

A large graphic of the number 2015, where each digit is filled with a pattern of colorful human figures. The figures are in shades of green, red, purple, blue, orange, and yellow, arranged in a grid-like pattern within the shape of the numbers.

2015

LEAKE & WATTS
ANNUAL REPORT



LEAKE & WATTS CHILDREN & FAMILIES



36

PROGRAMS AT 22 PROGRAM SITES



3,830

DIRECT PROGRAM PARTICIPANTS

8,000

FAMILY MEMBERS SUPPORTED



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MISSION AND VALUES

Leake & Watts
is dedicated
to supporting
children, adults
and families.
Working together,
we create strong
foundations for
success.

RESPECT, ACHIEVEMENT, SAFETY, RESPONSIBILITY.

- R** We demonstrate RESPECT by practicing open and honest communication and, in this way, earn trust. We appreciate each individual's uniqueness and treat all with dignity.
- O** We are ON TASK and committed to ACHIEVEMENT by setting and accomplishing goals. We take pride in our programs and ownership of our work. We support those we serve through initiative, teamwork and innovation.
- A** We ACT SAFELY by promoting a culture and environment that supports sound judgment and decision-making. We safeguard the well-being of all.
- R** We accept RESPONSIBILITY for the benefits and consequences of our actions. We are consistent and fair in our treatment of others.



MESSAGE FROM THE BOARD PRESIDENT AND EXECUTIVE DIRECTOR

For over 180 years, Leake & Watts has been dedicated to supporting some of the most vulnerable children, adults and families in New York City and the surrounding area. We spend our days in communities that face poverty, high crime rates and a lack of basic education and health services. Further, a significant majority of children and adults we support have experienced traumatic childhood stressors. Exposure to significant *Adverse Childhood Experiences* (termed ACEs) such as incarceration of a parent, food insecurity, abuse, neglect, or witnessing domestic violence impacts individuals not only during childhood, but has lasting effects throughout adulthood. Studies show that adults exposed to several ACEs have a significantly increased risk of depression, adolescent pregnancy, unemployment, drug and alcohol abuse, poor overall health, suicide and other challenges. But while we cannot erase the trauma that individuals have experienced, we can help them to address and overcome personal challenges. Thanks to our generous community of supporters and dedicated staff, we have helped over 8,000 children, adults and their family members reach their goals and achieve success this year.

Once again, it has been an exciting year at Leake & Watts as we continue to expand. Critically, 90% of our \$76 million budget goes directly to programs and services, making Leake & Watts one of the most cost-effective non-profit organizations nationwide and allowing us to support more and more of our neighbors. We are delighted that this past year, we have been able to launch a Head Start Program to support 159 children and families in the Bronx. We are also excited to have launched more evidence-based treatment models, proven through research to help individuals make steady progress and achieve success with their goals. We converted our General Preventive Services Program to the home-based, family-centered *Family Connections* model.

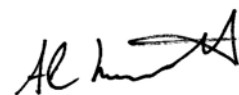
We also expanded to support 144 additional families in the Bronx and Manhattan utilizing the evidence-based model *Functional Family Therapy for Child Welfare*. This program specifically focuses on supporting families with teens in need of intensive supports that go beyond the scope of traditional Preventive Services. We just finished renovations at our Seabury Day Care Center, which allows us to increase our enrollment from 83 to 125 children from low-income families, and we will soon break ground on our eleventh community residence in the Bronx, which will provide permanent housing for 6 additional adults with developmental disabilities. Finally, we have been awarded the opportunity to launch three Limited Secure Placement programs as part of the New York State *Close to Home* initiative to promote more positive outcomes for court-involved youth. Rather than being placed upstate, these teens are now able to remain in their communities, a critical factor which has been proven to result in successful outcomes for them.

It bears repeating that none of this could be achieved without the continued support of our generous donors and dedicated staff. Without each of you, the children and families that we support would not be able to achieve such success and independence on a daily basis. As a community, we are truly providing *Support Today* that enables many to attain *Success Tomorrow*.

