The children in our programs are literally “reaching new heights” on our newly installed climbing walls. The climbing walls are just part of our outstanding new indoor play spaces made possible by the sponsors and guests of our Harlequin Holiday Snow Ball. Our kids are not the only part of Pathways that reached new heights this year. We saw outstanding achievements in program accreditation and recognition, fundraising, volunteer support, and community programming, to name a few. Read more about it in this report or come visit us and see for yourself the wonderful, new and unique things happening at Pathways.
Our mission is to serve the best interests of infant through adolescent children and their families — whether disadvantaged by circumstance or in search of opportunity — by delivering the empowering gift of quality educational, social development and support services that strengthen the family unit and the community.

Officers of the Corporation

Sue Todd – President and CEO
Kathleen Morris – Assistant Treasurer

2014-2015 Board of Directors

Tom Zarrella – Chair
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Area Served
Literally and figuratively, Pathways has reached new heights this past year!

This year we have seen the results of many years of planning and hard work come to fruition. Under the guidance of our Strategic Plan and with the support of our Board of Directors, Pathways team members from all of our departments have been working tirelessly on special projects and daily tasks that make it possible to reach our strategic goals. We set our sights high and I am forever grateful for our dedicated staff that remains committed to reaching goals that result in programming excellence.

Here are just a few of our outstanding achievements this past year (read more in this report) —

- Thanks to the exceptionally generous participants of our Harlequin Holiday Snow Ball, we were able to fully fund the purchase and installation of indoor playgrounds for our Cape Ann and North Shore sites.
- Fiscal Year 2015 also saw major upgrades in the technology that powers our organization. After many years of planning and with the support of the Tower Foundation and the Dusky Foundation, we began implementing workflow processes and software. Our technology plan also includes installing a new telephone system and the launch of a new website, already underway.
- Head Start turned 50 and we threw a party! Over 200 guests joined us as we celebrated our role in providing children a unique opportunity for a “Head Start” on success in school and life.
- Our Head Start programs continue to meet their goal of exceptional education and care. This year our Beverly Head Start and our classroom at the Bates School in Salem joined our Gloucester Head Start and Early Head Start programs in achieving the highest standard – National Association for the Education of Young Children (NAEYC) accreditation. Only 6% of early education programs across the country achieve and maintain this credential.
- The generosity of our community partners and donors made it possible for our School Age Care program to have an outstanding line-up of educational field trips this past summer. From exploring their creativity to exploring the ocean, the children had a summer full of new and exciting experiences.

These are just a few of our accomplishments made possible by so many that believe in our mission. I enthusiastically look ahead to fiscal year 2016 as we build on our strong base of community partners and loyal supporters in pursuit of ever-increasing opportunities. When striving to reach new heights, we believe the sky’s the limit.

Sue Todd
President & CEO
In FY15, Pathways for Children served over 500 children from 13 communities on Cape Ann and the North Shore. We are also proud to provide educational and recreational programming, supportive services and community referrals for the entire family through Cape Ann Families and Coordinated Family and Community Engagement programs.

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>DESCRIPTION</th>
<th>PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Child Care</td>
<td>In-home care for children birth to thirteen years.</td>
<td>93</td>
</tr>
<tr>
<td>Infant and Toddler Program</td>
<td>Center-based care for infants to 2.9 years.</td>
<td>33</td>
</tr>
<tr>
<td>Head Start</td>
<td>Comprehensive school readiness program for 2.9 – 5 years.</td>
<td>466 (Full day = 194)</td>
</tr>
<tr>
<td>School Age Program</td>
<td>After school program for 5-12 year olds; full-day program for summer and school vacations.</td>
<td>104</td>
</tr>
<tr>
<td>Cape Ann Families</td>
<td>Teen and parent mentoring; family resources and classes including the Nurturing® Program.</td>
<td>208</td>
</tr>
<tr>
<td>Coordinated Family and Community Engagement Programs</td>
<td>Collaborative network of educators, parents and community members; focus on enhancing and enriching family life on Cape Ann.</td>
<td>800+</td>
</tr>
</tbody>
</table>

*Average monthly enrollment was 98% of funded enrollment for Cape Ann Head Start and 98% for North Shore Head Start
*Cape Ann Head Start served 92% of eligible children and North Shore Head Start served 85% of eligible children

**FY15 REVENUE**

- Federal Grants: $4,283,327
- State Contracts: $2,444,816
- Private Gifts, Grants & Events: $2,068,410
- Parent Fees: $257,250

**TOTAL** $9,053,803

**FY15 EXPENSES**

- Program Services: $7,501,472
- Administrative & Program Support: $1,180,691
- Fundraising: $427,892

**TOTAL** $9,110,055
We are very grateful to have the support of many long-time donors in our community. Several families have made three-year commitments to our organization to support our General Budget or a specific aspect or program of Pathways that matters most to the donor.

