

my
Voice



25
Youth
VILLAGES[®]
The force for families

25 years
of helping
children and families
live successfully.

Dear Friends,

*This year is quite a milestone for Youth Villages:
our 25th year of helping children and families live successfully.*

It's been 25 years full of laughter, tears, challenges, joy, struggles and growth – all the things that naturally come with children and families. Most importantly, **we have helped more than 66,000 children** since Dogwood Village merged with Memphis Boys Town to become Youth Villages in 1986. In the coming year, we will help 18,000 more children and families in a growing service area that spans 11 states and Washington, D.C.

Many things have changed in our first 25 years, but some things have stayed the same. The principles of Re-ED, the Re-education of Emotionally Disturbed Youth, continue to guide our work with children. Helping these children continues to be a personal calling for our staff. And our children today – just like those we helped in 1986 – love their families and want to be home.

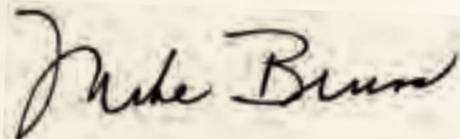
This report highlights just a few of the children and families we've helped this year, along with the measurements of our programs' success. Reading these words in our children's own voices is a moving and fitting way to commemorate our 25th anniversary milestone; they are why we're here doing what we do every day.

In this 25th year of our mission, we offer sincere thanks to the more than 2,500 dedicated Youth Villages staff members who do the very hard, sacrificial work that helps our kids and families realize their dreams. And we thank our many supporters and partners who make our work possible. Without you, Youth Villages simply couldn't exist, much less have a thriving mission.

For a more detailed look at Youth Villages' history and a timeline of milestones along the way, visit www.YouthVillages.org. Our progress is chronicled there from the first 80 children we helped in two locations in 1986 to the more than 18,000 kids and families we helped from more than 60 locations this year.

We join the voices of our children, with deepest gratitude, to thank you. And we look forward to helping even more children and families in the coming year.

Sincerely,



Mike Bruns, Chairman of the Board



Patrick Lawler, CEO



**William, 18,
and Darrah, 19**
Transitional living
Tennessee

Evidentiary Family Restoration™

This year, Youth Villages established a name and a set of tenets to describe our philosophy and approach to helping our country's most troubled youth. We call it Evidentiary Family Restoration™. To learn more about EFR, visit our website, www.YouthVillages.org.

The Five Core Tenets of Evidentiary Family Restoration

1. Evidentiary Family Restoration treats children and families simultaneously.

Evidentiary Family Restoration is built on the evidence that sustainable long-term success for troubled children is most consistently achieved by restoring a supportive family system around each child. It is optimally the child's original family. It may be an adoptive family. Whatever form the family takes, it is the vital element for preventing recidivism and destructive behaviors.

2. Evidentiary Family Restoration requires measurable long-term outcomes.

For too long, the national systems that serve troubled children and their families, including the children's mental health, child protective and juvenile justice communities, paid little attention to the long-term outcomes of children. Warehousing troubled children creates troubled young adults. Using an EFR approach with their families, however, significantly increases the likelihood that they are still on positive trajectories even two years after discharge. Tracking every child and documenting successful outcomes 12 and 24 months after discharge are critical components of EFR.

3. Evidentiary Family Restoration is sustained in the community.

Families vastly outperform states or service providers at raising children. EFR keeps children in the home whenever safely possible, and ensures out-of-home placements – including foster care – are rare, short-term, actively inclusive of the child's family, and used only out of urgent necessity... all with the ultimate goal of returning the child to a safe, permanent and supportive home as soon as possible.

4. Evidentiary Family Restoration uses highly intensive protocols that are delivered 24/7.

A key element of EFR's effectiveness is the delivery of a comprehensive, research-based and immersive level of contact with the child, family and community. This is possible only through very low caseload ratios, intense training and clinical oversight and empowered, accountable front-line staff on call 24 hours a day, seven days a week.

5. Evidentiary Family Restoration delivers unprecedented accountability to families and funders.

Increasing pressure for fiscal accountability nationwide has driven much of the interest in EFR, because the approach ensures that any public or private resources expended deliver proven social outcomes. Data-driven and outcomes-focused child services are moral obligations not only to the children served, but also to the public and private dollars of which states, agencies and providers are stewards. For families and funders both, EFR provides a single source of accountability for a family's success.

2011 Achievements

Oregon Merger

Youth Villages welcomed ChristieCare of Oregon to our family, completing a merger with the Portland area-based nonprofit in June. Youth Villages-ChristieCare of Oregon will help more than 250 children and families in the Pacific Northwest this year.

Best Place To Work

Youth Villages was named one of the Best Nonprofits to Work For in America for the second year in a row by the Nonprofit Times and Best Companies Group.

Day Foundation Gift

In August, the Day Foundation in Memphis announced it will give Youth Villages a \$42 million matching grant primarily to help expand our organization's transitional living program that helps older foster youth become successful adults. Youth Villages has helped 4,587 young adults since 1999 through the TL program; the Day grant and its matching funds will allow us to serve more than 6,500 young adults during the next five years.

Transitional Living Study

The first year of Youth Villages' two-year research study on our transitional living program has been very successful. More than 1,300 former foster youth will participate in the study, which is a national clinical trial to measure the effectiveness of the TL program. Conducted by MDRC through grants from the Edna McConnell Clark Foundation and the Bill

& Melinda Gates Foundation, the study will evaluate the difference between Youth Villages' TL program and usual services available in the community. Participants are interviewed periodically to track their progress.

New York Times

Journalist and author David Bornstein featured Youth Villages in two "Fixes" columns, New York Times Online "Opinionator" pieces that explore innovative solutions to social problems.

Employee Contributions

Youth Villages' 2,500 employees contributed \$940,000 from their own paychecks this year for the Our Family Campaign that supports transitional living, emergency needs for families and residential program enhancements like spiritual life.



