“EMPath has helped me find the road I need to be on, and my Mentor has been my GPS to my destinations.”
– Michelle W.
The pages ahead hold stories of transformation; inspirational documentation of how low-income families have dramatically improved their well-being and financial and family stability. This report also chronicles how these families are motivating other nonprofits, all levels of government, and policy makers to improve the trajectory for millions of low-income people living in the United States and abroad.

It is well-known that poverty can be intractable. It’s caused by a complex set of economic and social systems and market conditions. For low-income families, poverty often means chaos, scarcity and trauma. These relentless stressors negatively impact healthy brain functioning and make it extremely difficult for someone to become economically independent. Until now...

Emerging neuro and behavioral science tell us that self-regulation and executive functioning can be strengthened well into adulthood. Mobility Mentoring®, EMPath’s direct service model, was built upon this evidence-based research, and has been proven effective by the low-income parents EMPath has coached across the economic divide.

Lessons learned from our participants drive our innovation. Most recently, EMPath’s housing guests have partnered with staff to tailor Mobility Mentoring for use in shelter settings. Mobility Mentoring was introduced across all our housing programs in early 2016 and we are pleased to report that the early findings point toward sustainable exits from shelter.

EMPath’s full suite of Mobility Mentoring tools were designed to be shared and modified via an open-source learning platform. Through EMPath’s Economic Mobility Exchange, Mobility Mentoring-inspired tools and frameworks have now reached 50 organizations in 21 states and three countries outside of the U.S., and have directly touched 15,500 individuals.

EMPath is expanding not just to become bigger. Our transformation signals that we are ready to disrupt poverty on a scale never seen before. This ability is directly connected to your investment in EMPath. We are grateful for your commitment to EMPath’s mission...to help get people out of poverty and provide other institutions with the tools to systematically do the same.

With gratitude,

Elisabeth D. Babcock, MCRP, PhD  
President and CEO

Heidi Brooks, MA, MBA  
Board Chair
Coaching is used at EMPath because it improves an individual’s ability to self-regulate; to make informed, future-oriented decisions that lead to economic mobility. It builds up important mindsets necessary for sustained change, including self-efficacy and motivation. These skills and mindsets are not built up in traditional case management, or in more didactic training or workshop formats, because they must be repeatedly practiced in order to be built. A large field of academic research on the brain has determined that these skills and mindsets are built up through interaction with others, and that they are built over time; a relatively long-term coaching relationship is the best place to see real growth. Most importantly, coaching is particularly well-suited to deal with the impacts of poverty.

What is Coaching at EMPath?

COACHING STAFF ACT AS HUMAN SCAFFOLDING FOR BUILDING OF SKILLS AND MINDSETS NECESSARY FOR THE COMPLEX TASK OF MOVING OUT OF POVERTY.

READ:
Coaching for Economic Mobility
Nicki Ruiz de Luzuriaga, MPA
(October 2015)
The Washington State Department of Early Learning has released a report detailing year one of the department’s Early Childhood Education and Assistance Program Family Support Pilot that utilized Mobility Mentoring as one of two parent coaching models. The report shares outcomes reported for each model as well as discusses the department’s decision to continue with using only Mobility Mentoring in year two of the pilot. This approach, grounded in EMPath’s Bridge to Self-Sufficiency®, articulates a family’s transformative journey from poverty to economic self-sufficiency by optimizing the family’s life in five domains: family stability; well-being; financial management; education; and career management. ECEAP family support staff act as Mobility Mentoring coaches who partner with families to help them acquire resources and skills, and sustain behavior changes. EMPath outcomes include dramatic increases in education and training participation (45%) and household savings (63%). Fourteen ECEAP sites serving families in cities and towns across the state tested each model. 1,552 families of different races, ethnicities, and home languages participated for the complete year. The report found that Mobility Mentoring showed “statistically significant pre/post differences for families... in all 21 areas of family functioning.”

EMPPath families publicly shared their stories 25 times, bringing greater awareness to the issues they face and the benefits of Mobility Mentoring, as well as to advocate for policy changes that would better support their efforts to move ahead.

