

# 2016 Annual Report



Children's Harbor envisions a world where it is assured all children grow up and flourish in a safe and nurturing environment

Celebrating **20** Years  
of Vision and Hope





## Letter from Board Chair

# Sherry Stein



On behalf of the Children's Harbor Board of Directors, I am pleased to share our 2015-16 annual report. It has been an exciting year! We celebrated two decades of providing high quality child welfare services with a 20th Anniversary Luncheon. With the foundation of Children's Harbor established by our founders, Bill Mahoney & Karla Nickell, and the ongoing support of a caring community, this year Children's Harbor realized significant programmatic and organizational growth. We are also thrilled to announce the formation of a unique partnership with the Selfless Love Foundation, a 501c3 organization founded by Ed and Ashley Brown, to provide supportive housing for transitioning youth.

In October 2015, the organization was awarded a \$5million, 5 year federal grant to help former foster care youth forge pathways to healthy relationships and financial stability. In December 2015, donor support at our annual Winterfest event allowed us to open a second maternity home. With this unparalleled growth, Children's Harbor footprint has expanded to include a satellite office to house 20 staff members.

Over the past year, Children's Harbor has served over 400 vulnerable children, youth, and families. 100% of the children residing on our campus were promoted to the next grade; 100% of youth made progress towards independent living goals; and 83% of our teen mothers improved their parenting skills. Over 150 children and families across the community demonstrated improved functioning and 50 at-risk young adults, ages 18 to 23, showed improved resilience against substance abuse and mental health issues.

Children's Harbor is able to achieve this incredible impact year after year because of a committed board, dedicated staff, amazing volunteers, and generous donors.

Thank you for being a partner in making a difference.

Yours truly,

Sherry Stein  
Chair, Children's Harbor Board of Directors





Letter from President & Chief Executive Officer

## Dr. Elizabeth Wynter

Twenty-years ago, local businessman Bill Mahoney dreamt of a place where brothers and sisters in foster care could grow up together. This year we celebrated the Children's Harbor 20th Anniversary. This year we looked back on two decades of providing high quality child welfare services; we delighted in our expansion into serving transitioning youth; and we set our sights on growth opportunities and long term sustainability for the organization.

Over the past year, we have been successful in diversifying our funding streams through grant and expansion opportunities. Children's Harbor was awarded a \$5 million, 5 year federal research grant to improve outcomes for youth aging out of foster care. We also opened a Satellite Office to be able to expand our maternity home from 5 to 11 beds. This growth helped us build a sustainable infrastructure and streamline processes in the areas of human resources, financial management, and information technology.



I feel extraordinarily privileged to lead this great organization with such a talented management team, dedicated employees, remarkable Board of Directors, and caring supporters. The outstanding work we do every single day to grow the organization and support our clients fills me with pride.

On behalf of the more than 300 children who have called Children's Harbor "home" and the thousands of families we have served, thank you helping us celebrate 20 years of vision and hope.

Dr. Elizabeth Wynter  
President and Chief Executive Officer  
Children's Harbor

## Mission Statement

*Our mission is to provide safe shelter and support to at risk children and youth, keeping brothers and sisters together, strengthening families and guiding youth toward independence.*





