



“Penikese is a place where the main goal is to actively teach and live relationships in the most real and possible way—the real life way. The connections students make along the way and the memories they will always share—regardless of their chosen future paths—no one can take away and no history book can undo. It is the human element that people walk away feeling good and equally sad for having to move on... this is the stuff of Penikese.”

— Shawn Barber, Aftercare Director, Penikese Island School

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As you read this fiscal year '02 Annual Report (July 2001 through June 2002), Penikese is more than halfway through FY '03. Curious timing, but dictated by our yearly audit, which is usually not completed until mid-November. The news is all upward-pointing arrows. Better yet, this momentum has carried into 2003 and, like a drum roll, builds as we approach our 30th anniversary.

“When I first set foot on Penikese Island, I had no idea that I would be seeing and sharing a truly unique experience.”

*— Jennifer Huntington,
Principal, Newton North
High School*

Finances

Penikese finished FY '02 clean as a whistle with a \$150,000 turnaround from the previous year, continuing its impressive climb begun in '97 – '98. In recent years, the capable and iron hands of Dick King and the Finance Committee have gripped the financial reins, ensuring proper oversight and control even as the school continues to grow. For a full report, see the financials listed on page 5.

Development

Penikese raised nearly \$600,000 in FY '02, about half of its total operating revenue. A significant portion of these funds raised were dedicated to island staff for improved salaries and benefits, to students for strengthened island programs, to alumni and communities for expanded Aftercare and Community Services, and for improvements to the island. Penikese is enormously grateful for the tireless devotions of Dennis Dinan, Pennie Hare, and the rest of the Development Committee. For a list of committee members and a forecast of 2003 development goals, see page 11.

Programs

Penikese is no longer just an island program! Of all our recent accomplishments, few make us prouder than Aftercare and Community Services. As the splash on pages 6-7 of this report shows, Penikese is now two outstanding programs: the one on Penikese Island and the other onshore, present in dozens of communities throughout Massachusetts delivering services to alumni and their families, and support to their agencies and schools. In April 2002, Penikese's reach extended overseas to Northern Ireland to present its work with at-risk youth to child advocates, teachers, and counselors in this strife-torn region.

Business and referrals

Although Penikese is a not-for-profit business, it is still a business to which standard practices apply, and none are better than providing the very best services around and treating your customers well. As a result, Penikese has claimed its solid standing as a preferred provider and resource of highest regard, fielding more inquiries and referrals than ever and posting its highest student census in years. This is no small feat given Penikese's tricky market and the continuing push by legislators to cut education and human service funding.

The Island

In FY '02, Penikese completed a review and update of its occupancy agreement with MassWildlife. In doing so, the parties strengthened their longstanding partnership with commitment expressed in letter and spirit, assuring both the school and its island's feathered denizens lasting protection. Meanwhile, Penikese continues to improve its existing facilities while preparing for additional capital improvements and expansion in '03 - '04. And, on an island known already for its fascinating history, Penikese is fast upon making its own rightful claim to historical significance on the island and its region.



Island stroll

Most importantly, Penikese is the strongest exactly where it needs to be: *in the care and treatment of its castaway boys*. As our experience grows, so does our know-how and determination to maintain integrity and undiluted excellence in the face of ever-deteriorating public policy and program standards for at-risk youth.

Penikese is setting a new benchmark of excellence, while working to chart the elements of its model and approaches for others to follow. We make a convincing case, and at 29 years and counting, Penikese is gaining its stride with the best yet to come!

Sincerely yours,

Toby Lineaweaver, Executive Director



The Saltbox, our island home

Pennie S. Hare, *Chair*, Board of Directors

Board Members and Staff

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Messiah, Woods Hole

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Founding Staff Emeritus (1973)

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Special Education Instructor

Shawn Barber
Director of Aftercare

Tammy Barboza
Director of Development

Chip Bennett
Shift Leader & Vocational Arts Instructor

Michael Bornhorst
Island Staff & Direct Care

Pamela Brighton
Clinical Director



Left to right: Brian Washington,
David Ellison, and Thomas O'Connell

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Special Education Instructor

Wendy Nies Denton
Business Manager

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Island Staff & Direct Care

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Executive Director

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Chris McNamara
Island Staff & Direct Care, Vocational
Instructor