MOBILITY MENTORING IS THE PROFESSIONAL PRACTICE OF PARTNERING WITH CLIENTS SO THAT OVER TIME THEY MAY ACQUIRE THE RESOURCES, SKILLS, AND SUSTAINED BEHAVIOR CHANGES NECESSARY TO ATTAIN AND PRESERVE THEIR ECONOMIC INDEPENDENCE.
EMPath is staking out a fundamentally different approach to addressing the intergenerational effects of poverty. The Intergen Project’s highly innovative model incorporates insights from the biological and social sciences into an on-the-ground, collaborative process with the families they serve. It is grounded in a deep understanding of how children develop in an environment of relationships and how the ability of parents to meet their own life goals is inextricably intertwined with the well-being of their children. Read the new report, Families Disrupting the Cycle of Poverty: Coaching with an Intergenerational Lens, for a comprehensive analysis of how poverty impacts low-income families and how EMPath’s tools and frameworks work to move the entire family forward together.

EMPath advocacy efforts in FY16 directly led to the creation of a new line item in the Massachusetts budget. This is an extraordinary result, and will provide funding for the Department of Early Education and Care to create a Multi-Generational Anti-Poverty pilot program serving children and their parents using a framework informed by our work.

STAY ON COURSE

“SPOILER ALERT—THE WORK DESCRIBED IN THIS REPORT STAKES OUT NEW TERRITORY IN A FIELD THAT IS DESPERATELY SEARCHING FOR FRESH THINKING AND BREAKTHROUGH IMPACTS. AND IF THE ARCHITECTS OF THIS NEW MODEL ARE ON THE RIGHT TRACK—AS I SUSPECT THEY ARE—THIS IS SIMPLY A PREVIEW OF A MORE PROMISING FUTURE FOR MILLIONS OF CHILDREN AND FAMILIES FACING THE DEBILITATING BURDENS OF POVERTY.”

DR. JACK SHONKOFF, M.D.
DIRECTOR, CENTER ON THE DEVELOPING CHILD AT HARVARD UNIVERSITY

Families Disrupting Poverty

“Families Disrupting the Cycle of Poverty: Coaching with an Intergenerational Lens”
Elisabeth D. Babcock, PhD and Nicki Ruiz de Luzuriaga, MPA
July 2016

SELF-SUFFICIENCY
86%
of heads of household made significant progress toward starting school, jobs, or savings

ALIGNMENT
71%
of families have shown measurable improvement on confusion and order in the home

SELF-REGULATION
78%
of children have shown measurable improvement on self-regulation

FAMILY GOALS
100%
of families have set and attained their family goals
Career Family Opportunity

Career Family Opportunity (CFO) is EMPath's groundbreaking executive functioning-informed five-year program that strengthens low income parents' cognitive and emotional reserve in their journey to achieve economic independence.

Notably, a CFO Alumni group formed in FY16 to continue to build on the social network formed in the program, and it provides graduates opportunities to remain engaged with the EMPath community.

Brandeis University researchers Jeffrey Prottas, PhD and Melanie Doupé Gaiser, MPH, MA completed a return on investment (ROI) evaluation in January 2016. They note that investments in people take time to mature and returns are rarely experienced in the short-term. Further, beyond the measurable impacts of increased wages and tax payments, there are less tangible impacts from a child seeing a parent succeed, a parent learning to advocate effectively for her child's education, or the development of better conflict management, time management, and planning skills.

This ROI evaluation considers whether the indicators suggest likely "returns" by way of public subsidy savings and increased tax revenues against the investment of program costs.
IN FY16...
301 families were in our shelters

147 moved out of shelter
88 moved into permanent housing
67% were working or in school
40% had savings
72% reported an increase in their social network

154 are still waiting for housing
68 families were supported through Housing Stabilization
66% reported an increase in their social network
38% had savings

After one year in stabilization
94% were still stably housed
75% were working or in school

100% tracking towards self-sufficiency
$3,425+ amount saved by each participant

65 participants were served through CFO
17 graduated after 5 years in the program

