



JCCA

Repair the world
child by child



ASKING
THE RIGHT
QUESTIONS



ANNUAL
REPORT
2015
2016

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“In all affairs,
it’s a **healthy thing** now and then
to hang a **question mark**
on the thing you have long
taken for granted.”

— BERTRAND RUSSELL

LETTER FROM THE CEO



On the eve of my two-year anniversary at the helm of this remarkable agency, JCCA faces a number of compelling opportunities and challenges. In partnership with our executive staff and the Board of Trustees, following nearly 18 months of thoughtful consideration about JCCA's considerable breadth of services and how they are delivered, we have grappled aggressively with the tough questions that strong, determined nonprofits are more and more being asked to confront. The result is that we are leaner and more efficient and are serving our children, young people, and their families intelligently and creatively, and with a deep commitment to *tikkun olam*.

We will continue to do this by always challenging the status quo. How can we address the critical needs of our clients with compassion in the highest quality way without sacrificing the bottom line? How do we navigate the uncertain and ever-changing landscape of government funding? What opportunities for strategic alliances may be on the horizon? And perhaps most importantly for our clients, how do they inform our direction? How do we adapt to our clients' changing needs and help create new trajectories for them? How can we do better today so that we are in the best position to be more impactful tomorrow? These questions motivate and inform our thinking.

Answers come through hard work, self-reflection, research, analysis, and rigorous decision-making.

We strive to ensure that our children, young people, and families develop a strong, positive sense of themselves that will endure for the rest of their lives. Our goal is to offer our young people and their families programming that will help them feel safe, confident, and supported on their path to independence. We are determined to connect with each individual client on their terms and with respect for their unique experience so that they are part of the decisions that inform how we work together to achieve success. Where JCCA's children and young people belong in this world is a choice each of them makes. Our challenge is to help create the environments, opportunities, and relationships that result in their choosing the arc of the story that will bring them stable independence and personal satisfaction.

There are no quick or easy answers to any of the questions ahead. We will succeed through hard work, self-reflection, dedication, research, analysis, and a continued willingness to make difficult decisions together, even when they are unpopular but essential to a brighter future. I am confident that JCCA will persevere and grow stronger because we work as a team — we leverage the skills, experience, and talent of many disciplines. In addition, we share a collective commitment — improving the lives of vulnerable, young New Yorkers and their families.

At JCCA, we are proud of what we do. And we believe that you will be, too.

A handwritten signature in black ink, appearing to read "R. Richter". The signature is stylized and cursive.

Ronald E. Richter
Chief Executive Officer and Executive Director, JCCA



COMPASS PROJECT

LETTER FROM THE PRESIDENT

Dear Friends, Supporters, and Colleagues:



The past two years have seen enormous changes in the evolution of our nearly 200-year-old child welfare agency. And yet we are still true to our original mission, as our new tag line attests—repairing the world child by child.

Tikkun olam still informs our work, not just in the Jewish community where we partner with UJA-Federation around Partners in Caring, but throughout all our programs. JCCA has always been committed to helping the most vulnerable children in New York City and beyond.

Today, our services in the Preventive arena, Mental Health, Foster Care, and Residential Care on our campus are as robust as they were 100 years ago. We also continue to provide services for struggling Jewish children and young adults on the autism spectrum. We see tremendous promise in the results of our work at our transfer school in Brownsville, Brooklyn and are excited to be opening a second transfer school in Coney Island in September of 2017. At the end of the day, we are all about helping our families succeed by providing foster and biological parents with the skills and tools they need to be better caregivers, and inserting best clinical practices into the treatment of our children and young people to help them cope with the not-insignificant challenges in their lives.

We build on the strengths of our past to give every child hope for a better future.

Over the past year and a half, since transitioning to a new CEO and following a major re-organization of the executive management team, we are confident that our programs rest on a solid financial foundation. A deep dive into our financial health and improved efficiencies have enabled us to weather the storm of recent fiscal challenges in the not-for-profit arena. We are stronger for having made difficult decisions about our focus, program offerings, and staffing.

I am so grateful for the commitment of our talented and generous Board of Directors, the hard work of our staff, the generosity of our donors, enthusiasm of our hundreds of volunteers, and the incredible support of our partner, UJA-Federation of New York. The future is bright for JCCA as together we build on the strengths of our past to give every child hope for a better future.