Thank you for your support,



G. Crossan Seybolt, Jr.
Board President



Alan Mucatel
Executive Director

BUILDING STRONG FOUNDATIONS



From birth to age five, the interaction, stimulation and early education that children receive are critical to their brain development. In fact, millions of children from low-income families nationwide suffer from a lack of sufficient stimulation and are not adequately prepared for kindergarten as a result. These children struggle to close the “achievement gap” for years to come. To combat this trend, our Early Childhood Programs are dedicated to building strong educational foundations for every child so that they are ready to succeed in Kindergarten and beyond. As we educate young children and support their families throughout the Bronx, Manhattan and Yonkers, we work to ensure that our low-income students are receiving the same early education as children from upper-income

neighborhoods. In our Head Start, Special Education, Universal Prekindergarten and Child Care programs, our teachers and staff provide the guidance, stability and assistance that young children need to thrive, striving to inspire a love of learning and active exploration in the classroom. In our Special Education programs for preschoolers, our teachers and staff also ensure that children with developmental delays and disabilities receive additional supports and services such as speech or occupational therapy that will enable them to progress and succeed. We offer these services in integrated classrooms as well as smaller specialized classrooms, depending on the needs of each individual child.

Before her daughter Leilani was even a year old, Rosalyn noticed that she was very sensitive to loud noises and that she didn't make eye contact. But as a first time mother, she didn't realize that these things should be a cause for concern. Then at Leilani's 13-month check up with the pediatrician, it became clear that her daughter might face some developmental delays or challenges. The pediatrician immediately sent Leilani to get evaluated for Early Intervention Services and at 18 months, Leilani was diagnosed as being on the autism spectrum.

Rosalyn was overwhelmed and had no idea what to do at first. "By the time she was 15 months, Leilani was already receiving speech therapy, occupational therapy and physical therapy, and then she was diagnosed with the likelihood of autism. Things were so difficult," says Rosalyn.

"But when Leilani turned 3, I was able to get her into the Leake & Watts Children's Learning Center. The teachers there helped her immensely. They helped her learn how to make eye contact and engage with others. Before that, I felt like she didn't understand anything I said. But, now when she looks at me, I know that she's processing information."

Teachers at the Children's Learning Center taught Leilani how to communicate through gestures. Her speech therapists worked with her to develop her language skills. Today, she is in kindergarten and thriving. "Now Leilani can indicate what she wants, and she has become more independent, opening doors and brushing her teeth on her own," says her mother. "She loves to dance and do puzzles, and she has started spelling out the alphabet on our iPad. She has come so far! But without the assistance of the Children's Learning Center, Leilani would be lost," says Rosalyn. "I couldn't have helped her on my own. I just wouldn't have known how. We are so grateful to Leake & Watts for all of their support."

690

Children Provided with the Building Blocks for Success in 2013

40%

of our Special Education Preschoolers Move on to Kindergarten Needing Less Intensive or No Special Education Services



STRENGTHENING FAMILIES



Many families in the communities that we support face challenges that can seem overwhelming. We are dedicated to strengthening families so that they are stable and secure. By using evidence-based treatment models with histories of successful results and tailoring services to each family's unique needs, our programs stabilize families in crisis, reunite children with their parents, and prepare teens for adulthood.

Our [Preventive Services Programs](#) strengthen families in crisis, keeping children safe and preventing the necessity of placing them in foster care. Through intensive home-based counseling, families learn healthy communication, address challenges such as domestic violence and substance abuse, and apply positive parenting techniques, while social workers connect families with housing resources and food subsidies.

Our [Family Foster Care Program](#) provides safe and nurturing homes to vulnerable children and teens who have suffered abuse and/or neglect. Our foster homes support children within their home communities to allow them to maintain ties with their family, friends and school. Individual counseling, comprehensive

medical care, independent living skills training and educational supports are all geared toward helping children navigate a truly traumatic time in their lives. Focused on reuniting families whenever safe and possible, we provide birth parents with counseling, parenting skills training, substance abuse counseling and more, so they can safely bring their families back together.

