

***EXECUTIVE DIRECTOR'S***

***ANNUAL REPORT***

***JANUARY 1, 2016 – DECEMBER***

***31, 2016***

**PREAMBLE:**

I would like to begin by thanking all staff members, members of the Board of Directors, recipients of service delivery, community members and funders of our programs for their support and understanding over the past twelve months. This has been a year of significant challenges, opportunities, accomplishments and changes which I believe has only strengthened Webster Cantrell Hall (WCH) as it moves forward in its ongoing evolution as a human service organization. This agency today is very different from the one I assumed two years ago. While we are a healthier and a more diverse organization like other nonprofit agencies throughout the State of Illinois, we face funding uncertainties and possible programmatic reductions and change. With no apparent budget agreement at the State level, once again we are faced for the third time in my short tenure with funding uncertainty as of January 1, 2017. To date, thankfully, we have not had to downsize like many of our peers nor close programs given the ongoing challenges of sustainable funding. We have been aggressive in becoming less dependent on State funding and have begun the process of diversifying funding revenue which shall bode well for WCH in respect to its future. We have also been active in reviewing our investment fund portfolio with meaningful change, increasing our notoriety through various strategies and thus increasing grant and donation revenues which is so very important.

**FUNDING:**

Given our traditional dependency on DCFS funding over the past year, we sought to diversify our funding base and did so successfully. We became a Medicaid Certified Provider this past year which has resulted in WCH being able to offer to all community members an Outpatient Counseling Program, not only to children and youth, but now to adults as well. In essence, we are now able to provide services from infancy to mature adulthood which is very gratifying. We also have established relationships with managed care companies, and over the upcoming year, our hope will be to increase the number of managed care companies where possible. We have likewise established a partnership with the Decatur School District to provide counseling services at designated schools in the community.

Our hope, if we can attract licensed therapists, is to look at providing anger management counseling, addictions/substance abuse counseling as well as services to children who are sexually promiscuous.

This past year we developed a contractual relationship with Youth Justice whereby they have access to two female and two male residential beds. We have also begun discussions with them pertaining to community based youth justice services with youth having access to the Outpatient Counseling Program.

In the 2015 calendar year, we held our first fundraising campaign and exceeded our goal of raising \$50,000.00 by raising \$75,000.00. This outcome was very encouraging for us and we set an ambitious goal of raising \$100,000.00 for the past calendar year. Our Medicaid billing continues to improve through the administration of medication, as well as our therapy sessions and clinical notes through the work of our Therapists and Youth Care Staff.

#### **PROGRAMS:**

Foster Care programming continues to grow where we are now providing Foster Care services to 165 children. Along with growth, we have seen our Foster Care program move up in levels by the State to a Level 2 from a Level 3 which is welcoming news and speaks to the quality and improvement of the program. This is a wonderful tribute to our Foster Care Staff and Case Aides.

Our INTACT Program also demonstrated a significant rating improvement by the State. Our INTACT Program moved from a Level 3 to a Level 1, the highest possible level, which is wonderful news. Our staff are to be congratulated for their successes in this regard. This program has operated at or above capacity over the past several months which again reflects extreme positivity upon our staff members.

Parenting Programs have shown an increase in our participant numbers and continue to climb which is very encouraging and speaks to the successes of the program to date and the excellent work of our staff.

Our Emergency Shelter Care program is looked upon by DCFS as the go to program of its kind in the State according to DCFS officials. Most of these programs have been reduced in number throughout the State given the shift to Emergency Foster Care given the reduction in funding.

With the Boy's Residential Treatment Unit (RTU), we are at the mercy of DCFS in respect to referrals. We have only cooperated with the State as it pertains to taking youth into care and fostering positive working relationships with DCFS. We are doing everything in our power to keep our beds occupied as we cannot generate our own referrals; hence, our making bed space available to Youth Justice is helping.

The Girl's Group Home is again dependent on DCFS referrals as well as Youth Justice. We are cooperating fully with both DCFS and Youth Justice in trying to keep our beds full here again.

All residential staff are to be commended for their efforts on behalf of youth in care.

