

# The Children's Village

*Keeping children safe and families together*

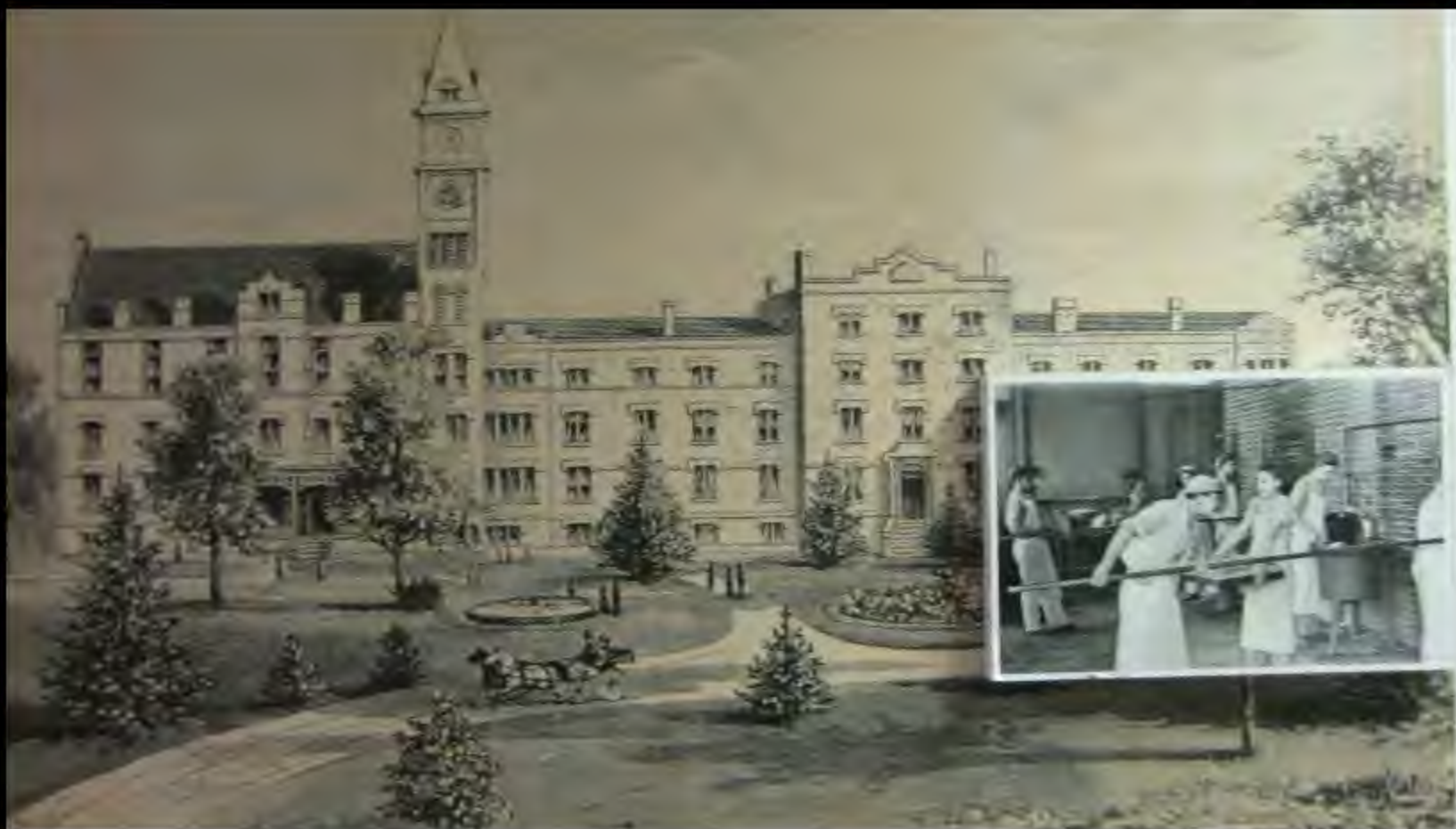
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- We invest in families and communities to keep children and youth safe, connected to persons who love and can guide them rather than taxpayer funded out-of-home systems.
- When out-of-home care is required, our interventions are intensive, targeted, expedient and measurable.

- **Founded in 1851**
- **Serve 11,000 children and families annually**
- **Programs include alternatives to incarceration, foster care, community centers, shelters, family support**
- **Leader in evidence-based programming**









At the close of the century, the United States was a nation of immigrants. The vast majority of the population was made up of people who had come from other countries. The United States was a melting pot of different cultures and languages. The people of the United States were a mix of different backgrounds and ethnicities. The United States was a land of opportunity and freedom. The United States was a land where people could come from all over the world and find a better life. The United States was a land where people could start their own businesses and become successful. The United States was a land where people could live in peace and harmony. The United States was a land where people could be proud of their country and their heritage. The United States was a land where people could live and thrive.







