



Serving Children
Supporting Families
Strengthening Communities

Founded in 1806

*Celebrating Over 200 Years of Service to the
Children and Families of New York City*

2008 ANNUAL REPORT



Commission on Secondary Schools
MIDDLE STATES ASSOCIATION OF COLLEGES and SCHOOLS



Accredited by the
National Academy
of Early Childhood
Programs



ACCREDITED
Council on Accreditation
of Services for Adults
and Children, Inc.

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

MISSION

Graham Windham's mission is to help under-served children overcome obstacles on the path to self-sufficiency by giving them the skills to succeed, supporting and strengthening their families and, when necessary, supplementing their families.

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 202 years. In Fiscal Year 2008, Graham Windham managed an annual operating budget of \$59 million of which 92% went directly toward programs with just 8% toward operating costs. Graham Windham operates 20 community-based sites and provides over 50 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 and Manhattan as well as 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: Over 100 years ago, Graham Windham opened The Graham School, a residential education and treatment center, which serves 300 at-risk students from New York City. 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 and 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: *The Children's Learning Center, Early Head Start, Family Child Care Network, the Finest Care Child Care Center, Grow With Us Preschool, The Harlem Child Care Center* and *the Williamsburg Child Care Center*.

FAMILY AND COMMUNITY SUPPORT SERVICES: 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, Community Achievement in the Schools, the Manhattan Mental Health Center* and *School-Based Mental Health Services*.

FAMILY PERMANENCY AND PLANNING SERVICES: Graham Windham's Family-to-Family Foster Care Model places children with families in their home neighborhoods allowing them to attend the same school and maintain connections to friends and family. The key to this approach is our ability to forge relationships between birth parents and foster parents so together they can create a permanent plan for the child's future. Graham Windham provides the following family permanency and planning services: *Adoption, Emergency Foster Boarding Homes, Health Services, Independent Living Services, Regular and Kinship Foster Boarding Homes, Supervised Independent Living Apartments* and *Therapeutic Foster Boarding Homes*.

MISSION STATEMENT OF THE ORPHAN ASYLUM SOCIETY - THE ORIGINAL NAME OF GRAHAM WINDHAM

To help the afflicted and the needy others have forgotten; to provide them with the education and training they need to become productive, contributing members of society; to help them realize their capacity for happiness and success which belongs to all human beings and to undertake these tasks with an honorable, benevolent heart."

FROM THE PRESIDENT AND CEO

A FIRM BELIEF IN THE POWER OF EDUCATION

Any reader who peruses Graham Windham's archives will quickly understand that education has been an agency service priority since day one - March 15, 1806. Our founding mission statement asserted with clarity and force the centrality of education in our efforts to improve the lives of the families and children served.

Today, 202 years later, education continues to be a distinguishing feature - one of the four pillars of service that defines our day-to-day focus at Graham Windham. The three other pillars - child safety, family permanency and child well-being - are, of course, no less important. They are universal values in modern, professional child welfare circles and they guide New York City's current child welfare reform agendas. No agency takes safety, permanency and child well-being

more seriously than Graham Windham. But the place education holds in the child welfare universe is a different matter. Until recently, it seemed totally off the radar of the Administration for Children's Services (ACS). The neglect went beyond the soft bigotry of low expectations. It was more like the harder indifference of no expectations. Education was somebody else's business. Child welfare's domain was child protection, family reunification and the care and treatment of children. Education was relegated to the back burner, at best an afterthought. Not so at Graham Windham.

Graham Windham is deeply engaged in the education of all our children, in all our programs, whether or not education is part of the official contract obligation and funding stream. We see it as our sacred obligation and, of course, the obligation of our children and their families. Education, we firmly believe, is our children's "job". It certainly is ours, and we are absolutely serious about it.

Graham Windham is quite literally bursting at its seams with a broad and varied array of educational initiatives. Our sense of purpose is unshakable. Our attention to educational goals and outcomes is unrelenting. Our belief in the promise of our children is unequivocal, embedded in our organizational DNA. All our children can and must learn - no excuses, no exceptions.

FINANCIALS

The following is an overview of Graham Windham's 2008 audited income and expenses for the fiscal year ending on June 30, 2008. *For a copy of the complete report, please visit our website.*

OPERATING INCOME

Total Support & Revenue: \$59,562,307

OPERATING EXPENSES

Programs:

Westchester Residential Services	\$13,682,299
Family Permanency Planning	\$19,937,502
Medicaid	\$ 4,067,029
Early Childhood	\$12,457,890
<u>Family Preservation</u>	<u>\$ 4,272,700</u>

Total Programs \$54,417,420

Management & General	\$ 4,403,968
Fundraising	\$ 473,756

Total Operating Expenses \$59,295,144

FINANCIAL POSITION

Total Assets \$29,480,388

Total Liabilities \$18,109,560

Net Asset Balance \$11,370,828

1806 FOUNDERS

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Mrs. John Graham
Mrs. Alexander Hamilton
Mrs. Nicholas Hoffman

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Graham Windham is tax-exempt under section 501(c)(3) of the Internal Revenue Code. Donations are tax-deductable to the extent allowed by law.

GRAHAM WINDHAM

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