When children in Foster Care cannot be safely reunited with their birth parents, we help to create new families through our [Adoption Program](#). All through the adoption process, we support children and their adoptive parents so they can build a loving, nurturing new family together.

[The Leake & Watts Mother & Child Program](#) provides pregnant teens and young mothers in foster care with a nurturing home where they receive assistance with their educational and therapeutic goals. We provide these teen mothers with positive role models, guidance and focus to help them learn parenting and independent living skills, all of which prepare them to be successful on their own in the community.

When Karina first came to the Leake & Watts Mother & Child Program as a teen mom in foster care, she was worried that she didn't know how to be a patient and supportive mother. "When I was a kid," explains Karina, "There was screaming and yelling all the time. There was no pat on the back for a good job. But I want to raise my kids differently. That's very important to me."

Now that Karina is over 21, she is successfully living on her own with her daughters, four-year-old Kayla and two-year-old Kayliana. Like all young women in our Mother & Child Program, Karina learned how to feed, bathe and physically care for her children. She also learned a wide variety of critical parenting skills and ways to nurture her daughters' development, as well as how to financially support herself. Significantly, we teach the young mothers life skills that will enable them to successfully live on their own, such as money management skills, computer literacy, and proper nutrition that Karina uses every day.

Today, Karina is a student at Stanford Brown College. "I'm surprised by what I can manage on my own now," she says. "I didn't think I'd be able to go to school, take care of two kids and cook for myself all the time. The Mother & Child Program taught me how to balance my life, as well as how to take time out for myself so I can calm down and don't yell at my kids. Really, they made me a better person and that means that my daughters will have a better life too."



96%

of Families Previously in Danger of Foster Care Placement Now Remain Together Safely

1,340

Children and Families Strengthened in our Preventive Services Programs in 2013

706

Children and Their Family Members Supported in our Foster Care Programs in 2013

44

New Families Created Through Adoption in 2013

EDUCATING YOUTH



Dedicated to helping all youth reach their full potential, we offer both day and residential special education programs designed to support the academic and therapeutic needs of at-risk youth, ensuring that they progress successfully through elementary and high school and achieve high school graduation.

[The Biondi School](#) is a year-round program that educates youth with significant academic deficits, histories of truancy, emotional and behavioral disorders, and learning and/or developmental disabilities. Students benefit from individualized attention in small classes of 8 to 12 students, as well as social work services, guidance counseling, speech therapy and crisis support. We provide traditional courses that meet the New York State Core Curriculum standards, prepare students for secondary education and/or employment through our vocational training programs, and offer a variety of enriching athletic and creative activities.

[The Leake & Watts Residential Treatment Center](#) provides 24-hour residential care to youth facing challenges such as histories of abuse or neglect, mental health challenges, histories of multiple psychiatric hospitalizations, learning disabilities and/or developmental disabilities. In a structured environment and with comprehensive counseling services, we help residents learn effective problem solving and healthy coping skills. Youth are able to explore their interests through a wide variety of educational and therapeutic activities such as music, art, athletics and volunteerism in the community. Our Employment and Independent Living Skills Programs teach vital skills such as money management and proper nutrition. All these activities, coupled with clinical services, help youth learn how to positively contribute to their communities and be successful upon high school graduation.

Just a few years ago, Bryan hated going to school.

"Kids would pick on me so I would try to be a tough guy – try and push them back," he explains. To avoid all the fights, he often decided to just skip class. He never thought he would be able to graduate.

