

2017 Annual Report

# A Bright Future



**ZERO TO THREE**  
Early connections last a lifetime

# Thank YOU for your belief in the power of early connections.

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# Your continued support has made a real difference for ZERO TO THREE and for our support of the youngest among us.



**Ross Thompson**  
Board President

In 2017, we deepened existing relationships and made many new and critical connections to maximize our long-term impact in ensuring **all** infants and toddlers have a strong start in life.

That is our mission. It's what motivates us to be a force for change.

In the following pages we highlight just a few examples of ZERO TO THREE's powerful work to **advocate, train, support, and connect** those who have a heart for and committed interest in babies and toddlers. Through our persistent efforts, the science of early development has now permeated public and parental understanding in so many ways. And it has enabled us to move closer to **our vision of a society with the knowledge and will to support all babies in reaching their full potential.**



**Matthew Melmed**  
Executive Director

The work is challenging—but the rewards are great, touching myriad lives. It is work that we know we cannot do alone. It takes a vibrant network of **baby champions** – hard-working moms and dads, proud grandparents, devoted caregivers, committed professionals, courageous advocates and policymakers, and generous funding partners and donors – connected for the ultimate good of strengthening families and children across the country and around the world.

Yes, we're all about connections and the love and nurturing of our youngest children, laying a strong foundation for a brighter future.

*Ron A. Thompson*      *Carly*

# Highlights

**2,558,751**

Unique Website Visitors

**187,069**

Video Views on YouTube and Vimeo

**63,150**

Policy Network Members

**893**

Media Articles Highlighting ZERO TO THREE's Work and Perspective

**368**

Training Workshops

**51**

Strolling Thunder Families and Babies Brought to Washington

2,739

741

2016

2017

Organization Members

210,352

74,311

2016

2017

Downloads of  
Organization's  
Materials

35,552

16,675

2016

2017

Professionals  
Attending Training





# Leading the Way

Moms and dads descending upon Capitol Hill with their babies. Caseworkers, judges, and parents working together to help young children in foster care. Early childhood educators and professionals soaking up training to sharpen their skills to better serve the young. Read on for examples of ZERO TO THREE's impactful work to advocate, train, support, and connect those who have a heart for and committed interest in babies and toddlers.

## Our Impact

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### STROLLING THUNDER

## A Big Voice for Babies

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**Learn more at**  
**[thinkbabies.org](https://thinkbabies.org)**

In anticipation of the new Administration and Congress, ZERO TO THREE launched the *Think Babies™* campaign to make the potential of every baby our national priority. The marquee event of the campaign launch was the inaugural Strolling Thunder, which brought babies and families from 50 states and the District of Columbia to the nation's capital to meet with Congressional leaders and staff. Families engaged lawmakers in conversation about the importance of the first three years of a child's life—and what babies and families need to thrive. A total of 163 meetings were held, with 71 Members of Congress taking the time to meet families personally. ZERO TO THREE joined forces with many partners, including the National Association for the Education of Young Children, Council for a Strong America, the National Diaper Bank Network, 1000 Days, Child Care Aware of America, DC Educare, and more for the event.



# Key partnerships to reach one million children by 2032



Learn more at  
[healthysteps.org](https://healthysteps.org)

## HEALTHYSTEPS

### Transforming the Promise of Pediatric Care

ZERO TO THREE continued to make great strides with **HealthySteps**, our unique, evidence-based pediatric primary care program committed to early childhood development and effective parenting. Designed to strengthen early social and emotional development, in addition to the physical health, of babies and young children in low-income families, the program involves 121 pediatric practices across the country that currently serve more than 36,000 children ages 0-3. Among the program's notable philanthropic investors is Blue Meridian Partners, which is investing \$39 million in the first phase of HealthySteps' long-term growth plan. This plan aims to double the number of families and young children served over the next five years and ultimately reach over 1 million children by 2032 and set the standard for team-based pediatric care across the nation.

