

# Annual Report to the Community



July 2017 - June 2018

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## A BRIEF HISTORY

*Since our founding with Head Start as the core program in 1965, CSC has built on our expertise in early education, especially for low-income families and their children.*

*CSC believes that all children deserve a chance to succeed in school, and the path to success begins in early childhood within a nurturing family. We provide early learning and child care support services to young children and their parents, low-income families and child care providers.*

*CSC is a leader in early education and family development, promoting quality and innovative practices that affect the lives of 40,000 children annually in 17 counties of Northeastern Pennsylvania. Founded in 1981, CSC is committed to ensuring that children enter school ready to learn and their families are prepared to assist them.*

*CSC is a 501-c-3 not-for-profit organization employing approximately 300 staff.*

As of July 2018, the services provided through CCIS and the Northeast Regional Key became part of Early Learning Resource Centers (ELRCs). CSC operates 5 regional ELRCs in 10 offices across Northeastern Pennsylvania, which improve the quality of and access to early education and child care-related services.

## MESSAGE FROM THE PRESIDENT

The past year was one of exciting change and growth at CSC!

Our core mission and services remain the same – providing high-quality early childhood education through Early Head Start, Head Start and Pre-K Counts to ensure school readiness, and supporting families, child care entities and communities to ensure their success and stability. Fortunately, this past April, we were given a great opportunity to expand our reach to more children and families throughout Pennsylvania!

CSC opened 10 **Early Learning Resource Centers** that serve children, families and child care providers in 17 counties across Northeast PA! These regional centers, created by the Pennsylvania Department of Human Services' Office of Child Development and Early Learning and led by CSC, are one-stop hubs that are designed to improve the quality of and access to early education and social services programs. Families can access information on high-quality early learning programs, affordable child care and additional health and social services. Low-income families receive financial assistance through Child Care Works, and providers receive support through the Keystone STARS Quality Initiative, including coaching and training for improvement. The ELRCs are helping us find new ways to meet the needs of young children and their families to ensure every child has the equal opportunity to succeed.

CSC is also at the forefront of addressing the impact of the opioid crisis on young children, serving as a national advocate for increased funding through successful models like our Early Head Start-SafeStart program. This program has demonstrated that we are able to turn around a life of hardship to one of success for over 114 infants and their parents. We are working with community partners to ensure that families experiencing substance misuse have the critical services they need and that the children impacted are not forgotten.

With the generosity of City Center Investment Corporation, CSC and City Center formed a new partnership, resulting in the opening of the "Learning Hub-City Center Allentown" at Sixth and Linden streets. In this new space, CSC provides Head Start programming for 110 children, with special focus on the Arts, STEM and Literacy. The shared vision of the site includes leveraging resources of other community partners to offer after-school and summer programming; ensuring disadvantaged children from the surrounding neighborhood are ready for school; grade-level reading; and families having strong ties to their children's educational journey.

While we continue to see increased funding and increased advocacy on the part of our legislative and business community, the sad fact remains that many more children are still without access to high-quality education. Despite expansions this year, the poverty rate has increased, leaving hundreds of Head Start-eligible children on a waiting list. Though there was increased funding for subsidized child care, the demands are higher than ever, leaving hundreds of families on the Child Care Works waiting list.

Your support and vital community partnerships, like that with City Center Investment Corporation and valley school districts, are critical to us achieving our mission of preparing young children and their families to succeed in learning and in life through innovative, comprehensive, leading-edge services. We can work together to ensure children and families are on their way to a brighter future. Thank you for your commitment to putting children first!

Sincerely,

*Paula J. Margraf*

Paula J. Margraf, President and CEO





PROGRAMS AND SERVICES

Directly provide **Head Start, Early Head Start, Pre-K Counts** preschool.

Administer the Keystone STARS program to improve child care quality through the **Northeast Regional Key**. *(through July 2018)*

Administer subsidies to help low-income families access child care through the **Child Care Information Services** program in Lehigh County. *(through July 2018)*

Provide professional and parenting education through **Early Childhood Institute**.

**Newton School** is a unique early childhood education program with STEM as a way of learning focus for preschoolers.

Designated **Pre-K Scholarship Organization** and **Educational Improvement Organization** awarded by DCED for the receipt and disbursement of funds allocated through the Educational Investment Tax Credit program (EITC).



