2017 ANNUAL REPORT

CARING  PURPOSE
ACTION  LEADERSHIP
OPPORTUNITY  UNITED

FINDING THE BEST WAY.

United Way of Central and Northeastern Connecticut
Letter from the Board Chair
Finding the Best Way
Spotlights and ELS Case Competition
Community Service Award
East Hartford Middle School: On Track for Graduation
Highlights
Neighbors in Need
Workforce Initiatives
Hartford Generation Work
Statement of Financial Position
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Community Investment and Campaign Giving
Volunteers and Staff
I believe we all have the opportunity to “lead from where we stand.” My United Way believes this as well and embraced leadership as a theme this year, beginning with the kick-off of the 2017 United Way Community Campaign.

Three regional leaders, who know firsthand the business and community value of giving, served as Tri-Chairs. Thank you to Oz Griebel, then President and CEO of MetroHartford Alliance and Tim Stewart and Diane Nadeau, Presidents of the Greater New Britain and Windham Region Chambers of Commerce, respectively, for their leadership. (See page 2.)

Our Community Service Award, named in the memory of the late Dr. Frederick G. Adams, honors a public health champion and a current leader. Nancy Bernstein of Women’s Health USA and Women’s Health CT is this year’s recipient of United Way’s highest volunteer honor. Dr. Adams would find a kindred spirit in Nancy, celebrating her personal and professional achievements in community building. (See page 4.)

**Three leadership groups inspired us throughout the year:**

- Our Women’s Leadership Council is now Women United, a global, growing movement empowering women and transforming lives. (See back cover.)
- Our Emerging Leaders Society developed an innovative competition to reimagine United Way’s Community Campaign. Congratulations to Grant Thornton LLP’s winning team, and thank you to the other groups for their creative proposals. (See page 3.)
- The inaugural Workforce Leaders Academy provides youth service providers and employers with professional development aimed at increasing young adult employment. (See page 9.)

Organizational leadership was demonstrated in establishing **Neighbors in Need** and raising resources to assist children and families who relocated to our community from disaster-affected areas. Statewide, we are helping to coordinate resources to ensure those in temporary living arrangements transition to stable housing and avoid homelessness. (See page 7.)

As for me, I’m inspired by the countless volunteers that put so much of themselves into making our community better and by the remarkably dedicated, talented and deeply engaged United Way team I have the honor and privilege of working closely with and experiencing their commitment to our community firsthand.

I encourage you to stay connected, tell us what inspires you, and imagine, too, what we might achieve when we lead from where we stand and come together in support of our community.

Thank you,

Jim O’Meara
BOARD CHAIR

“Live so that when your children think of fairness, caring, and integrity, they think of you.”

H. JACKSON BROWN, JR.
For the second time in our history, United Way’s annual campaign was spearheaded by Tri-Chairs – Oz Griebel, former President and CEO, MetroHartford Alliance; Tim Stewart, President, Greater New Britain Chamber of Commerce; and Diane Nadeau, President and CEO, The Chamber of Commerce, Windham Region. Together, these Tri-Chairs were tasked to lead their communities to raise $20.6 million for the 2017 Finding the Best Way campaign – Connecticut’s largest health and human services campaign.

The Tri-Chairs rallied their communities to contribute to nonprofit agencies and United Way’s efforts to support local programs, services and initiatives focused on preparing children and youth for academic success, connecting people with jobs to create financial stability, access to healthcare and providing immediate, emergency assistance.

Through the leadership of Tri-Chair Oz Griebel in the Greater Hartford Region, our largest region, United Way is deepening our relationship within this community and engaging corporate partners and businesses to commit to workplace campaigns. As a result of efforts in this region, nearly 400 organizations have begun implementing workplace campaigns for United Way.

In the Greater New Britain and Berlin Region, Tri-Chair Tim Stewart organized a high profile kick-off event at the New Britain Bees stadium with the Greater New Britain Chamber of Commerce and another successful kick-off event at New Britain City Hall. Community leaders, including New Britain Mayor Erin Stewart, and many of our donor organizations and community partners were on hand at both events to highlight United Way’s work in their community and create campaign momentum.

