The Power of Pathways

Pathways provides opportunities – opportunities are power.

Pathways offers choices – choices are power.

Pathways builds knowledge – knowledge is power.
A Message from Our President and CEO
Eric Mitchell

When FY 2021 began in July of 2020, prospects for the coming year were uncertain. We were five months into the pandemic and experiencing the virus’s second major wave. The economy had collapsed in response to quarantine mandates, and no one knew when vaccines would be available to slow the spread of the virus and allow for a return to life as we knew it.

Now, two years later, child care has changed immeasurably, and children, families, early childhood professionals and whole communities are feeling the impact. These past two plus years have been difficult for everyone, particularly those who have lost relatives and friends or have struggled with the health and financial impacts of COVID-19. I am proud to report that the Pathways family has pulled together to support our people and the communities in which we live and work, to help each other through these difficult times.

While the pandemic has brought many challenges, it has also taught many of us some very important lessons. We learned to protect our people as best we can. We learned that we need to find new ways to connect with others. We learned that we need to take time for ourselves and balance our personal and work lives. We learned to appreciate the many simple pleasures we took for granted - like being in-person - until they were gone.

Throughout the pandemic, I am proud to report that Pathways lived our mission; we adapted as necessary in a constantly changing environment and created innovative systems and routines that will continue into the future. We led with our values, taking a “people first” approach to support the children and families in our communities when they needed it most.

As you will see in the coming pages, we firmly believe that the Power of Pathways comes from the caring and compassionate people who live and breathe our shared mission every day.

Thank you for your trust and support. We look forward to many more years of learning, growing, serving and collaborating.

Board of Directors (FY 2021)

Our dedicated and fully engaged Board of Directors represents areas of expertise dictated by our strategic goals and the specific needs of our children, families and communities. Each director actively supports our efforts to continually improve our services and identify unmet needs within our communities.

OFFICERS OF THE CORPORATION

Eric Mitchell – President and CEO
Elizabeth Redmond – CFO and Assistant Treasurer

OFFICERS

Chair: Tom Zarrella, Gloucester
Vice Chair: Greg Smith, Beverly
Clerk Secretary: Jessica Connors, JD, Beverly

DIRECTORS

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Abigail Gold, Gloucester
Chanel Jackson, Boston
Cheryl Marks, Gloucester
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Judson Reis, Gloucester
Marlene Seltzer, Gloucester
Kristina Simon, Gloucester
Cheryl Walsh, Wenham
Pathways nurtures children and supports families impacted by economic and social inequity through programs that educate, enrich, empower and motivate.

**WE NURTURE CHILDREN**
by providing quality education and care for children from birth to age 13 in a safe, structured and strength-based setting, enhanced by a wide variety of support services through the following programs:

- Head Start and Early Head Start
- School Age Care
- Whole Family Support Services
- Dolly Parton’s Imagination Library

**WE ENHANCE COMMUNITIES**
by providing professional development opportunities for current and future youth-serving professionals through the following programs:

- Youth at Risk Conference
- Education and Social Work Internships
- Career Pathways
- Holiday Support
- Countdown to Kindergarten

**WE SUPPORT FAMILIES**
by educating caregivers and family members to help them provide loving, engaging and responsive environments and encouraging them as they develop confidence in their abilities through the following programs:

- Family Enrichment Program (FEP)
- Coordinated Family & Community Engagement (CFCE)

**WHAT WE BELIEVE:**
Pathways’ core values are at the heart of what our organization stands for in the world.

**Respect:** We believe everyone is on a path to excellence, has a voice, and deserves recognition. Our commitment to respect at all levels strengthens our organization and our community.

**Trust:** We build trust with those we serve through a holistic approach that prioritizes care, education and learning to create safe, nurturing environments.

**Collaboration:** We work with each child and family in a collaborative way that allows us to provide customized care based on individual needs.

**Opportunity:** We seek to offer children and their caregivers access to opportunities that build skills, inspire confidence and create self-awareness.
Locations & Services

- **EDUCATION CENTERS:**
  Beverly, Gloucester, and Salem

- **Head Start:**
  Serving Beverly, Boxford, Danvers, Essex, Gloucester, Hamilton, Ipswich, Manchester-by-the-Sea, Middleton, Peabody, Salem, Topsfield, Rockport, and Wenham

- **Early Head Start:**
  Serving Essex, Gloucester, Manchester-by-the-Sea, and Rockport

- **School Age Care:**
  Serving Gloucester and Rockport

- **Family Enrichment Programs (FEP):**
  Serving all of Essex County

- **Coordinated Family & Community Engagement (CFCE):**
  Serving Essex, Gloucester, Manchester-by-the-Sea, and Rockport

- **Countdown to Kindergarten:**
  Serving Gloucester and Rockport

- **Youth at Risk Program:**
  Serving Massachusetts and Southern NH

- **Early Childhood Internships:**
  Beverly, Gloucester, Salem

- **Social Work Internships:**
  Gloucester

- **Career Pathways:**
  Beverly, Gloucester

- **Dolly Parton’s Imagination Library:**
  Beverly, Essex, Gloucester, Manchester-by-the-Sea, Peabody, Rockport, Salem
Each child is unique, and the pathway to every child’s full potential is different. Pathways’ programs and services are designed to help our students establish a foundation that will set them up to achieve more in school and life, be physically healthier, emotionally resilient, and ready to successfully participate in society.

You Make a Difference to Families Like Sahar’s

“Pathways gives strength back to families. I’m so happy to be a part of it.”

My daughter is four going on five and she started at Pathways this year. My son is just 2 and 9 months old and he’ll be joining the program next week. They are very excited. They love coming into the building, seeing the teachers. In her time here, my daughter has really grown in her independence. She gets excited about the things they are doing, and even likes picking out her outfit with me the day before. She loves having other kids in the classroom… I think after COVID, just socializing with other children on a daily basis and creating those relationships is so important for her.

Pathways has been good for me too this year! We don’t really have a lot of family, and obviously through COVID a lot of people got separated and had to quarantine. In general, my kids don’t have a lot of cousins and aunts and uncles around. So, these teachers and staff have kind of become that for us. They’re like a little family – a community.

