

It Takes a YOUiverse



NAVIGATING A NEW YOU**u**niverse

Very often the children and families we serve are in transition. A tentative adolescent may be moving back home with his family after receiving out-of-home treatment. A newly-resettled family in an unfamiliar country needs advice, a connection to resources, a place to begin. A star student is headed to college, the first in her family to do so.

Over many years, we've learned that for kids and families in need, making these transitions successfully requires the right mix of services, skills and resources. They need a dedicated team that comes together to fund those programs, deliver those services, share those resources. They need to know that no matter their circumstances and challenges, they can be better and stronger on the other side of that transition.

They need a YOU**u**niverse. And so do we.

Over the last year, we've undergone many transitions. New leaders have emerged on our staff and board to replace those who have retired or completed their commitments. Like so many other agencies, we've confronted a significant shortage of behavioral healthcare workers, at a time of major change in the way our services are provided and paid for. We've been challenged to adapt our services to fit those changing parameters and meet a growing demand, with limited resources.

Here are just a few ways the YOU**u**niverse has responded:

- As you'll read in this report, when our Joy and Robert Wetzel Center for Children – which serves youth with acute psychiatric needs – suffered extensive weather-related damage and had to be temporarily relocated, our staff, funders, state partners and agency vendors quickly stepped in to make sure that services would continue virtually uninterrupted.
- When thousands of refugees from Hurricane Maria arrived in Worcester, our Family Resource Center staff mobilized to

help them connect to food and housing resources, enroll their children in local schools, and access counseling services and support groups.

- As new Accountable Care Organizations begin to offer behavioral healthcare services to thousands of Mass Health members in a more coordinated, community-based model, we are exploring ways to provide our services in a collaborative way, partnering with other providers to define the delivery of complex and highly specialized behavioral health services to children.
- Corporate sponsors and foundations responded to our agency's financial needs in ways both big and small. From incredibly generous event sponsorships and capital campaign pledges, to internships and employment opportunities for youth, hockey and concert tickets, and experiences for youth and families who could otherwise not afford them – their support was transformative.

To the staff, board members, partners and funders in our YOU**u**niverse: thank you for helping us to be better and stronger on the other side.

As we look ahead, we are focused on continued financial stability, a successful capital campaign, expansion of our psychiatry capabilities, leading on the advocacy front for increased funding to better meet the need for mental health services, and strong relationships with our partners as programming evolves.



Kristine Bostek
President & CEO



Roy Angel
Board Chair

Once you make a decision, the universe
conspires to make it happen.

– *Ralph Waldo Emerson*

Kristine Bostek, *President & CEO*
Roy Angel, *Board Chair*



YOUnified by Mission

The growth and success of our agency certainly depends on the outstanding work of our staff and leadership team. Equally important are the exceptional professionals who share their time and talents as members of our Board of Directors.

Representing a broad spectrum of the business community, state and local government, civic organizations and the faith community, our Board assists us to set a clear vision, follow a thoughtful strategic plan, and navigate rapid change in the delivery of behavioral health services.

We are grateful for the financial, strategic, and personal support of our Board of Directors, Emeritus Members, and Leadership Team:



Board of Directors

Roy Angel , <i>Chair</i>	Jennifer Flanagan
Eric Batista	Thomas Manning
Paul Belsito , <i>Vice Chair</i>	Tom McGregor
Joseph Crotty , <i>Treasurer</i>	Laurance Morrison
David Crowley	Patrick Muldoon
Kathleen Davis	Mary Roy
Thomas Dube	Audrey Smolkin
Stephen Erickson	Clyde Talley
Donroy Ferdinand , <i>Assistant Treasurer</i>	Donna Truex , <i>Clerk</i>



Executive Leadership

Kristine Bostek <i>President and CEO</i>	Dr. Allison Beckler, DO <i>Medical Director</i>
Paula Aiello <i>Chief Financial Officer</i>	Annie Fine <i>Vice President, Behavioral Health</i>
Jillian Alfeo <i>Vice President, Quality Assurance</i>	Kristin Mayotte <i>Vice President, Strategy & Program Development</i>
Joellen Andrews <i>Vice President, Human Resources & Training</i>	Jonathan Miller <i>Chief Information & Compliance Officer</i>



Emeritus

Susanne Blatt
Georgia Griffith
Patricia Harmon
Tom Jenkins
Michael Keegan
Sally Kimball
Gary MacConnell
Samantha McDonald
Doug Meystre
Bruce Wells
Wallace Whitney Jr.