# Board of Directors



## Board Officers



**Sherry Stein**  
*Board Chair*



**Baron Philipson**  
*Treasurer*



**Dr. Elizabeth Wynter**  
*President/CEO, Secretary*

## Board Members



**Martin J. Alexander**



**Ashley Brown**



**Jeffrey Iserson**



**Debra Lage**



**Adam Lang**



**John Megally**



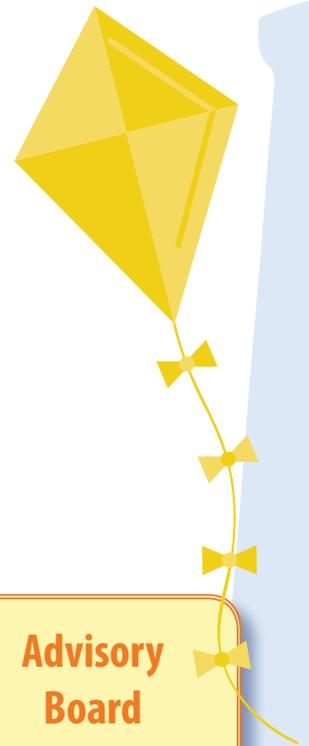
**Karla Nickell**



**Dawn Quaranta**



**Diane Runcie**



## Advisory Board

- Marty Alexander
- Steve Fuller
- Per Loof
- Bill Mahoney
- Al Monserrat
- Sherry Stein



# Our Programs



**Siblings** Every day children are removed from their homes due to abuse, neglect, and abandonment. 95% of these children are part of a sibling group and sadly, close to 50% of them will be separated from their siblings when they enter foster care. Through a partnership with ChildNet, Children's Harbor keeps brothers and sisters together by providing homes for siblings, aged 6 to 17. Over the past 10 years, more than 300 siblings have called Children's Harbor "home". Using a house parent model with on-site therapists and a life coach, we help these children heal from their trauma and succeed in school.

## Amanda's Story

Amanda, age 9, came to Children's Harbor with her two cousins. She is a very articulate young lady who can recite the birthdays for everyone in her family. Sadly, Amanda has been shifted from one family member to another throughout her young life. Amanda shares, "I was left with a nice lady but her sister who also lived there was not nice, she hit me and left a mark on my leg." Amanda has blossomed at Children's Harbor acting in plays and reciting poetry. "I love it here, everyone is really nice and they celebrate our birthdays. Best of all there are people who love you and take you places, it is a real home."

**Maternity** Teens in foster care have higher rates of pregnancy and child bearing than do their same age peers. Through a partnership with ChildNet, Children's Harbor has provided 80 teen mothers a safe haven to learn how to care for their babies. Residential assistants, therapists, and a life coach work with these teens, teaching parenting and independent living skills, getting them re-engaged in school, and on the road to rebuilding their lives.

## Genesis' Story

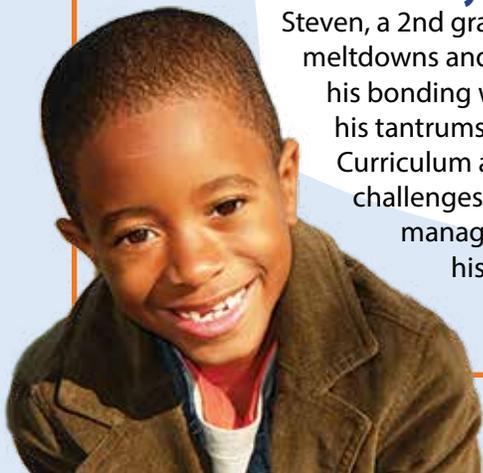
Genesis, a 17 year teen mother has struggled to find her footing with the loss of her mother and failed foster care placements. With the love of Children's Harbor House Parents and the support of our Life Coach, she has found her way. Genesis recently passed her GED exam and enrolled in a nursing program. She also maintains a part-time job and helps tutor the other girls in the home who are studying for their GED. Genesis is a true success story!



**Family Strengthening** Children and families across our community struggle with family conflict and stress. Children's Harbor, with the support of the Children's Services Council of Broward County, offers in-home counseling services to families in Broward County. More than 4,000 families have been provided evidence-based interventions to help improve family relationships, communication, and parenting skills.