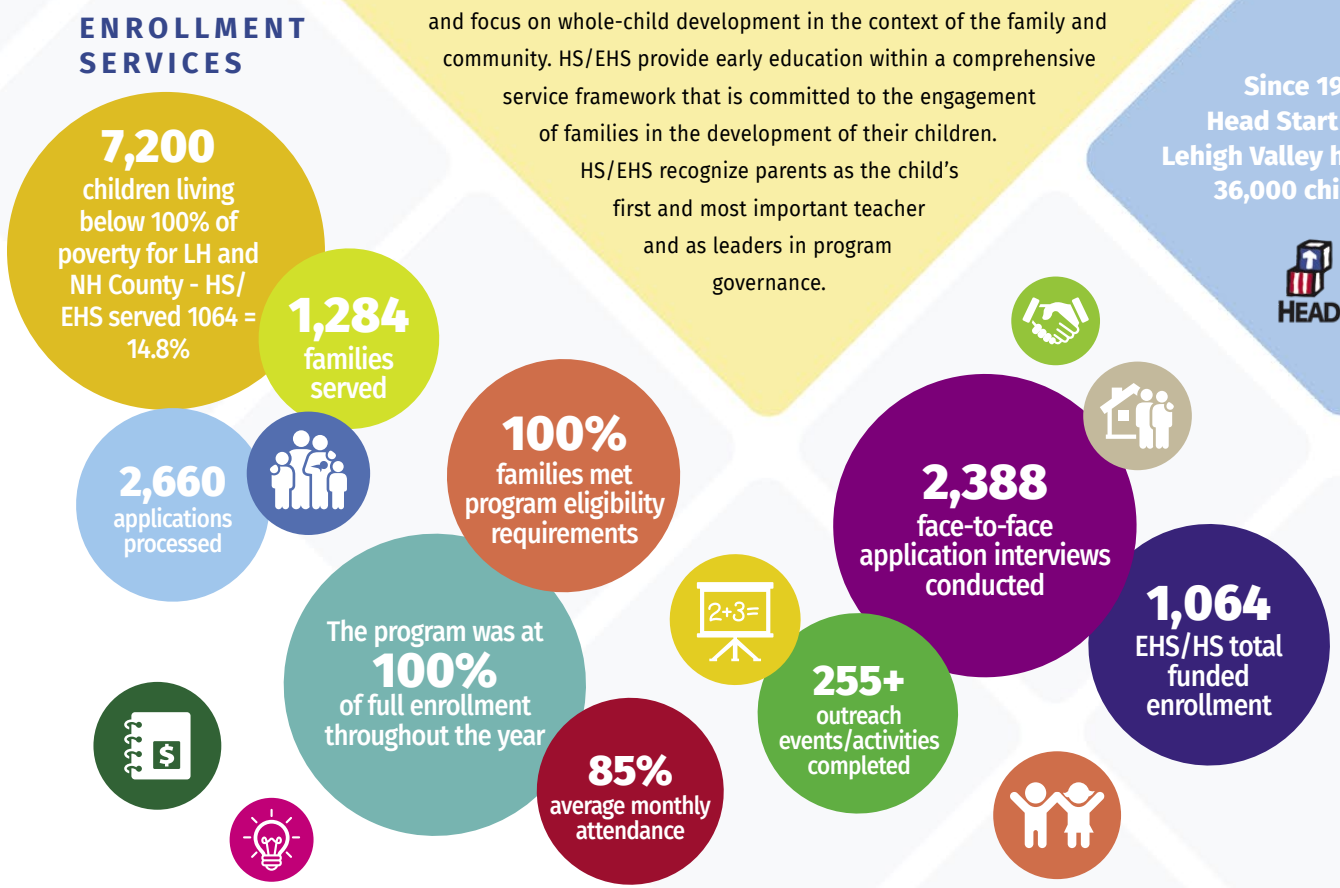
BOARD  
OF DIRECTORS:  
CSC  
*(as of October 2018)*

- Paula J. Margraf**, *President/CEO*
- Jay R. Kshatri**, *Think Smarter World, CHAIR*
- Elsbeth G. Haymon**, *Allentown Art Museum, retired, VICE CHAIR*
- Kathryn E. Leber**, *Parkland School District, retired, SECRETARY*
- Julie Timmcke**, *Management Consultant, TREASURER*
- Donald M. Bernhard**, *Downtown Allentown Community Development Initiative*
- Victoria Montero**, *St. Luke's University Health Network*
- Andrea L. Brady**, *Concannon Miller &amp; Co., P.C.*
- Colleen Mooney McGee**, *Crayola*
- Julissa Burgos**, *PPL Corp.*
- David Rabaut, PhD**, *United Way of the Greater Lehigh Valley, retired*
- Iris M. Cintron**, *Bethlehem Area School District, retired*
- Judith Rex, Ph.D.**, *Northampton Community College*
- Mary S. Colon**, *Bethlehem Area School District, retired*
- John R. Diamant**, *Diamant Consulting*
- John Rosario**, *B&R Enterprises*
- Christopher P. Donigan**, *B. Braun Medical, Inc.*
- Diane Scott, Ed.D.**, *Allentown School District, retired*
- Elaine A. Donoghue, MD**, *Lehigh Valley Health Network*
- Frank T. Smith**, *NAI Summit*
- Barbara K. Fraust**, *Carol C. Dorey Real Estate*
- Steven Smith**, *Head Start Policy Council*
- Joseph Jackson**, *Bracy Construction, Inc.*
- Deirdre Kamber Todd, Esq.**, *The Kamber Law Group, P.C.*
- Carol Ann "Camie" Modjadidi**, *Moravian College*
- Rebecca A. Young**, *JD, KingSpry*

HEAD START OF THE LEHIGH VALLEY

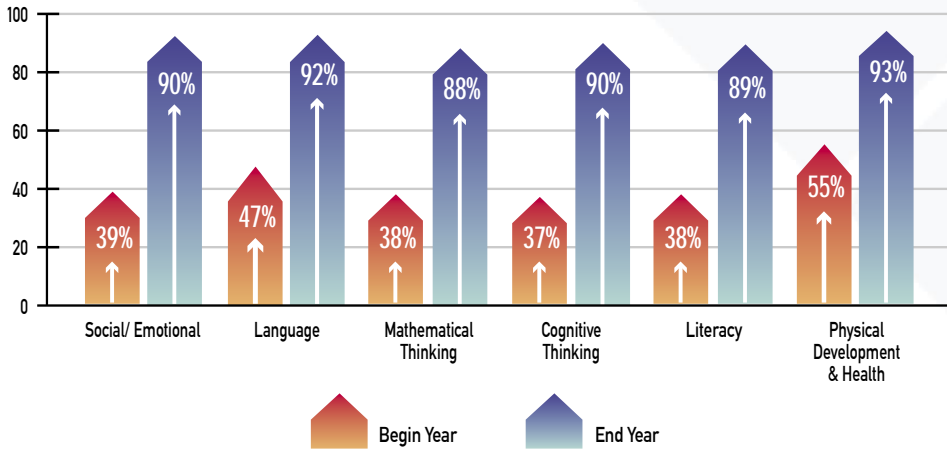
Head Start (HS) and Early Head Start (EHS), serving two generations, support the mental, social and emotional competence of children from birth to age five. In addition to education, HS/EHS provide children and their families with health, nutrition, and social-emotional education. Programs are responsive to each child and family's ethnic, cultural and linguistic heritage, and focus on whole-child development in the context of the family and community. HS/EHS provide early education within a comprehensive service framework that is committed to the engagement of families in the development of their children. HS/EHS recognize parents as the child's first and most important teacher and as leaders in program governance.

