Annual Report

Comprises a summary of accomplishments and successes of Walker's therapeutic and academic programs from July 1, 2015 to June 30, 2016.

WalkerCares.org
Dear Friends,

We are pleased to provide you with Walker’s 2016 Annual Report.

We are incredibly grateful that Walker continues to earn your confidence, trust, and commitment. The personal, philanthropic, and compassionate support demonstrated by our donors and friends empowers us to fulfill our mission of helping children and youth facing significant emotional, behavioral, and learning challenges. With your help, we are giving these children, youth, and their families hope for a brighter future.

Some highlights from the past year include:

• Launching Walker Community Counseling, a new out-patient mental health clinic serving children, adolescents, adults, and families, with culturally competent support for complex mental health needs;

• Expanding professional development opportunities through the Walker Trieschman Institute for Research and Training;

• Building relationships and partnerships with community organizations, public schools, state agencies, and colleges and universities;

• Finishing a complete renovation of the Cottage, home to our Community Based Acute Treatment (CBAT) program;

• Creating and enhancing comprehensive programs focusing on Permanency, with the objective that every child will grow up with a permanent, legal family.

Walker continues to grow and thrive, and this is due in large part to the generosity of our donors, friends, and community partners. We truly appreciate your belief in Walker and the work that we do with thousands of children in the Commonwealth. Your support helps to make it possible.

Sincerely,

Benjamin W. Thorndike

Chair, Board of Directors

Susan M. Getman, MSW

President & CEO
About Walker

Walker is a leading not-for-profit organization providing intensive, highly specialized therapeutic and academic services for exceptionally vulnerable yet resilient children, teens, and families facing complex mental health, emotional, behavioral, and learning challenges. Founded in 1961, Walker’s evidence-based programs positively impact thousands of children, teens, and families each year throughout Greater Boston, the North and South Shore as well as in Central Massachusetts. Walker provides services through campuses in Needham and Watertown, community-based clinical services, parent education and youth development programs, professional seminars, consultations, and coaching.

VISION
All children will thrive in their family, school, and community.

MISSION
Walker transforms the lives of children and youth who are facing complex emotional, behavioral, and learning challenges by partnering with these children and youth, their families, and communities to nurture hope, build strengths, and develop lifelong skills.
THE WALKER SCHOOL

Located on our Needham campus, the Walker School is a co-ed private K-8 program for children between the ages of 5 and 14 with developmental difficulties including learning disabilities, language disorders, high-functioning autism spectrum disorders, and histories of high-risk behaviors. Significant individualized support includes intensive clinical and occupational therapy, as well as speech and language services that help students address behavioral, social, and emotional skills both in and out of the classroom.

STEPPING STONES

A specialized program of the Walker School, Stepping Stones is for children who are on the autism spectrum and who also may be dealing with complex issues that impact their social competence and academic growth. The Stepping Stones program combines Walker’s success in working with severe emotional and behavioral issues with the most current thinking on how to help children with social disabilities manage their behavior, build on their strengths, and feel more connected to the world around them.

DURING FY16: THERE WERE 114 STUDENTS IN THE WALKER SCHOOL; 54 WERE DAY STUDENTS LIVING AT HOME AND 60 WERE IN THE RESIDENTIAL PROGRAM.

Of the graduates of Walker School, 81% returned to public school.

In the Stepping Stones program, 81% showed growth in personal and social skills (as measured by the Vineland Adaptive Behavior Scales).
**THERAPEUTIC AFTER-SCHOOL**

The Walker Therapeutic After-School Program supports high-risk children between the ages of 5 and 14 with emotional, behavioral, and developmental challenges, including autism spectrum disorders. The program combines therapeutic behavior management with age-appropriate social and recreational activities, as well as homework support within a structured environment. Specifically designed to help children solidify academic and behavioral progress, the After-School program mirrors the kinds of activities provided in a community-based after-school program.

