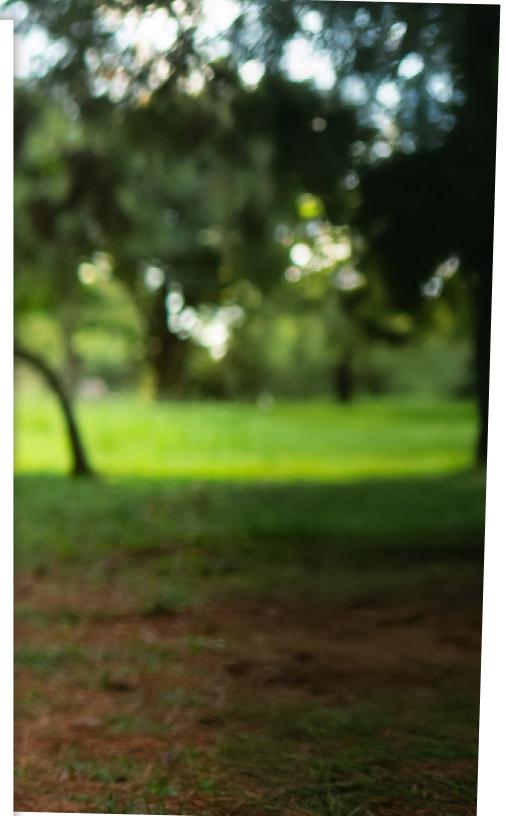
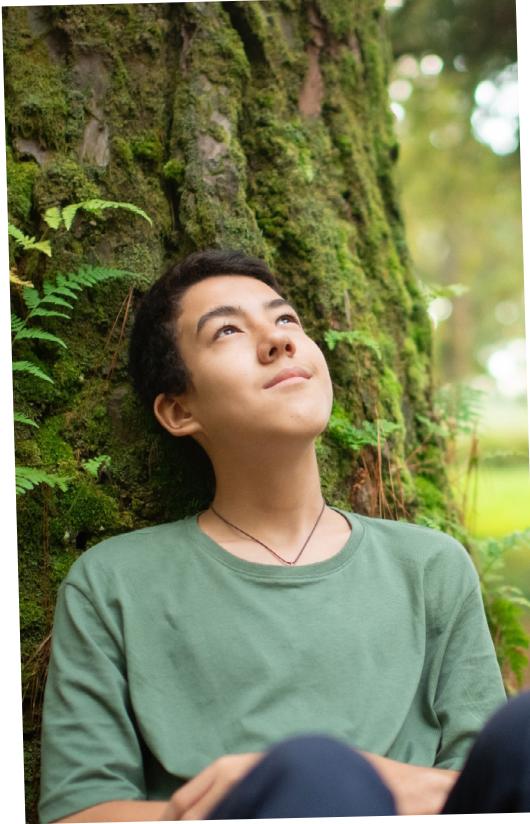


THE
WILLIAM
GEORGE
AGENCY



Annual Report
FY 2024-2025

Dear Friends,

*"I've learned
to control
my anger.
Feels good."*

This past year, we recommitted our efforts to create an exceptional therapeutic environment where at-risk youth feel safe, seen, and heard. In fact, that's our aim every year with every child that enters one of our programs.

The fiscal year started with making important changes to our treatment program names. This undertaking recognizes that words affect people and names carry weight. Words can impact how we view ourselves and how others view us. With this in mind, staff and youth worked collaboratively to create new program names that validate resident and staff efforts and experiences. You can see the new names on top of page 13.

No matter the year, our work depends on a qualified and stable workforce. This past year our campus underwent strategic leadership transitions in our facilities, human resources, quality assurance, and food services departments. The changes have already shown energy and reliability in the work we do.

Sadly, the need for our trauma-informed, out-of-home services remained high and once again exceeded our ability to meet it. Our Agency received more than 1,000 referrals from the Department of Social Services, Office of Children and Family Services, and/or Committee on Special Education seeking a safe, stable environment for youth in crisis. Of the nearly 200 youth we served, twenty percent had been removed from their home community for reasons of abuse or neglect. You can read more about how we helped these and other youth prioritize safety and stability in their lives on page 6.

