

# OUR VISION

Young children are ready to succeed in school and in life.

# OUR MISSION

We advance the success of young children by partnering with families, professionals and the community through exemplary services, training, research and advocacy. We accomplish our mission within a culture of innovation, collaboration and shared leadership.

# OUR BELIEFS

We believe in children.

We believe in families.

We believe in our community.

We believe in ourselves.



333 Madison Ave.  
Covington, KY 41011  
859-431-5217  
[www.childreninc.org](http://www.childreninc.org)



2009 Annual Report



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## Letter from our executive director

### DEAR FRIENDS,

Children, Inc experienced its largest operational deficit in its history in 2009. However, 2010 is a new day that shows a promise of financial recovery that bodes well for our organization, but more importantly for the

families we serve.

In 2009 we greatly enhanced Dream Doing. Dream Doing at Children, Inc. is every full time staff person asking two questions, how do we do what we are doing better and what else do our families and children need? We believe that each staff person brings special talents and views our work with families each day from a unique point of view that can and does lead to better ideas. These skills and vantage points when shared enable Children, Inc. to innovate more quickly and serve our children and families more effectively.

In 2009 a team from Northern Kentucky University's Executive Leadership and Organizational Change came again and measured how many of Children, Inc.'s 150 full time staff saw themselves Dream Doing. We were about half way there. So in the fall of 2009, we appointed a Dream Manager. A Dream Manager works with the director of each of Children, Inc.'s services. Together they help each staff person articulate three dreams: a personal dream, a professional dream and a dream that makes their whole team better.

The concept of a Dream Manager comes out of the work of Mathew Kelly, a highly successful corporate consultant and best selling author. The Dream Manager concept is based on a simple truth that a company becomes its best version of itself when employees become the best version of themselves. Children, Inc. is committed to making Dream Doing its culture.

When I reflect on 2009, I am grateful to the Board of Children, Inc. While wanting to make sure that the operational debt of 2009 would not be repeated in 2010, the Board kept dreaming. It heartily endorsed the expansion of our research-based children's music, Growing Sound, by adding a highly competent Marketing Director. It voted to open a new center for young mothers in the Newport High School. And the Board has launched the most ambitious and farthest reaching five year strategic plan in our history.

With the support of such a Board, with the growth of Dream Doing by more and more Children, Inc. employees, I am confident that the years ahead will be more impactful than any in our past. We will serve more children and families better. We will dream new dreams with you our partners.

Gratefully,



### Extended Education & Care

Children, Inc's Extended Education and Care programs partner with local elementary schools with half-day kindergarten programs to offer the other half of the kindergarten day and extended care in the after school hours. Tommy has been involved in one of Children, Inc's EEC programs since the beginning of the school year. EEC provides Tommy with extended learning opportunities aligned with his elementary school's curriculum and focused on his individual needs. Tommy's parents recently wrote, "We are so proud of him and amazed by how rapidly his reading skill have developed. I have to tell you the EEC reading lessons are wonderful! We believe they have been an important factor in Tommy's overall reading success. Thank you so much for all that you do to make learning enjoyable."



# Service Learning

In 2005 a wildly optimistic Children, Inc. promised Vision 2015 that by the year 2015, 25,000 students in northern Kentucky would complete a service learning project each year. To reach that goal one out of every two students between the ages of 5 and 12 would have to take something they are learning in school and learn it better by using it to help someone else. At the half way point, the 2009-10 school year, over 21,000 students will complete a service learning project. Congratulations to Children, Inc.'s Service Learning Coordinators and the 63 schools they work with.