**BEACON HIGH SCHOOL**

Located on Walker’s Watertown campus, Beacon High School is a co-ed therapeutic high school for students who face significant anxiety, depression, or other emotional and psychological challenges. Beacon offers rigorous academics and specialized programs to 75 students between the ages of 14 and 22, and the inclusive culture is a safe space for students of diverse racial and cultural backgrounds, sexual orientations, and gender identity and expression.

Graduates were enrolled in a 2 or 4 year college: 82%

Graduates left with a post-graduation plan: 100%
Located on a beautiful 13-acre suburban campus, the Walker Residential Treatment Program helps children with high-risk behaviors build social, emotional and behavioral skills so they may achieve and maintain a permanent family connection. Nationally-accredited and fully licensed, this program helps children ages 5 to 14 who have been impacted by trauma and challenged by mental health conditions. We have carefully designed the Residential Treatment Program as a competence- and education-based community where children can build the skills necessary to develop and maintain the capacity to thrive in a family and home community.

### Ain Group Home

Ain Group Home is an intensive co-ed program that provides a safe, therapeutic, and structured living environment for children between the ages of 5 and 13, who attend public schools and participate in extra-curricular activities in the community. The program is designed to support children who are returning to their family and home community or to help prepare children who are joining a new adoptive family.
RESPITE CARE

Walker Respite accommodates children whose special needs require vigilant adult supervision because their needs can place enormous strain on a family or foster family. For some families, respite services play a critical role in reducing or preventing out-of-home placement. Walker Respite supports these families and helps high-risk and behaviorally complex children between the ages of 5 and 13 to live at home and remain in their communities.

“Walker is privileged to work with amazing children and families and help them achieve their goals.”

Edie Janas, Senior Director of Residential and Educational Programs
COMMUNITY-BASED ACUTE TREATMENT

Short-term emergency stabilization is used as an alternative to an in-patient hospitalization for children who are actively experiencing severe emotional and behavioral crises. The Community-Based Acute Treatment Program (CBAT) serves children between the ages of 5 and 13, and the Intensive Community-Based Acute Treatment Program (ICBAT) offers services to children as young as 3 and 4 years old.

WALKER COMMUNITY COUNSELING

Walker Community Counseling supports children, adolescents, and adults in making positive life changes through individual therapy, group therapy, family therapy, home-based services and psychopharmacological care. Our licensed mental health clinic includes clinical social workers, mental health counselors, psychologists, psychiatrists, and psychiatric nurse prescribers who have expertise with a broad range of behavioral health and social concerns. Located on Walker’s Needham Campus, as well as various community locations, client-centered outpatient therapists diagnose and treat behavior challenges, emotional issues, trauma and other complex behavioral health needs.
The Walker Trieschman Institute for Research & Training (WTI) promotes the integration of research and training into everyday practice to improve the quality of care and treatment for children and youth facing mental health, emotional, behavioral, and learning challenges. Building on the work of Walker's founder, the late Dr. Albert Trieschman, WTI draws upon a diverse faculty of experts and promotes the development of new interventions that inform the efforts of providers, family members and their communities, public policy, and institutions of higher learning.

**WALKER PARTNERSHIPS**

Walker Partnerships, a component of WTI, provides highly expert consulting, training, and direct care services for over 20 public and private schools and community-based youth agencies throughout Massachusetts. Since 1994, Walker Partnerships has been providing comprehensive services to help organizations increase their capacity to include those youth with serious emotional disabilities in their programs who would otherwise be at risk of marginalization or exclusion.

**WALKER PERMANENCY CENTER**

The goal of the Walker Permanency Center is to support children, families, local practitioners, and community and state agencies in their efforts to advance permanency for all children. Every child deserves a loving, lifelong, and legal family as well as others who will support them during their growing years and beyond. Successfully supporting existing families or, when needed, preparing a child for a new, permanent family, requires a range of services in collaboration with families and other professionals. The Permanency Center provides a continuum of services including: adoption competency training; implementation training and support for the Walker Permanency Practice Model®; and conferences, such as the Urgency for Permanency: Families are at the Heart of the Matter that was held in the fall of 2016.
Grants Spotlight

CUMMINGS FOUNDATION
THE PERMANENCY PROJECT

Walker is proud to be one of 100 local nonprofits to receive grants of $100,000 each through Cummings Foundation's "$100K for 100" program. This grant supports Walker's efforts to address the urgent need to secure legal, permanent families for children in the Massachusetts child welfare system. With this grant, Walker partners with other agencies, professionals, and public policy leaders to improve the permanency status of children throughout the Commonwealth.