Since 1965, Head Start of the Lehigh Valley has served 36,000 children.



Head Start Child Learning Domain Outcomes

Percent of Children\* Demonstrating Proficiency†



\* 625 children who were present at all three assessment points – begin year, midyear and end of year.  
† "Proficiency" - Measurement by the Teaching Strategies GOLD Assessment indicates that the skill, knowledge or behavior is firmly within the child's range of performance.



## EARLY HEAD START OF THE LEHIGH VALLEY

We offer Early Head Start, for children birth to age 3, through both home-based and center-based programs. Home-based services include home visits, child and parent learning groups and resources for families to achieve goals and encourage healthy parent-child relationships. The Early Head Start center-based program, known locally as SafeStart, mitigates the symptoms of prenatal exposure to drugs/alcohol. SafeStart is the region's only therapeutic classroom program for abused infants and toddlers. The SafeStart children are referred to the program by the Children & Youth offices in Lehigh and Northampton counties.

**98%**  
received medical exams

**97%**  
received dental exams

**HEALTH SERVICES**

In October 2017, the Middle States Association Commission on Elementary and Secondary Schools (MSA-CES) re-accredited CSC for another seven years, a move that recognizes the agency as a leader in quality standards.

This accreditation is based on 12 principles: mission; governance and leadership; school improvement planning; finances; facilities; school organization and staff; health and safety; educational program; assessment and evidence of student learning; student services; student life and activities and information resources.

Head Start of the Lehigh Valley's federal program review was conducted in April 2016. The program is currently in full compliance with all Head Start program performance standards and regulations.



**533**  
fathers  
participated in activities to support their children's development.

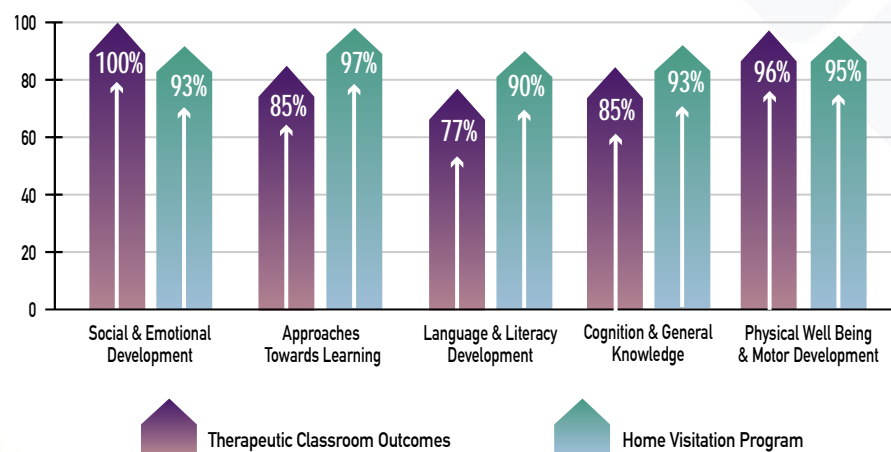
**99%**  
of all families completed both a family assessment and a family goal plan.

**100%**  
of enrolled families participated in parenting education in the home.

**99%**  
of all Head Start families accomplished three or more goals from their family goal plan.

**100%**  
of enrolled families participated in the read-a-book campaign, strengthening literacy activities in the home.

### Early Head Start of the Lehigh Valley 2017-2018 Home Based Children Who Transitioned -End Year 3 Year Old Children



## Newton School

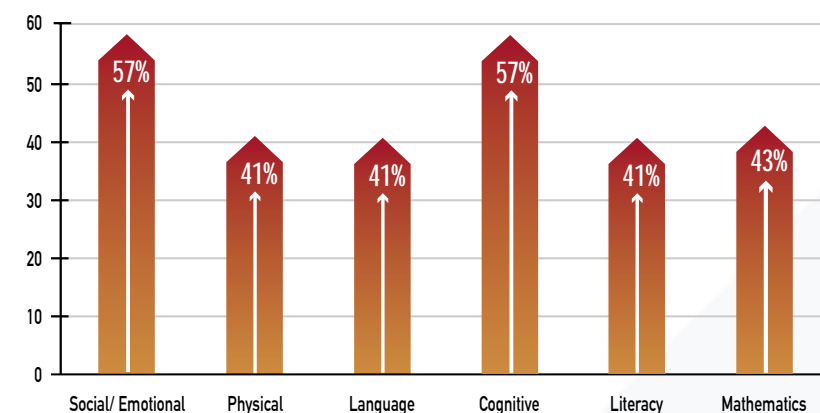
Igniting Young Minds

Newton School is a unique early childhood education program with STEM as a way of learning focus for preschoolers that opened with the start of the 2014-2015 program year in Allentown.

The STEM-approach to learning uses hands-on experiences to help children discover ideas in science, math and engineering. Teachers use open-ended questions to support children's learning.

