FROM THE BOARD

Dear Friends,

On behalf of the entire Walker Community, thank you for partnering with us to support children and families through innovative educational and therapeutic programs. With guidance from a dedicated Board of Directors and Senior Leadership Team, our 2019 fiscal year was marked by significant growth and accomplishment.

We welcomed Dr. Gene Takahashi into the role of President & CEO—the fourth in Walker’s 58-year history. We enhanced our programs through the construction of new classrooms, family gathering spaces and the exciting addition of the Beechwood Field House, a freestanding gym and multipurpose space. Nineteen students graduated from Walker Beacon High School with bright plans for their futures, while students on the Needham campus were encouraged to make tremendous strides in their academic achievements and social-emotional skills. We were chosen to share our expertise with other child welfare organizations, both within Massachusetts and outside, on practices that help to improve permanency outcomes for children in need of adoptive families, and we positioned ourselves to expand dramatically our clinical service into new communities. Most importantly, we continued to be inspired by the children and families with whom we partner.

Walker is an exceptional place. I hope this annual report offers a glimpse into the vital work Walker does and its critical importance to the many people Walker serves. If you haven’t already had the chance to do so, I invite you to reach out to us if you’d like to become further involved.

With deep gratitude,

Jake Layton
Chair, Walker Board of Directors

ABOUT WALKER

Walker Educational and Therapeutic Programs support children and families facing significant mental health, emotional and learning challenges. As a leading nonprofit organization, Walker’s goal is to help children and families reach their greatest potential. Through high-quality innovative services, Walker impacts thousands of children and families from more than 150 communities in Massachusetts each year.

OUR SERVICES

Group Home
Intensive and Community-Based
Acute Treatment
Residential Treatment Program
Therapeutic After-School Program
Walker Beacon School
Walker Community Counseling
Walker Consulting
The Walker Permanency Center
The Walker School

PRESIDENT & CEO
Gene Takahashi, PhD, LICSW, MBA

BOARD OF DIRECTORS

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Wendy W. Paul, MSHA, Treasurer

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Daniel S. Relihan
Shimna Sameer
Gayl Crump Swaby, EdD
Steven M. Tannenbaum, Trustee

Directors Emeriti
J. Linzee Coolidge
David White
Anne A. Wolf

Our current Board of Directors as of 1/25/2020
WALKER REVENUE BY SOURCE

<table>
<thead>
<tr>
<th>Source</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition Reimbursement</td>
<td>10,789,101</td>
</tr>
<tr>
<td>Department of Children &amp; Families</td>
<td>5,907,772</td>
</tr>
<tr>
<td>Third Party Billing</td>
<td>2,780,204</td>
</tr>
<tr>
<td>Donor Contributions (Includes Grants and Walker Trust Distribution)</td>
<td>1,936,304</td>
</tr>
<tr>
<td>Department of Mental Health</td>
<td>658,939</td>
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<tr>
<td>Contracts with Local Education Agencies</td>
<td>599,657</td>
</tr>
<tr>
<td>Private Clients</td>
<td>278,747</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>177,378</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>23,128,102</strong></td>
</tr>
</tbody>
</table>

THANKS TO OUR BOARD OF DIRECTORS AND GENEROUS DONORS, WE’VE MADE SOME IMPORTANT RENOVATIONS TO WALKER’S NEEDHAM CAMPUS. WE COMPLETED CONSTRUCTION OF THE NEW BEECHWOOD FIELD HOUSE, A GYM AND MULTIPURPOSE SPACE. WE ALSO BUILT AN ADDITION TO TWO EXISTING BUILDINGS TO HOUSE PRIVATE FAMILY MEETING SPACE, AND RENOVATED THE WALKER SCHOOL TO CREATE SIX NEW CLASSROOMS. OUR PRIORITY IS TO PUT CHILDREN, FAMILIES AND STAFF FIRST, AND THESE CAPITAL IMPROVEMENTS HELP WALKER TO ACCOMPLISH THIS GOAL.
71% of day students who graduated from the Walker School (which serves students in grades K-8) returned to a public school program.

OUR PROGRAMS AND YOUR IMPACT GO HAND IN HAND

Specialized services including:
- Schools in Needham and Watertown, residential programs, community-based clinical and youth development programs, professional seminars, training and consultation services
- 135+ Children in residential programs enrolled in enriching community activities such as sports teams, yoga, art classes and dance
- 500 Hours spent training 960 Industry Professionals in the fields of child welfare, special education and behavioral health

OUR PROGRAMS AND YOUR IMPACT GO HAND IN HAND

$23.1 Million Annual Revenue
- 150 Communities Served by our programs
- 280 Employees
- 1,000+ Children and Families Helped

$1.7 MILLION DOLLARS RAISED

71% of day students who graduated from the Walker School (which serves students in grades K-8) returned to a public school program.

