



North Central
Massachusetts

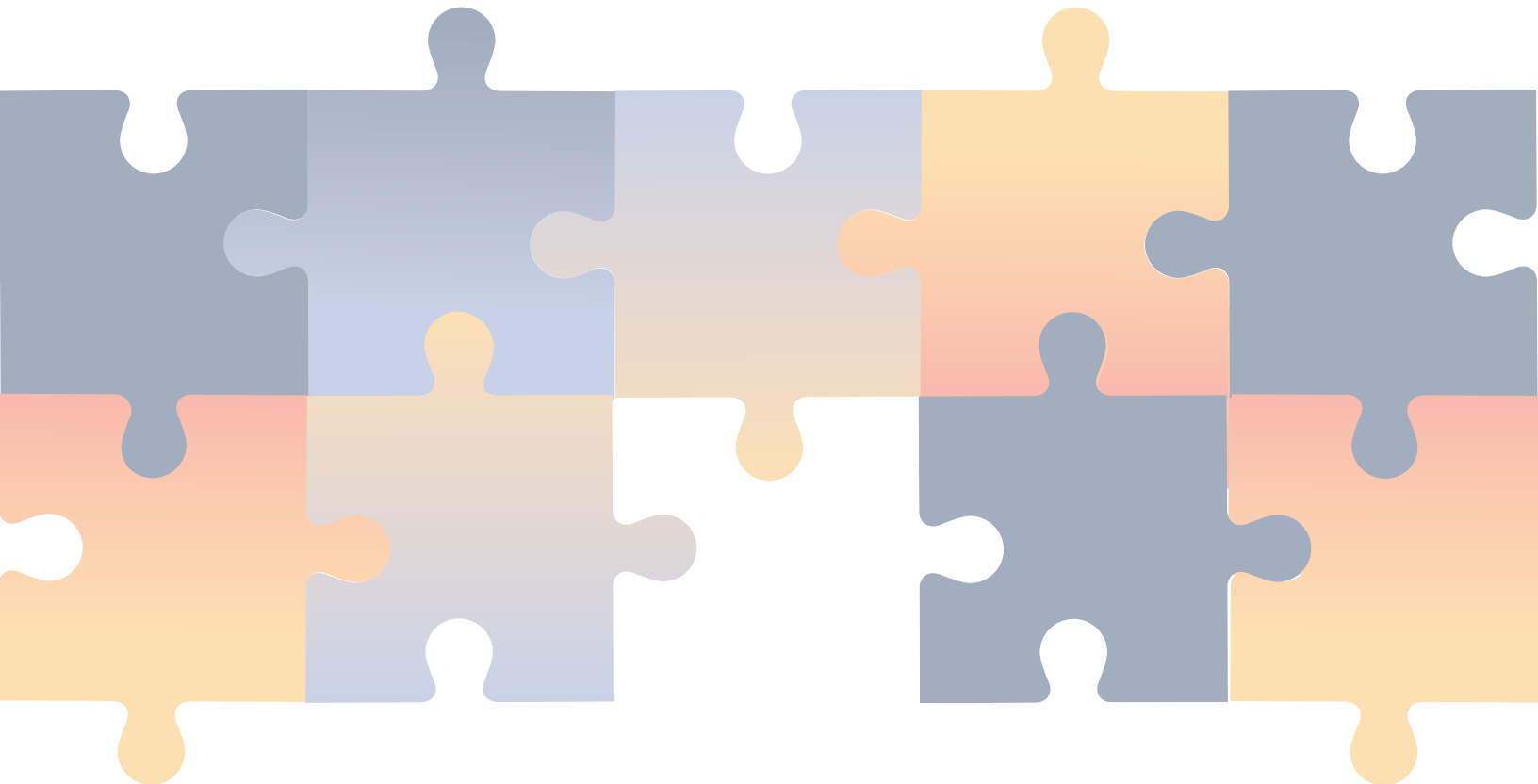


ANNUAL REPORT

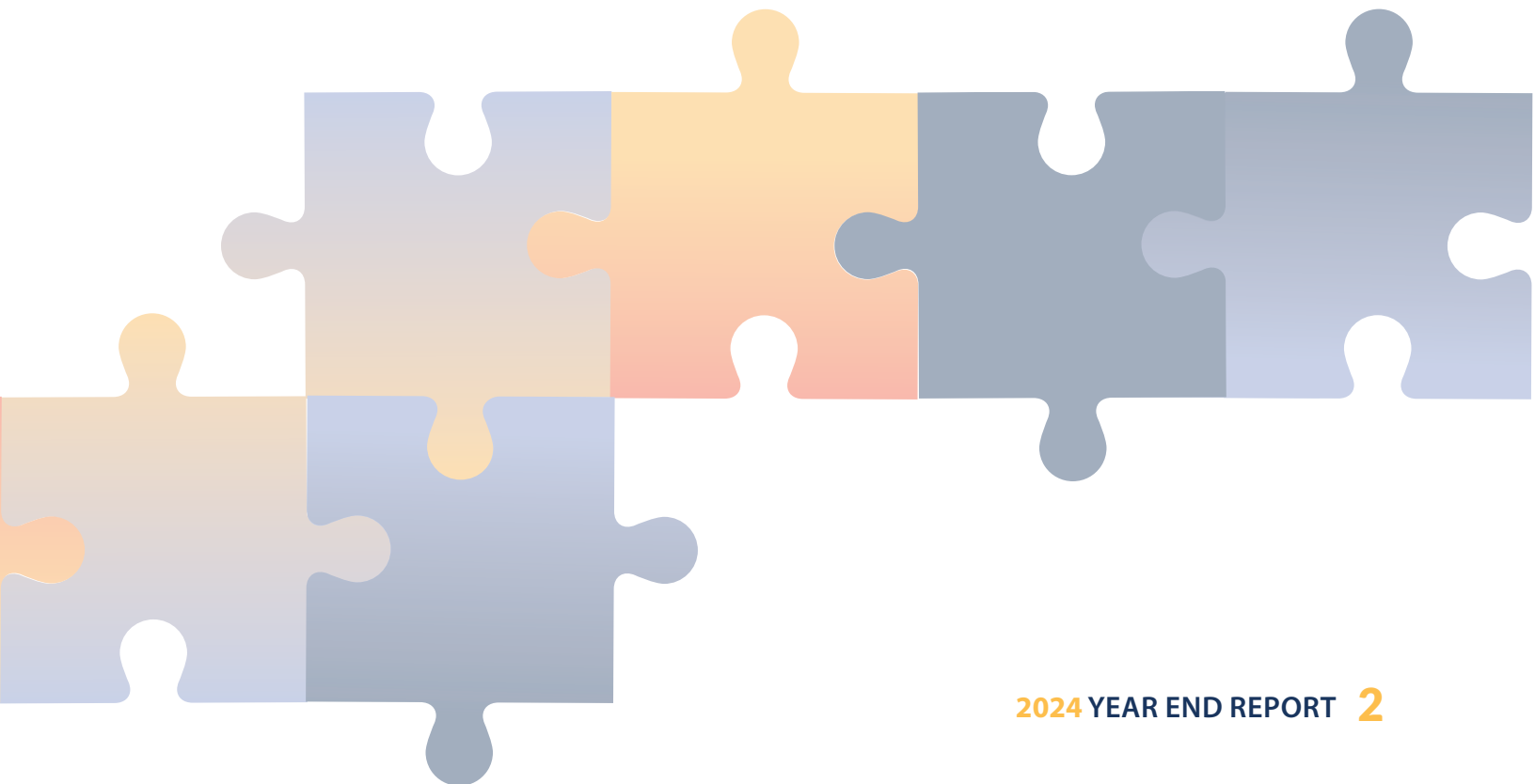
2024

**Alone we can
do so little;
together we can
do so much.**

- Hellen Keller



Over the past year, the UWNCM community came together to support more than 106,000 households in the North Central Massachusetts region. Our incredible network fed the hungry, sheltered the homeless, and assisted residents impacted by severe flooding.





United Way

**North Central
Massachusetts**

LETTER OF INTRODUCTION

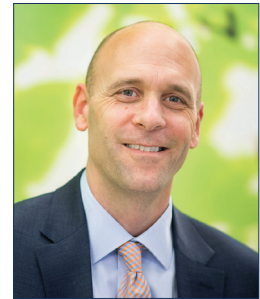
At UWNCM, we believe in the power of unity. This fiscal year, we brought relief to those in need and laid the foundation for a better future.

Because of our remarkable network of supporters, agency partners, and volunteers, we impacted 106,813 households – a 9% increase from last year. These numbers reflect what we can achieve when we work together with a common purpose.

In times of crisis, we acted swiftly by launching a flood relief fund and forming a community-driven partnership to provide shelter for families in urgent need. Our response showcases the strength of our collective action and our shared commitment to uplifting our community.

None of this would have been possible without your continued support. Together, we've built incredible momentum, and we can create an even brighter future for North Central Massachusetts.