Use your mobile phone app to scan the code and see a video on Youth Villages' "Whatever it Takes" approach to helping children and families.

Aaliyah, 10

Residential services
Intercept in-home services
Oregon

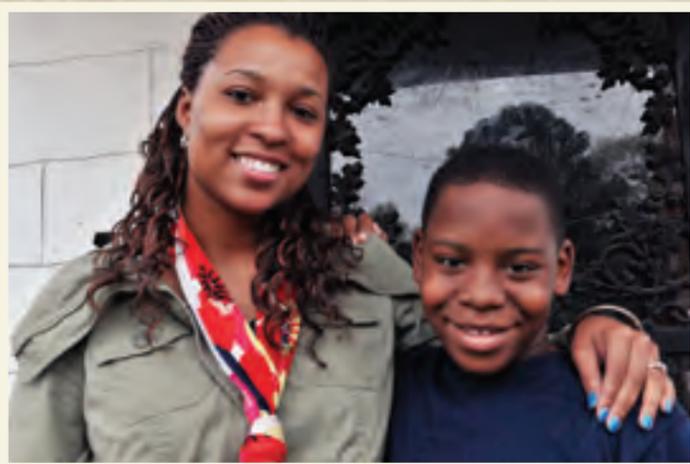


"I play the drums now for two churches, and I'd like to go to regular school so I can be in the band."

- Bryan



Bryan



"Bryan makes better decisions now and communicates with me. I'm proud of him for how far he's come, and today, he has an opportunity to be successful in whatever life brings his way."

Kizzy, Bryan's mom



"Bryan's behavior has changed tremendously. When we first went into the home, Bryan was so angry, and he had been expelled from school. He had been in several hospitals and was at risk of having to leave home for help. However, Bryan learned to recognize the things that triggered his angry outbursts. He learned ways to calm down. It was a long process, and we had several setbacks, but finally the family and community pulled together to encourage Bryan. Bryan said, 'I had so many people in my corner pulling for me to change, I just needed confidence in myself.' He's meeting the goals he set for himself at school."

Shemika Hullom, Youth Villages clinical supervisor

Bryan's biological father died when he was a baby. Growing up not knowing his father took its toll, and Bryan began to act out physically and verbally. Eventually, he shoved his teacher and said he was going to kill himself. He was suspended from school. Through intensive in-home services, Bryan learned to deal with others without being aggressive. With the support of his family, Bryan isn't so angry any more and can control his impulses. He's doing well in school now.

Bryan, 12

*Intercept in-home services
Tennessee*



Tiffany



Tiffany, 18

*Intercept in-home services
Transitional living
Tennessee*

"I wasn't for it at first – I didn't want someone in my business. But after a while, I recognized what she was telling me to do was working."

- Tiffany

Tiffany is determined to reach her goals. But a stressful home life was making things difficult. Tiffany and her mother, Florence, agreed – there was a lot of arguing and fighting. Youth Villages Family Intervention Specialist Casey Wood worked with the family on communication and being supportive of one another's efforts. She helped Tiffany cope better with anger and frustration. Now graduated from high school, Tiffany is participating in Youth Villages' transitional living program, receiving further support while attending college.



"Being stuck in foster care for over 10 years felt lonely and hopeless. I felt like no one cared about me. My life changed in several ways since Natalie came into my life. She taught me how to interact with people. She taught me morals and values. She showed me how to be in a family. She is the one person who didn't give up on me. She made me into a better person."