### Head Start Newton School Child Outcomes

All Children\* Demonstrating Proficiency† WSS **Kindergarten** Level Assessment (2017)

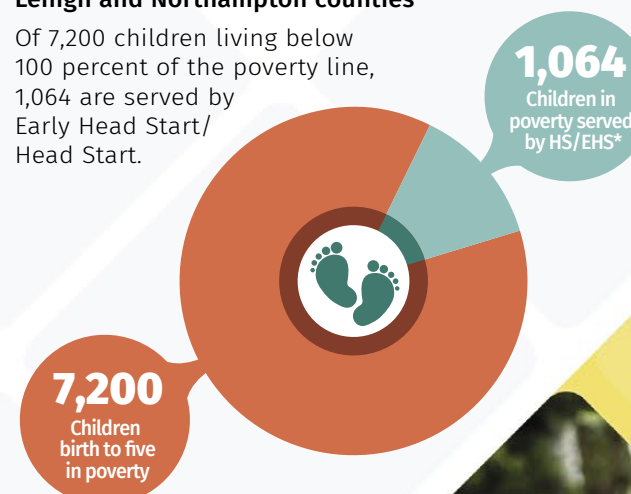


\* 20 children (includes 9 children with IEPs and/or Dual Language Learner)

† "Proficiency" - Measurement by the Teaching Strategies GOLD Assessment indicates that the skill, knowledge or behavior is firmly within the child's range of performance.

### Total Percent of Children in Poverty Lehigh and Northampton counties

Of 7,200 children living below 100 percent of the poverty line, 1,064 are served by Early Head Start/Head Start.



\*Based on 2011-2013 Children Age Birth to 5 by Poverty Level (American Community Survey 3-Year Average)

### HEAD START SUCCESS STORY

When Steven Smith's son Chanse entered Head Start last year, it was a journey for father and son.

Chanse, the youngest of Smith's five boys – ages 17, 15, 10, 10 and 5 – was the only one of his children who qualified for Head Start of the Lehigh Valley, so Smith was not sure what to expect. What he realized very quickly was that Chanse was being given an educational foundation that would pave the way for success throughout his school years.

As Chanse blossomed in the classroom, learning problem-solving skills that surpass that of people much older, Smith began volunteering and was elected president of the Head Start Policy Council.

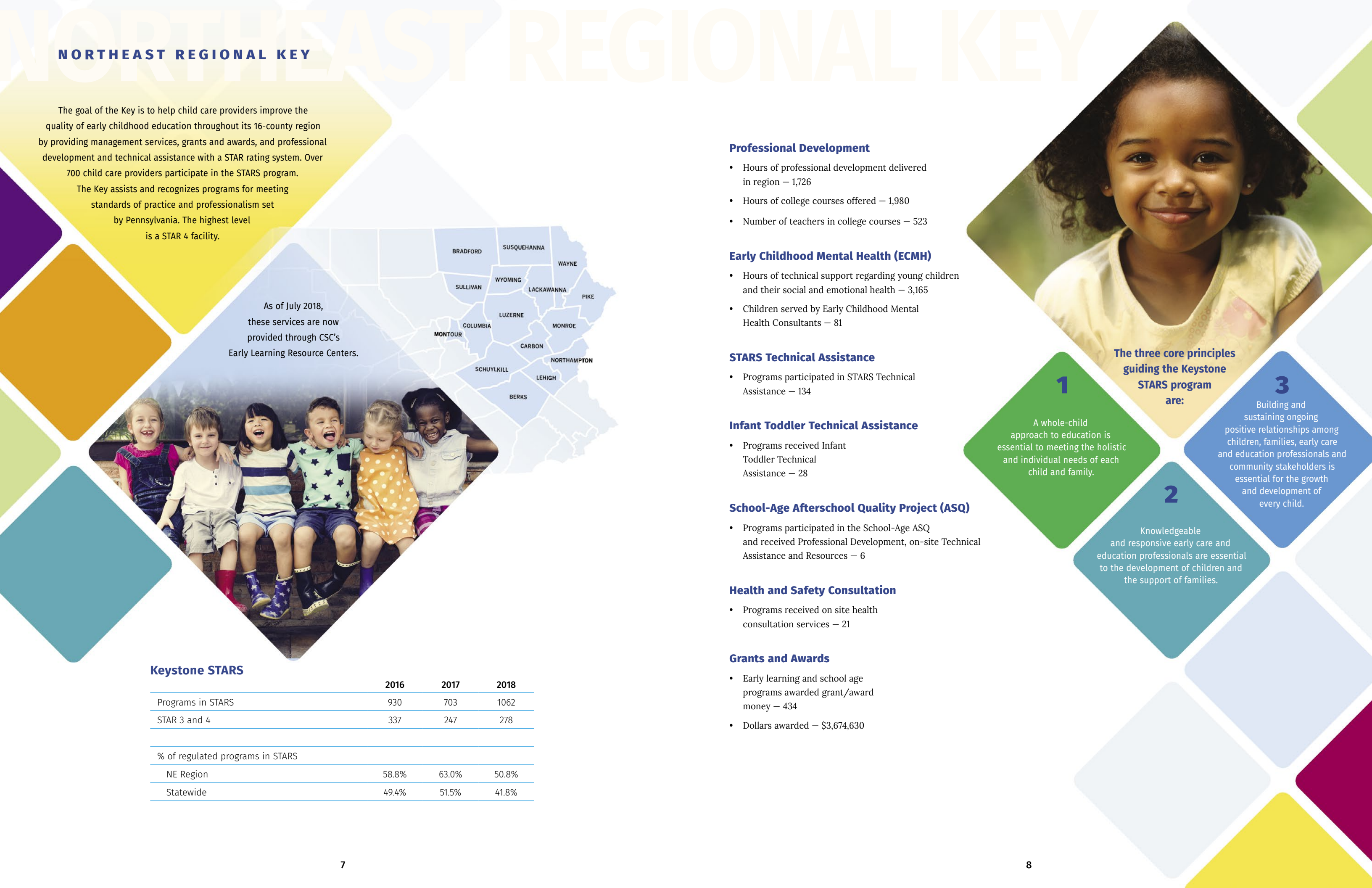
"I've been involved in many different youth activities and adventures and this is by far the best," he said. "I'm very grateful for it, and very grateful for my son's opportunities."

This fall, Chanse entered kindergarten, where he continues to thrive in the classroom.