We are deeply appreciative of the generosity of thoughtful donors whose support enabled us to turn ideas into action this past year. One gift allowed us to build a permanent outdoor gathering space—a pavilion referenced on page 9—which now provides a dedicated place for fellowship, recreation, and community connection. Another gift inspired the creation of a situational awareness program — highlighted on page 6 — to help young people recognize and avoid threats to themselves and others. These investments by thoughtful individuals directly enriched our campus environment and strengthened our ability to support youth on their path toward safety and stability.

Providing a safe and therapeutic living-learning environment is what we do every day of the year. For some highlights from this past year, please see page 8. Our mission is carried out in our residence and dining halls, at recreational activities, through community outings and volunteering, at vocational sites, and in classrooms. But the power of what we do lies in our ability to create connection, foster healthier relationships, and disrupt destructive cycles.

Thank you for joining us for this important work and for supporting our ongoing efforts to empower youth and their families to achieve a bright future.



Helen M. Hulings

Helen M. Hulings
Executive Director
William George Agency

P.S. The quotes on this page are from youth who shared their experiences during round table discussions with leadership.

THE WILLIAM GEORGE AGENCY

*"I know I
have value."*

*"I know
things can be
different for
me now."*

MISSION We are committed to providing a safe and caring residential environment supported by proven, therapeutic, clinical and medical care for at-risk youth. **VISION** Recognized as among the best in offering innovative, highly regarded programs to serve high need, specialized populations who have historically been underserved. **VALUES** To care first about young people while helping them develop the attitudes, social skills, and self-direction enabling them to become contributing members of the community. To engage, respect, empower, and partner with families to support their efforts in successful reunification and family preservation.

Board Listing & Leadership

2024-25 Highlights & Successes

Mission Support

Financial Summary

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02

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OUR TEAM

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EAGALA Certified Mental
Health Professional**
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Director of Residential Services
Anita Fowler, MBA
Chief Financial Officer
Justin Herbel, CASAC - Advanced
*Director of Outpatient Substance
Treatment Program*

*Lists reflect the period between
July 1 2024 - June 30 2025*

* During our 2024-2025 fiscal year, Tom Finn, a long-serving and deeply dedicated board member of the William George Agency passed away. Tom served his country in the Air Force National Guard from 1968 to 1971 and had a successful career in banking, retiring as an Executive VP of Commercial Lending at Bank of America. He joined the Agency's Board of Directors in 1983, serving with unwavering dedication for decades and holding numerous leadership roles, including Chairman of the Board. Tom also served for many years on the Board of the GJR Union Free School District, where he held roles as VP and President. As a graduate of the Agency and a GJR alum, Tom knew firsthand the importance of improving opportunities and the chance for youth to succeed. We are thankful for his friendship and legacy of commitment and service.



24-25 HIGHLIGHTS & SUCCESSES

A holistic treatment approach is the foundational basis to meeting the unique, and multi-dimensional needs of every child who receives care at The William George Agency.

We seek to equip youth with the tools needed to become self-confident, independent, and hopeful in regard to their future success and personal fulfillment.



Defining Moments

More than 40 youth tried out for the baseball team in 2025. Among those to make the team was Paul*, a participant in WGA's Skills for Success Program which helps youth with intellectual disabilities develop their independent living skills and self-discipline.

According to his Coach, Joseph Corson, Paul was one of the most improved athletes of the season. Together with another teammate, Corson says “[they] came to practice every day with the thought I’m going to give my all and learn something new every day. They were sponges and became better on the field.”

Paul, who was also the team’s manager, says he learned how to improve his swing during the season but his proudest moment was when he “made it to home and scored a point for the team. I felt good when we won a game, but I also felt good when we lost because, at least we still got to play. And when we get to play, it doesn’t matter what happens because we are having fun.”

Paul and his teammates also learned about three concepts from his Coach that will benefit the student-athletes throughout their life.