A special campaign story came out of New Britain this year. In late November, Paulette Fox, Executive Director, Opportunities Industrialization Center of New Britain, Inc. (OIC), spearheaded the launch of a community spirit campaign in partnership with United Way. With partners like Paulette, Comcast, Stanley Black & Decker and many others, we are proud to have surpassed our goal of $500,000, raising more than $700,000 to date.

In the Windham Region, under the leadership of Tri-Chair Diane Nadeau, we partnered with The Chamber of Commerce, Windham Region to hold an exciting kick-off event at the Windham Club, creating opportunities to engage with local community and business leaders about the value and impact of United Way. New campaigns will run this year at the Town of Windham, Windham Fire Department, Windham Police Department and Windham Hospital.

Nearly $20 million raised so far
LIMRA
Thanks to the exceptional leadership of Matt Brown and Laura Pozzuto, LIMRA participated in a number of educational and engagement activities and exceeded their goal by 20% — raising more than $47,000.

A peer-to-peer exchange of ideas between LIMRA millennials and members of United Way’s Emerging Leaders Society brought into focus the importance of United Way’s work in the community. Special events were held to support the campaign, including penny wars (“winners” of the penny war won a pie in the face!) and chair races, a foosball tournament and a “Top Chef” potluck luncheon.

PRATT & WHITNEY
Under the leadership of Campaign Chair Dave Smith and Campaign Manager Brian Rivard, and with the support of its President, Bob Leduc, Pratt & Whitney continues to be a model workplace partner.

With a campaign committee of more than 50 employees, that includes representatives of International Association of Machinists and Aerospace Workers Local Lodge 1746 (IAMAW LL 1746) and the efforts of hundreds of volunteers, Pratt & Whitney engages employees with exciting events and activities to support United Way – including Day of Action, golf tournaments, Dragon Boat racing and United Way Day at UConn Football’s homecoming game.

Pratt & Whitney also focuses on developing strategies to engage 3,000+ new hires and its senior management team. And, its Employee Resource Group actively reaches diverse employee populations year-round with highly successful initiatives such as Stuff the Bus and Stuff the Sleigh. To date, Pratt & Whitney employees and IAMAW LL 1746 have raised more than $2 million this year!

JESSICA FORREST, COMCAST
First year campaign coordinator Jessica Forrest has proven to be an exemplary leader for Comcast. From jumping right in as Project Manager on key special events across the New England Region to supporting multiple kick-off events and even being a United Way Volunteer Income Tax Assistance volunteer, she is a model coordinator. It’s no wonder, with leaders like Jessica, that Comcast continues to set records for exceptional year-round engagement.

ELS CASE COMPETITION: CRACKING THE CASE
INNOVATIVE SOLUTIONS FOR RAISING CRITICAL FUNDS

In the first-ever Case Competition, an Emerging Leaders Society (ELS) initiative, 10 teams of young professionals from leading area companies competed to create new ways to raise critical funds for our community. Under the mentorship of a prominent community leader from local corporate and nonprofit organizations, each team spent four weeks developing a proposal to reimagine United Way/workplace giving campaigns.

The competition culminated at Dunkin’ Donuts Park in an event hosted by the Hartford Yard Goats and their President, United Way board member and competition mentor, Tim Restall. In front of a panel of six judges (See page 15.), along with community and business leaders in attendance, teams presented their proposals “Shark Tank” style. The winning proposal, Making CenTs by Team GT-CT from Grant Thornton LLP’s Hartford office, proposed a plan to create a sustainable revenue stream by implementing a “rounding” program for both corporations and individuals.

This spring, GT-CT team members and their mentor, Eric Galvin, President and COO of ConnectiCare, will begin meeting regularly with United Way, serving in an advisory capacity throughout the pilot and implementation process. United Way has also been in touch with other teams and is actively exploring opportunities to integrate valuable components from all proposals. The competition proved that young professionals in our community are truly forward-thinking leaders. This innovative concept captured the attention of United Way Worldwide which documented the process and distributed it to its global network.
**GROWING UP LUCKY – A LIFETIME OF SERVICE**

**Nancy Bernstein** was raised to believe that she was lucky and with the philosophy to be generous for generosity’s sake. Even when times were tough for her family, her parents and grandparents taught her that there were still others who may not be as fortunate and who could use the gift of her time or money.

