



ALL HANDS ON DECK



ANNUAL REPORT FY22  
JULY 1, 2021 - JUNE 30, 2022

## MESSAGE FROM OUR CEO



### Dear Friends,

I write this note with a deep appreciation for all who made Fiscal Year 2022 so impactful at Ellis. Looking back on this year, a well-known quote from Charles Dickens comes to mind. “It was the best of times, it was the worst of times,” as does the Chinese proverb, “In every crisis lies the seed of opportunity.”

FY22 began with great anticipation for experiencing our first pandemic year with vaccines in circulation for most people. In September 2021, we enthusiastically opened our new site in Jamaica Plain (JP), a community in significant need of additional childcare, particularly for infants and toddlers. Within months our JP classrooms were full and our waitlist was growing.

Unfortunately, the aggressive onslaught of the Omicron variant in December of 2021 dominated daily life at Ellis, making typical operations arduous. The situation called for “all hands on deck,” with every member of the Ellis team doing whatever was necessary to keep our classrooms open for families, and doing so happily. Despite the challenges, our students learned, grew, and enjoyed each day together.

We are proud and excited to share more details of this extraordinary year with you in our FY22 Annual report. Please continue reading to learn more and to meet some amazing Ellis families and volunteers.

As always, many thanks to our entire community including the Ellis team, our families, and the many supporters that make our work possible. As the saying goes, “it takes a village to raise a child,” and you are Ellis’s village.

With continued appreciation,

*Lauren Cook*

LAUREN COOK, Chief Executive Officer



## What Sets ELLIS APART

- ♦ Ellis is accredited by the National Association for the Education of Young Children, putting it in the top 9% of early childhood programs nationally.
- ♦ Due to its high level of quality, Boston Public Schools (BPS) has elected to fund three Ellis preschool classrooms in connection with the BPS Universal Pre-K (UPK) and Commonwealth Preschool Partnership Initiative (CPPI) programs.
- ♦ Ellis is beloved and has a waitlist of over 600 children due to our level of quality, rich diversity, and warm learning environment.

## Our MISSION

Ellis partners with families to provide high-quality early childhood education and school age programs in a warm, nurturing environment. A recognized leader in our field, we support children across the socio-economic spectrum, treasure diversity in all forms, and celebrate the joy of childhood.

## MESSAGE FROM THE CHAIR OF ELLIS'S BOARD OF DIRECTORS



**COLEEN DOWNS DINNEEN**  
*Ellis Board Chair*

It is with humility and pride that I reflect on our 2022 fiscal year, and what a year it was. Our community of educators, caregivers, children, and administrators remained challenged by the ongoing pandemic. Keeping programs open nearly every school day required everyone to be flexible, patient, and persistent.

We learned and grew, and during all of it, we opened a gorgeous new center in Jamaica Plain which allowed us to welcome 58 new young learners. I am so proud of what Ellis Early Learning was able to achieve.

None of this could have happened without our amazing supporters, from the \$25 first-time donors who read about our challenges in the Boston Globe or saw the January 2022 segment about Ellis on CBS national Evening News, to our consistent donors and volunteers who renewed or increased their support, and to our new major foundation and corporate funders who help in transformational ways.

Most importantly, we are grateful for the children and families who share so much of their days and lives with us. Children are the most special members of every family and of our community. When they thrive, our whole society can thrive, as well.

With gratitude for all you do to make Ellis the special place it is,

**COLEEN DOWNS DINNEEN**, *Ellis Board Chair*

## Oh what a year with Omicron!

It's normal to reflect on a year thinking about its milestones. In our personal lives, we may think about big holidays, a new job, a special trip, or exciting moments in the lives of our children.

Pre-pandemic, Ellis tracked a fiscal year reflecting on a fun summer with field trips and lots of water play, the start of a new school year marked by a Back-to-School Ice Cream Social, children transitioning to Ellis for the first time as tiny infants, and those same babies learning to crawl and walk, and graduation for our preschoolers before their launch to kindergarten at local schools. And so many special moments in between.

When the Ellis leadership team reflects on Fiscal Year 21 (FY21), different markers come to mind. Yes, we joyfully recall the special experiences highlighted above, but we also reflect on the COVID-19 pandemic and its impact on Ellis. FY21 started with an extremely hopeful spirit. This was the year of our grand opening of Ellis's new center in Jamaica Plain. And boy, did we have a grand opening celebration planned! Pony rides, games, it was going to be epic! Then Delta hit. Delta was the first variant to make Ellis pause with concern. In retrospect, Delta was a small blip on the COVID variant screen.

