

CHARTING THE COURSE TO SUCCESS

ANNUAL REPORT 2016



Because All Children Are Our Children



LEARN

VOYAGING TOWARD THE FUTURE



Laurie Weiss Nuell

Board Chair



James R. Haj

President/CEO

For all of us at The Children's Trust, our conscience is our compass, which is why improving the lives of children and families in Miami-Dade County is a directive that informs every decision we make and every partnership we forge. 2016 was no different.

From funding culturally sensitive programs that help parents keep their families strong to advocating for much-needed legislation, The Trust continued its commitment to the people we serve. And while the needs of our community evolved over the past year, the ways in which we met them did too:

- We collaborated with other community stakeholders and leaders to leverage relationships, pool resources and work both harder *and* smarter, doing everything from revitalizing parks to helping facilitate access to health care for thousands of uninsured children.
- We forged a historic collaboration with Miami-Dade County and Miami-Dade County Public Schools to create paid summer internships that brought job training and employment to more than 1,400 teens.
- We promoted the development of inventive new approaches to potentially groundbreaking services through our Innovation Fund.
- We leveraged technology to better connect families to services.

- In a community with a high prevalence of children with special needs, we served 22,000 children and youth with disabilities across initiatives within inclusive environments with their typically developing peers.
- We ramped up program and professional development efforts with the Accelerated Nonprofit Growth Forum, resulting in stronger, more sustainable organizations.
- We launched a capacity-building initiative for small community-based organizations to improve their ability to provide quality services in our most challenged neighborhoods.
- And – in the face of unspeakable tragedy and loss – we joined a coalition of government, law enforcement and educational institutions to form Together for Children and contribute toward a long-term strategy to reduce gun violence and save young lives.

Board members, staff, social service providers, parents, advocates, community leaders – we thank every member of The Children's Trust family for gifting Miami-Dade County with your precious time, experience and commitment, and we honor the invaluable contributions that you've made. We look forward to continuing our journey with you.

Carline Julot and her daughter

31 parenting programs served 4,613 families

NW 62 ST
Dr Martin Luther King Jr Blvd

UNFOLDING THE MAP TO BRIGHT BEGINNINGS

The Children's Trust has always believed that a parent is a child's first and best teacher. In support of that, we continued to provide parents and caregivers with a wide variety of group and individual parenting activities that focus on childhood development, building positive relationships, managing conflict and reducing parental stress. These programs fit a wide range of schedules and are offered in English, Spanish and Haitian Creole. The options are particularly valuable to immigrant parents trying to navigate services in a world that often doesn't speak their language and may be unaware of their customs.

Such was the case for Carline Julot. After signing up for the **Strengthening Families** program facilitated by **Catholic Charities**, Julot was excited, if slightly apprehensive. But, "I was made to feel very welcome, very comfortable, right from the beginning," says Julot

in her native Creole. "Especially because the class is taught by Haitians, for Haitians."

Several months into the 15-week program, the Monday afternoon sessions are something Julot and her 3-year-old daughter, Anne Carla, both look forward to.

"I have learned so much," says an enthusiastic Julot, "and I am a better parent."

Other parenting programs include specialized support for families in crisis. Referred to the **Parenting Education** program at the **Family Resource Center** by the Department of Children and Families, Tiffany Williams is surprised by how much the program has impacted her family's life.

"I didn't think I needed a parenting class – I know I'm a good mom," says Williams. But as she spent more time in the program, "I learned about things I never thought of, like, even though they're kids, they still get stressed, just like adults."

Williams also added better communication and decision-making skills to her parenting toolbox, and shares that today, she knows beyond a doubt that her sons, 10 and 8, will come to her first with any issues they may face.

"We were close before, but now we're closer," says Williams. "There's a lot of parents, a lot of families out there who could use this program."

Families showed improvement with:



FORGING CLEARER PATHS TO CRUCIAL EARLY SUPPORTS

The first 1,000 days of a child's life are the most critical, which is why The Children's Trust dedicated \$15 million this past year alone to programs offering early learning and developmental supports that foster social, behavioral and academic skills.

Addressing the needs of children far beyond the thousand-day benchmark, these programs not only pave the way to lifelong success, they can alter the course of a child's life and turn adversity into triumph. Nicole Levine knows just what that feels like. Her son, Grady, now 6, was struggling in preschool, unable to focus, disrupting his class and behaving in ways that elicited complaints from his teacher on an almost daily basis.

The family endured 18 stress-filled months – and held Grady back from kindergarten – before a referral from the **Florida Diagnostic and Learning Resources System** (FDLRS) led to the **Summer Treatment Program** (STP) at **Florida International University**.

"Everything the staff at FIU said, every behavior described, it all fit Grady perfectly," says Nicole. "I just thought, *finally*."

Diagnosed with attention deficit hyperactivity disorder (ADHD) and borderline oppositional defiant disorder (ODD), Grady's treatment plan at STP, which included



parental supports so Nicole and her husband could maintain their son's progress at home, enabled him to enter kindergarten this fall.

"He got all As on his first report card," says his proud mom. "This program is life changing."

