let’s raise children who won’t have to recover from their childhoods.

- Pam Leo, Parent Educator
dear friends,

We hope you agree with us that every child deserves to grow up in a nurturing and loving environment. Yet every 15 minutes, one child is abused and neglected in our great Commonwealth.

That is why we are on a mission to stop child abuse in Massachusetts, and why we are recommitting ourselves to this critical mission.

In 2017, we launched a public awareness campaign to engage people across the state to join our growing movement. We also launched a bold new prevention initiative to build the community-level coalitions needed to truly stem the tide of child maltreatment.

As co-chair of the Massachusetts Legislative Task Force on the Prevention of Child Sexual Abuse, we completed work on a comprehensive report to help all youth-serving organizations create safe environments for children. And we have hit the ground running, sharing the report and other tools across the state.

We were recognized for the second year in a row by The Commonwealth Institute and Boston Globe Magazine as a Top 100 women-led business, and we won our first Brava Award from SmartCEO.

Thanks to your support, our proven programs are working every day, in every community, to help create a Commonwealth in which all children can thrive.

thank you,

Suzin Bartley, LICSW
Executive Director

Ryan Hutchins
Chair of the Board of Directors
Senior Vice President, Gilbane Building Company
Child abuse and neglect are forms of adverse childhood experiences which have devastating consequences for children, families, and communities. But here’s the good news:

- Ending child abuse is possible. We can create the resilient, caring communities that every child and family deserves.
- We have the roadmap to do it. Emerging research and evaluation has only crystallized our understanding of the most effective ways to rewrite the future.
- Our movement is nearing critical mass to make it a reality. With the unique flexibility of a private-public partnership, we are ready to scale up our prevention efforts in order to reach our destination.

From our founding blueprint “It’s Never Too Soon” in 1988 until now, we have proven again and again that focusing precious resources on upfront prevention not only averts negative outcomes, but it promotes positive outcomes for our kids, our families, and our Commonwealth.

The Children’s Trust is on a mission to stop child abuse. Our work leads to safer children in stable families, reducing social, health, and education costs for the entire Commonwealth. When we invest in preventive, proactive, and promotive systems, the payoff for all of us in Massachusetts is tremendous.
we can rewrite the future

We all know that you can’t give a child back their childhood. The shadows of abuse and neglect loom large in so many painful and costly ways. Yet children are remarkably resilient, and research shows that positive experiences and relationships are foundational for healthy child development and future well-being. Furthermore, positive supports and experiences can even alleviate some of the harm from abuse and neglect.

This means that we have the power, in our communities and across the Commonwealth, to change the story and dramatically rewrite the script. When we invest in a community’s capacity to raise safe kids, we are creating a happier ending and brighter future for everyone in that community. Every support structure that can help to uplift a parent or a child, and every positive relationship that we can generate, will help create a world where every child is safe, healthy, and able to thrive.

Indeed, many people and programs throughout Massachusetts are already leading the way in this massive rewrite. Countless others have been stepping up, or are ready to, in large ways and small ones, to make their own contributions to supporting the overall well-being of Massachusetts children and families.

We invite you to see yourself in this script, find your role, and work with us to positively transform the outcomes for the most vulnerable among us. We all have people who have helped us along the way. We’re asking you to be that helper for others, in whatever ways best suit you.

together
SAFE child communities

The Children's Trust announced a bold new initiative to stop child abuse across the Commonwealth. Using family-centered, strength-based strategies that are grounded in the latest science and proven by research, SAFE (Stop Abuse For Every) Child Communities will partner with communities to put prevention first.

We know how to strengthen families and build essential community and neighborhood connections to prevent most of the childhood trauma that is occurring. SAFE Child Communities will work with a broad state-level coalition of funders, content experts, service providers, evaluators, and other stakeholders to create comprehensive systems of support for families.

Ultimately, the SAFE Child Communities initiative will bring about the systemic changes needed to decrease the tide of child maltreatment.

If you think this is messy, how can we expect parents to navigate this labyrinth of services and supports on their own?
**child sexual abuse prevention**

**co-chairing the statewide Task Force**

We are proud to be co-chairing, along with the state Office of the Child Advocate, the Massachusetts Legislative Task Force on the Prevention of Child Sexual Abuse. The Task Force is charged with designing guidelines and tools that organizations serving children and youth can use to develop sexual abuse prevention and intervention plans.

