



# NOW WHAT?

youth at the crossroads



**The Children's Aid Society**  
*2008 Annual Report*

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Cover and Interior Illustrations

These self-portraits were created by students participating in an arts-based GED program run by The Children’s Aid Society, H.U.M.A.N. NY and the New York City Department of Education. Students viewed German Expressionist woodblock prints, discussed societal issues affecting teens then and now, and created their own self-portraits to explore these issues. Cover: Jerry, 18

engaging our youth

The Children’s Aid Society has been uplifting children and families from poverty for 155 years. To help them fulfill their greatest potential, we assist them with programs in education, workforce preparation, health, arts and recreation, as well as youth development, teen pregnancy prevention, child welfare services and many more.

Still, there are hundreds of thousands of kids in New York City who fall through the social safety net. Some spend their whole childhoods in foster care, or are undereducated, unemployable and on the street. Others get involved with the juvenile justice system and spend time in detention or incarceration, only to return home with devastatingly few prospects.

Children’s Aid has created programs designed to help disengaged young people discover their strengths, enhance their skills and reconnect with their communities. We support them with services, but most importantly, we see them as young people who have something to contribute. We ask them to take active roles in their communities and in creating the services they want and need.

This report focuses on those teens returning from incarceration in the juvenile justice system. With staggering recidivism rates, far too many of these young people cycle in and out of the justice system for the rest of their lives.

Children’s Aid has changed the paradigm of how to best serve these teenagers. Our first job is to *engage* them by reversing a lifelong distrust of adults and institutions. One need only listen to the words of a 17-year-old recently released from jail. When asked, “So, what do you want to do with your life?” After a great pause, she said, “Nobody has ever asked me that before.”

We ask this all the time. Children’s Aid doesn’t create a program for broken kids coming out of jail; we create a program to welcome young people back to our community. The biggest gifts we can give them are the opportunity to see themselves in a new and fresh way and the tools to a productive adulthood.

  
Angela Diaz, M.D., M.P.H.  
President, Board of Trustees

  
C. Warren Moses  
Chief Executive Officer





## now what? youth at the crossroads

*Just released from eight months' incarceration in upstate New York, Shannon, 17, rode the subway home to her Bronx neighborhood with her mother and was greeted outside the station by a celebrating group of old friends. Amid the whoops and raucous chatter, Shannon's mother suddenly realized that her daughter's path was going to be far from easy: how could her teenage daughter make necessary*

*changes in her life when she was right back on the same streets, surrounded by the same friends?*



Each year in New York State, over 2,000 teenagers and young adults like Shannon are released from incarceration and return to the world they left months

earlier, a world often characterized by fragmented schooling, limited job skills and a fragile or volatile relationship with family. These young people face the daunting task of re-entering society while the pressures of poverty and unemployment, the temptations of drugs and the lure of the streets can quickly encroach on their lives.

They are part of a larger group of disengaged youth, which includes teenagers aging out of the foster care system and young people who are neither in school nor working and lack the basic skills, education and social support

**Each year in New York State, over 2,000 teenagers and young adults are released from incarceration and return to the world they left months earlier.**

systems to make a successful transition into adulthood. Youth in the juvenile justice system can also face stigma from incarceration.

“Like other disengaged youth, teens in juvenile justice have a history of little success in school. They often haven’t been in schools long enough to form close bonds with teachers,” says Ana Bermúdez, Director of Juvenile Justice Programs at The Children’s Aid Society. “They’ve been exposed to a lot of traumatic events. Having experienced emotional abandonment, they feel they can’t count on adults. The outside world has in many ways failed them, and sometimes they make bad choices about who they hang out with and what they do.”

By slowly and steadily gaining their trust and nurturing their strengths and self-confidence, Children’s Aid workers help at-risk teenagers and young adults

resume their educations, achieve a transformational relationship with an adult, develop job skills and advance social, emotional and financial literacy. Children’s Aid’s juvenile justice programming is designed to give youth who have been incarcerated the skills and unwavering support they need to make better choices in all areas of their lives.

The juvenile justice system serves adolescents who become involved with the court system, either spending time in juvenile detention or incarceration facilities in upstate New York or who, due to their behaviors, require special services. Children’s Aid’s juvenile justice services comprise several programs geared to meet the emotional, educational and vocational needs of these adolescents. In addition, PINS (Persons in Need of Supervision) provides

“The adolescent brain is restructuring itself... We’re remapping that brain to focus on a different life view, not have it be a preordained path to failure, poverty or reimprisonment, but have it be a path to gainful employment, stability and success.”

Ana Bermúdez, Director of Juvenile Justice Programs at The Children’s Aid Society

preventive services to youth who are at-risk of involvement with the criminal justice system.

Adolescence is a time of self-definition. Every teenager struggles to find out who he or she is in relation to family, peers, and the greater community and its

institutions. For disengaged youth, adolescence can be particularly cruel and confusing. For those who have been incarcerated, their lives may be a tangle of fractured bonds, broken promises and repeated failures. Once released from upstate juvenile facilities, these youth often lag behind their peers emotionally, socially and academically. In addition, approximately one-third of those in the juvenile justice system are children with disabilities, according to one conservative estimate.

“Research shows that the adolescent brain is restructuring itself,” says Bermúdez, a lawyer who has dedicated her career to juvenile justice. “We’re remapping that brain to focus on a different life view, not have it be a preordained path to failure, poverty or reimprisonment, but have it be a path to gainful employment, stability and success.”

One youth whose course was forever changed is Elmer, who at age 15 got into a fight at school and was sentenced to 18 months in a strictly regimented juvenile center upstate. He hated it at first, but soon came to embrace the discipline and opportunities, including classes on subjects both academic and behavioral, such as anger management and substance avoidance.

Thanks to his hard work, and the skills and support he received through The Children’s Aid Society’s City Challenge Program, Elmer studies at Bronx





Community College, works as a group counselor for Children’s Aid’s East Harlem Center, and is — above all — happy.

“I was able to look at which way my life was going, and that wasn’t what I wanted for my life,” the 20-year-old says of his incarceration and re-entry. “Now I see my life with a different perspective. I’m doing good with my life. As

**It can cost up to \$200,000 a year to house a juvenile inmate and almost \$63,000 a year to maintain one adult inmate in the New York correctional system, but only \$5,000 per youth per year in a Children’s Aid aftercare program.**

long as I’m happy and I feel good about myself, that’s all that matters.”

The need to help young people reintegrate into society successfully could not be more urgent. Failure to do so

has tremendous human and economic costs. Studies show that recidivism rates (return to incarceration within three years) among young people in the juvenile justice system are as high as 81%. It can cost up to \$200,000 a year to house a juvenile inmate and almost \$63,000 a year to maintain one adult inmate in the New York correctional system, but only \$5,000 per youth per year in a Children’s Aid aftercare program.

Youth pay a heavy price as well. Incarceration disrupts education and normal adolescent development, exacerbating the cycle of poverty, unemployment, undereducation and reincarceration that many juveniles face once they enter the system.