Sincerely,

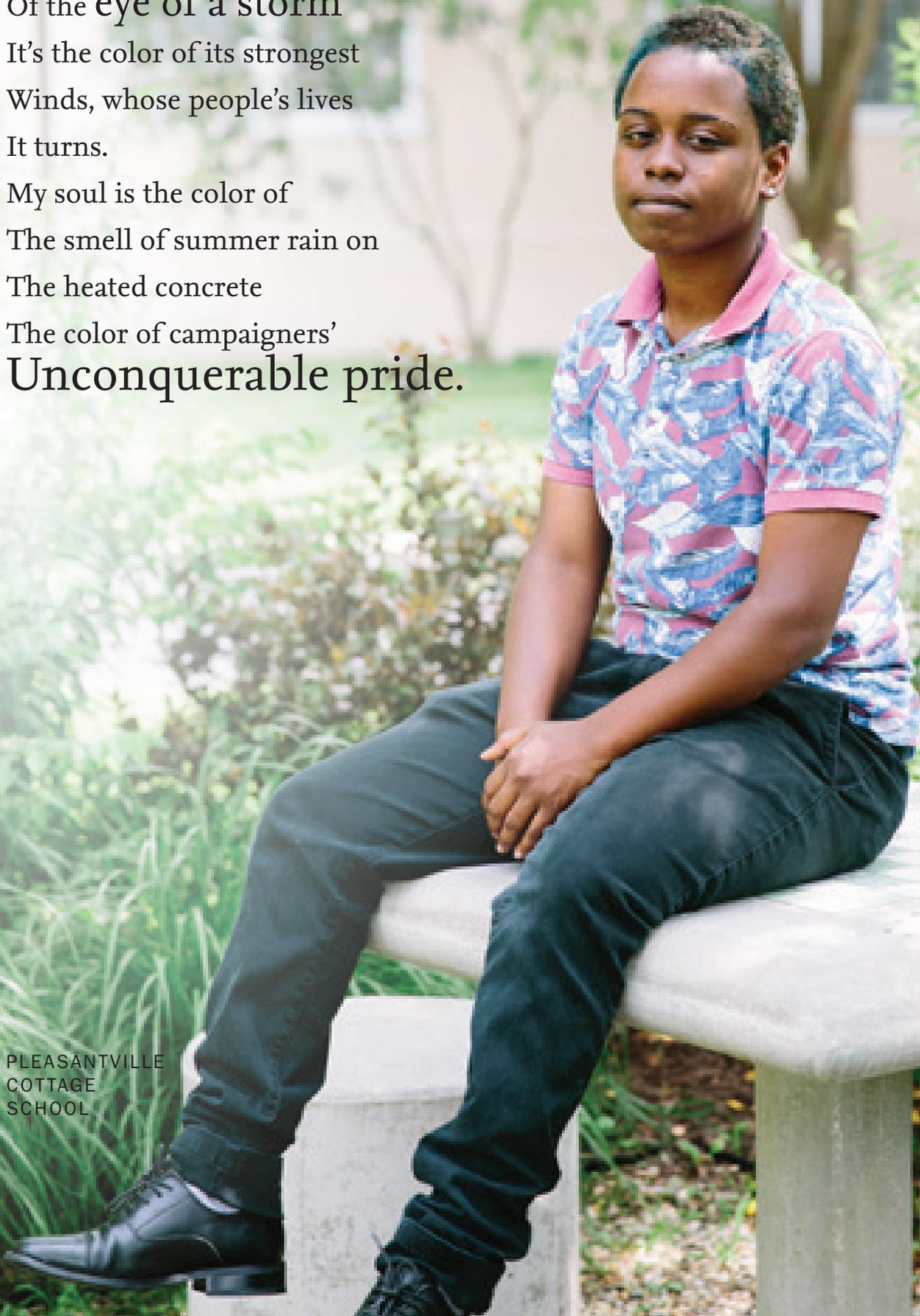
A handwritten signature in cursive script that reads "Barbara Salmanson".

Barbara Salmanson
President of the Board

THERAPEUTIC ARTS

My soul is the color
Of the eye of a storm
It's the color of its strongest
Winds, whose people's lives
It turns.
My soul is the color of
The smell of summer rain on
The heated concrete
The color of campaigners'
Unconquerable pride.

PLEASANTVILLE
COTTAGE
SCHOOL





In print, on stage, or in the halls of government, our kids make themselves heard.

Self-expression and self-determination are instrumental in building confidence and healing trauma. Our teens are very talented. We encourage them to share their experience and art with each other as well as elected officials. Armed with the tools to speak for themselves, our young clients are well prepared to be productive, independent adults.