It’s not just about your kids coming here. They really care about you as a family. I feel that’s amazing because it makes you feel you’re a part of something bigger. They take care of us in all types of ways. They give strength back to families. I am so happy to be a part of it.

– Sahar, Pathways parent
Whole Family Support Services

We believe that providing extensive wraparound services is vital to a child’s development and that children whose health and wellness needs are met will be more focused, and better able to learn. Therefore we have established a holistic, whole family support system that includes:

Social Work Support – Pathways’ highly trained social workers apply a child-centered, family-focused, trauma-informed approach to working with children and families. They connect families with critical resources and become trusted family partners in times of need and crisis, and help caregivers achieve family goals.

Comprehensive Health and Nutrition Services – The Health and Nutrition staff conduct hearing and vision screenings, develop menus that include healthy meals and snacks and communicate with teachers, parents and pediatricians when health issues arise.

Special Education/Mental Health Services – Behavior Support Specialists provide support to students with emotional and behavioral issues and engage with families to address those issues. They conduct developmental and behavioral screenings and refer students to special education services from Early Intervention and the Public Schools.

Parent Involvement Activities – In order to support parents in their role as the primary educators and role models for their children, our staff strive to include parents in all areas of our Early Head Start and Head Start programs. Parent involvement opportunities are designed to support parents in developing the leadership skills they need to confidently engage with schools and other community organizations that impact the lives of their children.

Below are some ways parents are encouraged to be involved in their child’s program:

- Parent/Teacher Conferences and Home Visits
- Parent Volunteer Opportunities
- Parent Meetings
- Family Goal Identification and Assessment
- Parent Education Programs
- Parent Committees
- Leadership and Advocacy Opportunities
- Policy Council

DOLLY PARTON’S IMAGINATION LIBRARY

In December 2020, Pathways learned that the state earmarked funds to launch Dolly Parton’s Imagination Library on Cape Ann, naming Pathways as the administering agency. Private funding was secured to launch the program in Beverly, Peabody and Salem beginning June 2021. The Imagination Library is a book-gifting program for children ages 0-5 that sends one high quality, age appropriate book directly to the homes of registered children each month.

Dolly’s vision was to foster a love of reading among preschool children and their families by providing them with the gift of a specially selected book to call their own. Over the last 25 years, Dolly Parton’s Imagination Library has sent out tens of millions of books to children under age 5 at no cost to the family.

570 children were sent 2,080 books through DPIL.
Head Start and Early Head Start

Early Head Start: Serving low-income families with children under age 3

Head Start: Serving children from age 2.9 to 5 from low-income families

The premise of Head Start is simple: all children, regardless of circumstances at birth, have the ability to reach their full potential. Pathways’ Head Start programs (Early Head Start and Head Start) promote the school readiness of children from birth to age five with a comprehensive approach centering on four key components.

- **Education:** Provide a variety of learning experiences to help children grow intellectually, socially, and emotionally.
- **Health:** Help families access health services such as immunizations, dental, medical, and mental health, and nutritional services.
- **Parent Involvement:** Involve parents in their child’s education and program activities.
- **Social Services:** Provide outreach to families to determine what services they need.

Our research-based curriculum promotes measurable progress and aligns with the Massachusetts Preschool Learning Guidelines, Infant and Toddler Guidelines and the Head Start Early Learning Outcomes Framework. Our staff works hand-in-hand with families to build on each child’s individual strengths and needs.

We at Pathways believe that parents are their children’s first and best teachers. We partner with families to build mutually respectful and goal-oriented relationships that support strong parent-child relationships, family well-being, and ongoing learning and development for both parents and children.
EHS/HS DATA

Receiving WIC ............................................................... 53 families
Receiving SNAP .............................................................. 54 families
Experienced homelessness: ........................................... 10 families

Received medical care:
  Head Start: .............................................................. 93% of children*
  Early Head Start: ...................................................... 88% of children*

Received dental care:
  Head Start: ......................................................... 62% of children*
  Early Head Start: ...................................................... 6% of children*

Children in foster care ................................................................. 16

Receiving Transitional Aid to Families with Dependent Children (TAFDC) ................................ 17 families

Involved with the MA Department of Children and Families ........................................... 25 families

*Since many health and dental care offices were not taking patients for routine care during much of FY21 these numbers are lower than in typical years.

The Report on Pathways’ Head Start issued by the US Health and Human Services Secretary stated, “From February 8, 2021 to February 12, 2021, the Administration for Children and Families (ACF) conducted a Focus Area Two (FA2) monitoring review of the Pathways for Children, Inc. Head Start and Early Head Start programs. This report contains information about the grantee’s performance and compliance with the requirements of the Head Start Program Performance Standards (HSPPS) or Public Law 110-134, Improving Head Start for School Readiness Act of 2007.” The report summary stated that the Head Start and Early Head Start program met in full all of the applicable Head Start Program Performance Standards as required by all federal grantees. Meeting all applicable requirements in full signifies no findings or deficiencies of any kind in any department, thereby, categorizing the program as 100% compliant with all performance indicators.
STUDENT ASSESSMENT

Student Assessment is an ongoing process that provides information about a child’s development and learning over time. It helps inform curriculum planning, teaching, and individualized planning for each child across all Head Start Early Learning Outcomes Framework domains. Pathways uses the COR Advantage observational assessment tool linked to our curriculum and lesson planning. The following scores are based on a 0 to 3-point scale for Early Head Start and 0 to 7-point scale (with 7 points as the highest rating) for children ages 0-5. The categories align with the Head Start School Readiness Domains.