Once Bryan was linked to The Biondi School, though, everything changed. The teachers and staff provided the ongoing support he needed to regain his confidence after facing so much bullying at his previous school. "When I came to Biondi, everybody was giving me high fives," says Bryan. "All the staff were shaking my hand – that made me feel special and really proud." Bryan began to enjoy going to class and earned a place on the Honor Roll. He loves his cosmetology vocational training program and has found many new friends. Bryan is also learning valuable employment skills at Applebee's, a job that he was able to get thanks to the support of his teachers. Essential to his success with all of these things is Bryan's improved self-confidence. "It's been wonderful to see him grow and interact with other people," says his social worker Sandra Freeman, "and working at Applebee's is a tremendous boost to his self-esteem." Bryan agrees. "I've learned a lot about myself at Biondi," he says. "Now I know I am a very nice kid. I don't know why, but I didn't really believe that before. Being here has helped me so much. I think that I will be responsible and independent when I graduate. I'm really happy that I'll be set and ready to go."



563

Students Educated at
The Biondi School in 2013

100%

of 2013 Biondi High School and Residential
Treatment Center Graduates Entered College,
Vocational Training Programs or Employment

116

Youth Supported at our Residential
Treatment Center in 2013

PROMOTING POSITIVE CHOICES



A majority of youth involved in the juvenile justice system face a wide variety of challenges which precede their court involvement. They are disproportionately minority and from low-income communities, and many have histories of abuse and neglect, substance abuse, mental health challenges, learning disabilities, or other special education needs. At Leake & Watts, our [Juvenile Justice Programs](#) are rooted in the understanding that all of these young people need education, guidance and positive community connections in order to turn their lives around. Our strength-based programs provide court-involved youth with the tools and education needed to make positive choices and break the cycle of incarceration and recidivism.

Our [Non-Secure Placement Program](#) in the Bronx is a community-oriented residential program serving adjudicated youth ages 12 to 15. Using the nationally recognized treatment method the Missouri Approach,

we promote positive peer relationships through group meetings where counselors and peers help youth understand the roots of their delinquent behavior and develop skills to address personal challenges. We work to strengthen each youth's connection with his or her family, as well as develop their academic, pre-vocational and communication skills.

Serving Westchester County and the entire Hudson Valley, [Woodfield Cottage](#) provides short-term secure detention for youth ages 10 to 16 who are awaiting court adjudication. Although a secure location, Woodfield is a nurturing environment with comprehensive therapeutic support, case management and family outreach, twenty-four hour medical care, counseling, life skills training, anger management and gang prevention classes, opportunities for civic engagement, and intensive academic support in our full-day school program.

Many teens that we support in our juvenile justice programs have grown up in rough neighborhoods where they have learned to have their guard up. To truly connect with them, our staff use a wide variety of creative methods and tools. "We offer different approaches for the students to learn and express themselves in a safe place," says Charisse Brown, a teacher at Woodfield. "I have them write and perform dramatic monologues about historical figures, and the kids absorb the social studies lessons much better." Youth like Stephen, age 14, say that, "If we could learn this way in regular school, we would probably do a lot better." Drama is also used to teach conflict resolution skills and promote positive choices. In groups, teens act out a scenario such as a fight with a friend that did not end positively. Then, other teens act out the same conflict with different solutions. This dramatization of daily challenges helps teens to consider alternative resolutions and positive choices.

The use of drama and other arts extend beyond the classroom too. Students reflect on their own lives by writing personal monologues or short poems, and the performance of their work provides a safe way to share their feelings. Jason, a 15-year-old resident of Woodfield Cottage, once told his social worker, "I'm not going to express myself because that's the way for someone to know me and then they can take a piece of me." Yet over time, Jason began to use sand therapy, drawing and making drama masks (shown to the left) to open up about his fears and confront the roots of his delinquent behavior.

"What I find most important is that the kids gain self-esteem," says Ms. Brown. "I have students who sit in the back of the class and never say a word, but when I introduce a drama exercise, they suddenly jump up and share with the class. After that, they walk around smiling. They've gained self-confidence and feel ready to make better choices out in the world, which is truly exciting."