# HOMES WANTED FOR CHILDREN

A Company of Orphan Children of Different  
Ages Will Arrive In Mapleton, Iowa.

## Thursday, June 16

The Distribution will take place  
at Opera House at 10:30 a. m.

The object of the coming of these children is to find homes in your midst, especially among farmers, where they may enjoy a happy and wholesome family life, where kind care, good example and moral training will fit them for a life of self-support and usefulness. They come under the auspices of the New York Children's Aid Society, by whom they have been tested and found to be well meaning and willing boys and girls.

The conditions are that they shall be properly clothed and treated as members of the family, sent to school according to the school law of the state, and remain in the family until they are eighteen years of age. At the expiration of the time specified it is hoped that arrangements can be made whereby they be able to remain in the family indefinitely. The society retains the right to remove a child at any time for just cause, and agrees to remove any found unsatisfactory after being notified.

Applications may be made to some of the following well known citizens who have agreed to act as local committee to aid the agent in securing homes:

W. H. CHRISMAN, J. E. SCOTT, H. F. NOURSE, L. N. FENNE, J. R.  
WELCH, T. B. LUTZ, P. GRIFFIN, H. S. GILLESPIE.

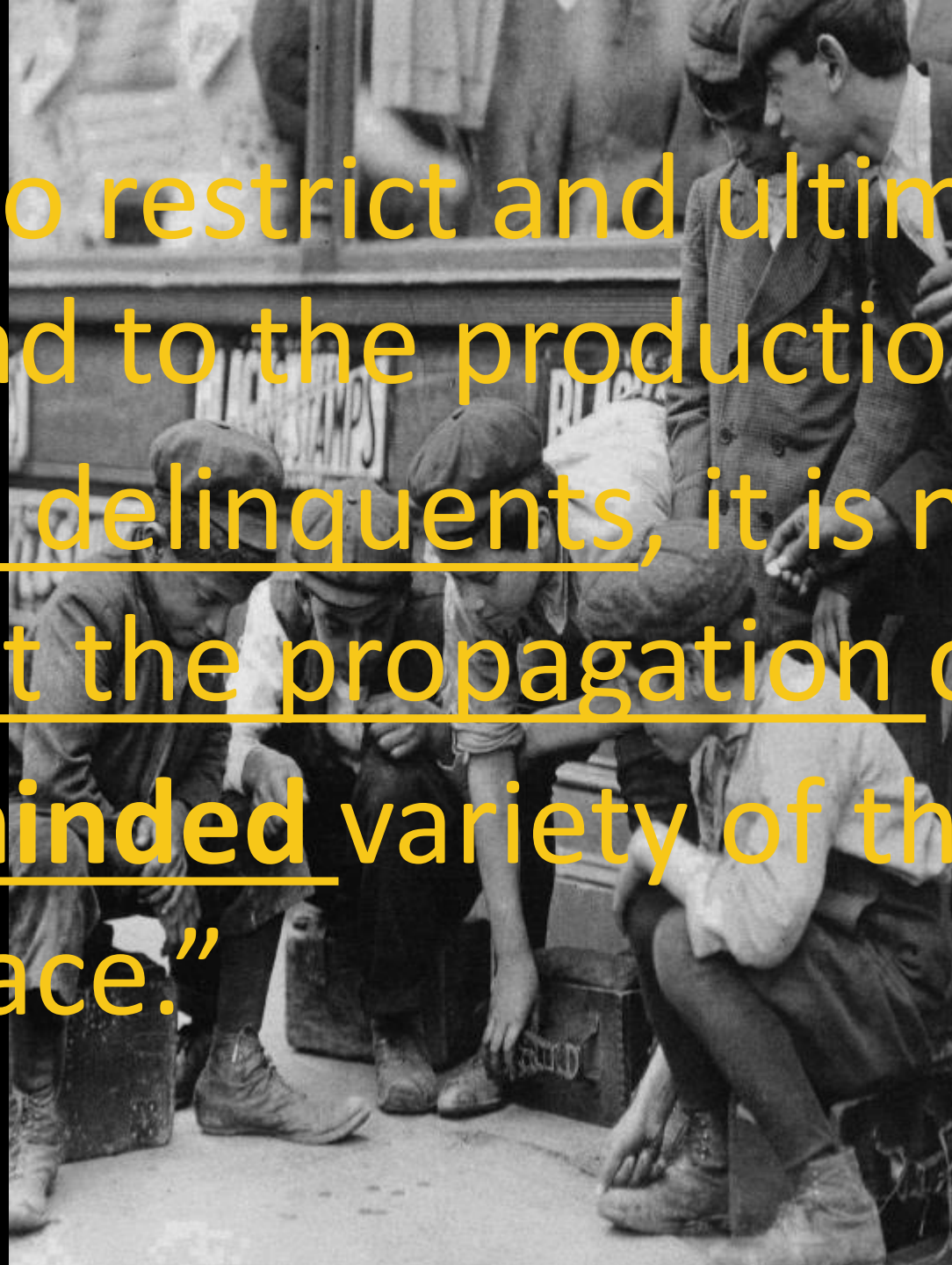
If the Children are not all taken at 10:30 a. m.  
an adjourned meeting will be held at 1:30 p. m.

