



home

C R O S S R O A D S

A N N U A L R E P O R T 2 0 1 8 - 2 0 1 9



When we asked our kids to describe their experience with **CROSSROADS** the word that they most often used was **HOME**
which was quickly followed by **FAMILY, CHALLENGE** and **OPPORTUNITY.**



When we describe our kids the word we use is **AMAZING.**

The crisp air and brilliant colors of New England signal the start of a new year at Crossroads. Summer's green has turned to gold, but peals of delight still seem to echo through the trees, the splashing in the pool doesn't seem all that distant and, if the breeze is blowing in the right direction, there is still the hint of smoke from song- and story-filled campfires. For the more than 1,000 young people who joined us at camp in July and August, these are the sounds, sights and smells of what so many of them call **HOME** during the summer months. And as we turn the page into the school year, more than 400 high school participants will return to their Crossroads home for C5 Leader programs that run nearly every weekend and more than 300 elementary and middle school Junior Leaders will return for regular overnights that keep the fires of summer burning brightly, even during the coldest months. Home is a place where smiling faces greet you with open arms; home is the place where you get to explore and imagine reaching distant horizons; home is a place where you build habits, skill and character that last a lifetime; home is a place of safety and community; home is a place where you get to be your best self. Crossroads is home.

"In the end, our success is measured in the smiles and accomplishments of our amazing Crossroads youth. And that's the way we like it."

SIMON HESS
CROSSROADS PRESIDENT AND CEO



We have had a remarkable year of learning and growth at Crossroads. Thanks to you and the countless other members of our family, we have been able to provide the young people we serve with access to extraordinary opportunities for exploration, making friends and achievement. Their accomplishments are myriad: from learning to swim, reaching the top of the climbing wall or building powerful relationships to summiting a Wyoming peak, marching to end hunger or being accepted to Morehouse College—our young people live out the Crossroads mission of realizing their potential and positively impacting the world each day.

In the pages that follow we capture many of the past year's highlights, the importance of our work and the transformative impact Crossroads is having in the lives of Greater Boston's children and teens. You will also see the incredible generosity of those who give of their time, their talents and their resources. In particular, I have had the great privilege of working alongside former Board Chair Kevin Phelan whose boundless energy and vision have elevated Crossroads to new heights, and now with new Board Chair Mary Renner whose grace, wisdom and decades of deep experience in the organization will guide us toward an ever more brilliant future. On behalf of Kevin, Mary and all of our dedicated Trustees, thank you for working so diligently with us to build this amazing home.

With gratitude,
Simon Hess

We focus on:

SOCIAL-EMOTIONAL LEARNING

CIVIC ENGAGEMENT

LEADERSHIP DEVELOPMENT

POSTSECONDARY SUCCESS

MARY RENNER
CROSSROADS BOARD CHAIR



The majority of **OUR YOUTH** live in urban communities with strong institutions—families, churches, and service organizations—that anchor vibrant culture, tradition and history. These neighborhoods are rapidly evolving as immigrant populations and gentrification redefine the social, economic and political landscape. Many of our youth live in places where poverty, unemployment and underperforming schools exceed state averages.

89% of our youth are people of color

75% come from homes that are living at or below the poverty line

When the school year ends, children in low-income environments struggle not only with basic needs like healthy food and safe places to spend their days, but with losing precious time during the summer months to continue their learning.



If you are behind it's hard to catch up:

78% of low income students graduate high school on time⁴

90% of higher income students graduate high school on time⁴

18% of low income students earn a degree within 6 years of high school⁵

52% of higher income students earn a degree within 6 years of high school⁵

Youth who participate in summer programs narrow the gap:⁶

60% improve their classroom behavior

65% improve their homework and class participation

50% improve their math and reading grades

NEED

For every youth in an afterschool and summer programs, approximately two more would be enrolled if a program were available to them.⁷

OPPORTUNITY

Crossroads works with partners and families in the community to help young people narrow the gap, overcome the challenges they face and realize their aspirations.

¹ National Summer Learning Association (summerlearning.org/thechallenge)

² Johns Hopkins study, 2009

³ Rising Cost of Going to College, PEW RC2014

⁴ Building a Grad Nation, DePaoli, J 2018,

⁵ College Progression Rates, NCRS C, 2016,

^{6,7} Afterschool Alliance, 2018



1,000 YOUNG PEOPLE experience the power of an overnight setting that provides access to wide open spaces, woods, lakes and pools, not to mention a good dose of RANDOM AWESOMENESS.