The first is to strive to be better every day - on and off the field - no matter the situation or outcome. The second is to recognize that they’re part of something bigger - the Hawks family - and that being part of a group requires them to step-up for the good of the whole, not just for their own personal achievement. The third is that they



realize there will always be ups and downs - in a game as in life - and what really matters is how they choose to learn and grow from the experience.

When not on the field, Corson is a math, science and career development teacher at GJR, the Special Act School District affiliated with WGA that provides academic instruction for the adolescent youth receiving out-of-home specialized services on campus.

Corson recalls a particular game in which there was a, “moment that could have broken us — a tough inning that tested our resolve and spirit. It was the kind of moment that defines not just a game, but a team’s character. And in that moment, these young men made a choice... They chose not to dwell in the setback. Instead, they rose — determined, united, and relentless... and secured a hard-fought victory by a single run. But the true victory wasn’t just in the score. It was in the resilience, the teamwork, and the refusal to give up — lessons we’ve worked to instill all season long.”

Teaching youth how to adopt healthier attitudes and behaviors toward self and others doesn’t just happen on the baseball field. It’s an integral part of all daily activities at WGA.

“We can’t change a young person’s past or what brought them to us, but we will help them develop skills and a perspective that can improve their current and future circumstances,” says Helen M. Hulings, Executive Director of WGA.

*name changed to protect privacy.

Skills developed through team sports and vocational programs boost self-esteem, improve communication and self-discipline.

Learning the Basics

Vocational Instructors, like Electrical Supervisor Paul Mantey, worked closely with youth this past year to develop a solid knowledge base as well as a strong work ethic. In Mantey’s program, students work at their own pace, steadily progressing through a binder of 35 projects and using a specially-built testing area for practical application.

The projects start out simple with the first one teaching youth how to twist wires together to form a tight and proper connection. Students then move on to wiring receptacles, switching, and wiring an electrical service. They’re taught the National Electric Code for each of the projects they work on. Mantey says that those who successfully complete all of the projects are well positioned to apply to a trade school or enter the work force as an entry level electrician. Mantey had two youth this past year who each completed 24 projects: Mekhi and Clifford.

Mekhi applied to the electrical program because he found it interesting and has electricians in his family. He was referred by family court to WGA’s Rethink, Transform and Achieve (RTA) program, which is the largest provider of services to youth adjudicated under New York’s Raise the Age legislation. WGA’s RTA program provides a therapeutic alternative to juvenile detention.

“I could have the worst day at school, but once [I’m at my vocational program], I forget all of that and focus on the work,” says Mekhi. He’s proud to have helped wire the day school on campus under Mr. Mantey’s supervision and is one of the biggest proponents of vocational programs, encouraging his peers to apply if something interests them.



Clifford says he initially struggled with hand eye coordination when first starting out in the program with Mantey, but significantly improved over time. Like Mekhi he’s proud of the skills he acquired and grateful for the patience and guidance he got from his instructors. While in the program, Clifford ran wire, installed bath fans, worked with GFCI outlets, and bent conduit. After graduating in 2025, he was hired by WGA to assist the electrical vocational program until he returns to his community to attend a trade school or join the union.

The vocational programs at WGA, done in partnership with the George Junior Republic school, teach the fundamentals, as well as how to have appropriate expectations during the learning process and a positive attitude along the way. As technical skills grow, so too does confidence and a hopeful outlook on the future.



Identifying Danger

Youth participating in WGA programs have experienced significant trauma and many gravitate towards chaotic and unsafe environments that feel familiar. Understanding this dynamic, WGA's Director of Special Services, Samantha Harden, LCSW, and Behavioral Health Clinician, Suzanna Condon, LMSW, developed a self-defense training curriculum for youth, consulting with professional colleagues and a retired Police Chief along the way. The training was supported by funds from the Cahill donor advised fund at The Cortland Community Foundation.

The training focused on situational awareness as an important aspect of self-defense and verbal de-escalation techniques. Situational awareness is a learned ability that relies on one's perception, observation, and preparation. When mastered, it can be life-saving for youth who have historically shown little awareness or knowledge on how to accurately interpret their surroundings or identify potential threats.

