

I. CHESTER COUNTY COMMUNITY FOUNDATION  
GRANT PROPOSAL SUMMARY SHEET

*One page only.* This page will be shared electronically with Grant Panel Members & Fund Advisors.

Note: If Philanthropy Network’s Common Grant Application is used, CCCF’s **Summary Sheet MUST accompany application.**

To obtain an electronic version of this application, visit [www.chescocf.org](http://www.chescocf.org)

**Date:** November 16, 2022

**Contact Information**

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**Organization Information:**

**Field/s of Interest:**

Arts, Culture & Humanities  Environment/Animal Welfare  
 Education  
 Health  Human Services  Religion

**Mission:**

Cradles to Crayons® (C2C®), founded in 2002, provides children from birth through age 12, living in homeless or low-income situations, with the essential items they need to thrive—at home, at school, and at play. We supply clothing, shoes, diapers, school supplies, and more, free of charge.

**Geographic Area Served** (If not all of Chester County, specify primary Chester County regions served):  
Massachusetts

**Describe Population Served & Annual Number of People Served:**

Cradles to Crayons® (C2C®) core, year-round mission-based program, *Everyday Essentials*, provides basic essentials to low-income and homeless children from newborn to age 12 in households at or below 200% of the federal poverty guidelines. Last FY, our goal was 249,300, but we provided 323,147 packages to children across the Commonwealth by year end on 3/31/2022. This FY, our goal is to distributes 318,000 packages. We will likely exceed the goal.

**Annual Budget - \$5,822,371**

# of Full-Time Equivalent Paid Staff - 29 # of Board Volunteers - 9  
% of budget for program expenses - 85% # of Active Non-Board Volunteers - 16,374  
% of budget for administrative expenses – 15% # of Volunteer Hours - 33,372  
% of budget for fundraising expenses – 8.2%  
100 % total

**Top 3-5 funding sources:**

Gilson Family Foundation Inc. - \$150,000.00  
TJX Companies - \$150,000.00  
Cuties Diapers - \$125,000.00  
Bank of America - \$100,000  
Blue Cross Blue Shield of Massachusetts - \$85,000

**Is this grant proposal for:** Capacity Building \_\_\_ or General Operating X?

**If Capacity Building Proposal, the focus is:**

\_\_\_Mission, Vision & Strategy \_\_\_Governance & Leadership \_\_\_Partnerships & Collaborations \_\_\_Fundraising, Development & Marketing \_\_\_Technology Other:

**Grant Amount Requested from the Community Foundation (K&M Foundation):** \$2,500

**Proposal Summary:**

Cradles to Crayons® (C2C®) is very thankful for K&M Foundation’s loyal support. We respectfully request a charitable investment of \$2,500 for our core, year-round mission-based program, *Everyday Essentials*, in FY23. In 2022, C2C celebrates its 20<sup>th</sup> Anniversary. In twenty years, we have served more than 1.8 million children who have prospered by receiving basic need items while advancing a more diverse, equal, equitable, and inclusive society across Massachusetts. C2C provides basic essentials to low-income and homeless children from newborn to age 12 in households at or below 200% of the federal poverty guidelines. C2C is the largest organization in Massachusetts to focus on mitigating Clothing Insecurity – the lack of access to appropriate, affordable, and adequate clothing. We provide seasonally appropriate and size-specific clothing, footwear, pajamas, socks, underwear, as well as diapers, baby wipes, hygiene items, school supplies, books, facemasks, and other essentials at no charge to fill children's basic needs and promote school readiness across the Commonwealth through a statewide network of 115 service partners. Clothing Insecurity contributes to children's poor attention spans and absenteeism, places them at risk for ill health, impedes their sense of confidence, and threatens their chances of academic and workforce success. By meeting children's basic needs, we improve their well-being, while reducing their family's stress and financial burden. Families served are still very much in a crisis, and rising inflation is weighing them down even further. We do not expect the need for our services to subside anytime soon.

We aim to provide our array of *Everyday Essentials* services to reach our organizational service goal of 318,000 instances of service between April 1, 2022, and March 31, 2023. The FY23 operating budget is \$5,827,212, the same as the *Everyday Essentials* budget. Budgets have increased this year due to rising inflation rates, affecting the higher cost of purchasing inventory items and providing our services. Your generous support will ensure that C2C remains a reliable back-to-school resource to help the children we serve in families struggling financially and meet the higher demand we have been experiencing since the pandemic began. This past fiscal year, we provided 323,147 instances of service. Our administrative and fundraising costs are a modest 15%. Charity Navigator recognizes the organization in its top 2% of charities for overall operational excellence, giving it a four-star rating for thirteen consecutive years.