76% of these CFO graduates completed college degrees while enrolled in our program earning 4 MA, 5 BA, and 1 AA
In FY16, Economic Mobility Exchange member organizations reported serving over 10,000 adults and 5,500 children using a Mobility Mentoring® informed approach and tools, which represents a 343% increase since last year. Member organizations vary by size and type, with annual budgets ranging from $250 to $900M with a median annual budget of $10M. Organizations are fairly evenly distributed in terms of size with 25% reporting as small organizations with a staff size of 1-10 employees to 19% reporting as very large organizations with over 500 employees. The majority of member organizations, 60%, are direct service providers. However, the fastest growing group has been state, city, and local government agencies interested in bringing a Mobility Mentoring informed approach into their work with families and individuals. Government agencies learning from the Exchange include public benefits and health services, workforce development and early learning and care.

“THE CHANCE TO HEAR ABOUT OTHER SYSTEMS WHO ARE USING THE TOOLS—THE BARRIERS, SUCCESSES, STRATEGIES—IT IS HELPFUL TO WORK WITH OTHER PROGRAMS WHO ARE IN THE MIDST OF CHANGE PROCESSES—IT IS INSPIRING!” — Exchange Member

- **OUTCOMES**
  - 40% of member organizations collecting data report they have already experienced changes in program outcomes as a result of using a Mobility Mentoring framework.

- **FUNDING**
  - 26% of member organizations report finding the tools and resources provided by the Exchange valuable in securing new funding for their work.

- **TRAINING**
  - 95% of trainees would recommend EMPath training. On average, overall satisfaction with training is rated 3.6 out of 4.

- **IMPLEMENTATION**
  - 68% of member organizations report they have implemented programming based on Mobility Mentoring model compared to 38% last year.
## Donors

**INVESTING IN INNOVATION**

### Corporations and Foundations

<table>
<thead>
<tr>
<th>$100,000 AND UP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hearst Foundation</td>
</tr>
<tr>
<td>Kresge Foundation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>$50,000 - $99,999</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annie E. Casey Foundation</td>
</tr>
<tr>
<td>The Hawk Foundation</td>
</tr>
<tr>
<td>The Klarman Family Foundation</td>
</tr>
<tr>
<td>State Street Foundation, Inc.</td>
</tr>
<tr>
<td>Wells Fargo</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>$20,000 - $49,999</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anonymous</td>
</tr>
<tr>
<td>Blue Cross Blue Shield of Massachusetts</td>
</tr>
<tr>
<td>Citizens Bank Foundation</td>
</tr>
<tr>
<td>Franklin Square House Foundation</td>
</tr>
<tr>
<td>G. Gorham Peters Trust</td>
</tr>
<tr>
<td>Lincoln &amp; Therese Filene Foundation</td>
</tr>
<tr>
<td>The Ludcke Foundation</td>
</tr>
<tr>
<td>The Martin Fund</td>
</tr>
<tr>
<td>Santander Bank New England</td>
</tr>
<tr>
<td>Virginia S. Champlain Estate</td>
</tr>
<tr>
<td>Working Poor Families Project</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>$10,000 - $19,999</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anchor Capital Advisors, LLC</td>
</tr>
<tr>
<td>Anna B. Stearns Charitable Foundation</td>
</tr>
<tr>
<td>Bank of New York Mellon</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>$5,000 - $9,999</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charisma Fund - Lucy R. Sprague Memorial</td>
</tr>
<tr>
<td>The Charles Sanders Trust</td>
</tr>
<tr>
<td>The Chickering Foundation</td>
</tr>
<tr>
<td>Dana-Farber Cancer Institute</td>
</tr>
<tr>
<td>Deloitte Consulting, LLP</td>
</tr>
<tr>
<td>Fiduciary Trust Company</td>
</tr>
<tr>
<td>The Gillette Company/Procter &amp; Gamble</td>
</tr>
<tr>
<td>James F. Casey Fund</td>
</tr>
<tr>
<td>The Janey Fund</td>
</tr>
<tr>
<td>LPL Financial</td>
</tr>
<tr>
<td>New England Patriots Foundation</td>
</tr>
<tr>
<td>Nutter, McClennen &amp; Fish LLP</td>
</tr>
<tr>
<td>St. Vasilios Greek Orthodox Church</td>
</tr>
<tr>
<td>United Way of Massachusetts Bay and Merrimack Valley</td>
</tr>
<tr>
<td>Vertex Pharmaceuticals Worldwide</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>$500 - $999</th>
</tr>
</thead>
<tbody>
<tr>
<td>BJ's Charitable Foundation</td>
</tr>
<tr>
<td>Bushrod H. Campbell and Adah F. Hall Charity Fund</td>
</tr>
<tr>
<td>Dorothy and Jonathan Rintels Charitable Foundation</td>
</tr>
<tr>
<td>Eastern Bank</td>
</tr>
<tr>
<td>Ernst and Young</td>
</tr>
<tr>
<td>Hastings-Plummer Fund</td>
</tr>
<tr>
<td>Paul and Edith Babson Foundation</td>
</tr>
<tr>
<td>People's United Community Foundation</td>
</tr>
<tr>
<td>PricewaterhouseCoopers LLP</td>
</tr>
<tr>
<td>Roy A. Hunt Foundation</td>
</tr>
<tr>
<td>RSM</td>
</tr>
<tr>
<td>Skillworks</td>
</tr>
<tr>
<td>State Street Corporation</td>
</tr>
<tr>
<td>TJX Foundation, Inc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>$1,000 - $4,999</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adelard A. &amp; Valeda Lea Roy Foundation</td>
</tr>
<tr>
<td>Allston-Brighton / Boston College Community Fund</td>
</tr>
<tr>
<td>Beacon Communities LLC</td>
</tr>
<tr>
<td>Boston Help Desk</td>
</tr>
<tr>
<td>Charles H. Pearson Trust</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>$500 - $999</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boston Private Bank &amp; Trust Company</td>
</tr>
<tr>
<td>Brookline Housing Authority</td>
</tr>
<tr>
<td>Crestline Housing Authority</td>
</tr>
<tr>
<td>Crestwood Advisors LLC</td>
</tr>
<tr>
<td>Margolis and Bloom LLP</td>
</tr>
</tbody>
</table>
## Individuals

