A CHILD
SHOULD KNOW SOME
JOY
in Each Day

PROGRAM REPORT 2014

Youth VILLAGES
The force for families
DEAR FRIENDS,

Youth Villages, our board members, staff, funding partners, donors and volunteers made a difference in the lives of 22,949 children in fiscal year 2014 – helping more children than ever before find success. More than 81 percent of the children we served continued to live successfully even two years after completing a Youth Villages program.

It was a successful year as we expanded services in many areas. We partnered with Oklahoma’s Department of Human Services and the George Kaiser Family Foundation to help children and families. We also were able to help more young people in Tennessee. Tennessee Gov. Bill Haslam and the Department of Children’s Services worked with us to offer our YVLifeSet program to all young people aging out of state custody in the state – a national first.

Our YVLifeSet program continues to show great results in helping young people exiting state custody at 18 find success as adults. In addition to the program’s high success rates, the randomized study of the program is showing promise as well. Social science research firm MDRC released the implementation report for the randomized trial, saying the first results from the study point toward a valid evaluation of the program. We expect MDRC to release the first impact results from the study later this year; these will show the program’s effectiveness as compared to usual services for former foster children in Tennessee.

In addition, the Center for the Study of Social Policy recognized our YVLifeSet program as one of 15 local, state and national youth- and family-serving initiatives making a critical difference in the lives of youth in foster care. Most exciting for the young people participating in the program, First Lady Michelle Obama and the GRAMMY Museum hosted 20 of them at the White House in 2014.

While we’re proud of and grateful for these milestones and our partners who help us reach them, we know we still have much to do. Thousands of our country’s most vulnerable children and youth still do not have access to life-changing programs like ours that we know produce lasting success. With your help, we continue to strive to change that.

With heartfelt gratitude,

D. Bryan Jordan, Chairman of the Board of Directors

Patrick Lawler, CEO
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Claudia Valderrama
Dale Walker
Michael was a handful to 13 former foster homes. His medical and behavior issues led to numerous disruptions and him constantly being sent home from school for acting out. He couldn’t play with other children. But foster parents Rhonda and George Cox were a good fit. At their home, Michael learned coping skills for dealing with his frustration and began a positive medication regimen with the family’s physician. They also worked with the school so everyone interacted with Michael consistently. When Michael came into the Cox home, he was in special education classes receiving speech therapy. Now he’s not. The Cox family’s love, support and hard work have helped Michael flourish as a member of the family.
22,949 children served in FY14

STATE OF ORIGIN
Children served by Youth Villages in FY14

- Alabama: 2%
- Arkansas: 1%
- Florida: 3%
- Georgia: 2%
- Indiana: 2%
- Massachusetts: 11%
- Mississippi: 7%
- North Carolina: 21%
- Oregon: 3%
- Tennessee: 46%
- Washington, D.C.: 1%
- Other: 1%

*Includes Idaho, Kentucky, New Hampshire*
Hannah dreamed about being the first in her family to graduate high school and go to college. That dream was jeopardized when she suddenly found herself without money or a place to live. After learning about Youth Villages’ YVLifeSet program, she applied and then became a YV Scholar, allowing her to receive extra support from Youth Villages provided she maintains academic and community service requirements.

“At times we had difficulty keeping her spirits up,” Mindy, her YVLifeSet specialist, said. “She’s a high achiever and needs guidance on what she’s doing, to take a step back and say, ‘Let’s get back on track toward our goals.’”

Hannah entered the YVLifeSet program later than many, but she said it was the right time.

“I was more receptive to being helped than I would have been earlier,” she said. “I was so broken and ready for help when Mindy came into the picture. I don’t think I would’ve done that if it had been earlier.”
PRESENTING ISSUES
Children served July 2013 to June 2014

Emotional Disorder 15%
Behavioral Disorder 85%
Physical/Sexual Abuse 24%
Substance Abuse 31%
Suicide Ideation/Attempt 30%

Please note: 67% of youth presented with multiple issues.