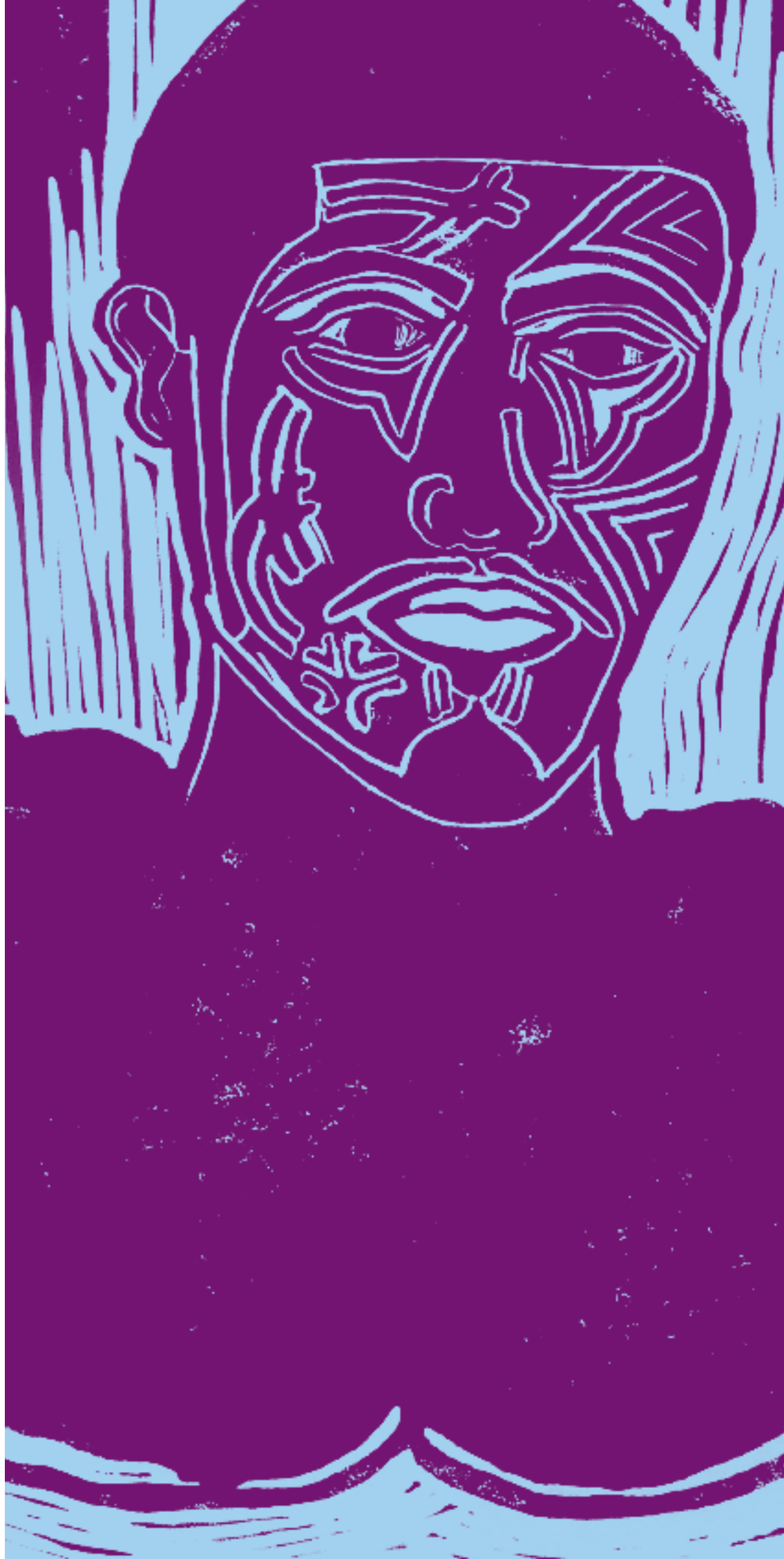
“What’s at stake?” asks Angela Cooper, Children’s Aid’s Director of Community Re-entry. “Their lives.”

## gaining skills for a lifetime

Stephanie, 21, a participant in Children’s Aid’s PINS preventive program, says that she had no goals for herself and no appreciation of her employment

skills when she first joined the Neighborhood Youth Employment Program (NYEP), Children’s Aid’s jobs-training program for young people released from incarceration, aging out of the foster care system, or in PINS. “Before the program, I didn’t want to do anything,” she says.

During her four-month internship with Children’s Aid, Stephanie developed career goals and is committed to the path that will lead her there. “I’m going to be a social worker,” she says proudly. “I’m going to go to school, do what I have to do, then go on to college.”



Through a structured, part-time internship within Children’s Aid and through an intense relationship with a mentor, young people participating in NYEP develop job skills and, more importantly, a work ethic that will increase their chances at success in the workplace, at school and in life.

## LINC for lasting success

Children’s Aid’s juvenile justice programming is a single multi-faceted effort called Lasting Investments in Neighborhood Connections (LINC). The program enhances the support and services that lead to successful outcomes, including: connecting re-entering youth with adults who will positively influence their lives, providing educational support and employability training, and offering a wide range of services that foster holistic, healthy development.

“LINC is all about what really works with youth after their release,” says Bermúdez. “We’ve gathered all the learning we’ve gained over the years [in our juvenile justice work] and created programs that focus on the youth and build on their strengths.”

In partnership with The New York State Alliance of Boys & Girls Clubs, The Children’s Aid Society’s LINC program provides formerly incarcerated youth access to:

- a life coach who will manage the young person’s reintegration into his or her community and, more importantly, become a trusted, long-term source of support.
- pro-social leisure-time activities, such as sports and arts-based programs.
- weekly teen-led support groups to discuss challenges and celebrate successes.
- medical and dental services and health education at a Children’s Aid health center.
- long-lasting community ties with adults and positive peer groups.
- work experience via internships.

- job-readiness skills, through workshops and individual coaching sessions.
- leadership development activities and workshops.
- social development activities, such as cultural events and performances.
- academic support.

## the power of artistic expression

Daquan, 17 — who participates in City Challenge, Children’s Aid’s Bedford-Stuyvesant aftercare collaboration run with the state Office of Children & Family Services’ (OCFS) Youth Leadership Academy — says the program is teaching him the power of support. He articulates what he’s learning by discussing a group painting project, a bold mural entitled “The Arduous Road to Freedom,” which depicts young people in various states of temptation, struggle, reform and redemption.

“It shows what you need to do to get home and stay home,” says Daquan, pointing to a young man reaching for a helping hand. “This program is supporting me, providing me with certain skills I need in life. When you reach for something and you have support behind you, most likely you’ll get it.”