### PARENTS

## A Whole-Family Approach to Growth

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For many families with children under 5, grandparents fill a critical need for infant-toddler child care that is trusted, affordable, and accessible. In 2017, with the support from the David and Lucile Packard Foundation, we conducted focus groups with grandparents that revealed important insights on how they view their role as child care providers and the joys and challenges of “sharing the care.” These findings have been incorporated into a suite of **parenting resources** to help families navigate this essential three-generation relationship.

## Ensuring a brilliant future for all children

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### SAFE BABIES COURT TEAMS

## Transforming Child Welfare to Child Well-Being

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Every six minutes, somewhere in the United States, a baby or toddler is removed from their parents due to abuse and neglect. They are placed in a child welfare system that is often a developmental disaster. ZERO TO THREE works to shape positive outcomes for young children and families through our **Safe Babies Court Teams**, which connect babies and their families with the support and services they need to promote healthy child development, while also ensuring speedier exits from the system. Creative local partnerships focus on improving how the courts, child welfare agencies, health professionals, infant mental health providers, and other related organizations work together, share information, and ultimately expedite services for infants and young children in foster care. The teams have been effective in helping to provide stability for children: 86% of the children remained in the care of their first or second out-of-home caregiver and 94% were in out-of-home placement for less than 12 months.

**94%** of children  
were in out-of-  
home placement  
for less than  
**12 months.**





## Our Impact

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### MILITARY FAMILIES

## Enhancing Everyday Moments for Military Families

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With more than 10 years under our belt of working with **military families** from all service branches, ZERO TO THREE has developed valuable tools for parents—from a mobile app to videos and e-learning courses—to help them navigate the many transitions that come with military life. Additionally, ZERO TO THREE also trains and supports the home visitors that help new parents in the Army give their babies a strong start in life. All of these things help active duty and veteran military stay strong and nurture family connections in tough circumstances.

**Learn more at**  
**[babiesonthefront.org](http://babiesonthefront.org)**

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**“The concept of leading adaptively with courage and compassion is transformative.”**  
**Clinton Boyd Jr.**

Doctoral Student, the Department of Sociology at Georgia State University and **ZERO TO THREE Fellow**

PROFESSIONAL DEVELOPMENT AND TECHNICAL ASSISTANCE

## Empowering Educators for a Greater Impact

This year, our organization provided customized, competency-based **training and technical assistance** to more than 35,000 professionals at organizations and agencies throughout the world. In 2017, three landmark professional training curricula were completed and implemented: *The Growing Brain: From Birth to 5 Years Old* geared toward teaching early childhood providers; *ZERO TO THREE Critical Competencies for Infant–Toddler Educators™* course; and *DC:0–5™: Diagnostic Classification of Mental Health and Developmental Disorders of Infancy and Early Childhood*. The ZERO TO THREE Western Office partnered with First 5 LA to develop the Prenatal to Age 5 Workforce Development (P-5 WFD) Project to respond to the need for cross-sector coordination of services for the prenatal to age 5 population. Our leadership in this area extends further through the operation and support of five Federally Funded National Centers.

**Learn more about upcoming training opportunities at [zerotothree.org/learningcenter](https://zerotothree.org/learningcenter)**

## Our Impact

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### "DADDY MATTERS"

## Finding Fatherhood for Real

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ZERO TO THREE recognizes the need to elevate and amplify the role and voice of fathers. We have partnered with social media sensation LaGuardia Cross, creator of the hilarious and heartwarming "New Father Chronicles" YouTube series, to launch "Daddy Matters," an insightful four-part video series for ZERO TO THREE to engage parents in a lively conversation about the challenges and joys of being a dad.