A PARENT'S STORY



Elizabeth first discovered YOU, Inc. when she was looking for support for her son's behavioral issues. He made great strides with his counseling

team in our Worcester Behavioral Health Clinic, but as her son's treatment unfolded, Elizabeth realized that to be the best parent and build a strong family, she had to address experiences from her own adolescence.

Today, Elizabeth also works with a counselor and participates in a therapy group for women overcoming similar circumstances. Elizabeth shared with the clinical team that, "Today my son is happier and has a job in the community, and we are both healthier, which makes our whole family better. YOU, Inc. has done so much for my son, for me, for our family, that I just want to thank them and spread the word!"

True to her word and compelled to help others, Elizabeth has shared her experiences as a speaker at a Board of Directors meeting, and at our Legislative Breakfast last spring.

It's not a job. It's a mission.



Romy Medrano began working at YOU, Inc. 13 years ago, and today serves as a Parent Coach in our Positive Parenting program, where she guides parents through a 12-week program that includes education about their child's developmental stages, behavior management techniques, and a wide range of essential parenting topics. Romy facilitates parent support groups, advocates for families' needs, and connects parents to community resources that will help the family to thrive.

"The work we do for kids is so important. And the people here take great care of each other. I briefly left once, but when I came back I was welcomed back like I'd never left. I've never wanted to leave again! We take care of children and each other."

– Romy Medrano

Romy's passion for her work is infectious — so much so that her daughter, **Ashley Hernandez**, literally followed in her mother's footsteps as a volunteer in the program, then an intern, and finally as a full time Case Manager in YOU Inc.'s Intensive Care Coordination program.

"She didn't really push me, but she always told me how special a place it was. Eventually I just realized it was true. It's really not a job, it's a mission, and the people who want to help kids and families come here."

– Ashley Hernandez

As dedicated to our mission as both Romy and Ashley are, their YOUUnique relationship also means that they're slightly competitive about the accolades they've earned. As proud as Romy was of Ashley's **Excellence Award** from the Trial Court this past year, she was still sure to mention that she was a **2016 Employee of the Year** award winner!

Our YOUiverse

As an agency that serves youth and families across all of Worcester County, from sites both large and small, our **YOUiverse** is full of many amazing individuals and organizations....our planets and stars. Thank you to the funders, donors, volunteers, friends, and officials who make it all possible!

A LASTING GIFT

IN MEMORIAM: NANCY BROWN

Nancy Joy Brown, a member of YOU, Inc.'s **Greenwood Society** of donors, chose to include the agency in her estate planning. Nancy was one of a small group of determined community members whose mission to help at risk youth would give rise to the first juvenile court in Worcester in 1969, and a year later to the fledgling Youth Opportunities Upheld.

A graduate of Smith College, Nancy began her career at Springfield Hospital in Vermont and later settled with her husband Caleb in Worcester, where they raised three children. When those children headed off to college, so did Nancy. This time she studied education and earned licensure in English, History, and Guidance Counseling. Positions with the Department of Education and the Citizens Resource Center followed, as did

an exhaustive list of board and volunteer experiences at agencies including the National Multiple Sclerosis Society, Red Cross, Junior League of Worcester, League of Women Voters, and the Worcester Community Action Council – all capped off by visits to more than 100 countries.

Nancy's life was one of purpose, and compassion. Yet despite all she had already given to her community before passing in June of this year, Nancy ensured that her legacy of support for children in need would live on. Nancy's generous bequest to YOU, Inc. will continue to help the youth we serve over a span of more than 50 years.

We extend our deepest condolences, and sincere gratitude, to Nancy's family. We are pleased to announce that in honor of Nancy our out-of-home program for adolescent girls will be dedicated as the Nancy Joy Brown Grafton House for Girls.



Nancy Joy Brown, member of the Greenwood Society

WORK HARD. BE FEARLESS.

THE WORCESTER RAILERS
HOCKEY CLUB

“Work hard. Be fearless and set the standard with everything you do.”

