



**SALESIAN**  
BOYS' & GIRLS' CLUB

*A high impact 501(c)(3) California Nonprofit Public Benefit Corporation that enables its members to have transformational experiences that help them learn, grow, and thrive.*

## ANNUAL REPORT FISCAL YEAR 01 JULY 2024 – 30 JUNE 2025

*The Salesian Boys' & Girls' Club of San Francisco (The Club) is much more than an afterschool program. When children become members, they are joining a community that will continue to support and encourage them for their entire lives. For over 100 years our organization has offered programs at an affordable cost, currently \$10/year, that have allowed our members to create lasting memories and discover their talents regardless of their family's financial situation. In addition to the lifelong friendships developed as "Club kids", we offer our members financial support for educational purposes to further transform lives.*

*Families choose The Club because of the quality of care and affordable cost, but they stay because of the community that is fostered through empathy and loving kindness. While eventually all kids grow up, we find that our members, young and old, never really leave.*



## CONTENTS

<b>MESSAGE OF THANKS FROM OUR EXECUTIVE DIRECTOR – RANDAL J. DEMARTINI</b>	<b>3</b>
<b>SALESIAN BOYS' &amp; GIRLS' CLUB OF SAN FRANCISCO AT A GLANCE</b>	<b>4</b>
OUR MISSION	4
NOTABLE ACCOMPLISHMENTS IN THE 2024-2025 FISCAL YEAR	4
<b>TRANSFORMING THE LIVES FOR OVER A CENTURY</b>	<b>6</b>
<b>PAYING IT FORWARD: PLANNED GIVING</b>	<b>6</b>
<b>ACKNOWLEDGEMENTS</b>	<b>7</b>
MAJOR DONORS	7
FULL-TIME STAFF	7
BOARD MEMBERS	7
SALESIAN REPRESENTATIVES	7
HONORARY BOARD MEMBERS	8
<b>EMBRACING CHANGE AS WE PREPARE FOR THE FUTURE – JOE BRAUCHER, BOARD PRESIDENT</b>	<b>8</b>
<b>FINANCIAL SUMMARY</b>	<b>9</b>
<b>SALESIAN BOYS' &amp; GIRLS' CLUB PERSON OF THE YEAR</b>	<b>11</b>
<b>FATHER TRINCHIERI AWARD</b>	<b>11</b>
<b>BERTHA BEDONI AWARD</b>	<b>12</b>
<b>DISTINGUISHED SERVICE RECOGNITION</b>	<b>12</b>
<b>GUIDING PRINCIPLES IN DELIVERING OUR SERVICES</b>	<b>13</b>

## MESSAGE OF THANKS FROM OUR EXECUTIVE DIRECTOR – Randal J. DeMartini

Dearest Supporters, Parents, Guardians and Volunteers of the Salesian Boys' & Girls' Club,

Let me once again take this brief opportunity to express my sincerest thanks and appreciation for all of your ongoing support of our youth organization. With the great work of the Club's leadership team, staff and associates, our daily attendance has grown, ensuring our members enjoy this "magnificent" facility each day. Of all my years of employment, I have never been so delighted to see so many children from the North Beach neighborhood and beyond embark on a wonderful childhood experience. I hope and feel that it will continue to grow even greater as we emphasize the importance of "community."

Our Salesian family is a unique one always welcoming everyone with love and kindness. We continue to provide a safe and warm environment filled with so many programs and opportunities fulfilling our members' childhood experiences. We also recognize that these programs and opportunities would not be possible if it were not for your continued support. It is because of all of you that the Club has been so successful.

And so, I continue to applaud and thank everyone for helping to build a childhood foundation for our members who attend the Salesian Boys' & Girls' Club. A foundation leading into their adulthood. Thank you from the "bottom of my heart!" Your ongoing support is greatly appreciated.