**Check out our video series "Daddy Matters," at [zerotothree.org/daddymatters](http://zerotothree.org/daddymatters)**

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### MEMBERSHIP

## A Growing Community of Support

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Membership continues to thrive at ZERO TO THREE. The close of 2017 boasted 2,739 members, up from 741 at the end of 2016. They come from all 50 states, Guam and Puerto Rico, and 41 countries and know the benefits of connecting to ZERO TO THREE. One of the newest benefits they are raving about is **Member Connect**, an online community for a diverse range of professionals working with infants, toddlers, and their families. ZERO TO THREE members are using it to reach out, seek information, connect with one another, and look for support and resources around challenging issues in their work.

Connections continued to grow at ZERO TO THREE's **Annual Conference**, which drew more than 3,000 early childhood professionals to New Orleans, Louisiana, for three days of learning, networking, and bonding. The conference, whose theme was "Building Powerful Connections," indeed helped attendees build connections to support young children and their families in reaching their full potential. A highlight was keynote speaker Bryan Stevenson, founder and executive director of the Equal Justice Initiative, whose powerful presentation put the spotlight on African-American boys and the cradle-to-prison pipeline. "Listening to Bryan Stevenson was an experience of a lifetime. I cannot remember being so moved or inspired by a speaker," said one conference attendee. "I felt a renewed sense of passion for my work and a sense of community with everyone in the room."

**“The information  
and training  
I receive is  
invaluable to  
my career.”**

**Tricia Woodliff**

Clinical Counselor/Supervisor and Faculty,  
University of Nevada, Reno and **ZERO TO THREE Member**

# Investing in St

ZERO TO THREE believes that investing in strong leaders and advocates for babies and toddlers helps to ensure a strong start for our young. Since 1981, the ZERO TO THREE Fellowship, part of the organization's Leadership Development Institute, has supported a cohort of diverse professionals working together to sharpen their skills and expand their network. Through the fellowship they become better leaders and true change agents giving their best to the infants, toddlers, and families they serve. Here's a look at two recent fellows.

## Up for Change



For **Lana Nenide**, transformation came in the form of a ZERO TO THREE Fellowship. And that's just what she was looking for.

As executive director of the nonprofit Wisconsin Alliance for Infant Mental Health in Madison, Wisconsin, Nenide wanted to be a more effective and courageous leader. Remembering the raves of a former ZERO TO THREE Fellow about the great experience she had, Nenide applied and was selected for the rigorous leadership development program in 2016. She is a proud member of the class of 2018.

A native of Belarus in Eastern Europe, Nenide was impressed by the diversity of her fellowship group, which included professionals from across the country and around the world. "I can't imagine other opportunities where I would work with a neonatologist or someone from Turkey who worked for a foundation. I appreciated access to the international community and other people from our country who come from different disciplines and systems."

The fellowship was also an opportunity for Nenide to think about how she could help create an infant/early childhood mental health consultation system to provide support for service providers in Wisconsin. She is already pulling together people and funding to make that a reality, using enhanced leadership skills gained as a ZERO TO THREE Fellow.

Nenide says during the fellowship she had quite a few "a-ha moments" that opened her eyes and mind to new ways of thinking and doing things. And she is grateful for the experiences and encourages other leaders to find their voice and be a change agent.

"I feel stronger, a sense of courage that I didn't feel before as a leader," she says. "It was important to me to be a stronger, better voice for infants, toddlers, and their families."



# Strong Leaders

## Looking Inside Out



Child psychiatrist **Kalpana Miriyala** really didn't know what to expect when she got word that she had been selected for the prestigious ZERO TO THREE Fellowship in 2016. She just knew it was time for something different after all her years of medical study and training in childhood mental health.

"I was hoping to learn ways to engage with people from different systems and get them moving toward a common goal," says Dr. Miriyala, Assistant Professor of Child and Adolescent Psychiatry at Marshall University in Huntington, West Virginia. "The fellowship went well beyond that."

A common goal she wanted to get people moving on in West Virginia: tackling the raging opioid crisis and how it is adversely affecting babies, young children, families, and communities. "Everyone is impacted directly or indirectly by it," she says. Her experience as a fellow is helping her link services for families and figure out ways to have a warm hand-off between those services so that new parents and children don't fall through the cracks.