ADVOCACY

Cearia went to Albany to advocate for financial aid for foster kids in college.

“No child should have to decide between putting food in the fridge and going to class.

Meeting the staff of seven New York State Senators, I was a little nervous because I realized that these people have the power to change the law, but I realized that it was a good thing, and maybe they could help. Knowing I wasn't alone, I relaxed and felt I could be myself and tell my own story. From the looks on the representatives' faces, I could tell we reached them and got our message across.”

YOUTH DEVELOPMENT

Danaysia won an award for her essay about being in foster care. She wrote about the changes she made once she left her abusive home and entered foster care.

“I found a new strength and discovered a new person, a new beauty. One I [had] never seen before and I embraced it. I left my abusive boyfriend, I signed up for New York Cares, and participated in several of the projects. I went back to my high school to talk to the seniors who were now in the predicament that I was once in, to give them some of my wisdom. **I was able to love those who didn't love me, I kept my head up and my smile wide.** I discovered the young lady, now woman, that I had lost so long ago.”



We give our clients the tools. They build an independent future.

It's the nature of our work that all our clients will eventually leave our care. Permanency takes many forms: adoption, reunification, college, a grown-up apartment. Planning this road map for self-sufficiency actually begins the moment a client enters our doors. Across the agency, JCCA staff work diligently to make sure every child has the chance to live safely and sustainably.



ON A NEW PATH

Daquan's early childhood was difficult. He was in and out of foster homes, and came to Edenwald at age 13. "I was angry and didn't want to listen to anyone. I was acting out," he remembers. His counselors and teachers at JCCA supported him and taught him how to cope with his feelings. **Once he began to control his anger, Daquan noticed that his grades started to improve** and he could turn his attention to studying. In 2016, 18-year-old Daquan became the first student from Edenwald Center to receive a Regents Diploma, and is now attending Bronx Community College.



149 **WORK INTERNSHIPS**

"My internship gives me an opportunity to learn more about the graphic design field, which is my passion. **I like the happy environment and the people I work with.** I am responsible and always show up to work on time and have developed a great work ethic."

Blake, a Compass intern at a print shop



67 **DIPLOMAS**

"I felt all the love and it became easy to do what I was supposed to do. **BDA matured me**—there was never a day I regretted coming to school."

Terrell, BDA Graduate



59 **ADOPTIONS**

"I feel I didn't do anything special, I just offered Christian affection and a stable home. **In return, Christian has changed our life in every way and brought us all closer together.**"

Emelinda Eusebio, foster/adoptive parent



97 **REUNIFICATIONS**

"**Home is where you feel love and is where you can look at people with a smile** and say, 'I am going home.' It's where you can lay your head down at night and not have to worry about getting hurt, or worry about what's going to happen in your sleep."

James, home with his sister after 10 years in foster care



College Enrollment

BERKELEY COLLEGE
BOROUGH OF MANHATTAN
COMMUNITY COLLEGE
BRONX COMMUNITY
COLLEGE
THE COLLEGE OF STATEN
ISLAND
THE COLLEGE OF
WESTCHESTER
GUTTMANN COMMUNITY
COLLEGE
HOSTOS COMMUNITY
COLLEGE
JOHN JAY COLLEGE
KINGSBOROUGH COLLEGE
LA GUARDIA COMMUNITY
COLLEGE
LEHMAN COLLEGE
MEDGAR EVERS COLLEGE
MOHAWK VALLEY
COMMUNITY COLLEGE
MONROE COLLEGE
NEW YORK COLLEGE OF
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NEW YORK INSTITUTE OF
TECHNOLOGY
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COMMUNITY COLLEGE
ONONDAGA COMMUNITY
COLLEGE
QUEENS COLLEGE
QUEENSBOROUGH
COMMUNITY COLLEGE
ST. FRANCIS COLLEGE
ST. JOHN'S UNIVERSITY
SUNY BUFFALO
SUNY COBLESKILL
SUNY DELHI
UNIVERSITY OF VERMONT
WESTCHESTER
COMMUNITY COLLEGE



COMPASS PROJECT

SUPPORTING FOSTER YOUTH IN COLLEGE



For Kinia Gonzales, being an Education Coordinator is not just a job. Her mission is to **transform a young person's future and open a path to success**. Fewer than 10 percent of young people in foster care graduate college nationwide. Kinia knows it is not enough to deal with the academic and financial obstacles of being a foster-involved teen in college. She uses a trauma-informed, problem-solving framework to help students manage their feelings and reframe these challenges. By staying in frequent phone, text, and email communication with our young people, she becomes their mentor for dealing with college struggles and stressors. As a result, **JCCA's college persistence** (teens who stay in college) rate is **almost 80 percent**.