Sincerely yours,

Randal DeMartini  
Executive Director



*Randy performing before an enthusiastic audience as his favorite singer, Elvis Presley, at the Silver Legacy Hotel in Reno. In addition to thrilling those in attendance, this performance raised over \$60,000 towards the Club's operations. Thank you, Randy, for all that you do to bring joy to so many people, both young and old!*

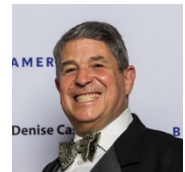
## SALESIAN BOYS' & GIRLS' CLUB OF SAN FRANCISCO AT A GLANCE

### Our Mission

The Salesian Boys' & Girls' Club's mission is to serve children between the ages of 8 and 18 by accompanying them, with loving kindness, on their journey to adulthood. This is done by channeling their energy into athletic, educational, cultural, artistic, and career-building programs. All children are welcome regardless of race, religion or gender, and special emphasis is given to children from disadvantaged families.

### Notable Accomplishments in the 2024-2025 Fiscal Year

- Attendance levels rose to the highest levels in our recent history with upwards of 200+ members each day. The Board feels these attendance records further validates the value the Club is bringing to our members, their families and the community at large.
- The Club distributed \$340,000 in financial need scholarships to 11 College students, 23 High School students and 23 K-8 students (57 students total). This is the largest scholarship contribution the Club has made in its 104-year history.
- To better serve our members, The Club revamped the Scholarship Program under the leadership of current Board President Joe Braucher.
- Thanks to the generosity of the Joseph A. Crivello Trust and the Sangiacomo Family Foundation, The Club will increase its Scholarship Endowment by \$750,000.
- Four (4) Club-alumni members are utilizing the Carlo Ribero and Norma Paganini Ribero Scholarship at the University of San Francisco. This financial aid scholarship is earmarked for Club Kids.
- To ensure a durable and robust process for managing The Club's investments, which is our lifeline for the future, we vetted and selected The Capital Group for managing our funds.
- The Club honored Claudio Cipollina as our Person of the Year at the annual Gala for his many contributions including serving as a liaison between The Club and one of our largest financial contributors, the Bank of America. Claudio's father, Alberto Cipollina was a past recipient of this award in 1996.
- Former Board President and current Nominating Committee Chair, Frank Lavin, was honored as The Club's Fr. Trincheri Award winner. Frank was a "Club Kid" growing up and he exemplifies paying it forward with his impactful engagement in driving the future direction of our organization.
- Lisa Gumina Rivera (Center back row) was recognized as our Bertha Bedoni Award winner in 2025. Lisa has positively affected The Club by mentoring our members, supporting our fundraising events and guiding our volunteers. Lisa has continued the long association of the Gumina family with The Club, with her father Russ serving as our past Executive Director.

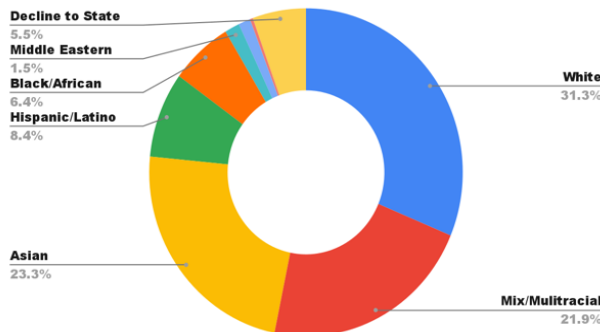




## Who do we serve?

- Members are between the ages 8 (3<sup>rd</sup> grade) to 18 (12<sup>th</sup> grade) with 52% boys and 48% girls.
- We currently support 210 - 250 children per day during the school year.
- Approximately 43% of the families we serve have reported a house-hold income less than \$125,000/year.
- Less than 20% of our members are from private parochial schools.

### Race/Ethnicity



## What services do we provide?

- CYO athletics
- Theater arts
- Cooking classes
- Chess Club
- Arts & crafts workshops
- Homework and academic support
- STEM programs
- Live radio broadcast
- Financial-need-based scholarships for tuition assistance for our members from elementary school through college or trade school.
- Scholarships at the University of San Francisco via the Carlo Ribero and Norma Paganini Ribero Scholarship Fund

## When do we serve our members?

- The Club is open to our members year-round.
- Hours during the school year are 1:30 pm to 6 pm. Summer hours are 9am to 6pm.