Peter Halby
and Camp
Jabberwocky
friend

Dorianne Mebane
Benefits Administrator

Thomas O'Connell
Island Staff & Direct Care, Vocational
Instructor

Kerri O'Malley
Island Staff & Direct Care,
Clinical Assistant

Michael Parente
Shift Leader

Patricia Peal
Grants Specialist

Tom Quatromoni
Shift Leader



Left to right:
James
Gammans, Toby
Lineaweaver,
Pamela Brighton,
and Thomas
Quatromoni

William Rogers
Captain, *M/V Harold M. Hill*

Virginia Root
Special Education Director

Brian Washington, CADAC
Shift Leader & Substance Abuse Counselor

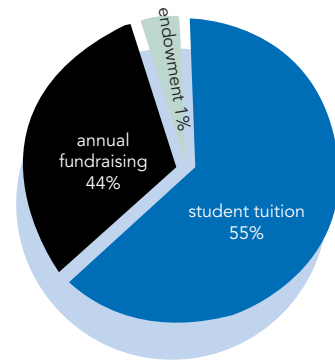
Christopher Yerkes
Special Education Instructor



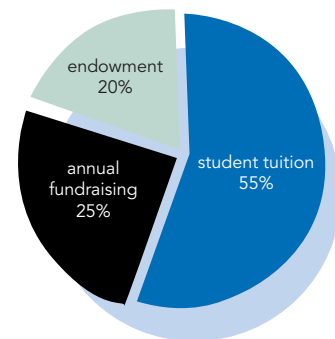
Penikese Island School, Inc.
Est. 1973
George Cadwalader,
Founding Director

ASSETS	6/30/02	6/30/01
Cash and cash equivalents	21,255	16,910
Net accounts receivable	83,250	78,329
TOTAL CURRENT ASSETS	104,505	95,239
Land, buildings, equipment	372,938	366,551
Accumulated depreciation	(301,203)	(279,963)
Net land, buildings, equipment	71,935	86,558
Long-term investments	298,806	355,116
TOTAL ASSETS	475,046	536,993
LIABILITIES & NET ASSETS		
Accounts payable	22,773	70,579
Accrued expenses	68,966	44,085
Current notes payable	0	35,000
Other current liabilities	0	4,487
TOTAL CURRENT LIABILITIES	91,739	154,151
TOTAL LIABILITIES	91,739	154,151
TOTAL NET ASSETS	383,307	382,842
TOTAL LIABILITIES & NET ASSETS	475,046	536,993
REVENUES, GAINS, & OTHER SUPPORT		
Contributions	591,756	314,079
Program service fees	653,174	615,974
Investment income	(14,256)	1243
TOTAL REVENUES, GAINS, & OTHER SUPPORT	1,230,674	931,296
EXPENSES		
Program services	925,854	789,719
Administration	190,903	218,249
Fundraising	113,452	78,948
TOTAL EXPENSES	1,230,209	1,086,916
NET CHANGE IN UNRESTRICTED NET ASSETS	465	(155,620)
UNRESTRICTED NET ASSETS, BEGINNING OF YEAR	382,842	538,462
UNRESTRICTED NET ASSETS, END OF YEAR	383,307	382,842

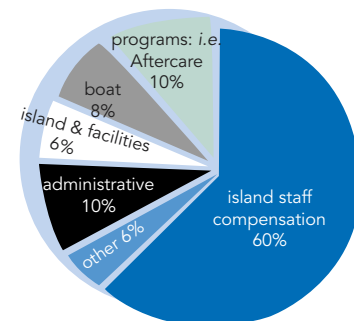
Penikese's Revenue Sources Today



Penikese's Revenue Sources Tomorrow



Penikese's Expenses



Penikese has secured insurance coverage for replacement cost of the island buildings, valued at \$400,000. Financial audit prepared by Sanders, Walsh & Eaton, LLP, Certified Public Accountants. Copies available upon request. Contact Wendy Nies Denton, Penikese Business Manager, (508) 548-7276, x206.

Penikese On The Map



To learn more about Penikese Island School's Aftercare Program, visit www.penikese.org or contact Aftercare Director, Shawn Barber, scbarber@penikese.org, 508-548-7276, x205.

