

# 125 YEARS

## of Helping Children



WASHBURN  

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CENTER FOR CHILDREN

2008 Annual Report

# 125 YEARS

of Helping Children



## Mission

Washburn Center for Children helps children with social, emotional and behavioral problems, and their families, lead successful lives.

## DEAR FRIENDS,

**Washburn Center for Children celebrated its 125<sup>th</sup> anniversary in 2008**; one hundred and twenty five years is a long time. Our world has experienced enormous changes during that period—wars fought, borders changed, and automobiles, airplanes, telephones and computers invented. Still, one thing remains constant; children in our community need help.

Tens of thousands of children and their families have been helped by Washburn, and thousands of professionals have worked or trained at the organization. The impact that Washburn Center for Children has had on the Twin Cities area is astounding.

Today, Washburn is the leading resource in Minnesota for children with social, emotional or behavioral problems. Three years ago, we committed to creating a **center of excellence** in children's mental health, to increasing access to quality mental health services, and to strengthening our capacity in the area of child trauma. In the past three years, we have developed a best-practice framework that includes evidence-based practices, promising practices and new research. The agency has grown, and we have **increased the number of children served annually by 35%**. We have trained almost half of our staff on **trauma-focused treatments**, and have refined an intensive treatment model for young children who have experienced significant trauma.

We have been recognized for our sustained success: selected as part of **The Minnesota 150**, awarded the **2008 Nonprofit Excellence Award**, and invited to present nationally on our intensive early-treatment model. We are pleased with our progress, but the needs of our children are much greater than our current capacity.

Washburn's financial challenges are significant. Payments for services do not cover costs, thus making philanthropy critical to our success. We extend our sincere appreciation to our longtime supporters and new friends whose generosity makes this work possible.

The sustained support of the community has enabled our success for the past 125 years. We look forward to continuing to partner with institutions and individuals on behalf of our children as we look to the next 125 years.

Rich Renikoff  
President, Board of Trustees

Steve Lepinski  
Executive Director



Washburn Center for Children was awarded the 2008 Nonprofit Excellence Award in recognition of its overall excellence as identified in the Principles and Practices for Nonprofit Excellence, which include: Role in Society, Governance, Planning, Transparency and Accountability, Fund Raising, Financial Management, Human Resource, Civic Engagement and Public Policy, Strategic Alliances, and Evaluation. The Nonprofit Excellence Awards are sponsored by the Minnesota Council of Nonprofits and MAP for Nonprofits.

"The selection of Washburn Center for Children reflects recognition of a sustained commitment to the principles for Nonprofit Excellence within the agency on an ongoing basis. It's a great honor to receive this award and be recognized for our work that is so important to helping children, families and the community," said Steve Lepinski, executive director of Washburn Center for Children. "We're celebrating 125 years of helping children in our community, and we plan to be helping children and families for many years to come."

*Washburn Center for Children* was founded as the *Washburn Memorial Orphan Asylum* in 1883, through a bequest from Cadwallader Washburn, founder of the Washburn Milling Company which later became General Mills. **The organization has evolved over the last 125 years to meet the changing needs of children and families.**

The orphanage closed in 1924, and for more than 20 years, the *Washburn Foster Home Placement Agency* provided placement and support services for children going into foster care. In 1951, the agency responded to the changing needs of the community by establishing the *Washburn Memorial Clinic* to provide diagnostic study and treatment of children with learning and behavioral problems.

While the names and services have changed over time, *Washburn Center for Children* has remained focused on Cadwallader Washburn's vision to provide help to children "without question or distinction as to age, sex, race, color or religion."

# HISTORY



Cadwallader C. Washburn  
Minnesota Historical Society



The Minneapolis Calamity, Debris of the "Washburn" and Two Other Mills in the Foreground -anonymous