This multi-agency collaboration is utilizing the collective experience of both public and private youth-serving agencies and organizations from across the state.

The Task Force has now moved into the implementation phase of the report, convening regional listening forums to discuss community implementation of its recommendations.

*The Task Force recently fulfilled a major goal with the publication of a comprehensive report and recommendations for prevention and intervention by youth-serving organizations.*

**keeping kids safe**

Keeping Kids Safe is a parent training module providing specific language and guidance that parents can use to talk with their children to keep them safe from sexual abuse. In its third year of implementation, we added the Khmer language for outreach to the Cambodian population and training for deaf and hard of hearing parents. It is now available in English, Spanish, Portuguese, Haitian Creole, Khmer, and Chinese.
family centers

Community-based, comprehensive family support programs that build parenting skills and provide community guidance to families of children ages six and younger.

The Children’s Trust funds and supports eight Family Centers statewide, reaching more than 5,000 families in nearly 40 communities. This year, we supported and celebrated parent leadership and advocacy with special recognition events and activities. Over 100 parents were honored and nearly 700 parents participated.

We also reached 2,110 new families, and hosted more than 1,200 adults at parent education programs and support groups. We helped families access food, transportation, clothing and equipment, child development information, translation services, and other concrete supports more than 30,000 times.

“I will continue to reach out and connect with others, even when I am not my best, instead of isolating myself.”
- Family Center Participant

“Because of this program, I now believe I am going to be a great father.”
- Family Center Father
Home-based family support and coaching program for first-time parents ages 20 and under.

This year, research proved our evidence-based program has long-term positive impacts on families. A longitudinal study by Tufts University looking at families five and six years after enrollment found that children had increased developmental gains, mothers were less likely to be depressed and engage in risky behaviors, and parents were more likely to advocate for themselves and their children. The study found a 32% drop in subsequent reports of abuse and neglect compared to families that did not participate in Healthy Families Massachusetts (HFM).

HFM home visitors completed more than 34,000 home visits in the past year, where over 5,800 of those visits included a co-parent.

"Healthy Families helped me every step along the way. I don’t know where I would be without the program."

- Healthy Families Parent
parenting education and support programs

PESPs are professionally-run groups that help parents with young children enhance their parenting skills and knowledge.

This year, we initiated a PESP in Boston’s Chinatown neighborhood. Using nutrition as an entry ramp, we welcomed families into a deeper exploration of parenting skills. In partnership with the University of Massachusetts Nutrition Center, we offered education on positive discipline, building self-esteem in children, managing stress for children and parents, and optimal nutrition.

I was unsure about coming, but once here I really liked it!

- Boston Chinatown Neighborhood Center Parent

One hundred percent of parents participating in our PESPs said they would recommend the group to a friend, with between 95% and 99% reporting they learned new parenting skills, discovered community resources and supports, connected with other parents, and acquired valuable information on child development.
fatherhood initiative

Advances evidence-based programs and trainings that support fathers, their families, and the professionals who work with them.

In Fiscal Year 2017, the Children’s Trust tripled its investment in our regional Fathers and Family Network educational sessions in order to ensure greater capacity, quality, and breadth of training and information focused on supporting fathers and their families. Over 1,300 professionals increased their knowledge and skills through the Network.

We inaugurated a new partnership with the Hampshire County Sheriff’s Office that resulted in 34 men graduating from three cycles of our Nurturing Fathers Program inside the Hampshire County House of Correction. It has been a resounding success, largely due to the facility’s staff being so deeply invested in positive outcomes for the dads and their families.

“Though it pains me to be incarcerated, I’m blessed to have been given this chance at redemption. A new chance at becoming a nurturing father and not just a male calling himself a good dad.”

Christopher Santana (pictured here), father of four and graduate of the Nurturing Fathers Program at the Hampshire County House of Correction.

Sheriff Robert J. Garvey joins the graduating dads, Director of Treatment Programs Melinda Cady, and Nurturing Fathers Program facilitators, Jude Kamiri, Vuthy Chhum, Rafael Santos, and Demetra Balis, at the Hampshire County House of Correction graduation ceremony.
family support training center

Offers a variety of learning opportunities to help family support professionals across Massachusetts stay on the cutting-edge of the field.