**EARLY HEAD START**

| Domain                      | Average Score
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<thead>
<tr>
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<tr>
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<tr>
<td>Social/Emotional Development</td>
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</tr>
<tr>
<td>Physical Development/Health</td>
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<tr>
<td>Language/Literacy &amp; Communication</td>
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<tr>
<td>Mathematics</td>
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</tr>
<tr>
<td>Creative Arts</td>
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<tr>
<td>Science and Technology</td>
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<tr>
<td>Social Studies</td>
<td>1.70</td>
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| Domain                      | Average Score
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<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Approaches to Learning</td>
<td>1.89</td>
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<tr>
<td>Mathematics</td>
<td>1.70</td>
</tr>
<tr>
<td>Creative Arts</td>
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<tr>
<td>Science and Technology</td>
<td>1.87</td>
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<tr>
<td>Social Studies</td>
<td>1.87</td>
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**HEAD START**

| Domain                      | Average Score
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<tr>
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<td>Social Studies</td>
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<tr>
<td>English Language Learning ELL</td>
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</table>

**Note:** Due to COVID and staff shortages, Head Start allowed for 50% enrollment resulting in higher student/teacher ratios and lower number of children served.
You Make a Difference to Parents like Yda

“I want people to know this school literally changed my life.”

I’ve been a part of Pathways for 8 years. My first son who is 11 has been coming to Pathways since he was 3, then my daughter attended; she’s now 6. Now my three-year-old is attending Head Start. I’ve been here a long time, and I am in love with Pathways for all my kids.

My oldest was born four weeks early and had a speech delay, so we were referred to Pathways through Early Intervention. He also had trust issues, because his father left at such a young age, so it was hard for him to open up and let people get close. Every day, his teacher would come and hug him. She developed a special hand shake just for him. Over time he opened up and learned it’s okay to let strangers come in and love and care for you like your own mom does.

It means a lot to me as a mom that he and all my kids have a special bond with their teachers. They are amazing people. You can go to them, confide in them and they won’t judge you. They don’t look at you differently. They want to help. There have been problems I’ve had, and they were there for my kids and myself, with resources and support. Without them, I probably wouldn’t be where I am today.

I just want everyone out there to know that this school literally changed my life.

– Yda, Pathways parent

School Age Care

When school’s out, Pathways is in! Pathways’ School Age Care program (or SAC) provides education and care in a safe and structured environment for children from ages 5 to 13, after school, in the summer and during school vacations. SAC offers fun and interactive enrichment activities designed to engage students creatively, emotionally, intellectually and physically, empowering them to explore and discover the opportunities in their lives.

The program incorporates into all of its activities a strong focus on social and emotional learning to support each student’s ability to overcome the challenges they face on a daily basis, to help them set and meet their goals, and develop to their full potential. Teachers create opportunities for students to learn, and a variety of Science, Technology, Engineering, Arts and Math (STEAM) and recreational enrichment activities are enjoyed daily. Students learn to dance, act, sing, cook, paint, play instruments, participate in performances, and explore a variety of creative media.

SAC’s strength-based approach recognizes, builds and nurtures students’ innate skills and talents. School Age Care’s goal is for our students to experience a healthy and successful childhood – leading to a healthy and successful adulthood.

The School Age Care program served 66 children in FY21.

This year SAC established a partnership with the Cape Ann YMCA, allowing our students to attend two times each week during the summer program.
WE SUPPORT FAMILIES

Parents and caregivers are among the most important people in the lives of children. Pathways recognizes the unique strengths that families bring to each child’s foundation.

From the day they are born, children rely on parents to provide them with the care they need to be happy and healthy, and to grow and develop successfully. Parents and caregivers know they can depend on Pathways to support them through every step of this journey.

In support of families, we offer a range of high-quality, evidence-based programs to encourage nurturing family relationships. Services include parent education workshops, mentoring programs, support groups, playgroups, and community events.

In FY 2021, FEP acted quickly to meet families’ needs amid the stress of the COVID-19 pandemic, providing 2,122 supportive actions (referrals, calls, follow-ups, grocery gift cards, holiday help, etc.) as compared with 1,234 in the previous year - a 72% increase.

Family Enrichment Program (FEP)

Our Family Enrichment Program provides resources for families to help nurture the growth of their children. We provide support and create community, bringing together families that share a wide variety of experiences. We also provide evidence-based parenting programs designed to strengthen the bond between children and their families.

**Nurturing Parenting® Program** is a nationally recognized program that involves the entire family. The 15 week program is designed to build caregivers’ skills and child development knowledge so they may provide their children with safe, stable, and nurturing environments. The program is offered in English and Spanish to families with children from birth to 12 free of charge.

**Parent Mentor Program** recruits and trains community members to mentor parents in need of one-on-one support. Mentors model healthy relationships, interact with their mentees in a non-judgmental, supportive manner, and assist mentees in setting and reaching goals.

**Teen Mentor Program** recruits local high school students to mentor children ages 5-12. The match encourages rich personal growth within each mentor and mentee while nurturing strong leadership skills and self-confidence.

**Parent Connection** is a professionally guided, drop-in support group that provides parents with a forum for support and discussion, offered weekly in English and monthly in Spanish.

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**FEP DATA**

FEP served 156 individuals and 124 families in FY21

- Nurturing Parenting® Program: .......................................................... 47 participants
- Crianza con Cariño: ....................................................................... 10 participants
- For School Aged Children: ............................................................ 34 participants
- Nurturing Skills: ............................................................................. 3 participants
- Parent Mentor Program: ......................................................... 9 parents with 8 volunteer mentors
- Teen Mentor Program: .......... 9 school-aged children with 8 volunteer teen mentors
- Parent Connection, offered in English and Spanish:......................... 62 participants
You Make a Difference to Caretakers Like Barbara

“This class, the staff, the other parents, the friends I made – they all taught me so much and I taught them. We help each other, encourage each other.”

I came to Pathways when my granddaughter came to live with me. You see I’m 63 years old, and it’s been a long time since I’ve raised a baby. When my youngest and her daughter moved in, I was doing most of the parenting and knew it wasn’t always working. I said to myself, “I’m going to take a class; maybe I can learn a few things.” And I did – a lot more than I thought I could.

And then my daughter made a mistake – a huge mistake. We had a lot of loss in the family. My husband died early, from brain cancer after only 2 months. Then my son died when he was just 23 – a severe asthma attack. My daughter... she just bottled it up. She fell in with some wrong people, and on July 4th, she overdosed while the baby was with her. I picked up the baby, but DCF came to the house that night and took my granddaughter away. My daughter never did anything wrong before, never been in trouble. I told her, “You made one bad decision. It happens, but if it happens twice, that’s not a bad decision. That’s it.” I was so angry she put my granddaughter in that position. It hurt me – hurt me bad.