Omicron marked a significant change in COVID's impact on Ellis. The variant was far more contagious, and therefore more difficult to mitigate its spread. Despite our heroic efforts, enough teachers contracted COVID that some

classrooms were forced to close from time to time. With no vaccines for young children, Ellis students and their family members were often testing positive, and COVID was to blame for many isolated holidays within our family community. We know our families suffered the effects of Omicron in their own ways.

Omicron put additional strain on the Ellis team and our families, and considerable patience, kindness, and understanding were required by everyone to manage each unpredictable day. It's during challenging times like these that Ellis's "superpower" comes to bear. The strength of Ellis's team members and their commitment to the Ellis mission is on full display. Ellis team members from every department do whatever they can to keep our classrooms open to support families. It wouldn't be uncommon to see the finance department working from reception desks, doubling as welcome ambassadors, and monitoring the front doors.

It's not surprising that, despite the obstacles, Ellis persisted, and our children thrived. Ellis proved once again it is resilient and strong in the face of adversity and can cultivate joy even through life's unexpected and difficult moments. Fortunately, the acute sting of Omicron didn't last forever. The warm weather came, and along with it, fewer cases and growing pride over what we accomplished together with Ellis's characteristic hopefulness and optimism.



*The impact of Omicron on Ellis was featured in Episode 1 of Season 2 of the acclaimed podcast, No One is Coming to Save Us, produced by Neighborhood Villages and Lemonada Media. Our CEO and some of our families and teachers had the opportunity to reconnect with journalist host Gloria following our first interviews in Season 1. For those who haven't listened to the podcast, we highly recommend it for a deep dive into all aspects of the early childhood education and care landscape in the U.S.*

## ELLIS EARLY LEARNING

# Opens in Jamaica Plain!

Ellis expanded its footprint to serve children in Jamaica Plain (JP) in September 2021. The need for high-quality early education seats in Boston is high, and the need for racially and educationally equitable learning environments is even higher. Ellis helped fill this critical need by opening its new center, serving children from Jamaica Plain, Roxbury, Roslindale, and Hyde Park. Not surprisingly, the center was completely full

within months of opening and also had a robust waitlist of families hoping to join the Ellis-JP community.

The new, completely renovated Ellis center at 555 Amory Street is 7,100 square feet and has six beautiful early childhood classrooms for infants, toddlers, and preschoolers. It also has an indoor play space and an outdoor play yard.

Thanks to the support of generous corporations, foundations, and individuals,



YASKARA CRUZ, Ellis-JP Director, and LAUREN COOK

Ellis raised \$600,000 to make the expansion and renovation possible. If you haven't had an opportunity to visit, please do. Ellis-JP has already proved itself an asset to the neighborhood, and we'd love to show you why.

## WELCOME NEW MEMBERS OF Ellis Board of Directors 2022/2023



### Sean Curran

Sean Curran is the Owner and Principal of Waterville Consulting, a public affairs and government relations firm based in Boston. Sean is an alumnus of Ellis Early Learning, having attended our preschool program in the 1970s in its time known as Ellis Memorial. He served as Chairman of the Board for College Bound Dorchester and as the Chairman of the Deval Patrick Committee. Sean and his wife, Kelly, have three adult sons and live in Milton.



### Debra McConnell

Debra McConnell is Senior Vice President of Global Communications of The TJX Companies. Her job involves communicating directly about TJX's financial matters, press releases and creating presentations for audiences ranging from retail clerks to shareholders. Deb is on the Board of Directors for the Wellesley Community Children's Center, a non-profit, and lives in Wellesley with her husband, Oriol, and two children.



### Jim Geraghty

Jim is a Managing Director at Morgan Stanley, working with ultra-high-net-worth clients and their families. He is involved with many organizations that benefit disadvantaged youth throughout Massachusetts and beyond. Jim is Chairman of the Board for the Robert F. Kennedy Community Alliance, a member of the executive committee for the Boston Police Athletic League (PAL), and a member of the executive committee for Girls Inc. of Greater Lowell. Jim lives in Newburyport and has 4 adult children.



### Amy O'Leary

Amy O'Leary is Executive Director of Strategies for Children, an advocacy and policy organization that works to ensure that Massachusetts invests the resources needed for all children to access high-quality early education programs. She serves as an adjunct faculty member at Wheelock College in Boston, at Cambridge College, and at Quinsigamond Community College in Worcester. Amy began her career in early education at Ellis as a preschool teacher and served as an Ellis program director for nearly 10 years.