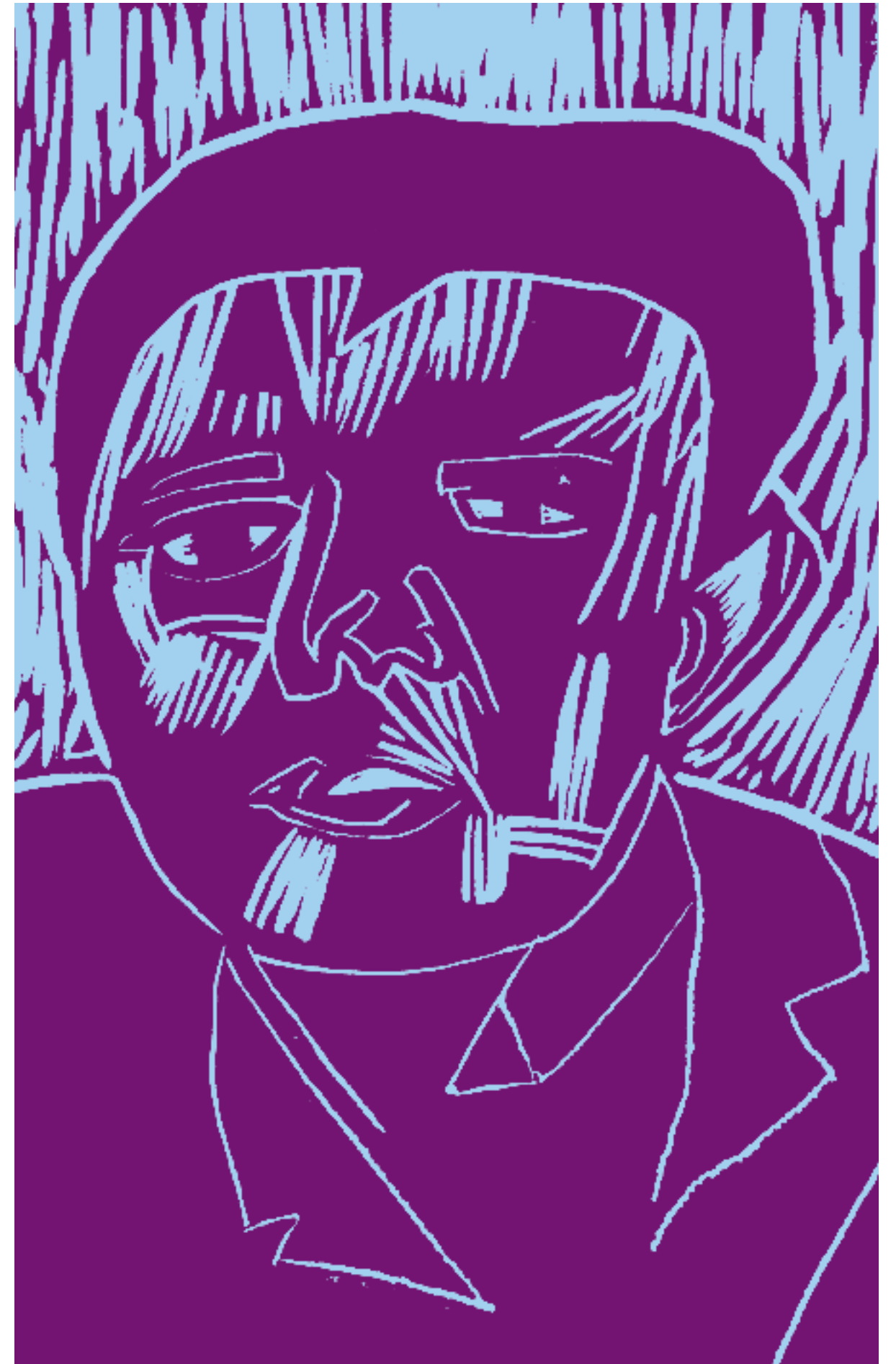
He’s learning not only to receive support but also to give it. “What’s keeping me on track is my little sister, who’s two,” he says. “Whatever I got, I got to give it to her. I want to help her, to always be there to support her.”



The mural, along with other artwork by youth involved in Children’s Aid’s aftercare programs and women incarcerated at Riker’s Island, was on display this summer at a New York University art gallery through a pilot program with H.U.M.A.N. New York, an arts group that works with youth in the juvenile justice system as well as individuals who are incarcerated.

Making art, says Cooper, gives disengaged youth an urgently needed outlet for expression. “We give them an opportunity to take all the fear and the pain and the anger that they can’t express in other places — and that ends up coming out in behaviors — and express [it] in a different way,” she says. “They turn it around into something they can see is beautiful, and they can call themselves masters of their own emotions.”

One exhibit comprised woodcut self-portraits, featured on these pages, created by young people participating in an arts-based GED (General Equivalency Diploma) program at Children’s Aid’s Dunlevy Milbank Center in Harlem. GEDs are sought by youth who have not completed high school. Michael, 17, had dropped out and had few prospects when he enrolled in the Milbank



Johan, 17

program. Now, he is awaiting results to confirm his GED and is planning to become a chef, which he views as a way of tapping his artistic skills. “Children’s Aid Society helped me a lot,” he says. “They gave me a job so I could stay off the street. They helped me find my skills.”

Jerry, 18, overlaid his self-portrait with the words, “Not another statistic.” He’s referring not just to himself but also to the children who come to the Milbank Center, where he works as a locker room attendant. “I was always out starting trouble, cutting classes,” he says. “But once I got the job, I had to be a role model for the kids. I have to help teach them right from wrong.”

## the power of relationships

Tamara, 17, spent several months in a juvenile detention facility and, upon release, participated in re-entry with Children’s Aid. She thrived on the structure and support, and vowed to make a successful life for herself. But she returned home to an unstable living situation and was ultimately reincarcerated.

“That second placement in a juvenile facility could have blown Tamara’s life out of the water,” says re-entry director Cooper. But it didn’t. Upon her release, Tamara returned for re-entry to the Next Generation Center, Children’s Aid’s new center for disengaged teens, and asked for a particular caseworker with whom she had worked before. “She came back to us and asked for a *specific person*,” Cooper says, “someone she had made a real connection with. It’s the relationship that she was after.”



With the help of Children’s Aid, Tamara found stable housing, the first step on a path toward stability. Now, she is awaiting final notice of completion for her GED, is living on her own, employed and applying to college to study nursing.

Experience with re-entering youth like Tamara shows their need for relationships with adults who believe in their potential for success and will not give up on

## success story

### Elmer Blanco

The Children’s Aid Society can proudly point to a number of success stories among the youth who have graduated from its re-entry and City Challenge programs, but Elmer Blanco, 20, is a standout by any measure.

Elmer served 18 months in the Youth Leadership Academy, a boot camp upstate, as a result of a fight he got into in high school at the age of 15. After his release, he participated in the City Challenge program, a partnership between Children’s Aid and the New York State Office of Children & Family Services.



Of his life before the Youth Leadership Academy, Elmer says, “I had an anger problem.” It bothered the other kids that he spoke Spanish. He was jumped, and he retaliated by hitting the youth who had jumped him. Now, he sees his 18-month sentence as “a blessing,” as it allowed him to examine his life and redirect it.