Many other funded programs dedicated to ensuring children reach their expected developmental milestones include **Help Me Grow Miami-Dade** and the **Early Discovery** program, which serves children with special needs who do not meet state eligibility requirements of the Individuals with Disabilities

Education Act. **The Early Childhood Program Administrators Institute** (ECPAI) strengthens providers' leadership and business management skills on the administrative level.

Quality Counts, our comprehensive quality rating and improvement system for early learning programs, continued to set high standards for care and provide professional development opportunities and continuing education wage supplements for staff. This year, the initiative benefited 28,000 infants and young children, and 4,500 child care practitioners.

"Everyone on staff takes advantage of Quality Counts," says Sady Leon, a teacher at **Silvia's School** in Hialeah. "The tools we're given, the opportunities to advance our own education and pursue degrees, these things allow us to improve our teaching and what we do in the classroom, every day."

The Trust recognized Silvia's School for its proven success with a coveted excellence award at this year's Champions for Children Awards.





ON THE ROAD TO ACHIEVEMENT THROUGH READING

A child unable to read at or above grade level by the time they enter third grade is in danger of never catching up or being able to compete academically with his or her peers. To ensure that scenario doesn't play out for any child in Miami-Dade County, The Children's Trust established **Read to Learn**, a collaborative, multi-tiered initiative that increases access to books and provides literacy supports.

Summer Reading Explorers, serving children rising K to second grade, identifies struggling readers and provides qualified tutors for on-site support at summer camps throughout the county. The program offers small-group instruction, book giveaways and school readiness workshops for parents, all of which can lead to miraculous strides in literacy, as Mirzaydi Fuentes knows firsthand. Her now 7-year-old son Robinson went from below grade- to grade-level reading in just six weeks.

"I've always read to him at home, but in my language. I can't help him with his reading for school," says Fuentes softly in Spanish. "This program has made a huge difference for him."

Explorers, managed by the **Center for Children and Families at Florida International University** and **Nova Southeastern University**, served more than 1,600 children at 48 summer camp and early learning sites this year. Roughly half the participants received tailored, interactive reading instruction on a daily basis.

Read to Learn Book Club offers every 3-year-old in the county a free English- or Spanish-language book by mail each month, along with a tip sheet for parents and an interactive activity connected to the book.



2 out of 3 reading explorers showed meaningful gains on their literary skills

When a child turns 4, parents are offered a workshop where they're given reading materials and advice on furthering their child's literacy. Nearly 157,000 books have been sent to happy families across Miami-Dade since the program's launch in 2012; about 3,000 children are now receiving books each month. The book club is administered by the **Miami-Dade Family Learning Partnership**.

Bookshelves filled by **Read to Learn Books for Free** provide new and used books in underserved areas, available in busy public locations such as health clinics, community centers and government agencies. Young readers are free to choose and take with them a book of their choice, to create their own library at home. More than 151,000 books were distributed in 2016; **Miami Book Fair at Miami Dade College** administers this program.

These targeted reading programs supplement the literacy component running through every program The Trust funds.



More than
2,300 books
were distributed
this year though
Summer Reading
Explorers!

**Nearly
25,000 children
and youth
served**



FOLLOWING THE SIGNS TO SAFE & ENGAGING DESTINATIONS

Providing children with safe spaces outside of school where they can thrive is a particular priority of The Children's Trust. Our funded after-school programs and summer camps served nearly 25,000 children and youth at 266 unique sites across Miami-Dade in 2016, with every one welcoming and inclusive of participants of all abilities.

Help with homework, reading and focused tutoring are just part of a much bigger picture. After-school programs and summer camps also offer children opportunities to strengthen life skills, learn about nutrition, make friends, and discover and cultivate new interests. For parents, they're trusted havens that significantly contribute to raising healthy and happy children. **First Step Champions** is one such program.

Located in the West Little River area, Champions serves as a secure harbor within its community, one often marked by crime and violence.

"This is a high-poverty area," says teacher Joelle Warring, "and the support we receive from The Trust allows us to give our kids a safe place to go, where they don't have to fear what's happening in the streets."

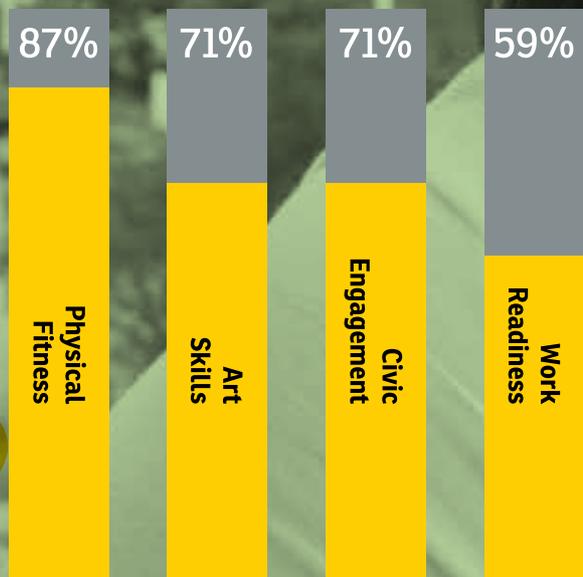
Staff members at this program, like many others, are extended family to the children they serve, looking out for them at every turn. Such was the case when Warring learned that a child in her care was being bullied. Diagnosed with a developmental disability, 6-year-old Tray-Von was suffering the harsh taunts of peers while on the school bus that took him to Champions each day. Warring notified the boy's mother, who immediately transferred him to a new school.