- Devon

Devon

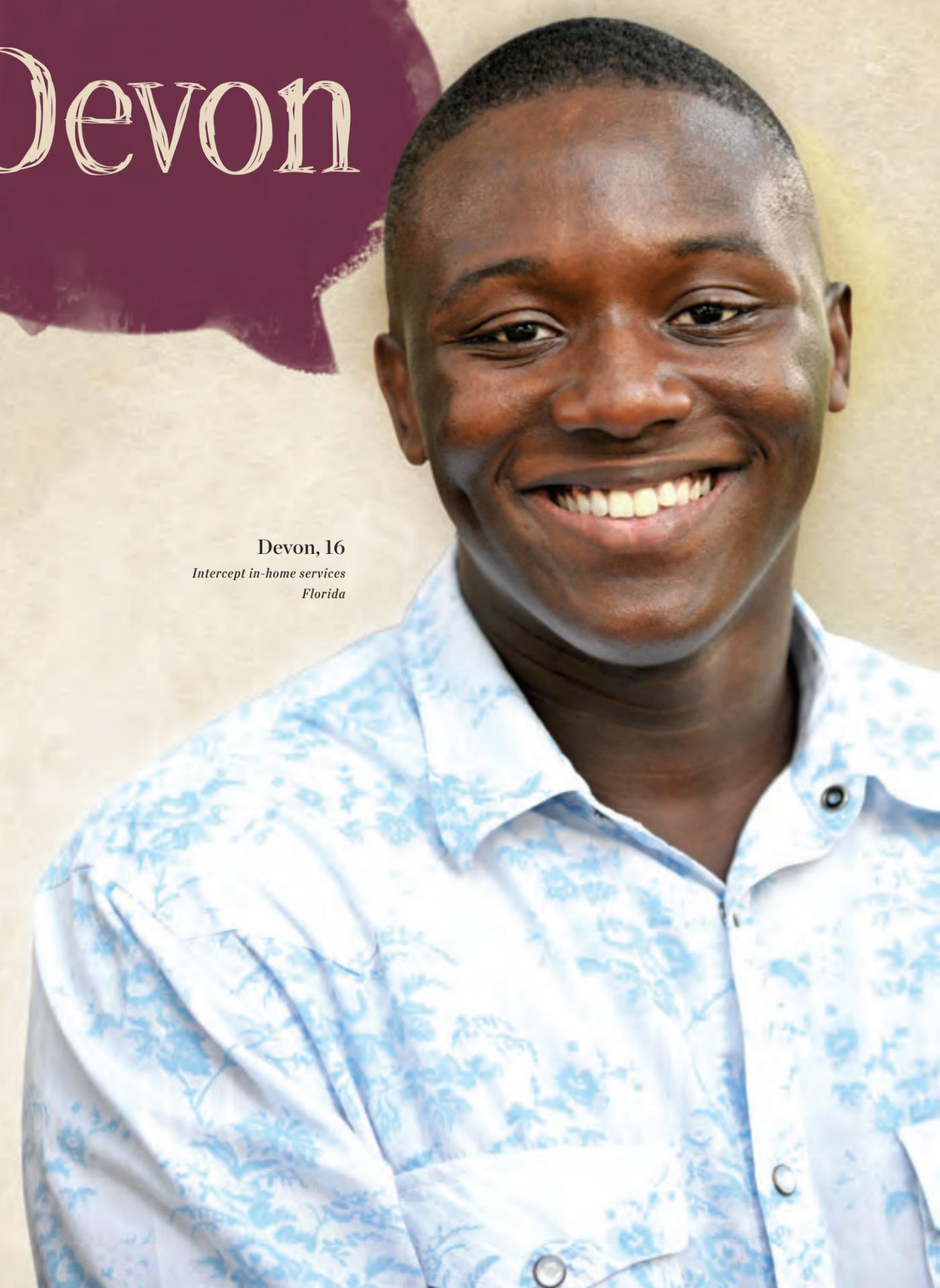


Devon, 16
Intercept in-home services
Florida

Devon was one of eight children who had lingered in Pinellas County, Florida's child welfare system the longest. Never able to live with his biological parents, Devon was taken into foster care as an infant and grew up in foster and group homes. Youth Villages was given 180 days to help Devon and the other seven children get on track toward permanent homes. Devon's family intervention specialist, Mandy Carr, immediately began supporting Natalie, a Florida assistant state attorney who had become Devon's mentor. Natalie hadn't planned to adopt but was open to the possibilities. In March, Devon's adoption was finalized. Natalie is his mom.

"We were at an adoption event, and he was sitting there all by himself. I went over to talk to him. Devon loves music and had brought his guitar to the event. I asked him to play some songs for me. He's a wonderful, talented child."

Natalie, Devon's mom



Jordan



Jordan, 14
Residential services
Arkansas

"At first, I didn't like it. I didn't think I needed to be there. But then, the more and more I complained about it, the more I began to realize I needed help. Then I began to miss my family and friends. It motivated me to get better and get out."

- Jordan

"It turned out to be a real positive experience for us. Jordan shared what he learned with his siblings and has had very good progress reports since. I can't say enough good things about Youth Villages. They really administer to the whole child. Normally, you'd never know how much goes into helping a child, but I saw so many people giving time and support. I'm really proud of Jordan and what he's been able to accomplish."

Denise, Jordan's grandmother



Jordan needed time to work out behavior issues brought on by abuse and neglect. His grades suffered as a result. At Youth Villages' Dogwood Campus, Jordan learned how to cope with anger and frustration. He learned about impulse control and personal boundaries. Much of his coping training involved athletics. He got better. Denise, his grandmother, visited each week to participate in his therapy and was kept informed of Jordan's progress. He focused on getting better. Jordan completed the school year with a 3.77 GPA.

Carlos

Carlos, 23
Transitional living
Massachusetts



Carlos is highly motivated to make something happen for himself. And while he appreciates his past and where he grew up, he wants out of the old mindset. He wants to channel his past toward a positive future. Carlos connected with a valuable mentor through a job training program provided by Youth Villages for young adults in the transitional living program. He's now working toward a career and a future.

"I've set boundaries and have learned to prioritize more so I'm doing what's in my best interest. My goals for the future are to pay off bills, save money, and go back to college for culinary arts and business."

- Carlos

"My behavior has changed a lot ever since I entered Youth Villages. In the past, I used to be really unsocial and keep to myself. I didn't talk to my mom, really didn't want to go places. Now, I talk to my mom more, go places, and I don't keep to myself anymore and I'm very social. My attitude changed. At first, I was like, 'Youth Villages is so stupid,' but now, I see I really did need it. I look back and think, 'Why was I like that?'"