THE BOSTON FOUNDATION
LGBTQ COMPETENCY TRAINING

Through The Boston Foundation's Equality Fund, Walker provided a LGBTQ Training Series for 175 staff, parents, and community leaders in order to support LGBTQ youth in their school, home and community settings. This intensive training provided practical approaches to support students' personal growth and development so that they can move into young adulthood as strong, confident individuals.

“We are grateful to The Boston Foundation for their generous grant that allowed us to provide this essential training for the staff and parents in support of the LGBTQ community at Beacon.”

David Zimmer, Principal of Beacon High School
The vast majority of children living on Walker’s Needham campus have experienced trauma in their young lives, some related to neglect, abuse, and/or domestic violence. As a result, many of these children are hypersensitive to sounds, touch, and movement. When these children are in crisis, a comforting weighted blanket or enveloping hammock can be especially helpful in providing the security a child needs to calm down from an agitated emotional state. This grant provided specialty sensory equipment and materials to bring a sense of security and comfort to children as they grow emotionally, socially, and academically.

Walker enhanced its Watertown campus at Beacon High School with the opening of the Nancy C. Lincoln Center, a new multi-purpose building that includes a gym, new classrooms, a guidance center, and the Bakalar Art Studio. Thanks to many generous donors and a grant from the Amelia Peabody Charitable Trust, the students at Beacon have a place for physical education, musical and theater performances, art shows, and community events, in addition to the new guidance center for post-graduation planning.
**Financial Report**

**FISCAL YEAR 2016**

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>EXPENSES</th>
<th>NET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs &amp; Services</td>
<td>20,111,823</td>
<td>20,722,365</td>
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<tr>
<td>Advancement and Other (incl release net assets)</td>
<td>1,462,262</td>
<td>918,850*</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>21,574,085</strong></td>
<td><strong>21,641,215</strong></td>
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</tbody>
</table>

FY16 results reflect an increase in program revenues of more than 11% due to strong census levels.

*Expenses include administrative costs for the agency

Excluding Beacon Building Fund

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**WALKER REVENUE BY PROGRAM**

<table>
<thead>
<tr>
<th>Program</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Walker School</td>
<td>1,436,180</td>
</tr>
<tr>
<td>Beacon High School</td>
<td>10,287,433</td>
</tr>
<tr>
<td>Needham Residential Programs</td>
<td>4,621,277</td>
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<tr>
<td>Community-Based Acute Treatment</td>
<td>1,741,600</td>
</tr>
<tr>
<td>Walker Partnerships</td>
<td>1,769,915</td>
</tr>
<tr>
<td>Assets Released from Restriction</td>
<td>844,468</td>
</tr>
<tr>
<td>Advancement &amp; Other</td>
<td>237,000</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>636,212</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>21,574,085</td>
</tr>
</tbody>
</table>

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**WALKER EXPENSES BY PROGRAM**

- The Walker School
- Beacon High School
- Needham Residential Programs
- Community-Based Acute Treatment
- Walker Partnerships
- Assets Released from Restriction
- Advancement & Other

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**WALKER REVENUE BY SOURCE**

<table>
<thead>
<tr>
<th>Source</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donor Contributions</td>
<td>1,436,180</td>
</tr>
<tr>
<td>Tuition Reimbursement</td>
<td>10,287,433</td>
</tr>
<tr>
<td>Department of Children &amp; Families</td>
<td>4,621,277</td>
</tr>
<tr>
<td>Third Party Billing</td>
<td>1,741,600</td>
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<tr>
<td>Contracts with Local Education Agencies</td>
<td>1,769,915</td>
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<tr>
<td>Department of Mental Health</td>
<td>844,468</td>
</tr>
<tr>
<td>Private Pay</td>
<td>237,000</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>636,212</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>21,574,085</td>
</tr>
</tbody>
</table>
Senior Leadership Team