"He's made a lot of friends and is starting to be a little bit more independent," says Treniessia Jones of her son. "His temperament has changed a lot."

In addition to funding organizations directly, The Trust again this year provided nearly one million dollars in match funding to the **Miami-Dade County Department of Cultural Affairs**, so more than 92,000 children and youth could benefit from summer arts and science camps, as well as a diverse array of enriching arts experiences.



Youth showed improvement on:



CHOOSING THE RIGHT TURNS ON THE DRIVE TO ADULTHOOD

According to William Shakespeare, "It is not in the stars to hold our destiny, but in ourselves." This is often the lesson learned at any number of youth enrichment programs funded by The Children's Trust that offer life and social skills development, vocational training and college prep, arts education and sports, and mentoring and employment.

These programs spur critical and creative thinking, boost self-confidence and help guide youth to smart decision-making. The **Building Leaders of Character (BLOC)** program at **Gang Alternative** in Little Haiti supplements its financial literacy training with a simple "Game of Chance" to make their students understand the risks and consequences of failing to plan for their future.

"The program provides a lot of mentoring, and it's a great environment because we're treated like family," says Raphaella, 17. "Because of that, I'm able to maintain a 4.2 GPA."

Nearly 90 percent of BLOC graduates have gone on to college, a trade or the ministry.

Luck shined on Rocio Velasquez when her participation in the **College and Career Readiness** program at the **Mexican American Council (MAC)** in Homestead landed her a scholarship.

"I was shocked when I first learned about it, because, coming from a Mexican-American farmworker family, opportunities are limited," says Velasquez, now 18 and a freshman at Miami Dade College. "MAC has taught me that I will not be held back by my culture, my race or where I live."

The program helps students like Velasquez receive assistance with community service hours, employability skills, college applications and financial aid.

The Trust's own **Youth Advisory Committee (YAC)**, which fosters civic-minded youth leaders through trainings and service-learning opportunities, is open to all high school students in the county. In 2016, the initiative expanded its reach by adding two additional chapters and now covers three distinct geographic areas: North, South and Central.

In 2016 we contributed \$750,000 to expand a paid **summer youth internship program** launched by Miami-Dade County the previous summer. By adding **Miami-Dade County Public Schools** as a third collaborator, we collectively provided 1,441 students from across the county – including

those with disabilities – a unique summer experience that included high school or college credit, community service hours and a stipend of more than \$1,200.



Gang Alternative

FINDING BEACONS OF HOPE IN THE DARKNESS

When your family is in crisis, being able to go to a single source for all the help you and your children need is a unimaginable blessing. The family and neighborhood support partnerships funded and facilitated by The Children's Trust are that single source.

Anchored by community-based organizations fluent in the specific needs of the people they serve, support partnerships deftly and pragmatically coordinate care for residents of Miami-Dade's most challenged neighborhoods, where crime, poverty, unemployment, truancy, domestic violence, and child abuse and neglect jeopardize collective well-being. The Trust committed \$8 million to these beacons of hope in 2016, among them the **Synergy Service Partnership** overseen by **Concerned African Women (CAW)**. For that, Shekelia Glenn is very thankful.

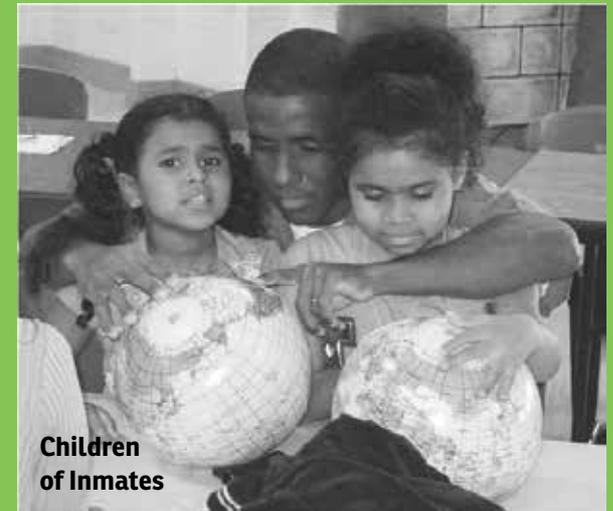
After a fire left Glenn and her two sons, Jonathan, 14, and Jaylin, 9, with literally nothing but the clothes on their backs, CAW stepped in after emergency aid from the Red Cross ran out. With no place to live, no possessions and no way to work or get her children to school, the help couldn't have come sooner.

Synergy connected the devastated family with a host of local groups that provided long-term housing, clothing and bus passes so the boys could get to school. Additional services for Jaylin, who is on the autism spectrum, came through from the **Advocacy Network on Disabilities**.

"If I didn't have CAW pointing me in the right direction, I never would have made it this far," says Glenn.

Funding for family and neighborhood supports is also dedicated to special populations who need even more tailored services, including LGBTQ youth, undocumented minors living on their own and children who have been subjected to domestic violence. **Children of Inmates** coordinates care for families with a parent in prison; on-site bonding visits with the incarcerated loved one are a touchstone of the organization.

