Restoring Hope
MISSION STATEMENT

Episcopal Social Services (ESS) transforms the lives and communities of New Yorkers in need.

Established in 1831, Episcopal Social Services (ESS) today is a non-sectarian human services organization providing direct services for up to 5,000 of New York City’s most vulnerable residents each year through programs in foster care and adoption, family preservation, early childhood education, after-school programs, group homes for developmentally disabled adults, and community re-integration of the formerly-incarcerated. Over the 178 years since its founding, ESS has served all boroughs of New York City, with a current emphasis on the Bronx and Manhattan, and a renewing presence in Brooklyn. Each of its programs involves a successful partnership or collaboration with public schools, human service agencies, churches, government agencies, and local community service providers. Serving children, families, and individuals from low and very low-income minority neighborhoods, ESS strives to help those with little hope or opportunity gain independence and self-sufficiency, and become agents of change for their communities.
Executive Team
Executive Director
Rick Greenberg, PhD, LCSW
Assistant Executive Director, Professional Development
Anne Lown, LCSW
Assistant Executive Director, Child Welfare Services
Cordelia McNish, LCSW
Assistant Executive Director, Early Childhood Services
Phil Gartenberg
Interim Chief Financial Officer
Mary G. Connolly
Director, Development and Communications
Jessica Hickman
Director, Human Resources

Management Team
Cheryl Accardi, LMSW
Director, Quality Improvement
Richard Anemone, MSP, LMHC
Director, Community Residences for the Developmentally Disabled
Ruben Betinal, MA
Director, Marcy Children's Center
Deanne Channer, LMSW
Director, Preventive Services
Aurora Ceniza, MA
Director, Virginia Day Nursery
Helen Davis
Director, Early Head Start
Celeste Gordon, MA
Director, Therapeutic Nursery
Kym Hardy-Watson
Director, Group Homes, Supervised Independent Living Program, Youth Development Program
Lucille Harrington, MSW
Director, Shelters Arms Family Day Care
Marilyn Lockett
Director, Morningside Day Care
Tracey Morrissey, LCSW
Director, Homefinding and Intake
Jorge Otero, MD
Director, Medical Services
Lissette Resto Brooks, LCSW
Director of Training
Sherlock Reynolds
Director, Foster Care and Adoption
Evangeline Rouse, MS
Director, Shelters Arms Learning Center
Charlotte Striggles, MA
Director, Cooper Park Child Care
Anne Williams, MA
Director, Network Programs
Satish Ben Williams
Chief Technology Officer

as of February 2010
What a year it has been—and not always in the good way! The current economy has affected every class of society, but it is beyond dispute that the clients served by ESS—the very-low income families who are most vulnerable at any time—were hit the hardest and earliest, with the least resources to see them through to better times. And you can be sure that they have been the last to recover, most often losing ground.

This was also a precarious time for all human services agencies like ESS: public finding was cut, as all levels of government scrambled to balance their budgets. Private and corporate foundations were forced to limit their grants as endowments took heavy hits from the stock market’s decline. Individual donors often responded by increasing their gifts; but even such heartfelt generosity wasn’t enough to make up the shortfall for many service providers.

Because, of course, while means were going down, need was going up. At ESS, we began hearing client families asking for food at the end of the month because, despite government subsidies, they had too little money left after rent and utilities to feed their children. Toddlers started coming to the Early Head Start Program in the same diapers they went home in the night before—not from parental neglect, but from parental poverty; you can’t buy diapers with food stamps.

In such an atmosphere, it is very easy to fall into a mentality of scarcity—that there is never enough to go around, another’s gain necessitates my loss, and that the social ills around us cannot and will never be solved. At ESS we refuse to accept that way of thinking, not only because it becomes a self-fulfilling prophesy, but because it also robs the poor and vulnerable of their greatest treasure: the hope of a better life for themselves, their children, and their communities.

We are called a “human services agency,” but what we really are, and have been for all of our long history, is purveyors of hope. All the aid and assistance we can offer is incomplete if it does not foster hope in the hearts of those we seek to help. Without the dream of life as it could be instead of as it is, all the good we can do will be but a temporary respite; but when the human soul can be awakened to the potential and possibility that lies before it, even the most meager support is magnified in its effectiveness.