Thank you for your support!



James Vander Hooven
Board Chair



Kory Eng
President & CEO

A handwritten signature in black ink that reads "James Vander Hooven".

James Vander Hooven
Board Chair

A handwritten signature in black ink that reads "Kory Eng".

Kory Eng
President & CEO



Our Mission is to improve lives by mobilizing the caring power of our community to advance the common good.

Our focus is the three foundational blocks to a better life: Education, Health and Financial Stability. We unite volunteers and donors to create positive, lasting change in the 22 communities we call home.

Ashburnham

Ashby

Athol

Ayer

Devens

Fitchburg

Gardner

Groton

Harvard

Hubbardston

Leominster

Littleton

Lunenburg

Pepperell

Petersham

Phillipston

Royalston

Shirley

Templeton

Townsend

Westminster

Winchendon

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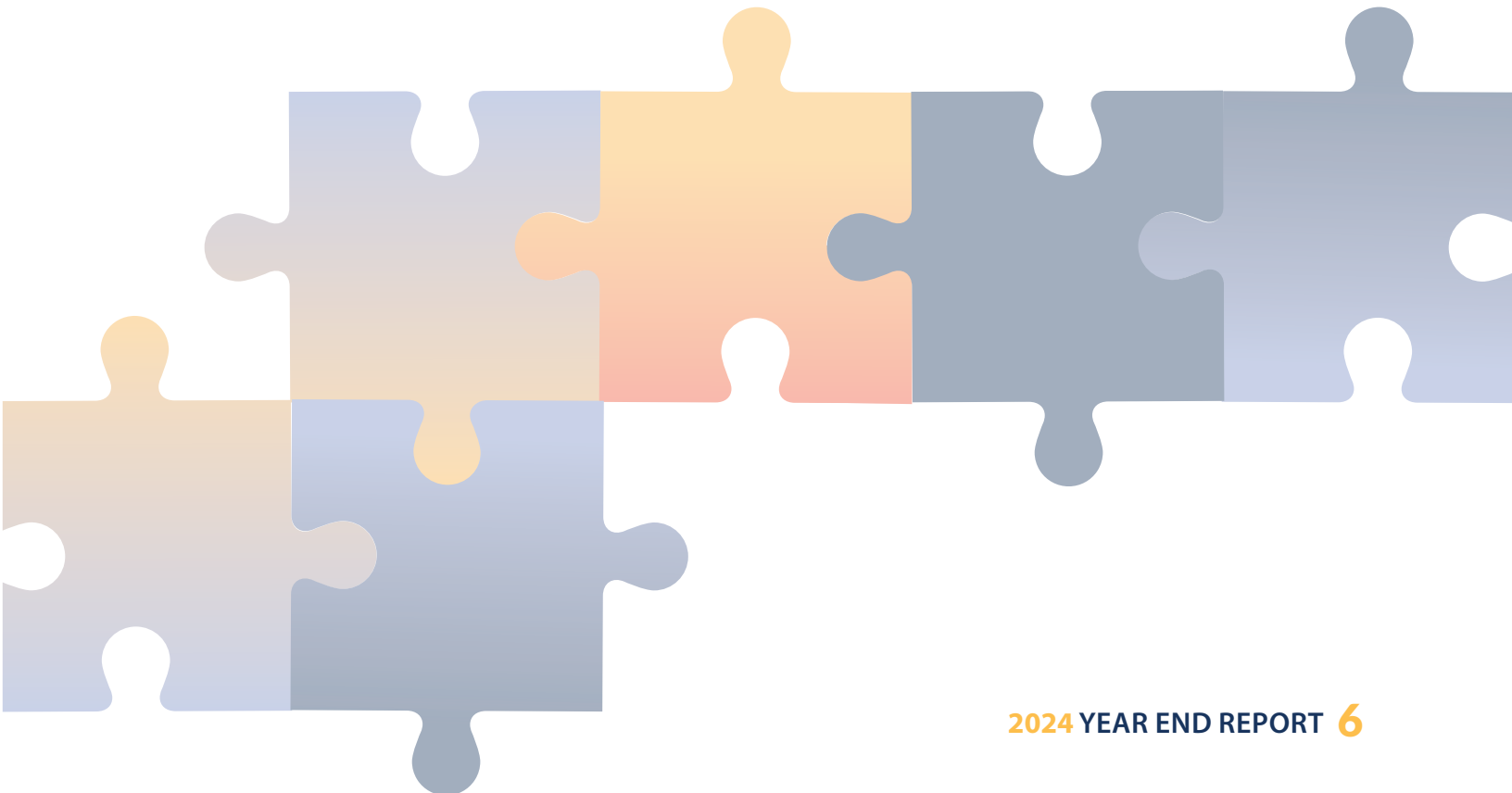
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LIVE UNITED

NORTH CENTRAL MA
United Way **DAY OF**
CARING



OUR NETWORK

United Way of North Central Massachusetts partners with agencies and effective programs that create fundamental change in our community. Below are the funded organizations for the Fiscal Year of 2023-2024.



