



Serving Children
Supporting Families
Strengthening Communities

Founded in 1806

*Celebrating 204 Years of Service to the
Children and Families of New York City*



FISCAL YEAR 2010 ANNUAL REPORT



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

MISSION

Graham Windham's mission is to help underserved 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 204 years. In Fiscal Year 2010, Graham Windham managed an annual operating budget of \$66.2 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, 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*.

FROM THE PRESIDENT AND CEO

GETTING ALL THE WAY THERE

I think it was Voltaire who first opined that we should not let the perfect be the enemy of the good. Sounds like solid advice to me, most of the time. Certainly, good enough is usually just that...good enough. But always? What about child welfare? Here at Graham Windham, for example, *we decide* if it is safe for abused children to return to their families...or not. *We decide* if children get adopted, and by whom. *We decide* if children get the services they need and the opportunities they deserve, including the benefits of a first-rate education. That's a very tall order. Can we really subscribe to a standard less than service excellence? Would we for our own children? I don't think so. Should we for the children we serve? No, we should not. The question then becomes, how do we get to true service excellence for the children and families we serve? The answer, of course, is complex, but there are a few non-negotiables.

First off, we must fully accept the challenge. Graham Windham is not entitled to exist simply because it already exists. Institutional self-perpetuation - even, as in our case, a heralded 204 year history of uninterrupted service to New York's neediest children and families - does not guarantee our place in what has become a highly competitive service arena marked by scarce resources. Recognizing as we do that the consequences of our interventions on the children and families we serve are *staggering*, our goal must extend beyond mere organizational survival and regulatory compliance to embrace the goal of building an agency that makes such a distinctive service impact - and to make that impact with such superior performance - that we can say with absolute sincerity that we are doing all we can to ensure mission fulfillment...*that every child we serve has a strong, loving, permanent family, and the opportunities and preparation to succeed in school and life*.

Secondly, we need to create the organizational capacity to do our jobs well. There are a lot of pieces to organizational capacity, but nothing is more important than leadership. We have a sophisticated, supportive and hands-on Board of Trustees and a first-rate management team, and we are fully aligned in our commitment to service excellence. Moreover, talent and commitment runs deep. Graham Windham staff are skilled, motivated, fully engaged and interconnected, with a synergy that increasingly drives our efforts. Of course, resources are also a critical factor. We can't get the job done well if we don't have the dollars to fund the difference between good enough and excellence. We have the best fiscal team in the business, and a no-nonsense Finance Committee with a very low tolerance for ambiguity and wishful thinking. Successive independent audits have confirmed our excellence. But, we remain too dependent on the condition of City and State budgets, which means that life for us will be financially challenging for years to come. Service excellence comes with a price tag. We have to find new ways to raise private dollars. We're going to need help.

Thirdly, we have to drive performance...relentlessly. Bold and audacious performance goals have to be matched by bold and audacious action plans designed, as the Chair of our Board's Program Performance Committee likes to put it, to get us "all the way there." There is good news on this front. Our goals are ambitious and thoughtfully constructed and our action plans are current, precise and measurable. Our unique and carefully calibrated merit system has staff leaning forward and we conduct our day-to-day business activities through strong social contracts that explicitly emphasize mission, and the responsibility of all stakeholders to engage in a sustained, disciplined effort to help our clients succeed.

The power of our intentions, meritocracy, organizational culture and dynamics serve as "force multipliers", propelling us onward and upward. We mean business.

We also have to resist the temptation to erect walls, both externally and internally. In fact, we need to tear walls down, especially between "contract agencies" like ourselves and government funders like the Administration for Children's Services. These relationships, even during "normal" times, are often marked by distrust and fear that the "other" does not have honest intentions. During times of intense change, however, these kinds of negative sentiments tend to wholly define the relationship, with dialogue and collaboration replaced by stereotyping and finger pointing. The result can be disastrous. Internally, we need to recognize the commonalities and interdependencies among all our program divisions and units and manage ourselves as an integrated system of common challenges and highly interrelated solutions.

Lastly, we need heart...lots and lots of heart. With efficiency and performance measurement bred into our bones, we must never allow ourselves to lose sight of what life is like at street level. What goes on around us in our work should also go on inside us. I am reminded of a story a close friend quoted to me recently. Many years ago, a boyhood buddy of his, now a well-regarded classical pianist, was *"working on a Chopin Nocturne with his first piano teacher. After great effort, he had gotten the notes right, and some semblance of the mood of the piece, when his teacher said to him, 'That's very good, as good as it can be before you've had your heart broken.' Years later, as a young adult going through the breakup of his first romance, he called his childhood teacher to tell her that he was now able - finally - to play the Chopin with the appropriate understanding."*

For Graham Windham to reach its full potential, we not only need to master performance and its

measurements, we also need to go inside ourselves and summon our experience, instincts, insights and heart - and trust the evidence of our own senses - so we don't get boxed in by too narrow an allegiance to our squares, numbers and matrixes and fall prey to the aloofness of the impersonal. We will not succeed if we turn everything into our own purpose, even if that purpose is performance excellence. We are here for a reason, to serve the most vulnerable among us. We must always do that with grace and an open heart. Vulnerability, after all, is what we all have in common, and kindness is what opens us up to one another. Child welfare is, most of all, a very human service.

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, 2009 to July 31, 2010, our EHS served a total of 260 children and families. The average monthly enrollment was 97% and the percentage of total eligible children served was 100%. The percentage of enrolled children who received medical and dental exams was 90%. 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. Workshops were provided for staff, parents and providers and focused on working more effectively with children, curriculum implementation, observations and assessments, social/emotional development. 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 2010, the proposed budget for Early Head Start was \$1,345,461 including ARRA COLA Awards.

FINANCIALS

The following is an overview of Graham Windham's 2010 audited financial statements for the fiscal year ending on June 30, 2010. *For a copy of the complete audited report please visit our website.*

OPERATING INCOME

Government Contracts	\$63,578,805
Private contributions/grants	\$ 667,420
Special Events (net direct costs)	\$ 616,496
Revenue UFSD #10	\$ 128,096
Program service fees	\$ 750,320
Interest income	\$ 32,746

Total Support & Revenue: \$65,773,883

OPERATING EXPENSES

Programs:

Westchester Residential Services	\$14,392,592
Family Permanency Planning	\$20,123,506
Medicaid	\$ 6,326,238
Early Childhood	\$15,263,895
Family Preservation	\$ 4,761,746
Total Programs	\$60,867,977

Management & General	\$ 4,892,025
Fundraising	\$ 493,921

Total Operating Expenses \$66,253,923

FINANCIAL POSITION

Total Assets	\$29,541,685
Total Liabilities	\$19,015,749
Net Asset Balance	\$10,525,936

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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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