And so that is the kind of year it has been at ESS: one in which we have tried to see the world not through the haze of scarcity, but in the light of abundance - the abundance that comes from the synergy of uncounted small acts of kindness; the abundance that grows greater whenever an individual is moved to respond to suffering, whenever eyes grown dull from deprivation are made to shine again with hope. Yes, we need money, too, and other material support, and we remain enormously grateful to all the friends and supporters who make our outreach possible. But even more than that, we thank you for demonstrating, by your ongoing partnership with us, that you share our vision of a society in which everyone’s needs are met, where all individuals have the opportunity to become all they can be, and where communities are strengthened and built up by common efforts of all who live in them.

And who knows? With your help, perhaps 2010 will be the year in which all that happens. For so we hope.

Marshall Green
Chair, Board of Directors

Kenneth Kramer
President, Board of Directors

Robert H. Gutheil
Executive Director
Demonstrating the success of ESS’ approach, the Family Preservation Program had a referral and utilization rate that was 8 – 15% higher than comparable agencies during that period. Twenty-two parents successfully graduated from the program’s four-month-long parenting skills curriculum; during the evening classes, their children took part in an educational activities group facilitated by high-performing high school volunteers from the Bronx Academy of Letters (pictured above at the June 2009 Parent Graduation).

Contrary to the image many have of the foster care system from television dramas, not all cases of concern lead to the removal of children from the family home. In fact, whenever possible, it is much preferable to keep a troubled family intact, so long as risk factors can be addressed in an atmosphere of safety and healing. The trauma induced in a child removed from the only home he or she has ever known can be deep and long-lasting.

ESS’ Family Preservation Program works with 105 at-risk families in the Mott Haven section of the South Bronx, with the goal of averting foster care placement for some 200-300 children and teens. ESS also helps with children’s transitions from foster care back to family caregivers. While maintaining the safety and well-being of all children in the household, ESS addresses risk factors through individual and family counseling before the home environment tips toward child abuse or neglect. Other resources and referrals with which ESS assists include health care coverage, secure and adequate housing, and children’s educational needs. Parenting skills workshops are a key component in the process, and when needed, appropriate community providers for treatment of domestic violence or substance abuse become partners in the healing process. ESS has a 97% success rate of helping troubled families gain stability and remain together.
FOSTER CARE AND ADOPTION

There are some home environments that are simply too dangerous for children. When parents have issues such as drug and alcohol use, uncontrolled anger, unsafe housing, poor parenting skills, or domestic violence that have escalated beyond the line of safety, the only recourse is to remove any children at risk and place them with a loving foster family while the birth parent(s) are offered the help they need to take up their childraising responsibilities again—if they ever can.

ESS recruits, screens, and extensively trains committed adults to provide loving and nurturing homes for children who are often doubly-hit psychologically—traumatized by the abusive home environment and compounded by the stress of leaving it. ESS addresses this with a trauma-based care model while the children are transitioning through the program. The real goal, of course, is to find the best permanent situation for the child as soon as possible. For almost 70% of ESS’ foster care children, that means being successfully reunited with their birth parents who have regained their footing. Approximately another 30% are ultimately adopted by other relatives, with a small remainder adopted by the foster parents who took them in.
GROUP HOMES & SUPERVISED APARTMENTS FOR TEENS

Learning to live cooperatively with others and develop the skills needed to be self-sufficient is the goal of ESS’ two group homes and two supervised apartments for foster youth in the Bronx. Staff members provide surrogate parenting in the group homes by helping the residents organize meal preparation, assigning of chores, and overseeing homework review and discipline. In each of the two supervised apartments, two teens take a trial run at independent living with the support of ESS resources to help them through initial stumbles. Academic achievement, college preparation, and job readiness skills are emphasized for all the youth, while local workshops and seasonal out-of-town retreats broaden residents’ perspectives and life coping skills.

Teens who are awaiting procedures in Family Court and cannot return to their families are housed in two non-secure group homes run by ESS under contracts with the Department of Juvenile Justice. These individuals are closely supervised, attend school, and receive counseling during their short stay in the ESS group home, which is typically less than 30 days.