Worcester Railers owner Cliff Rucker recently offered that advice to rising entrepreneurs in a Worcester Business Journal feature. With just one season under their belt, Cliff and the entire Railers organization have indeed worked hard, and set a standard for meaningful support of our agency, and so many others.

If it seems like the Railers have adopted Worcester and the kids who live here as their own, that’s because they have -- in a big way. For YOU, Inc., that’s meant generous corporate sponsorships for our Uphill Climb, Dragon Boat team, and the Gala for Kids. Hundreds of our staff and the kids we serve have attended Railers games through their partnership with Hanover Insurance Foundation. The Railers have hosted interns from our Dynamy Gap Year

program, and team-building meetings for our staff at the Worcester Ice Center.

In May of this year, the Railers visited our Oxford House program to learn more about the services we offer for at-risk teens and adolescents, and to deliver even more amazing news: the Railers would be making the first six-digit pledge to our Capital Campaign, specifically to fund expanded psychiatry services that bring this vital level of care to youth as quickly as possible, particularly in emergency situations.

Cliff’s advice is a metaphor for the kids we serve, who have to work hard to overcome the obstacles they’ve faced, shake the fears that can result from trauma, and set out on a confident path. In just one year and in no small measure, the Railers organization has helped them to make that happen.



PAYING IT FORWARD

Ariel came to YOU, Inc. at the “darkest point of my life,” when she found herself homeless and pregnant at the age of 19. Our Teen Parent Supported Living program gave her a safe and supportive home throughout her pregnancy, guidance as a new parent, help in finding a job, and the confidence to become independent once again.

“Sometimes people just hit bottom for a short period of time, and if they get help to lift back up, everything is good from there.”

For Ariel, everything has been very good from there—today she has two children, a loving husband, a terrific job with the City of Worcester, is pursuing her graduate degree, and is known locally as a bit of a fashionista! Ariel is deservedly proud to be able to give back to YOU, Inc. today as a donor, and we want her to know how much we value her contributions as an alumna/benefactor of our agency.

We are UnYOUsual

Merriam Webster defines unusual as uncommon, rare, exceptional. Our staff, who provide countless services and everyday acts of kindness, are unYOUsual in the best way possible. The results they achieve with youth are uncommon, even rare, and their positive attitudes – often in the face of people’s pain and trauma – are exceptional and inspiring.





Just a few of the many accomplishments and milestones we've celebrated this year:

- 100% of seniors in our College Access programs have entered college this fall, including four freshmen at Boston College and one student with a full scholarship to Brown University.
- In the Career Pathways Program enrolled 106 students. Over the year the program facilitated 24 work experience opportunities and 21 short term trainings. The program assisted 40 students to obtain their HiSET, 12 students to enroll in college, and 65 students to secure employment.
- Our Dynamy Internship Year added 17 new internship sites, and students completed 24,000 internship or community services hours.
- Our Family Resource Center was instrumental in helping hundreds of evacuees displaced by Hurricane Maria in Puerto Rico to safely settle

in Worcester. The team assisted the evacuees to find affordable housing, enroll their children in local schools, and access counseling services to address the trauma of their experience.

- The WCCC worked with parents and other local partners to develop a new Resident Advisory Committee in partnership with the Worcester Regional Transit Authority. This group now meets monthly with the leadership of the WRTA to ensure consumer voice at this important community resource.
- In response to community need, we opened a second program to provide short-term assessment and stabilization services for youth in the care of DCF.
- YOU, Inc has made a commitment to use data from a variety of systems to make data-driven decisions across all facets of our organization. In the past year, we've begun to use dashboards to improve clinical outcomes,

achieve greater operational efficiency and increase board awareness of our programs. Moving forward, we anticipate that this use of data will allow us to more readily adapt to local and national changes in healthcare delivery.

- YOU, Inc. received the highest possible rating for our community-based and intensive community-based treatment outcomes, from the Massachusetts Behavioral Health Partnership. MBHP manages the behavioral healthcare for 430,000 MassHealth members statewide.
- Our staff members received important awards and accolades over the last year. Dr. Allison Beckler, DO was recognized as a 40 Under 40 winner by the Worcester Business Journal. Judi Rock, LICSW was accepted as a participant in the 2018-2019 Leadership Worcester program. Jillian Alfeo was recognized as an outstanding Young Professional by the National Non-Profit Network, and Bethany Connolly received the Elizabeth Funk Emerging Leader Award from the Association for Behavioral Healthcare.
- YOU, Inc. received the "All Politics is Local, Excellence in Advocacy Award" from the Association for Behavioral Healthcare, which recognizes the member agency with the most legislative visits. We're proud of the outreach we do and of our relationships with legislators!