## Steven's Story

Steven, a 2nd grader, was having difficulties with his behavior at home and at school. He was having meltdowns and anger outbursts, which were leading to struggles at school and interfering with his bonding with parents. His parents were stressed and had difficulty remaining calm during his tantrums. They felt unsure of how to handle his behavior. By utilizing the Nurturing Skill Curriculum and working with their counselor, Steven's parents were able to recognize their challenges and learn new ways of responding to his behavior. Steven was able to learn anger management skills and healthy ways to express his feelings. Steven has learned to manage his behavior and has shown significant improvement at home and at school. His parents are now managing Steven's behavior calmly and are able to spend time bonding with their son.





# Our Programs

## Grounded For Life

Children's Harbor recently launched a new academic program, entitled Grounded for Life, for foster care youth in grades 9-12. Funded by AT&T Aspire and led by ChildNet, the lead child welfare agency, this regional collaborative program is designed to improve foster care youth's engagement in learning and in high school through relationship building, problem solving, and persistence. The Grounded for Life program provides one-on-one graduation coaches, academic enrichment, and small learning communities to help students overcome barriers, build confidence, and inspire lifelong learning. The program seeks to support foster care youth's aspirations to graduate from high school through innovative, evidence-based, student centered solutions. The program will "ground" students for life by connecting them to caring adults and boosting their belief in themselves.



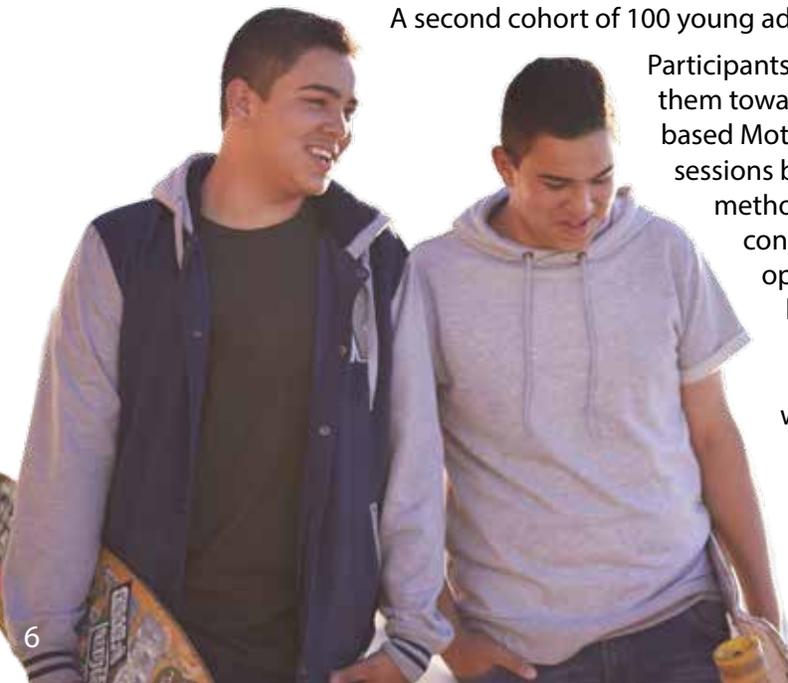
## True North

Children's Harbor was awarded a \$5 million, 5 year grant (October 1, 2015 through September 30, 2020) from the Department of Health & Human Services Administration for Children and Families Healthy Marriage and Relationship Education Grants. The grant, entitled True North, is helping 200 young adults, age 18 to 23, who have been involved in the foster care system forge pathways to healthy relationships and economic stability.

Children's Harbor implemented True North with its partners, the Urban League of Broward County which provides financial literacy workshops and Big Brothers Big Sisters which provides mentors. Since April 2016, 100 randomly assigned young adults have participated as part of the treatment group with another 100 young adults considered a control group. This intensive program lasts 23 months with ongoing follow up after discharge.

A second cohort of 100 young adults will be assigned to participate in May 2018.

Participants meet weekly with masters level Navigators who guide them towards achievement of established goals using evidence-based Motivational Interviewing methodology. Monthly group sessions build relationship and financial literacy skills by utilizing methodologies like Love Notes 2.0. Participants are also connected to subsidized and unsubsidized employment opportunities and pro-social activities and incentives. High level research of the program components, outcome evaluation, and assessments of the treatment and control groups, are expected to provide data to inform the child welfare field about serving transitioning youth.