### Erin Hotaling

Erin Hotaling is a Tax Partner at Deloitte. Erin is an alumna of Bentley University, where she received a Bachelor's Degree in Accounting and a Master's Degree in Taxation. She lives in North Andover with her husband, Dean, and twin children.



### Christopher Shumate

Christopher Shumate is Senior Counsel for the Global Retail Markets at Liberty Mutual. Chris is a former Ellis parent and had served on Ellis's Board of Trustees. He has been the National ERG Co-Chair leading employees of African descent and allies. Chris has three young children and lives in Milton with his wife, Jana.

# STAFF HIGHLIGHT

## Brenda Barreto



It's no surprise why Brenda Barreto has been at Ellis for 22 years. Ellis has shaped Brenda's professional and personal life and has led her on a path of success that she never dreamed possible.

Brenda arrived in Boston from Puerto Rico in 2000 with two young children, no English, and nowhere to live. Just one music course away from her Bachelor's degree at home, Brenda left a house and a well-paying job for a new start in her personal life.

"I lived in a shelter when I arrived in Boston, and after a while, I was discouraged and ready to go back home," Brenda says. But her former boss talked her out of that. He said he'd hire her back, but he encouraged her to stay. "You're a winner," he told Brenda. "Everything you do from here is about winning."

In the shelter, Brenda connected with a social worker who guided her path, helped her get English instruction, and put her into a program, Project 90, designed to help people integrate into society. Project 90 placed Brenda at Ellis in an internship.

"I couldn't speak well, but I was very observant," Brenda says. "I paid close attention to detail and was fast and efficient." She also loved the children, and the parents saw how their children bonded with Brenda. Brenda now says, "I didn't choose Ellis. In a mysterious way, Ellis chose me and has supported me every step of the way."

Her job at Ellis got Brenda out of the shelter and onto her career path, but tragedy struck in 2009 when her apartment burned down, and she lost everything. With a husband, two children, and a new baby, Brenda struggled to find a new apartment. Leo Delaney, the previous Ellis CEO, gave her as much time as she needed. "I can't believe how Ellis gave me so much flexible time and continued to pay me," Brenda marvels. Parents and staff also helped by donating the furniture, housewares, and clothing her family needed to make a new start.

Ellis supported Brenda because Ellis and Brenda were an ideal match. She had studied early childhood education in Puerto Rico,

*"I didn't choose Ellis. In a mysterious way, Ellis chose me and has supported me every step of the way."*



Brenda and her husband, Andre, in front of their new house

and preschool was her passion. "I love seeing all the changes at this age," she says, "where children are building their character and identity and creating who they are going to be in the future."

And so, over the years, Brenda held most teaching roles as her career developed, and she became Assistant Vice President of Programs in 2020. Brenda thrives on change and on the Ellis mission to innovate and improve. "Every year, every child, every family is different," Brenda says. She adds, "I thrive on change, and it's uplifting to experience the improvements we've made."

Now Ellis has helped make possible another dream: Brenda and her husband have bought a house in Taunton. Brenda credits Lauren Cook, the Ellis CEO. "Lauren is always fighting for teachers' salaries and bonuses. She knows we don't get the pay the job deserves, but my new salary made it possible for me to buy my dream house."

Lauren credits Brenda. "Brenda represents the best of Ellis. Her commitment to our mission and dedication to our families, always unwavering, has reached new depths with her considerable daily commute from Taunton. Brenda uplifts everyone around her and makes Ellis even better. There's nothing not to love about Brenda."

For her part, Brenda looks back over her decades at Ellis and says, "My commitment and appreciation are so deep. I need to give back a little of what I've been receiving for years."



# Ellis Provided a Family Lifeline Nelson Family



(DCF) stepped in to help. "DCF set me up with Ellis and got me the help I needed to raise my kids," Jill says.

Jill worried that Eli (age 3) and Ella (14 months) would have trouble adapting to a group setting after being home with her. But they loved Ellis from the start. "Every day, they came home with so much to say. And the teachers were so loving that it felt more like a family than a school," Jill says.

Ellis also supported Jill. From her first tour, Jill felt welcomed, respected, and supported. "Ellis has a total commitment to treating everyone the same. I don't think I came across as someone in a fragile moment, and I never felt different or awkward talking with other families."

Jill grew up in an affluent suburb of Chicago. "I didn't encounter diversity until college, and I'm so glad that my kids had this experience early in life," she says. Now back in Chicago near family and friends, Jill, Eli, and Ella miss Ellis so much. "We talk about Ellis all the time. Leaving Ellis was the hardest part of our move!"

