



Serving Children
Supporting Families
Strengthening Communities

Founded in 1806

Celebrating 203 Years of Service to the
Children and Families of New York City



2009 ANNUAL REPORT



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 203 years. In Fiscal Year 2009, Graham Windham managed an annual operating budget of \$63.2 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 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, Family Child Care Network, the Finest Care Child Care Center, Grow With Us Preschool, The Harlem Child Care Center, the Parent Child Home Program 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, 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 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.*

FROM THE PRESIDENT AND CEO

ON PERMANENCY

For a child, home is everything. It anchors them. It defines them. It makes them whole. It bestows sanctuary, unconditional love and permanency (at least for the heart). Its transcendence gives them the confidence to extend outward and to grow up. To paraphrase someone whose name I cannot recall, all the things we ever will be can be found in some fragment of home and family.

Every child needs and has a right to a home. The children we serve in our foster care programs - all 900 of them - have been removed from their homes, or had their homes crumble beneath them.

Our job is to get them back to their families, or their families back to them or, if that is not possible, adopted into a new family or, if that is not possible, connected to someone who is willing to be that anchor, that sanctuary, for that child, no matter what, throughout their childhood and deep into adulthood. That's not easy, especially when the children have been spurned, sometimes over and over again, by false starts, false promises, false comforts and sometimes by a foster care system that historically failed to place sufficient emphasis on reunification, adoption, or permanency of some other sort. Likewise, it is not easy to fix a home that has crumbled because of family dysfunction, often aided and abetted by intractable social problems or simply by those problems and conditions themselves. Permanency can be a very steep climb. Achieving it takes everything we've got.

The first order of business, then, is to make homecoming and homemaking everybody's business at Graham Windham. We are an intentional community. We conduct our business through strong social contracts that explicitly emphasize family permanency planning and the responsibility of all stakeholders to engage in sustained, disciplined efforts to find homes for all our children. Leadership in such matters counts. Our permanency leaders are a remarkable group. Deeply experienced and thoroughly committed, they leave no stone unturned to find the best homes and the best permanent connections for our kids. They can fix families too, at least some of them, given the chance. Foster parents matter too . . . a lot. They are the child's substitute family until permanency is achieved. Most of the time, our foster parents - we call them resource parents - become the permanent home for our children. 98% of our finalized adoptions last year were children who were adopted by their Graham Windham resource parents. I know. I sign off on every one of them. It's my greatest privilege. Our permanency planners, formerly known as caseworkers, also deserve recognition. They pair with the resource parents to form the bedrock of our foster care

operations. They work extremely hard, sometimes more than we can rightly ask, and often under the most trying circumstances. We cannot appreciate them enough.

Permanency is also the primary mission of our four prevention programs. Prevention's job is to keep families from disrupting in the first place . . . to preserve families as opposed to reunifying them or creating new ones. Even our early childhood education programs can be seen as "in-kind" family preservation programs. Increasingly, good childcare and early education services are a requisite for families struggling to achieve or maintain financial viability. Without access to good childcare, pressures mount and tipping points loom. Things can fall apart under the weight of it all.

Last but not least, The Graham School, our residential education and treatment center in Westchester County, with a student body that includes foster youth with long-standing and unaddressed permanency issues, rivets its attention on the permanency goals of every single one of its foster youth. Typically, these students are older and have endured many failed foster home placements and reunification attempts before arriving on campus. The trauma associated with these failures is real. Their capacity to form healthy attachments has been weakened, their willingness to trust has been shaken (if not broken) and their right to a decent education has been fundamentally compromised by the continual disruptions. Not surprisingly, they have difficulty managing themselves. First and foremost, the transiency that has been the hallmark of their foster care experience must come to a halt. No more pit stops along the foster care continuum or slapshot placements into permanent homes that aren't permanent. These youth cannot be mended on the run...and they certainly don't need another failure. We must be able to hold on to them long enough to find true permanency solutions and to bring them to realization, while repairing at least some of the damage that has been done over the years. For these youth, we are their last and best chance

to shore up their personas, to provide them with the necessary skills to give them hope for a future, and to find them a real home. We must not fail them by minimizing the task at hand, or the time it takes not just to do our jobs, but to get the outcomes we want.

Home must always be our ultimate service goal and greatest urgency. Perhaps we can stretch its definition a bit to fit the circumstances at hand, but we must never give up on the goal of family permanency. Every child needs to belong, to be attached to a person or family...and appreciated just for being.

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, 2008 to July 31, 2009, our EHS served a total of 259 children and families. The average monthly enrollment was 96% and the percentage of total eligible children served was 90%. The percentage of enrolled children who received medical and dental exams was 100%. To strengthen parental involvement in the education of their children, we provided a wide array of parental activities and supports including parenting-skills workshops; socialization groups; educational and vocational training sessions; referrals to ESL and other educational and social service programs; and a parent volunteer committee. In order to help ensure that our pre-school children are prepared to enter kindergarten, we employed 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 2009, the proposed budget for Early Head Start was \$1,293,195. For the current fiscal year financials of the agency, see next section.

FINANCIALS

The following is an overview of Graham Windham's 2009 audited financial statements for the fiscal year ending on June 30, 2009. *For a copy of the complete report, please visit our website.*

OPERATING INCOME

Government Contracts	\$59,979,878
Private contributions/grants	\$ 1,310,093
Special Events (net direct costs)	\$ 574,606
Revenue UFSD #10	\$ 203,222
Program service fees	\$ 783,252
Interest income	\$ 50,943

Total Support & Revenue: \$62,901,994

OPERATING EXPENSES

Programs:

Westchester Residential Services	\$14,836,441
Family Permanency Planning	\$20,852,256
Medicaid	\$ 4,069,180
Early Childhood	\$13,591,343
Family Preservation	\$ 4,747,831
Total Programs	\$58,097,051

Management & General	\$ 4,604,811
Fundraising	\$ 514,088

Total Operating Expenses \$63,215,950

FINANCIAL POSITION

Total Assets	\$28,883,422
Total Liabilities	\$18,822,739
Net Asset Balance	\$10,060,683

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