- Tierra



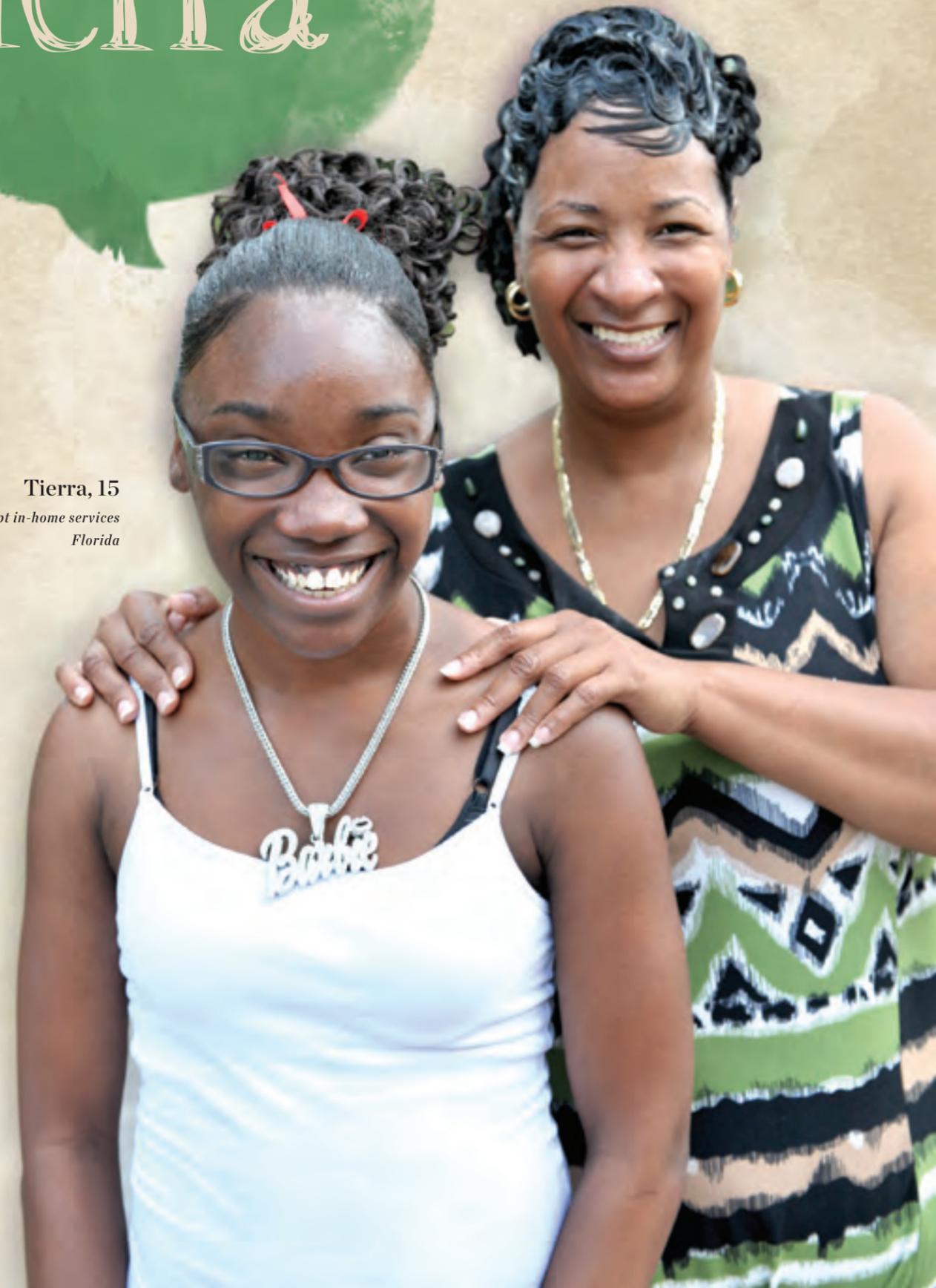
"The home visits were so important—we took turns driving Tierra to see her mother on our own time. Without them, reunification with her mother would have been much more difficult. As a result, the family has learned to express their love for each other and spend positive time together. Her mother walks Tierra to school each day, so they use that time to talk and continue to build their relationship."

Andrea Becker,
Youth Villages family intervention specialist



Tierra, 15

Intercept in-home services
Florida



Tierra couldn't wait to go home on the weekends. Youth Villages' Family Intervention Specialist Andrea Becker helped Tierra's mother, Yolanda, create a home where both mom and daughter could thrive. Tierra was getting rides from Youth Villages counselors from her group home to her mother's house. Yolanda worked on structure and discipline in the home and following through with rewards and consequences for behavior. Most importantly, Yolanda and Tierra worked on communication. Now Tierra's not visiting on weekends – she's home.

"Everything is good. We get our nails and toes done together, go shopping and go to my sister's or friends' houses. We're just closer now. In the morning, it's the best time to talk for us. We walk to school together, and we talk."

Yolanda, Tierra's mom



Michael

Michael, 14

Residential services
Intercept in-home services
Georgia

"My behavior has changed for the better. I'm not as angry as before. I've stopped talking back at school, and I participate more."

- Michael



"Now, we do a lot together. It makes my day every day when I come home and open the door and he's home. As soon as I see him, it makes me feel so good to see that he has grown up so much."

Brenda, Michael's stepmother



Michael would run away from home when things got challenging. At home and at school, he was physically and verbally aggressive. But Michael said he wasn't really being himself. He went to Youth Villages' Inner Harbour residential campus, and from there, Michael really changed. Sandra Heard, his Youth Villages family intervention specialist, gives the credit to Michael for changing his behavior. He talked with Sandra about everything, and Michael's father said he sees a big difference. Michael's working hard to be successful at school. He's taking drama classes and plans to try out for baseball.

"His attitude is more positive. Michael's now able to speak about specific goals for his future and how he can achieve them. He's also able to make better decisions and think about the pros and cons of things he wants to do. Michael doesn't associate or hang out with his old peer group and now has a new peer group that is more positive."

Sandra Heard, Youth Villages family intervention specialist



"The best thing about being back with mom is being back with my family and having freedom."

- Keokia

"Being back with my mom means the world to me. We're very close, and nothing will break our bond."

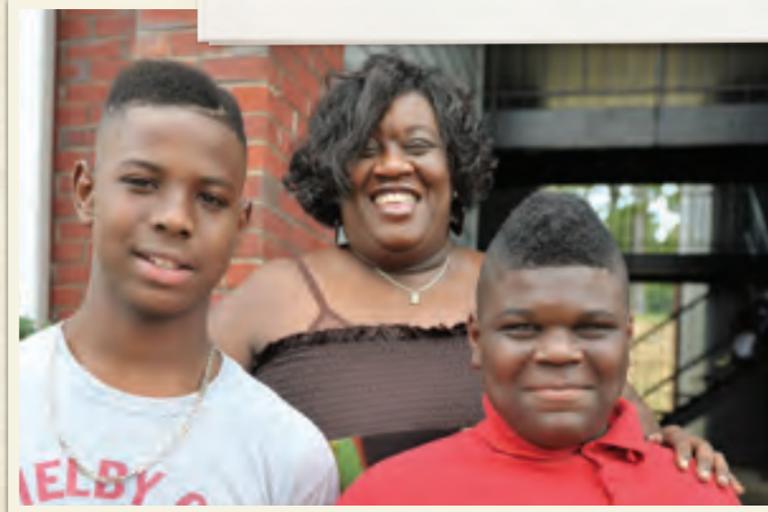
- Terrence

"When my kids were taken from my house, it was as if the air had been taken away. My heart was so heavy. But now they're back, and I take each day one step at a time. I have learned to focus mostly on us."