I knew right away that once my daughter was released from custody and treatment, she would come back to live with me – forever. And her baby too. That way I could keep an eye on them, help my daughter fight her fight and make sure my granddaughter has what she needs. I’ve met with DCF, the rehab people and the judge. I told them about the Nurturing Class, that I am committed to my granddaughter’s well-being. DCF just did a home inspection and hopefully a few weeks after my daughter has been released into my care, we’ll be ready for her daughter to come home too.

Being a parent is not easy. It’s a 24/7-day-a-week job. You can’t run away. You choose to be a parent. It’s your responsibility now. This class, the staff, the other parents, the friends I made – they all taught me so much and I taught them. We help each other, encourage each other. There’s no judging – we’re all just there to do our best. I am so grateful and look forward to taking the class again.

– Barbara, Pathways grandparent
Coordinated Family and Community Engagement Program

The Coordinated Family and Community Engagement (CFCE) program is locally based and provides child development services and resources to families with young children. It provides educational activities, programs, information and resources to expectant parents and families with children from birth to age 8.

CFCE promotes and supports:

- Parent education and family engagement
- Early literacy and child development
- Collaboration between local early education and care partners
- Transition between early education and care settings
- High-quality programs and service delivery

CFCE provides families with access to comprehensive services, supports and programs including:

- **Welcome Baby/Happiest Baby on the Block** is trusted by hospitals, doctors, and millions of parents and helps first-time parents, as well as “seasoned” caregivers, learn how to soothe and calm babies.
- **Positive Solutions** provides evidence-based strategies to address everyday challenges of child-rearing.
- **Playgroups** serve local families with child-friendly activities, parenting advice, and community building across multiple groups a year.
- **Countdown to Kindergarten** offers students entering kindergarten in Gloucester and Rockport a chance to gather, meet teachers, peek into the year ahead, and make friends before the first day of school!

CFCE also offers direct, one-to-one support for families in need of referrals, resources, and services within the community.

CFCE DATA

<table>
<thead>
<tr>
<th>Service</th>
<th>Number</th>
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<td>Welcome Baby/Happiest Baby</td>
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<tr>
<td>Positive Solutions</td>
<td>26</td>
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<tr>
<td>Playgroups</td>
<td>150</td>
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<tr>
<td>Gloucester Housing Authority</td>
<td>90</td>
</tr>
<tr>
<td>Countdown to Kindergarten</td>
<td>300</td>
</tr>
<tr>
<td>Resource, referral &amp; information</td>
<td>200</td>
</tr>
<tr>
<td>Ages &amp; Stages Developmental Screenings</td>
<td>15</td>
</tr>
</tbody>
</table>
Pathways added career and professional development programming to our roster in FY 2021 to support and reinforce those our communities rely upon to help our children grow and thrive.

Even before COVID-19, childcare centers nationwide struggled to maintain enough trained staff to meet the needs of local families; the pandemic exacerbated this teacher shortage.

For Pathways, the shortage of qualified early childhood educators has been one of the most significant challenges of the pandemic, resulting in a wait list of families who are desperate to find affordable, high-quality care for their children. Providing career training and professional development opportunities is Pathways’ answer to the challenge.

Career Pathways

Teaching future early childhood education teachers

Pathways partnered with North Shore Community College in 2020-2021 to bring the Career Pathways program to our communities. This program aims to strengthen and grow the field of qualified early childhood educators to meet families’ needs for access to high quality, reliable childcare.

In FY 2021, Career Pathways provided free virtual classes and support to 86 adult students interested in entering the Early Childhood Education field. To remove barriers to participation, enrollment in the program included Chromebooks, textbooks, Market Basket gift cards, and Lakeshore Learning gift cards. In preparation for classes, both our Gloucester and Beverly sites received extensive renovations, creating state of the art learning centers.

Internships

Providing professional learning opportunities

Pathways believes in providing opportunities and experience for future generations of early childhood education and social work professionals. Participating students come from local community colleges and universities such as Salem State University and North Shore Community College.

Student/Teacher interns work in an early childhood classroom under the supervision of an educator committed to helping them practice and refine their skills. Social Worker interns work alongside seasoned professionals to hone their skills and fulfill their academic requirements.
Youth at Risk Conference

Changing the lives of youth service workers every year

In FY21 Pathways became the official nonprofit administering partner of the Youth at Risk (YAR) Conference, and with the support of the YAR Committee, successfully conducted the 20th annual conference virtually. The volunteer YAR Committee is comprised of nearly two dozen professionals representing key Essex County and state youth serving organizations.

The fully virtual YAR conference was held on May 26, 2021, with 585 attendees representing more than 247 organizations and 98 communities in Massachusetts and Southern New Hampshire. The conference focused on professional development, healing, wellness and celebration of the voices and spirit of youth.

The 2021 YAR Conference offered 38 specialized concurrent workshops and three Keynotes:

- Dr. Robert Sege, MD, PhD, Professor of Pediatrics and Medicine at Tufts University School of Medicine, explored ways to incorporate trauma-informed care into the services youth-at-risk professionals offer.
- Carrie Stack, MEd, a Certified Life Coach, author, motivational speaker and a YAR favorite, addressed the risk of staff burnout.
- The day ended with an inspiring presentation from Project 351, titled “Youth-Led Strategies for Racial Equity.” Project 351 builds a movement of youth-led service by engaging a youth “Ambassador” from each of Massachusetts’ 351 cities and towns. The presentation highlighted The Playbook Initiative, a partnership between Project 351 and the Boston Celtics, in which trained youth leaders worked with middle school students to combat discrimination and bias.

Pathways’ Board of Directors established the Sue Todd Scholarship award at Salem State University for undergraduate and graduate social work students. Congratulations to the 2021 recipient, Katelyn Martin.
# Financials

The financial statements of Pathways for Children, Inc. for the year ending June 30, 2021 were audited by AAFCPAs, Westborough, MA, whose unmodified opinions on the financial statements and compliance with the major Federal program were dated November 10, 2021. No material weaknesses or significant deficiencies were noted in internal control over financial reporting and internal control over the major federal program, and there were no audit findings.