Background image:  
The Washburn Home for Orphan Children  
-Charles F. Barber

## Timeline: Washburn's Place in History

- 1855 Cadwallader Washburn buys land along the Mississippi Riverfront
- 1865 [US Civil War ends](#)
- 1866 Cadwallader Washburn builds his first flour mill
- 1870s [Invention of the first telephone](#)
- 1877 Washburn Crosby Company is formed
- 1878 21 flour mills prospered along the banks of the Mississippi in Minneapolis; explosion at Washburn "A" Mill kills 14 employees
- 1882 Cadwallader Washburn dies, leaving money for the Washburn Memorial Orphan Asylum
- 1883 Washburn's First Board of Trustees meeting is held**
- 1899 [The Wright Brothers design their first aircraft](#)
- 1908 [Ford sells the first Model T for \\$950](#)
- 1911 All children at the orphanage are enrolled in Minneapolis Public Schools; the orphanage classroom is closed to reduce expenses
- 1914 [WWI begins](#)
- 1929 Orphanage closes its doors; evolves into Washburn Foster Home Placement Agency
- 1929 [The stock market crashes](#)
- 1949 Focus shifts to foster care; evolves into the Washburn Memorial Clinic
- 1961 [The Minnesota Twins baseball team is formed](#)
- 1968 Focus shifts again, this time to a mental health clinic; evolves into Washburn Child Guidance Center
- 1972 Agency moves to current location on 24th & Nicollet
- 1977 [Apple Computer Inc. introduces the Apple II, the world's first personal computer](#)
- 1979 Agency receives the "Distinguished Service to Families" Award from the Minnesota Council on Family Relations; this is the first time the award is given to an agency rather than an individual
- 1982 [The Hubert H. Humphrey Metrodome opens](#)
- 1987 Steve Lepinski hired as Washburn's Executive Director
- 1996 49<sup>th</sup> Street Society donor designation is established
- 2007 [I-35W Bridge collapses](#)
- 2007 Agency changes its name to Washburn Center for Children
- 2008 Agency celebrates 125 years of serving children**

## THEN AND NOW

Creating Happier Childhoods



Washburn's **125<sup>th</sup> Gala celebration** featured a commemorative artwork, created in 3-D by Anthony Whelihan. Other highlights of the evening included performances by Minneapolis Youth Chorus, inspirational comments from emcee Don Shelby and the premier showing of Washburn's video "From Darkness to Light".





Washburn Center for Children measures success by the impact our efforts have on the children and families we serve. The stories on the following pages illustrate the meaningful changes that make lasting and measurable differences in the lives of children, families and our community.\*

*\*Names have been changed to protect confidentiality.*

# HIGHLIGHTS

## Susanita

Six year old Susanita was first referred to Washburn by her mother after a recent traumatic incident.

The incident occurred in a large department store when Susanita ran away from her mother to the toy section, where a man (a stranger) sexually assaulted her. Susanita's mother found her in the toy department in a highly anxious state.

Susanita had recurrent fears as a result of the traumatic event as well as panic attacks, sleeping problems, nightmares, irritability and sudden shock reactions when being touched. She avoided discussing thoughts, feelings or conversations associated with the trauma. She would not go to department stores, had little interest in activities she once enjoyed, felt depressed and was detached from others.

Susanita began Trauma Focused Cognitive Behavioral Therapy at Washburn, ultimately completing 19 sessions of individual and family therapy over nine months. Her anxiety symptoms were significantly lessened as she and her mother learned coping strategies. She was able to once again enjoy normal family routines including accompanying her mother on outings to retail stores, even the one in which she was abused. **Susanita regained her cheerful, self-confident, and exuberant personality.**

***“Washburn is far and away the most advanced agency in Minnesota in implementing Trauma Focused Cognitive Behavioral Therapy. It was one of the first organizations in the state to systematically adopt the practice and has the most clinicians currently trained.”***

*-Pat Nygaard, PhD, MN Dept of Human Services, Children's Mental Health*

## 2008 Program Highlights:

- Washburn Center for Children's programs helped 1,840 children and their families in 2008. This is a **23% increase from the number of children served in 2007.**

The growth was led by the **School-Based Mental Health program**; expanding from two staff in two Minneapolis Public schools in 2005 to nine staff in 10 Minneapolis and Eden Prairie schools in 2008.

Additionally, **Washburn's Crisis Stabilization, Early Childhood Outreach, Case Management, Family Focused, Doctoral Intern and Post-Doctoral Fellowship** programs all experienced growth.

- Washburn's efforts for stewarding resources and increasing efficiency resulted in **reducing administrative expenses from 13% to 11%**, ensuring that more funds go directly to services.
- Training efforts focused on building **expertise in trauma-specific treatment**. Phase III of Trauma Focused Cognitive Behavioral Therapy (TF-CBT) training was provided for all school-based therapists and Post-Doctoral Fellows. A total of 22 Washburn therapists have completed TF-CBT training.
- A three-part agency-wide **Cultural Competency series led by Dr. William Allen** helped Washburn staff to develop strategies to work effectively with a range of diverse families and children.