The 24th annual “A View From All Sides” training conference featured Lisbeth Schorr, Senior Fellow at the Center for the Study of Social Policy, presenting leading-edge research on the prevention of child abuse and neglect. Nearly 500 professionals participated in 24 workshops with topics ranging from brain science and family centered treatment to program evaluation and the opioid crisis.

We continued to provide quarterly meetings of our social-emotional learning network, SEL Connects, helping professionals learn and connect around fostering social and emotional competence and ways to support healthy early development.

all babies cry mobile app

We launched our free All Babies Cry mobile app for parents, creating easier opportunities for them to learn how to soothe infants and manage stress, ultimately helping to prevent abusive head trauma.

Lisbeth Schorr, Senior Fellow at the Center for the Study of Social Policy.
onetoughjob.org

Connects parents in Massachusetts with the latest and greatest parenting information, ideas, and on-the-ground resources.

This year, we launched a series of keeping kids safe articles focused on preventing child sexual abuse and initiated a partnership with Planned Parenthood to help parents talk with their children about sex and sexuality. We also maintained and expanded our one-of-a-kind local resource finder for moms and dads.

Nearly 500,000 website visits. Over 200,000 people reached on social media.
highlights of the year

step up for kids

Lt. Governor Karyn Polito kicked off April as Child Abuse Prevention Month at the Massachusetts State House for our annual Step Up for Kids event. With 709 pairs of children’s shoes lining the Grand Staircase, this powerful visual represented the average number of children confirmed as abused or neglected each week in Massachusetts.

The Children’s Trust honored Senator Linda Dorcena Forry (D-Dorchester) and State Representative Pat Haddad (D-Somerset) with the “Valuing Our Children” Award for their work to benefit the children and families of Massachusetts.

The Two Ten Footwear Foundation and member companies Clarks, Crocs, Khombu, New Balance, BCNY Synclaire Brands, ShoeBuy, and Wolverine Worldwide donated the shoes, which were then donated to Children’s Trust programs across the state.

We want to do the very best for children, the very best we can do, regardless of what it takes.

State Representative Patricia Haddad, recipient of the “Valuing Our Children” Award for her work on behalf of the children and families of the Commonwealth.

Tae’voahn McLeod-Palmer, a Boston Area Healthy Families participant, with her 5-month old daughter Aaliyah, told legislators about the lifeline and support that the program and her home visitor extended to her.

Front row: Lt. Governor Karyn Polito, “Valuing Our Children” Award recipients Senator Linda Dorcena Forry and Representative Patricia Haddad, Two Ten Footwear Foundation President Neal Newman. Back row: Northwestern District Attorney and Board Member David Sullivan, Healthy Families participant and home visitor Mike Caban, Executive Director Suzin Bartley, Board Chair Ryan Hutchins, and Board Member Tom Tinlin.
#every15minutes public awareness campaign

Hundreds of supporters rallied at Faneuil Hall during Child Abuse Prevention Month to participate in a powerful “card stunt,” drawing attention to a simple, empowering message: “Let’s stop child abuse!” While one child is confirmed as abused or neglected every fifteen minutes in the Commonwealth, the event was the culmination of our #every15minutes social media campaign, spreading the word that we know how to prevent abuse and that everyone has an important role to play.

We are especially grateful to one passionate supporter, Alice Rose (far left), who took the #every15minutes campaign to her congregation and the Grandparents Raising Grandchildren group at the First United Methodist Church of Pittsfield, raising over $300 to help stop child abuse.

The campaign reached nearly 350,000 people on Facebook alone, and dozens of supporters “went orange” for Child Abuse Prevention Month by using our orange profile filter.
evening of promise

Over 300 supporters packed the Westin Copley Place to honor Yvonne Garcia, National Chairwoman of ALPFA (Association of Latino Professionals For America), helping to raise nearly $250,000 in critical funds to change the lives of children across the Commonwealth.

The night’s honoree, Yvonne Garcia, with program participant turned home visitor, Norland Martinez, and Children’s Trust Executive Director Suzin Bartley.