From a can in the kitchen that her grandmother designated to collect “extra” money for local families “who needed it more” to helping her mother stuff envelopes and serve food, Nancy was surrounded by strong examples of giving from a young age. Her mom was even actively involved in the Community Chest organization, an early rendition of United Way, and Nancy was by her side volunteering. Nancy’s involvement in volunteer activities and giving back to her community continued throughout her school years into college and eventually merged with her career path.

As she pursued her passion for women’s health and grew professionally, Nancy looked for new ways to continue helping her community on an increasingly more official level. Nancy rose to President and COO of Women’s Health USA and President and CEO of Women’s Health CT. Her successes in her “day job” allowed her to pursue leadership opportunities at nonprofit organizations and impact great change in the Hartford region and beyond. For many years Nancy has been actively involved with organizations in our community, including United Way, serving on many boards and leading numerous committees.

Although she has been awarded a Lifetime Achievement Award by Hartford Business Journal for her many accomplishments, Nancy continues to be extraordinarily humble. She believes that at different points in our lives we all have the ability to give at different levels and can always make a difference — even if it’s just by having a kind, positive attitude. Nancy gives selflessly of her knowledge, money and her time and is never in it for the accolades. She truly cares about our community and wants to be an agent of change.

When she was notified that she would be the recipient of this year’s Community Service Award by our President and CEO, Paula S. Gilberto, along with our 2016 recipients, Dr. Wayne Rawlins and Janet Flagg, Nancy was surprised and once again, humbled.

We are thrilled to have Nancy as a longtime, dedicated partner of United Way. She is a United Way Representative to the Hartford Foundation for Public Giving’s Board of Directors, serves on the United Way Nominating and Governance Committee, is a member of Women United and was previously on our Board of Directors. Nancy most recently was a member of the Search Committee for the Hartford Foundation for Public Giving’s new President, Jay Williams. And, she hopes to continue working to make our community and the world a better place.

“When you give, you also receive. I have always wanted to help change the world for the better — both in my career and my community service. For me, it’s not really about leaving a legacy, it’s about being part of the change. I am so grateful to be involved at so many levels bringing change to the Hartford community.”

NANCY BERNSTEIN
United Way partnered with East Hartford Middle School (EHMS) to design a program to help at-risk students stay on track in middle school so that they are academically prepared for high school. The program pairs students with a dedicated coordinator to overcome social, behavioral and academic challenges. Principal Anthony M. Menard was inspired to implement the program after an eye-opening visit to a Chicago school running a similar initiative.

With nearly 40 students involved in On Track for Graduation this year, the school is already seeing big changes. Grades are going up, attendance is more consistent and behavioral issues have been reduced. These early successes are clear indicators that the program is working. Providing students with daily and consistent in-school support has helped kids to feel like they don’t have to tackle the challenge of middle school alone. The dedicated coordinator even connects with their families regularly, and both after-school and summer programming are available. When students leave EHMS, they will receive continued support at the high school level.

“We are so grateful for the opportunity to partner with United Way on this incredible initiative. Keeping students on the right path often comes down to having the appropriate resources. With the support of United Way, the On Track for Graduation program has already proven to be an invaluable asset to our students, elevating them to an entirely new level academically and socially and setting them up for continued success.”

ANTHONY M. MENARD, PRINCIPAL, EAST HARTFORD MIDDLE SCHOOL

“Before I got into the program and started working with Ms. Ranson, I didn’t feel like anybody cared. Now, I know there is always someone to help. My grades have even gone up, and my mom is so proud. With Ms. Ranson, I feel like I can be myself and tell her anything. A lot of kids in this school try to act tough and have a bad attitude. My advice to them is to get over it, stop worrying about what others think and just do you. And, to get their grades up – because grades are all you have in school.”

