25 years of helping children and families live successfully.
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
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 280 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 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 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
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’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 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

“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, 12
Intercept in-home services
Tennessee

Youth Villages Program Report 2011
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.

"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

Youth Villages Program Report 2011
Devin 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, Devin was taken into foster care as an infant and grew up in foster and group homes. Youth Villages was given 180 days to help Devin and the other seven children get on track toward permanent homes. Devin’s family intervention specialist, Mandy Carr, immediately began supporting Natalie, a Florida assistant state attorney who had become Devin’s mentor. Natalie hadn’t planned to adopt but was open to the possibilities. In March, Devin’s adoption was finalized. Natalie is his mom.

“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.”

- Devin

“Devin 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, Devin was taken into foster care as an infant and grew up in foster and group homes. Youth Villages was given 180 days to help Devin and the other seven children get on track toward permanent homes. Devin’s family intervention specialist, Mandy Carr, immediately began supporting Natalie, a Florida assistant state attorney who had become Devin’s mentor. Natalie hadn’t planned to adopt but was open to the possibilities. In March, Devin’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. Devin 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, Devin’s mom
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.

“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, 14
Residential services
Arkansas
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

Carlos, 23
Transitional living
Massachusetts
“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

“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

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.

“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
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.

“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.

“My 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
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.

“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

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

- Terrence

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

- Keokia

Keokia & Terrence

Keokia, 11
Intercept in-home services
Alabama

Terrence, 13
Intercept in-home services
Alabama
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.

“Taylor, 12
Intercept in-home services
Florida

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

T
aylor’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.

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

“Our family 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

Samantha, sister and caretaker

Youth Villages Program Report 2011

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Youth Villages Program Report 2011
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.

“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, 18
Transitional living
North Carolina
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, 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 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

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

“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 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

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.

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

“Our goal for Desmond is to finish high school and college and work in whatever field he chooses.”
Mary, Desmond’s mom

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.
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.

“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

“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
## 2011 Statistics

### Children served in FY11

- **18,465**
- **93%**
- **86%**
- **85%**

### 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: 30%
  - Hispanic: 3%
  - Other: 5%

* Includes children discharged during FY 08-09

### Presenting issues

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

* Please note: 43% of youth present with multiple issues.

### State of origin

- Alabama: 5%
- Arkansas: 3%
- Florida: 3%
- Georgia: 3%
- Massachusetts: 4%
- Mississippi: 7%
- New Hampshire: <1%

* Includes Colorado, Kentucky, Maryland and Wyoming.

### State of origin

Youth Villages and ChristieCare in Oregon merged in June 2011.

### 901-251-4807.
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.
Our Values

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.

To learn more about Youth Villages and how we help children and families in your state, visit www.YouthVillages.org.