Aftercare and Community Services Program

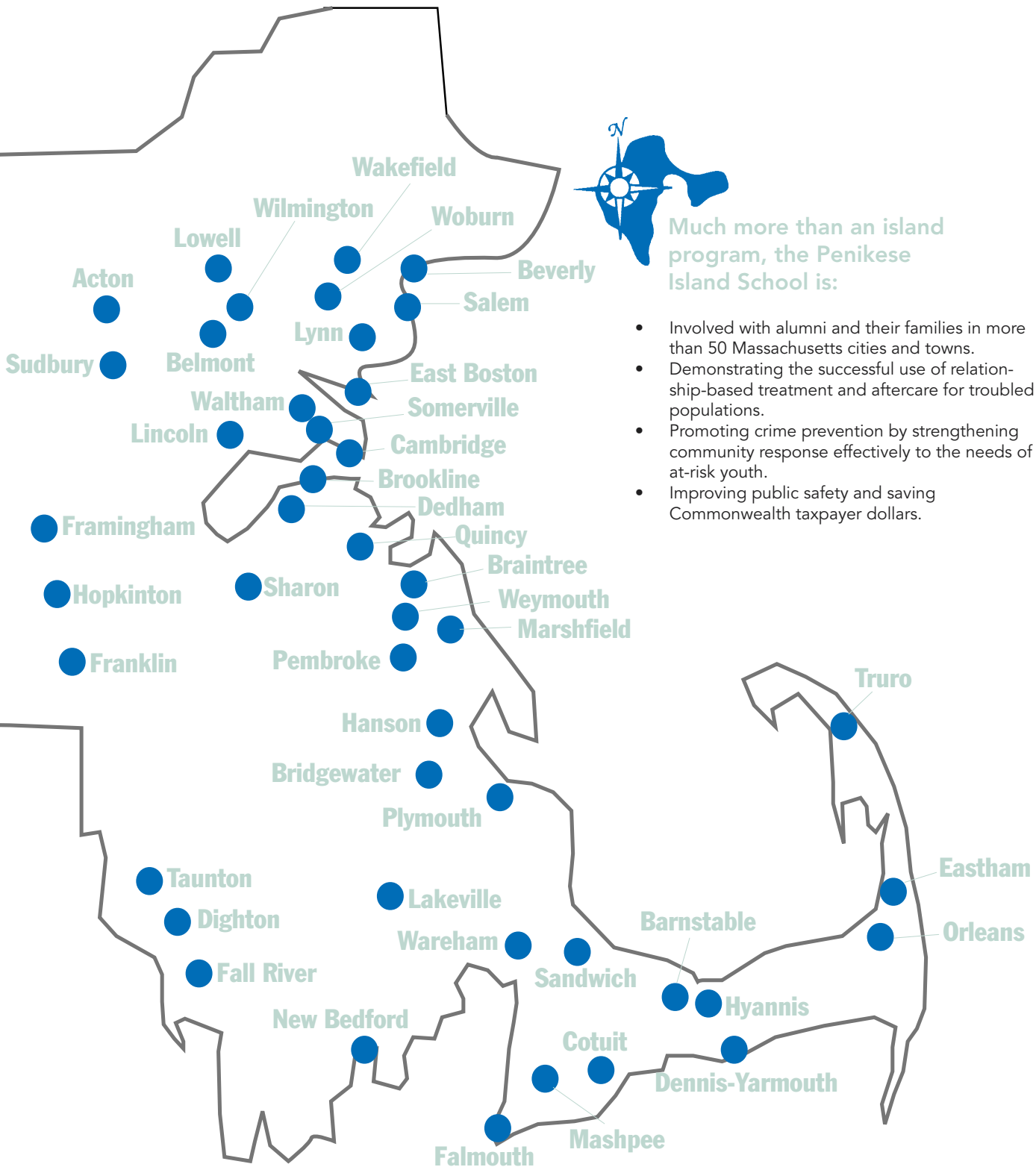
Penikese is more than just an island program! There are two Penikese Island Schools: one is an acclaimed family-sized relationship-based treatment program and school for high-risk teenaged boys located on Penikese Island. The other is a school without walls, present in more than 50 Massachusetts towns and communities, bringing its 30 years' experience to families, schools, and child service agencies and professionals through training, consultation and supervision.