EMILY, 7TH GRADE STUDENT, EAST HARTFORD MIDDLE SCHOOL
EDUCATION
Goal: Young people graduate high school ready for college and/or careers
$4,100,000 invested
1,745 volunteers
2,838 children enrolled in high-quality early childhood programs
245 K-3 students who participated in United Way Readers improved their literacy skills
81% of youth in middle grades acquired the academic skills needed for high school

FINANCIAL SECURITY
Goal: Individuals/families are financially secure
$1,212,000 invested
553 volunteers
832 people obtained benefits such as SNAP and WIC
12,378 individuals/families filed 2016 taxes through free tax preparation services
$27,823,715 tax refunds/credits returned to filers through free tax preparation services

HEALTH AND BASIC NEEDS
Goal: Individuals/families have access to healthcare and basic needs are met
$2,438,000 invested
100 volunteers
2,305 individuals participated in nutrition programs
3,307 individuals found safety/services related to sexual assault or domestic violence
1,015 individuals connected to an emergency shelter

83% of children improved academic performance related to grade-level standards
390 individuals gained employment
88,045 calls to United Way 211

PURPOSE
In 2017, Hurricane Maria ravaged the Caribbean displacing thousands of families and directly impacting the large Puerto Rican community in our state, particularly in Hartford and New Britain. United Way responded in multiple ways to provide support to those who relocated along with the families and friends that welcomed them.

United Way established *Neighbors in Need* in October 2017 with a $100,000 contribution, pledging to match donations from individuals dollar-for-dollar up to that amount. The fund was created to provide a coordinated approach to raising and distributing funds to schools and organizations, providing critical services to children, seniors and families that relocated from hurricane-affected areas. The following month, more than $1,300 was raised in an hour at a *Neighbors in Need* #GivingTuesday event at the Old State House in downtown Hartford.

In addition to the support received from individuals and organizations, contributions have also been received from the American Savings Foundation, the Connecticut Health Foundation, the J. Walton Bissell Foundation and 13 workplaces.*

With United Way’s $100,000 contribution, we have raised $167,000 to date, and $162,000 has been awarded to nonprofit organizations and school systems helping the displaced families. Additional awards will be made as funds are received.

United Way is also assisting in a statewide effort to coordinate resources and ensure that hurricane survivors receive emergency assistance to avoid homelessness. Together with United Way of Connecticut and the Connecticut Coalition to End Homelessness, $303,000 has been raised from philanthropic partners to provide families with disaster relief assistance to secure stable housing. Special thanks to the Connecticut Community Foundation, Community Foundation of Eastern Connecticut, Hartford Foundation for Public Giving’s Respond-Rebuild-Renew Fund, Liberty Bank Foundation, Melville Charitable Trust, James H. Napier Foundation, United Way of Greater Waterbury, Webster Bank and others for their support.

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*Achieve Hartford | BlumShapiro | City of New Britain | David Alan Hospitality Group | Doosan Fuelcell America
Enterprise Rent-A-Car | Hinckley Allen | Pratt & Whitney | Simsbury Bank | Tory Burch | Trinity College
United Technologies Research Center | United Way of Central and Northeastern Connecticut

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$303,000 RAISED FOR DISASTER RELIEF STATEWIDE

$162,000 AWARDED LOCALLY

WELCOMED MORE THAN 1,000 PEOPLE

HELPING TO COORDINATE STATEWIDE HOMELESS PREVENTION EFFORTS

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A BRIGHT FUTURE IN MANUFACTURING

ACMT, a Manchester-based manufacturer and member of the Advanced Manufacturing Employer Partnership (AMEP), prides itself on helping young adults develop necessary skills that can lead to a variety of manufacturing career paths.

AMEP is supported by Workforce Solutions Collaborative of Metro Hartford, a funders’ collaborative led by United Way which includes the Hartford Foundation for Public Giving, Melville Charitable Trust, Prudential Foundation and National Fund for Workforce Solutions. AMEP, co-convened by the Connecticut Center for Advanced Technology and Capital Workforce Partners, connects employers and education and training providers to prepare job seekers for employment. As a result of their commitment to helping young adults, ACMT was honored by the National Fund for Workforce Solutions with the 2016 Young Adult Employer Champion Award.

“At ACMT, we recognize the need to attract young people into our industry and rely on workforce partnerships for recruiting and training. We pride ourselves on helping youth earn sustainable wages and develop skills that lead to manufacturing career paths.”