## Where do we serve our members?

After securing all funding before starting construction, in 2015 a major [renovation](#) to The Club was completed. Our ADA-compliant facility includes a full-length indoor basketball court, kitchen for cooking classes, a theater room,



*Third Grade Girls Soccer Champions*

martial arts room, arts & crafts room, homework room with computers, several game rooms and a secure outdoor playground.

### Why do we serve?

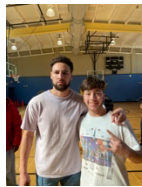
- In 1921, The Club primarily served first-generation boys of Italian descent whose fathers were away at sea as fishermen.
- Fast forward to today, The Club's leadership feels that with the all pulls of modern life on families, our programs help members successfully transition into adulthood.

### How do we serve?

While we are a separate non-religious organization from nearby Saints Peter & Paul Church and School, we model the methodology of St. John Bosco by creating a safe, caring and loving environment for our members. This atmosphere is conducive to our members' development into adulthood and enables life-long friendships.



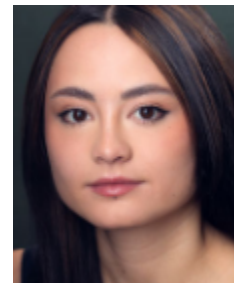
### TRANSFORMING THE LIVES FOR OVER A CENTURY



*Now working at The Club, I love that I get to give back to the kids and create the same warm, welcoming environment I experienced. It's rewarding to pass on the sense of belonging and joy that The Club gave me growing up.*

-Miles Echavarri

In 2025, Salesian Boys' & Girls' Club Theater alum Olivia Hellman made her hometown debut at the San Francisco Playhouse in the role Little Red Riding Hood in the production *Into the Woods*. Olivia discovered her love of the theater on the Salesian stage at just 8 years old. This experience at The Club inspired her to obtain a BFA in Drama from the prestigious NYU Tisch School of the Arts. Since graduating, she has performed all across the country.



### PAYING IT FORWARD: PLANNED GIVING

The Club established a Planned Giving portal on our [website](#) for supporters who would like to consider our organization as part of their final wishes. We are grateful to receive these lasting gifts to our members, which may include donations to our Programs and Scholarship Endowments. Outside of this effort, friends of our organization have considered us in their Trusts and Wills including most recently Lucille Busalacchi, David Oliverio and Joe Scafidi.

## ACKNOWLEDGEMENTS

### Major Donors (≥\$10K, Top donors acknowledged with \*)

Bank of America\*, The Bank of America Foundation\*, Richard Beleson & Kim Lam, David Bonfilio, Michael & Corina Boschetto\*, Paul Boschetto\*, Fred & Maxine Botti\*, Richard Calcaterra, Kevin & Denise Cassin\*, Joseph A. Crivello 2000 Trust\*, Ronald Friedman & Clara Rubinstein, Mark & Paula Kamena, Barry & Anna Kane\*, Bob & Anne Kimmel, Emil & Lenore Maionchi\*, The Marini Family Trust, William & Christine McClure, Sergio & Karen Nibbi, Kevin O'Brien, O'Shea Foundation, The Robert Stewart Odell & Helen Pfeiffer Odell Fund\*, Mark & Janet Plumley, Evan & Barbara Rose, S & P Company, San Francisco Italian Athletic Club Foundation\*Yvonne & Angelo Sangiacomo Family Foundation\*, The Joseph Scafidi and Barbara Scafidi Revocable Living Trust, Antoinette Stroppiana, Arrigo Sturla, and Robert Wall, Jr.