Wetzel Center Stays the Course

In early January of 2018, record-setting cold resulted in burst pipes in the sprinkler system at our Joy and Robert Wetzel Center. As in every out-of-home program we operate, the Wetzel Center provides a safe, home-like setting in which young children, adolescents and teens can receive the specialized services they need to address sometimes complex behavioral and psychiatric challenges. Despite the extensive damage to the building YOU, Inc. was committed to continuing these vital services without interruption, and our funders, community partners, vendors, staff and leadership team stepped up to make that happen.

Any displacement for kids in these vulnerable situations can be traumatic, so moving the program to its temporary home on our Cottage Hill Academy campus in Baldwinville was no easy task. Leadership and staff at both locations worked quickly to notify families and other providers, arrange transportation, set up new rooms and

counseling spaces, pack and move the kids' personal belongings, and most importantly support youth to adjust to their new surroundings.

After nine months of renovations, hundreds of miles of staff and family travel, and an abundance of YOUUnity, we are happy to report that the Wetzel Center reopened on September 10th.

Special thanks to Wetzel Center Program Director **Loni Giff**, **Antanavica Construction**, **Sadick Public Adjusters** and YOU, Inc. staff for their energy, and enduring dedication to the well-being of the children and adolescents in the care of the Wetzel Center.



SAYING GOODBYE TO A FRIEND

There have been several four-legged “clinicians” working at YOU, Inc. over the years, but perhaps none as beloved and well-known as Trot. A part of the fabric of the agency, Trot helped hundreds of children to heal from trauma in his sweet, comforting way.

Trot worked alongside his owner, YOU Inc.’s Director of Occupational Therapy, Jessica O’Connor. In addition to the broad range of OT services that Jessica manages, her pet therapy work with Trot was just a small part of what has become a vibrant Creative Therapies program at YOU, Inc. From art therapy, to drumming and holistic gardening, Jessica and the Creative Therapies Committee continually find new and inspiring ways to reach kids.

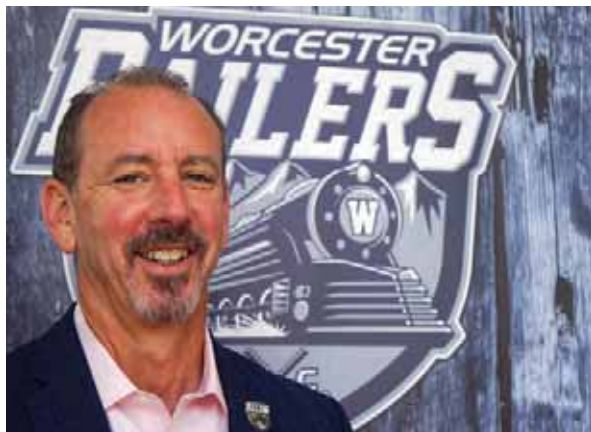
Trot will be missed dearly, but he’ll hold a special place in the hearts of the staff and kids whose lives he touched for a long time to come.

FORWARD TO 50 Capital Campaign

As YOU Inc. moves toward our **50th anniversary** in 2021, we aspire to help even more youth to be healthy, contributing members of our community. Last year we provided therapeutic, educational, and residential care to approximately 13,000 seriously challenged young people and their families.

Our **“Forward to 50: Creating Opportunity for Youth & Families”** capital campaign’s goal is to raise \$2 million to improve our facilities and expand our psychiatric care. At a time when youth mental health has gripped the nation’s consciousness, the critical importance of a strong, welcoming, community-based behavioral health agency in every community cannot be overstated. These investments in our physical and human capital will allow us to provide vital mental health services to even more vulnerable youth and their families.

Our services are currently provided at



many locations across Central Massachusetts. Priority repairs and projects at these facilities include energy improvements, roof repairs and replacements, paving, exterior painting, floor and other general repairs.