### FY21 Revenue

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<tr>
<th>Source</th>
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<th>Percentage</th>
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<tbody>
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<td>Federal Grants</td>
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<tr>
<td>State Contracts and grants</td>
<td>$1,950,676</td>
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<tr>
<td>Private gifts, grants and in kind</td>
<td>$1,597,015</td>
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<tr>
<td>Parent fees and other</td>
<td>$248,874</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$8,261,129</strong></td>
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### FY21 Expenses

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<td>Fundraising</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$8,053,898</strong></td>
<td><strong>100%</strong></td>
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**Net Surplus/Loss** $207,231

### FY22 Budget - Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Grants</td>
<td>$5,202,496</td>
<td>59%</td>
</tr>
<tr>
<td>State Contracts and grants</td>
<td>$1,792,168</td>
<td>20%</td>
</tr>
<tr>
<td>Private gifts, grants and events</td>
<td>$1,710,000</td>
<td>19%</td>
</tr>
<tr>
<td>Parent fees and other</td>
<td>$113,000</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$8,817,664</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

### FY22 Budget - Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$6,802,693</td>
<td>78%</td>
</tr>
<tr>
<td>Administrative &amp; Program Support</td>
<td>$1,209,314</td>
<td>14%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$667,257</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$8,679,264</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
PHILANTHROPY provides opportunity and possibilities

Philanthropy allows Pathways to provide the expanded services that set us apart. Whether in the form of time, talent or treasure, Pathways supporters choose to gift POSSIBILITY to others.

Philanthropy provides more than 15% of Pathways’ annual budget. Without that support, we’d have to do 15% less, serve 15% fewer people. Our purpose is NOT to do less. Our responsibility is to do more - to serve more people in more places with more programs and more services. As long as the need exists in Essex County, our goal is to be there.

Philanthropy provides the flexible funding needed to respond to crises and take advantage of opportunities. Philanthropy enables us to create opportunities for families that are easier to access; to meet families where they are.

Your choice to participate changes lives.

Pathways for Children is a 501(c)(3) not-for-profit institution and therefore tax deductible.

You can change lives through:

- Direct donations - visit pw4c.org
- Gifts of stocks, securities or life insurance
- Double your gift through your employer’s Matching Gift Program.
- Naming opportunities available at various giving levels.

You can mail a check made payable to:

Pathways for Children
29 Emerson Ave
Gloucester, MA 01930
Attention: Development

FY21 DEVELOPMENT REVENUE

<table>
<thead>
<tr>
<th>Source</th>
<th>Revenue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Gifts</td>
<td>$573,732</td>
<td>49%</td>
</tr>
<tr>
<td>Foundation and Grants</td>
<td>$411,850</td>
<td>35%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$54,350</td>
<td>5%</td>
</tr>
<tr>
<td>Unsolicited / Memorial Gifts</td>
<td>$141,417</td>
<td>12%</td>
</tr>
<tr>
<td>Total Development Revenue</td>
<td>$1,181,349</td>
<td>100%</td>
</tr>
</tbody>
</table>

This report is created with deep appreciation for all who make our work possible.
In-Kind Gifts from Individuals and Organizations made July 1, 2020 – June 30, 2021

The following households and organizations have made contributions of their time, talent or material goods to help support our work.

**FY21 GIVING – IN-KINDS FROM INDIVIDUALS**

Bonnie Angus  
Zobeida Beaulieu  
Dawn Bernard  
Joseph and Debbie Bishop  
Fatima Bouzidi  
Laurie Buller  
Jeanine E. Burns  
Shobanne Castro  
Karen Feder Cooper  
Robyn Cunningham  
Liz Davidson  
Cheryl and Paul DePrimio  
Joe and Monique Frate  
Johanna Fulford  
Michelle Fyrer  
Erika Garcia  
Gail Gauthier  
Abigail and Alex Gold  
Mary Goodwin  
Joanne Granese  
Marcia and Richard Huttner  
Sara Ibrahim  
Jemila MacDonald  
Karen Marie  
Wesley and Kristin  
McGinn-Straub  
Shaelene McGuinness  
Wanda Pagan Rivera  
Guy Parsons and Carolyn Howard  
Bo Perkins  
Tefta Polena Golemi  
Luz Rivas  
Leann Schaejbe  
Kim Schilling  
Matthew, Katelyn and Mookie Stagno  
Heather Swain  
Laura Trainor  
Diana Travascio  
Leah Whitcomb

**FY21 GIVING – IN-KINDS FROM ORGANIZATIONS**

Action, Inc.  
Balsam Technologies Inc.  
Beverly Fire Department  
Boston Children’s Hospital Injury Prevention Program  
Cabot Theater  
College Women’s Club of Cape Ann  
Copper Dog Books  
Cottage Gardening, Inc.  
CrossFit Wicked  
Dollar Tree  
Endicott College  
Ewing Enterprises Inc.  
Heinemann Publisher  
Manchester Essex Regional High School  
North Shore Head Start  
Pajama Program  
Precision Roofing  
Salem Public Schools  
Salem State University  
Sawyer Free Library  
SeniorCare Inc.  
Shore Country Day School  
St. Vincent de Paul Society of Holy Family Parish  
Star of the Sea Church

Many donors give both in-kind and financial gifts. These donors are identified on the following pages with a “♥” to denote their in-kind donation. We thank all of our FY21 donors. Please let us know if we have made any errors in our information about you or have inadvertently omitted your name.