OUTCOME HIGHLIGHTS FROM FISCAL YEAR 2019

50% of children served in the Residential Treatment Program and Group Home who were in state custody went to live with a family after they left Walker.

83% of children served in the Residential Treatment Program and Group Home stepped down to a less intensive setting when they left Walker.

99% of children served in Intensive and Community-Based Acute Treatment stepped down to a less intensive setting when they left Walker.

94% of children served through Walker Community Counseling who had one or more severe impairments went to having none.

74% of Walker Beacon students passed all three MCAS tests required for high school graduation.
Thank you to our volunteers who donate their time and energy to Walker! Volunteers are a vital part of the Walker community, providing their time and talents to enhance our mission. Individuals, corporate and community groups assist in a variety of ways from volunteering in our programs to serving on fundraising committees to assisting with events.

The Walker School educates children with significant emotional and behavioral challenges ages 5 through 13 in kindergarten through eighth grade. Most students referred to the Walker School are significantly behind their peers academically due to the impact of these challenges on their performance in the classroom. The school features small classroom sizes of 6–9 students with the capacity to serve 80 students.

The committed team at the Walker School offers intensive staff support and specialized services to meet the unique needs of each student and produce the best possible outcomes. Our goal is to help students get back on track academically, socially and emotionally so that they can return to a general education program.

Total number of Walker School students served in FY19 including day students and residential students.

More than half of Walker School students made at least half a year’s growth in reading, an amazing accomplishment given the complex challenges they face.

At the end of the school year, 21 Walker School day students graduated of which nearly three—quarters returned to a public school setting.
FUNDRAISING EVENTS

FORE THE CHILDREN GOLF TOURNAMENT
A full field of golfers joined us at Dedham Country and Polo Club to help raise awareness and support for Walker. Thanks to our committee, sponsors, players and volunteers, we exceeded our goal and raised more than $159,000!

Thank you to our Golf Committee:
Robert Lavelle, Co-Chair  Deke Schultze
Mike McArdle, Co-Chair  Paul Shorthose
Rodney Lukowski  Jeff Shute
AJ Robichaud  Matt Siciliano
Colin Ryan  Pete Simone

WALKER WISHES HOLIDAY TOY DRIVE
The Walker Wishes Holiday Toy Drive benefits children who are served by Walker’s residential and community-based programs. During the holiday season, more than 2,700 gifts and toys were donated by individuals, corporate and community partners, and a record number of volunteers came together to sort and wrap the toys.

TEAM WALKER
Ten runners tackled the challenge of the 123rd Boston Marathon® and raised more than $180,000 in support of Walker’s mission! We were honored to be selected to participate in the 2019 John Hancock Marathon Non-Profit Program. Congratulations to Team Walker and thank you to all who supported our runners along the way!

LIVES IN BLOOM GALA
Hundreds of friends and supporters gathered at our spring Lives in Bloom Gala. This event raised $400,000 to benefit children and families and build awareness in recognition of National Mental Health Awareness Month.
We were pleased to present Walker’s Distinguished Community Leadership Award to both Jennie Shaw, LICSW, as an outstanding staff member, and Paul Shorthose & Family as outstanding community partners.

Many thanks to our Gala Committee:
Shimna Sameer, Chair  Laurel Lyle
Jennifer and John DeSisto  Wendy Paul
Jack Harrington  Janet Ryan

CHANGING LIVES
Walker is deeply grateful for the generous support of our donors. The following list reflects cumulative giving from individuals and organizations between July 1, 2018 and June 30, 2019.

$50,000 AND ABOVE
Anonymous (3)
Jason H. Jenkins
Daniel and Katherine Relihan
Jack and Marcia Williams Endowment for Wednesday’s Child

$25,000 - $49,999
Lillian Sober Ain, Ph.D.
Bain Capital Children’s Charity Ltd.
Bank of America
Cabot Family Charitable Trust
Constance O. Putnam Foundation

$10,000 - $24,999
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The Carleton Family
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The Dusky Fund of the Essex County Community Foundation

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DCU for Kids
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The Fuller Foundation, Inc.
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Mr. John Almy
American Repertory Theater
Aquitaine Dedham
B/SPOKE
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Bakers’ Best Catering
barre3 Needham
Diana and Red Barrett
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Wendy and James Paul
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Phillips DiPisa
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Carolyn M. & Charles Y.P. Wood
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Contact
Amy Perna, Vice President of Advancement
Email: aperna@walkercares.org