EVERY PART OF PATHWAYS’ COMMUNITY IS VITAL TO OUR SUCCESS.

- Professional staff – each fully-committed to nurturing and educating every one of the 500+ children we welcome lovingly each day, and their families
- Caretakers and families – the matrix for childrens’ success
- Dedicated and skilled Board of Directors
- 1,000+ tireless volunteers
- Partners who fight their own battles for funding and support and always step up for the greater good

Why do we all do it? Because these are our children; these are our families; these are our neighborhoods. We know that for children to thrive, they need the support of a network of common interests, values, strengths, and resources. They need communities that enable them to succeed.
Pathways' 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.

We are very grateful for the support that Pathways has enjoyed within the communities we serve. After nearly 50 years, Pathways is an integral part of the fabric of our community. We believe that personal and social change can only come about when we all work together. That’s why, every day, we work side-by-side with our children, families, staff, volunteers, the public schools, local organizations and businesses, elected officials, grantors and donors, to meet the critical needs of our community and ensure that children and families—regardless of income or background—have the opportunity to learn, grow and thrive.

Pathways is connected to nearly 100 local coalitions and partners throughout Cape Ann and the North Shore. Together we share information, identify gaps in services, plan for the future and conduct mutually enriching activities that benefit our community members. Through our partnerships, we are able to provide a wide range of services that help remove barriers that may impact a family’s ability to achieve their life goals. By harnessing the strength and interaction of our partners we are able to achieve a level of success that would not be possible working in isolation.

Pathways’ ability to care, to listen, to learn, to nurture, educate and support is what matters when all is said and done. Pathways’ programs and services are deeply rooted in the communities we serve and will always remain so.

As we enter our 50th year, we take great pride in our history and continue to look forward to creating an environment that is full of possibilities for the children and families of Pathways.

Sue Todd
President & CEO

Tom Zarrella
Chair, Board of Directors

CREATING A BETTER WORLD REQUIRES TEAMWORK

MISSION

OFFICERS OF THE CORPORATION

Sue Todd – President and CEO
Elizabeth Redmond – CFO and Assistant Treasurer

2016-2017 BOARD OF DIRECTORS

Tom Zarrella – Chair
Steve Mersky – Vice Chair
Richard White – Treasurer
Pat Petrou – Clerk

DIRECTORS

John Byrnes
Lisa Campbell, JD
Joan Kelly Cutter
Beth Debski
R. Clarke Fowler
Dawn Leoni
Judson Reis
Marlene Seltzer
Ellen Sibley
Greg Smith
Anne Trupiano
Steve Vavak

AREAS SERVED

CORE VALUES:
Inspiring Children • Guiding Adolescents • Supporting Parents
Strengthening Families • Enriching Communities
HAVING FUN TOGETHER AT SNOW BALL

The air was filled with fun, excitement and generosity at the Oh So Chic Snow Ball as more than 260 Pathways supporters gathered at Gloucester’s Beauport Hotel to support children and families and to further our mission. The event was a rousing success!

The evening was filled with good food and drinks, fun music and dancing, and great company! The Pathways children featured in a video helped everyone there get in touch with their inner child! The guests brought the spirit of giving to life in the room. We raised over $160,000 to build two new playgrounds for our Head Start and School Age Care Programs at the Gloucester site.

“Never lose sight of the fact that the most important yardstick of your success will be how you treat people – your family, friends, and coworkers, and even strangers you meet along the way.”

— Barbara Bush

REVENUES AND EXPENSES

FY 17 REVENUE
- Federal Grants: $3,934,208
- State Contracts & Grants: $3,050,111
- Private Gifts, Grants & Events: $1,682,430
- Parent Fees & Other: $289,567
TOTAL: $8,956,316

FY 17 EXPENSES
- Program Services: $7,183,014
- Admin & Program Support: $1,103,036
- Fundraising: $469,454
TOTAL: $8,755,504

FY 18 PROJECTED REVENUE
- Federal Grants: $4,534,428
- State Contracts & Grants: $2,873,419
- Private Gifts, Grants & Events: $1,880,327
- Parent Fees & Other: $274,620
TOTAL: $9,562,794

FY 18 PROJECTED EXPENSES
- Program Services: $7,612,842
- Admin & Program Support: $1,382,887
- Fundraising: $567,065
TOTAL: $9,562,794

This report includes information from 7/1/2016 to 6/30/2017
WORKING TOGETHER TO BRIDGE THE GAP!

Each year Pathways has a gap in funding between our federal and state grants and our expenses. Private donations help bridge that gap.

This year the Development Team set a goal to increase the amount of private grant funding we receive and we succeeded! Since FY15, grants from corporations and foundations have increased more than 35% — from $226,833 in FY15 to $355,492 in FY17.

