



Serving Children
Supporting Families
Strengthening Communities

Founded in 1806

Celebrating 205 Years of Service to the
Children and Families of New York City



FISCAL YEAR 2011 ANNUAL REPORT



GRAHAM WINDHAM is the nation's longest serving non-sectarian child welfare agency.

MISSION

In full partnership with families and communities, Graham Windham strives to make a life-altering difference with children, youth and families affected by abuse, neglect and delinquency by providing each child we serve with a strong foundation for life: a safe, loving, permanent family and the opportunity and preparation to thrive in school and in the world.

OVERVIEW

Founded in 1806 in New York City as *The Orphan Asylum Society* by Mrs. Alexander Hamilton, Mrs. John Graham, Mrs. Nicholas Hoffman, and Mrs. Divie Bethune, Graham Windham has pioneered programs for New York City's disadvantaged children, families and communities for 205 years. In Fiscal Year 2011, Graham Windham managed an annual operating budget of \$67 million of which 92% went directly toward programs with just 8% toward operating costs.

Graham Windham provided educational and social service programs to more than 8,000 children and families in New York City's neediest communities in the Bronx, Brooklyn, Harlem, Manhattan, as well as at The Graham School Campus, which houses a residential treatment center and a Special Act School (K-12) at Hastings-on-Hudson, New York. In 2002, under the guidance of our Trustees from McKinsey & Company, Graham Windham launched the *Performance Culture Initiative*, a unique organizational-wide performance measurement system, to ensure that each of our programs reflect best practices and the flexibility to meet the ever-changing needs of our children and families.

CORE VALUES

Safety, Permanency, Education, Literacy, Self-sufficiency and Strength-based Services.

OPERATIONAL PRINCIPLES

Fidelity to mission, personnel and organizational integrity, performance culture and fiscal discipline.

PROGRAMS AND SERVICES

THE GRAHAM SCHOOL: Established over 100 years ago, The Graham School is a residential education and treatment center that serves over 400 at-risk youth each year from the New York City area on a campus located in Hastings-on-Hudson, New York. The Graham School works in partnership with The Greenburgh-Graham Union Free School District to provide educational opportunities and therapeutic services to students who have experienced difficulty or failure in previous school settings. The Graham School proudly asserts three critical distinguishing principles: the development of a therapeutic, mentoring and normalizing culture; a sustained and concentrated focus on family permanency planning; and the core belief in the power of education as a primary force for the individual to progress and achieve in society.

EARLY CHILDHOOD PROGRAMS: Graham Windham recognizes that high quality early childhood literacy and education are essential for the successful physical, psychological, intellectual and social growth of a child. Our early childhood programs provide safe, nurturing care for young children whose parents are working or going to school and also offer critical learning experiences that will set the stage for later success in school and in life. Graham Windham provides the following Early Childhood Programs: *Early Head Start, Family Child Care Network, Grow With Us Preschool, The Harlem Child Care Center, The Williamsburg Child Care Center, and The Early Learning Center at Davidson Avenue.*

FAMILY AND COMMUNITY SUPPORT SERVICES:

Graham Windham offers a rapid response to the challenges of at-risk families through: preventive case management services for families at risk of foster care placement through our *Bronx* and *Brooklyn Neighborhood Family Centers* and Harlem and Hunts Point *Beacon Ties* programs; *Bridges to Health* Medicaid waiver case management services for children and youth with emotional disturbances or other health issues; mental health services for children, adolescents, and their parents through the *Manhattan Mental Health Center* and *School-Based Mental Health Services*; and after-school programming for children in Harlem and Hunts Point through our *Beacon After-School Center*. Graham Windham's network of community and family services offers a rapid response to the challenges of at-risk families, providing accessible and sensitive support. Graham Windham provides the following Family and Community Support Services: *Beacon Ties, The Beacon After-School Center, Bronx Neighborhood Family Center, Brooklyn Neighborhood Family Center, and Community Achievement in the Schools, the Manhattan Mental Health Center* and *School-Based Mental Health Services*.

FAMILY PERMANENCY AND PLANNING SERVICES:

Graham Windham's foster care program places children with loving foster families and provides case management services to ensure the daily safety and well-being of each child, to help parents develop the skills and receive the support they need; and, when parents cannot provide for their children's safety, to seek an alternative strong, permanent family. Graham Windham provides: *Adoption, Foster and Therapeutic Foster Boarding Homes, Foster Parent Support, Birth Parent Support, Educational Advocacy, Youth Development services and Bridges to Health supportive, wrap around and after care services*.

EARLY HEAD START PROGRAM INFORMATION

REPORT: In accordance with the Head Start Act Sec. 644. [42 U.S.C. 9839], Graham Windham is required to disclose the following information about our Early Head Start Program (EHS). During the enrollment year of August 1, 2010 to July 31, 2011 our EHS served a total of 280 children and families. The average monthly enrollment was 97% and the percentage of total eligible children was 100%. The percentage of enrolled children who received medical and dental exams was 92% since we partnered with New York University to provide dental screenings to all our EHS children. To strengthen parental involvement in the education of their children, we provided a wide array of parental activities and supports including parent workshops; socialization groups; referrals to GED programs, housing, ESL and other family literacy and social service programs. Staff, providers and parents were provided with opportunities to attend local and national workshops on a range of topics that included school Readiness, Infant/Toddler Development, Cultural Competence. In order to ensure that our children are prepared to enter Head Start/ kindergarten ready to succeed, and in keeping with the requirements of the Improving Head Start for School Readiness Act, an Early Head Start School Readiness Plan was developed that include specific goals for the children served. The Early Head Start program continues to implement The Creative Curriculum, a comprehensive early childhood educational system that has been shown to promote the cognitive, language, social/emotional, and physical development of young children. For Fiscal Year 2011, the proposed budget for Early Head Start was \$1,357,047

FINANCIALS

The following is an overview of Graham Windham's 2011 audited financial statements for the fiscal year ending on June 30, 2011. *For a copy of the complete audited report please visit our website.*

OPERATING INCOME

Government Contracts	\$ 65,022,497
Private contributions/grants	\$ 223,665
Special Events (net direct costs)	\$ 955,972
Revenue UFSD #10	\$ 122,529
Program service fees	\$ 864,709
Interest income	\$ 33,444

Total Support & Revenue: \$67,222,816

OPERATING EXPENSES

Programs:

Westchester Residential Services	\$13,950,933
Family Permanency Planning	\$23,583,242
Medicaid	\$ 4,887,753
Early Childhood	\$13,522,463
Family Preservation	\$ 4,940,583

Total Programs \$60,884,974

Management & General	\$ 5,104,032
Fundraising	\$ 405,057

Total Operating Expenses \$66,394,063

FINANCIAL POSITION

Total Assets	\$33,886,153
Total Liabilities	\$21,057,954

Net Asset Balance \$12,828,199

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In celebration of our historic 2006 Bicentennial Anniversary, the Board of Directors established The Leadership Council to further our vital mission of caring for New York City's most vulnerable children and families. The Leadership Council is committed to shaping and securing our future for a third century of service. We remain truly grateful to The Leadership Council for their magnificent generosity and for underwriting our annual gala celebration.

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For two decades, our Bronxville Friends have brought joy to our children who are living at The Graham School during the Holidays by helping them decorate their cottages and fulfilling their "Santa Wish-Lists." A very special thank you to our Adopt-A-Cottage Angels.

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