"My girls see their dad every three months; they really look forward to that," says Maria Solis. "Visits revolve around activities we can do together, like arts and crafts or sports. It's a positive experience for all of us."



Children of Inmates

NW 183 ST
Miami Gardens Dr

**21 support
partnerships helped
3,688 families
in 2016**



6,686
eye
exams...

JOURNEYING TO HEALTH & WELLNESS

No parent should have to choose between life essentials like putting food on the table or seeking medical care for their child, but every day in Miami-Dade County that decision is a harsh reality. Quality medical, dental, behavioral and emergency health care services are simply beyond the grasp of many children and families, a sobering situation The Children's Trust has worked hard to remedy.

More than \$15 million of our funding went to health and wellness programs in 2016, most of it supporting **school health**. Contracting with six health care organizations and collaborating closely with **Miami-Dade County Public Schools** and the **Miami-Dade County Health Department**, The Trust made it possible for more than 195,000 students at

145 schools to receive medical assessment, diagnosis, treatment, counseling and referrals.

On-site school health clinic teams – a nurse or nurse practitioner and social worker – provided first aid, dispensed medication and helped students manage chronic conditions, making it possible for them to get back to class and learning as quickly as possible. Children with more serious health issues were referred to additional care, as with a student at Southwest Miami Senior High School.

The 17-year-old complained of leg pain she attributed to working out, but Adam Fader, RN, and Kristine Baluja, LPN, knew it was something more. Suspecting rhabdomyolysis, a serious condition that can lead to severe kidney damage, the team contacted the girl's mother and advised immediate emergency medical attention. Rhabdomyolysis was confirmed and after several days in the hospital, the student is fully recovered and frequently drops by the clinic to offer a smile and a hello to her guardian angels.

"She was very close to dialysis and permanent kidney damage," says Fader. "I never realized how much of a difference we can make for these kids."

Other services provided in school clinics included oral health screenings and fluoride treatments, state-mandated health screenings, vaccines and behavioral counseling. Vision care for uninsured low-income students was again supported in partnership with **Miami Lighthouse for the Blind and Visually Impaired**.

New in 2016 was **telehealth**, a pilot project granting immediate access to advanced care and diagnosis through teleconferencing. Though still in its infancy, this exciting new resource has been well-received and we look forward to sharing more about it in the future.



ON TRACK & MOVING IN THE RIGHT DIRECTION

The more we know about our children and families, the better we can serve them. Our research, evaluation and strategic planning team supports The Children's Trust's mission with meaningful information that boosts program quality, facilitates continuous learning and leads us to smart funding decisions. Focused as we are on identifying program strengths and needs to guide supports, resources and follow-up, maintaining a comprehensive and robust progress-tracking system is essential.

This year, we redesigned our program metrics and information systems to track multiple methods and data sources over several points in time to assess program performance dynamically, a move away from less frequent, higher-stakes reviews. Staffing, population focus, service delivery, program participation, participant outcomes and fiscal health are all carefully and thoughtfully assessed; a final component still under development will take a look at efficiency, sustainability and collaboration.

Content Area Teams (CATs) were also created, to develop reliable, research-based observation tools specific to after-school and summer, youth

enrichment, parenting and home visitation activities. These tools maintain sensitivity to cultural differences and elicit more meaningful feedback about program quality and effectiveness.

The culmination of multiple efforts resulted in a new integrated web-based data and reporting system called **Trust Central**. Modeled after an imaginary rail line, it includes multiple "stops" such as program metrics and the current reporting system; future stops include updated contract and solicitation modules that will streamline and automate core business functions to make them more efficient and user friendly.

We also participated in multiple collaboration efforts across Miami-Dade, leveraging resources and relationships to address key indicators of need, implement effective practices and track relevant outcomes that champion our children and families.

NW 8 ST / SW 312 ST
Campbell Dr



STEERING THE COURSE THROUGH LIFE-ALTERING CAUSES



State Rep. José Félix Díaz

Proving the old adage that there is strength in numbers, The Children's Trust continued to build upon strategic partnerships in 2016 to play a leading advocacy role on behalf of Miami-Dade children and families.

This past legislative session, the public policy team worked tirelessly to secure desperately needed funding and the passage of several bills for children in the areas of early learning and care, health, safety, child welfare and juvenile justice, including:

- A landmark KidCare bill for lawfully residing immigrant children, making Florida the 31st state to eliminate the five-year waiting period for this population to access health insurance, covering an estimated 17,000 eligible, uninsured children from low-income families

- A bill expanding the Early Steps program for infants and toddlers with developmental delays
- A bill to expunge the records of juveniles for nonviolent offenses so they can further their education and secure employment
- The appropriation of increased funding for Early Learning, Healthy Start for prenatal care, Healthy Families to prevent child abuse and neglect, and other areas of the children's budget
- The defeat of harmful legislation, including language eliminating booster seat requirements for child care providers and an after-school bill that would have weakened child care standards



State Sen. René García

These victories were made possible by working with like-minded organizations such as the **Florida Children's Council**, **First 1,000 Days Florida Coalition**, **Early Childhood Consortium**, **Florida Juvenile Justice Association**, **Florida Covering Kids & Families** and the **Children's Movement of Florida**.