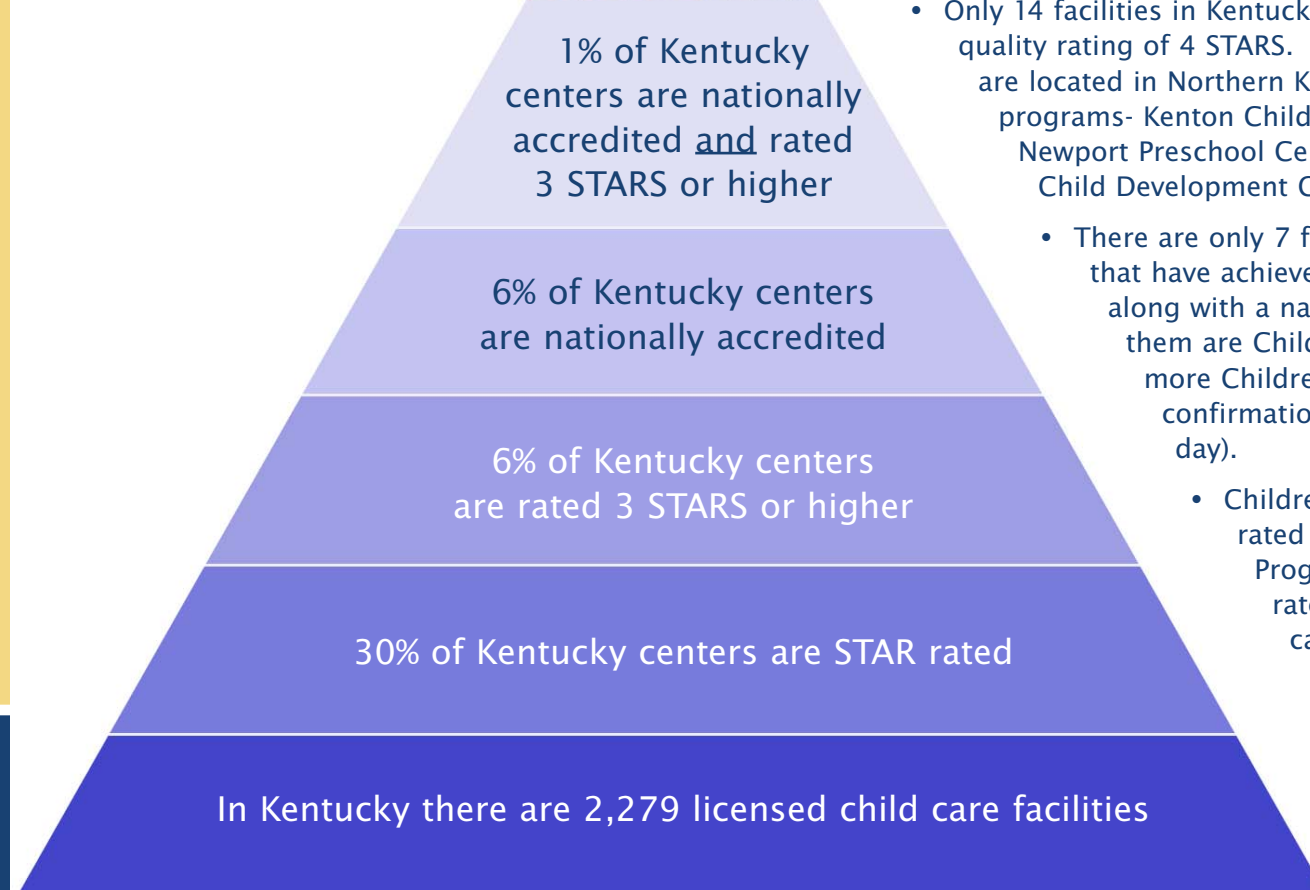


This year over 3000 children learned how to make money and have given away over \$90,000 in cash and materials to many different organizations. We will grow our partnership with Junior Achievement and others so that many more children learn how to be entrepreneurs and how to be generous to those in need.

We have begun to explore the creation of a new Big Dream for the Greater Cincinnati Region. Would this region be willing to be the first in our country to create the strategies that would enable 100,000 students each year to complete a service learning project? All students should have the opportunity to learn early that they have gifts that their community needs. Our children are not only our future; they are a significant part of our present. The time to learn to give back is now. Children, Inc. is looking for others who see the Dream.



# We are here. Reaching for the STARS.



Kentucky's STARS for KIDS NOW voluntary rating system grants child care facilities with ratings of 1 to 4 STARS. Simply put, STAR rated programs invest in and achieve quality for children and families.