## Cesar

Cesar is a 12-year old who found himself required to skip school. His mother, a domestic violence survivor, needed him to stay home while she worked multiple jobs, charging him with the responsibility for his infant brother, toddler sister and preschool brother. At the time the school found out, an educational neglect report was filed, and Child Protection Services brought Cesar into contact with Washburn.

During the past 18 months, Cesar has participated in intensive in-home therapy coordinated with case management services provided by two of Washburn's bilingual practitioners. During this time his mother was deported and Cesar and his siblings moved to the care of their grandmother. Washburn staff identified the need to 'de-parentify' Cesar, as well as help him heal from his own neglect and trauma. **Cesar's circumstances cheated him out of a normal childhood; his sense of responsibility hardened his resolve to care for his siblings. The challenge became teaching Cesar to give himself permission to be 12 again.**

Through the efforts of the Washburn therapists, the family now enjoys a more typical home life. Cesar is less anxious, less angry and less irritable. The younger siblings have been placed in Head Start programs, and Cesar was able to get caught up with his school work. Their grandmother was able to apply for county financial assistance and health insurance programs that meant she did not have to take a second job. **Cesar now has safe friends, near perfect school attendance, time to play, and the support needed to take school seriously.**

## Who are the children we serve?

- Age birth to 18
- Live in the Twin Cities metro area, primarily Hennepin County
- 60% are low income, all families served, regardless of ability to pay
- 60% Male / 40% Female
- Ethnicity: Asian/Pacific 2%; African-American 28%; Latino 5%; American Indian 3%; Caucasian 45%; Multicultural/Other 17%
- Washburn Center for Children served 1,840 children and their families in 2008. The most common reasons parents contacted Washburn include behavioral or developmental concerns, attention deficit disorder, childhood depression or anxiety disorders.



## Claire and Sara

Claire was five months old when Sara, her mother, requested services from the Family Focused Program at Washburn. **Sara was determined to raise Claire differently than she had been raised; she wanted to "be a good mom" by dealing with her depression and bipolar disorder, as well as her anger problems.**

Claire and her mother were referred to Washburn by their home health nurse. Sara and Claire lived with Sara's husband, Tom, and his grandmother, Rose. Tom struggled with alcoholism and drug abuse, and went to jail soon after the family therapy started. Sara failed to hold a job due to her level of anger and unpredictable mood.

Through home visits and parent groups, therapists helped Sara recognize Claire's body language and startled response to Sara's emotional outbursts or loud voice. Claire continued to look to her mother for encouragement, communication, and affirmation. As trust grew, home visits focused on promoting positive parent-child interaction and helping Sara prioritize Claire's emotional needs. Sara spent time exploring how she was parented, and focusing on her history of trauma, neglect, and abuse.

After 1 1/2 years of therapy, Sara felt she could do it on her own. She no longer needed the constant support from the therapist and felt she had internalized a more confident and competent self. **She was proud of the parent she had become.** Although she will struggle at times, Sara now has an internal belief that she is a good mother and can provide enough love and nurturance for her child to thrive.

Sara came to better understand the importance of maintaining her own mental health for the good of the family, and she took steps to address her own depression and anger. At the time of discharge, Sara had been employed for almost one year. Claire was attending a neighborhood daycare and was reaching healthy developmental milestones. **Sara and Claire's experience demonstrates the positive impact of early intervention in helping assure happier childhoods for our community's children.**

## Michael

Eight year old Michael lost his father to a violent murder. He and his family have experienced a long history of trauma, related to his deceased father's addiction-driven lifestyle. Michael was referred to Washburn's School-based Mental Health Program due to his inability to handle day-to-day experiences resulting in expressions of frustration at home and school.

At the time of referral, Michael was running away at school, hiding in lockers, and refusing to even attend school. His angry outbursts were alarming to staff and to his classmates. On days that he attended, he spent most of the day in the behavior room, engaging numerous staff to try and keep him safe.

Michael and his school-based therapist focused on issues of relationships, family engagement and self-control as he developed new skills and learned appropriate behaviors which helped him to create safe places at school and home.

Michael is now going to the behavior room only when he needs a break. His work completion has improved, his attendance is better and he has made a friend. Although he sometimes reverts back to his old behavior, he is able to spend more time in class and is engaged with others. **He is comfortable at school and feels pride in his work.**

*Dr. Mark Sander, the Minneapolis Public Schools and Hennepin County School-based Mental Health Coordinator, summarized program evaluation across all the Minneapolis Public Schools School-based sites. The most promising result was a statistically significant reduction in suspensions among students seen for school-based mental health services who received at least four face-to-face services during the 2006-07 school year.*

Washburn Center for Children is not immune to the troubled economy. However, solid planning, a strong agency infrastructure, a diversified funding base and a formidable Board and management staff have cemented Washburn's foundation in this uncertain time.