## THE END OF AN ERA

*Beloved by countless families over the years and led by terrific youth development workers*

June 2022 marked a significant milestone in Ellis's history. After thoughtful and thorough consideration and analysis, the Ellis Board of Directors made the difficult decision to close its School Age Program.

Inspired to serve the South End's children who needed additional support, our founder, Ida B. Eldredge opened Ellis in 1885. Ellis has honored her legacy through over a century of comprehensive programming for children during after-school hours and school and summer vacations.

Beloved by countless families over the years and led by terrific youth development workers, Ellis is proud of the impact its School Age Program has made.

The Ellis family support team worked closely with each of our 25 School Age Program families to ensure they were able to identify and access alternative care options that met their needs. Fortunately, nearly all of Boston Public Schools provide after-school programming, and our South End and surrounding community is rich with additional resources.

Several factors led to Ellis's decision to focus its mission on early childhood education, the most

# Ellis Was Worth the Wait Forbes Family

For Ally Forbes, getting her son London into Ellis was a two-year wait but well worth her patience. "Ellis is so great that families don't leave unless they have to," Ally says. But once London started at age four, Ally had an easier time with her next two kids. Logan started at 11 months and Paris at three and a half months.



Ally values the commitment of everyone at Ellis to put the kids first. "For me, the hands-on is special. Everyone is in the classroom taking care of the kids. When needed, staff people leave their offices to take care of babies." This commitment has earned Ally's trust. "I never have any worries when I drop off my kids because I know everyone will always do what needs to be done," she says.

Ally also values her kids' attachments with their favorite teachers, and wondered how they'd adapt when moving to new classrooms with new teachers. "I didn't need to worry," Ally says. "All the teachers are amazing, and the kids quickly find new favorite teachers."

Ally's children have also formed lasting friendships. Logan and Milo have been best friends from the start, and Paris and Parker since they met in the infant room. These pairs of friends are making their way through Ellis together.

Ellis supports Ally too. She has a network of parents who stay in touch, pass on anecdotes about each other's kids, and plan play dates. "Ellis is a great family-like organization for all of us," Ally says.



*Some of our School Age Program friends pose on their last day at Ellis, flanked by longtime staff member and School Age Program fixture, Maurice Hallett, standing at left.*

prominent being a steady decline in the demand for after-school programs outside school buildings, and a dramatic and steadily increasing need for high-quality early childhood education in the city.

Ellis is proud to build on our history of serving Boston's children by providing the very best early childhood education with a focus on equity and diversity in all forms, and reflects gratefully on serving generations of school age friends.

# Partners in OUR WORK

## CORPORATE AND FOUNDATIONS

### \$100,000+

The Baupost Group Charitable Fund  
Wellington Management Foundation

### \$50,000+

Natixis Investment Managers  
PNC Bank  
The TJX Foundation, Inc.  
United Way of Massachusetts Bay and Merrimack Valley

### \$25,000+

Franklin Square House Foundation  
Liberty Mutual Foundation  
McCall & Almy  
PwC

### \$10,000+

Aberdeen Standard Investments  
Dean Foundation for Little Children Foundation M  
Kimco Realty  
Kirkland & Ellis LLP  
PURE Insurance Foundation  
State Street Corporation

## PUBLIC FUNDING

Boston Public Schools  
City of Boston Mayor's Office of Women's Advancement  
Massachusetts Department of Early Education and Care  
Massachusetts Department of Elementary and Secondary Education  
Massachusetts Department of Children and Families

## ELLIS EARLY LEARNING FUND

*The Ellis Early Learning Fund is an annual program of inviting and recognizing charitable support at leadership levels.*

### SUPPORTER \$10,000+

Reuben and Christine Ackerman  
Kathy Betts and Chip Lewis  
Colleen and Ted Dinneen  
Suzanne Dwyer  
David and Wendy Giunta  
Molly and Colin Gorman  
Elizabeth Hurley  
Judith and John Remondi  
Mark and Etta Rosen  
Kim Sinatra  
Beverly Daniel Tatum and Travis Tatum  
Will and Erin Tetler

### FRIEND \$5,000+

Jim Alexander and Tom Stocker  
Warren and Renee Besser  
Joe and Nancy Craven  
Thomas and Shari Dicker  
Kristen and Benjamin Farmer  
Catherine and Keith Farrow  
Martin Hall and Sarita Uribe  
Daryl Hanna and Shannon Reilly Hanna  
Larry and Dianne Hughes  
Kate and Tom Kush  
Christine and David Letts  
Tom and Donna May  
Carreau and Jonathan Ryder  
Kristen and Derek Vicino

