Our annual report is rich with data that highlights our impact and rightly shines a light on our staff who wake every day relentlessly focused on stabilizing, healing and reintegrating children and families throughout Colorado. And we only succeed because of the love, support, encouragement and resiliency of all who support Tennyson—financially, through their volunteerism and by being tireless advocates for children whose childhoods have been disrupted through no fault of their own, and whose future is bright despite hardships.

But none of us are satisfied.

We have spent the last year reflecting on how we, at Tennyson, can build on our rich historical impact and amplify our work so that we can play a more transformative role in the child welfare and mental health sectors. To succeed, we have needed to advance both programmatically and organizationally in ways that position us to push forward in the coming years.

We have invested in upgrading our financial, development and human resource systems and staff in preparation for Tennyson launching organizationally into its new role. We have had to address salary gaps that plague the sector, and build in new ways to support staff to both succeed with the kids and families they work with but also create the space for them to process what they are facing every day. And we are in the process of upgrading our cottages and other core facilities to provide the safest, most healing environment we can here on campus.

We have invested heavily in understanding our long-term impact for a number of reasons. Most importantly, we have been tasked to help children in their stabilization, healing and reintegration journeys and must demonstrate we are succeeding and that the impact of our work is sustained after children and families leave Tennyson’s care. Moreover, we owe it to all counties, CDHS, donors and our community of supporters to show that we are investing your money in ways that truly and sustainably transform lives.

And finally, we are filling service gaps that undermine child and family healing. Children throughout Colorado (and the nation) whose experiences with trauma require immediate action are instead placed on waiting lists. No kid should wait, and we built out a program that dropped response times to under 24 hours and initiated stabilization and healing work when kids are in crisis. We are deepening relations with a number of counties to support their efforts to reduce out-of-home placements and post discharge re-entry into the child welfare system, and are working in profoundly new ways to ensure that we are the last stop before a permanent family solution for all kids whose healing journey includes time at Tennyson’s residential cottages.

We expect kids whose healing journeys include Tennyson to thrive as children and adults. We do this by building on our rich history and proud legacy while launching into new areas of programmatic support, with a stronger organization and allies like you pushing us all to ensure that all children who experience trauma from abuse and neglect eventually heal and thrive as adults.

The bravest boy I have ever known has a new home, while the funniest girl I have met in some time now lives permanently with her aunt. A kiddo whose imagination soars is back home with her loving father, and I recently received notice that a few of the children whose healing journeys included Tennyson have graduated and are off to college.

Ned Breslin
President and CEO
Sadl y, the need is more pressing today than ever

14

Colorado kids enter the child welfare system every day
(Col o u o

82%

increase in the number of kids removed from unsafe homes in the past 2 years, per discussions with Denver DHS

41%

Colorado kids entering foster care is due to parental substance abuse
National avg: 36%

32%

of Colorado maltreatment victims are receiving treatment
National avg: 42%

programs

Community-Based Services
Innovative Community-Based Services focused on keeping children in loving homes that, through our support, create environments where children can be safe and thus thrive in home, school and community.

Day Treatment
On-Site K-12 Educational Services where children receive an exceptional education and the needed mental health support to effectively re-integrate back into schools and communities away from TCC.

Residential
A Residential Treatment Center where more than 35 kids live in five cottages on our campus. In addition, we have a Special Services Unit that provides essential short-term stabilization for children and families in extreme crisis.
**results county expansions**

**El Paso County**
- 91% of kids stayed in their homes
  - 1 kid returned home from group home
- 3 kids went to residential facility, due to failed foster placement, inappropriate kinship placement and increased mental health symptoms

**Weld County**
- 97% of kids stayed in their homes
  - 1 kid moved from foster to adoptive home
- 91% of kids avoided hospitalization
  - 30/33 kids not hospitalized at all
- 100% of kids stayed in their school
- 88% of kids avoided police contact
  - 29/33 kids had no police contact