254

Youth Supported at
Woodfield Cottage in 2013

27

Youth Supported in our New Non-Secure
Placement Program in 2013



HELPING INDIVIDUALS THRIVE



Leake & Watts helps individuals with a variety of special needs learn to live as independently as possible. As we support children and adults with developmental disabilities, we collaborate with families to tailor our services to the unique needs of each individual, as well as support the needs of family members and caregivers.

Our [Residential Programs](#) provide adults with developmental disabilities with the opportunity to live and thrive in the community. Our 10 community residences provide 24-hour care and the chance to learn valuable skills such as cooking and cleaning. For those able to live on their own in individual supported apartments, we make weekly home visits and assist with daily living skills and money management.

Our [Day Habilitation, Pre-Vocational Training and Supportive Employment](#) programs give adults with developmental disabilities the opportunity to volunteer, work and participate in recreational activities in their communities. Depending on an

individual's personal ability, they learn everything from tying their shoes and setting the table to succeeding with a job in the community.

Our [Recreation and Respite Services for Children](#) with developmental disabilities teach valuable daily living skills through creative activities, whether ice-skating in Central Park or on a field trip to a local nature center. Our [Buddy Ball Program](#) gives youth the chance to bowl and play baseball side-by-side with their parents, siblings and friends. All these activities focus on promoting social and independent living skills.

Our [Community Habilitation Services](#) provide in-home support for families, teaching both children and adults to perform tasks such as brushing their teeth properly or traveling independently on the subway. Because we understand that caring for a child with a developmental disability can be demanding, these services also provide essential respite to parents and caregivers so they can run errands or spend time with their other children.

250

Children and Adults with
Developmental Disabilities
Helped to Thrive in 2013

Just a few years ago, Yolanda was wholly dependent on her mother. "She used to make all the decisions for me and my son," says Yolanda, who is diagnosed with a developmental disability. Her 7-year-old son Shaequan is on the autism spectrum. Even so, Yolanda knew that she and her son could learn to live on their own. "I wanted to have my own money and make decisions for myself," she explains.

When Yolanda found Leake & Watts, she was able to achieve this dream. She began learning to cook and clean, manage her money and care for her son. She moved out of her mother's house and into her own apartment. "As a parent, I want to make sure that I am doing the right things for my son," says Yolanda. "I feel good that I'm learning how to clean the bathroom and cook things like baked chicken and vegetables. Shaequan and I like to spend time together, and I get to teach him different things."

Key to Yolanda's success is her relationship with her Leake & Watts Support Worker Jeanette, who regularly visits to teach Yolanda new skills and help her access opportunities in the community. "Jeanette helps me with my cleaning and laundry, and we go for walks to the park and the library," explains Yolanda. "I talk to her about girl stuff. She's also teaching me how to save my money for going on trips with Shaequan."

Leake & Watts has also been a key factor in Shaequan's progress. While Yolanda receives Independent Living Support, Shaequan is enrolled in our Recreation Program and receives additional support at home. Significantly, he has made a big jump. "A year ago, Shaequan would only say one or two words," says Casheif Belvin, Assistant Director of Community Programs. "Now he loves to explore, and he spends a lot of time with the bigger kids playing superhero games. He has even become an ambassador, showing new children around."

Sometimes, Yolanda still finds it hard to believe how far the two of them have come. "We've had some adventures and I have learned to deal with a lot," she says. "I'm learning how to persevere and I feel really proud about living on my own."