PREPARING YOUTH FOR ADULTHOOD

“What will it be like to be an adult, and on my own—free to make my own decisions, but with no one to keep me from making my own mistakes?”

ESS offers the Preparing Youth for Adulthood Program for foster youth ages 14 and older in an effort to teach them to make responsible, productive decisions, and minimize harmful choices. Each year, over 100 adolescents are helped to understand the types of issues they will face when they age out of ESS’ foster care at age 21: how to find a good place to live, how to get (and keep) a job, how to manage money, how to build a network of reliable friends and successfully navigate the challenges of life as an autonomous adult.

Participating teens engage in one-on-one counseling and peer support, access informational and referral services, and take instructional workshops and seminars in practical life skills that will prepare them to deal with whatever comes their way when they’re on their own. At the same time, they are given opportunities to build mentoring connections with caring, responsible adults to help guide them through adolescence into independent adulthood.
CHILDREN’S HEALTH SERVICES

During the 2009 program year, ESS’ medical clinics together registered 12,384 medical visits by children in ESS programs; another 578 mental health sessions were held for the same population. ESS also cared for 25 “special medical needs” children—those with major, life-threatening illnesses, such as cancer and HIV/AIDS.

Children coming into ESS’ Foster Care Program have often been exposed to a broad array of destructive influences that may include poverty, poor nutrition, and lack of medical attention or incomplete follow-up by overwhelmed community clinics. Lack of regular schooling, prenatal narcotics use, and emotional trauma or abuse may be contributing factors as well. Nearly all are in need of some or all of the normal childhood vaccinations, and some have never even seen a doctor before coming into ESS’ care.

ESS operates two medical clinics, one in Manhattan and one at Paul’s House in the South Bronx, to provide a comprehensive, high-quality range of pediatric medicine, child psychiatry, child psychology, and dental services for all of the children referred to ESS. They receive a complete medical and mental health checkup, vaccinations, and required treatments or therapies. Dental services are also provided by child-friendly dentists in bright, cheery rooms. The clinics are also sources of medical information for foster parents as well, educating and empowering families to be proactive in their maintenance of their own health through advice on nutrition, exercise, childcare, and stress reduction. Together this helps ensure that every child in ESS’ care is healthy, happy, and able to thrive physically and emotionally.
As Helen Davis, Program Director of ESS’ Early Head Start likes to say, “We start to help these kids before they’re even born.” Helen has gotten to know a lot of children before they make their “debut.” Working with expecting low-income families who have little or no other access to medical advice or care, the Early Head Start staff offers workshops and personal mentoring to promote good prenatal care and to help new parents learn how to care for their babies. Infants and toddlers up to 3 years of age attend classes at Paul’s House, ESS’ early childhood center in the Bronx, that foster intellectual, emotional, and healthy physical growth. In the home-based version of the program, caseworkers visit the homes of participating families to work with the children, who also attend socialization groups with other children of the same age. Parents are offered various educational workshops, including prenatal and postnatal care, nutrition, and comprehensive family support services.

ESS’ Early Head Start (the only full Early Head Start facility in all of the South Bronx) was able to expand its enrollment to 76 children through a generous grant from the Robin Hood Foundation, which added 16 new program slots and a new classroom to handle the increased numbers.

In addition, the program benefits from an urban infant/toddler literacy initiative funded by a grant through the Mott Haven branch of the New York Public Library. This grant provides a professional resident children’s librarian at Paul’s House who conducts storytelling in each of the classrooms on a monthly basis and facilitates monthly socialization sessions with the program’s home-based families at the library. Free gift books and music CDs for the children are also provided, helping to make reading and learning a fun and normal part of growing up.
According to the World Health Organization (WHO), the first years of life are the most crucial for brain development, and that process is highly influenced by a child’s environment. In fact, WHO lists malnutrition and inadequate stimulation as the two greatest risks to brain development in a child. It is essential that from birth to three years of age children receive adequate food and stimulation to develop a sense of curiosity and desire to explore their world.