BRINGING HOLIDAY JOY

Last December, Bristol Myers Squibb in Devens made a meaningful impact by donating toys that brought joy to 30 local children, spreading smiles and holiday cheer throughout the community.



WHAT WE DO

UWNCM takes on the region's most pressing health and human services challenges through diverse initiatives focused on creating opportunities for better lives for all.

COMMUNITY IMPACT

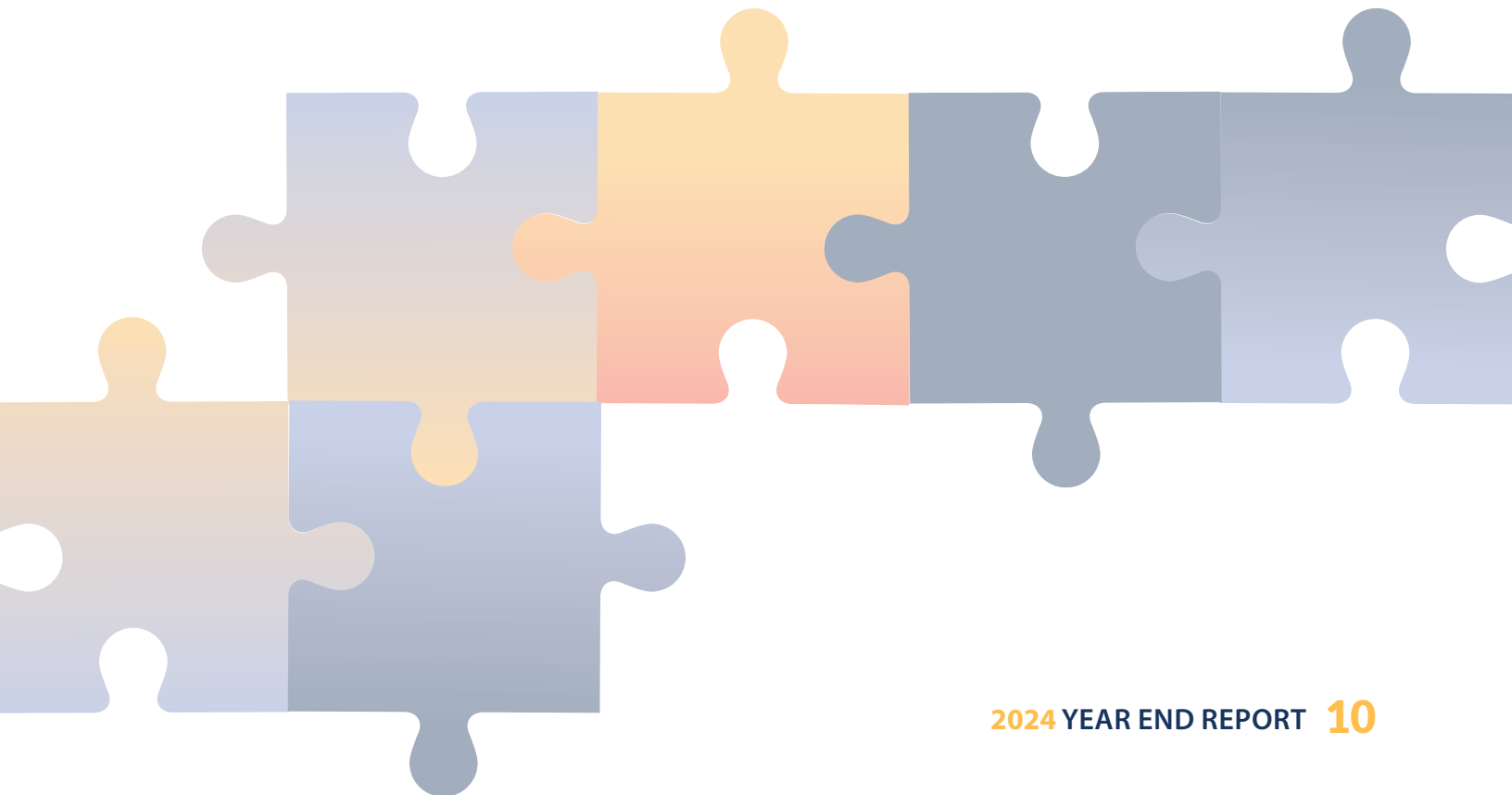
Targets our region's most critical challenges by funding effective and cost-efficient programs that address the basic elements of a good life: education, health and financial stability.

EDUCATION & YOUTH OPPORTUNITIES

Ensures the success of our next generation by leveling the playing field in childhood literacy and providing students with additional resources to build leadership, social responsibility and job readiness skills.

PATHWAYS OUT OF POVERTY

Provides immediate essential resources – including food, shelter, and utility assistance as well as financial coaching – so struggling families can achieve long-term financial stability.





FIRST PLACE
Riyad
 Kindergarten
Reading Champion Prize Winner
 "For the Love of Reading" Reading Challenge
 February 14 - March 31, 2024

United Way
 UNITED WAY OF NORTH
 CENTRAL MASSACHUSETTS

A LOVE OF READING
 Kindergartner Riyadh was the first place winner of the 2024 "Love of Reading" Challenge. Students from Fitchburg Public Schools participated in the reading challenge using the Footsteps2Brilliance® literacy app.

EDUCATION & YOUTH OPPORTUNITIES

Ensures the success of our next generation by leveling the playing field in childhood literacy and providing students with additional resources to build leadership, social responsibility and job readiness skills.

FROM STRUGGLES TO STRENGTH

Emma, a bright 8th grader, loves music and plays multiple instruments in various bands. A dedicated Boys & Girls Club member for three years, she eagerly participates in fundraisers and service projects. Her leadership and dedication earned her the title of Lunenburg's Project 351 ambassador. However, beneath her confident exterior, Emma faces anxiety and family challenges. She found emotional support through the Smart Girls program and her relationship with staff member Robin.

