  
*Anderson, Bagley & Mayo  
Insurance Agency*

Arthur P. DiGeronimo Jr.  
*Victory Super Markets*

Steven L. Stone  
*Sterilite Corporation*

### **FINANCE COMMITTEE**

Thomas F. Bagley III  
*Anderson, Bagley & Mayo  
Insurance Agency*

David Garrison  
*Micron Products, Inc.*

Richard Nobile  
*I-C Federal Credit Union*

Steven L. Stone  
*Sterilite Corporation*

### **NOMINATING COMMITTEE**

Linda Racine – Chair  
*Fitchburg Savings Bank*

Daniel M. Asquino  
*Mount Wachusett  
Community College*

William Burke  
*MassDevelopment*

Hon. Luis Perez  
*Worcester County Juvenile Court*

### **ALEXIS DE TOCQUEVILLE SOCIETY MEMBERSHIP COMMITTEE**

William E. Aubuchon III – Chair  
*W.E. Aubuchon Company, Inc.*

Ronald M. Ansin  
*The Ronald M. Ansin Foundation*

Daniel M. Asquino  
*Mount Wachusett  
Community College*

Peter E. Bovenzi  
*Bovenzi, Inc.*

Arthur P. DiGeronimo Jr.  
*Victory Super Markets*

James Javaras  
*The BHR Life Companies*

### **ALEXIS DE TOCQUEVILLE SOCIETY EVENTS COMMITTEE**

Karson Aubuchon – Chair  
*Princeton*

Kim Blanchard  
*Ashburnham*

Rosemary Healey  
*Fitchburg*

Bruce D. Lawrence  
*The Office of Ronald M. Ansin*

Kim McDonald  
*McDonald Real Estate*

### **UNITED WAY STAFF**

Philip M. Grzewinski  
*President &  
Chief Professional Officer*

Haywood Hunter  
*Campaign Director*

Lynn Landon  
*Community Investment Director*

Jeff Wallace  
*Finance Director*

Nancy Daigle  
*Office Manager*

Lisa Cormier  
*Sr. Administrative Assistant*

Kathy Heintz  
*Sr. Administrative Assistant*

### **VOLUNTEER STAFF**

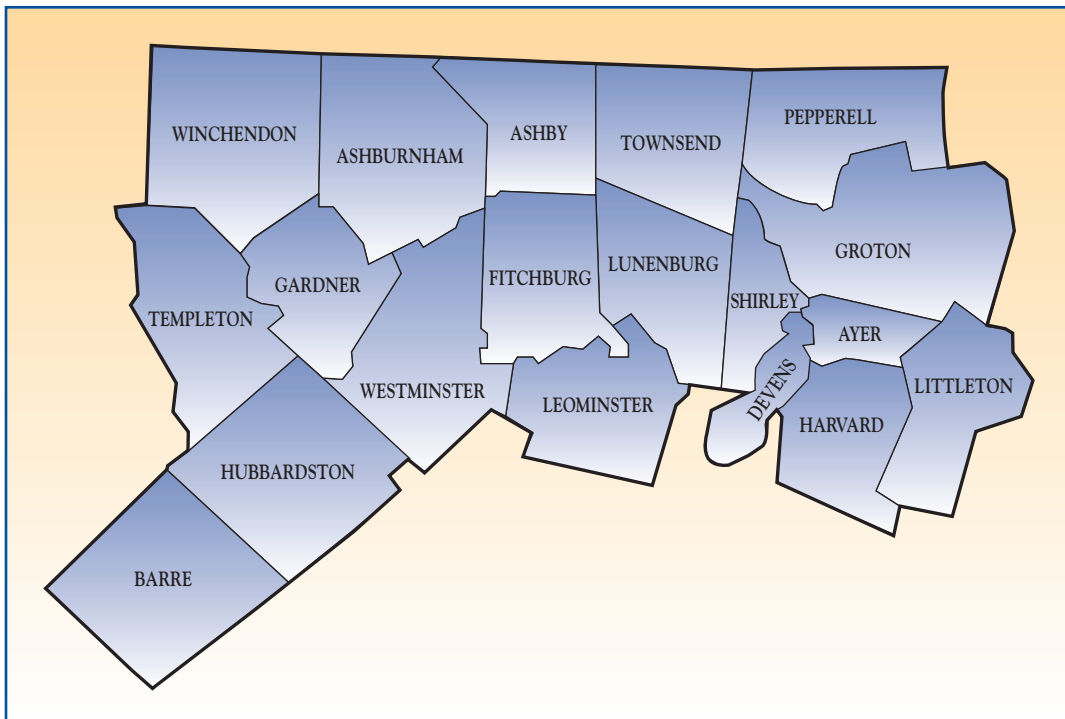
Judy Collette

Pauline Johnson

Beverly Maranda



# UNITED WAY OF NORTH CENTRAL MASSACHUSETTS SERVICE AREA



United Way of  
North Central Massachusetts

285 JOHN FITCH HIGHWAY, FITCHBURG, MA 01420

PHONE: (978) 345-1577 • PHONE: (978) 630-1126 • FAX: (978) 345-7683

FIRST CALL FOR HELP: 800-551-2021 • EMAIL: [UWNCM@UWNCM.ORG](mailto:UWNCM@UWNCM.ORG) • WEBSITE: [WWW.UWNCM.ORG](http://WWW.UWNCM.ORG)