Celebrating 20 Years of Vision and Hope



# Our Programs



## Lifeline

Children's Harbor launched Project Lifeline supported by United Way of Broward's Commission on Substance Abuse and Broward Behavioral Health Coalition in 2015. The program provides mental health and substance abuse prevention services to 40 at-risk Caribbean young adults, ages 18-23 (former foster care and community) and seeks to increase resilience, well-being and positive attitudes about accessing services. The program utilized the evidence based Nurturing Program for Teens, an interactive curriculum designed to increase positive self-worth, personal empowerment, self-discipline, empathy and healthy attachments. Young adults are connected to a trained, experienced and inspiring Success Coach who meets with them weekly to achieve established goals.

### George's Story

George, age 22, saw the impact that substance abuse had on his family. In the end, he and his family ended up homeless. Despite this experience, when George became a young adult, he turned to drugs to manage his anxiety. By working with his Lifeline Success Coach, George gained the knowledge and strength to live a drug free, healthy lifestyle. Through the support of individual and group sessions, George has able to find employment and begin pursuing his GED.



## Brown's Harbor

Brown's Harbor, located on the Howard C. Forman Campus in Pembroke Pines, is a unique housing program for transitioning youth ages 18-23. Brown's Harbor evolved from an extraordinary collaboration of partners all focused on one goal - to help former foster youth bridge the gap from dependence to independence. Benefactors Ashley and Ed Brown and their nonprofit, Selfless Love Foundation, the City of Pembroke Pines, ChildNet, and Children's Harbor came together to provide these youth with affordable housing, on-site support and guidance, and most importantly, a vibrant community where they feel they belong.

Our residents share:

*"I love living at Brown's Harbor because it's very welcoming and everyone is treated like family. I never have a bad day at Brown's Harbor" ~ Sandra, age 18*

*"Living at Brown's Harbor is great! The staff is always willing to help with tough situations and always have a listening ear. Brown's Harbor gives us wonderful opportunities to better ourselves and prepare us for the future" ~ Shantrivia, age 19*



# OUR PROGRAMS

## Children's Harbor by the Numbers 2015-2016

**40** Siblings stayed with their brothers and sisters while in State care

- 100% were promoted to the next grade
- 100% of teenagers learned life skills they need to become self-sufficient
- 92% demonstrated improved behavior and functioning at home and at school

**20** Pregnant/Parenting Teens learned parenting skills to break the intergenerational cycle of abuse

- 100% of eligible teens received high school diploma or GED
- 83% demonstrated improved parenting skills

**200** At-Risk Families received in-home services to prevent child abuse

- 86% improved family functioning

**60** At-Risk Caribbean Young Adults received mental health & substance abuse prevention services in Lifeline Program

- 85% reported improved resiliency against substance abuse & mental illness

**60** At-Risk Young Adults received services promoting healthy relationships & financial stability in True North Program

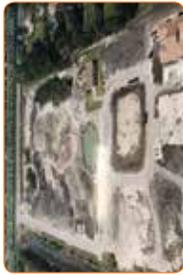
- 100% were assessed to determine risk and protective factors

Total Served

**380**

**1996**

Founded by a group of volunteers, Children's Harbor was officially established as a nonprofit child welfare organization.



**2003**

Sue Glascock became the President & CEO for Children's Harbor.



**2006**

Our second residential home opened to serve 12 siblings in foster care.



**2006**

The playground was built with over 300 volunteers in one day.

**2011**

A sports court was erected.



**2011**

Children's Harbor began providing an Academic & Life Skills Program to children on campus.



**2011**

The first annual luncheon was held.



**2013**

Our field was sodded and soccer goals were installed.



**2013**

The 1st annual Harbor Lights Gala was held to raise funds.