FINANCIAL STATEMENTS

LEAKE AND WATTS SERVICES, INC. STATEMENT OF FINANCIAL POSITION

For the year ending June 30, 2013

CURRENT ASSETS

Cash and cash equivalents	\$ 1,419,494
Investments	\$ 24,116,105
Accounts receivable	\$ 7,764,103
Contributions receivable	\$ 82,358
Prepaid expenses	\$ 361,223
Accrued interest	\$ 64,287
Fixed assets - net	\$ 31,641,932
Total assets	\$ 65,449,502

LIABILITIES AND NET ASSETS

Accounts Payable and Accrued Expenses	\$ 11,222,559
Long-term liabilities/ Bonds and Notes payable	\$ 39,531,153
Total liabilities	\$ 50,753,712
Net assets	
Unrestricted	\$ 10,807,112
Temporarily restricted	\$ 188,444
Permanently restricted	\$ 3,700,234
Total net assets	\$ 14,695,790
Total liabilities and net assets	\$ 65,449,502

LEAKE AND WATTS SERVICES, INC. STATEMENT OF ACTIVITIES

For the Year Ending June 30, 2013

REVENUES, GAINS AND OTHER SUPPORT

Government Operating Revenue	68,349,857
Contributions (<i>Individuals, Foundations and Corporations</i>)	572,932
Special events	455,855
Direct Costs of Special Events	(83,405)
Change in value of beneficial interest in perpetual trusts	81,942
Investment Income	302,016
Total Revenue	69,679,197

EXPENSES

Program services:

Child Welfare (<i>Foster Care, Preventive Services and Residential Treatment Center</i>)	22,275,861
Special Education	18,045,486
Developmental Disabilities Services	10,734,304
Juvenile Justice	3,514,677
Early Childhood Education	8,947,951
Total Program Services	63,518,279

Supporting services:

Management and General	5,896,421
Fundraising	157,242
Total Supporting Services	6,053,663

Total Operating Expenses	69,571,942
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Ratio of Supporting Services to Total Expenses	9.5%
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Change in net assets	107,255
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Net assets - beginning of year	14,588,535
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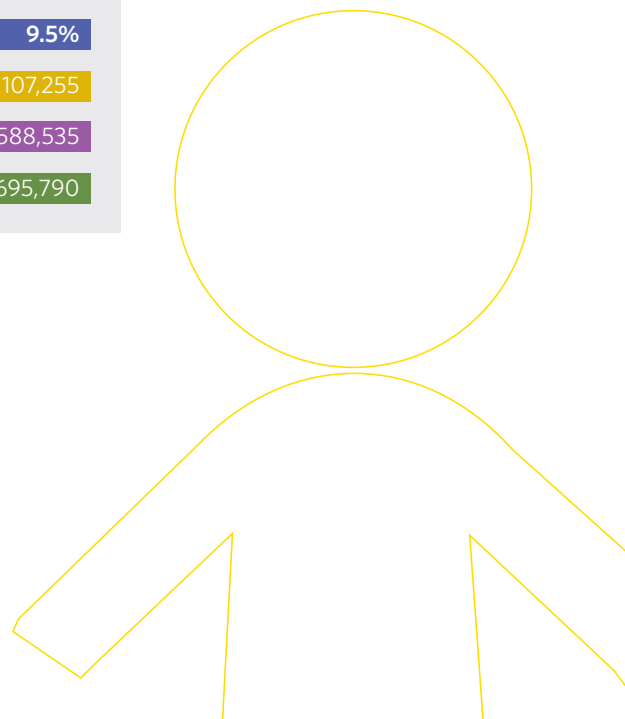
Net assets - end of year	14,695,790
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Leake & Watts is funded by a variety of public sources in addition to the generous support of our Board of Directors, individuals, foundations, and corporations. Public funding sources include New York City Administration for Children's Services, New York City Board of Education, New York State Office of Children and Family Services, Medicaid, New York State Education Grants, Westchester County Department of Social Services, Westchester County Department of Health, and local school districts of Nassau, Westchester, Rockland, Putnam, and Orange counties.

A copy of Leake & Watts' most recent audited financials is available upon request.