## Mission

Cradles to Crayons, founded in 2002, provides children from birth through age 12, living in homeless or low-income situations, with the essential items they need to thrive—at home, at school, and at play. We supply clothing, shoes, diapers, school supplies, and more, free of charge.

## Cradles to Crayons: A Year in Review



Cradles to Crayons® (C2C®) is deeply grateful for the K&M Foundation's grant of \$2,500 for our annual *Ready for Learning* initiative in 2021. The initiative is an integral part of our core, mission-based program, *Everyday Essentials*, operating year-round across Massachusetts. C2C supports children (birth-12) in families living at or below 200% of the federal poverty guidelines. Our entire organization focuses on the all-important goal of reducing the adverse effects of poverty among low-income and homeless children. C2C mitigates Clothing Insecurity – the lack of access to appropriate, affordable, and adequate clothing – by providing size-specific, seasonally appropriate clothing, footwear, pajamas,

socks, underwear, diapers, hygiene items, school supplies, books, and other essentials to meet children's basic needs, improve well-being, promote school readiness, and reduce the family's financial burden. We collaborate with a network of statewide 115 service partners who make requests for and distribute to children in need. C2C organizes two special, seasonal initiatives. *Ready for Learning* provides new backpacks, school supplies, clothing, and other essentials for children at back-to-school time. *Gear Up for Winter* offers warm outerwear and clothing to protect children from the cold weather as well as other essentials. In addition, we also provided *Everyday Essentials* through our unique Mobile Clothing Pantry program in partnership with school-based food pantries and the Department of Children & Families (DCF). Families received groceries from food programs and everyday essentials from C2C for their children in a convenient "one-stop" location. **In FY22, between April 1, 2021, and March 31, 2022, C2C provided 323,147 total instances of service to Massachusetts children. Highlights of our service distribution include:**

## FY22 By the Numbers

Service Totals	Annual Duration	Totals
Ready for Learning	June 1 - September 30	66,300 backpacks filled with school supplies, plus an additional 8,951 school supplies kits were distributed. 63,817 more children received clothing, hygiene kits, face masks, books, and more for a total of 139,068 instances of service.
Gear Up for Winter	October 1 - March 31	29,490 winter coats, 27,158 hat & glove sets, 14,025 outfit packs, 7,318 pairs of footwear, 7,643 socks and underwear packs, over 9,000 hygiene kits, and more were distributed for a total of 150,930 instances of service.
Mobile Clothing Pantry	September 1 - May 31 (The academic year)	5,278 children received "Grab & Go Packs" with age-appropriate hygiene kits, school supplies, and pairs of face masks at 12 schools and DCF sites.

## FY22 Achievements

- 1) We have continued all of our services to thousands of children during and since the onset of the pandemic. C2C proudly remains a reliable resource for children, no matter the challenges we face as a community.
- 2) *During Ready for Learning (RFL) in FY21 (2020), we distributed 51,200 backpacks and school supplies by streamlining our distribution of back-to-school items to school districts and a limited number of other partners in the pandemic. Continuing this effective approach during the FY22 (2021) Ready for Learning initiative, we served even more children by targeting 15 large school district partners and the Department of Children and Families, resulting in the distribution of 66,300 backpacks filled with school supplies – a 29% increase and more than ever before. We also distributed an additional 8,951 school supply kits through other partners. We also provided 63,817 children with clothing, hygiene kits, face masks (in pairs), books, and more for a total of 139,068 instances. During RFL, we received community donations of 7,481 13-gallon bags.*
- 3) C2C has thoughtfully streamlined its inventory, focusing on distributing priority items such as clothing, winter coats, diapers (2.5M diapers in 2021-2022), and hygiene kits based on the needs of the families we serve. Through this strategic approach, C2C has served more children than ever before.
- 4) We are intensifying our advocacy efforts to create awareness about the negative impacts of Clothing Insecurity among low-income and homeless children. C2C has been leading conversations about how our legislators at the Massachusetts State House can support this crucial human rights issue.