In addition to connecting Dr. Miriyala to a world of infant mental health experts in a variety of fields, the fellowship provided time for self-reflection as well as guidance on presenting her vision to others. "I learned to be more vocal and persistent about things that I believe in," says the native of India. "The fellowship has guided me to connect with myself in a more mindful way."

The fellowship also was a great way to groom and build expertise in the field of infant mental health, Dr. Miriyala says. She doesn't take lightly the time and money that ZERO TO THREE invests in the program to benefit professionals like herself.

"When you stand on the shoulder of giants you see further, and that's what the fellowship allowed us to do," she says.

# Giving Back



## Lighting the Path

You could say **Dr. Sandra R. Wolkoff** was sold on ZERO TO THREE after attending her first conference more than 30 years ago. “I found a professional home that spoke to my heart and my head,” says the Long Island, New York-based licensed clinical social worker.

The 1986 gathering was the beginning of a long-term relationship with ZERO TO THREE. “I learned about the importance of the first years of life and the plasticity of the human brain and spirit that allows us to survive risk factors and thrive on protective ones way before the research made headlines,” said Dr. Wolkoff.

She has since presented on conference panels and workshops as well as contributed to the Journal. Dr. Wolkoff shares the cutting-edge knowledge of ZERO TO THREE through her work as a clinician, consultant, and trainer. She is a proud member of the organization’s Academy of Fellows, class of 2007-2009.

Dr. Wolkoff hasn’t just received from ZERO TO THREE—she is a long-time donor. “I hope that my donations can help other professionals. It is my way of carrying on the gift of mentoring and leadership that I received,” she says. Dr. Wolkoff applauds the organization, “for its contribution to the wisdom of a field that continues to inform and improve services to young children and their families.

**“Dr. Garrity’s gift will allow us to develop a parent education curriculum which will, undoubtedly, touch thousands of families with young children.”**

**Rebecca Parlakian**  
Senior Director of Programs



## From Passion to Legacy

**Dr. Linda Garrity** loved many things—from international hiking trips to the music of Bach and Dave Brubeck. But one of her greatest loves was children and helping them have successful lives.

A successful clinical psychologist and psychoanalyst in Madison, Wisconsin, Dr. Garrity was sensitive to the needs of new parents and infants. Several years ago, after researching various institutions to leave a gift that would positively impact children, she decided to bequest about \$1 million to ZERO TO THREE. Dr. Garrity passed away in April 2017.

“She found ZERO TO THREE was a match for what she so strongly believed in,” says Virginia Bartelt, executor of Dr. Garrity’s estate. “She was sure that they would put it to good use.”

Dr. Garrity’s gift, which will be paid in installments over 10 years, is earmarked for ZERO TO THREE programs to promote infant-parent bonding. It is work that Dr. Garrity devoted herself to early in her career at the Mendota Mental Health Institute in Madison, where she developed a program focused on providing support to parents of newborns by teaching them the importance of positive early bonding. She later became a certified psychoanalyst and taught at the Wisconsin Psychoanalytic Institute, where she served as a training and supervising analyst, and at the Chicago Institute for Psychoanalysis.

“Her generosity speaks for her,” says Ms. Bartelt of Dr. Garrity. “She gave to those things that were closest to her and that she cared most about.” And one of those was the work of ZERO TO THREE.