With Tallahassee seemingly a world away, the policy team kept everyone abreast of developments with weekly editions of the *Capitol Connection* newsletter, including calls to action when needed.

At the local level, The Trust continued its advocacy efforts with **United Way of Miami-Dade** and the **Early Learning Coalition of Miami-Dade/Monroe**, while also providing needed advocacy training to child care providers, parents and others through the **Miami-Dade Advocacy Institute (MDAI)**.

NAVIGATING CHANGE FROM THE INSIDE OUT

Imagine a run-down park where families rarely visit and may even fear for their safety. This scenario sadly repeats itself throughout Miami-Dade County.

Funding programs and services goes a long way, but community engagement serves as a catalyst for residents and local agencies to develop and act upon solutions that solve unique neighborhood challenges. That is precisely why The Children's Trust assembled a community engagement team, and celebrates its first full year of powerful results in 2016.

Listening, connecting and engaging, the team fanned out across the county to mobilize community members, support decision-making and help leverage existing resources – not to mention inform The Trust about gaps in services to help guide future funding.

The group's principle strategic goal coalesced around supporting **People Acting to Revitalize Community Space** (PARCS). This involved convening, coordinating and communicating with organizations and residents to generate a collective vision, and help them take the necessary steps to transform communities. Six underutilized green spaces – Riverside Park in East

Little Havana, Kiwanis Park in West North Miami, Southridge Park in South Miami Heights, and Concrete and Alonzo Kelly Parks in Liberty City – were identified to advance this engagement model.

The team's impact is impressive. In just one year, the once besieged Riverside Park has been transformed into a bustling neighborhood focal point with activities for young and old. At Kiwanis Park, increased programming and events have resulted in parents spending more quality time with their children.

Members of the community engagement team also played a lead role in increasing parental involvement at **Fit2Lead**, a collaborative led by **Miami-Dade Parks and Recreation** that provides park-based after-school enrichment; participated in multiple **community advisory councils**; and went door to door to help spread the word about programs and services through established **Walking One Stops** in areas impacted by violence.

SW 8 ST/Tamiami Trail
Calle Ocho/Olga Guillot Way



Riverside Park

BUILDING BRIDGES TO FAMILIES ON THE INFORMATION SUPERHIGHWAY

Raising awareness about the initiatives, programs and services families need most requires a variety of approaches, from the broadest to the most personal. Whether connecting with people through cyberspace or one-on-one at local events, The Children's Trust leaves no stone unturned to reach parents, caregivers and residents in their native language, all across Miami-Dade.

Technology is proving to offer the greatest opportunity to increase our reach. With an ever-shrinking digital divide, we reached approximately 3,000 people a day on **Facebook** and even more through all of our **social media sites**. Nearly 30,000 monthly subscribers received our online **parenting newsletter**. More than 5,000 people looked for services using our website's **searchable program directory** each month and nearly 9,000 more visited **miamiheartgallery.org**, a website dedicated to connecting children in foster care to permanent, loving homes. We successfully launched our first **app** this year and in 2017 will unveil a new **mobile-friendly website** to serve our community even better.

Traditional broadcast media in English, Spanish and Haitian Creole continued to serve as the foundation of our public awareness efforts to reach the largest number of families possible at any given time, but we never underestimate the power of the personal touch.

Community outreach coordinators and **street team members** served as an army of goodwill ambassadors to inform the public about the many services and benefits The Trust offers. By distributing thousands of printed, **multilingual resource materials** at neighborhood events, fairs and places of worship, more and more families learned how to access the variety of services we support that can make a difference in their lives. Indeed, the largest resource fair in Miami-Dade is our own **Family Expo**, attended by at least 15,000 people as in years past. We met and talked with many more at countless Trust-sponsored events that promote literacy, health and wellness, safety, arts education and fatherhood involvement.

Young Talent Big Dreams, produced in collaboration with Actors' Playhouse, created opportunities for hundreds of children and youth for the sixth consecutive year. The people and agencies honored by **Champions for Children** brought to the forefront role models for excellence in serving children and families.

And our **TV talk show**, broadcast on WSVN 7, continued to bring together local leaders to discuss and dissect critical issues affecting Miami-Dade families.





FUELING FELLOW TRAVELERS FOR THE DIFFICULT TREK AHEAD

Children and families in our most stressed neighborhoods are often more receptive to receiving help and support from programs with staff who live and work among them. Trouble is, these are often small agencies with resources stretched to the breaking point. This is why The Children's Trust has always believed in providing program and professional development supports to vital community-based organizations through an array of personalized coaching, workshops and trainings designed to help them deliver the best services with the most qualified staff.

Project RISE, for example, teaches program staff how to better deliver mandatory literacy curricula so children improve their reading skills – and also offers instruction on implementing optimal fitness, behavior management, social skills, homework assistance and youth development programming – and **All Children Together** provides countless programs with the necessary knowledge to serve children of all abilities in inclusive settings.

In 2016 The Children's Trust expanded these existing efforts in two exciting new ways.