DEMOGRAPHIC CHARACTERISTICS
Children served July 2013 to June 2014

AGE
8 Years Old and Younger 12%
9 to 11 Years Old 10%
12 to 14 Years Old 28%
15 to 17 Years Old 39%
18 Years Old and Older 11%

GENDER
Male 55%
Female 45%

RACE/ETHNICITY
African American 34%
Caucasian 52%
Hispanic 6%
Native American 1%
Other 7%

PROGRAM REPORT 2014
Frances Robinson recently adopted Joshua, an 8-year-old who is demanding at times – but she describes him as a miracle. She was a foster parent to Josh, who was born with drugs in his system at 24 weeks and suffers from a severe lung disorder and cerebral palsy. When he came to Frances’ home he was being fed through a gastronomy tube and couldn’t stand or walk on his own. Today, Josh can walk short distances by himself and is transitioning to solid foods. He attends a special school with small class sizes and is working to communicate better.

“Families are so important,” Frances said. “Josh didn’t have that before, but now he has a place where he’s safe and he’s loved. That’s what all children deserve.”
87% of children discharged successfully, living at home with family or independently.

81% of children are still living successfully at 24 months* post-discharge.

*Includes children discharged during FY12-13
Response rates:
24 months - 39.6% (1,677 out of 4,233)
As a toddler, Max struggled to play with other children. When he first entered Youth Villages’ Intercept intensive in-home program, he wouldn’t sit still during sessions and had trouble interacting with others. He’d throw a tantrum – kicking, screaming, hitting, biting and throwing things – until he got his way. Through Intercept, Max experienced consistency at home and regular visits with his specialist. Max’s mother, Gabriela, began communicating better and created a healthier home environment. Then Max’s behavior began to change. He controls his impulses now and will stop and think before acting. He knows when to pull himself away and calm himself down. He’s back in preschool and doing well.

SELF-CONTROL CAN BE TAUGHT
A component of the intensive mental health treatment provided on Youth Villages’ residential treatment campuses, the Re-ED therapy model includes a structured routine to help children settle into a regulated lifestyle with clearly set expectations and a system of rewards and consequences. Emphasizing accomplishments and competence-building activities, Re-ED reinforces positive behavior changes and allows children to build trusting relationships with their counselors, teachers and other adults.

YOUTH VILLAGES HELPS CHILDREN BY FOLLOWING THESE RE-ED PRINCIPLES:

- Live life now, not in the past.
- Trust between children and adults is essential.
- Be good at something; competence makes a difference.
- Time is an ally.
- Self-control can be taught.
- Intelligence can be taught.
- Feelings should be nurtured, shared spontaneously, controlled when necessary, expressed when too long repressed and shared with trusted others.
- The group is very important.
- Ceremony and ritual give order, stability and confidence.
- The body is the armature of the self.
- Communities are important.
- A child should know some joy in each day.
When admitted to Youth Villages, Shawn wouldn’t talk; he was extremely aggressive, had poor social skills and was unable to follow directions. At home, he would run away, once being found more than two miles from home. His interactions with other children and adults, even in play, were aggressive and irrational. His unpredictable and volatile behavior made him a focus of staff and therapists. Shawn’s therapist, teachers, tutors, residential staff and mentor collaborated and set goals that challenged Shawn daily, even hourly, to communicate and learn appropriate ways to play with peers.

“Shawn went from an almost nonverbal, aggressive youth to one who made significant progress behaviorally, personally and at school,” Youth Villages Therapist Jayson Rodriguez said. “Previously, the bar for his therapy was set really low. We challenged Shawn to do more, and he responded.

“He’s the reason I come to work. It’s awesome to see the progress he’s made.”
In school, graduated or employed two years after completing the program: 83%

No involvement with the law even two years after completing the program: 79%

In comparison, by age 26, more than half of former foster children surveyed for the Midwest Study¹ had been arrested as adults.

¹ www.chapinhall.org/sites/default/files/ChapinHallDocument_2.pdf
In less than 90 days, Chastity’s stable life spiraled into chaos. Tonye, her niece she’d recently taken in, was an escalating struggle. Chastity quit her job and dropped her college classes, but even that didn’t help her get control of Tonye.

“I was at the point where I was going to give her back just to protect my own child,” Chastity said. Further assessments of Tonye revealed she’d suffered neglect, physical and verbal abuse and was taken advantage of by family and community members. The family began Intercept® intensive in-home services with Family Intervention Specialist Amanda Williams.