### $100,000 AND UP
- Anonymous

### $20,000 - $49,999
- Donna A. Jeffers
- Katharine E. Merck
- James P. Reilly

### $10,000 - $19,999
- Anonymous
- Elisabeth D. Babcock
- Carson Biederman
- Suzanne and Michael Bruhn
- Eileen Casey
- Martha Coakley
- Anne Covert
- Brit J. d’Arbeloff
- Eileen Foley
- D’Arcy and Howard Goldman
- Barbara and Amos Hostetter
- Michael Kane
- Peter and Andrea Marber
- Anne F. St. Goar and Shippen L. Page
- Brian Spector
- Susan E. Whitehead and Mitchel Sayare

### $5,000 - $9,999
- Anonymous
- Heidi Brooks
- Bernadette Crehan
- Bill and Cindy Mantzoukas
- Pamela A. Murray and Jay MacLaughlin
- Georgia Murray and Mark Maloney
- Edward H. Pendergast
- Dorothy E. Puhy
- Robert K. Reilly
- Barbara and Gordon Russell
- Ellin Smalley
- Lauren Smith and James Boll
- Charlotte Wagner
- Wendy A. Watson
- Peter and Ellen Zane

### $1,000 - $4,999
- Margaret D. Ackerman
- Robert Ames
- Anonymous (3)
- Nathalie Apchin
- Less Arnold
- Christine Baldwin
- Aixa Beauchamp
- Francoise and Clyde Bourdon
- Stephanie L. Brown
- Peter Brown
- Susan O. Bush
- Rachel and D.J. Chagnon
- Lee Claro
- Breana and Benjamin Cole
- Mike Costa
- Ruth L. Darling
- Elizabeth and Philippe De Montigny
- Andrew Dreyfus
- Lester Fagen
- Aisha Francis-Samuels
- David Frankel
- Elizabeth Grant
- Derek Janssen
- Mary R. Jeka
- Tamara Joseph
- Nancy L. Keating
- Clyde Kessel
- Christian Kreilkamp
- Corinne Larson
- Carol Lazarus
- Anne Levine
- Kathy MacDonald
- Ted Maloney and Claire Newton
- Deborah Manus
- Ellen and Matthew Marshall
- Margaret and Brian McMenimen
- Nancy Norman
- Karen Osborn
- Mark Osborne
- Eric Paley
- Vincent Patalano
- Judith Pearlstein
- Walter and Karen Pressey
- Don Rodman
- Leah R. Sciacabarrasi and Cesare Casadei
- Peggy S. Scott
- Wendy Sheu
- Jill D. Smith
- Carol and Howard Stoner
- Anne G. Symchych
- Konstantina Tsouroufli
- Anne C. Van Nostrand
- Jim Wilson
- Katherine Winning