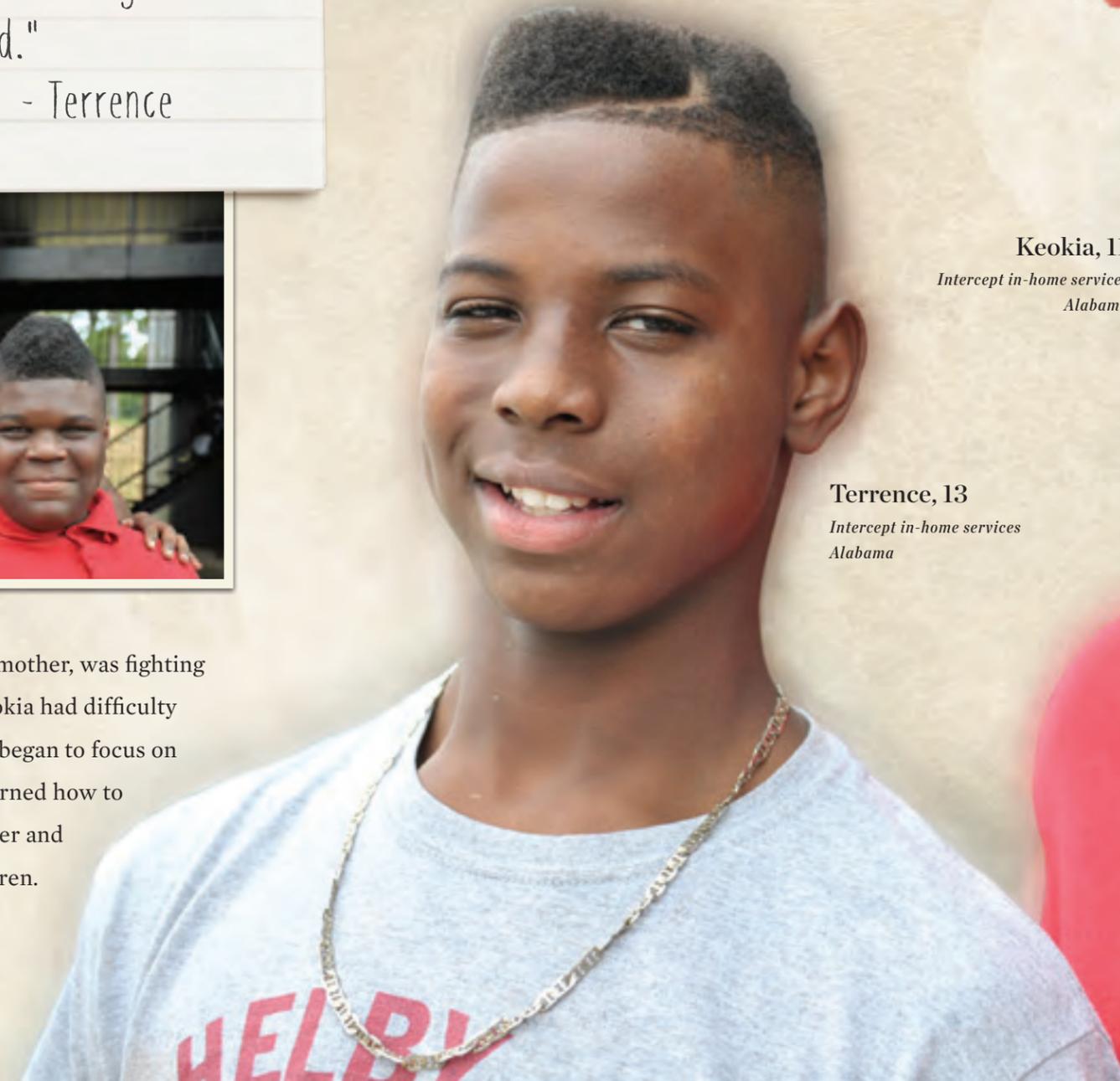
Tracy, mom

"The family had a lot of financial and family stress. Most importantly, the family needed structure and consistency. Now Tracy has the tools to cope with her stress and be there for her boys."

*Shawra Ricks,
family intervention specialist*



Keokia & Terrence



Keokia, 11

*Intercept in-home services
Alabama*

Terrence, 13

*Intercept in-home services
Alabama*

Brothers Terrence and Keokia spent a few years in foster care. Tracy, their mother, was fighting a losing battle with addiction. She lost everything, including her boys. Keokia had difficulty at school. But Tracy turned it around. She put in her time toward recovery and began to focus on getting her boys back. Through Youth Villages' in-home services, the family learned how to communicate and be more consistent with one another. They eat dinner together and talk more. They say "I love you." Tracy said she used to never say it to her children. Now, she makes sure she always does.

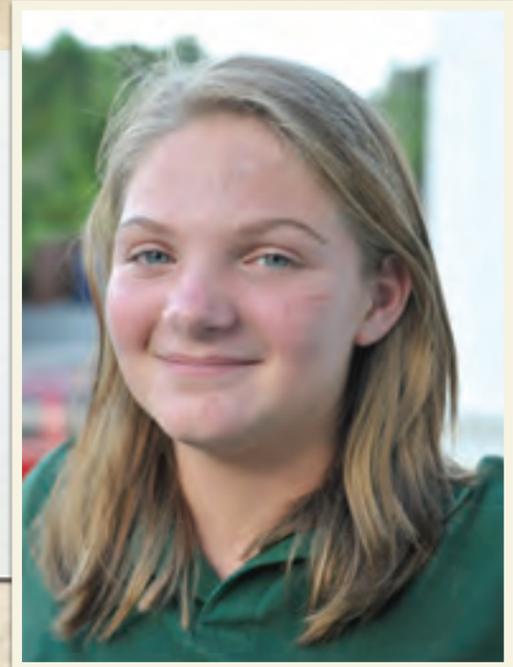
Taylor

“Our family has gained helpful knowledge regarding the care, expectations and safety of children. Youth Villages has also helped us with personal issues such as transportation, Internet use and assistance from other programs. Our goals are to become more open and honest, complete our education, maintain a working vehicle and further our careers for a more successful family.”