**2015**

Dr. Elizabeth Wynter takes over the reins as President & CEO.

**2015**

Awarded a 5 year, 5 million dollar federal grant to provide services to former foster care youth.

**2015**

Began implementing research-based CARE model in residential program. Expanded maternity home by 2 beds.



# OUR HISTORY

**1999**

The City of Pembroke Pines gave Children's Harbor a 30 year lease for an 8 acre campus. The agency began providing in-home family counseling.



**2004**

Our first residential home opened to serve 5 pregnant or parenting teens in foster care.



**2008**

Our third house was built, serving 12 additional siblings.



**2012**

A pavilion, equipped with a grill and fans, was added to the campus.



**2014**

The 1st Annual Academic Achievement Event took place on campus to celebrate our children's success in school.



**2016**

Opened a 2nd maternity home for 4 pregnant/parenting teens.





# Activities & Events

## October 2015

Holland & Knight  
Day of Service



## December 2015

Winterfest



## December 2015

Holiday Party



# Activities & Events



## March 2016

Harbor of Lights Gala



## May 2016

Annual Academic Achievement



## June 2016

Graduation Cruise



## 2015 - 2016

Volunteers



# Beacon Award Winners



Each year Children's Harbor presents the Beacon Award to corporate and individual supporters who have helped us shine a light of hope for children in the foster care system. Children's Harbor was proud to present the 2016 Beacon Award to Christina Gold with NY Life and The City of Pembroke Pines:

Christina Gold has been a dedicated supporter of Children's Harbor for more than 7 years. In 2014, the Golds provided the major funding for the beautiful shade structure over our campus playground, named Maxi's Place, in honor of their beloved dog. Christina has had a varied and exemplary career. She serves on the board of Directors of New York Life and several other major companies and has been recognized as one of the top US managers and most powerful women in business globally.

The City of Pembroke Pines provided the initial support that enabled Children's Harbor to come into existence. In 1998, the City Commission approved a 30 year lease for Children's Harbor to occupy an 8-acre parcel of land in West Pembroke Pines. The City's commitment to the organization and children in care has allowed Children's Harbor to grow into a top-notch child welfare agency. Children's Harbor was thrilled to recognize the support of Mayor Frank Ortis, Vice Mayor Iris Siple, Commissioner Angelo Castillo, Commissioner Jay Schwartz, Commissioner Carl Shechter, and City Manager Charles Dodge.



## Safe Harbor Society



**A sincere thank you  
to our current Safe Harbor  
Society members:**

Marty & Sandra Alexander  
Ashley & Ed Brown  
Pat & Jon Cole  
JJ Taylor Companies  
Debra Lage  
Adam Lang  
Ray Levi  
Jason Marino  
Karla Nickell  
Hein Onkenhout  
Sean Pleus  
Greg Purdy  
Bob & Machel Rodriguez  
Diana & Robert Runcie  
Sadaka Family Foundation  
Sherry Stein &  
Baron Philipson  
Elaine Wheatley  
Elizabeth Wynter &  
Joe Jennings

Children's Harbor annual giving society, entitled Safe Harbor, was established to help the organization bridge the funding gap between what the state provides and what it truly costs to care for 35 children on our campus. These generous donors have made an investment in the future of Children's Harbor. By sponsoring a children, sibling group, or home, Safe Harbor Society members get a chance to know our children, enjoy special recognition, and exclusive networking opportunities throughout the year.

