



Serving Children
Supporting Families
Strengthening Communities

Founded in 1806

*Celebrating 206 Years of Service to the
Children and Families of New York City*



FISCAL YEAR 2012 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 206 years. In Fiscal Year 2012, Graham Windham managed an annual operating budget of \$68 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 7,000 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 300 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.

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, Youth Development services and Bridges to Health supportive, wrap around and after care services.*

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*.

EARLY CHILDHOOD PROGRAMS: In 2011, Graham Windham's Board of Directors voted to divest of early childhood programming as of July 1, 2012. The Board stated that while our early childhood programs garnered recognition for their excellence, that our focus should now be on our Family and Community Support Services, Family Permanency and Planning Services and The Graham School with the goal being to help fill the significant gaps in programming that exist for children and families who are involved in the child welfare system thus ensuring better outcomes for this highly vulnerable and population

EARLY HEAD START PROGRAM INFORMATION

REPORT: In accordance with Head Start Act Sec. 644. (42 U.S.C.9839, Graham Windham is required to disclose the following information about Early Head Start Program (EHS). During the enrollment year of August 1, 2011 to July 31, 2012 our EHS served a total of 269 children and families. The average monthly enrollment was 93% and the percentage of total eligible children was 100%. The percentage of enrolled children who received medical and dental exams was 84% as a result of a partnership established with New York University School of Dentistry to provide dental screenings to all EHS children. To strengthen parental involvement in the education of their children, a wide array of parental activities and supports were facilitated including parent workshops; socialization groups; referrals to GED programs, housing, ESL and other social service programs. Local and out of state workshops were provided for staff, parents and providers in areas around health and safety, family literacy, and developmentally appropriate practice. Child care providers continue to assess children's progress using the Creative Curriculum assessment, Teaching Strategies GOLD. EHS uses data to inform program planning and to plan for individual and groups of children. The program has also developed goals to foster increased parent engagement and to create a family-centered program. For Fiscal Year 2012, the proposed budget for Early Head Start was \$1,357,047.

FINANCIALS

The following is an overview of Graham Windham's 2012 audited financial statements for the fiscal year ending on June 30, 2012. *For a copy of the complete audited report please visit our website.*

OPERATING INCOME

Government Contracts	\$65,294,651
Private contributions/grants	402,408
Special Events (net direct costs)	1,116,837
Revenue UFSD #10	87,110
Program service fees	869,429
Interest income	30,615
Total Support & Revenue:	67,801,050

OPERATING EXPENSES

Programs:	
Westchester Residential Services	13,642,595
Family Permanency Planning	20,746,415
Medicaid	10,977,518
Early Childhood	12,034,833
Family Preservation	4,683,697
Total Programs Expenses	62,085,058
Management & General	5,369,232
Fundraising	558,737
Total Operating Expenses	68,013,027

Excess (Deficiency) of Operating Income (211,977)

NON-OPERATING INCOME

Investment income	407,409
Changes in Net Assets	195,432

FINANCIAL POSITION

Total Assets	34,030,696
Total Liabilities	21,007,065
Net Asset Balance	\$13,023,631

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Poul Jensen

July 1, 2011-December 30, 2011

After fifteen years of service, Mr. Jensen announced that he would retire on December 30, 2012. In preparation for his succession, the office of President & CEO were divided as of January 1, 2012 as listed below.

CEO

Poul Jensen

PRESIDENT

Jess Dannhauser

THE LEADERSHIP COUNCIL

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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