Currently a group counselor for the East Harlem Center, and a worker for the Latino Outreach Initiative (in which Children’s Aid partners with the Boys & Girls Clubs of America) based there, Elmer has been with Children’s Aid for three and one-half years. He’s been president of the Keystone Club, runner-up for Youth of the Year and is currently president of Children’s Aid’s Youth Advisory Committee. Elmer is also on an independent review board for the state Office of Children & Family Services, representing youth, and recently became part of the state Juvenile Justice Advisory Board, which helps distribute federal grants to non-profits that have juvenile justice services.

them, ever, regardless of the choices they make. Through LINC, The Children’s Aid Society is refocusing its juvenile justice program around just such transformational, long-lasting relationships with adults outside the immediate family.

“We all had these people in our lives — a coach, a favorite teacher,” says Bermúdez. “But our young people haven’t developed those relationships. They’ve bounced around schools all of their lives. Building relationships is a skill they’ll need to develop for the workforce, too. Most of us have a mentor in our work lives who helps shepherd us through.”

Adds Cooper: “Our kids need the services, but if there’s not someone there to help them, they might just as easily walk away.”



LINC offers the opportunity for each young person to work one-on-one with a life coach, located at one of seven Children's Aid teen centers or other Boys & Girls Clubs in the Bronx, Harlem or Bedford-Stuyvesant. Together with the life coach and other supportive adults, each young person in LINC actively participates in creating his or her own "Change for Success" plan.

"The life coach will not allow the young person to say, 'Sure, no problem, I'm doing okay,'" says Bermúdez. "The coaches will get into real specifics: 'You haven't done so well in this class before, so what are you going to do differently? Who's your go-to person at school?' They'll help the youth create a specific plan to meet specific goals."

These one-on-one relationships are in place for 12 months — officially. But, as in its many other programs, Children's Aid is committed to working with these young people for a lifetime.

Cooper relates a conversation she had recently with Tamara, as they both marveled over the teenager's transformation. Tamara remarked that when she first came to Children's Aid, she was talking about fighting with her mother, getting in trouble in school, dating — the stuff of adolescence. "Now," says Cooper, "we're talking about how she'll pay her rent and her bills when she's at college, whether she should continue to work while she's in college. She's making big life decisions, adult decisions — and she doesn't want to do it all on her own. Guidance is really important." Tamara is engaged in the process

and is now able to accept help; Children's Aid will be there for her when she needs that guidance.

Ultimately, this is Children's Aid's goal: to help *all* disengaged youth gain a sense of agency over their lives and their futures. Rosheed, 21, a member of the Next Generation

This graduation is the beginning—  
the start of a zealous life.  
Spread your wings and fly toward the  
endless sky  
That we've been away from for so long.  
I know I'm flying to the sky.  
Would you care to join me?

Rosheed, Neighborhood Youth Employment  
Program, 2008 Graduation

Center in the Bronx who is aging out of foster care, implored his peers to do just that in the motivational poem he wrote for his graduation from NYEP in June. "This is you proving to yourself that *you* determine your destiny. Just by being here you are a success story in the making." ■







## children's aid: *birth to adulthood*

Children's Aid touches the lives of 150,000 children and their families at 45 locations throughout New York City. All aspects of a child's development are addressed as he or she grows. Our caring begins before birth, through prenatal counseling and assistance, and continues through the high school years with college and job preparatory training programs. And because children need stability, a host of services are available to parents, including housing

assistance, domestic violence counseling and health care access.

The mission of The Children's Aid Society is to uplift poor children and families and ensure their intellectual, physical and emotional well-being.

We provide each child we serve with the support and opportunities needed to become an educated, happy, healthy and successful adult.

Throughout our 155-year history, our programming has been driven by the needs of the children we serve. This proactive approach started in 1853, when Children's Aid's founder Charles Loring

Brace established the Orphan Train Movement, and continues today. Our independently evaluated and proven-effective program models in adolescent pregnancy prevention and community schools continue to influence other programs across the country and around the world. And, as you have read in this annual report, The Children's Aid Society has created a new framework for our work with teens, including those who are involved with the juvenile justice system. Our re-entry program, LINC (Lasting Investments in Neighborhood Connections), provides services and support to youth returning to their communities from state facilities, helping to smooth the transition and offering a different path for the future.

The Children's Aid Society has a long and proud tradition of creating new and better ways to improve the lives of children. We accomplish this while maintaining a commitment to fiscal integrity. We spend 91.6 cents of every dollar donated directly on children's services. This has earned Children's Aid a four-star 'Exceptional' rating from Charity Navigator, which ranks the organizational efficiency and capacity of non-profit organizations.

Children's Aid's ability to adapt to the changing needs of children and families has kept us relevant and vital to the lives of New York City's children. We pledge our continued commitment to the creation and expansion of innovative programs in support of our community's youngest citizens, ensuring a better future for the entire city. ■



## our network of services

The Children's Aid Society has always worked in the communities in New York City where the need is the greatest. As times and neighborhoods change, we extend our efforts to those areas most affected by poverty. Today the majority of our work is done in Harlem, Washington Heights, the South Bronx and Central Brooklyn. Our broad range of services includes:

- After-School and Weekend
- Arts
- Camps
- Early Childhood
- Family Support
- Foster Care & Adoption Services
- Health and Counseling
- Juvenile Justice
- Legal Advocacy
- Sports and Recreation
- Youth Development

### manhattan

#### Counseling & Home-Based/ Foster Care & Adoption Services

1. Carmel Hill Project
2. LINC – Boys & Girls Club (Lasting Investments in Neighborhood Connections)
3. Lord Memorial Building
4. Pelham Fritz Transitional Apartments and Day Care Center
5. PINS Program (Persons In Need of Supervision)

#### Community Centers

6. Drew Hamilton Learning Center
7. Dunlevy Milbank Center
8. Milbank Health Services
9. East Harlem Center
10. Frederick Douglass Center
11. The Hope Leadership Academy
12. Philip Coltoff Center at Greenwich Village and Early Childhood Annex
13. Rhinelander Center
14. Stern National Adolescent Sexuality Training Center
15. Taft Early Childhood Center

#### Community Schools

16. Manhattan Center for Science and Mathematics
17. Mirabal Sisters Campus\*

18. P.S. 5 Ellen Lurie
19. P.S. 8 Luis Belliard
20. P.S./I.S. 50 Vito Marcantonio
21. P.S. 152 Dyckman Valley
22. Salomé Ureña de Henríquez Middle Academies Campus\* with the Community Schools National Technical Assistance Center

#### Executive Offices

23. Executive Headquarters

### bronx

#### Counseling & Home-Based/ Foster Care & Adoption Services

1. Bronx Family Center
2. Bronx Foster Care Annex
3. Early Childhood Center
4. LINC – Boys & Girls Club (Lasting Investments in Neighborhood Connections)
5. Next Generation Center
6. PINS Program (Persons In Need of Supervision)

#### Community Schools

7. Arturo Toscanini Campus\*
8. C.S. 61 Francisco Oller/I.S. 190 The Environmental Science, Mathematics and Technology School
9. Fannie Lou Hamer Freedom High School
10. Fannie Lou Hamer Middle School
11. I.S. 98 Herman Ridder
12. I.S. 166 Roberto Clemente
13. Theater Arts Production Company Middle and High School