Susan M. Getman, MSW  
President & CEO

Gene Takahashi, LICSW, MBA, PhD  
Chief Operating Officer

Barbara Bjornson, CPA, MBA  
Vice President of Finance

Scott M. Preston, PhD  
Vice President of Performance Improvement

Darcy Rubino  
Director of Family Connections

Robert Goldman-Wilkinson  
Vice President of Human Resources

Carolyn M. Wood, MA  
Vice President of Advancement

2015 - 16 Board of Directors

CHAIR  
Benjamin W. Thorndike

VICE CHAIR  
Karl H. Trieschman

TREASURER  
Mark Ain

SECRETARY  
Sharon Carleton, RN

DIRECTORS  
Carolyn Ain  
Lillian Sober Ain, PhD  
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Daniel H. Gorton, MSW  
Sonya Hamori  
Reverend Debora Jackson, DMin  
Jason H. Jenkins

Alexander D. Jones, Esq  
Maureen O. Kelly, EdD  
Kate Maffa Kralio  
Brian W. Monnich, Esq  
Michael B. Moskow  
Erna Schwartz Place, PhD  
Suzanne E. Reiss, MD  
Paul G. Shorthose  
Patrick Spratt  
Gayl Crump Swaby, PhD  
Steven M. Tannenbaum  
Susan M. Getman, MSW ex officio

DIRECTORS EMERITI  
J. Linzée Coolidge  
David White  
Anne A. Wolf
Volunteering
AT WALKER

LIBERTY MUTUAL INSURANCE

Over the past four years, 350 employees of Liberty Mutual Insurance have chosen to volunteer at Walker through Serve with Liberty, the company’s annual employee community service program. This year, Liberty Mutual employees volunteered on Walker’s Needham campus, helping to make residences and classrooms more comfortable and bright for the children who live, learn, and play there. We were honored to welcome David Long, Chairman & CEO of Liberty Mutual, who joined the company’s volunteers for this day of service. Thank you to all of the Liberty Mutual volunteers who have served at Walker!
NESN CONNECTS

Over the past four years, NESN has generously supported Walker’s events through the network’s annual NESN Connects partnership program. Volunteers from NESN Connects have helped with many Walker events, including:

• The Lives in Bloom Gala;
• The Change Shoes, Change Lives 5k Run/Walk;
• Walker’s annual Thanksgiving "Turkey Bowl" football game.

“I’ve had an incredible experience working with Walker over the past four years... It’s a joy to work with and support the people at Walker as they create a safe and caring environment for kids to get the help and support they need, while still being kids!”

Amy Johnson, NESN Studio Producer

MEL’S PONY PALS

Thanks to an amazing collaboration with Sunshine Farm Sanctuary, the children at Walker have had access to the healing power of animals, play, and creativity. This program has made a significant difference in the lives of many children who have had the opportunity to build new strengths, increase their confidence, and gain exposure to new environments.
On May 7, 2016, over 450 guests joined together at the Renaissance Boston Waterfront Hotel to celebrate Walker’s mission to support children, youth and families. Throughout the night filled with raffles, live and silent auctions, sponsorships, dinner, and dancing, attendees raised a record-breaking $440,000.

The black-tie celebration honored Benjamin W. Thorndike, Walker’s former Board Chair (2002 - 2016), with Walker’s Distinguished Community Leadership Award, and highlighted Walker’s core belief that every child deserves to live and grow up with a loving, lifelong family.
Over the past 16 years, the Gala has raised over four million dollars to support the children and youth in Walker's therapeutic and academic programs. Funds raised directly impact Walker's work to support children facing emotional, behavioral, and learning challenges. In addition, the Gala supports:

• Training and professional development opportunities for staff;
• Welcoming and comfortable learning, playing, and living spaces in the residences;
• Curriculum materials for the classrooms;
• Summer camps and other enrichment opportunities for our students.