The two-year **capacity-building program for small community-based organizations** (CBOs) was created especially for the many grassroots agencies that play

key service roles at the neighborhood level. Designed to steer providers toward improved practices both programmatically and fiscally with an end goal of long-term sustainability, the program helps ensure that these resources will continue to serve our children and families for years to come.

"I have a vision for our organization, but without a strategic plan we could never put it in motion," says participant Michelle Shirley, executive director of **Be Strong International**. "Now, we know exactly what to do over the next five years. The Trust hit it big with this one."

Wholly underwritten by law firm Greenberg Traurig, our **Accelerated Growth Nonprofit Forum** (AGF) was a yearlong program that brought together a select group of CBO leaders to receive even more intense expert peer instruction and collaborative learning. Each participant concluded the forum with a solid business plan that maximizes their organization's resources.

"When we got into the sessions it became real clear to me that the program was going to be extremely beneficial," says Terry Joseph Jr., CPO of the **Family Christian Association of America**. "It was all about making us better at what we do."

Participating small CBO and AGF providers also placed themselves in better positions to compete for funding locally and nationally, further ensuring their longevity.



Jarenwickund/Stock/Thinkstock

GUIDING OTHERS TO ROADS NOT YET TAKEN

The search for ever better ways to serve Miami-Dade children and families is a common thread running through everything The Children's Trust does, and it is the driving force behind an ingenious initiative that came to fruition in 2016.

The **Innovation Fund** feeds the conception, design and testing of new strategies that address the cornerstones of healthy child and youth development. These single, short-term awards fund ideas with the potential to lead to effective, outside-the-box approaches to supporting vulnerable populations. One such pilot is **Educate Tomorrow's ProjectED**, an entrepreneurship and life skills training program created predominantly for youth in foster care. Participants contributed heavily to the development of a mobile app that they and their mentors and life coaches now use to collaborate with each other on the go, to meet goals and track student progress.

"What's most exciting is how engaged our students have been in the creative process," says Educate Tomorrow's CEO, Brett McNaught. "It's helped make them feel as if they're a genuine part of the organization, and not just recipients of the work that we do."

Lessons in Jazz, a program from the **Youth Violence Prevention Coalition**, brought young and old together to defuse tension and create common bonds around music as a weapon against violence.

"We've found that people really want to become engaged with the reduction of not just violence, but all risky activities our youth may be vulnerable to," says

Coalition Executive Director Rachel Talibdeen. "It's kick-started a movement."

A third funded project is **Museum in a Box**, a mobile **Miami Children's Museum** program that brings educational, interactive installations to schools in underserved areas, with the first one focusing on health and wellness.

A young girl with a headband and a necklace, wearing a dark polo shirt, is looking at a large interactive display. The display shows various icons and text. The background is a museum setting with other displays and people.

**Innovation Fund
supported
18 cutting-edge
approaches
to serving
children and families**

Miami Children's Museum

MANY STOPS ALONG THE ROUTE: OUR FUNDED PROGRAMS & AGENCIES

93rd St. Community Development Corp.
Abriendo Puertas
Abundant Living Citi Church
Actors' Playhouse
Adults Mankind Organization
Advocacy Network on Disabilities
Advocate Program
After-School Treatment Program/FIU
AileyCamp Miami/Adrienne Arsht Center for the Performing Arts
Alhambra Music
Alliance for Musical Arts Production
American Children's Orchestras for Peace
Americans for Immigrant Justice
Amigos Together for Kids
Area Stage Company
ArtCenter/South Florida
Arts Ballet Theatre of Florida
Arts for Learning
ArtSouth
Ayuda
Bakehouse Art Complex
Barry University Summer Program
Be Strong International
Belafonte TACOLCY Center
Big Brothers Big Sisters of Miami
Borinquen Medical Centers of Miami-Dade
Boys & Girls Club of Miami-Dade
Branches
Breakthrough Miami
Buzzy Kids
Carlmar
Casa Valentina
Catalyst Miami
Catholic Charities of the Archdiocese of Miami
Center for Autism and Related Disabilities/UM and NSU
Center for Children and Families/FIU