### brooklyn

#### Counseling & Home-Based/ Foster Care & Adoption Services

1. LINC – City Challenge (Lasting Investments in Neighborhood Connections)
2. PINS Program (Persons In Need of Supervision)

### staten island

#### Community Centers

1. Goodhue Center
2. William Osborn Day Camp

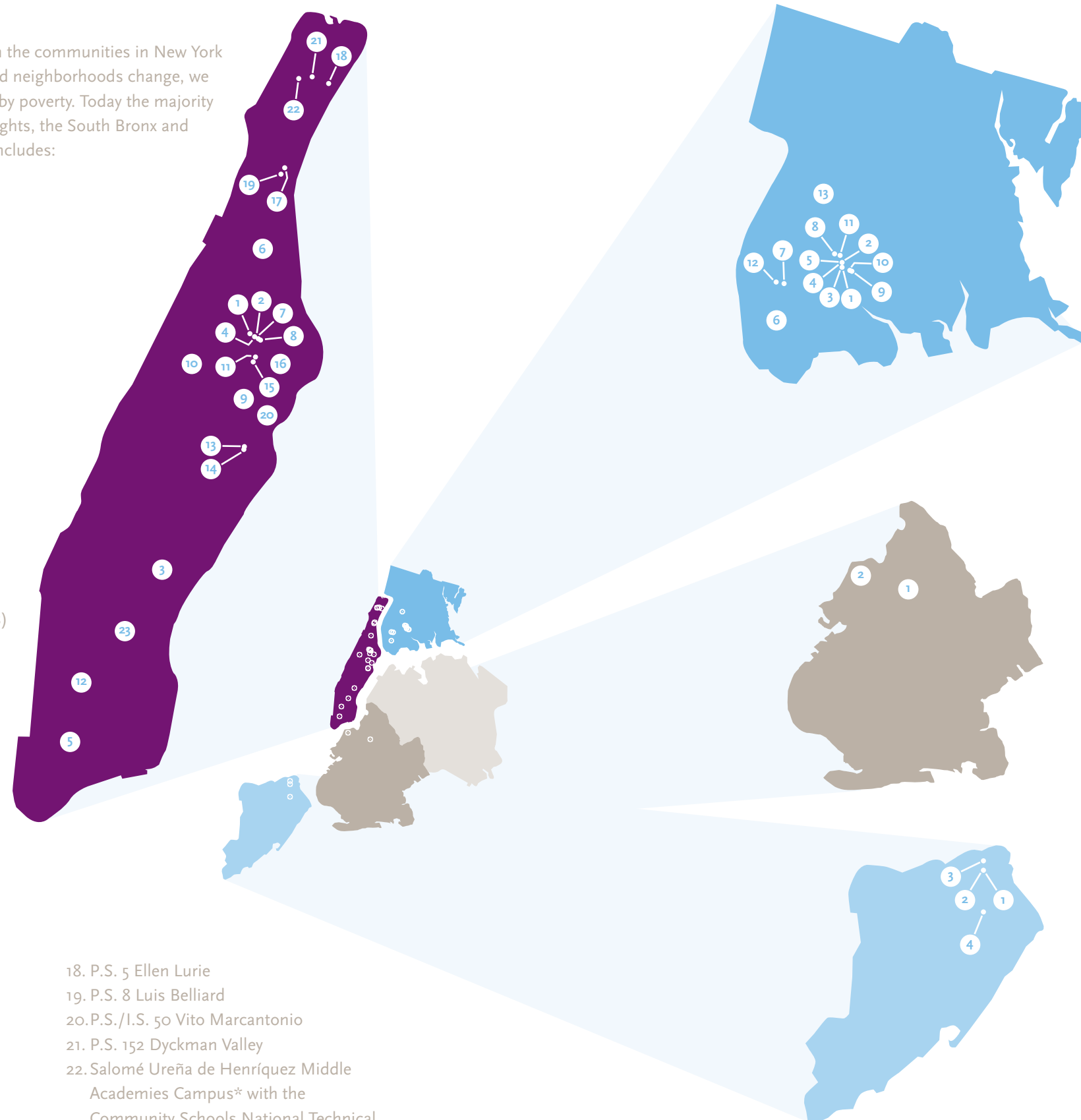
#### Community Schools

3. I.S. 61 William A. Morris
4. P.S. 35 Clove Valley

### westchester

#### Community Centers

Wagon Road Camp (not on map)



\*Each campus houses three schools.

For all addresses, see Where We Work, page 44.

## 2007–2008 event highlights

The Children's Aid Society reaches out to friends with the good news about its programs and services in many ways. Events call attention to a new Children's Aid location or service or a novel initiative and help us spread the word about our ongoing work; audiences for these events include the media, donors, partner organizations, members of the community and people who have simply expressed interest in the ways that we help children.



### 1. miracle on madison avenue

Generous shoppers and [more than 85 Madison Avenue merchants](#) helped raise over \$300,000 for Children's Aid at this year's Miracle on Madison Avenue, presented by The Bank of New York Mellon. On December 2, 2007, (left to right) actor Tamara Tunie, former New York Yankee Andy Phillips, C. Warren Moses, CEO of The Children's Aid Society, Robert Kelly, Chairman and CEO of the Bank of New York Mellon, and actors Michael McKean and Annette O'Toole kicked off the day's shopping and giving.

### 2. jordan brand classic

On April 19, 2008, [the country's top high school basketball players](#) took the court at Madison Square Garden for the Jordan Brand Classic presented by Foot Locker and Boost Mobile. For the fourth consecutive year, a portion of the proceeds benefited Children's Aid.

### 3. 9th annual golf classic

Enthusiasts hit the links at the famous [Baltusrol Golf Club in New Jersey](#) on May 19, 2008 for the 9th Annual Children's Aid Society Golf Classic fundraiser. A fun day was had by all; the net proceeds went to Children's Aid's community schools and adolescent pregnancy prevention program.

### 4–5. next generation center

A standing-room-only crowd gathered to celebrate the [formal opening of Children's Aid's new Next Generation teen center in the Bronx](#) on May 6, 2008. Nicholas Scoppetta, Fire Commissioner, New York City Fire Department and Gladys Carrión Esq., Commissioner of the New York State Office of Children & Family Services (shown with The Children's Aid Society's CEO, C. Warren Moses), led the festivities. (See donor profile, page 29.)

### 6. a time for children

In July 2007 Marjorie and Michael Stern's Big Wood Foundation opened A Time for Children, a very special children's boutique on Manhattan's Upper West Side. The Sterns are generously [donating 100% of the proceeds of the store to Children's Aid](#) and providing retail training and jobs for teens from our programs. (See donor profile, page 26.)

### 7. orthodontic clinic / casa de sonrisas

Children's Aid's new orthodontic clinic, Casa de Sonrisas (House of Smiles), saw its first patient on November 1, 2007. Located in our Salomé Ureña de Henríquez Middle Academies Campus community school in Washington Heights, Casa de Sonrisas is the [first orthodontic clinic in a public school in the country](#). Below, professionals from St. Barnabas Medical Center take care of a patient.