When a toxic friendship unraveled, Emma joined Resilience workshops, learning to set healthy boundaries and prioritize self-care. Now, heading into high school, Emma continues to grow as a resilient leader, committed to self-development and maintaining healthy relationships.

EMPOWERED BY COMMUNITY

Noah has been active at the Montachusett YMCA since elementary school, finding comfort and support during difficult times at home, where he didn't always have enough to eat. The Y became his safe space, offering food, friendship, and a chance to thrive. Noah excelled in basketball skills training and youth leagues, and his talent quickly stood out.

He also volunteered at the Teen Center, mentoring peers and serving as a role model. His first job was as a Group Leader in the School-Age Program, and he has spent three years as a Camp Counselor at Camp Lowe. Now in college at Pfeiffer University, Noah returns to the Y during breaks to stay connected and play basketball.

GRANTS FUEL YOUTH MENTAL HEALTH INITIATIVES

In the summer of 2023, the United Way of North Central Massachusetts (UWNCM) launched a Youth Mental and Behavioral Health Roundtable. This initiative gathers agencies and service providers monthly to discuss and share best practices for addressing youth mental and behavioral health challenges.

YOUTH MENTAL/BEHAVIORAL HEALTH GRANTS IMPACT

\$126,000

Dollars distributed to organizations in North Central Massachusetts

10

Number of agencies awarded grants

1,425

Number of youth served - ages 0-18 (September 1, 2023 - June 30, 2024)

HUNGER IS NO JOKE

The April Foods Drive 2.0 distributed nearly 13,000 pounds of food, valued at \$23,983, to 14 local organizations, providing essential items and fresh produce to over 700 families in need.



PATHWAYS OUT OF POVERTY

Provides immediate essential resources – including food, shelter, and utility assistance as well as financial coaching – so struggling families can achieve long-term financial stability.

FROM LOSS TO HOPE

Anna, a delightful 6-year-old, and her dad, Marvin, have been on a journey to rebuild their lives since the passing of their wife and mother last year. They once lived comfortably as a vibrant family, but after her illness and subsequent loss, Marvin faced reduced work hours, leading to tight finances. A neighbor encouraged him to visit the Loaves and Fishes Food Pantry, and when he saw the abundance of groceries provided, he was overwhelmed with gratitude and emotion.

Thanks to the support they received, Marvin is now working full-time, and he and Anna are learning to move forward. They still visit the Pantry occasionally for assistance, but their situation has improved. For Anna, the comfort of a full tummy and a warm hug from her dad is what matters most, while Marvin is grateful for the Pantry's help in ensuring his daughter's needs are met.

RESTORING INDEPENDENCE

At 72, Ken faced increasing challenges living alone due to sight and mobility issues, and by April 2023, he was deemed legally blind. With bills piling up, he was referred to the Money Management Program by his Aging Services of North Central MA case manager.

In October, a specialist assessed Ken's situation, discovering he had no hot water and hadn't received his state pension for months due to missed paperwork. They completed the necessary forms to resume his pension payments and addressed his overdue property taxes. Ken enrolled in direct pay with National Grid to avoid losing electricity. His worker visits regularly to help with mail and bills. Ken is grateful, often telling his worker, "You are the best!"