We thank these friends for investing in our children, our mission, and thus our community’s future!

• The Mollie and John Byrnes Gift to Support Early Education
• The Jan and Bob Crandall Children’s Fund
• The Alec Dingee and Susan Gray Fund for General Support
• The Mary and Frank Fritsch Music Enrichment Fund
• The Gifford Family Fund for Mentoring and Family Support
• Garth and Lindsay Greimann Gift for General Support
• Nancy LeGendre and Walter Herlihy Fund for Children
• The Pat Petrou Fund to Strengthen Families
• The Maggie and Joe Rosa Fund for Head Start Support
• Jane C. and William L. Saltonstall Fund for Support of Cape Ann Families
• Mary Ann Sherry and Mike Bresnan Gift for General Support
• Anonymous Gift

Ongoing Memorial Gifts and Funds

These funds were originally established in memory of loved ones. Family members and friends continue to honor them by contributing to these program areas:

• The William Winfield Dyer Jr. Scholarship Fund
• The Sami Pennell Fund for Infants and Toddlers
• Sheila Collins Memorial Fund for Special Support

If you want to know more about giving to Pathways please contact Beth Graham, bgraham@pw4c.org

Thank you Tower Foundation and Dusky Foundation for Investing in Our Future

Together the Tower Foundation and the Dusky Foundation invested $250,000 to bring our technology infrastructure and workflow processes into this century and beyond. While we know our staff is the heart of our organization, we also know that technology powers us. With the funding provided by these grants, every staff member will be able to perform his or her job with a greatly enhanced level of efficiency, accuracy, and overall effectiveness. We are investing in training, as well as infrastructure, so all staff will have the tools and knowledge necessary to employ technology to support all aspects of Pathways’ mission. Thank you for making this possible!
We are proud to say that our Head Start and Early Head Start programs in Gloucester and Beverly have attained national accreditation by the NAEYC*. This status places our programs in the top 6% of all early education programs across the nation.

*NAEYC – National Association for the Education of Young Children is the world’s largest organization working on behalf of young children. The NAEYC Accreditation system was created to set professional standards for early childhood education, and to help families identify high-quality preschools, child care centers and other early education programs.

Since we began providing services in 1967, Pathways for Children has aspired to provide programs of excellence. We are now a leading provider of education and care programs serving over 500 children and their families from 13 North Shore communities.

Our year-round services provide assurance to working parents, or those seeking additional education and training, that their child is given the opportunity to grow and learn in a safe and nurturing environment. We set our standards high, value our dedicated professional staff and invest in each child’s success.

Pathways’ holistic, all-inclusive approach, along with our outstanding performance reviews and professional accreditations, is what sets us apart from most early education and care organizations!
This year our **Infant and Toddler** (IT) program was successful at becoming a recognized **Early Head Start** (EHS) program, serving children birth to 2.9 years of age. The program’s demonstrated commitment to exceptional center-based care and comprehensive services positioned it well to become a part of the federally funded program.

Our EHS program focuses on attaining infant-toddler school readiness goals and recognizes that each child is an important member of a specific and unique family. We strive to help families achieve self-sufficiency through support and referrals, and offer specialized support to expectant families and parenting teens whose children are enrolled. This comprehensive program also provides transportation, meals, nutrition assessment, health and developmental screenings, and referrals for special education services.

Our **Family Child Care** (FCC) program offers a rich, individualized curriculum designed to prepare children for success in school in a nurturing, in-home environment. Pathways contracts with 12 FCC educators who are independent contractors licensed by the Commonwealth of Massachusetts to provide care for children ranging in age from birth through age 13. The mixed age groups in FCC homes offer a natural opportunity for role modeling, growth, and development among children. Each home is unique and reflects the personality of the provider, creating an excellent learning environment.