*"The Safe Harbor Society allows people that care about children who have been abused, abandoned, and neglected to provide hope for a better tomorrow. Children who come into foster care don't feel safe. We provide that, as well as a temporary home with loving and nurturing house parents, therapy and a fresh start." ~ Sherry Stein, Children's Harbor Board Chair*

*"How many know what it feels like to be a child and feel unloved, or to believe you are unloved. That's what happens to some children who come into foster care. That's what your donation will help change." ~ Bob Rodriguez, Safe Harbor Society Member*

**For information on becoming a  
Safe Harbor Society Member;  
please contact Children's Harbor  
Director of Development,  
Ray Levi at  
954-252-3072 x210 or  
rlevi@childrensharbor.org.**



# Financial Overview

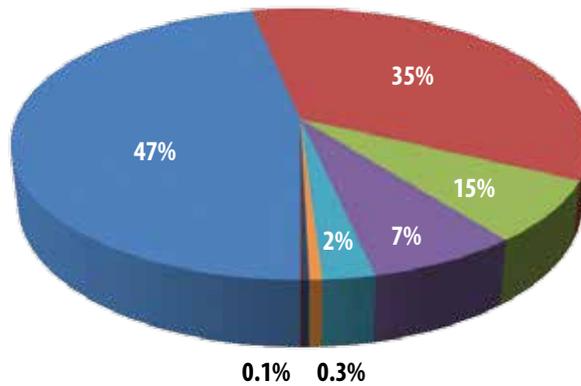
July 1, 2015 through June 30, 2016



## Revenue

■ Contract Revenue .....	\$1,748,517	47%
■ Contributions and Grants .....	\$1,323,713	35%
■ Donated Facilities.....	\$273,913	15%
■ Fundraising Events.....	\$265,085	7%
■ Medicaid Income .....	\$92,473	2%
■ Other Income .....	\$21,864	1%
■ Interest Income.....	\$11,296	0.3%
■ In-Kind Contributions .....	\$3,925	0.1%
■ Net Assets released from Restriction.....	\$0	0%

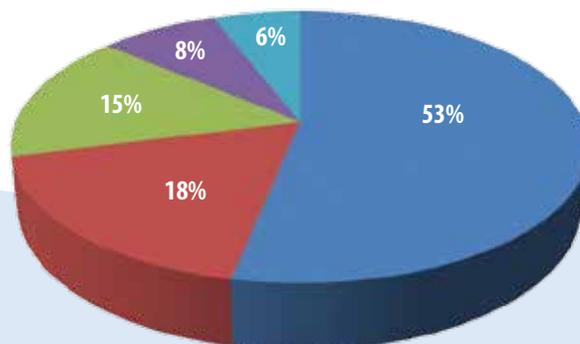
**Total Revenue.....\$3,740,786**



## Expenses

■ Program Services-Residential .....	\$1,839,666	53%
■ True North.....	\$ 614,074	18%
■ Program Services-Family Strengthening ...	\$529,378	15%
■ Fundraising.....	\$273,695	8%
■ Support Services-Management & General...	\$202,169	6%

**Total Expenses.....\$3,458,982**



# Thank you to our Supporters

## Priceless

City of Pembroke Pines  
Mahoney and Associates

## \$1,000,000 +

ChildNet

## \$100,000 - \$999,999

Children's Services Council of Broward County  
Department of Health & Human Services  
United Way of Broward County

## \$50,000 - \$99,999

The Jim Moran Foundation  
Paul Palank Memorial Foundation

## \$25,000 - \$49,999

The Batchelor Foundation, Inc.  
KEMET Electronics Corporation  
New York Life Insurance Company  
UPS Foundation  
World Childhood Foundation

## \$10,000 - \$24,999

Carnival Cruise Lines FUN Team  
Florida Blue  
Peter and Christina Gold  
Health Foundation of South Florida  
Hobbs Foundation  
Holland & Knight  
Sun-Sentinel Children's Fund,  
a Fund of the McCormick Foundation  
Ultimate Software

## \$5,000 - \$9,999

BJ'S Charitable Foundation  
Century Management  
Citrix Systems, Inc.  
Comerica Bank  
Stephen Fuller  
Jarden Consumer Solutions Community Fund  
J.J.Taylor Companies, Inc./Taylor Foundation  
Per-Olof and Asa Loof  
Hein and Debra Onkenhout  
Publix Supermarkets  
Selfless Love Foundation  
Seminole Tribe of Florida  
Wells Fargo Insurance Services  
William R. Watts Foundation  
Winchester Capital