### $500 - $999
- Louise T. Ambler
- Holly and David Ambler
- Anonymous (4)
- Kevin Barenblat
- Melanie Calzetti-Spahr
- Deborah Choate and David Urion
- Christopher Colbert
- Patrick Conroy
- James Coughlin
- Daniel and Erica Esrick
- Jean Fuller Farrington
- Laura Gassner
- Julie Goodridge
- Kenneth Handler
- Jonathan Hecht and Lora Sabin
- Kathleen Illinger
- Fredie D. Kaye and Thomas Green
- Katherine F. Kopp
- Jeanette E. Kruger and Betty Morningstar
- Hyejin Kwak
- Priscilla Lavin
- Sharon I. Lewis
- Chris Mackenzie
- Deborah McCoy
- Stacy Mullaney
- Gregg Nagel
- Deirdre Nectow
- Karen and Peter Nelson
- Marsha O’Doherty
Stephen Owen
Richard and Orah Platt
Elizabeth Pohl
Kristala Prather
Frances G. Pratt
Lisbeth Schorr
Megan Secatore
Benson and Norma Shapiro
Wendy Shattuck
William U. and Jensie Shipley
Fredi and Jack Shonkoff
Tamara Sitkoff
Christopher Smith
Margaret Sweet
Laurie and Robert Swett
Donna Toelke
Anne Turner
Emily V. Wade

$250 - $499

Jon Abrams
Michael Ames
Anonymous
Marc Arsenault
Lotte Bailyn
Michelle Basil
Minnie Baylor-Henry
Sonya Behnke
Dipa and Deb Bhattacharyya
JudyAnn Bigby
Suzanne Brennan
Alan Brown
Jon Buhl
Holly Burnes
Eleanor S. and John B. Butler
Catherine and Paul Buttenwieser
Charles and Robyn Carter
Gerald Chertavian
Kathie Chrisicos
Brenda Clement
Amanda Cobb
Sue M. Curran
Joanna Damp
David and Katherine Davis
Kimberly Dawson
Virginia Dean
Deborah M. Enos
Julia and C. Lansing Fair
Jennifer Falk
Linda J. Felter
Alyssa Fenoglio
Kristen Fitzpatrick
Caroline Gaffney
Richard Gair
Stephanie Garrett
Katherine Gormley
Ann Grady
Elaine C. Haney
Lynn Harwell
Edward Heller
Anita Hill
Aaron Huber
Lucy and Hollis Husk
Josh Johnson
Kristen Johnson
Robert Keane
Molly Kellog
Nicole LaCamera
Cynthia F. Lepofsky
Ruth J. Liberman and Daniel Watt
Virginia Loeb
Claudia Mathis
Kristin Matthews
Jean I. Montagu
Jennifer and Richard Morrison
Manfred K. Muehter
Regina M. Mullen
Louise Murray and
Thomas D. Hoffman
Cheiaty Nicholas
Hollis P. Nichols
Barbara S. and Frank J. O’Connell
Cassandra Okechukwu
Nada Oulidi
Emlen Page
Judith and David Parks
Matthew Plummer
Adele Pressman and Robert Gardner
Priscilla A. Randall
Nicole Reid-Manu
Deborah Rosmarin
James Sabin
Betty Salzberg
Damon Schersten
Mora Segal
Rochelle B. Seltzer
Audrey Shelto
Joia Spooner-Fleming
Leli Sudler
Amanda Tatt Pearman
Patricia Vinter
Deborah Wallace
Elisabeth S. Weitzel
Paul I. Winig
Anna Xia

Thank you! Every effort has been made to ensure accuracy. EMPath sincerely regrets any errors or omissions due to space. For a complete list of donors, visit: www.empatheways.org/sponsors
Bequests, Matching Gifts, and Gift in Kind

**BEQUESTS**

We are grateful to those who created bequests. Their thoughtful planning continues the charitable work they cared about during their lifetimes.