The event was an important enhancement of our relationship with the Latino community. WBZ’s Yadires Nova-Salcedo hosted Executive Director Suzin Bartley and Evening of Promise honoree Yvonne Garcia on her bilingual television show Centro.

father’s day brunch

The Children’s Trust honored Robert K. Coughlin, President and CEO of the Massachusetts Biotechnology Council, with the first-ever Governor Cellucci Fatherhood Award at its inaugural “Celebrating Fatherhood Brunch” at the Boston Children’s Museum.

Left to right: Vice Chair of the Board George Atanasov, Executive Director Suzin Bartley, former Board Member and Governor Cellucci’s widow Jan Cellucci, Governor Cellucci Fatherhood Award recipient Robert Coughlin, and Board Chair Ryan Hutchins.

“\n
The Children’s Trust works every day to ensure all children can grow up in safe and healthy environments and become tomorrow’s leaders. 

- Robert Coughlin
dads rock

The U.S. Department of Health and Human Services chose the Children’s Trust’s Fatherhood Initiative when they wanted to document how family support programs can better engage fathers. The result is an 11-minute documentary called “Dads Rock,” featuring how our Healthy Families, Fathers and Family Network, and community-based dads groups successfully engage fathers in our work to prevent child abuse and neglect. We encourage you to watch the powerful short film at childrenstrustma.org/dadsrock.

a tribute to Joanna Fisher

We lost a mighty advocate for children and families this year. Joanna Fisher, the founding director of the Valuing Our Children Family Center in Athol, believed in partnering with parents and children to nurture strong families and build stronger communities. Known for knocking on doors to find out a family’s needs, she was a true grassroots pioneer, meeting families where they are.
The Children’s Trust has deep, long-lasting partnerships with over one hundred of the most effective family support agencies and organizations across Massachusetts.

**our partners**

The Children’s Trust has deep, long-lasting partnerships with over one hundred of the most effective family support agencies and organizations across Massachusetts.

**healthy families massachusetts**

**Attleboro**
Healthy Families Taunton/Attleboro
Southeast Family Services
srnfamilycenters.org

**Boston**
Boston Area Healthy Families
Massachusetts Society for the Prevention of Cruelty to Children
mspcc.org

**Brockton**
Brockton Healthy Families Programs
Southeast Family Services
srnfamilycenters.org

**Chelsea**
Harbor Area Healthy Families
Family & Children’s Services of Greater Lynn
fcslynn.org

**Fall River**
Greater Fall River Healthy Families Collaborative People, Inc.
peopleinc-fr.org

**Falmouth**
Cape Cod Healthy Families
Early Childbearing Program
Health Imperatives, Inc.
healthimperatives.org

**Fitchburg**
North Worcester County Healthy Families
Gardner Visiting Nurses Association
gardnervna.org

**Framingham/Milford**
Healthy Families Framingham/Milford
Criterion Child Enrichment, Inc.
criterionchild.com

**Greenfield/Athol**
Healthy Families Franklin County
Community Action! of Franklin, Hampshire and North Quabbin Region, Inc.
communityaction.us

**Haverhill**
Healthy Families Haverhill Catholic Charities North
ccab.org/family-services

**Holyoke**
Healthy Families Holyoke
Massachusetts Society for the Prevention of Cruelty to Children
mspcc.org

**Lawrence**
Healthy Families Lawrence
Massachusetts Society for the Prevention of Cruelty to Children
mspcc.org

**Lowell**
Healthy Families Lowell
Massachusetts Society for the Prevention of Cruelty to Children
mspcc.org

**Lynn**
Healthy Families North Shore Catholic Charities North
ccab.org/family-services

**Medford**
Healthy Families Melrose/Wakefield
Hallmark Health
hallmarkhealth.org

**New Bedford**
Healthy Families New Bedford
Kennedy-Donovan Center
kdc.org

**North Adams/Pittsfield**
Healthy Families Berkshire County
Child Care of the Berkshires
ccberkshire.org

**Northampton**
Healthy Families Hampshire County
Community Action! of Franklin, Hampshire and North Quabbin Region, Inc.
communityaction.us