MICHAEL POLO, FOUNDER AND PRESIDENT, ACMT
CREATING PATHWAYS FOR A YOUNGER WORKFORCE – GENERATION WORK

Finding a good job can be tough when you’re a young adult. Navigating the path connecting job seekers to employers can be challenging. Through United Way’s network of workforce development organizations, area employers and community organizations, we’re working toward breaking down these barriers and setting up young adults for job success.

With support from the Annie E. Casey Foundation’s Generation Work Initiative, Hartford joins four other cities in the country that are working to create seamless pathways to move young adults to quality employment. With our partners, the initiative is focusing on weaving together strategies to prepare young adults for work; employer demand-driven strategies; youth development strategies such as mentoring and on-the-job learning; integration of data to improve local services; and building skills of workforce development professionals who work with young adults.

*Capital Workforce Partners | City of Hartford | Hartford Foundation for Public Giving | Our Piece of the Pie United Way of Central and Northeastern Connecticut | Workforce Solutions Collaborative of Metro Hartford

“We are honored to support United Way and its partners. Their innovative efforts help prepare young adults and employers, creating alternative pathways for young people to succeed.”

ALLISON GERBER, SENIOR ASSOCIATE, ANNIE E. CASEY FOUNDATION

HARTFORD WORKFORCE LEADERS ACADEMY

Hartford Workforce Leaders Academy (WLA) is a fellowship program for young adult professionals. WLA brings together national and local leaders on best practices in sector-based workforce development, youth development and leadership development. The Academy is a project of Hartford Generation Work in collaboration with the Aspen Institute, with support from the Nutmeg Foundation and Workforce Solutions Collaborative of Metro Hartford.
STATEMENT OF FINANCIAL POSITION

JUNE 30, 2017

Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$4,911,729</td>
</tr>
<tr>
<td>Pledges receivable, net of estimated uncollectibles</td>
<td>5,774,236</td>
</tr>
<tr>
<td>Other receivables</td>
<td>397,200</td>
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<tr>
<td>Investments</td>
<td>16,802,596</td>
</tr>
<tr>
<td>Investments held in trust by others</td>
<td>6,664,429</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>121,697</td>
</tr>
<tr>
<td>Plant and equipment, net</td>
<td>1,195,485</td>
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</tbody>
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Total assets $35,867,372

Liabilities and Net Assets

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<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$866,455</td>
</tr>
<tr>
<td>Campaign support due to Community Health Charities (CHC)</td>
<td>454,021</td>
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<tr>
<td>Agency program support payable</td>
<td>8,211,134</td>
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<tr>
<td>Donor designations payable</td>
<td>2,573,723</td>
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<tr>
<td>Grants payable</td>
<td>2,463,730</td>
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Total liabilities $14,569,063

Net assets

<table>
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<th>Description</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>Unrestricted</td>
<td>$12,984,941</td>
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<tr>
<td>Temporarily restricted</td>
<td>407,119</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>7,906,249</td>
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</tbody>
</table>

Total net assets $21,298,309

Total liabilities and net assets $35,867,372
## STATEMENT OF ACTIVITIES

### UNITED WAY OF CENTRAL AND NORTHEASTERN CONNECTICUT

**JUNE 30, 2017**

**Campaign amounts raised**: $20,594,001

Add:
- Contributions from other United Way campaigns, net of donor designations: 220,498

Less:
- Uncollectible pledges: (582,625)
- Community Health Charities’ share of campaign proceeds: (770,692)
- Amounts designated by donors: (8,188,073)

Net campaign revenue: 11,273,109

**Other revenue**:
- Investment income, net of fees of $25,000: 292,601
- Income from trusts held by others: 401,306
- Community grants, initiatives and service income: 496,577
- Administrative fees on amounts raised on behalf of others: 226,479
- Rental income: 83,192
- Miscellaneous revenues: 244,561

Total other revenue: 1,744,716

**Total public support and revenue**: $13,017,825

**Community Investment** and program services:
- Community support and gross funds distributed: $16,372,390

Less:
- Community Health Charities’ share of campaign proceeds: (770,692)
- Amounts designated by donors: (8,188,073)