Auditors

Loeb & Troper LLP
655 Third Avenue 12th floor
New York, NY 10017



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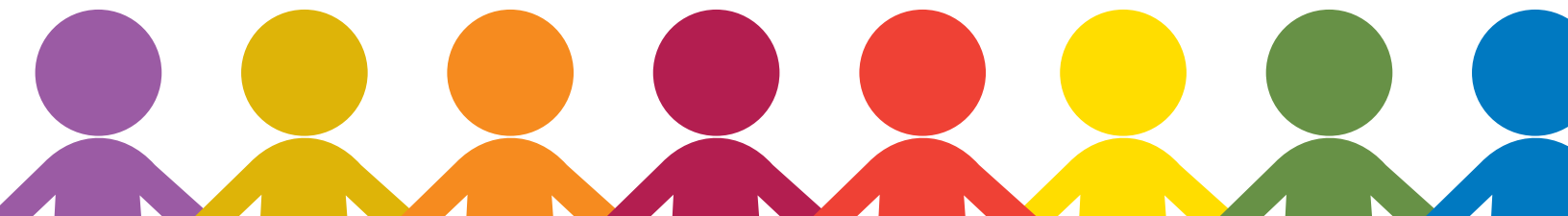
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Thanks

to all our employees who participated in our new Employee Giving Campaign! In the fall of 2012, our employees stepped up tremendously by personally donating over \$45,000 to our programs and services through this campaign. Most contributions are made through bi-weekly payroll deduction making it easy for employees to participate. Funds from the Employee Giving Campaign directly support the services for the children, adults and families we support, including our Employee Giving Opportunity and Emergency Fund which helps to meet the one-time and unique needs of the children, adults and families we support, such as grocery assistance or the need for new furniture and clothing after a household fire.



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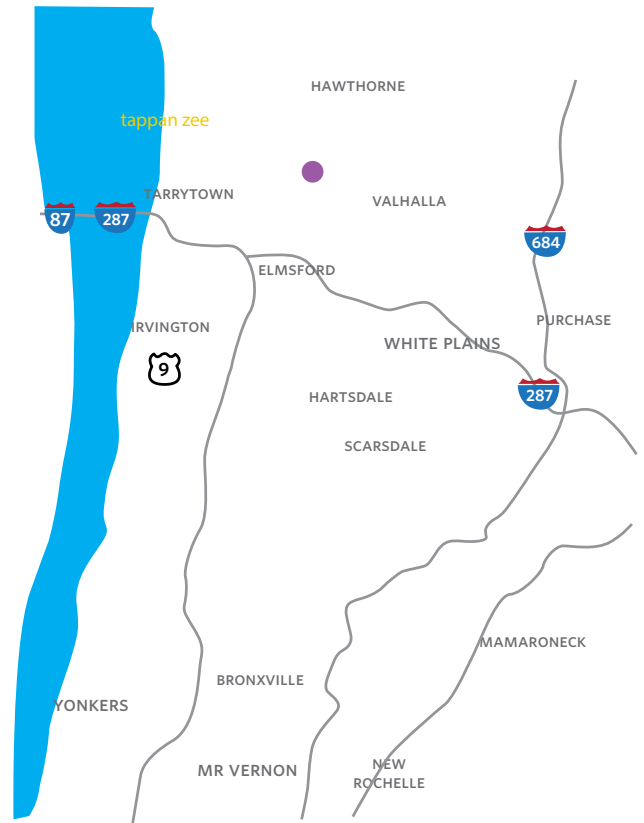
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- THE LEAKE & WATTS RESIDENTIAL TREATMENT CENTER
- BIONDI ELEMENTARY SCHOOL
- BIONDI MIDDLE/HIGH SCHOOL
- FOSTER CARE AND PREVENTIVE SERVICES ADMINISTRATIVE OFFICES
- COMMUNITY RESIDENCES FOR ADULTS WITH DEVELOPMENTAL DISABILITIES
- EARLY CHILDHOOD PROGRAMS
- JUVENILE JUSTICE PROGRAMS
- MOTHER & CHILD RESIDENCE
- AGENCY ADMINISTRATIVE OFFICES





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