Some facts are indisputable and quite impressive:

- Only 14 facilities in Kentucky have achieved the highest quality rating of 4 STARS. Three of the 4 STAR programs are located in Northern Kentucky, all Children, Inc. programs- Kenton Child Development Center, Newport Preschool Center and Imagine Tomorrow Child Development Center.
- There are only 7 facilities in Northern Kentucky that have achieved a 3 STAR rating or higher along with a national accreditation, and 6 of them are Children, Inc. programs (with two more Children, Inc. sites waiting for confirmation on their accreditation any day).
- Children, Inc. also operates 42 STAR-rated Before and After-School Programs and includes 16 STAR-rated homes in its family child care program.

Statistics get our attention, especially when they are as dramatic as these. Behind the impressive numbers, however, are teachers and directors who understand the meaning of quality care and education and channel their creativity and dedication toward the pursuit of quality.

Quality care and education mean that a teacher plans curriculum based on the needs and interests of each child in her class.

Quality in early childhood classrooms translates the results of children's formal and informal assessments into meaningful and challenging experiences for them.

Quality includes all aspects of a child's healthy development: social, emotional, physical, cognitive, language and creative expression.

Quality is provided by teachers and directors who spend their days in classrooms with children, and their evenings in trainings and college courses to better inform their practice.

Quality requires that teachers and directors find new ways to partner with busy families.

Quality asks teachers and directors to ask more of themselves.

Children, Inc. is fortunate to have a professional staff of quality-driven individuals who reach for the STARS!



## Treasure House

Adam enrolled in one of Children, Inc's early childhood programs as an infant. He had recently been diagnosed with special needs and also had complicating health issues. Adam and his family received excellent care from his medical staff but also from his Children, Inc family. The center was able to hold a spot for Adam while he received treatment and the staff provided a much needed support system to the family. According to Adam's mother, "Without the staff...we would not be where we are today. The fact that he is beginning to self-feed on his own and stand on his own and even eat regular food amazes most of the people we talk to today. Everyone says we should conduct a parenting class for a child with special needs and how to lead them towards greatness but I could not do this class without the staff at Children, Inc." Even Adam's developmental support team commented that Adam's early childhood program "is a diamond." Children, Inc's staff will continue to work with and support Adam so he experiences continued success during his time in the program.



# Children, Inc.'s Corporate Culture

We Believe in Ourselves is one of Children, Inc.'s four Core Beliefs. To live up to that belief, we continue to look for ways to support staff to engage in excellent practice and live up to our full potential professionally and personally. There are three initiatives currently in place to support this goal- Children, Inc.'s new Code of Ethics, Dream Doing and Shared Leadership.

The **Code of Ethics** is a companion to Children, Inc.'s Vision, Mission and Beliefs. It highlights the fact that we are entrusted with great opportunities to make a real difference in the lives of children and families.

The purposes of the Code of Ethics are:

- 1) to summarize the standards and principles that guide our day-to-day work and interactions
- 2) to provide guidance for responsible behavior on ethical decision-making
- 3) to provide standards to which we hold ourselves accountable.

The Code of Ethics has three key principles:

- **Strength-Based Practices:** We acknowledge and build upon strengths and competencies of children, families, colleagues and community partners.
- **Integrity:** We value and practice respect and honesty.
- **Excellence:** We maintain high quality programs.

Children, Inc. staff will be given multiple opportunities to learn about and internalize our new Code of Ethics through training, discussions and exercises.

Children, Inc has embraced **Dream Doing** as a strategy to support staff in achieving their goals and dreams and to create a culture of Shared Leadership. Dream Doing encourages us to ask ourselves three questions:

- 1) What are my personal strengths and passions?
- 2) How can I use my strengths and passions to:
  - a. Improve what I'm already doing for children and families?
  - b. Ask what else children and families need?
- 3) How can I engage in Dream Doing with my TEAM, for myself as a PROFESSIONAL and in my PERSONAL life?