The first training workshop took place in April with teens from WGA's Youth Centered Recovery Program. Instruction is designed to occur in group settings so youth can learn from each other's real-life experiences and perspectives. Sessions start off with a question such as, 'What does danger look like?'

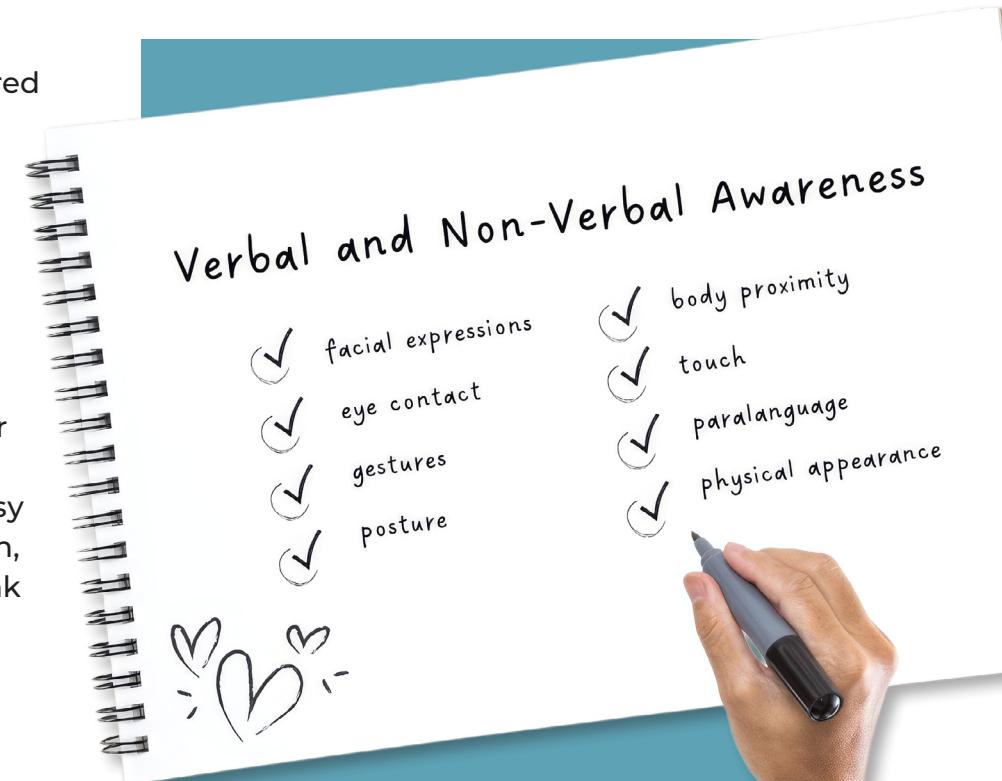
"We want young people to understand there are levels of danger and that danger can escalate quickly by things that are in and out of their control. It's not always easy to detect a potentially dangerous situation, especially if you're with someone you think you can trust or your awareness has been impaired due to drugs or alcohol," says

Harden. "From the first question, we delve deeper into different areas, such as what are healthy boundaries and relationships and how thoughts and choices can impact situations."

Training helps youth process past situations that were risky or ended poorly. It also covers many ways youth can defend against potential threats without physical force. These include proactively thinking about how to stay safe in different kinds of environments, watching for cues like changes in someone's tone or body language, avoiding distractions like scrolling on the phone or using headphones, and identifying entries and exit routes in unfamiliar spaces.

Youth also learn that safety begins with them and that their feelings and perceptions can be powerful influencers. Learning to trust their intuition is important, especially for youth who experience low self-esteem.

"The way this customized training highlights situational awareness and personal intuition as part of self-defense is powerful. It can truly help every one of our program participants build awareness, make safer choices,



Youth learn how to respond to threats and make responsible decisions to advance their physical and emotional well-being.

and navigate their worlds with greater confidence," says Helen M. Hulings, WGA's Executive Director. "We're grateful for the support that inspired this important

learning opportunity and for how it will enhance the personal safety and well-being of the youth we serve for years to come."