### Major In-Kind Donors

Edgewood Tahoe Resort, Recology and United Airlines

### Full-Time Staff

Randy DeMartini (Executive Director), Sherri Hughston (Chief Operating Officer), Kim Pendleton (Programs Director), Cara Allan (Director of Events), Dante DeMartini (Programs Manager), Lorenzo Garcia (Associate), and Matthew Montano (Associate)

### Board Members

Richard Azzolino, Kenneth L. Baccetti, Paul Boschetto, **Joe Braucher (Officer – Board President and Scholarship Committee Chair)**, Michael Cardella, Mario Cassettari, Kevin Cassin, Claudio Cipollina, John Colla, **Andi Conte (Fundraising Committee Chair)**, **Arthur Costamagna (Past President)**, **Edward T. Cox (Officer – Immediate Past President)**, Peter Crudo, DJ Dashnyam, Marie Duggan, Greg M. Galli, **Sandy Gandolfo (First Vice President)**, Brian Gianinno, **Dr. Lisa Harris (Officer – School Liaison)**, Robert J. Kimmel, Mara Sikaters Kopp, Denise M. LaPointe, Chris Larocca, Robert LaRocca, **Frank Lavin (Past President and Nominating Committee Chair)**, **Bill Lazzaretti (Past President)**, **Stephen Leveroni (Past President)**, Tom Lockard, Emil Maionchi, David Mana, **Bill Mastrangelo (Officer - Treasurer)**, Marty Monfredini, Charlene Mori, **Sergio Nibbi (Past President)**, **Amy Ovalle (Officer – Second Vice President)**, **Jerome Paolini (Officer – Second Past President)**, Michael Pellegrini, Richard Pellegrini, Corrado Petruzzella, James Piccetti, **Janet Monfredini Plumley (Officer – Secretary)**, James Sangiacomo, Cheryl Scoma, Bob Scuoteguazza, Ed Serrata, Lynnet Spiegel, Phil Spiegel, Diana Whitehead and **Leon Wiatrak (Past President)**

### Salesian Representatives

Fr. Tho Bui, SDB, Fr. Mel Trinidad, SDB and Sr. Thuy Huong Nguyen, FMA

## **Honorary Board Members**

(Served > 10 Years as Distinguished Board Members)

Nunzio Alioto, Roseanne Alioto, Lois A. Baldocchi, Dave Basso, Betty Battaglia, Barbara Bechelli, Fred Bellerio, Alberto Cipollina, Gary DeMartini, Russell Gumina, Joseph Martino, Richard Moresco, Herbert H. Myers, Diane Richards, and Arrigo Sturla

## **EMBRACING CHANGE AS WE PREPARE FOR THE FUTURE – Joe Braucher, Board President**

Being elected President of the Board of Directors of the Salesian Boys' & Girls' Club was a very special moment for my family and me. I joined The Club in July of 1985 when my family moved from Toledo, Ohio to San Francisco, and I have been a member of this special community for over 40 years! Over the course of my involvement, I have seen the organization grow into what it is today. The Club always recognized the need for change while staying true to the core principles on which it was founded of love and support. Succession planning will be a major focus during my term as Board President to ensure the organization continues to support the youth of San Francisco well into the future. The Club will turn 105 years old in 2026, and our appreciation of all those who have gotten us to this point is matched only with our excitement of what lies ahead!

### *Fiscal Year 2024 – 2025 Review*

As our fiscal year began back in July of 2024, we welcomed Kim Pendleton and Dante DeMartini to our full-time staff at The Club. Both Kim and Dante made immediate impacts in their respective roles as Program Director and Program Manager. Their combination of experience and energy has brought a new level of excitement to the organization, and we look forward to seeing their contributions in fiscal year 2026 and beyond.

As our last fiscal year came to a close in June of 2025, the Board voted to move The Club's investment portfolio to the Capital Group to further ensure the financial stability of our organization. I would like to acknowledge Jerome Paolini, Frank Lavin and Tom Lockard for their leadership of this critical effort.

As the Chair of the Education Committee, I had the opportunity to lead a project to formally document our Scholarship Program. I had the pleasure of working with our extraordinary consultant, JoEllen "Joey" Baker along with our COO, Sherri Hughston and Board Member, Diana Whitehead. With the support of the Scholarship Committee and the Board of Directors, we completed the project in June of 2025. We feel the formally documented program will help us identify and attract additional funding for the Scholarship Program as we look to expand one of our most valuable resources. The Club's commitment to education has been a foundation of our organization since it was founded in 1921. On a personal level, as a past recipient of the *Carlo Ribero and Norma Paganini Ribero* Scholarship at the University of San Francisco, I recognize the opportunities that the Scholarship Program creates for our members.