Washburn continued to grow during 2008. The agency's operating budget was up 14% from 2007, and has grown nearly 25% over the past three years. This growth is almost entirely related to increases in program services, as the percent of expenses spent on management and administrative costs declined 2.3%, from 13.2% to 10.9% from 2007 to 2008. This indicates a strong administrative infrastructure at the agency that was able to support additional programs without additional expenses. It does, however, create some stress on the agency infrastructure going forward.

There are two major events that occurred in 2008 that have negatively affected Washburn Center for Children. One is the reduction of the agency endowment as a result of the significant decline in the financial markets. The second is a major reduction in revenue as a result of decisions by Hennepin County for two programs serving children with serious emotional problems. Both of these issues will continue to negatively impact the agency in 2009.

Washburn Center for Children increased its fundraising by \$40,000 in 2008 over 2007. Additionally, the agency successfully negotiated increased rates with some health plans, and received several new multi-year grants. The agency finished the year with an operating surplus of \$5,000.

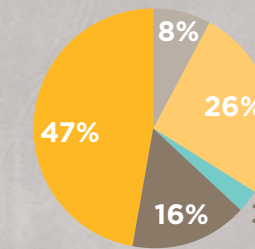
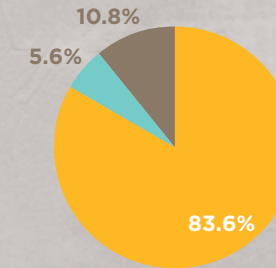
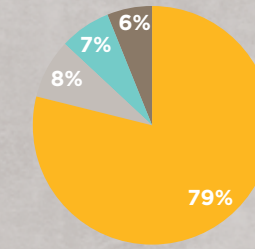
**OPERATING FUND  
Statement of Activities  
Years Ended December 31, 2008 and 2007**

	2008	2007
<b>Revenue:</b>		
General Support:		
Investment Income	450,441	447,432
Contributions	897,775	858,167
<b>Total General Support</b>	<b>1,348,216</b>	<b>1,305,599</b>
Service Income:		
County Contracts	904,378	857,025
Insurance and Client Fees	2,668,083	2,237,286
Other Service Fees	11,755	21,481
<b>Total Service Income</b>	<b>3,584,216</b>	<b>3,115,792</b>
United Way	186,906	186,906
Other Federal, State and Local Contracts	566,862	324,254
<b>Total Revenue and Support</b>	<b>5,686,200</b>	<b>4,932,551</b>
<b>Expenses:</b>		
Salaries and Benefits	4,460,770	3,822,217
Expendables	460,929	388,507
General Operating Expenses	396,771	425,693
Facilities	362,412	348,120
<b>Total Expenses</b>	<b>5,680,882</b>	<b>4,984,537</b>
<b>Excess (Shortfall) of Support and Revenue over Expenses</b>	<b>5,318</b>	<b>(51,986)</b>

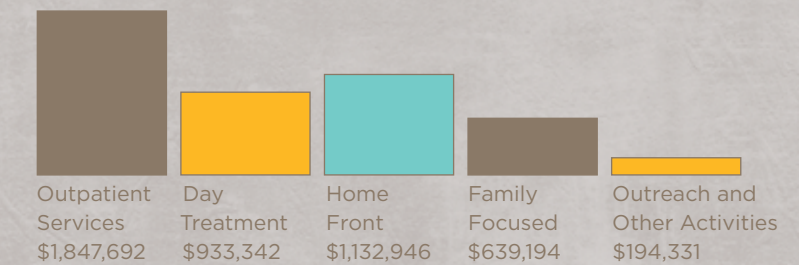
**STATEMENT OF FINANCIAL POSITION  
Combined All Funds  
As of December 31, 2008 and 2007**

	2008	2007
<b>Assets:</b>		
Cash and Equivalents	125,726	395,225
Receivables:		
Contributions	186,431	321,097
Service Fees	668,876	514,078
Note	19,166	16,949
Prepaid Expenses	75,287	54,995
Long Term Investments	4,461,155	7,973,521
Land, Building and Equipment <i>(less allowances for depreciation)</i>	1,779,886	1,046,581
<b>Total Assets</b>	<b>7,316,527</b>	<b>10,322,446</b>
<b>Liabilities and Fund Balance:</b>		
Accounts Payable	61,837	95,982
Accrued Expenses	200,797	177,620
Deferred Revenue	30,000	15,000
Long Term Debt and Life Insurance Obligation	48,092	97,618
<b>Total Liabilities</b>	<b>340,726</b>	<b>386,220</b>
Fund Balance	6,975,801	9,936,226
<b>Total Liabilities and Fund Balance</b>	<b>7,316,527</b>	<b>10,322,446</b>

A certified audit is available at the agency.