Family Child Care is Pathways’ largest provider of infant care. Our FCC educators have low staff-to-child ratios that allow for more 1-on-1 attention and specialized care. Our youngest children thrive in these loving and nurturing in-home environments.

“**Now that we are an Early Head Start program we are so excited that our children, parents and teachers will receive so much more support. We will be able to provide even higher quality, holistic services to all involved in this program.”**

— Pathways EHS Team

“**Pathways has been reliable, completely supportive in all aspects of our life, not just in my childrens’ education.”**

— Alyssa
**Head Start (HS)** is our comprehensive, federally funded preschool program for children 2.9 – 5 years of age. With a focus on attaining formal school readiness goals, this program also strives to help families achieve self-sufficiency through support and referrals. Head Start emphasizes that parents are the child’s first and most important teacher, and we actively support parents in this role.

This comprehensive program also provides transportation, meals, nutrition assessment, health and developmental screenings, and referrals for special education services.

Although income is the primary basis for admission, homeless families are categorically eligible, and at least 10% of slots are reserved for children with disabilities.

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**THANK YOU CUMMINGS FOUNDATION AND NORTH SHORE UNITED WAY!**

For 13 weeks this summer (2015), 36 children flourished in our Beverly Summer Enrichment Preschool for children living with their families in area motels and shelters. The program was piloted successfully in 2014 specifically to meet the needs of children from homeless families. Pathways applied for and received two competitive grants to continue and add a second classroom for summer 2015: Cummings Foundation ($100,000 over three years) and the North Shore United Way. These children, most of whom attend Head Start during the school year, benefit from continuing their comprehensive, highest quality preschool experience during the summer and also by having a safe, nurturing environment in which to play and just be children. In addition, gifts from the Hamilton-Wenham Mothers Club founded a field trip fund, which provided an enhanced summer experience.

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"I've noticed how happy my children are when they return home each day. They both really enjoy helping their teacher with tasks, such as setting the table for snacks. They communicate a lot better, they interact better, and they eat healthy."

— Dawn, Parent, Summer Enrichment Program
Head Start has given more than 31 million children nationwide an opportunity for success in school and in life. Pathways is proud to have been a part of this exceptional program for 47 years and we are looking forward to the future.

**Parent Engagement**

Pathways for Children has established parent and family engagement goals that correspond to research that connects parents’ involvement in their child’s education and the child’s success in school. Over the past year, parents participated in educational workshops, parenting education, the North Shore Health Fair, literacy nights, family engagement activities, and family curriculum nights. They were active in Parent Committee Meetings and engaged in governance as active members of the Policy Council and the Board of Directors. Many parents volunteered in classrooms and on field trips.

**Program Reviews**

During the 2014-2015 School year the office of Head Start conducted two Federal Monitoring Events at our Gloucester site, and three Monitoring Events at our Beverly site, including classroom sites in Salem and Peabody. The Environmental Health and Safety Monitoring event was conducted at both sites and no non-compliances were cited. Both sites were also reviewed to assess compliance with Fiscal and ERSEA Standards (Enrollment, Recruitment, Selection, Eligibility, and Attendance). Again, full compliance with all performance standards was reported. An additional Monitoring Event was conducted in 11 North Shore classrooms, using the Classroom Assessment Scoring System (CLASS), the final tally of those averages have not yet been released by the Office of Head Start.

**Kindergarten Readiness**

School Readiness is defined as children possessing the skills, knowledge, and attitudes necessary for success in school and for later learning in life. Pathways for Children’s goals have been developed in collaboration with the public school systems, parents, and our education staff. The goals are aligned with the Head Start Child Development and Early Learning Framework, local school district expectations, and the Massachusetts Early Learning Guidelines. These goals establish the foundation for assessment of individual children, classrooms, and programs. The areas of focus include mathematics, science, language and literacy, English language acquisition, social and emotional development, and approaches to learning. Children are assessed quarterly and progress toward meeting school readiness goals is reviewed with parents/caregivers. Detailed, written Head Start School Readiness goals are available and distributed to parents, staff and the governing bodies throughout the year.