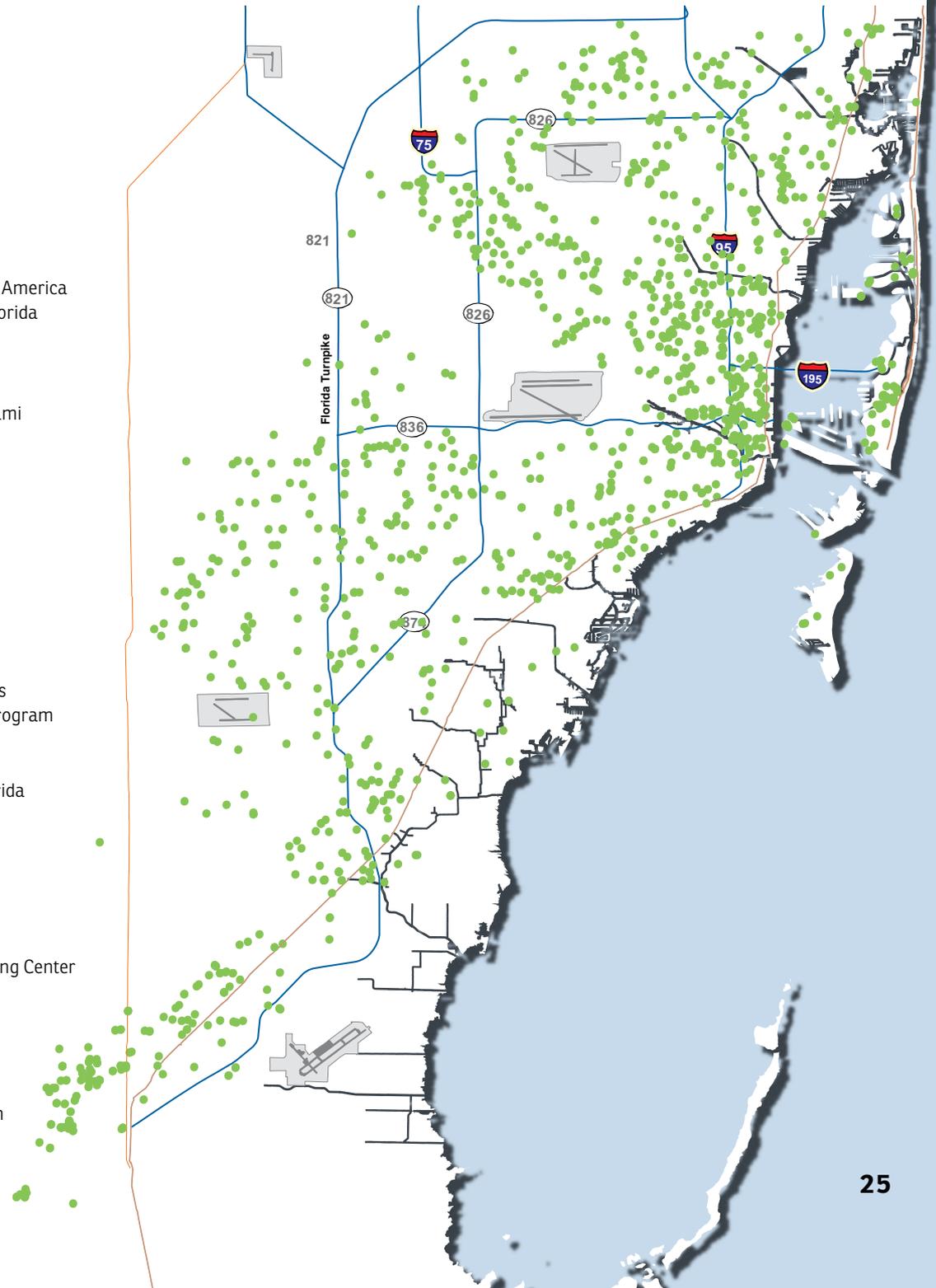
Centro Cultural Español de Cooperación Iberoamericana
Centro Mater Childcare Services
Chabad Chayil
Childcare Scholarship Fund/WAGE\$
Children of Inmates
Children's Forum
Children's Home Society of Florida
Citrus Health Network
City of Hialeah youth programs
City of Homestead service partnership
City of Miami Beach children and family programming
City of Miami Gardens service partnership
City of North Bay Village out-of-school program
City Theatre
CMB Visions
Code Explorers
Codella
Colombian American Service Association (CASA)
Communities in Schools
Community Coalition
Community Health of South Florida
Concerned African Women
ConnectFamilias
Coral Gables Congregational Church
Dave and Mary Alper JCC
Debbie School/UM
Deco Echo Artists Delegation d/b/a Center for Folk and Community Art
Disability Independence Group
Diva Arts & Entertainment
Dr. John T. McDonald Foundation School Health Initiative/UM
Dream in Green
Early Discovery/UM
Early Learning Coalition of Miami-Dade

Easter Seals South Florida
Educate Tomorrow
Empowering Youth
enFAMILIA
ENLACE Miami/FIU
FAB Sports
Fairchild Tropical Botanic Garden
Families First/City of Miami
Families First/UM Dept. of Pediatrics
Family Central
Family Resource Center of South Florida
Fanm Ayisyen Nan Miyami
Fantasy Theatre Factory
Fatherhood Task Force of South Florida
First Step Champions
Fit Kids America
FLIPANY
Florida Film Institute
Florida Grand Opera
FOCAL (Foundation of Community Assistance & Leadership)
Friends of the Bass Museum
Friendship Circle of Miami Beach and North Dade
GABLESTAGE
Gang Alternative
Goulds Coalition of Minister and Lay People
Grace Christian Ministries
Greater Miami Youth for Christ
Greater Miami Youth Symphony
Guitars Over Guns
Health Choice Network of Florida
Healthy Steps/UM
Historical Association of Southern Florida
Hope for Miami
I Have a Dream Overtown
Injury Free Coalition for Kids/Jackson Health System
Institute for Child & Family Health