“Walker is grateful for all of the attendees who joined in this celebration of the amazing accomplishments of children and families who have overcome countless challenges. The Gala presents a powerful way of supporting their extraordinary efforts in partnership with Walker. This year we were delighted to honor Benjamin W. Thorndike, who has been a steadfast ambassador for Walker for nearly 30 years. Ben’s work has had a positive impact on countless children, families and communities for years to come.”

Susan M. Getman, MSW, Walker President and CEO

Many thanks to the Co-Chairs and committee members whose leadership, commitment, and hard work has helped make this Gala into the premier fundraising event that it is today!

LIVES IN BLOOM GALA CHAIRS:

2005-2007: Sherri Athanasia, Mary Kaye Chryssicas, and Susan B. Logan
2008-2009: Kimberly Hatfield, Deidre Lockhart, and Tara Sherman
2010: Kari Culhane, Deidre Lockhart, and Wendy Paul
2011: Kari Culhane, Cindy Gruber, and Wendy Paul
2012-2013: Laurel Lyle and Anne Nadeau
2014-2015: Laurel Lyle, Tracy Mayo, and Wendy Paul
2016: Carolyn M. Wood and Jason Jenkins
Walker’s charitable events provide unique opportunities to connect with others in the community and support Walker’s capacity to change the lives of children, teens, and families. With several events throughout the year, there are plenty of ways to get involved: the Lives in Bloom Gala, the Change Shoes, Change Lives 5k Run/1 mile Walk, the Fore the Children Golf Tournament, the Walker Wishes Holiday Toy Drive, and running for Team Walker in the Boston Marathon! With several other "fun"draising initiatives taking place throughout the year, there are many ways to get involved in Walker’s special events.

Save the date for our upcoming events!
MAY 6, 2017 and MAY 12, 2018

The Annual Lives in Bloom Gala is an inspiring celebration of Walker’s mission. Please join us at the Renaissance Boston Waterfront Hotel from 6-11pm for an evening of cocktails, silent and live auctions, dinner, and dancing to the sounds of “Soul of Boston.”

THANK YOU TO THE 2016 LIVES IN BLOOM COMMITTEE WHO WELCOMED OVER 450 GUESTS AND RAISED MORE THAN $400,000.

Jason Jenkins, Co-Chair
Carolyn M. Wood, Co-Chair

Zarah Ali
Laurel Lyle
Tracy Mayo

Wendy Paul
Stephanie Sheps
We want to thank everyone for 7 great years of Change Shoes, Change Lives! This event was instrumental in raising awareness about child mental health and increasing Walker’s profile in the Needham community. We truly appreciate your support.

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Thank you to the 2016 Fore the Children Golf Tournament Committee who welcomed more than 120 golfers and raised more than $140,000

Michael McArdle, Co-Chair
Pete Simone, Co-Chair
Robert LaVelle
Rodney Lukowski
A.J. Robichaud
Deke Schultze
Paul Shorthose
Jeff Shute
Matthew Siciliano

Thank you to the 2016 Change Shoes, Change Lives Committee who welcomed nearly 200 participants and raised more than $30,000

Kristin Bittinger
Bridget Bradley
Julia DeMayo
Kathy DeMayo
Mackenzie Fuller
Callie McKay
Sue McKay
Maureen Neelon
Andrea Shorthose
Marsha Shorthose

Save the Date for Our Upcoming Event!

OCTOBER 2, 2017

Walker’s Fore the Children Golf Tournament benefits the children, teens, and families who depend upon the vital programs and services of Walker. The tournament is best ball championship format and features a putting contest, ball drop, and prizes for closest to the pin, hole-in-one, and the longest drive. Immediately following the tournament is a special awards reception featuring cocktails, dinner, and a silent auction.

Save the Date for Our Upcoming Event!

NOVEMBER - DECEMBER EACH YEAR

Help spread cheer during the holiday season! Participate in the Walker Wishes Holiday Toy Drive by donating a new, unwrapped toy for a child between the ages of 3 and 14. You can help by hosting an employee or member toy drive or even turn your annual holiday party into a "Party with a Purpose!"