Sheltering Arms Day Care Services, a subsidiary corporation of ESS, operates six center-based day care sites for the children of very-low income families, addressing developmental concerns through a comprehensive approach. Physical health and development is encouraged through free nutritious meals and snacks offered every child daily, and fun educational activities awaken the child’s sense of wonder and excitement—setting her or him off on a lifetime of learning adventure! Also, approximately 80 home-based licensed day care providers offer the same benefits to smaller groups of children—altogether serving nearly 750 children of very-low income families in Brooklyn, the Lower East Side, and Harlem.

Day care also allows parents to remain in the workforce and provide a better quality of life for their families, raising household income, and increasing workforce productivity in the community.
AFTER-SCHOOL PROGRAM

During the 2008-09 school year, ESS’ After-School Program served over 1,200 students from ten public elementary and middle schools in the South Bronx, Harlem and Brooklyn. Operating from 3:00 p.m. to 6:00 p.m. every school day, the program offers tutoring and mentoring services combined with educational and youth development activities, based on individual students’ needs and interests. Academic help is offered during school holiday breaks as well.

At the high school level, ESS addresses two major problems facing many New York City teens, especially those from low-income neighborhoods: completion of their high school studies and being adequately prepared to function in the adult workforce. ESS’ Young Adult Borough Center at Truman High School in the Bronx is a specialized high school environment where students at risk of dropping out because they have fallen behind in accumulating credits receive individual attention from teaching staff and from ESS Student Advocates who act like personal “life coaches” to the students. At Stevenson High School in the Bronx, high school juniors and seniors receive work readiness tests, academic tutoring, career planning help, and internships which help prepare them for the working world.

ESS’ After-School Program serves students from:

- MS 302, Luisa Dessus Cruz
- PS 62, Inocensio Casanova
- PS 130, Abram Stevens Hewitt
- PS 36, Unionport
- PS 138, Samuel Randall
- PS 75, Emily Dickinson
- JHS 125, The Henry Hudson School
- PS 119, The Richard R. Green Educational Complex
- PS 197, John B. Russwurm
- PS 135, Sheldon Brookner
- Harry S. Truman High School, Young Adult Borough Center
- Adlai E. Stevenson High School, Youth Workforce Development Program
“They say that the hardest thing about getting out of prison is staying out; and believe me, that’s the truth.” So said a parolee who wanted more than anything to remain a free man—but who knew that the odds were against him when in New York State 40% of formerly-incarcerated men and women return to prison within three years. Nationwide, the percentage is even more discouraging at over 67% being re-incarcerated within three years. Given that employers are reluctant to hire parolees, the work skills required today have evolved drastically, and many of the formerly-incarcerated feel disconnected from a society they’ve not been a part of for years, how can these individuals expect to succeed?

ESS’ Network in the Prisons and Network in the Community programs can show them how. These programs have helped the odds of success for hundreds of former prisoners returning to the New York City area: among Network participants, only 7% return to prison within three years. Voluntary therapeutic communities in ten New York State medium- and maximum-security prisons encourage inmates to transform their personal values and behaviors; when they return to their families and neighborhoods, a range of re-entry services helps them successfully use their second chance in life. From anger management and substance abuse counseling to job placement and housing assistance, Network helps participants discover, perhaps for the first time, their connection with the larger society; this helps them become stable, productive citizens and responsible family members.
COMMUNITY RESIDENCES
FOR DEVELOPMENTALLY DISABLED ADULTS

In 1977, ESS opened its first community residence for developmentally disabled individuals, welcoming several children who had been institutionalized at the Willowbrook School in Staten Island. When scandal erupted about the quality of care at Willowbrook, these young people were welcomed by ESS into a structured, supportive home where they were helped to live as independently as possible, assisted by counselors and other specialists.

Today ESS operates five such residences for developmentally disabled adults, serving a total of 52 people. Supervised by experienced and caring counselors, these residents work on independent living goals established for each individual. In addition to day habilitation programs and excursions, some of the residents hold jobs in supervised work environments. Many of the children ESS welcomed over 25 years ago are now adults and still under its nurturing care.

Come visit us!