FOOD DRIVES
2023-2024

1,550 

FAMILIES SERVED
throughout North Central MA

 **42**

COLLECTION BOXES
throughout the region

 **\$ 24,000**

IN-KIND CONTRIBUTIONS
July 2023 - June 2024

26,000 

**POUNDS OF FOOD
DISTRIBUTED**

Statement of IMPACT 2024



EMERGENCY SHELTER FUND

437

People Brought in
From the Cold

⬆️ 142%

306

Nights of Lodging
Provided



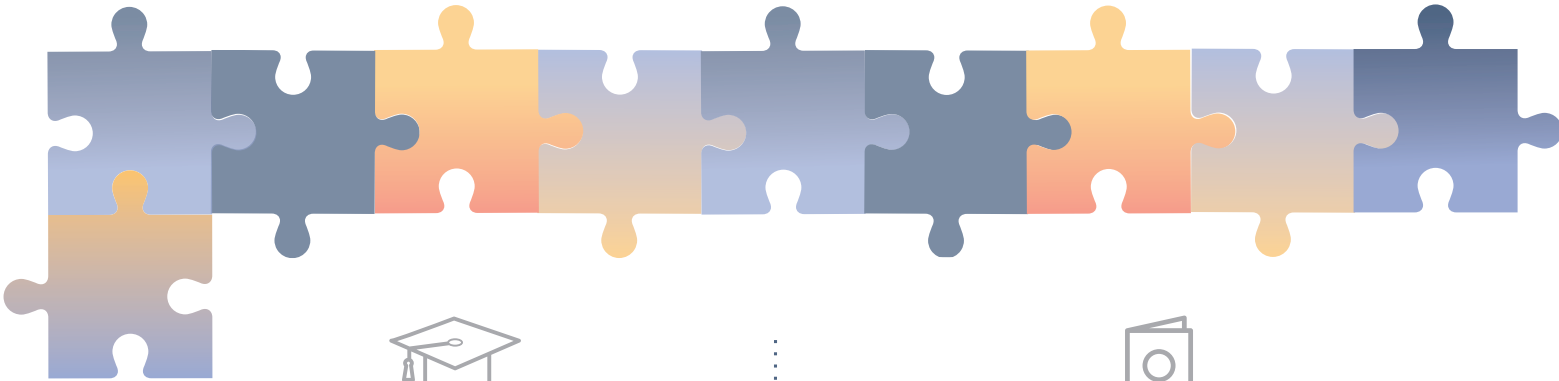
DAY OF CARING

600

Total Volunteers

50

Companies
Participated



YOUTH VENTURE

6,700 ⬆️ 30%

Students enrolled

539 ⬆️ 3%

Youth Teams

19
New Teams



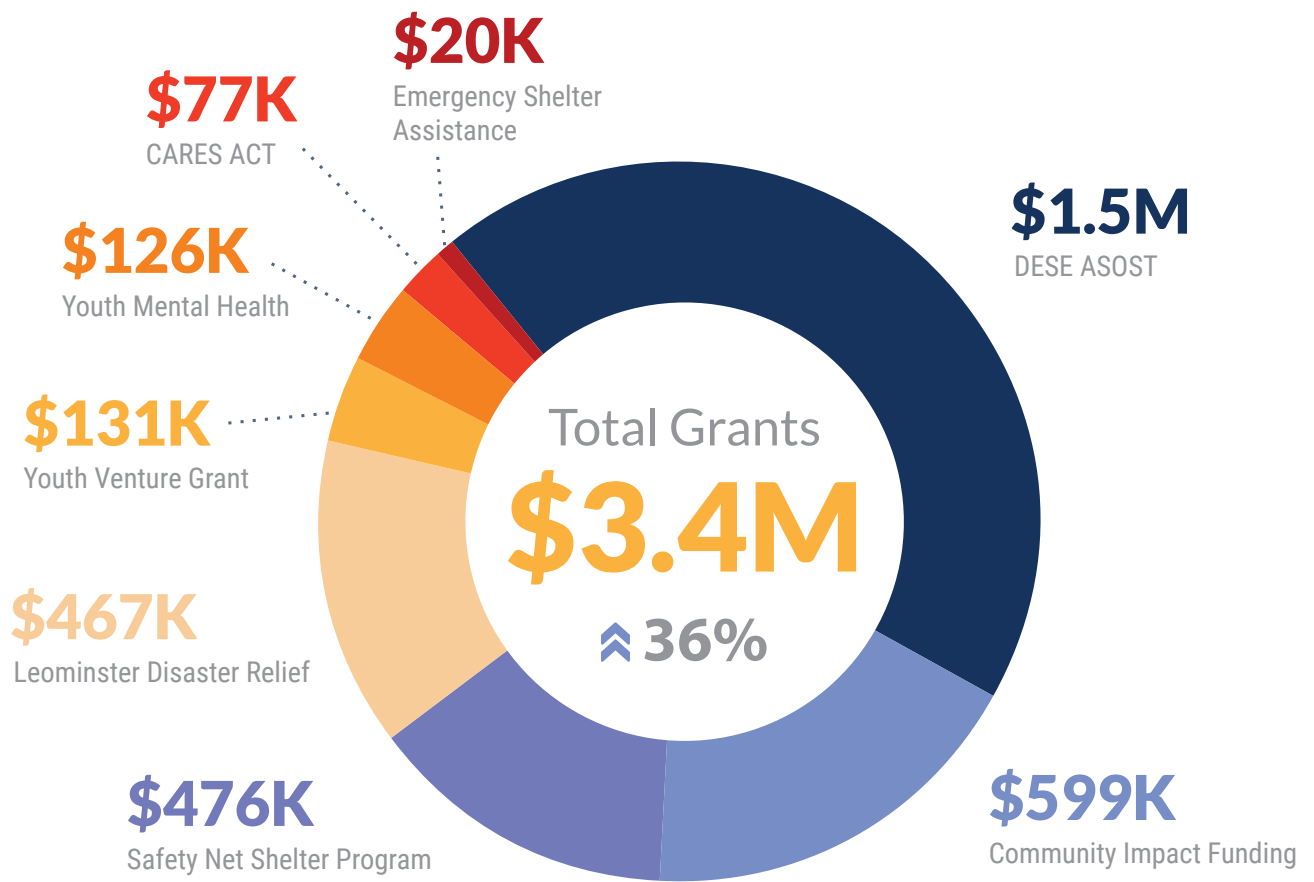
EARLY CHILDHOOD LITERACY

296M ⬆️ 10%

Words Read

635K ⬆️ 11%

Books Read



ASSISTANCE TO FAMILIES

106,813 ⬆️ 9%

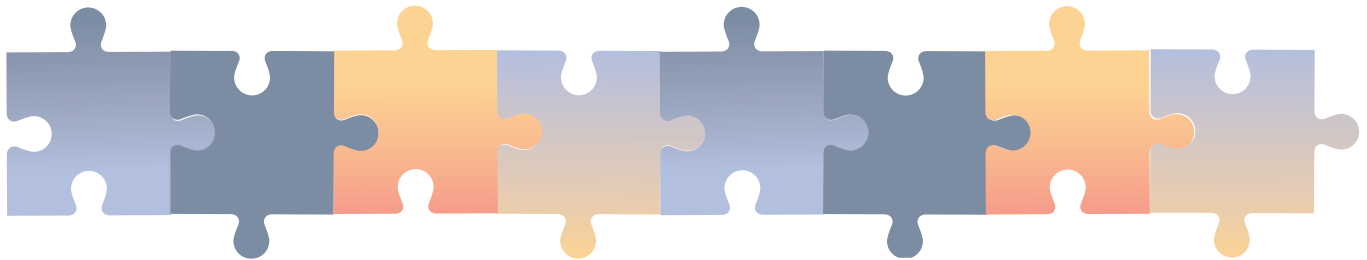
Households Served



VOLUNTEER CENTER

2,683

Total Hours Volunteered



IN-KIND DONATIONS

\$85K ⬆️ 34%

Non-monetary contributions given to UWNCM



MASS 2-1-1

14,873

Calls Received ⬆️ 44%



SINGLE CARE

\$182K

Dollars saved on Rx costs

United Way Launches Twin Cities SafetyNet Shelter Program to Aid Homeless Families

Through a grant from United Way of Massachusetts Bay and in partnership with Opportunities for Hope (OFH), United Way of North Central Massachusetts (UWNCM) has established the Twin Cities SafetyNet Shelter program, with two sites in Fitchburg and Leominster. This program provides emergency shelter for unhoused families with children or pregnant individuals in urgent need.

UWNCM leads the North County Homeless Network, a collaborative group of local stakeholders addressing housing insecurity and homelessness. A part of the Network, OFH had recently attained the former Our Father's House Fitchburg shelter, which had been empty and unused for 8 months. Together, UWNCM and OFH invested time and resources to revitalize the site and establish a new location in Leominster, doubling capacity to meet the rising need for shelter and support services in the community. Since its launch in November 2023, the program has served 57 families (a total of 120 children and their caregivers), with 20 families currently in residence.

Leveraging an extensive partnership network, UWNCM and OFH provide a continuum of services to address the complex needs of families. These include food, clothing, school and medical enrollment, out of school time youth enrichment opportunities, benefits maximization, housing placement and transition support, and information and referrals to immigration and legal service entities. The Spanish American Center and Community Health Connections are two of the many organizations involved in this robust effort.

The SafetyNet program is the only family shelter serving EA-eligible families in Fitchburg and Leominster, and one of just three in UWNCM's 22-city service area across North Central Massachusetts.



Families in Twin Cities shelters enjoyed a day of fun at Family Fun Day in August 2024, held at Lowe Park and organized by the Worcester County Sheriff's Office, United Way of North Central Massachusetts, and the City of Fitchburg. UWNCM sponsored a face painter, while children enjoyed games, pizza, and the excitement of a firetruck visit.