# Financials



## 2017 Revenue

**66.5%**

Federal and State Government Grants and Contracts

**22.4%**

Private Grants, Contributions and Contracts

**10.6%**

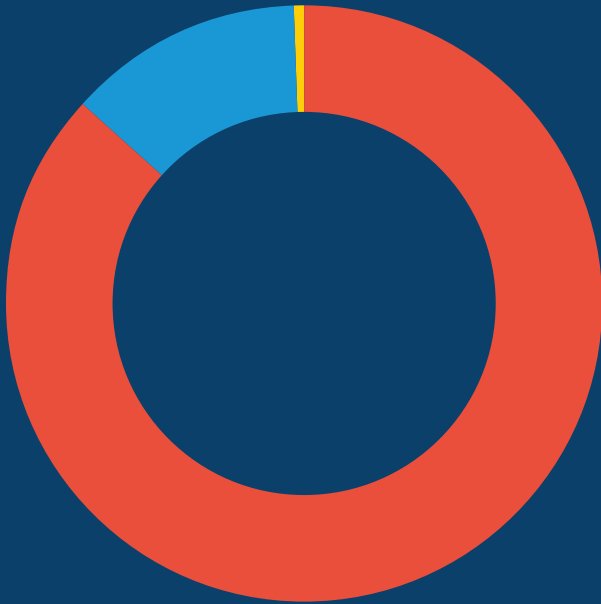
Program Service Revenue

**0.4%**

Investment Income

**0.1%**

Other Revenue



## 2017 Expenses

**86.4%**

Program Services

**12.6%**

General and Administrative

**.001%**

Fundraising and Development

## Assets, Liabilities & Net Assets

● 2017 ● 2016

### Assets

**\$57,181,667**

**\$37,640,917**

### Liabilities

**\$9,862,736**

**\$8,107,099**

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**\$47,318,931**

**\$29,533,818**

Net Assets

# Baby Champions



# ZERO TO THREE is tremendously grateful for the generosity of our Baby Champions.

Your continued support allows us to extend our work to advance the proven power of nurturing relationships. Now more than ever there is much to be done. Together we can ensure all babies and toddlers have a strong start in life.

## **Foundations and Corporations**

The Ahmanson Foundation  
Alexandria Toyota  
Alliance for Early Success  
AmazonSmile Foundation  
Diane & Norman Bernstein Foundation  
Blue Meridian Partners  
California Community Foundation  
The Capital Group Companies Charitable Foundation  
The Duke Endowment  
Ford Foundation  
Irving Harris Foundation  
Heitman  
Robert Wood Johnson Foundation  
George Kaiser Family Foundation  
W.K. Kellogg Foundation  
Maritz Family Foundation  
The David and Lucile Packard Foundation  
Perigee Fund  
Primrose Schools Children's Foundation  
Robin Hood Foundation  
Schusterman and other Tulsa Foundations  
Smith Richardson Foundation  
Stein Early Childhood Development Fund  
W. Clement & Jessie V. Stone Foundation  
Philip & Lynn Straus Foundation

Tikun Olam Foundation  
Turrell Fund  
World Bank Community Connections Fund

## **Individuals**

Anonymous (24)  
Therese Ahlers  
Carol Airone  
Barbara & Todd Albert  
Madeleine Albright  
Karen Alden  
Michael Allen  
Rika Alper  
Vera Alsova  
Alejandra Alvarez-Ibañez  
Sherry Hiemstra & Decker Anstrom  
Carole Arsenault  
George Askew  
Lynette Aytch  
Catherine Bacon  
Isabel Baker  
Naomi & David Balto  
Betty & Arthur Bardige  
Kori Bardige  
The Estate of Kathryn E. Barnard, PhD, RN, FAAN  
Jessica Barnett  
Patricia Barron  
Nicola Bauer  
Carol Baxter

Marjorie Beeghly Wasek  
Jean Bellows  
Ernestine Benedict  
Helen Benham  
Ron Benham  
Sarah Benjamin  
Jennifer Berke  
Michael Berman  
Bonnie & Richard Berner  
Paula & William Bernstein  
Victor Bernstein  
Jane Bernzweig  
Judith Bertacchi  
Peter Bigot  
Alexandra Birnbaum  
Nancy Blackwell-Todd  
Lynn Blitzer  
Catherine Bodkin  
Aidan Bohlander  
Gretchen & David Bonham  
Jennifer Boss  
Kimberly Bradley  
Patricia Brady  
Genny Brewer  
Joy Browne  
Dorothy Bryan  
Terri Buccarelli  
Kim Buller  
Iris Bulls  
Danielle Burton  
Jerilyn Busch  
Mary Caputo  
Evonne Carawan