Samantha, sister and caretaker

“Our family is better at understanding each other's needs and problems, and we all need to help and support each other.”

- Taylor



Taylor, 12

*Intercept in-home services
Florida*



Taylor's older sister, Samantha, learned to cook and take care of the family when she was 5 years old. As a big sister to Taylor and two other siblings, she was doing everything, including correcting them when they called her mommy. And while their real mother worked three jobs, Samantha kept the home. When their mother passed away unexpectedly, the crisis split up the children. Taylor began to perform poorly at school. She harmed herself. Youth Villages Family Intervention Specialist Rosalinda Wilson worked with Samantha on creating a home. Now, the family's coming back together. It's not without challenges, but they are growing together.

“Samantha is the most mature and responsible 18-year-old I've ever met. She and her fiancé are not only caring for their own daughter, 1, but Samantha's two siblings. They have rallied together to be a support system for one another. Since Samantha's sister Taylor has been placed with her, she is enjoying school more. She appears happy now that she's with Samantha.”

Rosalinda Wilson, Youth Villages family intervention specialist

"At first, I didn't think Sarah could help me. But I'm more of an independent person now. I learned how to take the bus because Sarah made me. She helped me try things that I didn't know I could do. I'm working toward getting my own place and applying for college. After that, I want to go to law school."

- Gem



"Gem has shown that she's capable of so much. She has a special perspective and a goal to help others. It's been challenging for her, but Gem's committed to being successful."

Sarah Rabideau, TL specialist

Gem

Gem, 18

*Transitional living
North Carolina*

Gem dropped out of school in the ninth grade. A few years later, she wanted to go back to school, but wasn't sure where to start. She began working with Youth Villages Transitional Living Specialist Sarah Rabideau on independent living skills and getting her GED. Now she's working and plans to attend college.



Draygon



Draygon, 14
Multisystemic Therapy
North Carolina



"I learned a whole lot and it made my life better. I don't get into as much trouble and I spend more time with my family."

- Draygon

Draygon figured out how much he could get away with, and he was testing those limits at home and at school. His family was leery of another counselor coming into their home, but Chantal Stepney, Youth Villages MST therapist, was different. Chantal helped the family through their journey, teaching them about communication, trust, reducing aggravation in the home and coping skills for the family and Draygon. Now the family supports one another. They communicate. And Draygon is thriving.



"Draygon has learned to communicate with others, and Youth Villages taught us a lot about how to deal with everyday life when it comes to the kids. Things are a lot less stressful at home now. We gave Youth Villages a chance and they helped."

Tawnya, Draygon's mom

Desmond

Desmond, 10
Foster care/adoption
Mississippi

"I want to go to college
with my family's help."

- Desmond

"Our goal for Desmond is to finish high school and
college and work in whatever field he chooses."

Mary, Desmond's mom

"Since being in a stable
foster home, Desmond's
finally learning how to
accept the love, attention
and support that the foster
parents are giving him.
Desmond finally got the
permanency that he has
been searching for. Now that
the adoption is final, he feels
more at peace and does not
have the fear of being moved
from the home."

Jaqueline Randle,
Youth Villages counselor

Mary and Andrew have been foster parents to nearly 30 children during the course of nearly 30 years. Desmond was their last foster child. He told Mary one day that he wanted a dad and a home, and for Mary and Andrew, Desmond closes part of a chapter in a lifetime spent providing a safe home for children. As foster parents, they believe being committed to the children is what is most important. With Desmond, that commitment took another step in September when they finalized his adoption.



"I always looked at life as a struggle and had a negative outlook, but Youth Villages has given me the understanding that life is what I make of it. I'm more positive now and work to make my life the way I want it to be."

- Mary



"Mary is more assertive since starting the TL program. She has more confidence and has learned to ask for help. She'll talk with family members about finances so that she is not worried about doing it all herself. Mary plans now and gets others involved instead of carrying the whole burden herself. This is a huge step for her. With Youth Villages' support, she doesn't feel like she's all alone in her struggles."

Chris Scarbrough-Key, transitional living specialist

Mary, 19

*Transitional living
Tennessee*



Being a teenage mother is hard. When the baby has special needs, it's even harder. But things changed when Mary began participating in Youth Villages' transitional living program. With the support of her specialist, Chris Scarbrough-Key, Mary graduated high school and was accepted to the University of Tennessee at Martin, where she is majoring in pre-veterinary science. Now Mary is in the YV Scholars program, which assists young people who have received help from Youth Villages in achieving their college goals. She has found a house near school and is doing a wonderful job taking care of her baby.

18,465

Children served in FY11

93%

of families report being **satisfied** overall with Youth Villages.

86%

of children **discharged successfully**, living at home with family or independently.

85%

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

* Includes children discharged during FY 08-09

State of origin

Alabama	5%	North Carolina	14%
Arkansas	3%	Tennessee	57%
Florida	3%	Texas	2%
Georgia	3%	Virginia	<1%
Massachusetts	4%	Washington, D.C.	2%
Mississippi	7%	Other*	<1%
New Hampshire	<1%		

* Includes Colorado, Kentucky, Maryland and Wyoming



Presenting issues

Emotional Disorder	62%
Behavioral Disorder	85%
Physical/Sexual Abuse	35%
Substance Abuse	31%
Suicide Ideation/Attempt	32%

Please note: 83% of youth present with multiple issues.