(Photo courtesy Worcester County Sheriff's Office)

Referrals for the program have come from the Mayoral offices of Fitchburg and Leominster, homeless liaisons from local school departments, UMass Memorial Hospital, and a coalition of over 20 regional service organizations.

Initially a six-month pilot, the program received a grant extension due to its success, establishing it as a crucial local resource for vulnerable populations. The Twin Cities program has even been hailed as a model for shelters statewide. "Before Opportunities for Hope," noted Doug Bushman, President of OFH, "there were 9-1-1 calls two or three times a week at the old shelter. Since we opened this family shelter, there has been just one call in the entire year."

Leominster Flood Relief Fund: A Community United in Recovery

On September 11, 2023, devastating floods struck Leominster, causing widespread damage to homes, businesses, and infrastructure, and displacing hundreds of residents. In response to this disaster, the United Way of North Central Massachusetts (UWNCM), in partnership with the Community Foundation of North Central Massachusetts, launched the Leominster Flood Relief Fund just two days later, on September 13. The fund was created to provide both immediate and long-term assistance to those impacted by the flooding.

To ensure every donation would directly benefit flood victims, UWNCM committed to covering all administrative costs. This guarantee has allowed 100% of donations to go toward providing critical support to affected families during their time of need. In the days following the flood, the first wave of relief funds was quickly directed to local organizations known for their community impact. Immediate assistance focused on providing essential items such as food, clothing, and basic supplies. Trusted partners like the Spanish American Center, the Salvation Army, and Ginny's Helping Hand were instrumental in delivering this much-needed aid.

As the recovery effort progressed, attention shifted toward long-term support. The City of Leominster, through the Mayor's Office of Constituent Services, has been managing ongoing efforts, including home repairs, relocation assistance, and transitional lodging for those unable to return to their homes. These initiatives aim to provide a safe and stable environment for families as they rebuild their lives.

By November 9, 2023, the Leominster Flood Relief Fund had raised an impressive \$479,389, with donations coming from across the country. Two successful matching campaigns contributed \$125,000 of this total, highlighting the generosity



and solidarity of individuals and organizations far and wide. To meet the needs of the community, UWNCM has deployed \$467,000 in funding, and more will be allocated as additional needs arise.

From September 2023 through May 2024, 565 families and individuals received assistance through the fund, helping them navigate the challenges of recovery. The relief effort has not only met immediate needs but also offered hope and stability to those most affected by the flooding. The Leominster Flood Relief Fund stands as a powerful example of community resilience and collaboration, making a significant difference in the lives of those who have been most impacted by this devastating natural disaster.

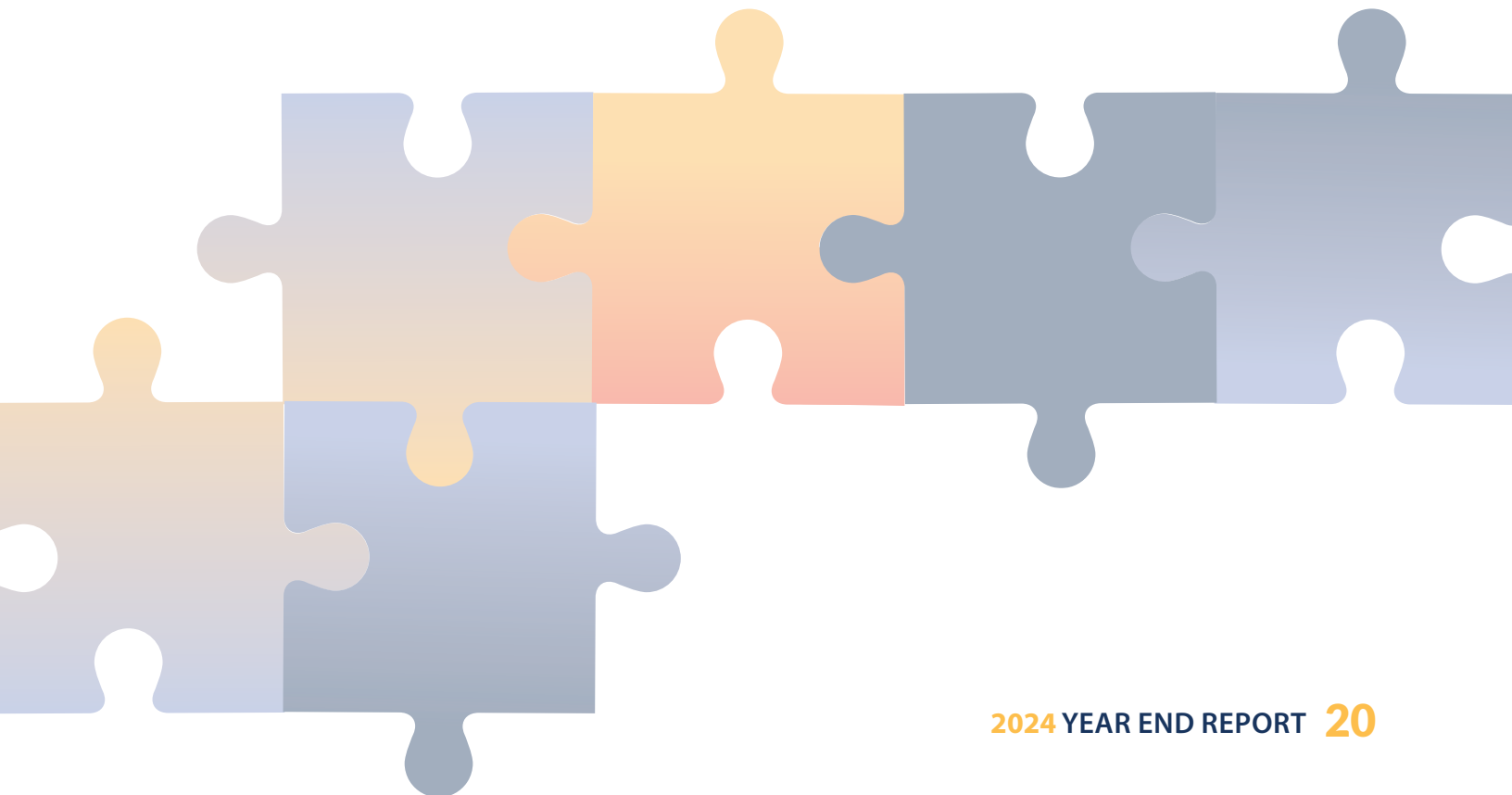


WHY UWNCM?

We are the portal for doing **good**.

Through our vast network of programs and services, we connect the community with critical resources and solutions.