SOCIAL-EMOTIONAL LEARNING

At Crossroads, we're deeply rooted in an understanding that effective learning environments offer highly engaging programs, a sense of physical and emotional well-being and a strong sense of belonging. Our young people are given the opportunity to develop social-emotional learning skills (SELs), like problem solving, self-regulation and creative thinking that are essential for academic success. Additionally, we provide ample space to practice SEL skills such as empathy, perseverance and collaboration, which they need to thrive as adults in their careers, families and communities. We believe that the immersive and highly social contexts of our programs nurture the amazing growth of SEL skills that Crossroads' participants demonstrate.

In the past year, we have been working to align our program with the ACT Framework, which was commissioned by Boston After School & Beyond and codifies the skills necessary for success in school, college and careers:

ACHIEVE: Critical Thinking, Creativity, Perseverance

CONNECT: Social Awareness and Relationships, Communication, Teamwork

THRIVE: Growth Mindset, Self-Efficacy, Self-Regulation

We're seeing great results!

90% of kids report growth in perseverance

88% of kids report growth in ability to think critically

77% of kids report growth in peer and adult relationships

75% of kids report growth in optimism

We're also proud that on site observations conducted by the National Institute on Out-of-School Time, **Crossroads ranks among the highest in a regional cohort of organizations in creating a supportive social-emotional environment for youth.** This is clear evidence that our vibrant community is truly providing the learning environments that lead to transformative life outcomes for our young people.



1,000 fish caught and released

2,000 ascents on the climbing wall

3,000 dining hall dances

4,000 miles hiked

5,000 arrows launched

6,000 s'mores eaten

15,000 hours of swimming

21,000 nights in nature

Countless new friends

Lifetime memories

"I know that the people here will love and support me no matter what."

CAMP WING CAMPER



CIVIC ENGAGEMENT

Through community action in their own neighborhoods and on service trips far from Boston, our C5 Leaders build self-efficacy and learn of their power and responsibility to make a difference in the world. Each cohort of C5 teens performs over 10,000 hours of community service. In the past year, our teens participated in the Winter Walk for Hunger, and engaged in service with such organizations as the Salvation Army, the American Red Cross, Food Pantry, Revison Organic Farm and the Pine Street Inn. These experiences promote a greater understanding of social issues and reshape C5 Leaders' perceptions of the world. Most importantly, their new found orientation toward others inspires these youth to become active change agents in their own communities.



"I've learned that I can do things in my home and my community that make a difference." C5 TEEN LEADER

LEADERSHIP DEVELOPMENT

Our leadership development curriculum helps teens develop the skills, self-knowledge and attitudes needed to intentionally and positively influence the actions of others. We engage young people in challenging activities—in the pool, on high ropes courses, on back country treks and through project-based learning in their own communities—to build self-confidence they carry with them into challenging real-life situations. This leads to our young people confidently seeking to take on leadership roles in their schools and communities.

"Every kid, everywhere should have to do this."
C5 TEEN LEADER



POSTSECONDARY SUCCESS

The C5 Postsecondary Success Initiative ensures that our teens have access to opportunities for postsecondary exploration and the resources they need to successfully transition from high school to a “right fit” college or training program. We seek to rewrite the script that too often begins with students receiving insufficient college guidance, leads to a mismatched placement and ends with self-defeating debt, unfulfilled promise and no degree.

During 11th and 12th grade, students receive guidance about high school course selection and grades, the college application process, standardized test preparation, financing postsecondary options and exploring career interests. We also provide C5 graduates with tailored support in the first two years of their postsecondary journey, to ensure that a firm foundation is set to earn a degree or career certification.

Our young leaders are succeeding!

Over the past four years:

96% of Crossroads C5 graduates have been accepted into college

78% of our C5 students will be first generation college graduates

We now turn our attention to ensuring that these young people make it THROUGH their coursework to degree attainment—and the life-changing implications of this accomplishment.

Where are they going?

Bridgewater State University

Boston College

City Year

Harvard University

Massasoit Community College

New York University

Northeastern University

Stonehill College

University of Massachusetts

United States Air Force

Wesleyan University



HIGHLIGHTS FROM OUR YEAR



Mayor Marty Walsh shares his journey from a Boston youth to mayor.