Demographic characteristics

AGE	
8 Years Old and Younger	9%
9 to 11 Years Old	11%
12 to 14 Years Old	27%
15 to 17 Years Old	44%
18 Years Old and Older	9%
GENDER	
Male	56%
Female	44%
RACE/ETHNICITY	
African American	33%
Caucasian	59%
Hispanic	3%
Other	5%

Revenue and Expense Statement

REVENUE	
State of Tennessee	42,157
State of Arkansas	11,913
State of Mississippi	16,770
State of Texas	865
State of Alabama	6,470
State of North Carolina	7,756
State of Massachusetts	3,860
State of Florida	2,807
State of Georgia	14,006
State of New Hampshire	684
State of Oregon	564
District of Columbia	1,558
Other States	2,172
TennCare	22,036
Grant Revenue	6,282
Private Insurance	3,608
Contributions	11,696
United Way	132
Investment Income	10,302
Miscellaneous Income	307
Total Revenue	165,945

OPERATING EXPENSES	
Salaries	81,201
Benefits	21,597
Travel	8,123
Communications	2,633
Utilities	1,596
Professional Fees	4,495
Foster Parent Contracting	5,655
Supplies	1,095
Maintenance	3,673
Training/Seminars	696
Insurance	732
Advertising	575
Rent	2,726
Miscellaneous	2,068
Client-related Support	5,960
Total Operating Expenses	142,825

OTHER EXPENSES	
Depreciation	4,919
Unreimbursed Program Care	1,193
Interest Expense	70
Total Other Expenses	6,182
Total Expenses	149,007

Increase in Net Assets **16,938**

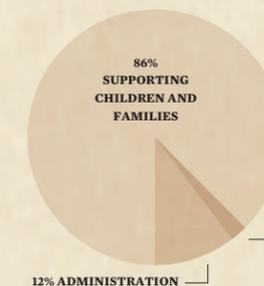
Consolidated Balance Sheet

ASSETS		
Total Current Assets	125,628	101,151
Property and Equipment, Net	60,878	56,247
Other Assets	4,288	3,608
Total Assets	190,794	161,006
LIABILITIES AND NET ASSETS		
Total Current Liabilities	12,857	12,031
Long-term Debt	3,700	4,200
Total Liabilities	16,557	16,231
NET ASSETS		
Unrestricted	155,442	135,714
Board Designated	12,966	2,675
Temporarily Restricted	5,751	6,386
Permanently Restricted	78	0
Total Net Assets	174,237	144,775

Total Liabilities And Net Assets **190,794** **161,006**

Giving Our Best

More than 6,000 individuals, corporations and foundations gave \$11.7 million to help the children and families served by Youth Villages in FY11. Youth Villages' employees alone donated \$940,000 through the Our Family Campaign.



Of every dollar spent, 86 cents went directly to programs that support children and families.

Click on the paragraph below to see audited financials.

* The information reported here is unaudited and reflects the fiscal year July 1, 2010-June 30, 2011. Net asset increase in 2011 includes \$12.5 million attributed to the merger with ChristieCare in Oregon. For complete audited financial statements, please visit www.YouthVillages.org or contact the Youth Villages Development department at 901-251-4807.

Community Partners

Youth Villages thanks the more than 6,000 individuals, corporations and foundations that gave \$11.7 million to help our children and families in FY11.