On May 20th, 2015 at the Walter J. Manninen Center for the Arts at Endicott College, 200 Pathways donors, volunteers, staff, board members, and elected officials participated in an evening of celebration, honoring Head Start's 50th Anniversary. Mark Kennedy Shriver, child advocate, Senior VP for US Programs of Save the Children, and author of “A Good Man” was the featured speaker. He spoke glowingly of the program his father, Sargent Shriver, helped build to prominence in the world of early childhood education. The evening was a great success, and has created interest in future collaborative events with our gracious Endicott College hosts. Stay tuned!

*This event was made possible by our generous sponsors — thank you.*

Platinum: John and Mollie Byrnes • Fred and Judy Schmid
Silver: Windover Construction
Bronze: Endicott College

“The fact that you are here sharing this evening with all of us means you care about our kids, you care about their future. You have faith that Pathways for Children can make a difference. That the work they do day-in and day-out, it really is the work of hope, it’s the work of love, it’s the work of compassion. It is the work that my father did, the work of faith in action.”

—Mark Kennedy Shriver

Head Start celebrates Head Start—50 years of opportunity.
Our **School Age Care** (SAC) program provides education and activities for over 70 children from kindergarten to age 12 during times when their schools are closed. We provide year-round services with extended hours, and full-days during the summer, to give working parents flexibility.

The program offers recreational activities, summer field trips, and homework help with a strong focus on promoting children’s understanding and competence in the areas of Science, Technology, Engineering and Mathematics (STEM). We also have the support of a Social Worker, to assist with weekly Social Skills groups to help increase self-awareness, self-esteem, empathy, and improved decision making.

The children in our School Age Program have been busy this year. We work closely with many community partners to be sure their time with us is educational and fun. Here are just a few examples…

- **Painting at the home of artist and Pathways supporter Eileen Mueller**
- **Visits to Maritime Gloucester, with a focus on activities related to science, technology, engineering and math**
- **Weekly classroom lessons with Liza from the Cape Ann Museum and a visit to the museum**
- **Gloucester Harbor Tours and hauling lobster traps**

“The SAC program at Pathways matters to me because the teachers make a difference. There have been times as a parent I didn’t feel confident in what I was trying to accomplish and the SAC staff helped me realize that I don’t have to have it all figured out, there will always be challenges but that I am not alone in them. They have always been a support to both my family and myself.”

— Caitlin
Supporting Parents and Strengthening Families

Cape Ann Families (CAF) provides a variety of family support programs to local families, free of charge, and is the only Pathways program fully funded by private donations. Over 200 participants from almost every North Shore community access these free services every year. CAF programs include:

- Weekly drop-in support groups for parents
- The Nurturing Program®, an evidence-based group designed to build nurturing parenting skills
- Volunteer Parent Mentors and Teen Mentors

In total, 1,257 hours were volunteered to CAF programs this year, which resulted in a savings of over $16,000. CAF would not have had such a successful year without our committed volunteers.

Pathways for Children is the host agency for our local Coordinated Family & Community Engagement (CFCE) Program. CFCE is funded by a grant from the Massachusetts Department of Early Education and Care, which provides local, family-focused activities and services that support parents as their child’s first teacher. Families residing in Gloucester and Rockport with children ages’ birth-12 years old may participate in a variety of free programming. CFCE coordinates community-wide activities and resources which maximize access to transition supports that address the needs of children and families.

“We have had a great experience at playgroup & we are so sad that we have to leave. I can’t thank you enough for all the advice and for showing our family so much love. Hopefully this playgroup will be around when I have my second child! We were so lucky to have been part of this group.”

— CFCE Playgroup Participant

“Pathways has impacted my life in a positive way by training and teaching me how to be a good and patient parent. This really makes my life as a single mother easier. Pathways is my home away from home.”

— Adeola, Former Head Start Parent, Volunteer, and Cape Ann Families participant

“At Pathways the family always comes first and the staff and volunteers keep that as their primary focus. The staff is always sure to thank the volunteers for their help and that means so much to me. My hours at Pathways are some of my most enjoyable and the positive energy I feel while there stays with me. I cannot state strongly enough what a wonderful place Pathways is and how much I enjoy volunteering there.”

— Jill, Volunteer
Gloucester Countdowns to Kindergarten!

