



1806 | 2006

# Annual Report 2005

a turning point for 200 years

## Letter from the Chairman and President/CEO



1806 | 2006

Dear Friends,

We are proud to share Graham Windham's Bicentennial Brochure and 2005 Annual Report with you, our friends and supporters. It is an exciting time for the Agency. Graham Windham is two hundred years old — an extraordinary accomplishment and a historic milestone for our City.

Since 1806, Graham Windham has been steadfastly committed to supporting New York City's most disadvantaged children and providing them with true turning points in their lives. Throughout the intervening years, our programs have adapted to meet the changing needs of the population we serve, but our objective has always remained the same: to give the children and families we serve the tools and supports they need to lead productive, self-sufficient lives. We do not believe in a "band-aid" or quick fix approach. We feel strongly that our programs must provide critical and meaningful interventions that will forever change the lives of desperate children and families for the better. This means finding safe, secure, and permanent homes for children who have been placed in foster care. It means ensuring that children on our campus are discharged back into their homes or adoptive homes with the tools they need to thrive. This means that each toddler in our early childhood programs is taught valuable pre-literacy skills — sometimes in two languages if necessary. This also means that if a single mother is in danger of losing her children due to extraordinary life stress, our staff will work with her to devise meaningful, long-term solutions that will allow her family to remain intact if at all possible.

To be sure, this has been a very difficult and tragic year in the child welfare world. However, Graham Windham has responded to these challenges in a very careful, thoughtful and comprehensive way. Our management team, working closely together with the Board's Strategic Planning and Program Performance Committees, has developed a strategic plan for foster care aimed primarily at ensuring that (i) we have extremely systemized, vigorous and regular safety reviews for every foster care home in our system, (ii) we continue to improve the quality of our foster care staff as well as the quality of our foster care parents, and (iii) we provide more expanded and more comprehensive training to our foster care staff and foster care parents, particularly aimed at enhancing and strengthening the skill sets necessary to address difficult child, adolescent and adult behaviors. In addition, we continue to provide our many community based services to families and children in crisis, working hard to keep families together when possible, working for family re-unification if appropriate and working to find permanent adoptive homes for children where family reunification is not a viable option.

Our commitment to literacy for all children in our care remains undiminished. We are extremely proud of a recent grant of \$400,000 from the esteemed Robin Hood Foundation to fund a national pilot parent-child initiative in the area of early childhood education. We are extremely excited about this grant, not only because it will enable us to expand and enhance our early childhood literacy initiatives, but also because it will enable us to have more trained early childhood specialists as frequent visitors to at risk homes resulting in additional critically needed supports for these families. Beyond that, literacy is, in a word, everywhere. Our staff has worked tirelessly to ensure that there is a meaningful, age appropriate literacy component to every single thing we do, every single day. To our knowledge, we are the only child welfare agency to have taken on this significant, un-mandated and unfunded challenge and our efforts, together with our programs, set us apart from all other child welfare agencies. We remain particularly grateful to Bank of America, Citigroup, Lehman Brothers, the DeMartini Family Foundation and the Robin Hood Foundation for making these programs a possibility.

As we embark on a third century of service to children, we have an exceptionally strong management team in place that, working together with an exceptionally strong, committed Board of Directors, are sure to meet the challenges ahead in a direct and effective way. We are an organization that is truly goal driven and performance oriented. Every program is driven by annually renewed Board Goals, and specifically defined outcome goals and measures, that are analyzed on a regular basis. Every staff member's performance is carefully reviewed and evaluated on an annual basis and compensation is set based upon performance evaluations. All of this is geared to ensuring that we have an extremely well run organization with a high caliber staff devoted to providing meaningful high quality programs to the children we serve so that true turning points in their lives may be possible.

We thank you for your generosity and we invite you to continue as our partners as we embark on our third century of service to New York City's children and families.

Sincerely,

Handwritten signature of Poul Jensen in black ink.

Poul Jensen  
President and  
Chief Executive Officer

Handwritten signature of Georgia Wall in black ink.

Georgia Wall  
Chairman of the Board

THE WHITE HOUSE

Dear Friends,

As Graham Windham's Honorary Bicentennial Chair, I am delighted to welcome each of you to the Bicentennial Ball.