“I remember sitting with my caseworkers as they presented me with options, offering their guidance. I pushed against all temptations, against what my friends were doing, and against the barrier of what I thought was possible.” — WILL, 24, FORMER FOSTER CHILD



43 Trainings scheduled

1230 Continuing Ed credits

12 Maslow Awards

24/7 Availability of on-call staff to help kids, parents, foster parents, and caregivers get through tough moments



WHAT CAN WE DO BETTER TODAY TO GO FURTHER TOMORROW?

Our commitment to excellence and improvement sets us apart.

Walking through our community offices or Pleasantville Cottage Campus, it's impossible to ignore JCCA's high-energy staff. Dedicated and passionate, our employees take on the challenges of child welfare work with aplomb, often going beyond the boundaries of their work day or job description. On a larger level, our work is informed by cutting-edge, evidence-based practice models to make sure our clients benefit from the latest research and information.



INNOVATION IN PRACTICE

Ever-changing government reimbursements are a constant challenge in the human services sector. That's why it was so important to translate our comprehensive clinical expertise into policy updates and funding solutions for the kids in our care. Because of JCCA, **childhood trauma**—instead of a mental health or physical diagnosis—is a valid criterion for receiving important care management and therapeutic services. **Thanks to our work, thousands of foster kids in New York State (not just those served by JCCA) are now eligible for care managers to ensure they get the medical and emotional support they need to become healthy, successful adults.**

ABOVE AND BEYOND

Meet Anthony, age 16. A Bridges to Health client, Anthony had multiple challenging foster home placements and finally found a great new permanent placement. His team quickly learned that his new foster mom had planned a trip to Orlando theme parks for her family and another foster child already in her care, but she didn't have the funds to add another person to the trip. **No one could bear to see Anthony left behind.** So the entire team worked together to make the vacation happen: One supervisor's sister, a producer for *Good Morning America*, was able to get Disney passes for the whole family, while other staff members worked with a family court judge to find funds for Anthony's travel and accommodations. Anthony, who had never been outside New York City, had **the trip of a lifetime, thanks to everyone's efforts**—and now he truly feels part of a warm, nurturing family.





HOW CAN WE COLLABORATE TO IMPROVE OUTCOMES?

The relationships we create improve outcomes and change lives.

Clients working with staff.

Volunteers bonding with campus residents.

Program directors and funders designing new initiatives.

Foster parents mentoring birth parents.

Our work is better when we do it as a team.



NYC FIRST LADY CHIRLANE MCCRAY (CENTER)
WITH JCCA CEO RONALD E. RICHTER AND BENITA
MILLER, EXECUTIVE DIRECTOR, NYC CHILDREN'S
CABINET, AT RIKER'S ISLAND

SUPPORTING THE CHILDREN OF INCARCERATED PARENTS

More than 2.7 million youth in the United States have a parent in jail, prison, or other form of detention. Separation due to incarceration is always traumatic to kids, even more so when they are in foster care. JCCA has partnered with Graham Windham, the NYC Administration for Children's Services (ACS), and the Osborne Association to **find ways to reduce the trauma and stigma associated with having a parent in prison**. JCCA caseworkers travel hours with kids to visit their parents upstate and facilitate peer groups so young people can share their struggles. It takes a tremendous amount of work, but we know how important it is for children to maintain and build healthy relationships with their parents, in spite of the complicated and difficult circumstances surrounding their separation.

MAKING A DIFFERENCE, LITERALLY

JCCA's Early Literacy program, funded by a grant from the New York Community Trust, provides **essential intervention for our youngest and most vulnerable foster children**. The program incorporates in-home tutoring with caregiver coaching and training. Over the course of the six-month program, kids make progress in leaps and bounds. Unique initiatives like the Early Literacy program — that have positive, measurable results — are made possible by **creative collaboration between the experts on our staff and our dedicated, forward-thinking funders**.