"He knows all his shapes. He has a basic ability to read. He writes his name," Smith said. "It was the easiest transition of all my children."







NORTHEAST REGIONAL KEY

The goal of the Key is to help child care providers improve the quality of early childhood education throughout its 16-county region by providing management services, grants and awards, and professional development and technical assistance with a STAR rating system. Over 700 child care providers participate in the STARS program. The Key assists and recognizes programs for meeting standards of practice and professionalism set by Pennsylvania. The highest level is a STAR 4 facility.

As of July 2018, these services are now provided through CSC’s Early Learning Resource Centers.



Keystone STARS

	2016	2017	2018
Programs in STARS	930	703	1062
STAR 3 and 4	337	247	278
% of regulated programs in STARS			
NE Region	58.8%	63.0%	50.8%
Statewide	49.4%	51.5%	41.8%

Professional Development

- Hours of professional development delivered in region – 1,726
- Hours of college courses offered – 1,980
- Number of teachers in college courses – 523

Early Childhood Mental Health (ECMH)

- Hours of technical support regarding young children and their social and emotional health – 3,165
- Children served by Early Childhood Mental Health Consultants – 81

STARS Technical Assistance

- Programs participated in STARS Technical Assistance – 134

Infant Toddler Technical Assistance

- Programs received Infant Toddler Technical Assistance – 28

School-Age Afterschool Quality Project (ASQ)

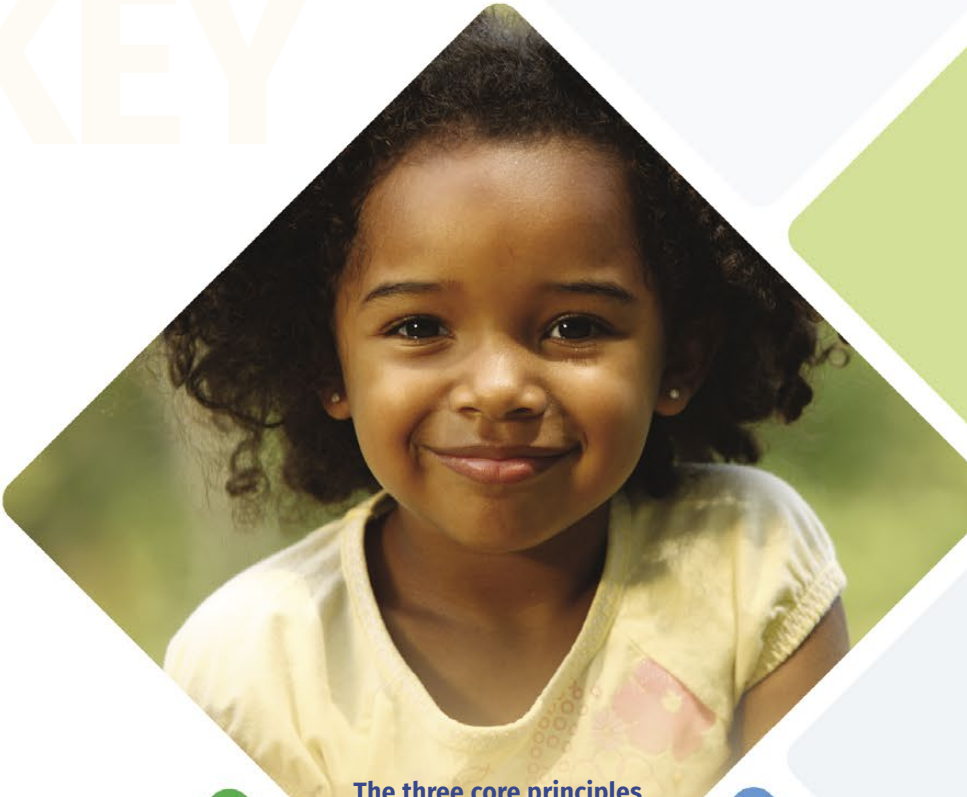
- Programs participated in the School-Age ASQ and received Professional Development, on-site Technical Assistance and Resources – 6

Health and Safety Consultation

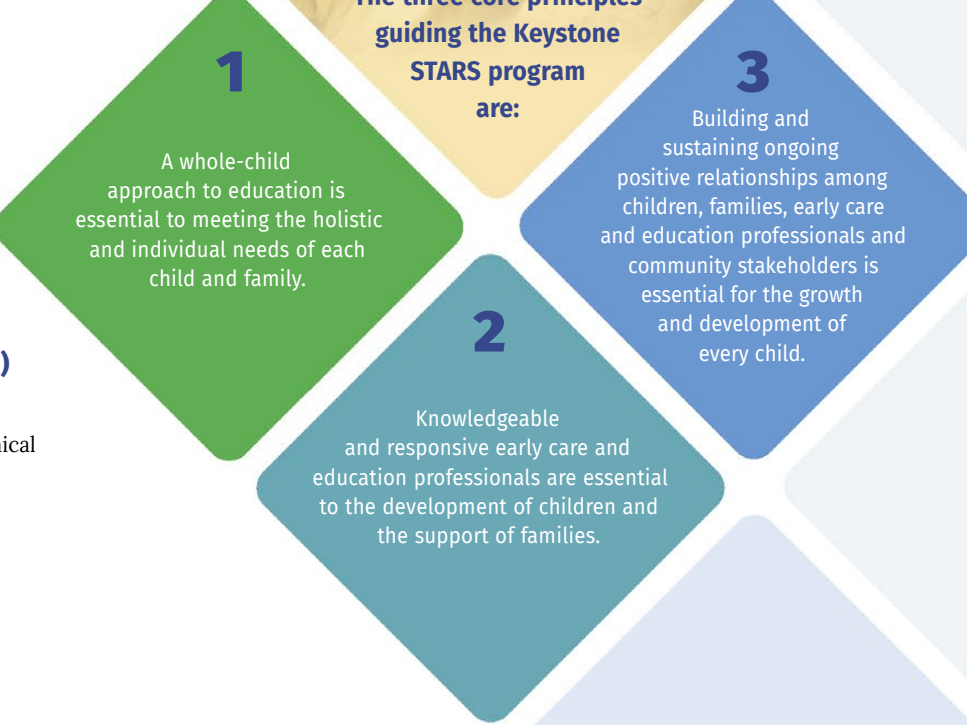
- Programs received on site health consultation services – 21