Staff work with their supervisors to identify areas in which they have strengths and dreams. They then look for opportunities to use their skills and passion to take on a leadership role within their program.

**Shared Leadership** is identified as one characteristic of high performing nonprofits by McLeod Grant and Crutchfield in their article, *Creating High Impact Nonprofits*. Shared leadership empowers others to lead. It develops the capacity of staff, management and the board to create change and achieve our mission.

Children, Inc. recognizes the importance of dreams, goals and ongoing professional development. We are fortunate to be engaged in work that centers on helping children and families become the best version of themselves. The Code of Ethics, Dream Doing and Shared Leadership helps us do the same for ourselves.

# In-School Preschool Programs Advance School Readiness

*Shortly after Luke's mom enrolled him in one of Children, Inc.'s In-School Preschool Programs, he discovered that each school day he went to a really fun place where he could be with his friends, play with lots of cool things, and have a great time. Luke's mom knew she had found a place where she was not only included in her son's learning, but confident her child was enjoying his day while gaining many new skills.*

School administrators partnering with Children, Inc. understand the importance of children being better prepared for kindergarten and the elements that lead to school success. Investment in the early years pays huge dividends in the learning years that follow. Young children absorb information quickly and learn new skills at phenomenal rates. Greater mastery of skills needed for kindergarten leads to a higher level of school success.

Since 2006, Children, Inc. has partnered with five school districts at seven school sites to offer the other half of the preschool day plus before and after school care to accommodate working parents. Curriculum is aligned with the Kentucky Early Childhood Standards and mirrors the curriculum provided by that particular school district. All eligible Children, Inc. Preschool Programs are nationally accredited and have either a three or four STAR voluntary quality rating by the state of Kentucky.

In addition to mirroring the school's curriculum, Children, Inc. integrates eight additional quality components that include emphasis on literacy and language development; family partnerships; building social-emotional skills in children; assessments twice a year to monitor a child's progress in critical learning areas; a comprehensive health initiative with oral health education, nutrition and exercise, hearing and vision screens and other important health components; quality ratings; professional development of staff; and the arts.

At the end of the 2008-09 school year, assessment outcome data for children enrolled in the In-School Preschools showed that 99% of the children had age appropriate language skills, 96% had age appropriate self-control, 95% had age appropriate initiative, 95% had age appropriate cognitive skills, 92% of the children had age appropriate fine motor and 89% had age appropriate gross motor skills.

Children, Inc.'s all day, year round In-School Preschool Programs are in the top 1% of all regulated early education and care programs licensed in the state of Kentucky. Programs are currently offered at Newport Preschool, Ninth District Elementary in Covington, River Ridge Elementary in Kenton County and Walton-Verona Elementary. These programs are a true reflection of Children, Inc.'s vision that children are ready to succeed in school and in life.

# Young Families Program

Given the depth and breath of its services, the Young Families Program is better described as hope restoration rather than home visitation. This program, part of the Every Child Succeeds and the Kentucky H.A.N.D.S. Program, gives first time, at-risk mothers the skills to succeed as parents, students and citizens. The program uses the Parents as Teachers and the Growing Great Kids curricula to teach child development, maternal and child health and life course self-sufficiency.

At any one time, the Young Families Program serves approximately 285 young first-time mothers, 60 of whom are Latina moms served by three bi-lingual Family Support Workers. Mothers receive home visits weekly, bi-weekly or monthly depending on level of need beginning in pregnancy and continuing until their child is three. The program has consistently demonstrated positive outcomes in birthweight and other peri-natal measures, knowledge of child development, attainment of developmental milestones and maternal life course success. The accomplishments of this program assure that its participants are no longer at-risk for failure, but rather "at-hope" for success.