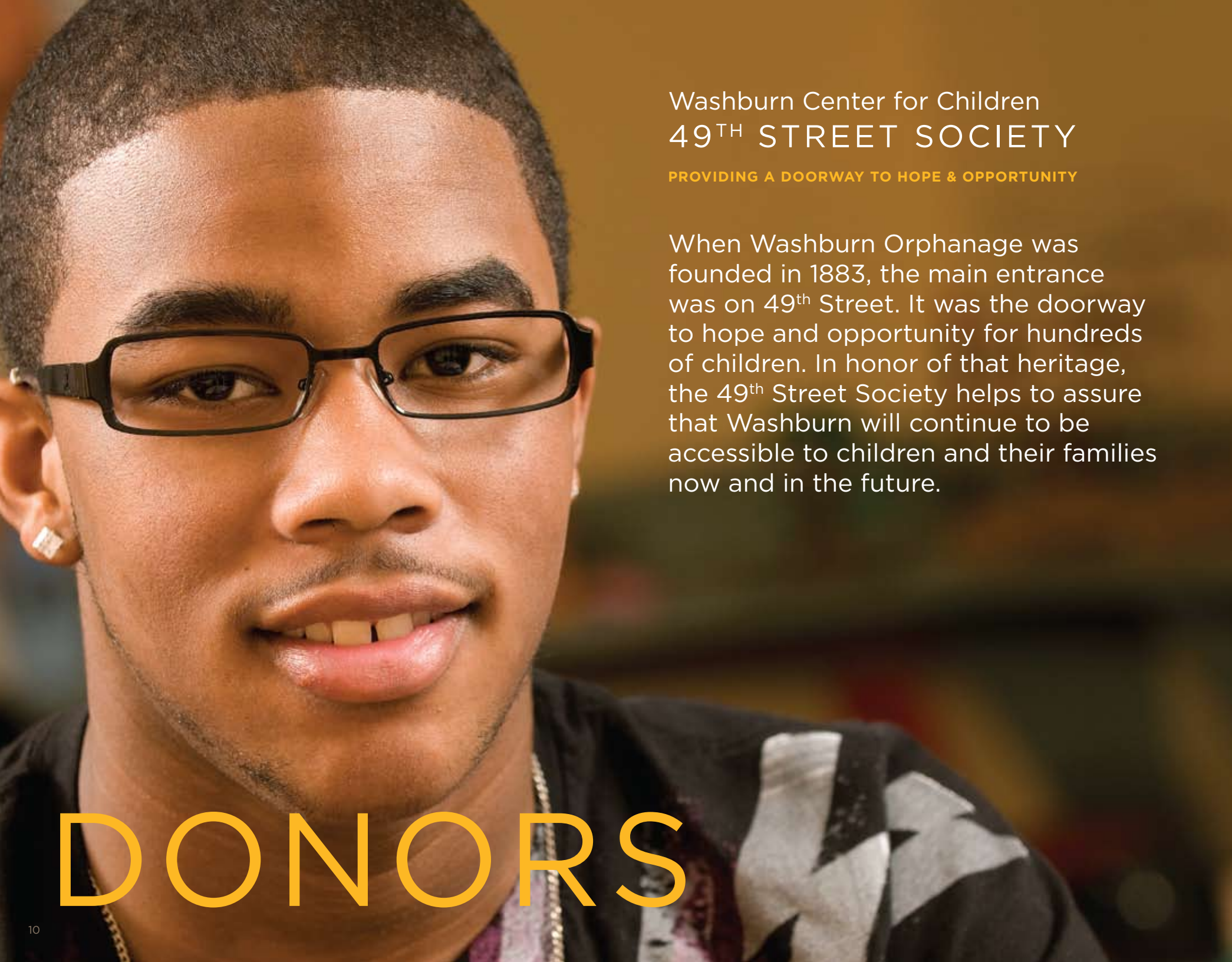


**DIRECT PROGRAM COSTS 2008**



# FINANCES

# 125 YEARS of Helping Children



## Washburn Center for Children 49<sup>TH</sup> STREET SOCIETY

PROVIDING A DOORWAY TO HOPE & OPPORTUNITY

When Washburn Orphanage was founded in 1883, the main entrance was on 49<sup>th</sup> Street. It was the doorway to hope and opportunity for hundreds of children. In honor of that heritage, the 49<sup>th</sup> Street Society helps to assure that Washburn will continue to be accessible to children and their families now and in the future.