## \$2,500 - \$4,999

Aetna  
Ann Burris  
Cargill Americas Inc  
Carnival Foundation  
City of Pembroke Pines  
Jonathan and Patricia Cole  
Deluxe Corporation Foundation

Harry T. Mangurian, Jr. Foundation  
Joe DiMaggio Children's Hospital  
Mercer Health & Benefits  
Minto Foundation, Inc.  
Greg and Anne Purdy  
Signature Servco, LLC  
SunTrust  
TD Charitable Foundation

## \$1,000 - \$2,499

Mark Agulnik  
Martin and Sandra Alexander  
Stephen Artusi  
Jamie and Nadine Assaf  
Ronald and Kathleen Assaf  
Robin Baker  
Sudi Bjornstad  
Broward Health  
Brandon Casten  
Children's Opportunity Group  
City Furniture  
City of Pompano Beach  
Scott Cochrane  
Coral Springs Community Chest  
Daniel De Liege  
Hank Joseph DesPlaines  
Diversified Search  
Rita Eisenberg  
Emerald Planning Group  
Rafael and Joy Etzion  
Paul Gaetano  
HCA Caring for the Community  
Jeffrey Iserson  
Paul and Mari Jenner  
Susan Jordan  
Rick and Teri Klotz  
Tammy Knight  
Debra Lage  
Rhonda and Mike Leonard  
William Lowe  
Macy's  
Doreen Mahoney  
William Mahoney  
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Greg McMullen  
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Alvaro and Georgia Monserrat  
William Morrissey  
Peter and Marion Mosheim  
William and Betty Lou Nanovsky  
Karla Nickell  
Frank and Barbara Ortis  
Robert and Diana Runcie  
Scott Salmon  
Searcy, Denney, Scarola, Barnhart & Shipley P.A.

Tom and Maureen Shea  
Steven Sonberg  
Sherry Stein and Baron Philipson  
Sunshine Health/Centene Management  
Gerald and Lucy Weber  
Lauren Welch  
Wells Fargo Foundation  
Elizabeth Wynter

## \$500 - \$999

Phyllis and Steven Adler  
Liz Alecea-Velez  
Anonymous  
Janaul Barnes  
William Black  
Ashley Brown  
Ryan Caldwell  
Daniel and Luz Cardamone  
City Furniture  
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Gail and Raul Despian  
Missy and David Eddinger  
Mike and Michele Estrada  
Lillian M. Grega  
Ray Levi and Scott Halderman  
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Nicole Milnthorpe  
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Carrie Smith  
Symetra  
Howard and Evelyn Tai  
Eileen Torraca  
Daniel Allen and Miguel Ubidia  
Nicole Velazquez  
Voya Employee Benefits  
Abe Wijnperle  
SEG Foundation/Winn-Dixie

## \$100 - \$499

Lynne Abbott  
Wendy Adler  
Melida Akiti  
Jim Alu



# Thank you to our Supporters

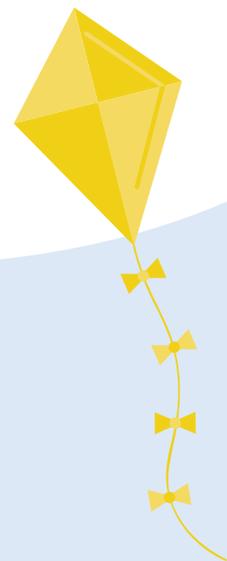
James and Judith Ambrose  
American Identification Systems  
Arthur Gallagher & Co.  
Valentina Baragaño  
Sharon Barnwell Miller  
James Bauer  
William D. Baumgartner  
Jane Bennett  
Carl Borup  
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Bob Rodriguez  
Inez Romaguera  
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Gordon Silver  
Suzanne Smith  
Victor and Darlene Stosik  
Nancy Tarchis  
Elaine and Daniel Taylor  
The Atlas Group  
The Sobel Family Foundation  
John and Tami Thraum  
Esther Travieso  
Gregory Utlej  
Julia and Phillip Valent  
Weston Chiropractic  
John Van Wyckhouse