## community partners

Bringing high quality services to 150,000 children and families in New York City is an achievement we can all be proud of. By adding our voice to the chorus of outstanding organizational partners across the city, state and country, we are able to better serve children, who all deserve to grow up safe, healthy, successful and happy.

The Children's Aid Society is especially proud to be a founding member of the Boys & Girls Clubs of America (B&GCA); our centers and community schools are all Boys & Girls Clubs. B&GCA is the premiere national network of vital, neighborhood-based services for children and youth. We work with the national and state organizations on initiatives that include youth and leadership development, fitness, technology, community schools and juvenile justice. We have recently begun an alliance with the Children's Home Society of America, a national coalition of organizations begun by The Children's Aid Society as part of the Orphan Train Movement. This will strengthen our advocacy and help us reach the millions of Orphan Train descendants.



With the following advocacy partners, we are able to help more policymakers and the public understand the importance of keeping children safe and improving their health, of education and of out-of-school time programming. The Human Services Council (HSC) and Council of Family and Child Caring Agencies (COFCCA) are two premier coalitions of service providers that work closely with State and City government to ensure that public policy and practice encourages and supports the highest levels of services to children and families. Children's Aid's CEO, C. Warren Moses, serves on the board of HSC and our COO, William Weisberg, serves on the board of COFCCA. The Child Welfare League of America (CWLA) focuses on policy and legislation affecting children and families on a national level, and is currently advocating for a White House conference on children and youth. The Coalition for Community Schools, which Children's Aid helped to establish, is an alliance of organizations that wants to make every school a community school. The After-School Corporation (TASC), created by George Soros, is our partner in spreading the word about the importance of out-of-school time programming in children's lives.

Since the early 1930s, Children's Aid has been a most grateful beneficiary of The New York Times Neediest Cases campaign, which is one of the few consistent sources of emergency material assistance for families facing dire financial crises. The Times Foundation's Summer Youth Employment and Times' Scholars programs have provided a brighter future and have given inspiration to the next generation of leaders. Children's Aid was also very honored this past year to have been selected by The Times to administer its Subprime Neediest Cases Program, an initiative launched by The New York Times Neediest Cases Fund to help families that are suffering the impact of foreclosures to recover and transition into stable and secure housing.



We have many partners in local, state and federal government: New York City's Administration for Children's Services (ACS), the New York City Department of Youth and Community Development (DYCD), the New York City Department of Education (DoE), the New York City Department of Health & Mental Hygiene and the New York City Housing Authority (NYCHA), the New York State Office of Children & Family Services (OCFS) and the New York State Education Department (NYSED).

Children's Aid is able to provide excellent health care to children, youth and families in New York in school- and community-based health centers, due to partnerships with the following foremost medical institutions: Mount Sinai Medical Center and its Adolescent Health Center, Montefiore Children's Hospital, St. Barnabas Medical Center, Staten Island University Hospital and Columbia University's School of Dental and Oral Surgery.

Thanks to the following extraordinary arts partners, Children's Aid is able to help children, adolescents and teens discover themselves through dance and the arts. In two CAS/AileyCamps, Alvin Ailey American Dance Theater helps teens find new ways to see and express themselves, and find confidence and beauty. American Ballet Theatre's Make a Ballet program allows students to dance and look behind the curtain at career and artistic possibilities backstage. Studio in a School's talented instructors guide our youth in visual arts programs at Children's Aid sites. H.U.M.A.N. NY is a valued partner that has helped many of our disengaged youth find new avenues of expression through the arts.

Children's Aid offers its deepest gratitude to these partners and our many, many other local partners for their contributions to the well-being of our children, youth and families. ■





## financial & donor reports

For 155 years, The Children's Aid Society's innovative program ideas have become reality through our contributors' heartfelt generosity. We thank each and every one of you who have shared your good fortune with our children. For all of our supporters, we offer our annual Financial Report on page 25 as a summary of what we have accomplished through your generosity.



For seven consecutive years, Charity Navigator has awarded Children's Aid its highest rating of four stars, indicating "exceptional financial health." Also, Children's Aid is a member of the Better Business Bureau of Metropolitan New York's Charity Seal program, signifying our adherence to the 20 Standards for Charitable Accountability promulgated by the BBB and Wise Giving Alliance.

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# letter from the treasurer

I wish to thank the many individuals, foundations and corporations that support our work. I also wish to thank the members of our Board of Trustees, Advisory Council and Associates Council for their continuous support.

Fiscal Year 2008 had total unaudited expenses of \$105,497,223 compared to \$96,921,000 for Fiscal Year 2007, an increase of \$8.58 million or 8.8%.

The Children’s Aid Society is recognized for providing high quality services to children and families, and this year we experienced increased demand for our services, particularly in medical and therapeutic foster homes, as well as homemaking and preventive programs. Children’s Aid was also one of nine agencies chosen by New York City’s Administration for Children’s Services (ACS) to participate in a new approach to improve permanency outcomes for children, with particular attention to teenagers.



Along these lines, this year our innovative Next Generation Center moved into its state-of-the-art facility in the Bronx and is providing a wide array of services for teens transitioning to adulthood. Two of our government-funded Juvenile Justice programs became fully operational this year, including the PINS (Persons in Need of Supervision) program in the Bronx and the Intensive Preventive program on Staten Island. Our new African American Male Initiative is already making a difference for second-, third- and fourth-graders. All of the above-mentioned programs accounted for additional spending of \$4.7 million, over half of the total increase.

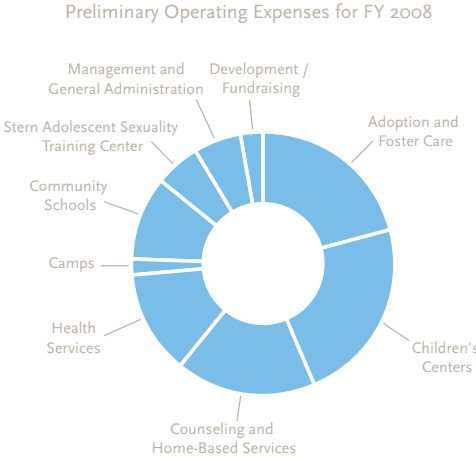
Operating income (unaudited) of \$92,229,643 for Fiscal Year 2008 increased by almost \$8.5 million over last year; close to \$6 million was government funding for new or expanded programming and rate increases. Restricted donations declined by \$2.3 million. However, this was offset by an increase of \$4.5 million related to additional bequest income and pledged income for teen pregnancy prevention programs, educational support in our centers and the Next Generation Center for teens.

I wish to note that administrative and fundraising expenses were 8.4% of operating expenses in FY 08. The shortfall between operating income and expenses was met with withdrawals from Children’s Aid’s reserves.