In 1806, Elizabeth Hamilton, Isabella Graham and her daughter Johanna Bethune had a great idea. Sometimes, great ideas lie fallow; these three women and their successors at Graham Windham did not allow that to happen. The result has been two centuries of service to some of New York's most vulnerable children.

On this historic occasion, I commend each person whose dedication of time, energy and resources have contributed to Graham Windham's success in caring for the needs of children. And I particularly applaud your adoption of literacy as your signature mission. Every time you help a child to become a lifelong reader, you help to strengthen his or her future and our country's as well.

President Bush joins me in sending special congratulations to Joel Klein, whose outstanding work as Chancellor of the New York City Public Schools certainly merits his being named Graham Windham's Bicentennial Honoree.

And to each person present, the President and I give our thanks. By coming tonight, you signal that you intend to be part of the continuing transformation of a great idea into greater action and to help Graham Windham enter its third century with wind in its sails.

With warm regards,

Handwritten signature of George W. Bush in black ink.

# 2005 Highlights

## EARLY CARE & EDUCATION SERVICES

- Harlem and Williamsburg's Universal Pre-Kindergarten classes have been working with Jumpstart for Young Children, a national non-profit organization committed to building preschool children's language and social skills through the use of college students majoring in Early Childhood Education. This new initiative was recommended to Graham Windham by Ben Esner, Deputy Director, Independence Community Foundation as an avenue for enhancing children's literacy, mathematics and social and emotional development. The Jumpstart mentors' work with children has contributed to positive child outcomes.
- Harlem Child Care Center contracted with Studio in a School, a national non-profit designed to foster the creative and intellectual development of young people through quality visual arts programs under the guidance of professional artists, to provide the children at Harlem Child Care and the Beacon Center with high-quality art materials, in-depth creative experiences, and the joy of making art. The program works with teachers and parents to enhance their development of different areas of art: clay, puppet making, and printing. Studio in a School also works with integrating art into all areas of learning, including literacy.
- Harlem Child Care Center received an award from the Day Care Council of New York for its creative arts program. Award dollars were used to participate in the American Museum of Natural History's Science and Nature Program (SNP) for Young Children. The SNP Program helps our teachers to integrate nature and science literacy into their classrooms. Classrooms participating in the project contain artifacts and specimens from the Museum's collections, live animals in habitats, a children's science library, microscopes and other materials for hands-on investigation.
- A Special Recognition Award was given to Finest Child Care Center by ACS in June 2005 for outstanding early childhood service.

## COMMUNITY AND FAMILY SUPPORT SERVICES

- The Brooklyn Neighborhood Family Services Center has maintained an average utilization of 106 percent over the past year during a time when many foster care prevention agencies in Brooklyn were significantly under used because of a dearth of NYC Child Protective Services referrals. Diligent, persistent outreach by the program staff, to public schools in particular, made the difference. One of those schools, Middle School 390 in the center of Crown Heights, as a result of the successful outreach, has invited the program to establish a satellite office for Graham Windham counselors to serve students and parents.
- Graham Windham's Attendance Improvement programs in the South Bronx and West Harlem work with middle school children at risk of dropping out of school because of very high absences. Engaging these youngsters (and their parents) successfully is a formidable challenge. The children have not been successful in school. Many have become isolated and alienated, often ridiculed, by their school peers. Problems abound at home. Both programs, now in their second year, have won the praise of school staff and the program sponsors, the United Way and The Department of Education, for their success re-engaging these youngsters in school.
- The Beacon Center upgraded the computer center with a grant from the Staples Family Foundation and City Council Member Robert Jackson.
- 25 sixth graders at the School Based Mental Health Program participated in the Adopt-A-Soldier Program. The class spent three months writing letters to soldiers serving in the Middle East. This achieved many objectives for the students, including boosting their excitement about reading and writing, increasing their awareness about world events, and encouraging their development of new friendships.
- The Martin Luther King, Jr., Special Recognition from Gov. George Pataki was given to School-based Mental Health for outstanding community service.