## Up to \$100

Anthony Alfonso  
Howard Arnberg  
Pamela Baron  
Francine Baugh  
Dottie Benkem  
Nancy L. Bennett  
Monica Blackwood  
Alan Boisvert  
Gayanne Boswell  
Suzanne Bryan  
Justin Buis  
Gimme A. Burger  
Pat Burke  
Peggy Calhoun  
California Pizza Kitchen  
Stacey Campbell  
Therese Cappiali Costa  
Carlos Castresana  
Rita Cote  
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Carole Dodge  
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Blanca Estrada Rivas  
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Maria Martin  
David S. Miller  
Rhoda Moss  
Fay Noble  
Mark and Beth Nussbaum  
Susan O'Hara White  
Mikelange Olbel  
Jerel Olson  
Sue Ortega  
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Lisa Pechter  
Angie Pena  
Perla Pinto  
Audrey Robillard  
Steven Robillard  
Esther Rodriguez  
Alejandro Rojas  
Debbie Sandler  
Pamela Serrano  
Stuart B. Shapiro  
Neiko Shea  
Janet Sims  
Paul Smith  
Michael Soto  
The Benevity Community Impact Fund  
Jennifer Thonus  
Tony Whittaker  
Adam Widett  
Yolande Wijtenburg  
Carlton Williams  
Beth Williams-Bellamy  
John Wirth



This list includes financial gifts received by Children's Harbor between July 1, 2015 and June 30, 2016

We truly apologize for any errors or omissions. Please email [rlevi@childrensharbor.org](mailto:rlevi@childrensharbor.org) so we may correct any error in our next issue.

**Thank you from the very bottom of our hearts for your love and support of the children of Children's Harbor**

# Children's Harbor Impact:

300 foster care children given a loving place to call home.

80 teen mothers given a safe haven to raise their babies.

4,000 children and families provided in-home counseling.



## Our Kids

At Children's Harbor we care for children from birth to age 18; from infants born to teen mothers to teens aging out of the foster care system. All of our kids have seen things that a child should never see and all of their stories are heart wrenching. But thanks to Children's Harbor, they have a place to heal and be kids again.

## Our Dream

Children's Harbor demonstrates the power of fulfilling a dream. One man's dream combined with a caring community has impacted the lives of hundreds of children. Our dream is that YOU will get involved in making a difference for children in the foster care system. That YOU will know the feeling of joy that comes from making one child's life better. Together we can ensure that children in our community grow up great. For more information on how you can help please call Ray Levi at 954-252-3072 ext 210.

Children's Harbor 5th Annual Harbor Lights  
*Old Hollywood Red Carpet Event*  
Celebrating 20 years of Vision and Hope  
Saturday, March 25, 2017, 6:00 pm  
at the W Hotel, Fort Lauderdale  
HONOREES: The UPS Foundation | Royal Caribbean Cruise Lines  
PRESENTED BY: Ultimate SOFTWARE and UPS  
You're Invited  
[www.biddingforgood.com/harborlightsgala](http://www.biddingforgood.com/harborlightsgala)



19425 SW 58th Manor, Pembroke Pines, FL 33332  
954-252-3072

[www.childrensharbor.org](http://www.childrensharbor.org)

Children's Harbor Inc., is a non-profit 501 (c) (3) tax exempt charity for children. A copy of the official registration and financial information may be obtained from the division of consumer services by calling 1-800-435-7352 toll free within the state. Registration does not imply endorsement, approval or recommendation by the state. Registration: CH7206, issued by the Florida department of consumer services.