Karren Carnes  
Mark Carter  
Simi Chandi  
Robert M. Chang and Ginger L. Chang  
Dr. Maria D. Chavez  
Natalya Chernyak  
Elizabeth Christie  
Lynn Chwatsky  
Jean Clinton  
Julie Cohen  
Patricia Cole  
Marilee Comfort & Phil Gordon  
Molly Cooley  
Ginger Cullen  
Lena Cunningham  
Nikki Darling-Kuria  
Judith Davies  
Peter Dawson  
Allyson Dean  
Lia Dean  
Rosemarie Dennerly-Francis  
Taletha Derrington  
Kimberly Diamond-Berry  
Meg & Joe DiGiovanni  
Elizabeth DiLauro  
Jennifer Doeblen  
Tele Durham  
Erin Duyka  
James Earhart  
Linda Eggbeer  
Helen Egger

# Baby Champions

## Individuals (Continued)

Nancy & Henry Elghanayan	Yoko Hamada	Jon Korfmacher	Cheri Morris
Martin Elias	Cara Hamilton	Ashley Kottler	Christynn Morris
Charles Elson	Byron Hammer	Jani Kozlowski	Renate Mueller
Robert Newcomb Emde	Lindsay Handelsman	Colleen Kraft	Kathleen Mulrooney
Jessica Emerick	Brian Harrison	Deborah Kravik	Ann Pleshette Murphy
Paula Erdelyi	Andrea Y. Hart	Molly Kretchmar-Hendricks	Judith Naber
Margaret Fagan	Florence & Peter Hart	Maria Kroupina	Brian Napack
Kelley Faulk	Ellen & John Hashagen	Lorraine Kubicek	Constance Cohen and James Navis
Carole Ferguson	Lauren Havens	Gigi LaGrange	Christina Nigrelli
Janie Fletcher-Huddleston	Laura Hawes Young	Patricia Lakatos	Judy Norris
Colleen Foley	Hannah S. Hawley	Ron Lally	Michael Olenick
Dagmar Frias	Mary Claire Heffron	Valeri Lane	Ellen Olshansky
Kaitlin Fronberg	Toni Heineman	Karin Larson	Joy Osofsky
Stefanie Frye	Michael Held	Adam Lauring and Susannah Keller	Leslie Oster
Michael Gaffrey	Geraldine Henchy	Carol & Duane Leach	Eleanore Pankow
Robert Gallen	Dorothy Henderson	Julie Lee	Rebecca Parlakian
Linda I. Garrity Trust	Sally Henley	Patricia Lester	Jeree Pawl
Maria Gehl	Lucy Hudson	Donna Levin	Frederick Penn
Dennis Gibbons	Nancy Hughes	Alicia Lieberman	Michael Pergamit
Linda Gilkerson	Holly Hunt	Jeffrey Lindsey	Whitney Pesek
Linda Gillespie	Sarah Hunt	Alan Lopatin	Helen Pierce
Walter Gilliam	Erica Hurvitz	Marilyn and John Love	Gary Polinsky
Mary Margaret Gleason	Janice Im	Russell Lyman	Cheryl Polk
Chris Gleason	Nucha Isarowong	Elizabeth Mallott	Nan Poplin
Mary Golden	Gefei lu	Peter Mangione	Kristina Powers
Stephanie Goloway	Sarah James	Janet Mann	Stefanie Powers
Robert Gordon	Deirdre Jameson & Charles Huzenis	Joy Markowitz	Victoria Prieto
John Grabert	Sandra Jandik	Emmy Marshall	Laura Ptucha
Jacqueline Gravell	Brenda Jones Harden	Monica Mathur-Kalluri	Giang Quach
Amy Greenberg	Elsa Jones	Peter Mayer	Sheri Hill & Tim Quagliaroli
Jan Greenberg	Lisa Jones	Maria Mayoral	Luisa Ramirez de Lynch
Myrna & Stephen Greenberg	Quinn Kaiser	Bill McCall	Suzanne Randolph
Carolyn & Adam Greene	Sheila Kamerman	Kathleen McEnery	Mechthild Rast
Bruce Grellong	Birgit Kamps	Kristen McManus	Kimberly Friedman & Thomas Redden
Annie & Patrick Griffin	Rosine C. Klein Katan	Matthew Melmed and Lynette Fraga	Shauna Reinhart
Mary Lou Gross	Portia Kennel	Fanny Melnikow	Julia Richards
Anonymous in Memory of Ellen & John Tuchler	Daniel B. Kessler MD	Andrew Meltzoff	Alice Ricks
Lois Gruendl	Megan Kirshbaum	Barbara Miller	Elaine Rieman
Marla Gzesh	Lisa Klein	Elise Miller	Helen Roadarmel
Ellen Halpern	Andrea Knox	Stephanie Millian	Berteal Rogers
	Kirsten Koerner	Lara & Clifford Mintz	Karen Rohr
	Boris Kofman	Kelly Mohondro	Michael Rosa
	Rachel Kon	Catherine Monk	