**Gifts Made July 1, 2020 – June 30, 2021**

**FY21 GIVING – GREATER THAN $25,000**

John and Mollie Byrnes ♥  
Cummings Foundation  
Essex County Community Foundation  
Susan J. Gray  
The Linden Foundation  
Nordblom Family Foundation  
Small Steps Fund of the Essex County Community Foundation  
Clark R. Smith Family Foundation  
United Way of Mass Bay and Merrimack Valley  
David Walt and Michele May

**FY21 GIVING – $10,000 - $24,999**

Amory and Deborah Aldrich  
Alfred E. Chase Charity Foundation  
Robert Amory  
Anonymous  
Applied Materials Foundation  
Michael Bresnan and Mary Ann Sherry  
Cell Signaling Technology, Inc.  
Charles Sanders Trust  
Jessica and Christian Connors ♥  
Linzee Coolidge  
Robert Crandall  
Eastern Bank Foundation  
William V. and Betty M. Ellis Foundation  
Garth and Lindsay Greimann  
Institution For Savings Charitable Foundation  
Loober Family Foundation  
Dan Lyons  
Norman M. MacFarland  
Edward S. & Winifred G. Moseley Foundation

**FY21 GIVING – LESS THAN $10,000**

Novack Family Foundation  
Leslie S. Ray & Marcia C. Ray Foundation  
Judson and Lisa Reis ♥  
Rockport Mortgage Corporation  
Fred and Judy Schmid  
The TJX Foundation, Inc.  
Jerome and Anne Trupiano  
Winning Home Inc.
Gifts Made July 1, 2020 – June 30, 2021

FY 2021 GIVING – $5,000-$9,999
John W. Alden Trust
Dianne Anderson
Bruce J. Anderson Foundation
Anonymous (3)
Beauport Financial Services, LLC
Rein and Nancy Beeuwkes
Stephen and Jill Bell
Linda Bowden
Cape Ann Savings Bank
Allan and Katherine Cohen
Seth and Kelly Cutter
The Douglass Family Foundation
Dunkin’ Foundation M
Gifford Family Foundation
Jim Gutstadt and Nancy Goodman
Jerry and Margaretta Hausman
Claire Hurst
Stephen Kaloyanides Jr.
Lahey Health Shared Services
Arthur McCarthy and Janice Coakley
Steve Mersky and Heather Morris Kyer
Joseph and Eileen Mueller
People’s United Community Foundation of Eastern Mass, Inc.
Joseph and Maggie Rosa
Sarah G. McCarthy Memorial Foundation
David and JoEllen Sweet
TD Charitable Foundation
The Peter and Elizabeth C. Tower Foundation
Cheryl and John Walsh
Richard Weiss and Barbara McLaughlin
Youth Villages
Tom and Kristin Zarrella

FY 2021 GIVING – $1,000-$4,999
A. Lyons & Company, Inc.
AAFCPAs
Stefan Abramo and Barbara Ennis-Abramo
The AMG Foundation
Anonymous (2)
BankGloucester
Beate Becker-Vakaf
John and Janis Bell
The Blackbaud Giving Fund
The blumshapiro Foundation
Bill and Katherine Bonaccorso
Gina Bourgoin
Thomas Burger and Andree Robert
Geoffrey and Elizabeth Buswick
Carlson Family Trust
Michael and Jenny Ceppi
Ted and Jan Charles
Peter and Katherine Coakley
John and Bayard Cobb
Henry and Ann Cook
William and Stephanie Cuff
Energy North Incorporated
Charles and Caroline Esdaile
Peter Feinstein and Miriam Weinstein
First Church in Wenham Congregational
Forest Foundation
Gloucester Female Charitable Association
Beth Graham and William Schulz
Carl and Judy Gustin
Susanne Guyer and Thad Carpen
Kathy Hamilos
Brian Harley
Bill and Rose Hausman
Jill Heine
Mary Hintlian
Jason Hayes Foundation
Justice Resource Institute, Inc.
David and Margaret Leeco
Peter and Kim Macleod
Millen Trust Fund
Million Dollar Round Table Foundation
Allison and Joseph Mueller
The Isaac Munroe Foundation for Children
Nathaniel & Elizabeth P. Stevens Foundation
Nicholas Novello and Shannon MacDonald
Pediatric Associates of Greater Salem and Beverly
Plummer Youth Promise, Inc.
Frank and Ellen Previte
Prudential Financial Inc.
Ralph and Faye Puopolo
Elizabeth Redmond
W.T. Rich Company
John and Wendy Root
Richard and Anne Rosenfeld
Rotary Club of Gloucester
Adelard A. Roy & Valeda Lea Roy Foundation
Kate and Don Ruzecki
Arthur Ryan
Salems Five Charitable Foundation
Marlene Seltzer and Janice Ambrose
Kristina and Paul Simon
Tom and Sally Simons
Greg and Nancy Smith
St. John’s Episcopal Church
Nancy Steele and Tom Huhn
Robert and Carolyn Stewart
Steven and Joyce Talder
Anthony and Wendy Tarricone
William and Susan Wagner
Janet and Graham Walker
Robert and Lillian Welcome
White Mountains Capital LLC
Giving Committee
Richard Wilson
Kristen and Leo Zerilli
Chip and Margaret Ziering

FY 2021 GIVING – $500-$999
Francis and Rebecca Aliberte
Glenn Alto
Edward and Mary Anderson
Anonymous
Babson & Company
Gordon Baird and Joanne Hart
Leif Bakland
Ann Banks
J.J. and Jacqueline Bell
Kenneth and Nanci Bishop
Brookline Bank
Bethany and Joseph Calomo
Cape Ann Marketplace, LLC
Gib and Sarah Carey
Janice Cariberg
Jason and Kathryn Chamberlain
Eric and Francine Clausen
Chris and Bonnie Covington
Philip and Eve Cutter
Emily Delpadre
Marjorie and David Demeter
Dana Duhaime
Ira and Susan Evans
Roger Garberg and Marion Sibley
Gloucester Meeting House Foundation
Lisa and Andy Gonzales
Renee Granger
Wally Hess and Janice Cane
Institution for Savings
JMM Charitable Foundation
Leah Grace Kayler
Paul Kenerson and Elaine Abry
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Liberty Mutual
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Donald and Louise Maier
Brenda Malloy
David and Nancy Manley
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Michael and Vivienne Mendelsohn
Mill River Consulting
Eric Mitchell and Daphne Fevrier-Mitchell
Steven Monteiro
Elizabeth Narbonne
John and Julie Nicastro
Mark and Jackie Nolan
Laura O’Neill and Patrick Adam Nauseda
Chandler D. Pearce
Ruth Pino
Geoffrey Richon
Lairane and Robert Rosenblum
Rotary Club of Marblehead Harbor
Steve Ryan
Savour Wine and Cheese
James and Barbara Siergiejewicz
Chris Sinagra
Michael and Diane Slezek
Thomas and Mary Spittle
Newton and Judith Spurr
Temkin Financial Group, LLC
Gavin Walsh
Thomas Wanderer
Alex and Anne White
Matthew Whitlock and Penny Neal
Gifts Made July 1, 2020 – June 30, 2021