THANK YOU FOR PARTNERING WITH JCCA

UJA-Federation • Dave Thomas Foundation for Adoption • Children's Hope Chest • Jacob Burns Film Center • Graham Windham • Eileen Fisher • Goldman Sachs • WJCS • Sarah Lawrence College • RISE • Coop Tech • NY Foundling Tech • Larchmont Avenue Church • Per Scholas • Pleasantville Community Synagogue • Morgan Stanley • Westchester Reform Temple • Westchester Woman's Bar Association • ACCES-VR • Jewish Center of Harrison • Foster Pride • Grace Church • Bronx Defenders • WestMed • Uptown Dance Academy • Woodlands Community Synagogue • Binghamton University Alumni Association • Larchmont Temple • Isabella Geriatric Center • CVS • Sean Casey Animal Rescue • Neighbors Link • New York Community Trust • SoBro • PepsiCo • Osborne Association • SPCA - Briarclif • Chabad of Bedford • Pelham Jewish Center • Microsoft • Operation Prom • Holy Innocence Church • Atria Assisted Living • Northern Manhattan Improvement Corporation • Burlington Coat Factory • Ossining Community Center • FPWA • HSC • Zwilling J.A. Henckels • El Faro Beacon • Coldstone Creamery • Brooklyn Kids Academy • Opportunities for a Better Tomorrow • JCC Midwestchester • Marshalls • B'Nai Israel • Westchester Community College • FYSA • JCC on the Hudson • Katherine Locker • City Bar Justice Center • MAIA Education • Congregation Sons of Israel • Center for Alternative Sentencing and Employment Services • Temple Beth-El • Temple Israel Center Nursery School • The Point • Pace University • Ossining Childrens Center • The Door • Americorps Vista • Mike Risko Music School • Shaaray Tefila • Culture for One • C-Town Grocery • Heart Gallery

EDENWALD
CENTER

1430 Individual Donors
574 Campus Volunteers
46 Foundation Partners
88 Corporate Partners



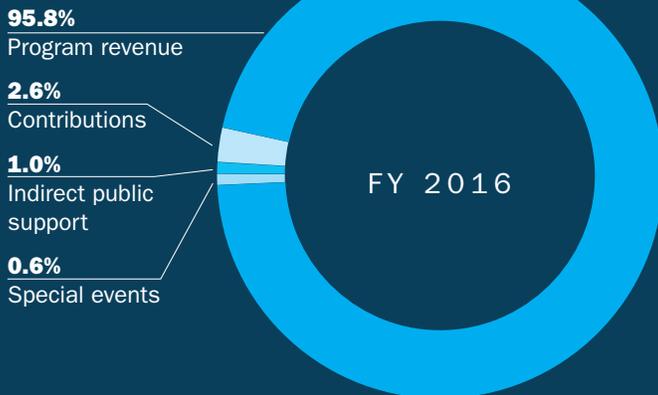


Revenue and Expenses

OPERATING REVENUE

JULY 1, 2015 – JUNE 30, 2016

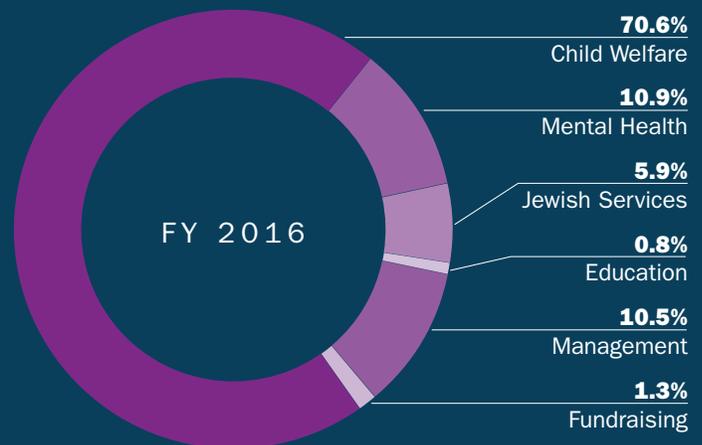
Program service revenue	\$ 103,135,002
Contributions	2,782,174
Indirect public support	1,077,937
Net revenue from special events	658,411
Third-party settlements	(477,590)
Total operating revenue	\$ 107,175,934



OPERATING EXPENSES

JULY 1, 2015 – JUNE 30, 2016

Child welfare services	\$ 79,313,537
Mental health services	12,293,625
Jewish community-based services	6,600,085
Education	948,374
Management and general	11,761,425
Fundraising	1,475,843
Total operating expenses	\$ 112,392,889