### REMEMBER THE TIME AND PLACE

Come Out and Hear the Address.

**H. D. CLARKE, Agt.**

“In order to restrict and ultimately to put an end to the production of defective delinquents, it is necessary to restrict the propagation of the feeble-minded variety of the human race.”



“feeble-minded is a grave social menace. To it can be attributed a very definite proportion of the vice, crime, and delinquency that tend to destroy the peace and prosperity of or communal life. Not only is it a fundamental cause of misery, but it possesses the quality of hereditary transmission, thus insuring the continuation of misery through the generations to come”

**-State Commission Report** to the New York Legislature 1915  
David Schneider and Albert Deutsch pg. 241 (Chicago, 1941)

# Boarder Baby



# Throw-Away Kid



# Sexually Trafficked

A black and white close-up portrait of a young woman with a somber expression, wearing a dark beanie. The text "Sexually Trafficked" is overlaid in white at the top. The woman's eyes are looking slightly to the right, and her lips are set in a neutral, somewhat sad expression. The background is blurred, suggesting an indoor setting.

# Toxic Stressed



# Attachment Disordered





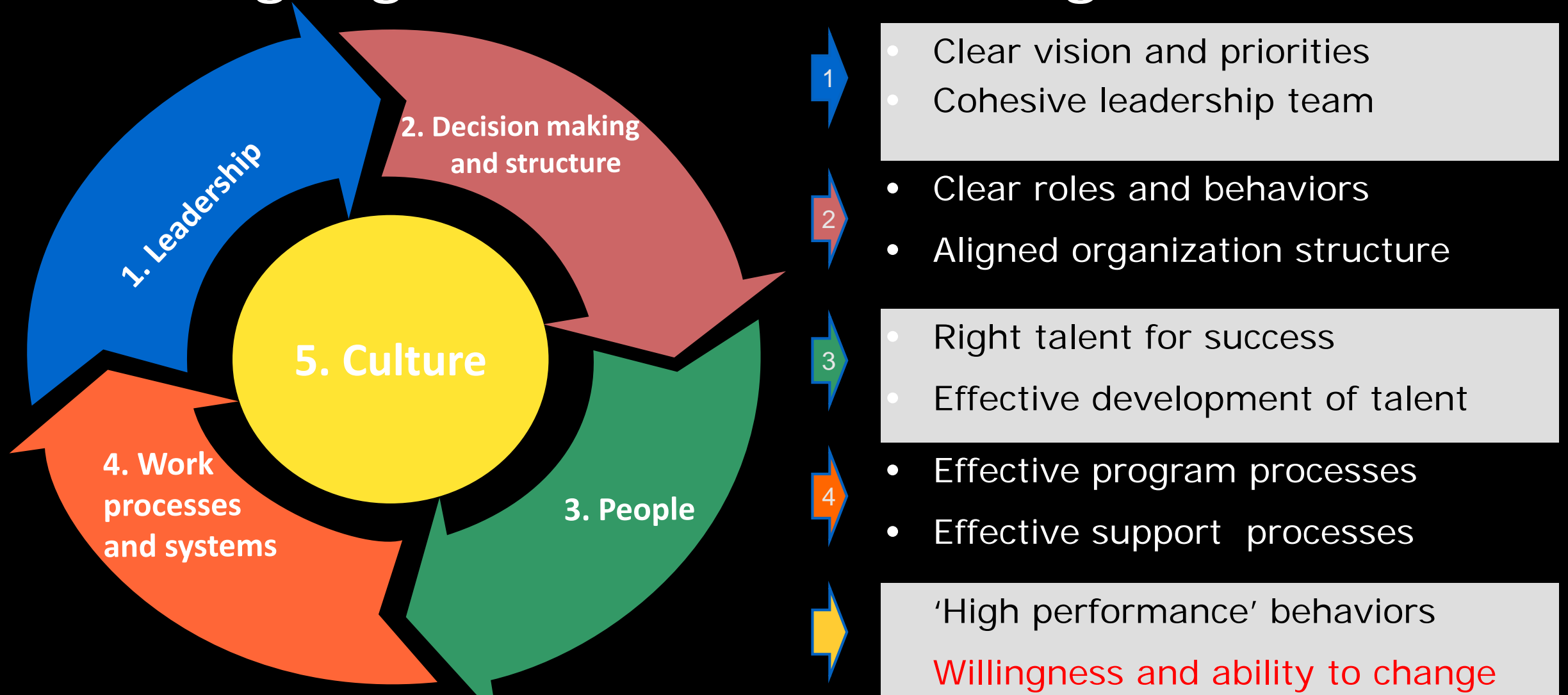
# Disconnected Youth



# Oppositional Defiant



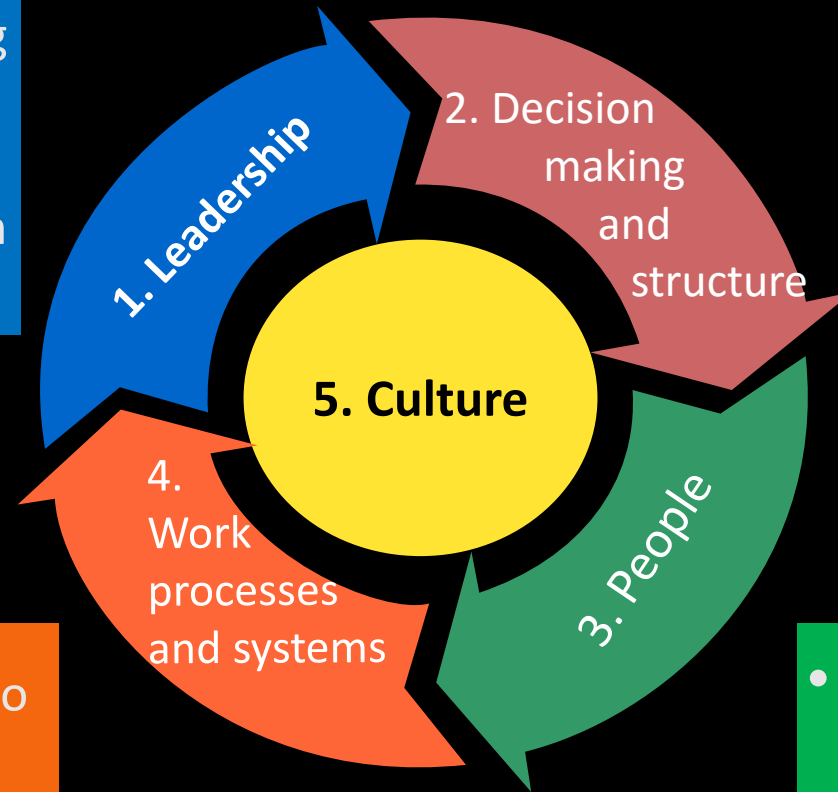
# Strong organizations do five things well



**Culture Is a Result** - It is important to remember that culture is a result, not a lever. Nonprofit leaders cannot simply define new values and goals and share them in the hope that everyone will get on board with a new strategy. Instead, leadership must commit to a new vision for the organization's culture, decision-making must support that desired culture, managers must give staff incentives that align with the desired goals, and processes and systems must be engineered to drive the desired behavior.

# Exhibit 2: To align culture to strategy, determine how to use other parts of the wheel

- Start with **leadership**: Nothing changes unless leadership commits to a new vision for culture and changes their own behavior as appropriate



- Design **decision-making** processes to support desired culture, not undermine it
- Build **structure** to fit with culture and strategy

- Engineer **processes and systems** to drive desired behavior, e.g. collaboration, quality, loyalty, innovation, etc.