# Mission Moment

## Service Learning

Children, Inc.'s Service Learning program provides training and support to elementary and middle school teachers to incorporate service learning opportunities into their curriculum. At one of our partner elementary schools, the children were learning about Africa in their global studies unit. The school's art teacher had recently traveled to Niger and shared her experiences with the students, including how children in Niger did not have access to malaria vaccines. In response to what they learned, the children planned a service learning project called Art for Africa. The project involved students in creating art to sell as a fundraiser to purchase and ship malaria vaccines to Niger. The students raised over \$1,200 and purchased 240 vaccines which were sent to the village visited by their art teacher. The students utilized service learning to create a greater understanding of the global community and to take action to address a need.

## 2009 GRANTS & CONTRIBUTIONS

### Donations of \$70,000 or more

Children's Home of Cincinnati

### Donations of \$10,000 or more

The Carol Ann & Ralph V. Haile, Jr. Found.  
Charles H. Dater Foundation, Inc.  
Citi Payment Services  
The Greater Cincinnati Foundation  
Jack J Smith, Jr. Charitable Trust,  
PNC Bank & Karen B Wachs  
Macy's Corporate Services, Inc.  
The Manuel D & Rhoda Mayerson Found.  
P&G Fund of The Greater Cincinnati Found.  
PNC Robert H Reakirt Foundation  
United Way Success By 6

### Donations of \$1,000 or more

The Butler Foundation  
Thomas & Mary Ellen Cody  
Crosset Family Fund  
of The Greater Cincinnati Foundation  
Duke Energy Foundation  
Donald & Peggy Fritz  
John B Goering  
Edward Hulefeld  
Johnson Charitable Gift Fund  
Kenton County Public Library  
Monica Hughes Children's Fund  
of The Greater Cincinnati Foundation  
NKU Mayerson Student Philanthropy Project  
North Key Community Care  
Reuben Herzfeld Fund  
of The Greater Cincinnati Foundation  
Scripps Howard Foundation  
Seligman Foundation  
Michelle St. Clair  
Nancy & Gary Strassel  
Target  
Virginia K Weston Assistance Fund  
of The Greater Cincinnati Foundation  
Von Lehman & Company, Inc.  
Youth Service America  
Geraldine & Anthony Zembrodt

### Donations under \$1,000

Nancy M. Allen  
Russell Andorka  
Jane Barbows, SCN  
Wayne Beimesch  
Gerald Benzinger  
Peggy Bogadi  
Bowlin Group of Companies  
David & Chris Burleigh  
Chris & Toni Carle  
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Gayle Hoffman  
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Most Rev. William Hughes, D.D.  
David Hulefeld  
Frank Hulefeld  
James Hulefeld

Infintech & PledgeConnect  
Cathy Jackson  
Keith Jeffcoat  
Michael Jelus  
John & Jane Domaschko Fund  
of The Greater Cincinnati Found.  
John Jordan  
Steven K Karp,  
in memory of Alex Gutierrez  
Sharon King  
Jerome & Kathleen Kreger  
Jennifer Lewis  
Aurora Lira, MD  
William Martin  
Megan Maxfield  
The Midland Company Foundation  
Kevin & Maria Molony  
Jessie Pfalzgraf  
Stephen Pomeroy  
Anita & Tinsley Preston  
Tom Purdy  
Roeding Insurance  
Aaron Roof  
Rose Communication  
Robert Ruberg  
Ryan & Kara Rybolt  
Amy Schardein  
Christopher Schneider  
Michael Schwerman  
Barbara Stonewater  
Toyota Motor Engineering &  
Manufacturing North America  
Elizabeth & David Weber  
George Whitton  
Richard Zimmerman



## 2009 FINANCIAL STATEMENT

### Revenue

Parent/Client Fees	\$5,431,071	63.2%
Government Sources	\$1,467,122	17.1%
United Way Allocations	\$974,021	11.3%
Contributions/Fundraising	\$84,774	1.0%
Foundation/Corporations	\$292,864	3.4%
Other	\$337,226	3.9%

**Total Revenue** **\$8,587,078** **100%**

### Expenses

Programs	\$7,373,534	85.8%
Administration	\$1,109,252	12.9%
Fundraising	\$111,598	1.3%