FY21 GIVING – $100-$499
Amazon Smile
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Judith Andrews
Anonymous
Applied Materials
Amanda Babson
James and Kathy Bascik
Bass Rocks Golf Club
Ronald and JoAnn Beck
John and Joan Bediz
Karen Bell
Mikki Blazak
R. Billings Bramhall, Jr.
Peter Brau and Bethany Fritzsche
David Brown
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Robert and Carol Bullivant
Patricia and Kevin Burke
Hugo Burnham
William and Geraldine Butman
Joshua Cahill
Andy and Peggy Calkins
Michael and Nina Calomo
Cape Ann Mechanical Services
George and Judy Carter
Holly Cavanaugh
Freddy and PJ Cicchichia
Michael and Lisanne Cirullo
Kevin and Kathleen Clancy
Jay Clapp
Coffee Time Bake Shop
William and Eliza Colby
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Charlie Crowley and Claire Sanford
Joan Cumminskey
Mark and Jackie Curley
James and Marie Dawson
Paul and Beth Debski
Craig and Laurel Deery
Deborah deSherbinin
Stephen and Dawn Dexter
Joe and Susan Dorfmeister
Michael and Joanna Duda
East Coast Tire & Auto Repair
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Kenneth and Alice Erickson
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Ann-Margaret Ferrante
Lauren Festa
Wayne and Linda Figurido
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Richard Fischer
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Garth and Liz Fletcher
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Joyce Fossa
Chuck and Mary Francis
Helene French
Ed and Kathy Frick
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Max and Shelly Gabriello
Kari Gale
Dorothy Ganick
Jonas Gavelis and Bonnie Sylvester
Robert Gillis and Patricia Harrington
Ronald and Jane Gillis
Mary-Louise Giuliano and Yuri Tuvim
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Gloucester Unitarian Universalist Church
Glover’s Floor Covering
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Curtis Gollrath and Dale Brown
Dawn Gonthier
Rob and Beth Gordon
Nathaniel and Joan Gorton
Jay Gould
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Mary Grant
Patrick and Susan Grant
Catherine Gunn
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Michael and Bonnie Hammerl
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Thomas and Teresa Hawkins
Carol Haynes
Ken and Patricia Hecht
Kevin and Anne Hefferman
Robert and Kathy Heineman
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Hola User Experience LLC
Nick and Debe Holland
Robin and John Holmberg
Carole R. Horwitz
Tom and Caroline Hovey
Chanel and Jean-Luc Jackson
Mark and Tracy Johnson
Harold and Cheryl Jones
Kevin and Jodi Kaufman
David and Melissa Kelleher
Neil Glickstein and Barbara Kelley
Kevin and Elizabeth Kiely
Earl Kishida and Sharon Byrne Kishida
Kiwanis Club of Beverly, MA
Peter and Karen Koch-Weser
Victoria Kokorad
Donna Kramich
Ronald Kreusel
Chris Lake
Glen and Victoria Lamontagne
Mark Landgren
Susan Lane
Benjamin and Michelle Langille
Sandra B. Lawrence
Ann Leamon
Steven Lewis
Judy Liddle
The Liquor Locker
Lucy Littlefield
LiveRamp
Charles and Catherine Long
Peter and Babette Loring
Robert and Heather Lovett
Richard and Elizabeth Lowe
James and Laura Lowell
Marianne Lufkin
Lyon-Waugh Auto Group
Christopher Mader
Michael and Joan Maione
Howard and Linda Maki
Michael Malinoski and Susan Lilly
Manchester Memorial Elementary
Mark Adrian Shoes
David Martin
Frank Masse and Gail Magenis
Eileen Mathieu
Dee May
Annie McClelland
Peter and Jeannette McGinn
Michael McGinty
Dennis McGurk
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Meninno Brothers Foods
Clark and Esther Miller
Barbara Moody
Christine Moore
Martha Morgan
and Dan Ottenheimer
Mark Muniz
Bill Murphy
Charles and Stella Nahatis
Charles Nazarian
Greg and Stevie Neal
Network for Good
Samantha Ngo
Alan November
Gerald and Arlene O’Neil
Elaine P. O’Rourke
Andrea Osboune
Karen Otto
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Jerald and Lisa Parisella
Ted and Beth Parsons
Timothy and Maura Peirce
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Barbara Poremba
Robert and Pam Prichard
Prudential
Nancy Pugh
Dianne Quigley
David Ray
Re/Max Advantage Real Estate
John Redding
Derek and Karen Reed
Relish Catering & Events
John and Sandra Ronan
Wallace and Carol Rowe
Robert Russell, M.D.
Nicholas H. Safford
Bill and Anne Sauffman
Peter and Abby Schibli
Robert and Peggy Schleicher
Amy Seabrook
Richard Semple
Joel and Bonnie Shelkrot
Brett Sojda
Roslyn Sommer
Zach and Jan Soolman
Joe and Helen Soussou
Gratitude Report
FY 2021