### **FUNDRAISING:**

In 2015, as referenced, we exceeded our fundraising goal of \$50,000.00 by raising \$75,000.00. On November 7, 2016, we launched our 2nd Annual Fundraising Campaign with a goal of raising \$100,000.00. As of December 31, 2016, we have significantly surpassed last year's totals. By December 31, 2016, the end of our campaign, we raised \$122,828.04 or \$47,828.04 more than last year's totals of \$75,000.00. In total for 2016, we raised by way of grants, bequests and donations a grand total of \$577,326.98 which is the most successful year to date in our history as an organization. Our previous high was in 2014 where \$547,384.25 was donated. Obviously, our public relations strategy in communicating to community members as to who we are as an organization and the significance of the work that we do is becoming wider known and is paying financial dividends. It is hoped that with our 3<sup>rd</sup> Annual Fundraising Campaign that these totals will continue to grow. We are indebted to those in the community and beyond for their ongoing support of this worthy organization.

We were also successful in 2016 in raising \$25,000.00 to address our needs for new flooring in the RTU by way of a grant from the Ballance Foundation and we have, as of today, raised to date \$125,000.00 from both the Ballance Foundation and Milliken Foundation to address new roofing requirements. This is quite incredible, but given the ages and wear and tear of our facilities, equipment and vehicles, we have much more funding to raise given in certain instances due to simply aging and wear and tear.

Over the past 12 months, 64 staff members have donated to WCH through payroll deduction for a total of \$5,404.00. This personifies the commitment our staff have towards the young people they serve and their support for WCH.

We hope to find in 2017 a Grant Writer to work with our Director of Fundraising to secure additional and new sources of funding so as to secure more donated and grant dollars. The capacity here is endless and given continued reduction in State funding, our fundraising capacity needs to continue to increase. It is hoped that we shall have a major fundraising gala next fall in support of WCH's 100<sup>th</sup> Anniversary.

### **CAPITAL AND CAPITAL IMPROVEMENTS:**

Over the past year, we have updated and purchased additional new computers and laptops for staff. We purchased a new oven and dishwasher for the cafeteria and new appliances in our group homes and a new condenser for the bottom floor. We purchased a newer van for the Girl's Group Home and a newer car for our fleet at our Cantrell St. offices to be used primarily by our Foster Care and INTACT staff members as well as to transport our Foster Care children.

We also replaced the fire panel at the Cantrell St. building and replaced the uneven bricks in the front entrance to the Cantrell building with a nonslip concrete. Lastly, we sealed and stenciled the front and back parking lots at the Cantrell St. facility and improved exterior lighting for the safety of our visitors, service delivery recipients and staff members.

We repainted the RTU with the help of community volunteers, residents and staff members along with bathrooms, hallways and bedrooms where required throughout our facilities. We also added security cameras both inside and strategically in our Cantrell St. offices. We shall shortly be replacing flooring in the RTU with the donations that we have already acquired and shall even out flooring in our Emergency Shelter Care program. In the spring/2017, we shall begin replacing our aged roof at our Cantrell St. facility.

### **STAFFING:**

This past year, we continued to be challenged by not being able to provide health care benefits to our staff which at times has resulted in us not being able to retain and attract staff to work at WCH.

We were hopeful of starting benefits in September, but given the cost of health care premiums, it was beyond our fiscal capabilities. We had also expected the majority of our staff to enroll in receiving health care benefits which would have lessened the cost of premiums but only 54 staff members expressed interest.

We have done a great deal to improve staff moral through staff recognition activities, holding All Staff Meetings, by communicating matters much more efficiently and in a timely manner, improving working conditions, increasing opportunities for staff to participate in external workshops and conferences and by supporting staff financially in their securing licensure where required. Staff, also gained one additional holiday and many staff members received increments in hourly rates.

We also saw change at the Leadership Level where Maurice Washington retired, Jacqueline Marks and her family moved to Texas and Amy Still found employment in North Carolina. We promoted internally both Ms. Brenda Bowe and Ms. Emma Beard-Gilliam and hired Ms. Monique Smith to fill vacated senior positions. To date, I am most pleased with all three ladies and there to-date contributions to WCH.

We are blessed with many excellent and caring staff members. Given funding limitations, it is very difficult to compete with the government sector and private sector financially. We, like other nonprofit organizations, have not seen per diem rate increases for many years though we were fortunate in 2015 securing additional funding in the RTU through extensive lobbying efforts in the amount of \$425,000.00.