*Virginia M. Sermier*

Virginia M. Sermier, Treasurer

# financial report



Operating Expenses for the Year Ending <sup>(1)</sup>	June 30, 2008	June 30, 2007
	<i>Preliminary</i>	<i>Audited</i>
Adoption and Foster Care	\$ 21,981,704	\$ 18,388,000
Children’s Centers	24,229,282	23,599,000
Counseling and Home-Based Services	18,223,267	17,425,000
Health Services	13,480,923	11,513,000
Camps	2,039,821	1,961,000
Community Schools	10,863,281	10,525,000
Stern Adolescent Sexuality Training Center	5,867,876	5,346,000
Management and General Administration	6,117,249	5,532,000
Development / Fundraising	2,693,820	2,632,000
Grand Total <sup>(2)</sup>	\$ 105,497,223	\$ 96,921,000

Operating Income for the Year Ending	June 30, 2008	June 30, 2007
	<i>Preliminary</i>	<i>Audited</i>
Restricted and Unrestricted Income <sup>(3)</sup>	\$ 18,501,095	\$ 16,296,000
Public and Government Support	65,425,840	59,437,000
Fees and Other Income	8,302,708	8,016,000
Grand Total	\$ 92,229,643	\$ 83,749,000
Surplus / (Deficit)	\$(13,267,580)	\$ (13,172,000)

(1) Operating expenses exclude capital purchases in FY 2008 of approximately \$3.1 million and \$2.4 million in FY 2007, which were paid for by our reserves. The net assets as of June 30, 2008 (pending final audit) are approximately \$288 million. These assets include restricted and unrestricted reserves (\$272 million), Society-owned buildings and land, and other miscellaneous assets. Depreciation expense is included.

(2) These figures do not include income or expenses related to World Trade Center programs which were estimated at \$1.6 million in FY 08 and \$3.6 million in FY 07.

(3) Includes pledge income.



## trustees, local boards & key staff

I am extremely appreciative of the Board of Trustees of The Children’s Aid Society for its leadership and to the Advisory Council, Associates Council and volunteer Community Advisory Boards for their guidance. Most of all, I would like to thank the staff of The Children’s Aid Society — those named here and those whose names space limitations would not allow — for their tireless, caring work on behalf of the children and families of New York.

—Angela Diaz, M.D., M.P.H., *Board President*

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## in memoriam

### Victor Remer, 1919–2008

The Board of Trustees and staff of Children’s Aid are deeply saddened by the June 17th passing of our friend Victor Remer, who led the agency for 15 years. Vic served as executive director from 1966 until 1981, a time of great change for both Children’s Aid and New York City.

During the 1960s and 70s, issues such as drugs, increased crime and poverty demanded a new approach by The Children’s Aid Society and Vic responded to the challenge. Under his leadership, Children’s

Aid’s budget grew from under \$3 million to more than \$10 million and the number of children served doubled to more than 100,000.



He moved the agency into the modern era by professional-izing and integrating Children’s Aid’s services. He expanded and diversified the Board of Trustees and closed upstate homes for children with diseases that were no longer epi-demic or thought to be cured by a stay in the country. Vic’s leadership continues to resonate in the work we do today. In *The New York Times* and with his actions, Vic advocated for a different view of teens that had been in trouble with

the law and undertook innovative new projects that were a forerunner of our re-entry program. He insisted the youth could be reformed and worked with them to provide them with the support and outlets needed to redirect their lives.

From his retirement in 1981 until last year, Vic worked tirelessly as Children’s Aid’s archivist, cataloging Children’s Aid’s vast holdings of records, including those of 129,000 Orphan Train Riders. These archives tell the story of “family placements” — as opposed to orphan asylums — for abandoned children and are of tremendous value to historians and the millions of descendants of Orphan Train Riders. The archives were donated to the New-York Historical Society and named “The Victor Remer Memorial Collection.”

Our thoughts and sympathy go out to Alma, his wife of more than 60 years, their daughters Alice and Sari and the entire family.

trustees, local boards & key staff *continued*

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Chris Crowley  
Leslie Dayton  
Peter Frost  
John Kreckler  
Ann Kugel  
David Liang  
Graham Parker  
Maizie Peterson  
Shahana Sen  
Sue Spiner

\* Board dissolved  
as of 6-17-08.

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Ruth Cunningham  
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Dewana Hunter  
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Yohanna Tineo  
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Sherma Bennett  
Payroll Manager  
Cynthia Rietscha  
Director of Risk and  
Compliance  
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Development and  
Director, Marketing & Events  
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Gregory Denizard  
Senior Assistant Director  
for Operations  
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National Implementation  
Monique Weekes  
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City and Country Branches

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Assistant Division Director,  
Programs  
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Assistant Division Director,  
Adolescent Services  
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Support Program  
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Quality Advisor

Arkee Hodges  
Director, African American  
Male Initiative  
Scott McLeod  
Director, Volunteer Services

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Start Programs

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Childhood Programs  
Andrew Seltzer, Ed. D.  
Associate Director, Early  
Childhood Programs  
Yasmin Morales  
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Associate Director,  
Community Schools  
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Assistant Director,  
Community Schools  
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Assistant Director,  
Community Schools  
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Director of Education  
Services, City & Country  
Branches and  
Community Schools  
Robert Aguirre  
Director of Fiscal Operations

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Community Schools

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Director, National Technical  
Assistance Center for  
Community Schools  
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Assistant Director, National  
Technical Assistance Center  
for Community Schools  
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Consultant  
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Policy and Advocacy  
Specialist  
Abelardo Fernandez  
Community Schools  
Consultant  
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Community Schools  
Consultant

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Home-Based Services

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Director, Counseling &  
Home-Based Services  
Michele Dubowy  
Assistant Director, Counseling  
& Home-Based Services  
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Justice Programs  
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Court-Related Services  
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PINS Diversion &  
Court-Related Services  
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Adoption Services

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Care Program  
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Care Services  
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Generation Center  
Gail Murtha  
Director, Expedited  
Permanency and  
Aftercare Services  
Robert Sloan  
Director, Staten Island  
Intensive Preventive and  
Foster Care Services

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Access Program  
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Health Programs  
Kelly Kirby, L.C.S.W.  
Director, Family  
Planning Programs



care, commit, connect: *volunteer*

The Children’s Aid Society greatly appreciates its volunteers’ commitment to making a difference in a child’s life. [We are especially grateful to our 43 volunteer Board members](#), who as Trustees assure the viability of Children’s Aid and give real meaning to the term “volunteer agency.”

Last year [700 volunteers donated their time and talents](#) as weekly mentors, tutors and teacher’s aides or served as one-time volunteers lending a hand at special events such as Miracle on Madison Avenue or Bikes for Kids, or rolling up their sleeves on Derby Day, Children’s Aid’s agency-wide day of volunteer service.

The [Corporate Advisory Committee \(CAC\)](#) includes caring volunteer corporate partners that provide a range of support, including internships, externships and funding, and send corporate volunteers to host specific, site-based activities, such as back-to-school fairs, career panels and community service days. Last year, the CAC assisted 525 youth.

The CAC meets monthly and advises Children’s Aid about building corporate relationships that will help New York’s neediest children. Our thanks go to these current and past affiliates: HBO/Time Warner, HSBC, Financial Guaranty Insurance Company, Essence Magazine, Nautica, CW11/WPIX TV, United Building Maintenance, Con Edison, Verizon, Fresh Direct and SONY BMG Music Entertainment. The committee always seeks new, committed members.