James F. Casey Fund
The Virginia S. Champlain Estate
Laura Sibbel Fiske Trust
Elizabeth Grant Fund
Elizabeth Grant Trust
Hastings-Plummer Fund
Henry Hornblower Fund
Charles H. Pearson Trust
James P. Reilly

**TRIBUTE GIFTS**

Friends and family remembered and honored others with gifts to help disrupt the cycle of poverty.

In Memory Of
Edna Marcus
Beth O’Connell

In Honor Of
Heidi Brooks
Deborah Manus
Leah Sciabarrasi

**MATCHING GIFT COMPANIES**

Bank of New York Mellon
Bernstein
Citizens Financial Group, Inc.
Crestwood Advisors LLC
Eaton Vance Corporation
Fiduciary Trust Company
Goldman, Sachs & Co.
Loomis Sayles & Company, L.P.
Pohlad Family Foundation

**IN-KIND DONORS**

Au Bon Pain
Christine Baldwin
Blue Cross Blue Shield of Massachusetts
Bradley and Diegal Salon
Brookline Progressive Dental
Heidi Brooks
Cambridge School of Culinary Arts
Bernadette Crehan O’Callahan
Crestwood Advisors LLC
Cudlie Accessories LLC
Denterlein Worldwide
Elite Island Resorts
Equinox
Alyssa Fenoglio
Alexis Gescheider
D’Arcy Goldman
Goldman Sachs
Goodwin Proctor
Molly Hanson
Hemenway & Barnes LLP
Himmel Hospitality Group
Huntington Theater Company

Institute of Contemporary Art
Isabella Stewart Gardner Museum
Donna A. Jeffers
LPL Financial
Elle Marshall
Masa - South End
Jo Anne McDonough
MiniLuxe
Neurometrix, Inc.
Niche
Katherine I. Parker
PwC
Rockefeller & Co.
Rose Kennedy Greenway Conservancy
Skoah
Lauren Smith
Toys For Joys
Toys For Tots
Konstantina Tsouroufli
WCVB-TV Boston
Lighting the Way to Economic Independence

The landmark Leonard P. Zakim Bridge was lit teal in honor of EMPath to mark the May 6th celebration of Economic Independence Day in the City of Boston. This Proclamation from Mayor Martin J. Walsh and bridge lighting symbolizes the economic mobility pathways that transform lives and lead low-income families out of poverty. It preceded our 10th anniversary gala, which highlighted the measurable achievements of the families served by the nonprofit organization, how individuals’ successes are transforming lives far beyond Massachusetts, and the ways the organization is shaping the broader conversation around poverty disruption.

Crittenton Women’s Union is now
Economic Mobility Pathways - EMPath
Crittenton Women’s Union*  
Statement of Financial Position

As of 6/30/2016  As of 6/30/2015

**Assets**

Current Assets $1,872,666  $2,360,127
Investments  $5,363,080  $5,804,879
Property, Plant and Equipment, Net  $3,503,236  $3,513,642
Total Assets  $10,738,982  $11,878,648

**Liabilities and Net Assets**

**Liabilities:**
Current Liabilities $924,902  $991,957
Total Liabilities  $924,902  $991,957

**Net Assets:**
Unrestricted - Undesignated  $2,475,338  $2,582,333
Unrestricted - Board Designated  $2,513,206  $2,735,974
Temporarily Restricted  $2,702,073  $3,245,435
Permanently Restricted  $2,122,949  $2,122,949
Total Net Assets  $9,814,080  $10,686,691

Total Liabilities and Net Assets  $10,738,982  $11,878,648

*Note: Crittenton Women’s Union became Economic Mobility Pathways as of July 1, 2016.*