With your support and the transformational activities described above, I look forward to The Club's future and our ability to provide a place for next generation of Club kids to *Learn, Grow, and Thrive!*

Joe Braucher

Board President





## FINANCIAL SUMMARY

(Audited by SD Mayer and Associates, LLC)

### Revenues from Activities (see top graph on next page)

Part of our heritage is to provide outstanding programs and services at a low cost to our members, currently \$10/year, which represents less than 1% of The Club's revenue. To realize this goal, restricted endowments have been established for Programs and Scholarships. Please contact us if you are interested in contributing to these funds.

Relative to the average of the three (3) previous fiscal years, a larger percentage of The Club's revenue in the 2024-2025 fiscal year was realized from Foundations (36% vs. 24%) and from Investment Income (30% vs. 19%). As an organization, we are grateful to those Foundations that supported our important work.

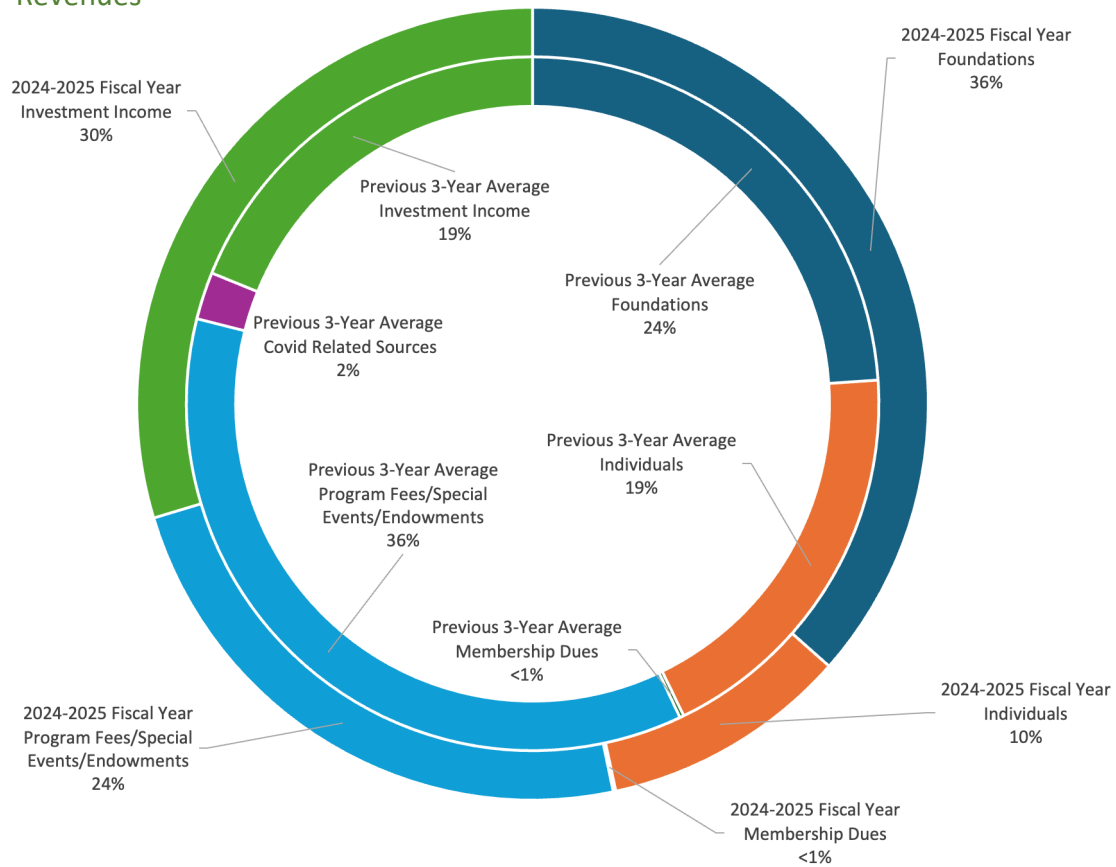
### Expenses from Activities (see bottom graph on next page)

There was no change in The Club's spending for Fundraising, Development and Community Building in the last fiscal year at 32%. These activities help to offset the low membership dues.