In addition to those site improvements, **Forward to 50** will fund a major investment in our Psychiatry department. All mental health programs require oversight by medical professionals. This means that each of our community-based care, outpatient mental health clinics, and inpatient hospital-level psychiatric programs require child psychiatrists and other medical professionals working in concert with them.

Recent studies underscore that for children and adolescents needing psychiatric care—those with complex diagnoses, needing acute care, and requiring psychotropic medications—long wait times for services negatively impact the child’s recovery. To address these challenges, we are fully committed to expanding our child psychiatry staff, including with Telepsychiatry services that bring critical psychiatry treatment to the most vulnerable youth, in the most expedient way.

We’re pleased to report that the initial response and pledges from individual,

“Forward to 50 Campaign” Cabinet Members

CO-CHAIRS:
Cliff Rucker *Todd Wetzel*

SUBCOMMITTEE CHAIRS:

Foundations: <i>Stephen Erickson</i> <i>Samantha McDonald</i>	Businesses: <i>Richard Burke</i> <i>Bill Mahoney</i>
Board and Champions: <i>Roy Angel</i> <i>Paul Belsito</i> <i>Laurance Morrison</i>	Events: <i>Donna Truex</i>
	Individuals: <i>Thomas Jenkins</i>

corporate, and foundation donors have been outstanding. We’re well on our way to achieving the ambitious goals defined in our Forward to 50 campaign, and eager to continue the hard work of funding and delivering exceptional care to children and families in need.

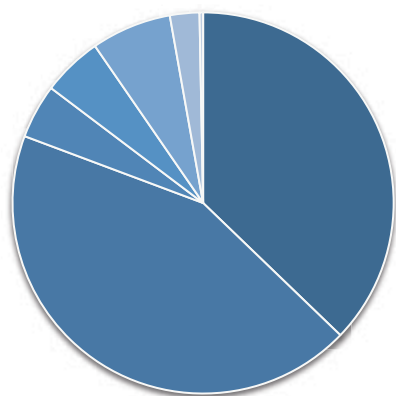


Our Financials

Youth Opportunities Upheld, Inc.

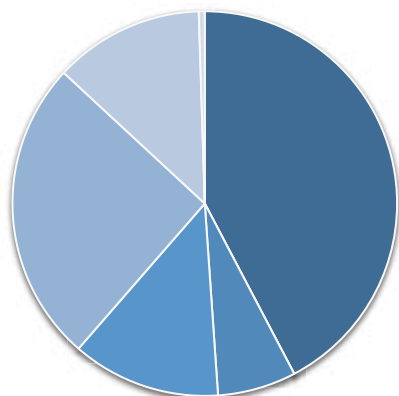
FY 7/1/17 - 6/30/18

OPERATING REVENUE - \$33,357,370



- Managed Care - 43.5%
- Department of Children & Families - 37.2%
- City & Federal Funding - 6.8%
- Local Education Departments - 4.6%
- Grants & Private Fundraising - 2.5%
- Other Income - 5.1%
- United Way - 0.3%

OPERATING EXPENSES - \$33,294,255



- Residential Services - 42.3%
- Community-Based Services - 25.5%
- Administration & Fundraising - 12.5%
- Outpatient Services - 12.6%
- Education & Employment Services - 6.6%
- Other - 0.5%

ASSETS

Cash	\$1,485,874
Prepaid Expenses	475,837
Accounts and other receivables, net	3,273,753
Investments	2,280,807
Beneficial Interest in Trust	1,077,330
Other Assets	201,390
Property, Plant and Equipment	
Buildings	10,776,092
Furniture and Equipment	1,874,267
Building Improvements	3,118,281
Sub-Total	15,768,640
Less Accumulated Depreciation	(10,138,970)
Net Property, Plant and Equipment	5,629,670
Total Assets	\$14,424,661

LIABILITIES

Note Payable and Hedging Instrument	\$6,847,836
Accounts and Subcontracts Payable	510,166
Deferred Revenue	442,979
Accrued Liabilities	1,328,811
Total Liabilities	\$9,129,792

NET ASSETS

Unrestricted Fund	4,919,958
Temporarily Restricted	213,911
Permanently Restricted	161,000
Total Net Assets	5,294,869
Total Liabilities and Net Assets	\$14,424,661