“We had to start from scratch,” Chastity said.

Tonye created a coping skills toolbox to maintain control of her emotions and responses. She learned to read. Chastity found that the traditional methods of discipline and structure weren’t the best ways to work with a child who’s been abused.

“Amanda was in tune with this family,” Chastity said. “I thank God for her, and I’m blessed that she came to this house.”
Nearly 17,000 individuals, corporations and foundations gave $31.4 million to help the children and families served by Youth Villages in FY14.

Youth Villages’ employees alone donated more than $1 million through the Our Family Campaign.

Of every dollar spent, 85 cents went directly to programs that support children and families.
Revenue and expense statement

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<td>Other States/Medicaid</td>
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<td>Grant Revenue</td>
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<td>USDA</td>
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<td>Investment Income</td>
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<td>Miscellaneous Income</td>
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<td><strong>TOTAL REVENUE</strong></td>
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<td>Deer Valley Campus</td>
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<td>Girls CIRT Residential</td>
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<td><strong>TOTAL EXPENSES</strong></td>
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<td><strong>CHANGE IN NET ASSETS</strong></td>
<td><strong>$26,174</strong></td>
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Consolidated balance sheet

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<th>ASSETS</th>
<th>2014</th>
<th>2013</th>
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<tr>
<td>Total Current Assets</td>
<td>186,953</td>
<td>156,538</td>
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<td>Property and Equipment, Net</td>
<td>64,159</td>
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<td>Other Assets</td>
<td>6,765</td>
<td>5,773</td>
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<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$257,877</strong></td>
<td><strong>$229,442</strong></td>
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<th>LIABILITIES AND NET ASSETS</th>
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<td>Total Current Liabilities</td>
<td>18,386</td>
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<td>Long-term Debt</td>
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<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>$18,386</strong></td>
<td><strong>$16,125</strong></td>
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<th>NET ASSETS</th>
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<td>Unrestricted</td>
<td>206,572</td>
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<td>Board Designated</td>
<td>10,035</td>
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<td>Temporarily Restricted</td>
<td>22,806</td>
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<td>Permanently Restricted</td>
<td>78</td>
<td>78</td>
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<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>$239,491</strong></td>
<td><strong>$213,317</strong></td>
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*In FY14, $16,402 in Temporary Restricted Net Assets were allocated to support programs. At the end of the year, $22,806 remained in Temporary Restricted Net Assets to support programs in future years. For complete audited financial statements, please visit www.youthvillages.org or contact the Youth Villages Development department at 901-251-4807.*
REDA KITE SOCIETY DONORS

The Red Kite Society recognizes our generous supporters who have donated $100,000 or more to help the children of Youth Villages.

FORCE FOR TRANSFORMATION
$1 Million or More

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The Assisi Foundation of Memphis
The Paul W. Barret Jr. Charitable Trust
Marian and Mike Bruns
ChristieCare Foundation
Edna McConnell Clark Foundation
The Day Foundation
The Duke Endowment
The Employees of Youth Villages
Bill & Melinda Gates Foundation
Jacobson Family Foundation Trust
GJ Jensen
Klarman Family Foundation
The Kresge Foundation
The Red Kite Society

Plough Foundation
The Robertson Foundation
Charles and Lynn Schusterman Family Foundation
Strategic Grant Partners
United Way of the Mid-South
Urban Child Institute
Robert W. Woodruff Foundation

Jan and Patrick W. Lawler
Memphis Grizzlies
Portland Children’s Levy
Janice and Ronnie Randall
Rose Family Foundation
United Way of Greater Atlanta

FORCE FOR INNOVATION
$250,000 - $499,999

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Barbara and Paul Bower
Thomas W. Briggs Foundation
Cambia Health Solutions
Casey Family Programs

Crye-Leike REALTORS
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The Memorial Foundation
M.J. Murdock Charitable Trust
Oregon Community Foundation
Tull Charitable Foundation
United Way of the Columbia-Willamette
David Wedaman
Kemmons Wilson Family Foundation
Spence Wilson