**Total Expenses** **8,594,384** **100%**

### Expenses by Program

Early Education Centers	\$3,799,713	44.2%
School Age Services	\$1,695,530	19.7%
Family Child Care	\$559,914	6.5%
Young Families Program	\$798,135	9.3%
Training & Growing Sound	\$280,309	3.3%
Service Learning	\$239,970	2.8%
Management & General	\$1,109,252	12.9%
Fundraising	\$111,598	1.3%

**Total Expenses by Program** **\$8,594,421** **100%**

**Change in Net Assets Operations** **-\$7,343**

**Net Assets, Beginning of Year** **\$3,440,707**  
**Net Assets, End of Year** **\$3,433,364**

## 2009 High Notes



Growing Sound completed 2009 with the release of several new products and increased distribution of products to teachers and parents across the country. The Growing Sound team successfully completed the Community Wealth Ventures process which resulted in a business plan and roadmap to take the initiative to scale. Additionally, Growing Sound hired its first full-time employee, Emily Sandul to head up Sales and Marketing efforts.

In the summer of 2009, David Kisor traveled across the globe to Mamelodi, South Africa to bring his music to the deserving kids of this impoverished and disease-stricken township. David had the opportunity to translate several of his songs into the native tribal languages and help build resiliency in these children through song.

In the fall, Growing Sound introduced a new artist, the beloved Mary Hulefeld to our creative team which led to the release of *New Day, Songs for Hope and Optimism*. *New Day* teaches children how to handle negative life experiences and how to develop positive feelings about themselves and the world around them. Also released was a new bedtime CD called *My Box of Dreams*, featuring David's best lullaby music.

The prestigious Oppenheim Toy Portfolio Group bestowed their highest honor, the Platinum Audio Award, to *Beautiful Baby, Wonderful Child*. The Oppenheim awards have become a benchmark of excellence with consumers and are the only independent reviewer of children's media by child development experts.

Growing Sound is working hard on many new products to be released in 2010 and looks forward to sharing music with even more motivated teachers and parents in the future!





**Children, Inc. has offered affordable quality child care to Northern Kentucky communities since 1977.**

**Through early childhood centers, a network of Family Child Care homes, school age programs and a home visitation program, Children, Inc. cares for an average of 3,000 children each day.**

**Montessori and Early Learning Academy**

419 Altamont Rd, Covington, 859-491-1455  
 Monday - Friday, 6:30am - 6:00pm  
 Ages 2 years - Kindergarten  
 Montessori and Early Learning Academy serves 100 children, offering both traditional and Montessori classrooms, as well as a full-day kindergarten program.  
*Rated 3 STARS, NAC Accredited*

**Treasure House Child Development Center**

203 W. River Center Blvd, Covington, 859-669-2770  
 Monday - Friday, 6:15am - 5:30pm  
 Ages Infant - Kindergarten  
 Treasure House is located on Covington's IRS campus in a beautifully equipped U-shaped facility that wraps around a fabulous play area. Treasure House serves 118 children of IRS employees and the community.  
*Rated 3 STARS, NAEYC Accredited*

**Gardens at Greenup Child Development Center**

133 E. 11th St, Covington, 859-261-4282  
 Monday - Friday, 7:00am - 5:00pm  
 Ages Infant - 5 years  
 Gardens is a joint project with Welcome House and located on site at Gardens Center, a 20 unit housing complex and self-sufficiency program. This center serves 20 children of the families of Gardens at Greenup and families of Covington's East Side.  
*Rated 3 STARS, NAC Accredited*

**Imagine Tomorrow Child Development Center**

1260 Pacific Ave, Erlanger, 859-727-3575  
 Monday - Friday, 6:30am - 7:00pm  
 Ages Infant - Kindergarten  
 Imagine Tomorrow serves the children and families of Toyota Motor Engineering and Manufacturing North America. The 30,000 square foot facility includes a 17,000 square foot outdoor playground.  
*Rated 4 STARS, NAC Accredited*

**In-School Preschools**

**Walton-Verona Elementary**

*Rated 3 STARS* 859-431-2075

**River Ridge Elementary**

*Rated 3 STARS* 859-431-2075

**Ninth District Elementary**

*Rated 3 STARS* 859-431-2075

**Newport Preschool Center**

*Rated 4 STARS , NAC Accredited* 859-292-3084

Children, Inc. offers programs to increase learning time for preschoolers to a full day of preschool education. In concert with school districts, Children, Inc. offers the other half of their preschool day plus extended care before and after school to accommodate working parents. The program continues during the summer, holidays, snow days, and professional days.