## Sunshine

The heartfelt testimonials below, or "Sunshine," as we refer to them, reflect the positive impact of your support of our services.



***"COVID has made things worse for families whether they lost a loved one, lost a job, needed to take time off of work to take care of themselves, or a family member. It's such a relief for parents/caregivers to know that they can turn to their schools for supplies. We are extremely grateful to Cradles to Crayons and know we can turn to them for these important and necessary resources."*** - Debbie Bonilla, Family Engagement Specialist, Cambridge Public Schools

***"The clothes, hygiene supplies, and diapers, which are essential to keeping our families safe and students able to come to school prepared to learn, are incredible. Thank you from all of HMS and the families you serve. With the money that is saved from having to buy these items, the families can buy more food and medicinal items. THANK YOU"*** - Horace Mann School

## C2C and the K&M Foundation Make an Impact Together!

By ensuring that thousands of children have correctly fitting and seasonally appropriate clothing, backpacks, school supplies, and other everyday essentials, C2C believes that they can be healthier in body and mind, better prepared to learn, interact with their peers, and possess greater self-confidence. Your support and friendship with C2C truly make a difference to the children who rely on us to fill their everyday needs. Your grant helped C2C continue our uplifting, life-changing work with families in need to create brighter futures for their children. Thank you for being so dedicated to our mission. The impact that we are making together is tremendous!

## Mission

Cradles to Crayons, founded in 2002, provides children from birth through age 12, living in homeless or low-income situations, with the essential items they need to thrive—at home, at school, and at play. We supply clothing, shoes, diapers, school supplies, and more, free of charge.

## Summary of Request

Cradles to Crayons® (C2C®) respectfully requests a charitable investment of \$2,500 from the K&M Foundation to serve children up to age 12 who are living at or below 200 % of the federal poverty guidelines during our annual *Ready for Learning* initiative (June 1 - September 30, 2022). We are very thankful to the Foundation for its loyal support of this initiative to serve vulnerable children across Massachusetts. **During this year's *Ready for Learning*, C2C's goal is to provide 142,090 instances of service to low-income and homeless children across the Commonwealth, including distributing 70,000 backpacks filled with school supplies, plus an additional 20,000 school supply kits, to students through our statewide network of 115 service partners. We provide school supplies containing everything children require to participate in class and complete their homework, ranging from new pencils to spiral notebooks. C2C also distributes size-specific outfit packs with a week's worth of clothing, shoes, hygiene kits, books, and other daily back-to-school essentials.** Your generous support will ensure that C2C remains a reliable back-to-school resource to help the children we serve in families struggling financially and meet the higher demand we have been experiencing since the pandemic began. **Our fiscal year is from April 1, 2022, to March 31, 2023. Our organizational service goal is to provide a total of 318,000 instances of service. C2C's administrative and fundraising expenses are a modest 15%. The FY23 operating budget is \$5,827,371 and the *Ready for Learning* budget is \$1,940,790.** Budgets have increased this year due to rising inflation rates, affecting the higher cost of purchasing inventory items and providing our services. Inflation is also hitting the low-income and homeless families we serve, driving a higher need for critical essentials. This past fiscal year, we provided 323,147 instances of service. Our administrative and fundraising costs are a modest 15%. Charity Navigator recognizes the organization in its top 2% of charities for overall operational excellence, giving it a four-star rating for thirteen consecutive years.

## About Us – Leading the Way for Two Decades



In 2022, C2C celebrates its 20<sup>th</sup> Anniversary. In twenty years, we have served more than 1.8 million children who have prospered by receiving basic need items while advancing a more diverse, equal, equitable, and inclusive society across Massachusetts. C2C's *Everyday Essentials* program supplies size-specific, seasonally appropriate clothing, footwear, socks, underwear, pajamas, books, and other essential items. Under the umbrella of *Everyday Essentials*, we also provide a pair of seasonal initiatives. *Ready for Learning* provides new backpacks, school supplies, clothing, and more for children at back-to-school time. *Gear Up for Winter* offers winter coats, warm clothing, waterproof shoes, and other daily essentials to protect children from the cold weather. C2C also provides *Everyday Essentials* through our unique *Seasonal Essentials Delivered* (SED) program, formerly the *Mobile Clothing Pantry*, previously at selected monthly school-based food pantry sites in Greater Boston. The new SED program will provide scheduled deliveries of seasonal clothing, winter coats, socks, underwear, and age-appropriate hygiene kits (e.g., shampoo, toothbrushes, toothpaste, and more) across the Commonwealth to 16 sites in expanded

partnership with nine Department of Children & Families and seven high-need school districts. All eligible families needing services can rely on filling their children's essential needs and receiving winterwear in October/November and spring/summer apparel in March/April.