At Gloucester Countdowns to Kindergarten, held on August 19, 2014, local and state officials greeted over 100 incoming Kindergartners and their families. Celebrating our schools, the children and families, and easing families with this important transition was our goal, all through a “rolling out the red carpet” approach.

The festive day, coordinated by Pathways for Children, was made possible, in part, through the Department of Early Education & Care Coordinated Family & Community Engagement grant, and through Pathways’ collaboration with Gloucester Public Schools, The Cape Ann Museum, the Sawyer Free Library, Cape Ann YMCA, Gloucester Education Foundation and many other community organizations and individuals. The event included a presentation, D.W. Counts Down to Kindergarten, a play by the Boston Children’s Museum. In addition we offered creative activities, storytelling, distributing “I’m Going to Kindergarten” t-shirts and backpacks, books, a school bus — and most importantly — we provided incoming Gloucester public school families with invaluable information from seasoned parents and school representatives.
Volunteers

Pathways is very proud to have a wonderful group of dedicated volunteers. They play a key role in bringing our mission to life and sharing our message with the community. This year over 1,000 people, including Pathways parents, volunteered more than 9,000 hours. Over 200 volunteers are actively engaged with our programs in a variety of ways. We strive to make each volunteer’s experience as rewarding and valuable to them as it is to us. Please contact Laura Trainor at ltrainor@pw4c.org if you are interested in learning more about our diverse volunteer opportunities.

IN 2015, THE AMAZINGLY DEDICATED GROUP OF VOLUNTEERS ON OUR LITERACY TASK FORCE:

- Hosted our 1st Annual Book Fair at both sites. Over 225 children received free books.
- Provided and delivered books for all the children enrolled in our Family Child Care program.
- Collected more than 500 book donations so that there was a book for every child at our Holiday Store.
- Circulated a free book cart to every classroom.
- Donated magazine subscriptions to every School Age Care classroom.

We are so grateful to our volunteers for sharing their love of reading with the Pathways family!

Here is what our volunteers have to say about being at Pathways –

My favorite thing about Pathways is…”

“The human beings. Everyone is dedicated, hard-working, children-caring. The staff, the volunteers — all are special people.”

“Their enthusiasm and love of learning shines through in their teaching. The teachers are always excited to try new, innovative things!”

I volunteer at Pathways because…

“I enjoy working with children. I like being a teen mentor because I love being able to have a positive effect on someone. Being a good role model.”

“I love being around the energy and creativity of children.”

Harlequin Holiday Snow Ball

The spirit of holiday giving was evident at our Harlequin Holiday Snow Ball on December 12, 2014. The feeling in the room was electric as the night’s fundraising effort to create active, indoor play spaces was hugely successful — raising over $160,000!

Exercise, improving gross motor skills, and fighting childhood obesity are part of the curriculum and daily programming at Pathways for Children. As you can imagine, meeting these needs in the cold winter months is challenging. With the $160,000 raised at the Harlequin Holiday Snow Ball, we refurbished existing indoor spaces to allow for indoor play and exercise in any weather. This includes Imagination Playground equipment, indoor rock climbing walls, and more. There are age-appropriate options for all our children — from toddlers to 12 year olds!

Thank you to all of our sponsors, donors, volunteers, guests, and staff who made this possible.

DIAMOND
• McCarthy Family Foundation
• Eileen and Joe Mueller
• Pat Petrou
• Judy and Fred Schmid

RUBY
• TRU

EMERALD
• Cape Ann Savings Bank
• Beauport Financial Services, LLC
• and The Offices of Robert G. Stewart, PC
• Mollie and John Byrnes

AMETHYST
• BankGloucester
• The Hamilton Group
• Eve and Phil Cutter
• Beth and Tad Parsons
In-Kind Gifts made July 1, 2014 – June 30, 2015

The following households and organizations have made contributions of their time, talent or material goods to help support our work. Our Federal Head Start grant requires us to match 20% of our federal funding (over $900,000) with in-kind donations each year. We offer our special thanks to the following for making this possible.