Reading our Annual Report only provides a short glimpse into who we are and what we do. ESS has begun offering informational sessions called “A few words with ESS” at both our Manhattan and Bronx locations. These one-hour tours provide an opportunity to meet the leadership and some of the volunteers and staff of ESS and to get an up close and personal look at how we transform the lives and communities of New Yorkers in need.

We promise that you will not only leave within an hour, but inspired as well. For the upcoming schedule of tours, please contact Mary G. Connolly, Director of Development and Communications at 212-886-5604 or connollym@e-s-s.org
## STATEMENT OF FINANCIAL ACTIVITY

### Statement of Revenue and Expenses

**Years ended June 30, 2008 and 2009**

<table>
<thead>
<tr>
<th></th>
<th>30-Jun-08</th>
<th>30-Jun-09</th>
<th>Change</th>
<th>%</th>
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<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Government Contracts and Grants</td>
<td>27,923,791</td>
<td>28,571,425</td>
<td>647,634</td>
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<td>Medicaid</td>
<td>9,559,441</td>
<td>9,667,308</td>
<td>107,867</td>
<td>1%</td>
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<td>Private contributions and other</td>
<td>2,066,393</td>
<td>1,258,016</td>
<td>-808,377</td>
<td>-39%</td>
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<td>Total revenue</td>
<td>$39,549,625</td>
<td>$39,496,749</td>
<td>-52,876</td>
<td>0%</td>
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<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Program services:</strong></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Foster boarding home</td>
<td>8,721,405</td>
<td>9,509,520</td>
<td>788,115</td>
<td>9%</td>
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<td>Group homes for adolescents</td>
<td>1,620,426</td>
<td>1,512,445</td>
<td>-107,981</td>
<td>-7%</td>
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<td>Intermediate care facilities</td>
<td>6,717,687</td>
<td>6,965,247</td>
<td>247,560</td>
<td>4%</td>
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<td>Medicaid programs</td>
<td>2,226,782</td>
<td>2,287,409</td>
<td>60,627</td>
<td>3%</td>
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<tr>
<td>Early childhood, preventive and other</td>
<td>16,784,312</td>
<td>16,369,212</td>
<td>-415,100</td>
<td>-2%</td>
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<tr>
<td>Total program services</td>
<td>$36,070,612</td>
<td>$36,643,833</td>
<td>$573,221</td>
<td>2%</td>
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<tr>
<td><strong>Support services:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Management and general</td>
<td>3,915,170</td>
<td>4,360,287</td>
<td>445,117</td>
<td>11%</td>
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<tr>
<td>Fundraising and public relations</td>
<td>790,057</td>
<td>806,249</td>
<td>16,192</td>
<td>2%</td>
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<tr>
<td>Total support services</td>
<td>$4,705,227</td>
<td>$5,166,536</td>
<td>$461,309</td>
<td>10%</td>
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<tr>
<td>Total expenses</td>
<td>$40,775,839</td>
<td>$41,810,369</td>
<td>$1,034,530</td>
<td>3%</td>
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<td>Revenue versus Expenses</td>
<td>($1,226,214)</td>
<td>($2,313,620)</td>
<td>($1,087,406)</td>
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<tr>
<td>Investment income (loss), net</td>
<td>($202,329)</td>
<td>($1,959,355)</td>
<td>($1,757,026)</td>
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</tbody>
</table>

### PROGRAM EXPENSES

**Fiscal Year 2009**

- Foster boarding homes: 23%
- Group homes: 4%
- Intermediate care facilities: 17%
- Medicaid programs: 5%
- Early childhood, preventive and other: 39%
- Management and general: 10%
- Fundraising and public relations: 2%
HIGHLIGHTS

Revenue remained constant with increases in public support offsetting reductions in non-public support. Total expenses grew by 3 percent. 2008-09 showed modest increases in program operations and increases in management and general and fundraising expenses reflecting the agency’s decision to invest in infrastructure. It should be noted that the agency’s investment portfolio has regained 9 percent of its value as of February 28, 2010.