Grants and Awards

- Early learning and school age programs awarded grant/award money – 434
- Dollars awarded – \$3,674,630



The three core principles guiding the Keystone STARS program are:



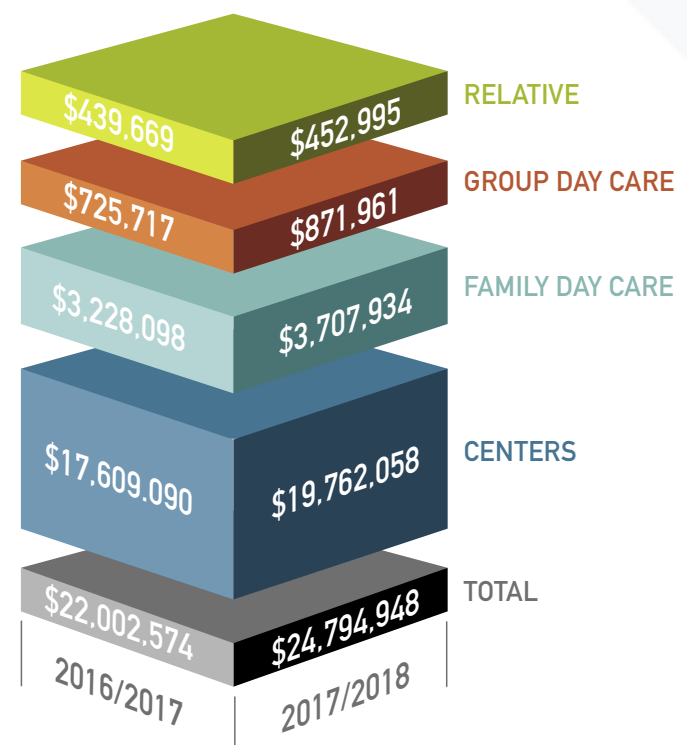


## CHILD CARE INFORMATION SERVICES OF LEHIGH COUNTY

Child Care Information Services of Lehigh County (CCIS) administers subsidies for low-income families, providing access annually to child care for over 9,000 children, infants through grade 5. More than 350 child care providers participate in the program. CCIS also offers child care referral services for parents and assistance in choosing child care.

As of July 2018, the Child Care Works subsidy program and resources and referrals are carried out by CSC's Early Learning Resource Centers.

### SUBSIDY PAID TO PROVIDERS



### Basic CCIS Statistics

	2016/2017	2017/2018
Monthly average number of children on waiting list	804	421
Number of children enrolled in subsidized childcare	4,794	5,305
Average number of providers paid	383	352
Number of active providers at year's end	379	360

## AROUND THE AGENCY



Students in Easton St. Paul's Head Start classroom enjoy a visit from Allentown Fire Chief Lee Laubach and Judge the Arson dog.



Students sing at the dedication of this tree, planted on the Donley Children's Campus in memory of Inez and Edward Donley.



Lara, a community volunteer from VIA, reads to children at Universal Unitarian Church in Bethlehem, as part of Read Across America for Dr. Seuss' birthday.



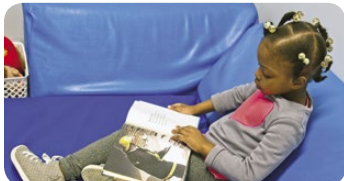
Volunteers from Aetna visit our Early Learning Center on Union Boulevard in Allentown to teach the children about hygiene.



Amy Requa, state oral health coordinator for The Pennsylvania Head Start Association (PHSA); Yoma Acholonu, health services manager for CSC; Andrea Mease, health services manager for CSC; Dr. Deborah Campbell, dentist with Lehigh Valley Health Network; and Lorie Lesak, director of developmental health services for CSC, celebrate Dr. Campbell being named PHSA's oral health champion.



Rep. Charlie Dent visits SafeStart, our Early Head Start therapeutic classroom, which meets the needs of babies and toddlers impacted by substance abuse.



Sen. Bob Casey, Jr. (D-PA), center, leads a panel to discuss funding he helped secure for child care and early learning programs, including Head Start and the Child Care and Development Block Grant. Also on the panel are, from left: Michelle McElroy, of The Cuddle Zone Learning Center; Michael Hoffman, of LifeSpan Child Care; Paula Margraf, CSC President and CEO; Nyanda Finley de Santos, CSC Director of Family Engagement; Yanill Andrade, CSC Family Engagement Partner and Head Start parent; Charles Dinofrio, of Lehigh Valley Children's Centers (LVCC); and Betty Druckenmiller, of Volunteers of America of Pennsylvania Children's Center.