Thanks to corporate and foundation grantors as well as our individual and family donors, we were able to provide our School Age Care (SAC) students with additional science, technology, engineering and math (STEM), arts and culture, fitness and social/emotional educational and recreational enrichment programs and activities. We hope that next year we will attract even more grant funding which will allow us to offer the Family Enrichment Nurturing® program in Beverly too!

The chart below demonstrates the many different ways we raised funds to support Pathways exceptional programming. Thank you to the many individuals, households, businesses, organizations, corporations and foundations! Your gifts are a critical part of our success. We are so grateful for your belief in the work that we do.

### SPECIAL AND NAMED GIFTS PROGRAM • FISCAL YEAR 2017

We have a special Named Gifts Program at Pathways for Children. These households make 3-year commitments to our organization, to support our General Budget or a specific aspect or program of Pathways that matters most to the donor. The minimum gift is $5,000 a year. We thank these friends for investing in our children, our mission, and thus our community’s future!

- Beauport Financial’s Better Tomorrow Fund
- 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 Douglass Family Children’s Fund
- Mary Kay Dyer North Shore Development Fund
- 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
- Michele May and David Walt Gift for General Support
- Eileen and Joe Mueller Fund for General Support
- The Novack Family Fund for General Support
- The Pat Petrou Fund to Strengthen Families
- The Maggie and Joe Rosa Support for the 21st Century Fund
- Fred and Judy Schmid Fund for Early Education
- Mary Ann Sherry and Mike Bresnan Gift for General Support
- The Zarrella Fund

As government support for comprehensive early education continues to be unpredictable for non-profits dedicated to early childhood education, these multi-year gifts and pledges offer a reliable source of funding for general operations, designated programs or special projects. We are most grateful for this support.

### 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 Sani Pennell Fund for Infant and Toddlers
- Sheila Collins Memorial Fund for Special Support

For more information, please contact our Chief Development Officer Beth Graham. bgraham@pw4c.org; 978-515-5350.

<table>
<thead>
<tr>
<th>Source of Funding</th>
<th>Amount</th>
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<tr>
<td>Individual Gifts</td>
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<td>Foundations and Grants</td>
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<td>Unsolicited Gifts</td>
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Annual Report 2017

**PATHWAYS PROGRAMS SUPPORT CHILDREN AND FAMILIES**

In FY17 Pathways for Children served more than 500 children from 14 communities on Cape Ann and the North Shore. We are also proud that we provided quality educational and recreational programming, supportive services and community referrals for the entire family through our comprehensive children and family-focused programs.

<table>
<thead>
<tr>
<th>Program</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EARLY HEAD START</strong></td>
<td>29 infants and toddlers from birth to 2.9 years learned, played and were nurtured in this center-based program.</td>
</tr>
<tr>
<td><strong>HEAD START</strong></td>
<td>370 preschoolers from age 2.9 to 5 years received comprehensive services and enrichment programs — and learned what they need to know before they enter kindergarten.</td>
</tr>
<tr>
<td><strong>FAMILY CHILD CARE</strong></td>
<td>53 children from birth to age 13 received quality in-home care through licensed Family Child Care providers.</td>
</tr>
<tr>
<td><strong>FAMILY ENRICHMENT PROGRAMS</strong></td>
<td>220 families enjoyed family-focused outreach programs including nationally recognized workshops, parenting training and teen and parent mentoring programs.</td>
</tr>
<tr>
<td><strong>SCHOOL AGE CARE</strong></td>
<td>87 students from age 5 to 13 received quality after school, school vacation and summer educational and recreational activities through 4 locally-focused enrichment programs.</td>
</tr>
<tr>
<td><strong>COORDINATED FAMILY AND COMMUNITY ENGAGEMENT</strong></td>
<td>More than 800 families took part in programs designed to enrich family life on Cape Ann through a collaborative network of educators, parents and community members.</td>
</tr>
</tbody>
</table>

“Volunteers are the only human beings on the face of the earth who reflect this nation’s compassion, unselfish caring, patience, and just plain loving one another.”

— Erma Bombeck

Average monthly enrollment was 89% of funded enrollment for Cape Ann Head Start, 94% for Cape Ann Early Head Start and 92% for North Shore Head Start.

Cape Ann Head Start served 91% income eligible children and North Shore Head Start served 98% income eligible children.

Our volunteers are a big reason why Pathways has so much impact. We are honored to have a wonderful group of dedicated volunteers who play a key role in bringing our mission to life. This year more than 1,200 parents and community members volunteered nearly 8,000 hours of their time to help Pathways in so many ways. Our volunteers are an essential component in our success!