Episcopal Social Services was funded in 2008-09 by a variety of sources, including the FEMA Emergency Program; New York City Administration for Children’s Services; New York City Department of Education; New York City Department of Health and Mental Hygiene; New York City Department of Youth and Community Development; New York City Division of Juvenile Justice; New York State Education Department; New York State Division of Criminal Justice; New York State Medicaid; New York State Office of Children and Family Services; New York State Office of Mental Retardation and Developmental Disabilities; and the United States Department of Health and Human Services. In addition, very generous support was received from the individuals, foundations, and corporations listed on the following pages.

Complete audited financial statements are available on the ESS website at: www.essnyc.org, or you may contact the New York State Charities Bureau, 120 Broadway, New York, NY 10271

VOLUNTEERS

Donations of money are certainly not the only gifts that are useful to ESS. Many people in our community are enormously helpful to our work by providing their gifts of time and talent. Volunteers help ESS leverage the work of staff members and make it possible to reach more clients, to provide more individualized attention, and operate programs more efficiently. Volunteers with a particular ability to share—crafts-making, for example, or specialized math tutoring—can help us broaden the range of support we can offer the clients we serve. And, volunteering bestows the benefit of knowing that you have made a positive difference in the life of a child or adult in need.

During the latter part of 2009, ESS has been the beneficiary of three AmeriCorps VISTA Volunteers from the NYC Civic Corps, an initiative to help nonprofits bolster their volunteer programs. These individuals have been tasked with creating and implementing a reinvigorated Volunteer Services initiative for ESS by the end of 2010; this will make it easier for volunteers to identify ways that they can help ESS, streamline the recruitment and clearance process, and help match volunteers with appropriate opportunities. Call the ESS Volunteer Hotline at (212) 886-5663 to learn how you can help!
# ESS Donors 2008-2009

## Individuals

### $25,000 and Over
- Mr. and Mrs. Richard S. Emmet

### $10,000 to $24,999
- Mr. Robert C. Daum
- Mr. and Mrs. Robert H. Gutheil
- Ms. Elizabeth P. Munson
- Mrs. Diana C. Nouri

### $5,000 to $9,999
- Mr. and Mrs. Robert E. Foran
- Mr. and Mrs. Marshall M. Green
- Mr. and Mrs. Stephen S. Madsen
- Mr. and Ms. Peter F. Wallace

### $2,500 to $4,999
- Mr. and Ms. John N. Gilbert, Jr.
- Bequest of Elizabeth H. James
- Ms. Julia Kahr and Mr. Brian Colton
- Mr. and Mrs. Kenneth M. Kramer
- Mr. David Leuschen
- Ms. Deborah B. Snyder

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- Mr. and Mrs. Christopher T. Cox
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- The Rt. Rev. Mark S. Sisk

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- Ms. Mary G. Connolly
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- Ms. Margaret Langan and Mr. Evan Ladouceur
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- Mr. and Mrs. James MacPherson
- Mr. Jose Maldonado
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- Mr. and Mrs. Carlos R. Muñoz
- Mr. and Mrs. Suok J. Noh
- Mr. Robert W. Radtke and Ms. V. Mary Abraham
- Mr. Reed M. Roberts, Jr.
- Mr. William D. Rogers
- Mr. and Mrs. Alfred M. Schlosser
- Mr. and Mrs. Paul C. Schorr III
- Mr. and Mrs. Mark Simons
- Ms. Elizabeth D. Trussell
- Ms. Carolyn Weinberg and Mr. Philip M. Korn
- Mr. George W. Young

### Under $500
- Ms. Alice Yurke-Davis and Mr. Robert H. Davis

### Under $500
- Dr. Lois S. Adams
- Mr. Jesse D. Adelaar
- Ms. Doris M. Alexander and Ms. Aurora Alexander
- The Rev. Canon John Andrew
- Dr. and Mrs. William Sinclair Augerson
- Ms. Angelina Baez
- Mrs. Bessie Bandes
- Dr. Claude Barbre
- Mr. Robert J. K. Barnett
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- Ms. Marcia Behrmann
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- Mr. Jabe Bergeron and Ms. Kristen A. Dalton
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Mr. Eddie Corey
Mr. Joseph Costa
Mr. and Mrs. Peter Coté
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