In 2014, given the financial status of our organization, we were no longer in the capacity to be able to afford healthcare benefits for our staff. I am pleased to share that as of January 1, 2017 these benefits have been returned to staff and this shall assist us in both recruiting new staff members and maintaining gifted staff. We shall continue to support our staff as best we can as we move forward.

#### **BOARD OF DIRECTORS:**

Over the past twelve months we welcomed several new board members which I believe has resulted in our Board becoming more diverse and stronger.

We currently have 18 board members in total who are very supportive and committed to WCH and its mission statement. It is so very important for Board Members to participate where possible at staff and client functions and to be visible as it means a great deal to our clients, their families and staff members. Those that are visible are immensely appreciated for their attendance, time and support and I believe value their participation as Board members. It is also important for Board Members to financially support WCH and my hope is that board giving will reflect 100% participation in 2017 in commemoration of our 100<sup>th</sup> year anniversary.

**CHALLENGES FOR 2017:**

1. State funding uncertainty continues to be a challenge and an unknown. What I believe we can expect is the status quo at best and possible continued reductions in funding levels.
2. We need to continue to diversify our funding sources and maximize our capacity in all programs.
3. We need to continue to advocate for those children, youth and families at risk in our community and beyond by keeping our government representatives aware of the challenges we face as a social support organization and our clients face on an ongoing basis.
4. We must maximize our capacity to bill Medicaid especially as it pertains to providing counseling services to our youth in care.
5. We need to minimize as best we can expenditures.
6. We all have a role in promoting the significance of the important work that we do as an organization and increase our visibility in the community.
7. We continue to see an increase in our fundraising efforts but I believe we are only scratching the surface of what can be achieved. This is not the exclusive role of the CEO, but members of the Board of Directors have an essential role to play in this regard.
8. Board Members need to become more involved by participation in both staff and client activities and celebrations and certainly be more visible.
9. Given that we are celebrating our 100<sup>th</sup> Anniversary, it would be beneficial to put on a major fundraising Gala to commemorate the accomplishments of this worthy organization and to honor an individual(s) who have played an integral and supportive role in our successes to date.

10. We have aging assets be they facilities, equipment, vehicles and so forth. We must maintain our facilities and secure the funding necessary to address areas requiring improvements on an ongoing basis.
11. In November, 2017 we shall undergo a comprehensive Peer Review by the Council on Accreditation to retain and renew our Accreditation status for the next four years.
12. There needs to be increased visibility on the part of board members at functions for our clientele and staff members.
13. Also, we need more diversification on the board to reflect the population served. Board members can play a role in this regard by reflecting on professional colleagues, friends and by approaching individuals to serve on our Board of Directors.

**OPPORTUNITIES:**

1. To build upon this past year's fundraising accomplishments, to continue to actively promote WCH and host a fundraising gala to celebrate our 100<sup>th</sup> anniversary.
2. To look at greater diversification on our Board of Directors to more accurately represent persons served.
3. To ensure that board members are visible when celebrating client and staff events so that there are opportunities for board members to mix and to get to know our recipients of service delivery and staff members.
4. That the Board of Directors recommit to 100 percent board giving in support of Webster Cantrell Hall.
5. To continue to address capital requirements and purchases to continue to address our aging facilities, equipment, motor vehicles and improve upon technology.
6. To minimize expenditures and continue to diversify revenues by attracting gifted staff members and creating linkages with local and regional colleges and universities by providing internships and participating in job fairs.
7. To continue to provide training opportunities for all staff members so as to build upon the skills they already possess.
8. To reach out to our political representatives to keep them abreast of our activities, developments and challenges we face on an ongoing basis.

9. To increase upon our licensed therapists so that we can continue to grow our Outpatient Counseling program in offering specific specialties in responding to the behavioral health needs of our population.
10. To continue to prepare and work hard to become re-accredited by COA in November, 2017.
11. To build upon the successes of our programs and outcomes for our recipients of service delivery and achieving the highest levels possible for our programs.
12. To maximize our service capacity in all program areas as best we can in tandem with our primary referral sources.