Crossroads C5 Leaders Career Exploration Weekend

Last November, our C5 Leaders were welcomed by Boston Mayor Marty Walsh at the annual Crossroads C5 Career Exploration Workshop. The Mayor encouraged our leaders to work diligently and seek out support as they pursue their dreams, while speaking passionately about his own journey. Crossroads Trustee, Carmen Ortiz, also shared her story of becoming the first female and Hispanic US Attorney from Massachusetts. In addition, our leaders participated in roundtable discussions with folks from Anderson & Kreiger; Boston Plan for Excellence, Brigham & Women's, Broad Institute, Cannistraro, City Year; Converse, Harvard, Liberty Construction, Liberty Mutual, Medtronic, PwC, Pyramid Hotel, Sterling Resources, Suffolk Construction, Vecna and Wolf Greenfield. Guests shared their personal career journey and offered wisdom they gained along the way. Our C5 Leaders left each conversation with new ideas about potential career pathways, the skills required for success and a new set of mentors ready to support them!

Discovering the Crossroads Grow-Build-Lead Pathway

In May Crossroads hosted 300 guests at the Revere Hotel in Boston to celebrate the incredible achievements of our young people at the 11th Annual Urban Campfire. We're proud to share that, thanks to our amazing supporters and sponsors, this year's Urban Campfire raised over \$550,000!

The event provided an immersive experience for guests, including hands-on activities with youth ambassadors at our Grow-Build-Lead Villages.



Crossroads youth ambassador, Paris meets with Anne Phelan and First Lady Lauren Baker.

Our featured speaker was Joao Paulo Pecanha (JP) Ferreira, a member the Crossroads C5 class of 2018. JP joined Crossroads after second grade and spent 10 years with us before enrolling at Loyola University in Chicago last year. Reflecting on his journey with Crossroads, he said, "I saw both myself and my peers grow from Crossroads, and it's why I strongly believe we are youth leaders. We are not children in need, but children proven to overcome adversity. Our time is not limited to those moments we spent at Crossroads; we have a future."

JP finished his first year at Loyola in May and this past summer he volunteered with the City of Chicago's 47th Ward Democratic organization.

Event co-chairs Carolyn Campanelli and Amy O'Connor followed JP's remarks asking the audience to light the way for future Crossroads leaders. Guests responded and together raised over \$30,000 in the room—the most ever raised on event night. One guest shared, "I was so inspired by JP and the young people I met tonight. I want to make sure Crossroads continues to empower these amazing young people to be the best they can be!"

Thank You for Being a Hero!

This summer, Crossroads Trustee Sharon Fownes and her husband, Rick, graciously hosted a celebration at their home to honor our Crossroads Community Heroes—a special group of donors who have committed to providing multi-year support to the C5 Leaders Program. Combined with matching funds generously provided by the Fownes, our Community Heroes have contributed over \$500,000 to Crossroads—funding the entire C5 experience for more than 30 vibrant teens in the C5 Class of 2021. Thank you to our Community Heroes for their profound impact, and special thanks to Sharon and Rick for their inspiring leadership!

Sharon and Rick Fownes celebrating with our C5 Teen Leaders



All Teed Up for Crossroads

Led by Golf Committee co-chairs, Steve Stewart and Tim Carroll, and with the support of our Golf Classic sponsors, golfers, silent auction donors and bidders, we raised over \$225,000! The generous support of our annual golf tournament helps Crossroads empower over 400 C5 Leaders each year, providing a brave space for them to explore, to discover themselves and to realize their unlimited potential.

The dinner program featured C5 Graduate Speaker; Gigi Landrum, who reflected on finding her best self through her 12-year Crossroads journey.



"Every summer, I came back from camp a little different. I remember my goal was to be who I was in the summer, all year. The people at Crossroads want nothing more than to see you shine and will tell you exactly what makes you special but will also tell you how you can improve." GIGI LANDRUM, C5 CLASS OF 2017



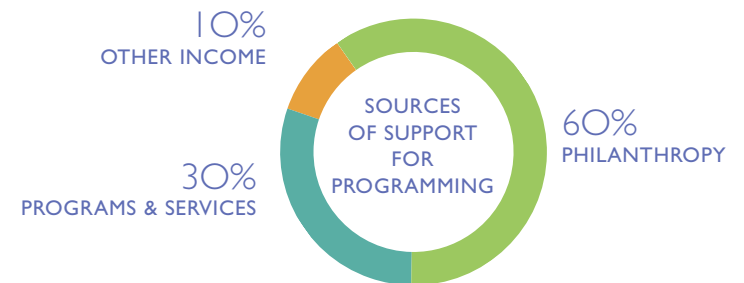
CROSSROADS STOCKADE LOG RESTORATION PROJECT

Crossroads is nearing the completion of a two-year log restoration on the Stockade building at Camp Wing. The Stockade is revered as the setting of transformative experiences and enduring community by the many thousands of young people it has accommodated as summer campers and year-round students.