# DONORS

### Sentinel

**\$25,000 - \$49,999**

Flaherty Family Foundation  
Barbara and David Koch

### Advocate

**\$10,000 - \$24,999**

Jody and Blair Horner

### Counselor

**\$5,000 - \$9,999**

The Bieber Family Foundation  
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**\$1,000 - \$2,499**

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Betty and Robert Van Tassel  
Sean Walker  
David Watson  
Marcus and Andrea Winbush  
PK Ziaja

49<sup>TH</sup> STREET SOCIETY MEMBERS CONTRIBUTE GIFTS OF \$1,000 OR MORE EACH YEAR. THEIR COMMITMENT PROVIDES LEADERSHIP, INSPIRATION AND FINANCIAL SUPPORT TO MAKE PROFOUND IMPROVEMENTS IN THE LIVES OF CHILDREN IN OUR COMMUNITY.



Providing a Doorway  
to Hope and Opportunity

## INDIVIDUAL DONORS

### \$500 - \$999

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Brian and Gail Berger  
Daniel Bilot  
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David Black  
Andrea Bongart

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**Bernard Berger**  
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**Darren**  
 James and Alice Marie Turner

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 Marvin Wolfenson

**Patricia Klibanoff**  
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*Washburn Center for Children has taken every measure to ensure the accuracy of this donor list. If there is an error, please accept our sincere apology and call 612-872-3357 with the correct information.*



**“WASHBURN HAS CREATED A TRADITION AND REPUTATION AS A LEADER IN CHILDREN’S MENTAL HEALTH, AS AN INCREDIBLE TRAINING SITE, AS A STRONG ORGANIZATION AND COMMUNITY PARTNER”**

- Tom Steinmetz, Washburn Program Director

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**Arlene Schatz, LICSW**  
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**Tom Steinmetz, MA**  
 Program Director  
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 Human Resources and Operations Director

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**Day Treatment**  
 Lauren Nietz, LICSW  
**Early Childhood Outreach**  
 Kathleen Hemingway, MS  
**Family Focused**  
 Natalie Kendrick, LMFT  
**Home Front**  
 Kathleen Mathews, LICSW  
**Outpatient**  
 Jessica Cohen, PhD, LP  
**Psychology Doctoral Internship**  
 Rachael Krahn, PsyD, LP  
**School Based Mental Health**  
 Lisa Holmberg, LICSW

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William Allen, PhD, LMFT  
 Anne Gearity, PhD, LICSW  
 James Nelson, PhD, LMFT

## Consulting Psychiatrists

Suzanne Aoun, MD  
 Adam Fox, MD  
 Richard Miner, MD

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## Board of Trustees Presidents: Past and Present

Cadwallader Washburn had a vision. He believed that children must feel "cared-for and secure" in order to have a chance in life. The articulation of that vision has evolved over the past 125 years, shifting from an orphanage to a foster-care facility to a cutting-edge center for children's mental health. The following past presidents have led Washburn since its inception:

1883 - 1912	William D. Washburn	1976	Charles Krogness
1912 - 1919	John Washburn	1977	Addison (Tad) Piper
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		1997	Gordon (Chip) Perry
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		2002	Kimberly Olson
		2003 - 2004	Craig Britton
		2005 - 2006	Tanna Moore
		2007 - 2008	Richard Renikoff

# 125 YEARS

 of Helping Children


## SPECIAL THANKS!

An anonymous donor has underwritten partial expenses for the publication of this annual report.

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Many things have changed in 125 years.  
One thing has not...  
Children in our community still need help.

Thank you for your support.

Headquartered in Minneapolis,  
Washburn Center for Children  
serves the Twin Cities from three locations:

2430 Nicollet Avenue South | Minneapolis, MN 55404  
5720 Smetana Drive, Suite 310 | Minnetonka, MN 55343  
9100 85th Avenue North, Suite 100 | Brooklyn Park, MN 55445

For an appointment or more information, call 612.871.1454.  
Or visit [www.washburn.org](http://www.washburn.org)