**Demographics**

**Age Groups**
- Adult: 27%
- High School: 48%
- Elementary: 25%

**Gender**
- Male: 58%
- Female: 41%
- Transgender: 1%

**Ethnicities**
- African-American: 16%
- Bi-racial: 8%
- Caucasian: 37%
- Hispanic/Latino: 21%
- Multi-racial: 10%
- Native American: 1%
- Null: 7%
- Other: 1%

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**results #NoKidWaits**

**123** #NoKidWaits referrals who engaged with our program

**92** enrolled in #NoKidWaits received services

**90** safety plans established that launched healing journeys 6 weeks ahead of what is generally found in the sector

**92** resource connections made that helped stabilize families financially

---

**results residential**

**79%** In 2017, 79% of children discharged went to family or family-like placements
## Financials

### Revenue
- Children and Family Revenue: $7,667,027
- Contributions and Grants: $4,323,653
- Investment Income: $596,142
- Other Income: $96,773
  - **Total Revenue**: $12,683,595

### Expenses
- Program Expenses: $10,835,542
- General & Admin: $1,801,579
- Fundraising: $1,023,693
  - **Total Expense**: $13,660,814*

*Important note: The gap between revenue and expenses is the result of Tennyson Center:
1. Writing off historical pledges dating back five years that should never have carried forward.
2. An unauthorized hiring surge that occurred before current leadership team was in place.

These matters were identified and corrected, establishing a baseline for Tennyson to move forward successfully.

## How We Invested

In 2017, we invested $7.6M into our program staff, representing a 21% year over year increase predominantly in our Community-Based Services Programs to meet the growing needs of Colorado’s most vulnerable population and to create the conditions for our efforts to reinforce existing work and pivot ahead of the problem.

We also made critical infrastructure investments in technology that enable our program team to operate in a more mobile, community based setting.

### County Expansion

Weld and El Paso County expansions allowed us to work directly with counties to optimize child healing outcomes and keep kids in their homes, schools, out of the ER with radically reduced police contacts.

### #NoKidWaits

Met nearly 200 kids and families at the precipice of their impending (6-8 week) wait for services and provided stability and care while treatment resources were prepared.

We launched these initiatives primarily with philanthropy capital, meeting the need and paving the way for new program service revenue (fee for service) returns post investment.
Tennyson aims to deliver this courageous vision by accomplishing five strategic priorities:

1. County-wide models aligning, supporting and partnering with diverse counties and strategic allies across Colorado to ensure that kids remain in their homes, when safe, and out of Denver

2. #NoKidwaits providing immediate intervention to stabilize kids and families in need for assessment, safety planning, resource navigation and basic skills building leading to treatment ready kids

3. New pathways for children over 13 working with governments and service providers to create new options for children whose options for adoption and foster care dwindle as they age, helping children “age through” instead of “age out” of the system

4. Monitoring over time for impact launching a monitoring program to more closely track impact on children and families over time, verifying continued healing and successful reintegration back into families, schools and society

5. Modeling organizational excellence building a world-class organization, powered by a high-performing team that responsibly stewards our resources and projects thought leadership into the child welfare sector.

Tennyson Center has invested strategically to align with our vision, fuel our progress and establish a launch point into 2018 and the beyond.

Survey results

Client feedback

Ultimately, we are most proud of the healing reflected in the lives of kids and in the feedback our Research and Innovation Center (RICK) received from numerous family and patient interviews:

90% of respondents agreed or strongly agreed that Tennyson staff responded to their concerns in a timely manner

92% of respondents agreed or strongly agreed that staff addressed the issues that were important to their family

95% of respondents are satisfied or very satisfied with Tennyson as a whole

In the additional comments section, 49 parents mentioned our caring, supportive staff and teamwork as highly beneficial for their child and family.
thank you to all our donors, we could not do this work without you!

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We value all gifts from our generous friends. Every dollar matters to children and families in Colorado. We greatly appreciate each and every gift we receive.

Please accept our apologies for any and all errors in this publication.

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Our kids dip into a wellspring of compassion as easily as they dip a chicken finger in BBQ sauce. It’s instinct for them. They simply act, modeling a depth of care that they themselves have never received.

Ned Breslin