### \$5,000+

Bain Capital  
Blue Cross Blue Shield of Massachusetts  
Brookline Bank  
Bushrod H. Campbell and Adah F. Hall Charity Fund  
Delta Dental  
Eastern Bank Charitable Foundation  
EY  
Gibson Sotheby's International Realty  
Hingham Institution for Savings  
Mass General Brigham  
New Boston Ventures  
Olivia's Organics  
Ropes & Gray LLC  
Social Equity Access Fund  
Stewart Title Guaranty Company

### \$1,000+

Amica Companies Foundation  
ART Engineering Corporation  
Bluestone Bank Mansfield Division  
Cambridge Savings Charitable Foundation  
CareQuest  
Cruz Development  
DHK Architects  
Highland Street Foundation  
Paradigm Properties LLC  
The Hamilton Company  
The Mount Vernon Company, Inc.  
Trinity Financial  
Tull Charitable Foundation

# The Year in NUMBERS

## BALANCE SHEET: JUNE 30, 2022

### ASSETS

Cash and cash equivalents	\$ 2,385,104
Restricted cash – Endowment	\$ 181,043
Accounts and pledges receivable	\$ 1,322,046
Prepaid expenses	\$ 31,619
Property and equipment - net	\$ 10,724,572

### TOTAL ASSETS

\$ 14,644,384

### LIABILITIES

Notes payable, current portion	\$ 54,756
Accounts payable	\$ 86,785
Accrued expenses	\$ 98,483
Deposits	\$ 56,152
Long Term Debt	\$ 4,036,321

### TOTAL LIABILITIES

\$ 4,332,497

### NET ASSETS

Without donor restrictions	\$ 9,705,844
With donor restrictions	\$ 606,043

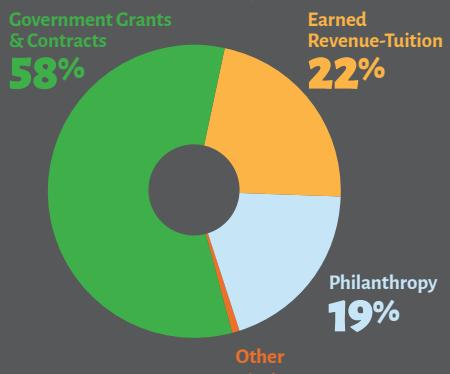
### TOTAL NET ASSETS

\$ 10,311,887

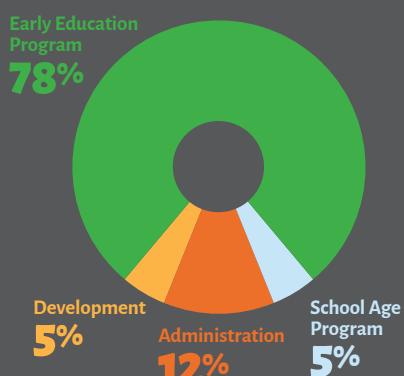
### TOTAL LIABILITIES, NET ASSETS

\$ 14,644,384

## FY22 REVENUE: \$8,106,749



## FY21 EXPENSES: \$6,010,483



# Our Team

AS OF JUNE 30, 2022

## BOARD OF DIRECTORS

Coleen Downs Dinneen, *Chair*  
Fernando Domenech, Jr., *Vice Chair*  
Suzanne Dwyer, *Treasurer*  
Marta van Dam, *Clerk*  
James G. Alexander  
Kathleen V. Betts  
Frank L. Davis, III  
Thomas Dicker  
Amy Donovan  
Sylvia L. Exantus  
Molly Gorman  
Lawrence Hughes  
Elizabeth E. Hurley  
Samia Kazi  
Shenkia Lim  
Melissa Menard  
Sunday Taylor  
Will Tettler  
Erika Wilkinson

## BOARD OF TRUSTEES

Kristen Vicino, *Chair*  
Dannielle Pinson, *Vice Chair*  
Christopher Blier  
Brenna Callahan  
Jonathan Carlson  
Tina Chen-Xu  
Shane Dunn  
Catherine Farrow  
Emily Hughes  
Kelly Janjua  
Whitney Kimmel  
Ben Krass  
Garrett Larivee  
Kimberly D. Lucas  
Abigail Paul  
Carreau Ryder  
Laura Schumacher  
Christopher Shumate  
Lindsay Swett