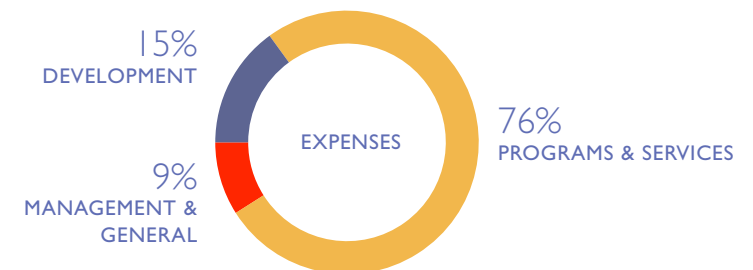
Built in 1939 at the heart of Camp Wing in Duxbury, the Stockade was designed to model the original Plymouth Stockade and to symbolize the ideals of early American settlers. Restoring the existing logs instead of constructing an entirely new structure was a unique undertaking. The restoration process included sanding, stripping and washing salvageable logs and removing rotten sections to restore structural integrity. An artisan team of two sisters from New Hampshire are performing the restoration..

The Stockade is a sacred place for the youth we serve. This project not only preserves the actual physical structure, but also its function as intended by our founders. That function is to provide a brave space for the experiential learning, personal growth and mentoring that are central to our mission. The Stockade will continue to be an essential resource as we ensure that our young people develop the skills, aptitudes and dispositions critical for success in school, college and beyond.

2018 FINANCIAL SUMMARY

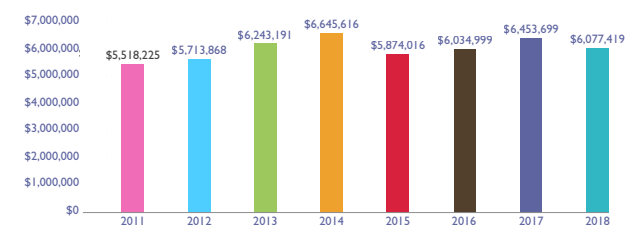


Philanthropy	\$2,628,916
Programs & Services	\$1,312,383
Other Income.....	\$469,229
Total	\$4,410,528



Programs & Services	\$3,359,112
Development	\$675,876
Management & General.....	\$376,608
Total	\$4,411,596

ENDOWMENT



Amount reflects Market Value as of 12/31

LEADERSHIP

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THANK YOU

Crossroads is honored to recognize those individuals, foundations and corporations whose generous donations help to make our work possible. The following list reflects cumulative annual and campaign contributions and pledge payments received between September 1, 2018 and August 31, 2019.

\$100,000+

Anonymous*
Mollie Bladwin Foley*
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\$50,000 to \$99,999

Anonymous (2)
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Urban Property Management
Amy Warner and Steve Kosowsky
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* Campaign for Crossroads Donors
* Community Heroes
† Deceased

REMEMBERING ANDY (1929-2019)



Former Crossroads Trustee and long-time donor, ANN D. MACOMBER died peacefully on July 2, 2019. Affectionately known as "Andy," she was a force for forward progress at numerous Boston non-profits, many of which helped provide opportunities for those whose lives had not been as fortunate as her own. Included in that list was Crossroads, where she served as the first female Trustee and was influential in inspiring so many of our current board members to become involved. During her tenure, Andy used her special gifts for expanding fundraising and program goals, and for mentoring and encouraging the next generation into leadership roles.

Andy's single greatest devotion was to her family. She was the beloved wife of the late George Macomber and leaves behind her son John Macomber, his wife Kristin and their children, Ian and Eric; her daughter Grace Macomber Bird and her husband Jerry Bird (also a Crossroads Trustee), and their children, Derek Meredith and Elna; and her son George (Jory) Macomber, his wife Martha and their children, Sam, Clark and Anna.

Andy will be remembered here at Crossroads for her passion for helping others and for believing in the next generation of great leaders!

*Crossroads empowers young people to realize
their potential and positively
impact the world.*



crossroads

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