We are a powerful vehicle for volunteers, donors and advocates who want to make a difference in ways that matter most to them.

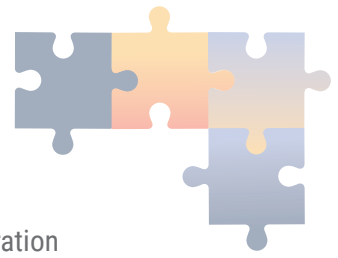




OUR SUPPORTERS

COMMUNITY PARTNERS

4imprint, Inc.
AbbVie, Inc.
Advanced Vacuum Systems
Aging Services of North Central Massachusetts
AIS
AJ Becotte Plumbing
Anderson, Bagley & Mayo Insurance Agency, Inc.
Ashburnham-Westminster Regional School District
AT&T Broadband
Athol Area YMCA
Athol Credit Union
Athol Public Library
Athol Savings Bank
Athol Woman's Club
Athol-Orange Area Rotary Club
Athol-Royalston Regional School District
Avidia Bank
Ayer Shirley Regional School District
Bank of America (U.S. Trust)
bankHometown
Banner Mold & Die Company
Bemis Associates, Inc.
Berkshire Hathaway GUARD Insurance Companies
Big Brothers Big Sisters of Central Mass & Metrowest
Bio-Techne
BJ'S Wholesale Club
Boynton Public Library
Boys & Girls Club of Fitchburg and Leominster
Boys & Girls Club of Lunenburg, Inc.
Bristol-Myers Squibb
Cantania Oils
CAPS Collaborative
Castine Movers
Catholic Charities Worcester County
City of Fitchburg
City of Gardner
City of Leominster
Clear Path for Veterans New England
Community Foundation of North Central Massachusetts
Community Health Connections
Community Healthlink
Community Values Magazine
Congregational Church of Christ
Cornerstone Church of the Assemblies of God
Cornerstone Ins. Agency, Inc.
DCU
DeMoulas Super Markets, Inc.
Dimeo Construction Co.
Disabled American Veterans
Duvarney Jewelers
East Coast Sales and Liquidation, LLC
Easypak
ECI Consignment Stores
Enterprise Bank and Trust Co.
Enterprise Holdings
Ethos Cannabis
Eversource Energy
Faith Lutheran Church
Fallon Community Health Plan
Fidelity Bank
Finnish American Club of Saima
Fitchburg Housing Authority
Fitchburg Public Library
Fitchburg Public Schools
Fitchburg State University
Foster Appraisal & Consulting
Fresh Films
Gardner Community Action Committee, Inc.
Gelinas & Ward, LLP
GFA Federal Credit Union
Gilbane Building Company
Ginny's Helping Hand, Inc.
Girl Scouts of Central and Western Massachusetts
Girls on the Run Worcester County
Great Wolf Lodge – New England
Greater Worcester Community Foundation
Growing Places Garden Project, Inc.
Guild of St. Agnes
Hannaford Bros. Co.
Hanover Insurance
Hey Good Look'n Salon and Spa
Heywood Healthcare
Hollingsworth & Vose Co.
Hope & Comfort
House of Peace and Education, Inc.
IBM
IC Federal Credit Union
Imperial Distributors, Inc
Innovation Learning Center
ITW Air Flow Management NA
Johnson Controls, Inc.



Just Understand My Potential
Kelman Hill Properties, Inc.
Kessler Investments
Kimball-Cooke Insurance Agency
LaunchSpace
Leominster Center for Excellence
Leominster Community Branch
YMCA
Leominster Credit Union
Leominster Public Library
Leonardo DRS Naval Power
Systems
Lexvest Group LLC
Literacy Volunteers of Orange/Athol
Literacy Volunteers of the
Montachusett Area
Loaves & Fishes Food Pantry, Inc.
Local Roots, Cannabis Crafted
Longview Orthopedic Center, LLC
LUK, Inc.
Lunenburg Community Food Pantry
Lunenburg Public Library
M.P. Crowley Company, Inc.
Main Street Bank
Making Opportunity Count
Mass Introduction Networking
Group
Massachusetts Audubon Society
Masy BioServices
Micro Machine & Electronics, Inc
Montachusett Community Branch
YMCA
Montachusett Regional Vocational
Technical School District
Montachusett Veteran's Outreach
Center
Mount Wachusett Community
College
N.C. Mass. Association of Realtors
Nashoba Valley Chamber of
Commerce
National Grid

NewVue Communities, Inc.
NMDesignz
North Central Massachusetts
Chamber of Commerce
North Central Massachusetts Faith
Based Community Coalition
North Quabbin Family Physician
North Star Family Services, Inc.
Not Just Produced
OPCO Laboratory Inc.
Open Sky Community Services, Inc.
Opportunities for Hope
O'Reilly Auto Parts
P.J. Keating Company
Parker Hannifin Corporation
Pathways for Change, Inc.
Paychex, Inc.
Point32Health Foundation
Reliant Foundation
Reliant Medical Group
Restoration Recovery Center
Rockland Trust
Rockwell Sales Offices
Rollstone Bank & Trust
Ron Bouchard's Auto Stores
Rotary Club of Ayer
Rotary Club Of Fitchburg
Rotary Club of Fitchburg East
Royal Steam Heater
Saint Vincent De Paul Society
– St. Joseph's Church
Salvadore Auto Group
Sealed Air
Sentinel Benefits & Financial Group
Shaw's Supermarkets/Star Markets
ShirleyArts!
Smokestack Roasters
South Athol Methodist Mens Club
Spanish American Center, Inc.
Spectro Coating Corp.
St. Bernard's High School

Steel-Fab, Inc.
Sterilite Corporation
Stevens Memorial Library
Stryker
Target Marketing Worldwide
Target Stores
TD Bank
Texas Roadhouse, Inc.
The Arc of Opportunity in
North Central Massachusetts
The Farm School
The First Unitarian Universalist
Society of Middleborough
The L.S. Starrett Company
The Salvation Army Fitchburg
The Salvation Army Athol
The Standard
The Wendell P. Clark Memorial
YMCA
The Winchendon School
Town of Athol
Town of Winchendon
Townsend Ecumenical Outreach
Tufts Health Plan
UMass Memorial HealthAlliance-
Clinton Hospital
Unitil
VectorFive
Verizon
Vitelli Monument Co., Inc.
W.E. Aubuchon Co., Inc.
Walmart
Webster First Federal Credit Union
Wheat Community Connections
Whipps, Inc.
Winchendon Community Action
Committee, Inc.
Winchendon Furniture Co., Inc.
Workers Credit Union
Y.W.C.A. Central Mass.
You Name It - Life and Home Revamp