Driving Attentively

Accidents or unintentional injuries, such as motor vehicle crashes, are a leading cause of death for young people. WGA's Risk and Safety Officer conducted a National Safety Council Alive at 25 driver education program for eleven youth. In addition, thirty-nine youth were prepped and tested for their New York State learners permit and taught about traffic regulations. They learned how to stay safe behind the wheel by reducing speed, using a seat belt, and driving free from distractions and impairment.

Setting Suitable Goals

Approximately 70 percent of residents received services from WGA's Outpatient Substance Treatment Program in the past year. Eligibility requires youth have a diagnosable substance use disorder or have demonstrated impairment as a result of alcohol and/or substance use by a family member or significant other.

Staff attended training in Harm Reduction, which is defined as "a set of practical strategies and ideas aimed at reducing negative consequences associated with drug use." Harm Reduction is considered a part of the treatment continuum by the Office of Addiction Services and Supports (OASAS), which licenses WGA's outpatient program. It uses a bottom-up approach to ensure that the voices and experiences of clients inform the individualized treatment plans they help create for themselves. The goal is to help people who use substances to become ready, willing and able to achieve the wellness goals they've had a hand in creating for themselves. While a patient-centered treatment approach has always been and remains in use at Van Clef, the training offered additional tips on how to use language to reduce stigma, defensiveness and shame to achieve wellness goals.

Enriching Activities that Build Relationships and Connection

To help the Cortland Area Chamber's annual fundraiser, youth crafted a door prize out of recycled car and truck rims. The Rim BBQ, including an engraved plaque, was made and donated by participants in the Heavy Equipment and Apparel and Merchandise vocational programs. Money raised from the Chamber event supports the Chamber and local community.



Youth from the Dining Services and Culinary Arts vocational program entered Ithaca's annual Chili Cook Off. The Cook Off is part of a winter festival that brings the community together to support local businesses and build community spirit. WGA served 2,200 portions and 35 gallons of Chorizo chili!

In the fall of 2024, youth supported 7 local families in the Salvation Army Ithaca Corps' Adopt-a-Family program by raising \$4,365 through WGA's annual campus Walk-A-Thon and Harvest Bake Sale.



A youth from WGA's Empowerment Program volunteered to help with the installation of a summer camp shelter at the Coddington Road Community Center and cleared vegetation from their Adventure Trail.



Several youth from the Automotive vocational program visited the Northeast Classic Car Museum with Auto Shop staff. The Museum is an educational facility that showcases over 200 vehicles related to the evolution of transportation with a particular emphasis on American culture.

Youth benefit from pro-social activities that help the community, support their interests, and cultivate learning.

Since the reintroduction of animals on campus, youth are visiting the Farm for enriching experiences in animal care, responsibility, and agricultural learning. Four residences participated in an educational and hands-on activity focused on hatching poultry. Overgrown trails were cleared for walking and a nursery was built for two resident New Zealand pigs in anticipation of farrowing. Senator Lea Webb came to campus to announce a grant to support WGA's developing Agriculture Education Center.



In May, twenty-two youth attended a Fire and Ice-themed prom. Prom is a time-honored tradition symbolizing the passing from adolescence to adulthood. Youth danced for hours to music, enjoyed an ice coffee bar and ice cream truck, and left with a keepsake photo of the memorable night.

The creation of two new spaces on campus expanded opportunities for people to connect and participate in healthy activities. A pavilion was built and used as the gathering space for Family Day festivities and several outdoor movie nights for residents. A youth fitness center was also established to encourage physical exercise and movement. Both spaces were made possible by bequest from Catherine N. Dugan with matching funds from The Fund for the William George Agency.



MISSION SUPPORT

We are grateful to all the individuals, businesses and institutions that supported WGA's mission through direct contributions, grants or in-kind donations.

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In Memory Of

Peter M.
Tom Finn

*deceased; *italics* represent donors who made a gift in memory



Support Compassionate and Skilled Care for At-risk Youth



WGA accepts a wide range of assets, including securities, real estate, life insurance and retirement funds. Bequests are also welcomed. For more information on ways to give or to support a particular WGA program, please call 607-844-6243. Donations are tax deductible to the extent allowed by law.