**FY15 IN-KIND GIFTS FROM INDIVIDUALS**
- Doris Alto
- Gretchen Anderson
- Erin Bilenchik
- William and Mahri Bode
- Mary Beth Brady
- Laurie Buller
- Jeanine Burns
- Peter and Jill Cahill
- Alura Carbrey
- Lisa Carter
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- John and Shirley Moore
- Lisa Moulton and Family
- Richard Mowbray
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- Roger and Lynne Norris
- Natalia Nunez
- Terry O’Connell
- John and Lee O’Leary
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- Carol Pappas
- Joanne Ponte
- Dale and Leslie Pope
- Lauren Poussard
- Amy Racofsky
- Damaris Ramirez
- John and Jennifer Rice
- Anne Russell
- Theresa Rutledge
- Phil Samson
- Jennifer Sanfilippo
- Sandra Sanfilippo
- Kathleen Santuccio
- Stanley Schroter
- Carol Shaw
- Regan Shields Ives
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- Amy Swan
- Ellen Szabo
- Susan Taominna
- Lawrence and Jackie Tennis
- Isobel Thomas
- Sandra Vesely
- Andrea Vinson
- Sandra Waddell
- Margaret Ward
- Gerri Weiner
- Jackson Wood
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- Lawrence and Jackie Tennis
- Isobel Thomas
- Sandra Vesely
- Andrea Vinson
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- JC Design
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- Lakeshore Learning Materials
- Lancelot Janitorial & Paper Products, Inc.
- Liberty Mutual
- Lipkowitz Associates
- Manchester Athletic Club
- Manchester Essex Regional High School
- MAHRI
- Maritime Gloucester
- Masconomet Regional Middle School
- Museum of Science
- NOAA - National Marine Fisheries Service
- North Shore Community College
- North Shore Community Health, Inc.
- North Shore Infant and Toddler Program
- North Shore Radio Station 104.9
- North Shore WIC
- O’Hara Industrial Services
- Oasis Rockport
- The Open Door Cape Ann
- Food Pantry
- Pamela Joyce Photography
- Peabody Public Schools
- Perfect Dental
- Pingree School
- Playtone
- Rockport Music Association
- Rockport Public Schools
- Rocky Neck Art Colony, Inc.
- Rotary Club of Hamilton-Wenham
- Salem Board of Health
- Salem Coordinated Family and Community Engagement
- Salem Pediatric Dental
- Salem Public Schools
- Salem State University
- SeniorCare’s RSVP
- Shore Country Day School
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- St. John’s Preparatory School, Inc.
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- Sun and Air Golf Center
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- The Cabot Performing Arts Center
- The Eric Carle Museum of Picture Book Art
- TJ Maxx
- Toad Hall Bookstore
- Town of Rockport School Department
- Treetop Yoga
- Unitarian Universalist Society of Rockport
- West Gloucester Trinitarian Congregational Church

We thank all of our FY15 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, 2014 – June 30, 2015

Many donors give both in-kind and financial gifts. These donors are identified with a “❤” to denote their in-kind donation.

FY15 GIVING – OVER $25,000
John and Mollie Byrnes ❤
The Dusky Foundation
Walter Herlihy and Nancy LeGendre
The Linden Foundation
North Shore United Way
Ray Ozzie and Dawna Bousquet
Patricia Petrou
Rockport National Bank
Richard and Donna Tadler ❤
The Peter and Elizabeth C. Tower Foundation
Liv Ullmann
David Walt and Michele May

FY15 GIVING – $10,000-$24,999
Stephen and Jill Bell
Michael Bresnan and Mary Ann Sherry
Charles Sanders Trust
Philip and Eve Cutter
Alec Dingee and Susan Gray
Mary Kay Dyer
Edward S. & Winifred G. Moseley Foundation
Essex County Community Foundation
Frank and Mary Fritsch
Institution for Savings ❤
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Joseph and Eileen Mueller ❤
Ken and Marianne Novack
Jane C. Saltonstall
Fred and Judy Schmid
Tru Services, LLC ❤
Jerry and Anne Trupiano ❤
The Vesper Foundation
Windover Construction Inc.

FY15 GIVING – $5000-$9999
Anonymous ❤
J.J. and Jackie Bell
Richard and Deborah Carlson
Joe and Mary Carlucci
Cell Signaling Technology, Inc.
Allan and Kathe Cohen
Herbert Collins
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<th>Samantha Pennell</th>
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<tr>
<td>Peter Briggs</td>
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<td>Charles DeCoste</td>
<td>Arline Land</td>
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<td>Antonia DiMambro and</td>
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