Katherine Rosenblum  
 Angelyn Royce  
 Beatriz Saal  
 Saeid Saeidian  
 Lela & Gerry Sarnat  
 Katherine & Nick Scharlatt  
 Judith & David Schiffman  
 Hilary Schlossman  
 Karen Pinell & Karen Schmidt  
 Nan Schwanfelder  
 James Schweitzer  
 David Scull  
 Rizwan Shah  
 Prachi Shah  
 Rebecca Shahmoon Shanok  
 Leah Shapiro  
 Cindy Shepard  
 Laura Shiftlett  
 Leora Siegel  
 Terry Siegel  
 Arietta Slade  
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 Zohreh Zarnegar  
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 Sheri & Sherwin Zuckerman

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 First Five LA  
 San Mateo County , California  
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 U.S. Department of Health and Human Services - Administration for Children and Families  
 U.S. Department of Health and Human Services - Health Resources and Services Administration  
 U.S. Department of Health and Human Services - Office of Planning Research and Evaluation  
 U.S. Department of Health and Human Services - Substance Abuse and Mental Health Services Administration

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 HighScope Educational Research Foundation  
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 Mellow Parenting  
 Drs. Joy and Howard Osofsky  
 PEDStest  
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# Leadership

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### Eugene P. Stein

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### Marilyn Stein

Chairman  
Tikun Olam Foundation

### Barbara Thompson

Former Director, Office of Military  
Family Readiness Policy  
Office of the Deputy Assistant Secretary  
of Defense for Military Community  
and Family Policy

### Ginger Ward

Chief Executive Officer  
Southwest Human Development

### Charles H. Zeanah Jr., M.D.

Professor of Psychiatry and Pediatrics  
Tulane University School of Medicine

## Executive Leadership

### Matthew Melmed

Executive Director

### Ernestine Benedict

Chief Communications Officer

### Edima Elinewinga

Chief Technology Officer

### Janice Im

Chief Program Officer

### Myra Jones-Taylor

Chief Policy Officer

### Kathleen McEnery

Chief Development Officer

### Elise Miller

Chief Business Operations Officer

### Laura Shiflet

Chief Financial & Administrative Officer

**We're working  
hard to ensure  
that all babies  
and toddlers  
have a strong  
start in life.**

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**ZERO TO THREE**  
Early connections last a lifetime

ZERO TO THREE works to ensure that babies and toddlers benefit from the early connections that are critical to their well-being and development.

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