We are committed to offering as many rewarding volunteer opportunities as possible throughout our numerous programs. Our children and families really need your help with things like field trips and other classroom activities, mailings and various administrative tasks, toy, book, clothing and school supply drives and special events and other projects outside the classroom. Educators, artists, musicians, dancers, theater and school groups, athletes, yoga teachers, readers and storytellers are especially encouraged to apply.
In FY17, 96% of our Cape Ann Head Start and Early Head Start and 100% of our North Shore Head Start children received medical exams.

95% of our Cape Ann Head Start and Early Head Start and 100% of our North Shore Head Start children received dental exams.

Pathways for Children is committed to providing programs of excellence for children and their families from the 14 North Shore communities we serve. Through our 6 core programs we provide assurance to working parents, or those seeking additional education and training, that their child is receiving an opportunity to grow and learn in a safe and nurturing environment.

**Early Head Start (EHS) and Head Start (HS)** are our comprehensive, federally funded education programs serving children from 6 weeks to 5 years of age. HS is offered in our Gloucester and Beverly sites, as well as our satellite classrooms in Peabody and Salem; EHS is offered in Gloucester only at this time.

Head Start emphasizes that parents are the child’s first and most important teachers, and we actively support parents in this role. When a family enrolls in Head Start, we ensure frequent parent and staff communication through home visits, phone calls and parent/teacher conferences. Working together, teachers, parents and students establish goals and a plan to address each child’s specific needs and aspirations. Parents are also encouraged to participate in the program by volunteering in the classroom, going on field trips, serving on committees or attending workshops.

**KINDERGARTEN READINESS**

When a child sits in circle for story-time, can they listen? When children are out on the playground and a conflict arises, do they know what to do? 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 Early Learning Outcomes Framework, local school district expectations, and the Massachusetts Preschool Early Learning Guidelines and Guidelines for Infants and Toddlers. These goals establish the foundation for assessment of individual children, classrooms, and programs. The areas of focus include Approaches to Learning, Social and Emotional Development, Language and Literacy, Cognition, and Perceptual, Motor, and Physical Development. Children are assessed a minimum of three times each year and progress toward meeting school readiness goals is reviewed with parents/caregivers.

Detailed, written Head Start School Readiness goals are available and distributed throughout the year to parents, staff and the governing bodies including the program’s progress in achieving the desired child outcomes.

**PARENT ENGAGEMENT**

Parenting can be overwhelming, especially when a parent feels they have nowhere to turn. 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 in alignment with the seven outcomes of the Head Start Parent and Family Engagement Framework. Over the past year, parents participated in educational workshops, parenting education, the North Shore Health Fair, Literacy Nights, financial literacy training, father 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 as well.

**PROGRAM REVIEW**

The Office of Head Start conducted only one review during the 2016-2017 program year. An independent reviewer, who reported to the Office of Head Start, visited the preschool classrooms at our Emerson site and observed using the CLASS standardized observation tool. This tool gathers information on emotional support, classroom organization, and instructional support. We scored near the top of the national average in Emotional Support, and within the mean scores for Classroom Organization, and instructional support. We are pleased with these results and continue to monitor our classrooms on our own and work towards continuous improvement in all CLASS domains.

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.
Pathways’ Family Enrichment Program works with children and families to overcome barriers wrought by challenging circumstances. Over 200 participants each year accessed our free programming which includes:

- The Nurturing Program®, an evidence-based, validated family education curriculum.
- Parent Mentor Program recruits adults to mentor other parents in a non-judgmental, supportive manner, and assists in accomplishing family goals.
- Teen Mentor Program recruits local high school students to mentor children.
- Parent Connection is a weekly, drop-in support group that provides parents with a place to discuss new information, share ideas, and navigate the challenges of raising children together.

This year our parent mentors were able to support their mentees through particularly difficult times.

- Supporting a parent whose son was recently diagnosed with autism.
- Being there for a family as the father was dying of cancer.
- Encouraging a father who recently became sober and is working to regain custody of his son.

HELPING FAMILIES BECOME STRONGER

MENTORING CAN CHANGE PEOPLE’S LIVES!

At Pathways we offer mentoring opportunities for teens and parents. This year we trained 17 high school students and 19 parents as mentors to be matched with children and parents in the community.

Both the mentee and the mentor benefit from their partnership.

FOR THE MENTEE
- Strengthening self-esteem
- Reducing isolation and experiencing new things
- Improving communications skills
- Having fun!

FOR THE MENTOR
- Making a positive impact on another person’s life
- Learning more about themselves
- Gaining a better understanding of other cultures and developing a greater appreciation for diversity
- Having fun!

“A mentor is someone who allows you to see the hope inside yourself. A mentor is someone who allows you to see the higher part of yourself when sometimes it becomes hidden to your own view.”