**Plymouth**
Healthy Families Program
Greater Plymouth
Kennedy-Donovan Center
kdc.org

**Southbridge**
Healthy Families of Southern Worcester County
Worcester Community Action Council
wcac.net/yf_families.html

**Springfield**
Healthy Families Greater Springfield
Square One
startatsquareone.org

**Waltham**
Healthy Families Central Middlesex
Jewish Family and Children’s Service
jfcsboston.org

**Weymouth**
Blue Hills Healthy Families
Health Imperatives, Inc.
healthimperatives.org

**Worcester**
Healthy Families of Greater Worcester
Massachusetts Society for the Prevention of Cruelty to Children
mspcc.org
**parenting education and support programs**

**Attleboro**
Project Connect Family Network, Parenting Toolbox
Attleboro Public Schools
attleboroschools.com/project_connect/index.php

**Concord**
Actively Parenting Your Young Child
Concord Public Schools Center for Parents & Teachers
centerforparentsandteachers.org

**East Falmouth**
The Effective Parenting Series Coalition for Children
thecoalitionforchildren.org

**Hyannis**
Effective Positive Discipline
Cape Cod Child Development Program, Inc.
cccdp.org

**Lawrence**
The Parenting Journey
Family Services of Merrimack Valley
fsmv.org

**Lowell**
My Loving Parents
Catholic Charities/Merrimack Valley
ccab.org

**Melrose**
Creative Coping: New Mothers Group
Hallmark Health System, Inc.
hallmarkhealth.org

**North Adams**
Parenting the Positive Discipline Way
Child Care of the Berkshires
ccberkshire.org

**Orange**
Nurturing Program
Valuing Our Children
valuingourchildren.org

**Plymouth**
Parent Power
Plymouth Family Network
plymouth.k12.ma.us

**Quincy**
The Parenting Journey
Boston Chinatown Neighborhood Center
bcnc.net

**South Boston**
South Boston Neighborhood House Parents’ Group
South Boston Neighborhood House
sbnh.org

**Turners Falls**
Positive Parenting – Enhancing Family Resiliency
The United Arc of Franklin and Hampshire Counties
unitedarc.org

**Worthington**
Family Education and Support - Nurturing Your Infant/Toddler
Hilltown Community Health Centers
hchcweb.org

**Massachusetts family centers**

**Athol**
Valuing Our Children Family Center
Valuing Our Children
valuingourchildren.org

**Cambridge**
Center for Families
City of Cambridge Department of Human Service Programs
cambridgema.gov/DHSP/programsforfamilies/centerforfamilies.aspx

**Eastham**
Lower Cape Family Center
Cape Cod Children’s Place
capecedchildrenspople.com/family-support/

**Greenfield**
Greenfield Family Center
Community Action! of the Franklin, Hampshire and North Quabbin Regions, Inc.
communityaction.us/family_center.html

**Medford**
Medford Family Network
Medford Public Schools
medfordpublicschools.org/departments-programs/medford-family-network

**North Adams**
Family Center of Northern Berkshire County
Child Care of the Berkshires, Inc.
cberkshire.org/2013/08/family-resource-center

**Springfield**
Square One Family Center
Square One
startatsquareone.org/content/family-center-0

**Vineyard Haven**
Martha’s Vineyard Family Center
Martha’s Vineyard Community Services, Inc.
mvcommunityservices.com/programs-and-services/early-childhood-programs/mv-family-center/

**fatherhood initiative, fathers & family network**

**Boston**
The Children’s Trust

**Greater Lawrence**
Family Service of Merrimack Valley

**Holyoke**
Massachusetts Society for Prevention of Cruelty to Children

**Hyannis**
Cape Cod and Nantucket Family Resource Center

**Pittsfield**
Berkshire Children and Families

**Worcester**
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**Dorchester**
The Family Nurturing Center

**Northampton**
Hampshire County Sheriff's Office
our donors

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- The Bendetson Family
- Eastern Bank Charitable Foundation
- The Nordblom Family Foundation
- The Salah Foundation

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- Boston Center for Blind Children
- Gilbane Building Company
- Marigold Charitable Trust

**children's angel**
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- Swerling Milton Winnick Public Insurance Adjusters
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**children's guardian**
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Joanne Holden
Judith Holden
Diane Murad
Ralph and Elizabeth Schlenker