In the last year alone, Penikese Aftercare has logged:

- Over 16,000 miles traveled in Massachusetts.
- Contacts with 70 different alumni.
- 150 staff-student community visits.
- Over 300 telephone contacts.
- More than 50 nights on Penikese for alumni refresher visits, at no cost to them, their families, or schools.
- Support and services that include mentoring, job searching, advocacy and companionship, parent relations, and family visits.

In the last year, Penikese's Community Services has:

- Fielded calls and e-mails from several dozen concerned parents looking for resources, referrals, and guidance.
- Hosted open forums, guest speakers and made clinical presentations in various Cape and SE Massachusetts communities.
- Sponsored Penikese's Clinical Director to do trauma debriefing and training in Turkey, Ground Zero in NYC, and Amman, Jordan.
- Partnered with youth service agencies to improve community capacity to better respond to the needs of at-risk youth.
- Promoted and supervised the use of the Communication Without Violence group treatment model.
- Traveled to Northern Ireland to work with youth advocates and teachers.



Much more than an island program, the Penikese Island School is:

- Involved with alumni and their families in more than 50 Massachusetts cities and towns.
- Demonstrating the successful use of relationship-based treatment and aftercare for troubled populations.
- Promoting crime prevention by strengthening community response effectively to the needs of at-risk youth.
- Improving public safety and saving Commonwealth taxpayer dollars.

Donors

Calendar year versus fiscal year causes some confusion. If you do not see your name listed here, please refer to the Winter/Spring '03 issue of our newsletter, Tidings, for a calendar year list of donors. We prepare this list with utmost care, but in the event of an error, and your gift has been omitted, please call Tammy Barboza, Director of Development, (508) 548-7276, ext. 207, or tbarboza@penikese.org

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The Boston Foundation
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Christ the King Parish
The Church of the Messiah
The Clowes Fund
Community Foundation of Cape Cod
Compass Bank
Jessie B. Cox Charitable Lead Trust
Crossroads Community Foundation
Cutler-Stephens Foundation
Cuttyhunk Union Methodist Church
Paul W. DiMaura Charitable Trust
Excelsior! Foundation
Falmouth Human Services
Falmouth Track Club Corporation
First Congregational Church, Falmouth
Friendship Fund
The Kevin D. Gorter Memorial Foundation
Grimshaw-Gudewicz Charitable Trust
Jeffrey S. Hamilton Tree & Landscape, Inc.
High Meadow Foundation, Inc.
Robert S. Howland Trust
Island Foundation, Inc.
Robert A. and Diane Jaye Foundation Charitable Trust
The George Frederick Jewett Foundation
Robert Wood Johnson Foundation
Kayaks of Martha's Vineyard
Kirkland and Ellis Foundation
Leigh Fibers, Inc.
The Martin Foundation
Massachusetts Charitable Mechanic Association
R. K. Mellon Family Foundation
The Pennyghael Foundation, Inc.
Paul Peters Agency, Inc.
Petunia's Ltd.
Philip Morris Companies, Inc.
PR Realty, LLC
Rapoza Landscape and Lawn Care, Inc.
Jacob L. Reiss Foundation
The Rhode Island Foundation
River Road Family Medicine
Romano Realty Associates
Saint Aidan's Chapel
Saint Andrew's Church
Saint Barnabas Memorial Church
Saint David's Episcopal Church
Saint Peter's Church
Gardiner Howland Shaw Foundation
The Sholley Foundation, Inc.
The Spartanburg County Foundation
The Standard Times
State Street Foundation
Stone's Barber Shop
Unitarian Universalist Fellowship of Falmouth

United Way of the Capital Area, Inc.
Waquoit Congregational Church
John Wesley United Methodist Church
Wooden Tent Custom Photo Service
Woods Hole Foundation, Inc.
Woods Hole Passage Bed & Breakfast
Woods Hole Woman's Club

Matching Gift Companies

American Express Foundation
Boston Foundation/Polaroid Fund
Deutsche Bank Americas Foundation
John Hancock Financial Services, Inc.
Mobil Foundation, Inc.
Benjamin Moore and Company
Norton Company
The Prudential Foundation
The Times Mirror Foundation