Jessie Trice Community Health Center
Judah Christian Ministries
Just Kids Centers
Karen Peterson Dancers
Kayleen's Learning Center
Kids Learning Center of South Dade
Kids Learning Center of South Dade, III
Kids Paradise Childcare & Learning Center
Kidworks USA
Kingdom Academy
Knowledge Builders of Florida
La Viña del Señor/Kidz XL
Lago Mar Preschool
Latinos United in Action Center
Lawyers for Children America
Leadership Learning Center at St. John Bosco
Linda Ray Intervention Center/UM
Little Kingdom Academy
Locust Projects
Magic City Kids
Mailman Center for Child Development/UM
Managed Education
Marjory Stoneman Douglas Biscayne Nature Center
Mexican American Council
MEYGA (Multi-Ethnic Youth Group Association)
Miami Bethany Community Services
Miami Children's Initiative
Miami Children's Museum
Miami City Ballet
Miami Dade College School of Education
Miami Dance Project
Miami Light Project
Miami Lighthouse for the Blind and Visually Impaired
Miami Music Project
Miami Short Film Festival
Miami Theater Center
Miami Wind Symphony

Miami Youth Garden
 Mami-Dade County Department of Cultural Affairs
 Miami-Dade County Parks, Recreation and Open Spaces
 Miami-Dade County Summer Youth Internship Program
 Miami-Dade Family Learning Partnership
 Michael-Ann Russell JCC
 National Foundation for Advancement in the Arts
 Network for Teaching Entrepreneurship
 New Horizons Community Mental Health Center
 New Jerusalem Community Development Corp.
 New World Symphony
 Nicklaus Children's Hospital
 O'Farrill Learning Center
 Opa-Locka Community Development Corp.
 Open Arms Community Center Corp.
 Overtown Youth Center
 Parent to Parent of Miami
 Parent-Child Interaction Therapy/UM
 Parents as Teachers PAT 4U/FIU
 Patricia and Phillip Frost Museum of Science
 PATH: Preserving, Archiving & Teaching Hiphop
 PEACE Community Development & Better Outreach
 Pérez Art Museum Miami (PAMM)
 Playing the Game of Life
 Project Motherpath
 Project RISE/NSU
 Prosperity Social & Community Development Group
 Read to a Child
 Read to Learn Books for Free/MDC
 Reading Explorers/FIU
 ReCapturing the Vision International
 Redlands Christian Migrant Association
 Resource Room
 Richmond-Perrine Optimist Club
 Rise Up 4 Change
 Saint Martha Concerts and Cultural Affairs
 Sant La Haitian Neighborhood Center
 School Oral Health Program/NSU
 Shake-A-Leg Miami

South Florida Youth Symphony
 Sunflowers Academy
 Sweet Vine
 Switchboard of Miami
 Teen Up-Ward Bound
 The Alliance for LGBTQ Youth
 The Arc of South Florida
 The Children's Bereavement Center
 The Children's Voice Chorus
 The Dance Now! Ensemble
 The Family Christian Association of America
 The Liberty City Optimist Club of Florida
 The Miami Symphony Orchestra
 The Motivational Edge
 The Murray Dranoff Foundation
 The Musical Arts Association of Miami
 The Paragon Partnership
 The Roxy Theatre Group
 The South Florida Boys Choir
 The Thinking Child Academy
 The Village Youth Services
 Thelma Gibson Health Initiative
 Thomas Armour Youth Ballet
 Thumbelina Learning Center
 Tiger & Dragon Group
 Tigertail Productions
 Touching Miami with Love Ministries
 Town of Cutler Bay out-of-school program
 Trinity Church
 Triple P LEAN/FIU
 United Cerebral Palsy of South Florida
 United Martial Arts Academy
 United Way of Miami-Dade
 Urban Promise Miami
 Urgent
 Vision Smart Kids
 WeCare of South Dade
 Whispering Manes Therapeutic Riding Center
 World Literacy Crusade of Florida
 YMCA of Greater Miami
 Young Parents Project of the 11th Judicial Circuit/FSU
 Youth Education Through Sports
 Youth Violence Prevention Coalition
 YWCA Miami



LEADING THE WAY: OUR BOARD OF DIRECTORS





An independent and diverse group of 29 individuals from public and private sectors currently comprises The Children's Trust board of directors. These are the people who decide how The Trust invests your money on behalf of our children.

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MANAGING THE JOURNEY: OUR STAFF



Parenting

(Group and individual parenting services, home visitation)

9%

Youth Development

(After-school programs, summer camps, summer reading enhancements, youth enrichment, youth employment)

35%

THE COST OF SUCCESS

Total Budget: \$119,078,800

Family & Neighborhood Supports

(Place-based and countywide population-based service partnerships, 211 Helpline)

8%

Program & Professional Development

(Program, fiscal and administrative capacity building, program evaluation, community research, innovation funding)

5%

Non-Operating Expenses

4%

13%

Early Childhood Development

(Quality Counts, developmental screening, assessment and early intervention for children with special needs, early care and education slots)

13%

Health & Wellness

(Comprehensive school-based health, including physical, behavioral, social-emotional, oral care and vision; insurance enrollment; injury prevention education; food and nutrition in daily programs)

4%

Community Awareness & Advocacy

(Public policy, advocacy, legislative agendas, public awareness and program promotion, citizen and community engagement and leadership, cross-funder collaboration)

9%

Management & Administration



3250 SW 3rd Avenue • 5th Floor
Miami, FL 33129

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thechildrenstrust.org

Mission

The Children's Trust partners with the community to plan, advocate for and fund strategic investments that improve the lives of all children and families in Miami-Dade County.