Headquartered at The Giving Factory® warehouse in Newton, MA, C2C serves as a vital resource "hub" to distribute everyday essentials to child-serving organizations across the Commonwealth. C2C relies on coordinating and aggregating networks, field expertise, and the capital needed to support positive long-term outcomes for low-income and homeless children that no single organization could achieve as effectively on its own. C2C's distinctive model of mobilizing communities to donate products, volunteer, and handle distribution to lessen the effects of poverty on children is unique and efficient. C2C collaborates with an extensive statewide network of 115 service providers (representing 215 sites) that request and distribute needed items into children's hands. They serve as the conduit between C2C and the children we serve across the Commonwealth. To accumulate new and like-new children's goods for re-distribution, we conduct statewide collection drives in hundreds of communities with Collect & Sort gatherings, donation bins, and Stuff-A-Truck events. Individual children of all ages, school groups, and other community groups like Project 351 also organize drives. The Boston Bruins, Jordan's Furniture, WCVB-TV, Carewell Urgent Care, and others also lead seasonal donation drives to collect winter coats, pajamas, and other essential items. And finally, we engage thousands of volunteers every year at The Giving Factory warehouse to sort and quality-check the inventory and assemble orders for children. Volunteers range from individuals, community groups, and corporate employees to families with children as young as 5-years-old. Although we have not regained the number of volunteers as before the pandemic (35K+ in 2019), we engaged 13,799 volunteers this past year. Our "Quality = Dignity" motto guarantees that every donated item meets the highest quality standards before giving it to a child.

## The Moment of Extreme Adversity



Although the scope of the humanitarian crisis caused by COVID-19 in America is enormous, the daily struggle of millions of Americans who still face overwhelming obstacles shaped by social hierarchies of race, ethnicity, gender identity, income, or education level, has largely faded from the headlines. Still, the national pandemic and its economic fallout continue to profoundly affect local families and children as they linger into the third year. Families in communities of color are disproportionately affected. This is a very challenging time for low-income families that cannot afford to fill their children's need for school supplies, clothing, and other basic back-to-school essentials, which we know first-hand from the intensified demand for our services. A mountain of economic factors makes it nearly impossible for low-income families to realize the universal desire to provide for their children so that they may thrive.

In December 2021, the Child Tax Credit ended, forcing a return to higher child poverty rates. This much-needed safety net for families helped cover needs like childcare costs that have escalated across the country. Today, the average cost of daycare in Boston, even for infants, is among the nation's highest. Families have to add daycare to the list of things they can't afford. Many are choosing to stay home, mainly mothers who lose income, while millions of families also continue to miss rent each month. There are already 16.5 million families behind on the rent and risk losing their homes. Among these families, 1 in 5 renters have children, 1 in 3 are Black, and 1 in 6 are Latinx. Deepening arrearages increase the likelihood of displacement. Tenants forced to move will have difficulty finding a place to live because they cannot afford the current rent increases. In Boston, for example, rents are up 20 over 2021, soaring to the third-highest rental market in the country. The median price of a one-bedroom apartment is now \$2,720 a month. Massachusetts also is ranked as the nation's third-highest in

housing prices, with the average home price costing over \$400,000. To make matters worse this year, inflation and consumer prices are surging at the fastest pace in more than three decades. Overall prices rose 6.2% over the past 12 months, the most rapid pace since 1990, and inflation accelerated monthly. Prices are rising, up 50% for gas, 37% for used cars and trucks, 40% for heating costs, 9% for diapers, and prices are going up monthly for food staples like milk, meat, poultry, fish, and eggs. Once adjusting for the current inflation rate of over 8%, today's average wage has no greater purchasing power than it did 40 years ago. Income has stagnated for most income levels, while wage gains have "mostly flowed to the highest-paid tier of workers." Most Americans feel the effects, but low-income families have reached the moment of extreme adversity.