Madison, 11

*Residential services
Tennessee*

ACH Foods	Citywide Wiring Services Inc.	Greek Orthodox Church of the Annunciation	Lipscomb & Pitts Insurance LLC	Pfizer Inc.	The GreenLight Fund
Akzo Nobel	Clarcor Foundation	Greenway Public Transportation	Loeb Properties Inc.	Pfizer Inc. NASS	The Kemmons Wilson Family Foundation
Allen & O'Hara Inc.	Clear Channel Outdoor	Hanover Chiropractic Health Care LLC	Magna Bank	Plough Foundation	The Memorial Foundation
American Paper & Twine Co.	Computer Support Services Corporation	Hardin's-Sysco Food Services LLC	Mahaffey Tent Co.	Premium Refreshment	The Memphis Flyer
American Snuff Charitable Trust	Comtrak Logistics	HCA Health Care Foundation	MARS Petcare	RE Transportation Inc.	The Memphis Group
Armstrong Relocation-TN	Contemporary Media Inc.	Health & Fitness Magazine	McWaters & Associates Realtors	Red Sox Foundation	The Paul & Phyllis Fireman Charitable Foundation
AT&T Massachusetts	Cornerstone Systems	Healthways Foundation	Medtronic Memorial Foundation	redplus innovations	The Robertson Foundation
AutoZone	Cracker Barrel Foundation	Hershey Foods Corporation	Memphis Area Association of REALTORS	Ring Container Technologies	The Robinson Foundation
Back Yard Burgers Inc.	Crye-Leike REALTORS	Highland Street Foundation	Memphis British Sports Car Club LTD.	RM Nephew and Associates	The Schadt Foundation Inc.
Bailey Insurance Services	Cummins Filtration	Highwoods Properties	Memphis Chapter 20 Institute of Real Estate Management - IREM	Rogers Group Inc.	The Stratton Foster Foundation
BancorpSouth	Dan McGuinness	Hodges Family Foundation	Memphis Grizzlies	Rose Foundation	The Temple Congregation
Bank of Bartlett	Dan and Margaret Maddox Charitable Fund	Holy Rosary Church	Memphis Runners Track Club	Saint Francis Hospital-Bartlett	Ohabai Shalom
Baptist Healing Trust	DelBrocco & Associates	Horizon MedCorp	Menke Foundation	Sam's Club	The UPS Foundation
Bartlett Area Chamber of Commerce	Dell YouthConnect	Hunt Brothers	Mercedes-Benz of Memphis	Sam's Club Foundation	The Walmart Foundation
Best Buy	Dell Inc.	Hyde Family Foundations	Metropolitan Bank	SchoolDude.com	Thomas W. Briggs Foundation Inc.
BNY Mellon	digiChart Inc.	Ingersol Rand	Microsoft Corporation	Sharky's Gulf Grill	Turner Universal
Boston Celtics	EBS Foundation	Inventory Locator Service LLC	Mid-America Apartment Communities	Signet Inc.	Tri-Med Pharmacy Service LLC
Boyle Investment Company	Education Realty Trust	Jackson Lewis LLP	Miller Dental Health	Sisters of Mercy of North Carolina Foundation	UBS
Bridgestone/Firestone Mfg. Co.	Entercom Memphis LLC	Jaco-Bryant Printers Inc.	Morgan Keegan & Company Inc.	Social Boston Sports	UPS
Bridgestone Americas Inc.	Ernst and Young LLP	Jane's Trust	Multi-Million Dollar Club	Spiral Systems Incorporated	United Way of the Mid-South
Brother Industries USA Inc.	FedEx Corporation-Main	JDJ Resources	Murphy, DeZonia, and Webb	State Farm Mutual Automobile Insurance Co.	Unity Hair Salon
Budweiser of Memphis	FedEx Express-Global Trade Solutions	JMJ Dance Studio	Nashville Predators Foundation	Stratas Foods	Unum
Builders Transport	FedEx Services	Joe C. Davis Foundation	Nashville Steel Organization	Strategic Grant Partners	Upper Cumberland Association
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	Gaylord Entertainment	LeBonheur Children's Medical Center Foundation		The Edna McConnell Clark Foundation	WRVR 104.5 FM
	Geny Insurance Agency Inc.	Linkous Construction Co. Inc.		The Greater Durham Chamber of Commerce	Xerox Corporation
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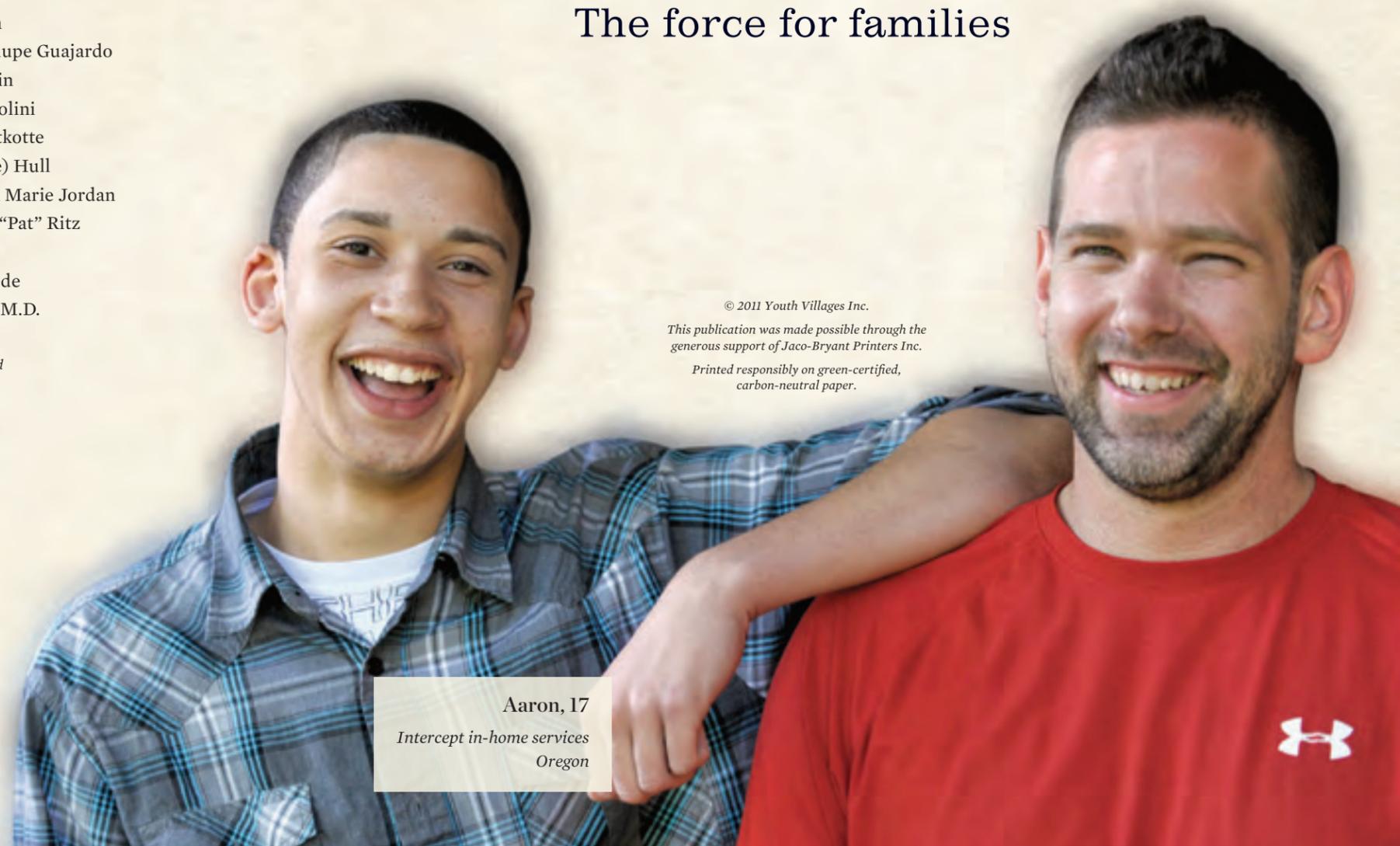
Scotland Thede

Dale Walker, M.D.

** recently deceased*

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Aaron, 17
Intercept in-home services
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CREDITS**ON THE COVER:**

Mary, 19, transitional living

WRITING, DESIGN AND PHOTOGRAPHY:

Youth Villages' Communications department and TomMartinDesign

PRINTING:

Jaco-Bryant Printers Inc.

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