Community Investment (program support): 7,413,625

Grants and initiatives: 548,027

Community Investment services: 1,804,061

Total Community Investment and program services: 9,765,713

**Support services**:
- Resource development: 2,406,049
- Management and general: 1,453,450

Total support services: 3,859,499

**Total Community Investment, program and support services**: $13,625,212

**Operating deficit**: ($607,387)

**Non-operating revenues and expenses**:
- Realized loss on sale of investments: 89,986
- Changes in unrealized loss on investments: 1,156,621
- Pension-related changes other than net periodic pension cost: 1,000,187

**Change in net assets**: 1,639,407

Net assets, beginning of year: 19,658,902

Net assets, end of year: $21,298,309
Contributions to United Way Community Investment in 2017 improved lives and helped to create positive change for everyone in the 40 towns of central and northeastern Connecticut.

\[
\begin{align*}
&\text{Education: 55\%} \\
&\text{Financial Security: 18\%} \\
&\text{Health and Basic Needs: 27\%}
\end{align*}
\]

**How Your 2017 Gifts Were Directed**

- 55\%: Our United Way’s Community Resources
- 33\%: Other 501(c)(3)s
- 4\%: Designations To Our Partner Agencies
- 3\%: Other United Ways
- 2\%: Philanthropy Fund
- 3\%: Community Health Charities and Partners

Source: June 30, 2017 financial statements – footnote #9 [LLN]

Source: StratusLive Advanced Find pulled 9/6/17 for September 2017 BOD meeting 2016 Campaign Analysis
BOARD OF DIRECTORS

OFFICERS
James P. O’Meara, Chair*
Webster Bank

Donald Allan, Jr., Treasurer*
Stanley Black & Decker, Inc.

Paula S. Gilberto, President and Secretary
United Way of Central and Northeastern Connecticut

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Prudential Financial

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Connecticut AFL-CIO

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Eversource

Jenny Chere, Chair
Emerging Leaders Society
The Hartford

Julio A. Concepcion
MetroHartford Alliance

Mario D. Conjura, Chair
Windham Region United Way Advisory Board
People’s United Bank

Eric D. Daniels
Robinson+Cole

William F. Dowling, Chair
United Way of New Britain and Berlin Advisory Board
Bill Dowling Sports

Paul A. Duff
UTC Aerospace Systems and the International Association of Machinists and Aerospace Workers Local 743

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FaithCare, Inc.

Jeffrey L. Hubbard
KeyBank

Shawn J. Maynard*
Windham Hospital Foundation

Colleen A. McGuire
Silver Fern Healthcare, LLC

Natalie B. Morris*
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Vittoria Pace, Chair
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The Hartford

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Hartford Yard Goats

Cynthia A. Ryan
Cigna

Vt R. Smalley, Esq.
Conni

Donna L. Sodipo
Connecticut Public Broadcasting Network

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2017 United Way Community Campaign
Greater New Britain Chamber of Commerce

Gregory C. Toczydlowski*
Travelers

Susan Tully
NBCUniversal, WVIT & WRDM

Anden R. Utzinger
Grant Thornton LLP

Lyn G. Walker*
Shipman & Goodwin LLP

*Executive Committee Member

6TH COMMUNITY SERVICE AWARD COMMITTEE
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Cromwell

Wayne S. Rawlins, MD, MBA, Co-Chair
ConnectiCare, Inc. & Affiliates

Chester Paul Beach, Jr.
Granby

Donna Collins
Hartford Business Journal

Eric D. Daniels
Robinson+Cole

Kevin E. Flaherty
Webster Bank

2017 UNITED WAY COMMUNITY CAMPAIGN CABINET

TRI-CHAIRS
Oz Griebel
MetroHartford Alliance

Diane Nadeau
The Chamber of Commerce, Windham Region

Timothy T. Stewart
Greater New Britain Chamber of Commerce

CAMPAIGN CABINET MEMBERS
Jamey Bell
Greater Hartford Legal Aid

Elliot Ginsberg
Connecticut Center for Advanced Technology, Inc.

Gary Havican
Hartford HealthCare

Jason Howey
OKAY Industries, Inc.

Steven Litchfield
TD Bank

Nathan Quesnel
East Hartford Public Schools

Julianne Unsal
Deloitte & Touche LLP

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FaithCare, Inc.