The past year also saw the revitalization of the [Associates Council \(AC\)](#), which prepares volunteers to be future leaders who want to fulfill Children’s Aid’s mission and serve the best interests of New York City’s children and families. Since its inception, the AC has played an important role in guiding the volunteers and cultivating them as leaders for Children’s Aid’s Advisory Council and Board of Trustees. Volunteers themselves, this dynamic cadre raised in excess of \$10,000 to support the Annual Holiday Drive and helped conduct the Teen Foster Care Party and Saturday Outing program this year. They have launched the popular Happy Hour mini-fundraisers and are exploring new and innovative ways to spread Children’s Aid’s message to the public using different media and partnerships. With many exciting ways to get involved with Children’s Aid as a volunteer, 2008-09 is shaping up as a very exciting year.

As always, our sincerest thanks and appreciation go to our wonderful group of volunteers for being role models and mentors to our children and youth. ■

where we work

Counseling & Home-Based/  
Foster Care & Adoption  
Services

Bronx

**Bronx Family Center**  
1515 Southern Boulevard  
Bronx, NY 10460  
718.589.3400  
**Early Childhood Center**  
718.620.1200

**Next Generation Center**  
**Bronx Foster Care Annex**  
**LINC – Boys & Girls Club**  
(Lasting Investments in  
Neighborhood Connections)  
1522 Southern Boulevard  
Bronx, NY 10460  
718.589.4441

**PINS (Persons in Need  
of Supervision) Program**  
**Bronx Unit**  
369 East 148th Street,  
2nd Floor  
Bronx, NY 10455  
718.716.7531

Brooklyn

**LINC – City Challenge**  
(Lasting Investments in  
Neighborhood Connections)  
272 Jefferson Avenue  
Brooklyn, NY 11216  
718.789.2899

**PINS (Persons In Need of  
Supervision) Program**  
**Brooklyn Unit**  
175 Remsen Street, 7th Floor  
Brooklyn, NY 11201  
718.625.8300

Manhattan

**Carmel Hill Project**  
69 West 118th Street, Suite 1W  
New York, NY 10026  
212.423.5806  
**LINC – Boys & Girls Club**  
(Lasting Investments in  
Neighborhood Connections)  
14-32 West 118th Street  
New York, NY 10026  
212.996.1716

**Lord Memorial Building**  
150 East 45th Street  
New York, NY 10017  
212.949.4800

**Pelham Fritz Transitional  
Apartments**  
17-21 West 118th Street  
New York, NY 10026  
212.348.5356  
**Day Care Center**  
212.427.8851

**PINS (Persons In Need  
of Supervision) Program**  
**Manhattan Unit**  
60 Lafayette Street, 3C25  
New York, NY 10013  
212.619.0383

Community Centers

Manhattan

**Drew Hamilton Learning Center**  
2672 Frederick Douglass Blvd.  
at 142nd Street  
New York, NY 10030  
212.281.9555

**Dunlevy Milbank Center**  
14-32 West 118th Street  
New York, NY 10026  
212.996.1716  
**Milbank Health Services**  
212.369.8339

**East Harlem Center**  
130 East 101st Street  
New York, NY 10029  
212.348.2343

**Frederick Douglass Center**  
885 Columbus Avenue  
at 104th Street  
New York, NY 10025  
212.865.6337

**The Hope Leadership Academy**  
1732 Madison Avenue  
at 114th Street  
New York, NY 10029  
212.987.5648

**Philip Coltoff Center at  
Greenwich Village**  
219 Sullivan Street  
New York, NY 10012  
212.254.3074  
**Early Childhood Annex**  
177 Sullivan Street  
New York, NY 10012  
212.505.6545

**Rhineland Center**  
350 East 88th Street  
New York, NY 10128  
212.876.0500  
**Stern National Adolescent  
Sexuality Training Center**  
212.876.9716

**Taft Early Childhood Center**  
1724-26 Madison Avenue  
at 114th Street  
New York, NY 10029  
212.831.0556

Staten Island

**Goodhue Center**  
**William Osborn Day Camp**  
304 Prospect Avenue  
Staten Island, NY 10301  
718.447.2630

Westchester

**Wagon Road Camp**  
431 Quaker Road  
Chappaqua, NY 10514  
914.238.4761

Community Schools

Bronx

**Arturo Toscanini Campus\***  
1000 Teller Avenue  
Bronx, NY 10456  
718.293.2728

**C.S. 61 Francisco Oller**  
**I.S. 190 The Environmental  
Science, Mathematics and  
Technology School**  
1550 Crotona Park East  
Bronx, NY 10460  
718.991.2719/8023

**Fannie Lou Hamer**  
**Freedom High School**  
1021 Jennings Street  
Bronx, NY 10460  
718.861.4825

**Fannie Lou Hamer**  
**Middle School**  
1001 Jennings Street  
Bronx, NY 10460  
718.861.7892

**I.S. 98 Herman Ridder**  
1619 Boston Road  
Bronx, NY 10460  
718.842.2760

**I.S. 166 Roberto Clemente**  
250 East 164th Street  
Bronx, NY 10456  
718.293.3144

**Theater Arts Production**  
**Company Middle and  
High School**  
2225 Webster Avenue  
Bronx, NY 10457  
718.584.0832

Manhattan

**Manhattan Center for Science  
and Mathematics**  
280 Pleasant Avenue  
New York, NY 10029  
212.423.9630

**Mirabal Sisters Campus\***  
21 Jumel Place at 168th Street  
New York, NY 10032  
646.867.6066

**P.S. 5 Ellen Lurie**  
3703 Tenth Avenue  
at Dyckman Street  
New York, NY 10034  
212.567.5787

**P.S. 8 Luis Belliard**  
465 West 167th Street  
New York, NY 10032  
212.740.8655

**P.S./I.S. 50 Vito Marcantonio**  
433 East 100th Street  
New York, NY 10029  
212.860.0299

**P.S. 152 Dyckman Valley**  
93 Nagle Avenue  
New York, NY 10040  
212.544.0221

**Salomé Ureña de Henríquez**  
**Middle Academies Campus\***  
4600 Broadway at 196th Street  
New York, NY 10040  
212.569.2880  
**Community Schools National  
Technical Assistance Center**  
212.569.2866

Staten Island

**I.S. 61 William A. Morris**  
445 Castleton Avenue  
Staten Island, NY 10301  
718.727.8481

**P.S. 35 Clove Valley**  
60 Foote Avenue  
Staten Island, NY 10301  
718.442.3037

Executive Offices

**Executive Headquarters**  
105 East 22nd Street  
New York, NY 10010  
212.949.4936

notice of non-discrimination

No person shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination in any program or activity available at The Children’s Aid Society on the basis of race, sex, religion, creed, political belief, age, national origin, linguistic and language differences, sexual orientation, socio-economic status, height, weight, marital or familial status, or disability.

\*Each campus houses three schools.





**The Children's Aid Society**  
105 East 22nd Street  
New York, NY 10010  
[www.childrensaidsociety.org](http://www.childrensaidsociety.org)



The Children's Aid Society is a founding  
member of Boys & Girls Clubs of America.