**Kenton Child Development Center**

11096 Madison Pike, Independence, 859-960-0365  
 Monday - Friday, 7:00am - 3:00pm  
 Ages Infant - 3 years  
 This center is located at Simon Kenton High School. Teen parents are free to concentrate on their work and feel good knowing their children are on site and in a quality child care setting.  
*Rated 4 STARS, NAC Accredited*

**Newport Child Development Center**

11096 Madison Pike, Independence, 859-960-0365  
 Monday - Friday, 7:00am - 3:00pm  
 Ages Infant - 3 years  
 This center in Newport High School allows teen parents to continue their studies while their children are nearby. The program also includes time in their child's classroom where they'll learn about child and early brain development.  
*Opening fall 2010*

**Family Child Care**

859-431-2075  
 Infants - school age children  
 The Family Child Care Program offers quality child care in small groups with flexible hours in safe, nurturing state-certified homes. Family Child Care is available throughout Northern Kentucky with 50 locations in seven counties. Certified Family Child Care Providers within the Children, Inc. network participate in the USDA Food Program to ensure healthy nutritional standards.  
*Rated 1 - 4 STARS*

**School Age Services**

859-431-2075  
 School age children  
 School Age Services began has grown to over 90 programs at more than 40 elementary schools throughout 4 Northern Kentucky counties. Each program is individually licensed and emphasizes activities that promote reading, service learning and character building. Recreational activities offer indoor and outdoor games, time for friends and nutritious snacks, as well as homework assistance. Extended Educational Care Programs allow kindergartners to remain in school for a full day, extending their learning and classroom experience. Care is also available on snow days, professional days, breaks and summer.  
*Rated 1 - 3 STARS*

**Young Families Program**

1522 Dixie Highway, Park Hills 859-491-9200  
 The Young Families Program is a voluntary program offering weekly home visits to prenatal and first time parents with children up to age 3 years. This program is part of the regional prevention program, Every Child Succeeds, and serves 285 Kenton County families.

**Growing Sound**

www.growing-sound.com  
 Growing Sound creates music and other products that translate key findings from recent child development research into practical and entertaining products for teachers, parents, and children.

**Service Learning**

www.servicelearningnky.org  
 Children, Inc.'s team of Service Learning coordinators work with Northern Kentucky elementary principals and teachers and assist in all stages of Service Learning projects. The six service learning coordinators have trained over 1500 teachers in 54 schools, and expect that over 15,800 children will complete a service learning project by the end of the 2007-2008 school year.

**Devereux Early Childhood Regional Training Center**

Children, Inc. partners with the Devereux Foundation to provide nationally certified Devereux training, technical assistance, demonstration classrooms and support research on the Devereux model. The Devereux Early Childhood Initiative strives to promote resilience in young children attending early childhood programs.

**Greater Cincinnati Center for Montessori Education**

GCCME offers in early childhood and infant-toddler Montessori certifications. The program is designed to accommodate individuals who are working full time and wish to pursue a career in Montessori education. GCCME is affiliated with the American Montessori Society and is accredited through MACTE (Montessori Accreditation Council for Teacher Education).

**Parent Voice**

www.parentvoice.org  
 Parent Voice is a grassroots advocacy effort that connects the parents of young children and early childhood educators to Kentucky's legislative decision makers.

**nkyHELPS.org**

This website connecting volunteers and donations to nonprofits in Northern Kentucky was developed in partnership between Children, Inc., The Kentucky Enquirer, Northern Kentucky University, The Scripps Howard Center for Civic Engagement, LEGACY, and United Way of Greater Cincinnati, as a part of Vision 2015.