FORCE FOR RESTORATION
$100,000 - $249,999

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Mr. and Mrs. James Barton
The Baupost Group
Teresa and Eric Bolton
Boyle Investment Company
Bradbury Family Partnership
Mary Allen Lindsey Branan Foundation
George M. Brown Trust Fund of Atlanta
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Harold W. Byrd
Bena and George Cates
Christie Bridge
Christie Women’s Committee
CLARCOR Foundation
Classic Wines Auction
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Cornerstone Systems
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Cummings Foundation
Douglas Drake Charitable Fund
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Kevin Hyneman
International Paper Company Foundation
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Kim and Bryan Jordan
The James R. Kuse Family Foundation
Marie Lamfrom Charitable Foundation
The Estate of Marilyn V. Lind
Lipscomb & Pitts LLC
Dan and Margaret Maddox Charitable Fund
Andrew, Elizabeth, Steve, Dianne and Myron Mall
Sylvia Goldsmith Marks
Tosha and Ken May
Ken Meikus
Menke Foundation
Kristin and John Montgomery
Yvette Lowenthal-Mulder and Peter Mulder
Mustang Fund
Oregon Chapter PGA
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Mr. and Mrs. James A. Parrish Jr.
Kim and Johnny Pitts
Margaret Conant Reiser
Linda and Cliff Reyle
Trudy and H. Patterson Ritz
C.H. Robinson
Lee Rone
Sisters of the Holy Names of Jesus and Mary
Catharine D. Smith
Spirit Mountain Community Fund
Starbucks Foundation
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Rick Talkov and Susan Davies
Dr. Fred Thomason and Dr. Ann Brown
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Wellspring Management
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Fred B. Wilson Residuary Trust
David, Helen and Marian Woodward Fund
Juan Young Trust

We are grateful to these members of the Youth Villages Legacy Society who have expressed their support by including Youth Villages in their long-term financial plans.

Phyllis and Charles Bailey
Helen L. Siddon Bogan
Marian and Mike Bruns
David D. “Mickey” Coleman
Ermee Irene Dixon
Lela Almarita Johnson
Helen and Charles Laffoon
Jan and Patrick Lawler
Claire M. Mitchell
Pauline and Maurice Riggins
Jeaneatta H. Sautter
Marler Stone
Joy Velte
Linda and David Young
Anonymous (25)
Youth Villages was honored to receive generous support from nearly 17,000 committed donors representing all 50 states in FY14. The following Investors and Champions for Children contributed $1,000 or more, which allows Youth Villages to continue to expand its services to children and families who need them. These donations also provide the necessary support, training and leadership development to attract and retain exceptional staff to work with our children and families.

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John and Mary Franklin Foundation
Konica Minolta Business Solutions
Les Schwab Tire Centers
Marilyn Cox Douglas Charitable Foundation
Merancas Foundation
The Nancey Fleming Markle Charitable Trust for Children
OCF Joseph E. Weston Public Foundation
Oregon Community Foundation
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The Sartain Lanier Family Foundation
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Youth Service America
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Alexandria Real Estate Equities Inc.
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AT&T Massachusetts
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Banana Republic
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Baraonda Restaurante & Bar
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Snap 2 It
SoftArtisians
Soulfood Ministries
Southern Security Federal Credit Union
Spiritual Life
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Technology Advice
TEKsystems
The Temple Congregation of Ohabai Sholom
TIA & Associates
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Tito’s
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Trish McEvoy
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The Westminster Schools
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WRVR 104.5 FM
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carbon-neutral paper
KIDS’ NEEDS COME FIRST ... ALWAYS.

CHILDREN ARE RAISED BEST BY THEIR FAMILIES.

WE PROVIDE A SAFE PLACE.

WE STRIVE TO ACHIEVE POSITIVE, LASTING RESULTS.

WE ARE COMMITTED TO OUR STAFF.

WE ARE EACH RESPONSIBLE FOR PROVIDING THE HIGHEST LEVEL OF SERVICE TO OUR CUSTOMERS.

WE CONSTANTLY IMPROVE OUR PERFORMANCE TO ACHIEVE EXCELLENCE.

WE CREATE NEW PROGRAMS TO MEET THE NEEDS OF CHILDREN, FAMILIES AND THE COMMUNITY.

WE DO WHAT WE SAY WE DO.