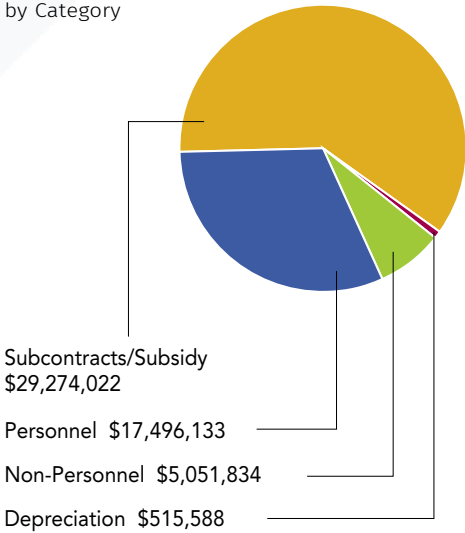
# FINANCIALS

## A SUMMARY OF AUDITED FINANCIALS

2017/2018

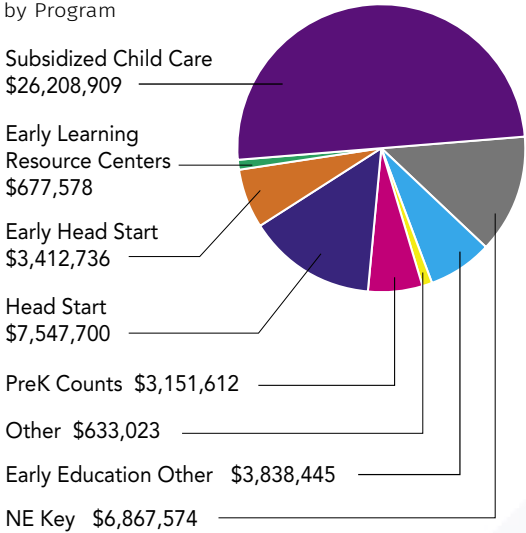
REVENUE - FUNDING SOURCE	17-18 FISCAL YEAR	%	16-17 FISCAL YEAR	%
<b>GOVERNMENT</b>				
<b>FEDERAL</b>				
Dept. of Health & Human Services	\$10,916,324	21.2%	\$10,236,542	20.5%
<b>STATE</b>				
PA Dept. of Education	623,866	1.1%	564,620	1.2%
PA Office of Child Development & Early Learning	38,033,742	73.8%	36,913,014	74.0%
<b>LOCAL</b>				
Children & Youth	959,674	1.9%	1,167,823	2.3%
Other Local Funding	40,000	0.1%	230,889	0.5%
<b>NON-GOVERNMENT</b>				
Foundations	111,560	0.2%	152,412	0.3%
Contributions/Fund Raising	233,141	0.5%	201,233	0.4%
Other Local Funding	491,675	1.0%	293,630	0.6%
In-Kind	108,848	0.2%	108,848	0.2%
<b>Total</b>	<b>\$51,518,830</b>	<b>100.0%</b>	<b>\$49,869,011</b>	<b>100.0%</b>

Expenditures  
by Category



Total = \$52,337,577

Expenditures  
by Program



Total = \$52,337,577

EXPENDITURES BY PROGRAM	17-18 REVISED ANNUAL BUDGET	17-18 ACTUAL EXPENSES	18-19 ANNUAL BUDGET
<b>HEAD START/EARLY HEAD START EXPENDITURES</b>			
Personnel	5,559,232	5,572,390	5,743,228
Fringe Benefits	2,326,025	2,335,440	2,850,168
Travel	261,980	252,190	301,430
Professional Fees	76,007	72,778	62,460
Supplies	679,793	667,335	320,459
Other	390,161	398,251	342,369
Renovations	120,214	120,214	0
Indirect Overhead	1,547,011	1,541,837	1,592,078
<b>Total</b>	<b>10,960,423</b>	<b>10,960,435</b>	<b>11,212,192</b>
<b>EARLY CHILDHOOD DEVELOPMENT</b>			
Personnel	3,167,176	3,182,576	3,582,465
Fringe Benefits	1,337,980	1,341,137	1,716,910
Travel	73,961	72,556	46,594
Professional Fees	87,800	54,326	164,403
Supplies	1,066,586	999,290	876,372
Other	284,589	264,452	369,205
Renovations	0	0	0
Indirect Overhead	980,592	981,780	1,111,660
Inkind	108,852	108,848	108,852
<b>Total</b>	<b>7,107,536</b>	<b>7,004,965</b>	<b>7,976,461</b>
<b>SUBSIDIZED CHILD CARE - LEHIGH COUNTY</b>			
Personnel	931,941	839,968	7,979
Fringe Benefits	418,967	338,774	3,505
Travel	14,903	3,811	0
Professional Fees	60	38	0
Supplies	35,714	9,644	0
Subcontracts/Subsidy	25,175,987	24,800,847	200,636
Other	20,865	15,217	0
Indirect Overhead	239,506	200,610	1,908
<b>Total</b>	<b>26,837,943</b>	<b>26,208,909</b>	<b>214,028</b>
<b>NE KEY - KEYS TO QUALITY INITIATIVES</b>			
Personnel	1,341,768	1,341,644	367,358
Fringe Benefits	479,526	478,335	151,889
Travel	102,070	99,101	34,000
Professional Fees	121,145	96,890	158,640
Supplies	70,624	64,184	12,291
Subcontracts/Subsidy	4,389,034	4,365,281	592,330
Other	25,959	25,550	16,680
Indirect Overhead	412,195	396,589	203,715
<b>Total</b>	<b>6,942,321</b>	<b>6,867,574</b>	<b>1,536,903</b>
<b>EARLY LEARNING RESOURCE CENTERS</b>			
Personnel	181,265	181,261	3,541,446
Fringe Benefits	25,344	25,350	1,928,006
Travel	14,988	14,988	164,706
Professional Fees	4,128	4,128	1,106,900
Supplies	325,129	325,126	176,898
Subcontracts/Subsidy	0	0	122,995,826
Other	26,819	27,103	718,155
Renovations	3,157	3,157	2,500
Indirect Overhead	96,465	96,465	1,123,009
<b>Total</b>	<b>677,295</b>	<b>677,578</b>	<b>131,757,446</b>

DONATIONS AND GRANTS

July 1, 2017 - June 30, 2018

SUPERSTARS

\$50,000+

PPL Corporation  
United Way of the Greater Lehigh Valley

5 STAR Champions

\$20,000 - \$49,999

Capital BlueCross  
Mr. and Mrs. John R. Diamant  
The Century Fund

4 STAR CHAMPIONS

\$5,000 - \$19,999

Air Products, Inc.  
American Bank  
ATAS  
B. Braun Medical Inc.  
BB&T  
Chris Womer  
Crayola, LLC  
Donley Family Foundation  
Embassy Bank for the Lehigh Valley  
ksa&d, Inc.  
Lehigh Valley Community Foundation  
John and Paula Margraf  
Ms. Deborah S. German  
Pa Partners for Education, LLC  
PNC Financial Services Group  
Provident Bank Foundation  
Two Rivers Health & Wellness Foundation  
Wells Fargo

3 STAR CHAMPIONS

\$2,000 - \$4,999

AmericaVen  
Andesa Financial Management, Inc.  
Central Moravian Church

Community Action Partnership of Lancaster County  
Computer Management & Marketing Associates, Inc.