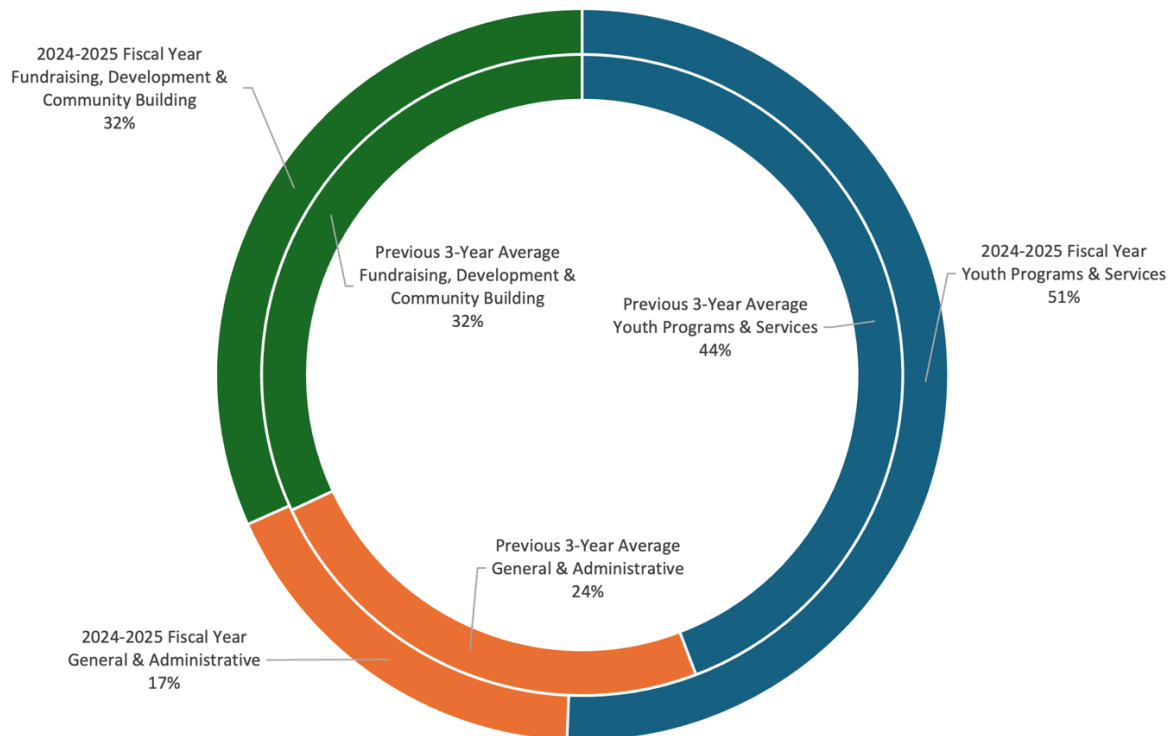
Programs and Services spending increased on a relative basis compared to the average of the three (3) prior fiscal year (51% vs 44%). In other words, in the 2024 – 2025 fiscal year over half of The Club's expenses went to directly serve our members.

*Outer circle is the last fiscal year and the inner circle is the average of the previous three (3) fiscal years. Revenues top graph. Expenses lower graph.*

## Revenues



## Expenses



## CURRENT AND PAST BOARD PRESIDENTS

Eileen Aicardi, MD (2000–2002), Joe Braucher (2025 – Present), Arthur Costamagna, JD (1996–1998), Edward T. Cox, MBA (2023–2025), Frank Lavin (2016–2019), Bill Lazzaretti, MBA (2019–2021), Stephen Leveroni (2014–2016, 2006–2008, and 1994–1996), Joseph Martino (2004–2006), Henry R. Morris (1957–1988), Sergio Nibbi (1988–1990), Hon. J. Dominique Olcomendy, JD (1992–1994), Jerome Paolini, MBA (2021–2023), Diane Richards (2008–2010), Robert Rossi Wall, MD (1998–2000), Wayne Tomei (2010–2012) and Leon Wiatrak (2012–2014, 2002–2004 and 1990–1992)