FINANCIAL REPORT

JULY 1, 2023 - JUNE 30, 2024

STATEMENT OF FINANCIAL POSITION

ASSETS

CURRENT ASSETS	2024	2023
Cash & Cash Equivalents	\$ 848,576	\$ 1,050,962
Certificates of Deposit	1,773,900	1,788,180
Grants Receivable	529,085	320,946
Pledges Receivable, Net	310,292	602,504
Prepaid Expenses	23,834	21,816
Total Current Assets	<u>3,485,687</u>	<u>3,784,408</u>
NONCURRENT ASSETS		
Property and Equipment, Net	22,239	26,330
Investment In Non-Profit Center	627,114	644,333
Long-Term Investments	729,201	674,778
Other Assets	98,346	94,978
Operating Right of Use Asset, Net	4,651	10,628
Total Noncurrent Assets	<u>1,481,551</u>	<u>1,451,047</u>
Total Assets	<u>\$ 4,967,238</u>	<u>\$ 5,235,455</u>

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Accounts Payable and Accrued Expenses	\$ 224,652	\$ 160,117
Deferred Revenue	42,004	57,192
Allocations Payable	1,098,527	1,026,406
Designations Payable	15,850	20,013
Operating Lease Liability, Current Portion	4,651	5,977
Total Current Liabilities	<u>1,385,684</u>	<u>1,269,705</u>
LONG-TERM LIABILITIES		
Operating Lease Liability, Net of Current Portion	-	4,651
Total Liabilities	<u>1,385,684</u>	<u>1,274,356</u>
NET ASSETS		
Net Assets Without Donor Restrictions		
Undesignated	407,786	304,464
Board-Designated Endowment	672,019	625,282
Net Assets With Donor Restrictions	<u>2,501,749</u>	<u>3,031,353</u>
Total Net Assets	<u>3,581,554</u>	<u>3,961,099</u>
Total Liabilities and Net Assets	<u>\$ 4,967,238</u>	<u>\$ 5,235,455</u>

STATEMENT OF ACTIVITIES

	Without Donor Restrictions	With Donor Restrictions	2024 Total	2023 Summarized
PUBLIC SUPPORT AND REVENUE				
Contributions	\$ 1,323,403	\$ 722,120	\$ 2,045,523	\$ 2,142,428
Grant Income	647,553	658,672	1,306,225	1,073,763
In-Kind Revenue and Other Income	147,805	-	147,805	123,367
Gross Total Public Support and Revenue	2,118,761	1,380,792	3,499,553	3,339,828
Provision for Uncollectible Pledges	-	(208,439)	(208,439)	(79,695)
Donor Designations	-	(15,076)	(15,076)	(19,482)
Endowment Appropriations	121,371	-	121,371	123,825
Net Assets Released from Restrictions	1,686,881	(1,686,881)	-	-
Net Public Support and Revenue	3,927,013	(529,604)	3,397,409	3,364,476
DISTRIBUTIONS AND EXPENSES				
Allocations and Distributions	1,230,229	-	1,230,229	1,009,321
Donor Advised Distributions	358,014	-	358,014	842,750
Grant Expenses	1,239,848	-	1,239,848	1,335,250
Total Distributions	2,828,091	-	2,828,091	3,187,321
Functional Expenses				
Community Services	359,836	-	359,836	273,776
Administration	337,420	-	337,420	384,839
Fundraising	391,319	-	391,319	353,294
Total Functional Expenses	1,088,575	-	1,088,575	1,011,909
Total Distributions and Expenses	3,916,666	-	3,916,666	4,199,230
Change in Net Assets from Operations	10,347	(529,604)	(519,257)	(834,754)
NON-OPERATING ACTIVITIES				
Investment Return, Net of Endowment Appropriations	156,931	-	156,931	78,475
Loss on Investment in Non-Profit Center	(17,219)	-	(17,219)	(21,462)
Change in Net Assets from Non-Operating Activities	139,712	-	139,712	57,013
Total Change in Net Assets	150,059	(529,604)	(379,545)	(777,741)
Net Assets, Beginning of Year	929,746	3,031,353	3,961,099	4,738,840
Net Assets, End of Year	1,079,805	2,501,749	3,581,554	3,961,099

COMPANY CAMPAIGN AWARDS

Our impact is significant thanks to our community partners. We proudly present the winners of our 2023 Company Campaign Awards—these supporters are playing a vital role in enhancing our community.



The Spirit of North Central Mass Awards

Presented to our corporate partners that embody an overall spirit of giving through contributions of time, leadership and resources in support of United Way's work.





The Legacy Partnership Award

Given to businesses that have partnered with UWNCM for more than 30 years. These businesses have consistently been dedicated to advancing the common good in North Central MA.



The Community Impact Award for Nonprofit Engagement

Honors a non-profit agency partner who has demonstrated a commitment in serving those in need in North Central Massachusetts, while supporting, encouraging and motivating other agencies throughout the region.



The Fran Longton Award for Volunteerism

Honors those who go above and beyond to show their selfless commitment to our community.

Michelle Haggstrom
Realtor® Keller Williams Realty, Inc.



LIVE UNITED

LIVE UNITED

LIVE UNITED

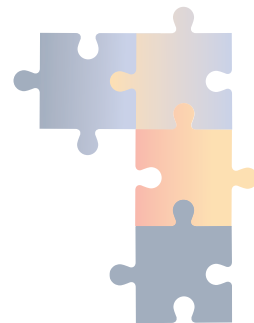
LIVE UNITED

LIVE UNITED

LIVE UNITED

LIVE UNITED

LIVE UNITED



BOARD OF DIRECTORS

2023 - 2024

BOARD CHAIR

James Vander Hooven

President, Mount Wachusett Community College

VICE CHAIR

Bruce Platzman

Retired President & CEO, Affordable Interior Systems

PRESIDENT & CEO

Kory Eng

President and CEO, United Way of North Central MA

TREASURER

Keith D. Boissoneau

Vice President of Finance, Sterilite Corporation

ASSISTANT TREASURER

Megan Mahoney

Director Finance & Accounting, Bemis Associates, Inc.

CLERK

Melissa Fetterhoff

President and CEO,
Nashoba Valley Chamber of Commerce

CAMPAIGN CHAIR

Michelle Haggstrom

Realtor, Keller Williams Realty, Inc.

TOCQUEVILLE CHAIR

James Javaras

President, The BHR Life Companies

AGENCY REPRESENTATIVE, DIRECTOR, EX-OFFICIO

Leona Whetzel

Vice President Community Impact Program,
Making Opportunities Count

DIRECTORS

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