## ELLIS LEADERSHIP

Brenda Barreto (*20+ years*)  
Lauren Cook  
Yaskara Cruz  
Patricia D. Keenan  
Claire McNally  
Thomas Monks (*20+ years*)  
Tiffany Sheets (*15+ years*)  
Aiyuna Terry (*15+ years*)  
Liz Torres

## ELLIS TEAM

Fartun Abdi  
Alexandria Anderson  
Ramona Arroyo  
Chadena Awogboro  
Amanda Beland  
Bohan Cao  
Louisa Campbell  
Shanisha Carr (*5+ years*)  
Cherish Casey  
Jeanne Chalek (*10+ years*)  
Karizel Chapman Sanchez  
Hsuan-An Chou  
Jendriana Concepcion  
Eglise Corchado  
Thalita Correia  
Rosa Cruz (*5+ years*)  
Jennifer Daniels (*5+ years*)  
Jennifer Dasilva (*10+ years*)  
Alejandra De La Cruz  
Surgebis Diaz (*20+ years*)  
Monica Dinis  
Juleann Diniz Gomes  
Colleen Donovan (*5+ years*)  
Natalie Dumart  
Shanika Edouard (*5+ years*)  
Robin Edwards  
Tahnesha Ellis  
Yasmin Emilliano-Anderson  
Joy Entzminger  
Keyla Feliz Guerrero  
Sheila Foster  
Ladez Francis  
Christina Fritsch  
Destiny Gabriel  
Aisha Gomes  
Gene Gomes  
Ruana Gomes Dos Reis  
Laura Gosenca  
Nyna Gray-Hicks  
Loretta Greenaway  
Bercem Gulen  
Maurice Hallett (*15+ years*)  
Molly Herbert  
Doris Hernandez  
Lisa Hill  
Tianna Hill  
Tammy Hillery (*25+ years*)  
Georgia Hinds  
Tashalee Jackson (*5+ years*)  
Maysie-Sophie Jean-Louis  
Anna Leigh Jenkins  
Alevittsandra Jesus (*5+ years*)  
Aletssandra Jesus (*5+ years*)  
Yufang Jiang  
Gladys Jimenez Barboza  
Ana Jimenez Kog  
Jazmin Jones  
Natalia Katz  
Alexandra Keenan Wolff  
Carol Kitenge  
Nicole Kroll  
Kasslyn Landry  
Stephanie Li

Deborah Martins

Iyanna Maxwell-Perry  
Kimberly McCollin Skelton  
Casaundra McDonald  
Gina Medor  
Julia Mehl  
Alexis Mitchell-Edmonds  
Charmin Moreta  
Carishmar Moore (*5+ years*)  
Johanna Moscat  
Elizabeth Muse  
Sharon Nixon (*5+ years*)  
Deanna Nunez  
Melida Oller Pimentel  
Evelyn Oritz  
Yina Pena  
Leyla Pizarrp-Ayala  
Jessica Podkalicki  
Tiaja Powell  
Nadalzye Quintana  
Harriet Reilly  
Althea Reynolds  
Mavis Riley  
Lisset Rincon  
Daniela Rivera  
Xena Rocha  
Carolina Rodriguez  
Ivone Rodriguez Dos Santos  
Cynthia Rosa  
Ajka Sakanovic  
Avismail Santana  
Adliz Santana Barreto  
Kiya Savannah (*5+ years*)  
Kalicia Sears  
Vanessa Seary  
Hannah Shaich  
Jamalia Sheets  
Sasha Sheets (*5+ years*)  
Michelle Shillingford  
Fabiene Souza  
Lisa St. Hill (*15+ years*)  
Dixiann Stanislaus  
Shirley Strickland (*15+ years*)  
Melanie Sullivan  
Francis Sullivan  
Jessika Supreme  
Wubalech Taglo  
Sahra Tahilil  
Katherine Thomas  
Dana Thompson  
Aniya Thompson  
Jamileth Valentin (*5+ years*)  
Marjorie Valmyr  
Lorena Vasquez  
Kiani Walker  
Matthew Wallace  
Shamika White (*10+ years*)  
Jaliyah White  
Cheri Williams  
Rachael Willis  
Shantel Woodard  
Maryan Yasin  
Deanna Young



**ELLIS** EARLY  
LEARNING

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LIVE UNITED

United Way  
  
United Way  
of Massachusetts Bay  
and Merrimack Valley