- Ensure the right **people** are on, and remove obstacles as necessary
- Help people understand the **“WHY”**
- Align **measures and incentives** to the desired goals and strategies

# LEADERSHIP

- Vision for the organization
- Personal example – cannot be delegated, consistency and drive required
- Creates Team

# DECISION MAKING & STRUCTURE

- Clear roles and behaviors
- Who does what (basics are most important. Spell it out (PBIS lesson))
- Aligned organizational structure

# PEOPLE

- Unionized work force @ CV
- Right talent (MST example)
- Effective development of talent



- **Characteristics of the MST Therapist Who Fits**
- **Engaged in/wants to do MST \*\***
- **Effort and Accountability**
- **Conceptualization and Thinking** - Good analytical and logical thinking ability \*\*
- **Strength-Focus and Engagement**
- **Skills, Knowledge, and Experience**

• \*\* Denotes top priority characteristics

## • **Characteristics of the MST Therapist Who Does Not Fit**

- Evening/weekend - on call schedule would be difficult due to life circumstances or perceived as problematic\*\*
- Desire to have a different job/conscripted to MST\*\*
- Years of practice as an autonomous professional\*\*
- Wedded to non-empirically based theories\*\*
- No accountability in past settings
- Focus of training / experience / work preference is on individual work with children
- Not open to peer supervision or feedback

# PROCESS & SYSTEM

- Effective program process
- Effective support process

# CULTURE

- High performance behaviors
- Willingness and ability to change
- Culture produces a desired result

GRANTEES SPEAK



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# Creating a Culture of Possibility

- Spirit of the Grant: Staff and Client Motivation
  - From the Top - Down
- Flexibility & Adaptability: Year to Year Opportunities from Lessons Learned (NCC)
- Culture of Problem Solving and Creative Solutions: Needs of Today and Tomorrow
- Leveraging Community & Internal Resources
  - Staff and Client Talent for Problem Solving
  - Importance of PD involvement with clients



## Allied Health Career Pipeline Program

**Trainings:** Certified Nursing Assistant, Certified Medical Assistant, Patient Care Technician, Health Information Technology, Community Health Worker, Home Health Aide

**Services:** Case management, Weekly Metro Cards during training, Uniforms, Text books, State/National Exams Fees for Licensing, Childcare assistance, College Pathways. **Employment Services:** Business Advisory Council (Employer Partners), Career Readiness Workshops, Resume Writing, Mock interviews, Internships, “Meet and Greet” with employers, & Job placement assistance

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# Challenge:

Motivate Staff  
Increase Productivity

# How:

Data Driven Environment

Accountability

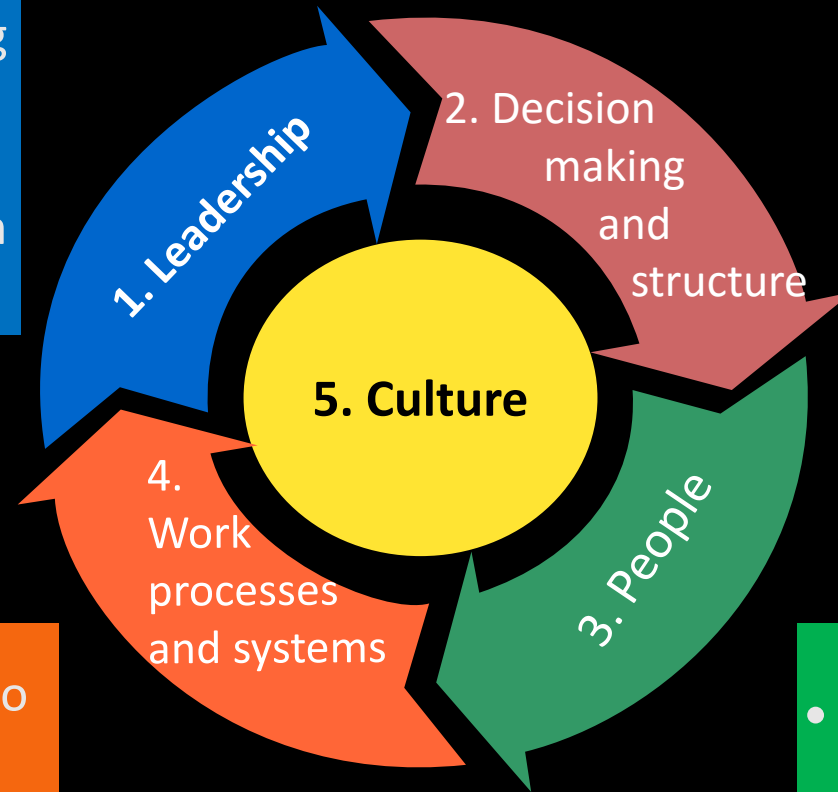
Team Building

Confidence



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CULTURE

@ THE CHILDREN'S VILLAGE

Belonging is the non-negotiable  
foundation on which  
success is achieved.

included



treated as important



supported



encouraged



celebrated





wrapped in



# Unconditional belonging