## FAMILY PERMANENCY PLANNING SERVICES

- Continued our "excellent" adoption ratings by achieving 127% of our City-imposed adoption goal with 105 finalized adoptions.
- Successfully implemented our Reinvestment Aftercare Services Program providing workload redistribution to Case Aides and Family Aides towards safer (and 5% more timely) child/family reunifications.
- Established a free standing clinical Intake Unit staffed by MSW Social Workers and elevated the quality of assessment and engagement upon child's admission into family foster care.
- Realized the third consecutive year of child admission increases, from 351 in 2004 to 455 in 2005 and a spiking 45% increase during the first four months of 2006.
- Realized an ambitious re-basing of salaries for caseworker, supervisors and non-supervisory MSW staff to maintain our competitive edge.
- Upgraded our hiring qualifications for Caseworkers and Supervisors, requiring significantly more directly relevant experience.
- Increased our service capacity with 155 additional quality foster home beds.
- Completed a detailed 3 year strategic plan for the Family Permanency Planning Services.

## THE GRAHAM SCHOOL

- Expanded Aftercare Services by stationing Aftercare Caseworkers in the community to more effectively support discharged students and their families.
- Added on-campus vocational opportunities by expanding the Tiger's Den food service program and by starting a furniture refinishing workshop.
- Strengthened our Group Living management structure thereby increasing safety on campus while strengthening the therapeutic milieu.
- By combining our collaboration with *You Gotta Believe*, the older child adoption and permanency agency, 10% of our teenagers who were without a discharge resource have been successfully placed in pre-adoptive families or other permanent resources.
- Created Project Outreach, staffed by two full-time workers to retrieve or attend to students who have left the program prematurely without fulfilling their service plans.
- Enhanced study hall and homework help in each cottage.
- Completed a detailed 3-year Graham School strategic plan.

# Children, Youth & Families Served by Graham Windham's Programs in 2005

Foster Boarding Home Services	1493
Adoption Services	404
The Graham School's Residential Treatment Center & Day Students	516
Community Based Preventive Services including Beacon TIES	909
Center Based Child Care Services	237
Early Head Start	110
Family Child Care Network	630
Pre-K Services including Special Needs	144
Beacon After School & Drop Out Prevention	2262
Community & School Based Mental Health Services	554
Literacy Initiative	388
Independent Living Services including SILPs	457
Substance Abuse Services	206
<b>Total</b>	<b>8310</b>

**8,310** children and families in New York City have been served by Graham Windham in 2005.

## LITERACY SERVICES

- Partnered with *Advocates for Children* to become a Project Achieve site, maximizing education and literacy gains for children. Project Achieve provides training and technical assistance to staff, parents and children on education issues. An attorney and paralegal works closely with case planners and educational coordinators on school enrollment issues and advocacy issues. The attorney also provides legal representation to families around education issues when necessary.
- \$400,000 grant from the Robin Hood Foundation to establish a Parent Child Home Program in the Bronx, an in-home early childhood school readiness program that seeks to bridge the achievement gap by preparing children of families challenged by poverty, limited education, and literacy and language barriers to enter school as ready to learn as their more advantaged peers.
- Brooklyn Literacy fair for children, families, staff and child care programs in partnerships with Shadow Box Theatre, Brooklyn Children's Library, and Literacy Partners. Activities included "best practices" to promote early literacy skills development and distribution of literature, materials and books to assist families with building literacy rich environments in the home. Program received donation in excess of 500 books from Board member John Sargent.
- Programs received 3,000 new books from First Books to support agency's literacy initiative.

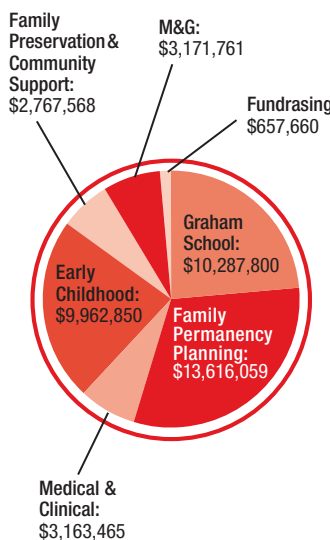
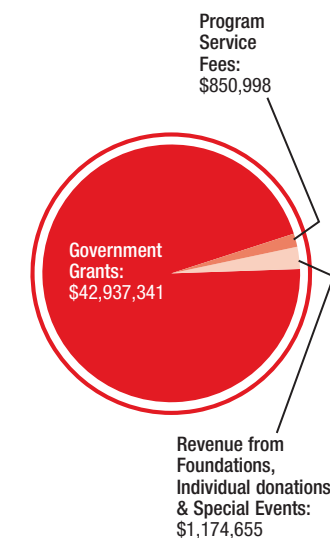
## FINANCE AND ADMINISTRATIVE OPERATIONS