— Oprah Winfrey

“I have been a Pathways’ mentor for two years. My mentee was a wife and stay-at-home mom with a young daughter. She had recently lost her mother and her husband was diagnosed with cancer. She needed someone to talk to, and to help her deal with child rearing issues from timeouts to potty-training. Around our one year anniversary as mentor/mentee, her husband went into Hospice and died. I have stayed on as a continued support and resource for her these last six months. She told me that thanks to our connection and her very supportive father, although sad and lonely, she is adjusting to life as a single parent.”

— Parent Mentor
Pathways’ School Age Care (SAC) program focuses on children aged 5 through 12. These are the years in which children most easily learn to make plans and set goals, to persevere and adapt, to develop relationships and share pro-social values like personal responsibility, empathy, respect, and compassion for others. We teach these skills to equip our children with the tools they need to make better choices as young adults.

SAC provides year-round services, part-time after school and full-days during the summer and school vacations. School Age Care offers educational and recreational activities, summer field trips, homework help and enrichment programs.

This year SAC worked with a variety of Cape Ann organizations to develop and conduct four comprehensive educational, recreational and social/emotional programs that are designed to provide our school age students with the skills they need to succeed in school and in life. Our goal is to provide our students with the highest quality after school educational and recreational enrichment programs.

“The teachers at Pathways are really nice, especially whenever you have those really bad and crazy days. Unlike other after school programs I went to, at Pathways you actually get to pick what you want to do…and they have the “funnest” games…and a climbing wall!”

— A 10 year old SAC student

“There can be no keener revelation of a society’s soul than the way in which it treats its children.”

— Nelson Mandela
Pathways for Children is the lead agency for the Cape Ann Coordinated Family & Community Engagement (CFCE) grant. CFCE is funded by the Massachusetts Department of Early Education and Care, which provides local, family-focused programming and services, resources and support. Families residing in Cape Ann with children ages birth to 12 years may participate in various free community programs to support parents as their child’s first teacher. CFCE also coordinates community-wide resources that provide supports to address the needs of children and families. A CFCE advisory council assures that community needs are being met. The advisory council includes representatives from public schools, Early Intervention, various child/family agencies and parents.

**PLAYGROUPS!**

CFCE runs two free playgroups every week in our Gloucester center and a weekly playgroup at the Rockport Public Library. This year CFCE programs, in collaboration with Cape Ann Early Intervention, expanded to offer a playgroup specially designed for infants and their parent/caregiver. Benefits from playgroup participation include:

- Engaging in meaningful play with your baby/toddler
- Increased social interaction for parents and children
- Access to growth and development information and resources

Pathways for Children Family Child Care (FCC) providers care for children from birth to age 13 in their private homes. Our network of 9 Family Child Care providers are licensed through the Massachusetts Department of Early Education and Care (DEEC). Educators receive early childhood training and support and all are CPR and First Aid certified. FCC provides quality childcare services in a safe and nurturing environment and assists in the healthy development of each child. FCC has stringent health, safety and quality of care standards above and beyond the DECC regulations. Our FCC Educators offer a rich, individualized curriculum designed to prepare children for success in school. Low staff-to-child ratios and mixed age groups create a natural opportunity for role modeling, growth and development.

“We love the care that Max receives! His social/emotional and health and developmental needs are at the forefront of the care they provide. Activities are enriching and encourage development across many domains. We could not be happier with the child-centered program that our Family Day Care offers!”

— Family Child Care parent
The following households 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 (more than $900,000) with in-kind donations each year. We offer our special thanks to the following for making this possible.

### FY17 IN-KINDS FROM INDIVIDUALS

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<th>Holly Curtis</th>
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</table>

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 FY17 donors. Please let us know if we have made any errors in our information about you or have inadvertently omitted your name.
In-Kind Gifts from Organizations made July 1, 2016 - June 30, 2017

The following 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 (more than $900,000) with in-kind donations each year. We offer our special thanks to the following for making this possible.

**FY17 IN-KINDS FROM ORGANIZATIONS**

Addison Gilbert Hospital  
Affordable Moving Company  
Alissa Curchur Photography  
All Seasons Septic System  
A'mie Nail Studio  
Anchor QEA  
Aspire Early Intervention  
Backyard Growers  
Beverly Cooperative Bank  
Beverly Female Charitable Society  
Beverly Public Library  
Beverly Public Schools  
Branch Church  
Briscoe Middle School  
Building Center of Gloucester  
Buker Elementary School  
Business Copy Associates  
The Cabot  
Cape Ann Early Intervention  
CFCE  
Childplus Software  
Childrens Friend and Family Services  
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Cottage Gardening, Inc.  
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