## The Academic Impact of The Pandemic: A Pivotal Moment for a Generation of Students

Education is supposed to be the fuel for a prosperous economic engine and the path to prosperity for our students. Years of research have reinforced the relationship between poverty and depressed learning outcomes. As income inequality has grown over the past three decades, so has the income achievement gap. Educational gaps in access, opportunities, achievement, and outcomes widen, leaving an undeniable mark on children. For decades, Massachusetts has been failing large segments of our population, particularly Latinos, who now make up 22% of all the state's students. The most significant and possibly long-lasting impacts are falling disproportionately on students who went into the pandemic with the greatest educational needs and fewest opportunities—many of them from historically marginalized and underserved groups.

Curriculum Associates' national i-Ready assessments reveal that students have attained fewer skills and knowledge in mathematics and reading than previous cohorts before the pandemic. Their analysis finds that students remain behind in both math and reading. While predominantly white students are making up lost ground with access to more types of support, other students are stagnating. Before the pandemic's learning interruptions, students in majority-Black schools were already nine months behind their peers in majority-white schools. Today, students in majority-white schools are now only two months behind pre-pandemic levels, but students in majority-Black schools are on average five months behind. This trend is most concerning for early-elementary students in both reading and mid-to late-elementary students in math. Young students who do not learn to read proficiently by the third-grade struggle to "read to learn" and are four times less likely to graduate high school. Similarly, students who do not master middle-grade math concepts such as fractions and whole-number division will likely struggle in more conceptual high school mathematics and are more likely not to graduate from high school on time or drop out. Catching up is even more difficult when a child doesn't have a pencil or a notebook to practice vocabulary, writing skills, and math problems. Children can engage fully in classroom learning and do homework with school supplies. The effect is that students' marks and attendance generally increase. Our *Ready for Learning* initiative promotes an equitable education system and empowers children to feel safe, valued, and ready to learn, especially during these uncertain times.

## C2C Will Provide Essential Learning Tools to Thousands of Students in Massachusetts!

C2C is investing its resources in *Ready for Learning* to ensure all the students we serve have the basic learning tools they need at back-to-school time to recover from the pandemic's many setbacks and encourage them to reach their full potential. Over the past two years, those setbacks have seemed overwhelming. Yet, we persist because all of us have the opportunity to help students catch up on unfinished learning and tackle the long-standing historical inequities in education, putting them on a path to greater long-term personal and academic success.



As a result of the pandemic, the low-income and homeless families we serve are experiencing significant economic hardships that make it difficult to get their children fully ready for school. Rising inflation adds another challenge. American families will spend an average of \$849 per child, including school supplies, clothing, shoes, and technology. The cost of school supplies alone will average \$320. These expenses are unaffordable for low-income families, affecting their ability to prepare their children for the new school year properly. In collaboration with our service partners, C2C's *Ready for Learning* provides families with economic relief and extra security, allowing them to use their limited financial resources to afford other necessities, pay down debt, or save money while feeling confident their children have the essentials they need to progress in learning and experience a healthy daily life. Our service partners report that children are so excited to receive their own new learning tools and back-to-school items, which put them on par with their more affluent classmates. While we understand that providing these essentials alone cannot resolve children's poverty, trauma, the dire financial effects of the pandemic, or the troubled economy, they can minimize the barriers to attending school and offer an improved sense of well-being, self-confidence, belonging, and the motivation to succeed for thousands of local children. Our partners describe our services as either "critical" or "important" to their ability to serve families and children.

During the 2022 *Ready for Learning* initiative, we will distribute clothing and other essentials to a wide variety of partners statewide. The 70,000 backpacks filled with school supplies will be distributed to select Department of Children & Families/Wonderfund sites and 18 partner school districts where there is the greatest need: Amherst, Boston, Braintree, Brockton, Cambridge, Chicopee, Framingham, Holyoke, Lawrence, Lowell, Lynn, New Bedford, Newton, Quincy, Revere, Somerville, Springfield, and Worcester. An additional 20,000 school supply kits will be distributed to other partners. C2C's provisions are as follows:

- **Backpacks and school supplies** provide a child with the tools they require to do classwork and homework. The school supplies include 2-wide ruled spiral notebooks, 1-pink beveled eraser, 1-dual blade barrel pencil sharpener, 4-pencils, 1-12" plastic ruler, 1-.28oz washable glue stick, 2-two pocket folders with a 3-hole punch, 1-5" blunt tip scissors, and 1 pack of 8 colored pencils. Backpacks also will include a handmade Well Wish Note for the child from a friend in our community sending warm wishes for a successful school year.
- **Clothing and Other Essentials** make children more comfortable, more confident, more active, and better readers, fully able to participate in all aspects of their lives. They receive size-specific seasonal clothing, shoes, and other essentials such as age-appropriate hygiene products and books.