In Memory of Anthony Powers
Alfred and Carolyn Purcell

In Memory of Judy Millman
Ira and Stephanie Krotick, LICSW, BCD

In Memory of Laurie Joan Ruttenberg
Donna Semel

In Memory of Nathaniel Turner
Anonymous

in-kind supporters

gifts of $100 or greater
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Bloomingdale’s--Chestnut Hill
Blue Ginger
Bose Corporation
Boston Lyric Opera
Boston Symphony Orchestra
Briar Group
Central Square Theater
Charmane Higgins
Chelsea Clocks, Inc.

In memory and
memorium

In Honor of Patrick and Jessica Cahn Anniversary
Justin Fulkerson

In Honor of Louis Rivera
Michael Hoffman

In Honor of Drs. Robert Sege and Karen Karen Victor
Ellen Ball
Dr. Monty and Nancy Krieger

In Honor of Sidney Boorstein
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Brazelton Touchpoints Center

Thomas Tinlin, Highway Administrator
Mass Department of Transportation

Cheryl Vines, Child Welfare Partnerships Specialist
The Full Frame Initiative

Tom Weber, Commissioner
Department of Early Education & Care
We are incredibly grateful to Jim Rooney for his leadership as Chair of the Board, and especially for his urging us to go big and go bold. We are very pleased that he is continuing on as a Board Member. Thank you, Jim!

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** deceased

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George Atanasov
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Tom Tinlin
Tim Wilkerson

* transition
# our numbers

## the children’s trust (public) FY2017

<table>
<thead>
<tr>
<th>Revenue and Other Support</th>
<th>FY2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>the children’s trust account (state)</td>
<td>$1,068,661</td>
</tr>
<tr>
<td>healthy families (state)</td>
<td>$14,335,396</td>
</tr>
<tr>
<td>federal grant (multi-year)</td>
<td>$514,837</td>
</tr>
<tr>
<td>inter-agency service agreements</td>
<td>$2,061,620</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$17,980,514</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Disbursements</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>program services</td>
<td>$16,472,296</td>
</tr>
<tr>
<td>management and general infrastructure</td>
<td>$634,290</td>
</tr>
<tr>
<td>non-program personnel</td>
<td>$770,973</td>
</tr>
<tr>
<td><strong>Total Disbursements</strong></td>
<td><strong>$17,877,559</strong></td>
</tr>
</tbody>
</table>

## the children’s trust (private) FY2017

<table>
<thead>
<tr>
<th>Revenue and Other Support</th>
<th>FY2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>corporate &amp; private contributions</td>
<td>$302,180</td>
</tr>
<tr>
<td>special events (net of direct expenses)</td>
<td>$104,882</td>
</tr>
<tr>
<td>conferences and other</td>
<td>$94,797</td>
</tr>
<tr>
<td>in-kind contributions</td>
<td>$199,376</td>
</tr>
<tr>
<td>investment (endowment) and interest income</td>
<td>$182,282</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$883,517</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Disbursements</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>program services</td>
<td>$588,558</td>
</tr>
<tr>
<td>management and general infrastructure</td>
<td>$105,990</td>
</tr>
<tr>
<td>non-program personnel</td>
<td>$151,290</td>
</tr>
<tr>
<td><strong>Total Disbursements</strong></td>
<td><strong>$845,838</strong></td>
</tr>
</tbody>
</table>
total income by source

- 76.0% healthy families (state) $14,335,396
- 10.9% inter-agency service agreements $2,061,620
- 5.7% the children’s trust account (state) $1,068,661
- 4.7% the children's trust - private $883,517
- 2.7% federal grant (multi-year) $514,837

100% total revenue $18,864,031

combined expenses by category

- 91.1% program services $17,060,854
- 4.9% non-program personnel $922,263
- 4.0% management & general infrastructure $740,280

100% total spending $18,723,397

Over 91% of our funds go to program services!

notes:
- Unaudited Figures
- Children's Trust 501c3 figures are on accrual base
- Investment Gain / (Loss) remains designated to the endowment therefore it is not considered operating income
- 90% of all grant (restricted) revenue supports program services