To make an online donation, visit wgaforchildren.org.

Checks payable to The William George Agency should be mailed to the attention of Donor Services at:

The William George Agency for Children's Services, 380 Freeville Rd, Freeville, NY 13068

Lists reflect the period between
July 1 2024 - June 30 2025

FINANCIALS

Operating Report

Year ended June 30, 2025

Operating Revenues

Program Service Fees	\$37,106,882
Contributions and Other Income	\$2,901,032
Total Operating Revenues	\$40,007,914

Operating Expenses

Program Services	\$35,588,718
Management	\$4,130,070
Total Operating Expenses	\$39,718,788



Consolidated Balance Sheet

Year ended June 30, 2025

Cash and Cash Equivalents	\$1,691,598
Accounts Receivable	\$7,260,897
Property	\$12,222,920
Other	\$18,643,381
Total Assets	\$39,818,796

Liabilities	\$6,980,887
Net Assets	\$32,837,909
Total Liabilities and Net Assets	\$39,818,796

Expenses



WHO WE ARE

A Youth-Centered Community of
Compassionate, Trained Individuals



WHAT WE OFFER



Our Programs

- Strive
- Empowerment
- Youth Centered Recovery
- Rethink, Transform & Achieve
- Pathways to Independence
- Skills for Success
- Healing Pathways



Van Clef Outpatient Substance Treatment Program

- Outpatient substance use treatment clinic
- Individual, group and family counseling
- Licensed by NYS Office of Addiction Services and Supports



Article 29-I Medical Clinic

- Full scale medical and nursing services
- Psychiatric services
- Psychological support
- Behavioral Health Services
- Routine dental and vision care
- Community based medical specialists



Therapeutic After-school Program

- Preventative services
- Psychiatric services
- Risk Assessment
- Family preservation
- Family reunification
- Respite services



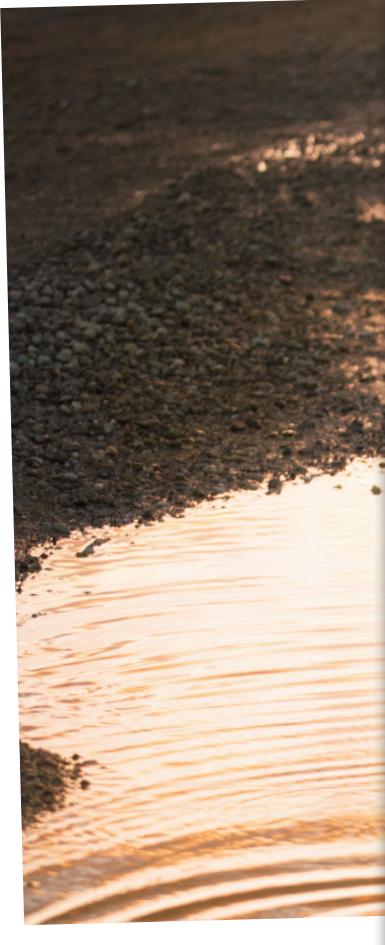
Wellness & Growth Services

- Animal assisted interventions
- Vocational opportunities
- Community integration therapies
- Adventure based counseling



George Junior Republic Union Free School District

- Accredited New York State "Special Act" Public High School follows New York State Learning Standards Curriculum
- Advanced Regents, Regents, Local and IEP diplomas are awarded to qualifying students
- Day School service contracts with local counties
- Classrooms are structured in 6:1:1 or 6:1:2 ratios
- Individualized Education Plans are developed for each student



THE
WILLIAM
GEORGE
AGENCY

380 Freeville Road
Freeville, NY 13068
607.844.6460

wgaforchildren.org



The William George Agency for Children's Services [EIN 13-1857994] is a private, co-educational, 501(c)(3) non-profit organization situated on 650 acres in New York's Finger Lakes Region. Licensed by the Office of Children and Family Services, WGA specializes in providing out-of-home behavioral, mental health, and addiction treatment services for children ages 12 to 18+ in a safe and therapeutic environment.