## Diversity, Equity, and Inclusion – C2C Serves Children of Every Demographic



C2C provides its services to fill the unmet daily needs of tens of thousands of children in collaboration with our network of service partners that serve as the conduit to the children we serve. Among our extensive partnerships are the Department of Children & Families/Wonderfund, Massachusetts Society for the Prevention of Cruelty to Children, Boston Medical Center, the McKinney-Vento Homelessness Program, Home for Little Wanderers, and most major urban school districts. C2C provides services to high-need neighborhoods in the Greater Boston area, many of the gateway cities, and other high-need cities, including Lynn, Lawrence, Lowell, Worcester, and Chicopee. Our widespread geographical partner network ensures that C2C's services truly impact families across the state, from western MA to Cape Cod and the Islands. C2C is committed to Diversity, Equity, and Inclusion by helping to open more pathways to equal opportunities and recovery from the pandemic within all local communities, including communities of color (64 % of our distribution), where there are Hispanic, Latinx, and Black children in need. Partners' staff are on the front lines,



often representing the diverse members of the Commonwealth's communities we both serve. The demographics of the children we serve through our partners align with those from the National Center for Children in Poverty: 37% of Massachusetts children under 18 living in low-income households are white, 37% are Latino, 14% are African American, 6% are Asian, and 6% are categorized as "other."

## Measuring Success

C2C's goal is to improve a child's quality of life through its ability to fulfill orders and deliver them into the hands of children. We use the following metrics to measure annual service goals: **(a)** Track the number of children's bundles/items distributed to our service partners and the particulars of every order, providing the communities and number of children served. With the reduced numbers of volunteers to help fill partners' requests since the pandemic began, we are distributing size-specific clothing in small bundles or "bulk" orders (i.e., clothing packs with a week's worth of seasonal clothing and pajama/socks/underwear packs) for multiple children to each partner. Partners disburse bundles or items to the appropriate families/children, counted as one child served. With streamlined warehouse operations, C2C has served as many children as possible, **(b)** Record the number of annual volunteers and their total hours of donated service, **(c)** Detail the number and locations of community product collection drives for children's goods and the quantity of 13-gallon bags donated, and **(d)** Collect "Sunshine" or testimonials about our impact on the families we serve with your support. Examples are below:

*"Dear Cradles to Crayons, I wanted to take a moment to thank you for the items that you provided for my participants. Especially in the current economic climate, times are hard for young parents. They were excited and grateful to receive the items provided by your organization. They asked that I make sure to tell you that what you do makes a difference in the lives of children. I am sure you don't hear this enough, but my participants and I thank you for positively impacting the lives of their children and helping them to be good parents." - Social Worker, Casa Nueva Vida, Roxbury*

*"The pandemic exacerbated existing economic hardships for many of our students, and the need for basic necessities has never been greater. Since the pandemic began, I have partnered with Cradles to Crayons and a team of volunteers to supply students with backpacks, school supplies, toiletries, and winter coats, among other things. While we serve thousands of students, demand always seems to outpace supply. Whenever that happens, Cradles to Crayons steps up and finds more resources, always willing to support the children of Brockton. Their work has now impacted generations of BPS students." - Joyce Asack, Ward Six School Committee Member, Brockton Public Schools, Brockton, MA*

## Low-Income Children Need Your Support to be Ready to Learn



A generous contribution from the K&M Foundation of \$2,500 will provide invaluable support for C2C's *Ready for Learning* initiative that will provide 142,090 instances of service to the State's low-income and homeless children. As challenging as the past few years have been, all of us are presented with an opportunity and responsibility to provide children with the essentials they need for learning. What will it mean for the health of our country, now and in the decades to come, if today's children succumb to the cycle of under-education, deeper poverty, and social and economic immobility? If we are to confront these issues, we can stand together in solidarity and support each other to create the world we all aspire to, where every child thrives. In partnership with you, we can be proactive in creating more equitable opportunities for diverse children to face their future with greater confidence. Children's futures depend on bold actions today. Together, we can be bold.