Operating Support and Revenue	\$33,357,370
Operating Expenses	33,294,255
Changes in Net Assets from Operations	63,115

Non-operating Revenue (Expenses)

Net Investment Return	
Gain on sale of property, plant and equipment	222,469
Unrealized Loss on Hedging Instrument	43,025
Changes in Net Assets	294,273
Net Assets, Beginning of Year	559,767
Net Assets, End of Year	4,671,987
	\$5,294,869

Making the Holidays BeYOUtiful



Dudley Middle School teacher Lesa Patrock brings the district's Service Learning curriculum to life, helping students to understand

just how much their time and efforts can impact those less fortunate. Over 16 years, Lesa and her team of students, parents, and faculty have provided many thousands of holiday gifts for children served in YOU, Inc. programs. Each year they purchase, wrap, and then present hundreds of gifts in a rousing and highly-anticipated assembly at the school – followed by the “Parade of Presents” to waiting delivery vans.

Lesa's dedication, energy, and commitment to this cause are amazing. With Lesa's leadership and the support of the Dudley-Charlton School District and the extended community, the children in our care feel a bit of the same joy and excitement during the holidays that many of us take for granted.

For information about the Adopt-a-Child program or to become a donor this year, please contact Kate Pesa at pesak@youinc.org, or 508-552-7300.

Donor Spotlight: Fallon Health



David Przesiek, Senior Vice President and Chief Sales Officer – Fallon Health

We are grateful for all of the donors whose generous support makes it possible for us to expand our programs and services to more youth and families, and offer program enhancements that would otherwise be outside of our budgets. Every corporate sponsor, every donor, is a vital and valued part of our YOUiverse.

Fallon Health is one of those benefactors, and their generosity this year has been truly exceptional. Beginning with their Presenting Sponsorship of this year's Gala for Kids, and later for the Uphill Climb, their sponsorships made a significant impact for youth and

families in our care. In honor of Fallon CEO Richard Burke's 20th anniversary with the company, Fallon has pledged \$10,000 for our Capital Campaign, and presented a Pay it Forward gift to YOU, Inc. This gift paid for beautiful canvas duffel bags for each of the kids served in a YOU, Inc. residential program – many of whom arrive at our programs carrying their clothes and a few personal belongings in a plastic bag. For this profound gesture, and for all of the investments they've made in our agency this year, we extend our deepest gratitude to Fallon Health.

Working (and Giving) Overtime

It would be more than enough that our unYOUusual staff come to work day in and day out, and in demanding situations offer consistently exceptional services to kids and families.

But that's not how they roll.

They give of their time, talents and treasure in ways big and small, and without fail. They support our United Way campaign through payroll deductions. They solicit holiday gifts, and silent auction prizes, and business sponsors for events throughout the year. They participate in professional organizations, serve on city and statewide committees, speak at conferences and trainings, share their clinical knowledge at every possible juncture – so that more kids, served by more agencies, might benefit. They volunteer alongside the kids in our programs at sites across the city, logging thousands of community service hours each year.

And sometimes they clean things. Or paint things. Or plant things. Whatever it takes, they do it.



Thank YOU!

We greatly appreciate gifts of any amount; listed below are gifts over \$250, and a complete list including gifts in kind can be found on our website. We strive for accuracy, however if your donation is missing please contact us and accept our sincere apology.

Guardian Angels \$25,000+

DCU for Kids
The George I. Alden Trust
United Way of Central Massachusetts
The George W.Wells Foundation
Worcester Railers HC Charitable Foundation, Inc.

YOU, Inc. Angels \$10,000 - \$24,999

Nancy J. Brown
Fallon Community Health Plan
Greater Worcester Community Foundation
PowerOptions, Inc.
RSC Insurance Brokerage, Inc.
Taft Charitable Trust
The Fletcher Foundation
The Hanover Insurance Group Foundation, Inc.
The Ruth H. & Warren A. Ellsworth Foundation
The Stoddard Charitable Trust

Chairman's Circle \$5,000-\$9,999

Bank of America Charitable Foundation
Estate of George Bernardin
Justin + Laine Fletcher
FLEXcon
Reliant Medical Group Foundation
Sally Kimball
Polly + Dick Traina Fund
UniBank Foundation