## SALESIAN BOYS' & GIRLS' CLUB PERSON OF THE YEAR

*Since 1974, The Club has recognized individuals for their contributions, financial and otherwise, to our organization. The Gala associated with this award is also our most impactful fundraising event.*

Eileen Aicardi, MD (2006), Antoinette "Sis" Alioto (1988), Joseph M. Alioto (2009), Richard Angotti (1991), Richard A. Battaglia (2001), Edward Bacciocco (1976), A. Robert Baldocchi (1999), Victor P. Bonfilio, MD (1978), Angelo Boschetto (1974), Paul Boschetto (2024), Angela Canepa (2014), Rinaldo A. Carmazzi (1994), Fred Cassassa (1975), Alberto Cipollina (1996), Claudio Cipollina (2025), Arthur J. Costamagna (2000), Lily Cuneo (1984), Marie DeMartini (1997), Marie Duggan (2022/2023), Nick Dutto (2019), Robert Frugoli (2005), Russell J. Gumina (2016), Henry J. Lancelotti (1983), Aldo P. Lera (1981), Stephen Leveroni (1998), George Lippi (2017), Tom Lockard (2013), Emil Maionchi (2015), Joseph Martino (2010), Herbert H. Myers (2012), John Monfredini (1990), Richard Moresco (2008), Henry R. Morris (1987), Sergio Nibbi (1980), Joseph S. Passanisi (1986), Richard Pellegrini (2003), Vince Pellegrini (1977), Albert L. Piccetti (1982), James Piccetti (2007), Primo R. Repetto (1993), Angelo Sangiacomo (1979), Fred Scolari (1989), Al Scoma (1985), Cheryl Scoma (2018), Arrigo A. Sturla (2004), Vince Tringali (2002), Robert Rossi Wall, MD (1992), Leon A. Wiatrak (1995) and John Mark Zuffo (2011)



Our Honoree: Claudio Cipollina



Claudio Cipollina, Amy Ovalle, Andi Conte, and Randy DeMartini

## FATHER TRINCHIERI AWARD

*The Salesian Boys' Club was founded in 1921 by [Fr. Trinchieri](#), and since 1940 The Club has recognized individuals for their long-term contributions to our organization. Until his death in 1936, Fr. Trinchieri was an essential figure in North Beach who went to those in need of his assistance.*



Guido Alasia (1995), Frank Alioto (1962), Joseph L. Alioto (1949), Nunzio Alioto, Sr. (1997), Cosmo Amato (2001), Joseph V. Arata (1944), Rich Azzolino (2023), Edward Bacciocco (1974), George Bacigalupi (2009), A. Robert Baldocchi (1981), Richard Battaglia (1998), Fred Bellero (2028), Reynold J. Bianchi (1950), Dr.

Victor Bonfilio (1966), Fred Botti (2005), Fr. Larry Byrne (1985), Tom Cara (1992), Michael Cardella (2000), Rinaldo A. Carmazzi (1963), Charles Carrabino (2002), Fred. J. Casassa (1971), John Castagnola (1993), Al Celia (1991), Harold Cereghino (1968), Arthur Costamagna (1976), Victor D'Acquisto (1956), Arnold DeMartini (1946), Gary DeMartini (2014), Randal DeMartini (2013), Gene Di Basilio (2010), Ray Dito (2017), William Dito (1960), Michael Duffy (1984), Charles Ferraris (1955), John P. Figone (1947), Robert Frugoli (2000), Angelo A. Fusco (1952), Donald Garibaldi (1973), Pierino Gavello (1965), Ed Gigliotti (1997), Joe Gigliotti (1996), Russell J. Gumina (1999), Charles L. Harney (1959), John Harrington (1980), Edmund Ivani (1945), Marrion Kendrick (1977), Henry Lancellotti (1961), Robert LaRocca (2007), Frank Lavezzo (1995), Frank Lavin (2025), Bill Lazzaletti (2024), Edmund Leveroni (1967), Steve Leveroni (2004), Alfred Malvino (1954), Emil Maionchi (2011), Lawrence S. Mana (1953), Frank Marini (1942), Joe Martino (2002), John B. Molinari (1948), John Monfredini (1985), Ralph Montali (1957), Henry R. Morris (1969), Lou Nardi (1989), Sergio Nibbi (1978), Hon Dominique Olcomendy (1996), Charles M. Paganini (1958), Bert Paolinelli (1943), Joseph S. Passanisi (1983), Richard Pellegrini (2008), Vincent Pellegrini (1975), Dr. Guido J. Pera (1951), John H.B. Perlite (1941), Al Piccetti (1979), Jim Piccetti (2012), Alfred Pisciotta (1980), Primi Repetto (1986), Gil Restani (1988), Sergio Scarpa (1964), Fred Scolari (1970), Dante Serafini (2019), Robert Silvestri (2022), Guido Saveri (2015), Al Scoma (1990), Y.C. Soda (1972), Arrigo Sturla (2016), Wayne Tomei (2006), Dr Emile Torre (1940), Vince Tringali (1994), Dr. Robert R. Wall (1982), Rudolph Zannini Jr. (1987), and John Mark Zuffo (2003)