James P. O’Meara
Webster Bank

Gregory C. Toczydlowski
Travelers

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Howard L. Carver
Silverthorne, CO

Erica M. Czajkowski, C.P.A.
Deloitte & Touche LLP

Kevin E. Flaherty
Webster Bank

Crystal A. Germanese, C.P.A.
BlumShapiro

Christine A. MacIsaac
Middlebury, VT

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Erin Bill
The Hartford

James Martin
Barnum Financial Group

Natalie B. Morris
United Technologies Corporation

Roberto Rosario
The Hartford

Timothy J. Sullivan
Wells Fargo Advisors LLC

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Pratt & Whitney

Kristen Danato
Pratt & Whitney

Michael Goldberg
Deloitte & Touche LLP

Sonya Green
The Hartford

Toby Karl
Saint Francis Hospital & Medical Center

Robert Nims
Cigna

Kimberly Silcox
Eastern Connecticut State University

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Connecticut Children’s Medical Center

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Hartford
Mario D. Conjura  
People’s United Bank
Elizabeth Gagne  
Travelers
LaTasha Hunter  
Hartford Public Schools
Stephen Nightingale  
West Hartford
Brian Osoba  
Central Connecticut State University
Bhavin Shah  
Lincoln Financial Group
Kay Sherman-Iyare  
UPS Capital Business Credit
Luis Valdez  
UTC Aerospace Systems
Joyce Willis  
Bloomfield
Jennifer L. White  
Groton

DEVELOPMENT COMMITTEE
James P. O’Meara, Chair  
Webster Bank
Julio A. Concepcion  
MetroHartford Alliance
Eric D. Daniels  
Robinson+Cole
Jeffrey L. Hubbard  
KeyBank
Anthony Sisti  
CGI, Consulting Services
Lindsay Wellman  
Wellman Consulting

EMERGING LEADERS SOCIETY 
CASE COMPETITION MENTORS
Adrienne Cochrane  
Urban League of Greater Hartford
Venton B. Forbes  
FaithCare, Inc.
Eric Galvin  
ConnectiCare, Inc. & Affiliates
Michael Goldbas  
Deloitte & Touche LLP
Paul Holzer  
Achieve Hartford!
Giana Ives  
Teach for America, CT
Colleen A. McGuire  
Silver Fern Healthcare, LLC
Diane Pacuk  
Morgan Stanley
Timothy Restall, Jr.  
Hartford Yard Goats
Carol Sisco  
Connecticut Public Television

EMERGING LEADERS SOCIETY 
CASE COMPETITION TEAMS
AVERAGE JOES
Amreen Ahmad  
Aetna Inc.
Samantha Baskin  
Aetna Inc.
Matthew Brigham  
Aetna Inc.
Lily Chen  
Aetna Inc.
Mark Schwabacher  
Aetna Inc.

CALL OF BUSINESS
Brian Dennehy  
UTC Aerospace Systems
Lauren Hastings  
UTC Aerospace Systems
Habib Olomi  
UTC Aerospace Systems
Patrick Talbot  
UTC Aerospace Systems

FAB FIVE
Kelsey Fochi  
Deloitte & Touche LLP
Meiling Kry  
Deloitte & Touche LLP
Kristin Trusz  
Deloitte & Touche LLP
Shannon Walsh  
Deloitte & Touche LLP
Alex Wilds  
Deloitte & Touche LLP

GT-CT
Carmen Bligh  
ConnectiCare, Inc. & Affiliates
Christine Kauczka  
ConnectiCare, Inc. & Affiliates
Matt McCormack  
ConnectiCare, Inc. & Affiliates
Kenardo Mitchell  
ConnectiCare, Inc. & Affiliates
Danielle Rodgers  
ConnectiCare, Inc. & Affiliates

IT’S ACCRUAL WORLD
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VICKY PACE, CHAIR OF WOMEN UNITED

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THURSDAY, JUNE 14, 2018
CONNECTICUT CONVENTION CENTER • HARTFORD
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FEATURED SPEAKER
Bonnie St. John
Paralympian, best-selling author and inductee of the National Association of Women Business Owners (NAWBO) Hall of Fame

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