Dr. Elaine Donoghue  
Gene and Jane Ervin  
Highmark Blue Shield  
John and Jenny Kemps  
Just Born, Inc.  
Linden Foundation  
Mr. and Mrs. Donald M. Bernhard  
Mr. and Mrs. Ray L. Federici  
Mr. and Mrs. Robert E. Gadowski  
Mr. and Mrs. Thomas R. Hall  
Mr. Christopher Cardenas  
Craig Kauffman and Julie Timmcke  
Mrs. Barbara Fraust  
Mrs. Dorothy Dologite  
Mrs. Patricia Levin  
Ms. Jennifer L. Mann  
Ms. Sara George  
Mutual of America Foundation  
Rev. and Mrs. Keith Brown  
Shaffer Family Charitable Trust  
The Seltzer Group  
UGI Utilities, Inc.  
Vistacom, Inc.

2 STAR CHAMPIONS

\$500 - \$1,999

Adams Outdoor Advertising  
Aesculap  
Air Pro-Air Products Retirees Association  
Akanda Saku  
Alvin H. Butz, Inc.  
Benco Family Foundation  
Bevin Theodore  
Braveheart Highland Pub  
Campbell, Rappold, Yurasits, LLP  
Concannon, Miller & Co., P.C.  
Constellation  
Copperhead Grille  
Creative Closets  
DaVinci Science Center  
Denise Cali  
Diefenderfer Electrical Contractors, Inc.  
Dr. and Dr. Raj and Jhansi Chowdary

Dr. and Mrs. Steve and Barbara Diamond  
Ed Demchak  
Flamm Walton Heimbach & Lamm, PC  
FNCB  
Follett Corporation  
George and Judith Arangio Foundation Trust  
Greater Lehigh Valley Auto Dealers Association  
SunOpta  
T.W. Cooper Insurance  
The Frederick J. Jaindl Foundation  
Trion Group  
Volunteer Center of Lehigh Valley  
Weis Markets  
Northampton County Medical Society Alliance  
Preferred Home Health Care  
QNB Bank  
RI Landscape  
Robert B. Lebus  
Selective Insurance Group Foundation  
Subway Development of Eastern PA  
SunOpta  
T.W. Cooper Insurance  
The Frederick J. Jaindl Foundation  
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SunOpta  
T.W. Cooper Insurance  
The Frederick J. Jaindl Foundation  
Trion Group  
Volunteer Center of Lehigh Valley  
Weis Markets

ONE STAR CHAMPION

\$100 - \$499

Allentown Art Museum  
Alyssa Torrisi  
Andrea Mease  
ASR Media LLC  
B&R Enterprises  
Barbara Pearson  
Barry Dobil  
Baum School of Art  
Benjamin P. Galbraith  
Bethlehem Business Forms  
Biaggio Pizzeria and Family Restaurant  
Boutiquetogo  
Bracy Construction, Inc.  
C.F. Martin & Company, Inc.  
Catherine Feeney  
Cleghorn Professional Counseling Center  
Colleen Mooney McGee  
Colonial Intermediate Unit 20  
Creighton Faust  
Cyan Sky Copier Technologies  
D. Brad Patt  
Danny Youssef  
Dave and Anne Wenger  
Deiter Brothers Fuel Company, Inc.  
Dennis Bradley  
Don McKellar  
Dorney Park & Wildwater Kingdom  
Dr. and Mrs. Charles D. Saunders  
Dr. and Mrs. Walter J. Dex  
Dr. Barry Schneider  
Dr. Diane Scott  
Dr. Ellen B. Bishop



Tammy Watts, Arie Banko, Chris Womer, Aman Patel and Justin Keller drop off holiday coat donations for 20 classrooms of children.

Dr. Judith Rex  
East Coast 4 Wheel Drive Association  
Emrich Stellar  
Fanatics  
Hometown Realty Partners  
ISP Office Solutions  
Jana M. Labelle  
Jason Harris  
Jay Kshatri  
Jeffrey Jankowski  
Joanna Davis  
Junior League of the Lehigh Valley  
Lehigh Valley Health Network  
Lehigh Valley IronPigs  
Lehigh Valley Jewish Foundation  
Lehigh Valley Phantoms  
Lincoln Leadership Academy Charter School  
Link Beverages  
Lutheran Congregational Services, Inc.  
Mark Crumpler  
Martin D. Cohen, Esq.  
Maryalice Briggs  
Melissa Banyas  
Michael Baittinger  
Mr. & Mrs. Terrence Haggerty  
Mr. and Mrs. Brad and Val Lane  
Mr. and Mrs. Colburn J. Kent  
Mr. and Mrs. David D. Hoffman  
Mr. and Mrs. Francis and Jane M. Huffman, Jr.  
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### Our Mission

Prepare young children  
and their families to succeed in learning and  
in life through innovative, comprehensive,  
leading-edge services.



### Our Vision

CSC exemplifies excellence  
in early learning, providing inspiration and  
leadership that engages our communities  
to put children first.

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