Assets and Liabilities

	2016	2015
ASSETS		
Cash and cash equivalents	2,239,571	3,778,086
Investments	49,447,400	53,023,455
Accounts receivable	20,848,904	20,872,659
Contributions receivable	639,765	412,994
Prepaid expenses and other assets	1,709,456	1,040,413
Fixed assets, net	12,566,881	12,968,183
TOTAL ASSETS	87,451,977	92,095,790
LIABILITIES AND NET ASSETS		
<i>Liabilities</i>		
Accounts payable and accrued expenses	4,835,488	5,830,454
Accrued payroll and payroll liabilities	4,479,651	4,829,903
Mortgage payable	3,517,490	3,517,490
Line of credit	8,906,250	7,806,250
Deferred rent	414,792	430,005
Post-retirement plan liability	11,640,089	10,885,174
Due to third parties	4,534,785	4,162,656
TOTAL LIABILITIES	38,328,545	37,461,932
<i>Net Assets</i>		
Unrestricted	43,119,209	49,008,762
Unrestricted - Board designated	2,169,467	2,279,719
Temporarily restricted	1,539,924	1,050,545
Permanently restricted	2,294,832	2,294,832
TOTAL NET ASSETS	49,123,432	54,633,858
TOTAL NET ASSETS AND LIABILITIES	\$ 87,451,977	\$ 92,095,790

PLANNED GIVING

Please consider including JCCA in your will, and share the following suggested language with your attorney:

“I bequeath the sum of \$ _____ to JCCA, a not-for-profit child and family service agency located in New York, to be used for its general and charitable purposes.”

Bequests are also the final expression of a life of caring and concern. Express yourself now by making a gift for the future.

For more information please call the External Affairs Office, at 212-558-9928.



Distinguished Donors in 2016

Thank you. We couldn't do it without you.

\$500,000+

Horace W. Goldsmith Foundation
Robin Hood Foundation
UJA-Federation of New York

\$150,000+

Barbara & J. Robert Mann, Jr.

\$75,000+

Dave Thomas Foundation for Adoption
New York Community Trust

\$50,000+

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 Connecticut Business Systems/Xerox
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 Alexandra & Scott Rosenberg
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 Lynn & John Scott
 Shannon River
 Judy & Clifford Shapiro
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 Wealth Preservation Specialists, LLC
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 Hope & Simon Ziff

\$1,000+

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 Arlene Adler
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 Beulah & Ezra Amsterdam
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 Lorraine & Christine Bader
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 Lee & Paul Belsky
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 Josh Prottas
 Ellen & Mickey Rabina
 Leah & Norbert Richter
 Valerie & Rob Rosen
 Neal Rosenbloom
 Nili & Nathaniel de Rothschild
 Wendy & Lewis Rubin
 The Rudin Foundation, Inc.

“I needed to be here. I encourage the kids to see this as an opportunity to learn and succeed. It certainly was for me. Who knows what I’d be doing now if it hadn’t been for my experience here? This is a position where I can give something back and bring passion to my work. I’m so thankful for that.”

MONICA KELLEY, JCCA ALUMNA, FOSTER PARENT, JCCA STAFF

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“By supporting JCCA, we are investing in the future of children—all children. It is our responsibility. If you want to change the future, you need to invest in giving kids a chance. The investment will come back tenfold when they grow up to be responsible, contributing members of society.”

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EXTRA SUPPORT, EXTRA LOVE

Olivia was placed in foster care as an infant after she tested positive for cocaine and opiates. Luckily, her great-aunt Joanne had room in her home and in her heart. But 5-month-old Olivia needed a lot of support, and that's where the passionate staff of JCCA's **Medically Fragile Foster Care** program stepped in. Olivia has grown from a nonresponsive, withdrawn child with a spectrum of health issues to a playful, healthy toddler who is beginning to talk and hitting developmental milestones.

Without JCCA staff, the challenges of a medically fragile toddler could have been overwhelming. Social workers coached Ms. Blum, guided her in court procedures, connected her to resources, and made sure that Olivia was thriving in her new home. It was worth it. "She lights all of us up," Ms. Blum describes her now. "Olivia didn't like to be touched at first, but she's really changed. She is starting to learn words, becoming more independent and just adores my husband and sons." Olivia receives **special education, speech therapy, and physical therapy** and attends nursery school. Two years later, Olivia is cuddled and cherished by her new family, who are hoping to adopt her. "She's the love of our lives," says Ms. Blum. "I can't imagine life without her."

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Since 1822, JCCA's mission has been to provide the highest quality child welfare and mental health services to New York's neediest and most vulnerable children. We are guided by the Jewish mandate of *tikkun olam* — the responsibility of every person to make the world a better place. We work in partnership with 17,000 children and families every year to build on their strengths, preserve the family when possible, and help create new families when necessary, so that all children may thrive in a safe and loving place they can call home.

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child by child

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