President's Club \$1,000-\$4,999

American Foundation for Suicide Prevention
Lynn M. Anderson
Anna Maria College
Maurice + Pamela Boisvert
Bollus Lynch
Margaret + Michael Boosahda
Kristine + Scott Bostek
Bowditch and Dewey, LLP
Capital Lease Group Ltd

UMass Memorial Medical Center
Coghlin Services Fund
Commerce Bank
Commonwealth Electrical Technologies, Inc.
Commonwealth Medicine Umass Medical Center
Cornerstone Bank
Country Bank for Savings
Digital Federal Credit Union
Tom + Shauna Dube
Eastern Bank Charitable Foundation
Eversource Energy Employees
Family Behavioral Health, Inc.
Barbara Fargo
Fidelity Bank
First Congregational Church of Shrewsbury
Edith Fisher
Allen Fletcher
Matthew + Julie Fletcher
Warner + Mary Fletcher
Fletcher Tilton PC
Jeffrey + Kristin Fox
Green Leaf Construction
H&R Block
Harrington Memorial Hospital, inc.
Highland Street Foundation
Hoche-Scofield Foundation
Thomas + Nadine Manning
David Johnson + W. Kathy Martin
Kristin + Michael Mayotte
Tom + Beth McGregor
Jonathan + Kristine Miller
Mirick + O'Connell
Laurance Morrison
Paul A. Belsito + Christie Bik
Christopher + Christi Powers
David + Raquel Przesiek
Raymond James
Mary + Richard Roy
Roy Angel

Sarah Sams
Schwartz Charitable Foundation
Stephen Erickson
TD Bank
United Way of Central MA
USI Insurance Services, LLC
W.B. Mason Co.
Wallace Whitney
Webster Five Foundation
The Wetzel Group
Wyman-Gordon Foundation

Champions of Youth \$500-\$999

Paula Aiello
Joanne Angevine
James E. Barker
Elissa Boisvert + Randall Barko
James R. Buonomo + Paula Rowse
Buonomo Fund
Richard + Mary Beth Burke
Francis + Dawn Carlo
Joseph + Karen Crotty
Enterprise Bank
Donroy + Cordelia Ferdinand
First Baptist Church of Worcester
First Congregational Church of Gardner
First Congregational Church of Rockport
Harvard Pilgrim Health Care Foundation
Thomas F. Jenkins
Fred + Michelle Kaelin
Kevin + Cheryl Kilcoyne
John Mannila
Samantha McDonald
Memorial Congregational Church of Baldwinville
Douglas + Diane Meystre
Patrick + Eileen Muldoon
Bob + Lisa Silverman
Dawn E. Smith
Susan + Charles Stevens
John Sullivan
UniBank Massachusetts

Marilin Vega

Advocates of Youth (\$250-\$499)

Jillian + Salvatore Alfeo
Joellen + James Andrews
Susan + Thomas Bailey
Eric D. Batista
Barbara C. Bernardin
William P. Bessolo
Susanne Blatt
Susan Bombieri
Kirk Carter
Struck Catering
Thomas + Anne Condon
Congregational Church of Canton
Connecticut Business Systems
James Cosgrove
Kathleen S. Davis
Alison Farquhar
Anne Fine
Wonderful Giving
Beth + Michael Helenius
John F. Keenan
David Kirshenbaum
Robert LePage
Marion Macomber
Ralph Marois
John Marsi
Amy + Christopher McCarthy
Thomas + Cynthia Merrill
Wendy + Dennis O'Leary
David A. Persky
Robert + Laura Plaze
Tom + Kelley Prokop
Mary Ritter
John R. Roy
Annamaria Salisbury
S. Spencer Scott Fund, Inc.
Chizu Shiono
Struck Catering
Bruce Wells
Meridith D. Wesby

Special thanks to graphic designer Melissa Begley (Creative Director, Hanover Insurance Company) and photographer Janet Jacob (www.woodandcopper.com) for their exceptional work on this year's Annual Report.



“I’ve come to believe that each of us has a personal calling that’s as unique as a fingerprint – and that the best way to succeed is to discover what you love and then find a way to offer it to others in the form of service, working hard, and also allowing the energy of the universe to lead you.”

– Oprah Winfrey



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