## **BERTHA BEDONI AWARD**

*Bertha Bedoni provided a comfortable space for young women to grow into adults as well as to begin to understand their scholastic and career possibilities that they may not have otherwise considered. She also served as a role model of "Giving back" to your community. As the first recipient herself in 1997 of the Bertha Bedoni Award, we hold "Miss B" and all past recipients in the highest regard for their contributions to the Salesian Boys' & Girls' Club.*



Tille D'Acquisto (2001), Cara Zuffo Allan (2019), Rosina Alioto (2005), Mara Amato (2006), Lois Baldocchi (2016), Bertha Bedoni (1997), Kathy Bulleri (2018), Angela Canepa (2009), Antoinette "Ninu" Canepa (2000), Leslie Deely (2011), Barbara De Luca (1999), Lila Dong (2015), Yola Ferralis (2009), Lucille Fidichiero (2004), Liana Figone (2007), Marie Harrington (2003), Anna Lee (2010), Teresa Manfreda (2024), Lucy C Marquez (2013), Joan Francesconi Miller (2012), Gayle Montano (2022), Cindy Passanisi (2014), Stephanie Alioto Pinoni (1998), Norma Puccinelli (2002), Marie Reginato (2005), Lisa Gumina Rivera (2025), Lola Simi (2008), Joselyn Staley (2023), and Melba Strazulo (2017)

## **DISTINGUISHED SERVICE RECOGNITION**

*Criteria: Past Board President or Executive Director, Person of the Year and Fr. Trinchieri or Bertha Bedoni Award.*

- [Arthur J. Costamagna, JD](#)
- [Russell J. Gumina](#)
- Joseph Martino
- Henry R. Morris
- [Stephen Leveroni](#)
- [Sergio Nibbi](#)
- [Robert Rossi Wall, MD](#)
- [Fred Scolari](#)

*To learn about The Club's amazing history of transforming lives, please watch our Centennial Celebration video found at this [link here](#).*



## GUIDING PRINCIPLES IN DELIVERING OUR SERVICES

### **Safety**

We strive to maintain a safe and secure environment for our members and staff.

### **Integrity and Accountability**

We are honest and forthright in all of our dealings, including those with club members, staff, supporters, and the community.

### **Commitment to Excellence**

We strive to provide the highest quality of service possible as we demonstrate the highest level of professionalism in all our interactions with our Members and the community.

### **Youth Centric Approach**

We focus on what is best for our members and use St. John Bosco's preventive system and principle of loving kindness.

### **Respect**

We treat everyone with respect, including our members, their families, our staff, and our supporters.

### **Compassion**

We respond to our Members and Staff with care and compassion.

### **Reliability and Consistency**

We say what we will do and then we do what we say.



**SALESIAN**  
BOYS' & GIRLS' CLUB

*A high impact 501(c)(3) California Nonprofit Public Benefit Corporation that enables its members to have transformational experiences that help them learn, grow, and thrive.*