Graham Windham firmly embraces the view that achieving our mission on behalf of families and children requires disciplined management of resources, strong administrative support, and a sustained commitment to quality improvement that reaches every corner of our operation. During this past year, the Finance and Administrative arm of the agency has continued to play a vital role in supporting the programs' pursuit of the mission, and maximizing the financial resources available to produce favorable program results. It has also had an important role in expanding the scope and extending the reach of our performance culture. Among the highlights:

- During 2005, the Finance and Human Resources team successfully administered the Merit Pay component of our compensation system, which is a cornerstone of our performance culture. A record dollar outlay was made to support the merit awards and supplements that affected 265 participating staff.
- Material progress was achieved toward the multi-phased goal of building the revenue base of the Graham School's residential treatment component. As a result of our gaining State approval of a plan to qualitatively augment the program, the per diem rate paid by government agencies was elevated 15% retroactive to July 1, 2005.
- Strong progress was made toward building the agency's quality improvement and information technology infrastructure. The latest budget supported major new investments in both of these critical areas. As a result, the agency is much better positioned to support both our internal pursuit of Board approved program outcome goals, contract agency specified performance standards and Council on Accreditation standards.

# 2005 Highlights

# Summary of Graham Windham's Operating Income and Expenses



<b>INCOME</b>	<b>June 30, 2005</b>	<b>June 30, 2004</b>	<b>% Change from 04 to 05</b>
Government Grants	\$42,937,341	\$40,648,295	5.6%
Program Service Fees & UFSD No. 10	\$850,998	\$736,892	15.5%
Gross revenue from foundations, individual donations and special events	\$1,174,655	\$1,678,716	-30.0%
Less Temporary Restricted Revenue and Prior Year Audit Reconciliations	(\$1,547,657)	(\$326,252)	
<b>Total Operating Income</b>	<b>\$43,415,337</b>	<b>\$42,737,651</b>	<b>1.6%</b>

<b>EXPENSES</b>	<b>June 30, 2005</b>	<b>June 30, 2004</b>	<b>% Change from 04 to 05</b>
<b>Program Services:</b>			
The Graham School	\$10,287,800	\$9,656,566	6.5%
Family Permanency Planning	\$13,616,059	\$13,850,018	-1.7%
Medical & Clinical	\$3,163,465	\$2,958,976	6.9%
Early Childhood	\$9,962,850	\$9,818,660	1.5%
Family Preservation & Community Support	\$2,767,568	\$2,664,705	3.9%
<b>Total Program Services</b>	<b>\$39,797,742</b>	<b>\$38,948,925</b>	<b>2.2%</b>
Management & General	\$3,171,761	\$3,334,694	-4.9%
Gross Community Relations, Public Information and Fundraising	\$657,660	\$719,449	-8.6%
<b>Total Operating Expenses</b>	<b>\$43,627,163</b>	<b>\$43,003,068</b>	<b>1.5%</b>

<b>Excess or (Deficiency) of Operating Income over Expenses</b>	<b>(\$211,826)</b>	<b>(\$265,417)</b>	<b>-20.2%</b>
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The financial results presented here for FY's '04 and '05 reflect all operating revenues generated for those periods, and exclude temporarily restricted revenue not available for those periods and prior period audit adjustments.

Graham Windham was funded in 2004-2005 by a variety of sources. These included the New York City Administration for Children's Services, the NYC Department of Education, the NYC Department of Youth & Community Development, the New York State Health Department, the NYS Department of Mental Health, the State Education Department, and various local Departments of Social Services. In addition, we received very generous support from Board members, individual friends, foundations, and corporations.

A copy of Graham Windham's most recent audited financial statement can be obtained from the NY State Office of Charities, 162 Washington Avenue, Albany, NY 12231 or from Graham Windham.

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