FY21 GIVING – $1-$99

Joanne Aiello
Nubar Alexian and Rebecca Koch
Barbara Almy
Bruce Amero
Eben and Sandy Andrew
Constance R. Arcari
Donald and Nancy August
Hilary Baksa
Kimberley Ballard
Benevity Giving Platform
David and Sally Benjamin
Alicia Biggs
Judith Brackley
Alexandra Burke
Susan Casey and Peter Calkins
Ellie Capy-Goldfarb
Christopher and Andrea Carlson
Elaine Champagne
Carol Cipriani
Brian Cobb
Zoe Cohen
Linda Cook
Michael Costello
Robert and Jean Cunningham
Kitt and Theresa Dady-Cox
David and Barb Dancer
Brenda Daniels
Lillian Depasquale
Paula and Andy DeSimone
Edward and Sheila Doctoroff
Diane Eagle and Nolan Ring
John and Janet Egan
Faith Emerson
Frances Etna
Laurie Fleming
Diana and Peter Foster
H. Jesse and Grace Francis
Michael and Linda Frieze
Norene Gachignard
William and Bonnie Gale
Joan Garvey
Raymond Gerrier
Grace Giacalone
Maureen Gleckner
Stephen and Kathleen Goeben
Richard and Rosalyn Gold
Lisa Goldfarb
Robert Goodman
Lenore Graber
Marcia Greenbaum
Edward and Sue Hand
Thomas and Margaret Harvey
Mary Hasse
Eleanor Hatcher
Kristen Hayes Hoemke
Royce Hazard-Leonards
Herrick Lutts Companies, LLC
Linda Holt Stewart
Marie Hultin
Brian and Linda Hurley
Fred and Anne Johnson
Esther Joyce
Susan Julius
Ellen Kelley
Virginia Keville
Sandra M. Kirby
Robert and Kathleen Ladanyi
Dorothea M. Lam
Abbe Land
Thomas Lattof
Renee LeBlanc and Howard Hurlich
Amy Lew
Leland and Sue Lewis
Victor and Marian Lindem
Betsy Linsenmayer
Sarah Lonberg-Lew
London Venturers Company
Scott MacDonald
Valerie MacDonald
Maurice Keith Mader
Elizabeth Maier
Lori Maney
Marguerite Maniscalco
Jane Marshall
Anna Matturro
Cheryl Mazer
John and Aria McElhenny
Mary Jane McGlennon
Joyce McMahon
Richard McMullen
James and Judith Melanson
Scott and Emilia Mountain
Bob and Mary Murphy
Christopher Murphy and Karen Anastasia
Beatrice Nelson
Maysue Nienstedt-Santos
Nitsch Engineering
Brian O’Connor
Elizabeth Parillo
Peter Parsons
PayPal Giving Fund
Wendy Pearl
Cathy Perron
Karín Peterson
Ronal and Irene Pierce
Jane Porter
Samantha Porter
David Rabin and Heather Atwood
Courtney Rapp
Donald and Joann Riley
Maria Rogers
Ronald Ross and Mary Benham
Ann Rote
Estelle Samuels-Coder
Claudia Schweitzer
Carole Secret
Gretel Seeley
Linda Seeley
Jerry and Cindy Sharfstein

Gifts Made July 1, 2020 – June 30, 2021

Scott and Pam Spearing
Sherman and Carol Spritz
Richard and Barbara St. Pierre
Barbara Stafford
Carroll K. Steele
Insurance Agency, Inc.
Charles J. Steiner
Jeffrey Story
Richard and Cynthia Tennant
John and Marilyn Thompson
Daniel Tierney
John and Patrice Tierney
John and Lesa Tilzey
Timberline Enterprises, Inc.
Miss Tina’s Studio of Dance
Sue Todd
Trinity Congregational Church
Paul and Ann Tucker
Janet Ulwick-Sacca
Ed Unis
Nancy and Joe Unis
Glenn and Deb Vivian
Margaret Wallis
Bruce and Eileen Watkins
Peter and Thi Linh Wernau
Francine Whelan
Elizabeth Whiteway
Peter and Susan Willis
Kerri Wilson
Winning Solutions
June and Jim Wulff
Shaw’s Supermarkets
Lois Simmonds
Wes Slate and Georgia Bills
Deborah Steeves
John Steiger
Adam and Diane Swanson
Carole Sweet
Larry and Marilyn Swift
Barbara Talkov
Lawrence and Jackie Tennis
Vincent and Maureen Terrill
Mita Vanberkhourt
Robine and Thomas Vanack
Conrad Vitale
Hazel Von Rosenvinge
Brian and Susan Wall
We Are All In This Together
Julie White
Steven and Margaret White
VMWare Foundation
Julie Wood
Douglas and Robin Wright

PAGE 20
Gifts Made July 1, 2020 – June 30, 2021

FY21 GIVING – LEGACY GIFTS
John and Mollie Byrnes
Linzee and Beth Coolidge
Mary Kay Dyer
Beth Graham and William Schulz
Susan J. Gray
Claire Hurst
Derek and Karen Reed
Judson and Lisa Reis
Joseph and Maggie Rosa
Kate and Don Ruzecki
Marlene Seltzer and Janice Ambrose
Lawrence and Jackie Tennis
Sue Todd

FY21 GIVING – MEMORIAL GIFTS
Brancaleone, Lucido and Francis Family
Kari Gale
Carl Hurst
Arlene Land
Maribeth O’Neill
Samantha Pennell
Steve Vavak
Ruth Viator
Deacon Winslow Harris

FY21 GIVING – HONOR GIFTS
Walter and Debbie Bakaletz
Adam and Michelle Belmonte and Family
Lauren and Pat Belmonte
Joel and Jenny Belmonte
Skip and Carol Boissonault
Ron and Leslie Brennan
James and Rita Cassidy
Gloria Cole and Janet Heywood
Peter and Judith DeGange
Kathleen Giacalone
Beth Graham
Jack and Terry Hauck
Hawkins Family
Roxi Hazard
Emily and Stacey Jellerson
Gary and Stevie LeDuc
Ken and Royce Leonard
Jackie and Paul Littlefield
Louise and Don Maier
Gina Maniscalco
Aaron Moore Family
Martha Morgan
Lindsay, Scott, and Max Murray
Sara Remsen
Schaefer Family
Bob and Peggy Schleicher
Steve Sojda
Ron and Susan Stewart
Tausk Family
Sue Todd
Marta von Rosenvinge
White Family
Sib and Judy Wright
Tom Zarrella

Staff make every attempt to ensure that the information included in the donor lists is accurate and complete.

If there are omissions, misspellings or other errors, please report them to Pathways’ Development Office at 978.281.2400 and please accept our apologies.
Gratitude Report
FY 2021
July 2020 – June 2021

CONTACT US

Gloucester Center
29 Emerson Avenue
Gloucester, MA 01930
978.281.2400

Beverly Center
292 Cabot Street
Beverly, MA 01915
978.236.4101

Salem Center
79 Willson Street
Salem, MA 01970
978.515.5400

pw4c.org

We thank Jason Grow for providing many of the photos in this report.