**Crittenton Women’s Union*  
Statement of Activities

**Sources of Operating Funds:** $12,019,179  
- Fee for Service 4%
- Gifts and Grants 20%
- Investment Income and Other 5%
- Government Support 71%

**Use of Operating Funds:** $12,006,121  
- Research and Advocacy 5%
- Management and General 10%
- Fundraising 6%
- Programs 79%


<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Service Fees</td>
<td>$9,043,056</td>
<td>$8,663,543</td>
</tr>
<tr>
<td>Gifts and Grants</td>
<td>$2,205,175</td>
<td>$1,617,087</td>
</tr>
<tr>
<td>In-kind Gifts</td>
<td>$207,666</td>
<td>$143,758</td>
</tr>
<tr>
<td>Investment Income Appr.</td>
<td>$398,700</td>
<td>$275,000</td>
</tr>
<tr>
<td>Other Income</td>
<td>$185,282</td>
<td>$155,225</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>$12,019,179</td>
<td>$10,854,613</td>
</tr>
</tbody>
</table>

|                         |            |            |
| **Operating Expenses**  |            |            |
| Program Services        | $10,046,832| $8,985,258 |
| Management and General  | $1,263,480 | $1,365,248 |
| Fundraising             | $695,809   | $612,086   |
| **Total Operating Expenses** | $12,006,121 | $10,962,592 |

|                         |            |            |
| **Change in Net Assets from Operating Activities** | $13,058     | ($107,979)  |
| Change in Net Assets from Non-Operating Activities | ($342,821)  | ($141,436)  |
| Change in Temporarily Restricted Net Assets    | ($542,848)  | ($118,638)  |
| Change in Permanently Restricted Net Assets    | -           | -           |
| **Total Change in Net Assets**                  | ($872,611)  | ($368,053)  |
Board of Directors:
Heidi Brooks, MA, MBA  
Chair
Elizabeth De Montigny  
Vice Chair
Leah Sciabarrasi  
Vice Chair
Bernadette Crehan  
Treasurer
Carson Biederman  
Clerk
Elisabeth D. Babcock, MCRP, PhD  
President and Chief Executive Officer
Eileen Casey
Martha Coakley
Eileen Foley
Donna Jeffers
Corinne Larson
William Mantzoukas
Pamela A. Murray
Anne F. St. Goar, MD
Lauren A. Smith, MD MPH
Carol Stoner, PhD

Management Staff:
Elisabeth D. Babcock, MCRP, PhD  
President and Chief Executive Officer
Mary D. Coleman, PhD  
Senior Vice President and Chief Operating Officer
Richard Gair  
Chief Financial Officer
Dipawita Bhattacharyya, MSW, MA  
Senior Grant Writer
Milena Gostanian, MBA, MeD  
Assistant Vice President of Housing and Family Mobility
Cindy Gura Walling  
Assistant Vice President of Community Residential Housing and Programs
Ruth Liberman, MPA  
Vice President of Public Policy
Jennifer Lowe, PhD  
Vice President of Shared Learning and Member Networks
Deborah Mason  
Director of Housing Placement Services
William McGauley  
Director of Finance
Greeley O’Connor  
Director of Marketing and Communications
Marsha O’Doherty  
Assistant Vice President of Human Resources
Norah O’Farrell, LCSW  
Director of Residential Services
Katherine Parker  
Vice President of Institutional Advancement
Judy Parks  
Vice President of Mobility Mentoring Programs and Services
Brianna Roche, MA  
Director of Research and Evaluation
Nicki Ruiz de Luzuriaga, MPA  
Assistant Vice President of Capacity Building
Chelsea Sedani, MSW  
Director of Advocacy
Connie Seidl  
Controller
Ashley Winning, PhD  
Vice President of Research and Evaluation
Mark K. Wissmar  
Assistant Vice President of Facilities and Food Services

Economic Mobility Pathways
One Washington Mall, 3rd floor
Boston, MA 02108
www.empathways.org
#disruptpoverty
Twitter: @disruptpoverty
Facebook.com/disruptpoverty