Memorial Gifts

In memory of Nancy Baldwin
Mr. Gordon Baird

In memory of Otis Kyron "Ky" Dewan III
Mrs. Joan C. Swift

In memory of Levi Redfield, Douglas Riebesehl, and Mary Ferriter
Mr. and Mrs. William R. Gilbrook

In memory of Michael Twomey
Mr. Gerald Keating
Mr. James A. Lamb
Mr. John Lynch (Paul Peters Agency, Inc.)
Ms. Lisa Raymond
Ms. Patti Steinman

In memory of Geoff Cloud
Mr. and Mrs. Kenneth Fullerton

Gifts in Kind

The Cataumet Pet and Garden Center
E-Z Excavation
Falmouth Academy
The Kevin D. Gorter Memorial Foundation
Hill, Holliday Community Services
Toby and Crickett Lineaweaver
Marine Biological Laboratory
Martha's Vineyard Rotary Club
Pepe & Hazard LLP
Goodwin Procter LLP
Sea Education Association
The Sholley Foundation
Woods Hole Oceanographic Institute
Woods Hole Research Center

Penikese Volunteers

Wendy Faxon
Stephanie Keyes
Crickett Lineaweaver
Barbara Marcks
Nancy McDonald
Lewis Nassikas
Kathy Regis
Thomas Stetson
Lucy Wood

Up to the Challenge: Development Goals for FY 2003

Penikese's financial challenges are, like the school itself, unique: although a private school, Penikese's tuition is set by the state according to a formula reflecting services Penikese must provide to maintain accreditation. However, many of the programs and services Penikese provides are "over and above" these mandates: Aftercare, Communication Without Violence, Curriculum Development and Teacher Training (to keep pace with the MCAS), Vocational Education, and Clinical-Life Skills Education.

This means that, even if Penikese were fully enrolled for the entire year, tuition would cover only about 60% of its operating plan, a vulnerable position for so small a school to begin each year with. But it is a price well worth paying for Penikese's prominence and success. Our FY 2003 Development Plan includes the following elements:

- Raise a minimum of \$250,000 from the Annual Fund including the Holiday and Spring Appeals and targeted solicitations to support Penikese's Operating Plan.
- Raise an additional minimum of \$250,000 in gifts and grants from private and corporate foundations to fund the above-mentioned Penikese programs.
- Generate new interest and awareness by holding a series of small gatherings in key communities while considering the best timing and manner of celebrating Penikese's 30th anniversary year beginning August 2003.
- Strengthen Penikese's Development Committee and Board of Directors to better position the school for successful annual development, major gifts acquisition, planned giving, and event planning.
- Address the school's fiscal vulnerability by growing the endowment adequate to Penikese's needs and securing essential programs such as Aftercare.
- Expand the number, capabilities, and contributions of Penikese's already heroic volunteer corps.
- Maximize efforts to increase first-time visitor trips to Penikese Island to include a tour of our school, the island's bird sanctuary and remains of the leper colony and Anderson School of Natural History. If you have not yet been to Penikese Island, now is your chance. It promises to be a visit not soon forgotten.

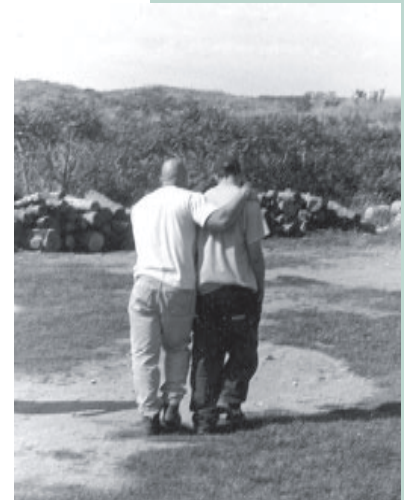
The above are formidable challenges, but nothing Penikese can't accomplish without your support and participation. Please join me in saluting the outstanding efforts of Penikese's current Development Committee: Dennis Dinan, Pennie Hare, Jane Holtz, Barbara Marcks, Derek McDonald, Nancy McDonald, Patty Peal, Meredith Presbrey, and Kathy Regis, as well as the many members of our volunteer force. If you are interested in finding out more or how you can help, give any of the above, or Tammy Barboza, Director of Development, a call.



Travis displays his workmanship



M/V Harold M. Hill



Consoling a student



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