




Youth VILLAGES[®]
Brand Standards & Guidelines



An amazingly diverse organization

A powerfully unifying brand

In just 30 years, Youth Villages has come to serve thousands of troubled children from across the country. Youth in need of intensive therapy. Youth in need of a stable support system. All of them in need of family.

In every program and in every region, we do whatever it takes to help that child achieve sustainable success—which means we have lots of different communication with lots of different audiences.

But as different as those needs are, it is important that all our communications are unified in support of our guiding focus and principles.

This guide provides an overview of the key themes and elements that ensure that unity.

As a member of the growing Youth Villages team, your help is needed to ensure that—as we become a larger and broader organization—we work with the powerful vision that has brought us so far. Please take some time to learn the key elements and voice of the Youth Villages brand, so we can

continue working together to be a crucial force for families.

Note: All materials featuring the Youth Villages logo and intended for external audiences must be reviewed by the Communications department before being disseminated or broadcast. Please plan for a two-week review period under normal circumstances.

Authorization: Only authorized Youth Villages staff may use the logo and its elements, and the logo may be used only on official Youth Villages communications. The logo may not be used by a third party without prior written approval from the Youth Villages Communications department. The Youth Villages Communications department is solely responsible for approving any use of the logo or variations.

Please direct permission requests to: Youth Villages Communications Department
3320 Brother Blvd. • Memphis, TN 38133 • 901-251-5000 • news@youthvillages.org

LEADERSHIP IN CHILD SERVICES REFORM

Evidentiary Family Restoration™

Evidentiary Family Restoration is what Youth Villages calls our philosophy and approach for helping our country's most vulnerable children and families. EFR is an umbrella that covers all Youth Villages services and programs, so we use this term to describe our approach for any Youth Villages program a youth is involved in, including residential services, mentoring, transitional living and in-home services.

We have established five tenets that describe what Evidentiary Family Restoration is. The easy way to remember the five tenets is:

No. 1 = Family

No. 2 = Measurement

No. 3 = Community

No. 4 = Intensity

No. 5 = Accountability

For most general, public stakeholder groups, these one-word reminders of the tenets with some examples are sufficient to describe our work at Youth Villages and how it's different. When talking with more specialized stakeholder groups such as clinical or legislative audiences, it's OK to share a little more about our processes by expanding on the five tenets. The Five Tenets of Evidentiary Family Restoration document is especially useful for those who have an interest in our clinical approach or how that approach has changed the child-services landscape. More information about EFR is available on www.YouthVillages.org.

NOTE: Always use the full name with the trademark symbol on the first mention of Evidentiary Family Restoration. After that, the abbreviation "EFR" will suffice.

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.



FAMILY



MEASUREMENT



COMMUNITY



INTENSITY



ACCOUNTABILITY

The EFR Logo

The EFR “hands” logo symbolizes the core belief that children cannot be helped in a vacuum. Rather, their success hinges on building healthy attachments to adults who will continue the restoration work begun in treatment.

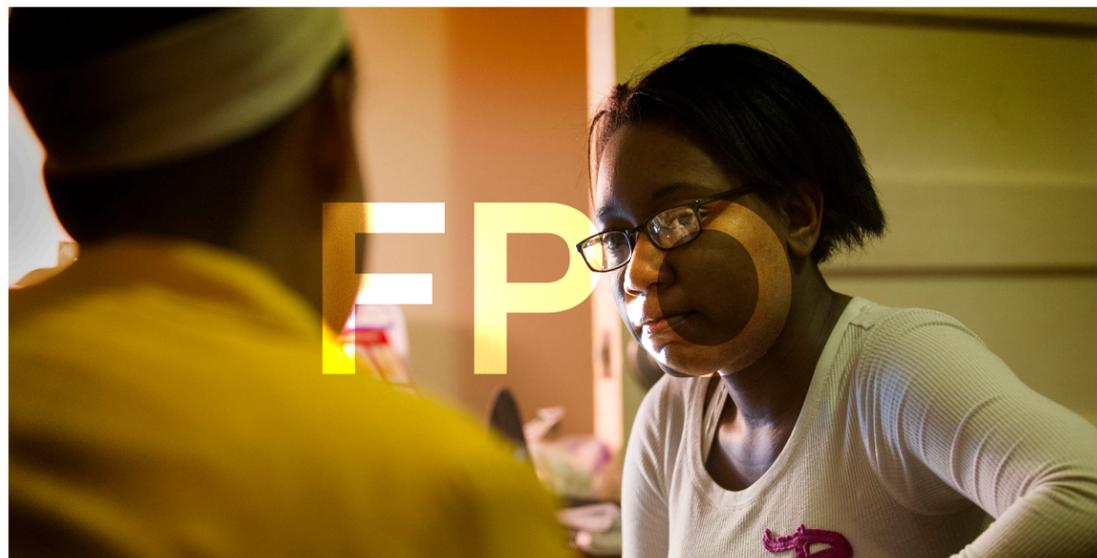


Use of the hand logo follows all of the guidelines for using the Youth Villages logo – it may not be altered, rebuilt, etc. Use of the EFR logo is very limited; it is used mainly internally so the Youth Villages main logo and brand can take center stage in external communications. The EFR logo should not be used when it will confuse an audience to whom it isn’t relevant or who is unfamiliar with Youth Villages. Please consult the Communications department for guidance on EFR logo use.

The best way to communicate EFR to audiences is the information sheet, information on the website such as white papers, and videos already produced by Youth Villages’ Communications department.

Youth Villages Description / “Boilerplate”

Youth Villages is a private nonprofit organization with the mission to help emotionally and behaviorally troubled children and their families live successfully. One of the nation’s first providers of intensive in-home services and the pioneer of Evidentiary Family Restoration™, Youth Villages provides a wide array of services and this year will help more than 22,000 children and families from more than 20 states and Washington, D.C. Youth Villages has been recognized by Harvard Business School and U.S. News & World Report, and was identified by The White House as one of the nation’s most promising results-oriented nonprofit organizations. For more information and the most recent statistics on children and families served, visit www.youthvillages.org.



THE YOUTH VILLAGES COMMUNICATIONS ETHIC

As Youth Villages grows into more and more new markets, new media and new technologies, it is not possible to create templates that address every communications need. But there are some important guiding principles that govern the way we talk about the work we do... and the way we present that content visually.

Positive and Outcome Oriented

The Youth Villages brand is extraordinarily positive, and our printed materials reflect this with their prominent use of happy youth in positive and supportive environments. While many of the families we serve have moving stories of adversity that need to be told, the look and feel of all materials emphasize a positive and stable future.

Some ways that our communications can be Positive and Outcome Oriented:

- Large photos of successful children
- Other designs that make successful children central
- Bold use of single outcome statistics
- Use of specific, positive case stories
- No overemphasis on the bleak and stark details of a child’s past

Clear and Sparse

Youth Villages communications often convey complex data, processes and systems. This can lead to dense text, industry jargon and other intimidating and overpowering attributes that overshadow the key parts of our messaging. Even when we are speaking to policy and professional audiences, we always observe a dedication to sparseness and clarity. This does not mean over-simplified. It simply means we cut unnecessary content and condense our message so that the important part of the story is never lost.

Some ways that our communications can be Clear and Sparse:

- Simpler and shorter conversational text in place of dense academic text
- Warmer, hopeful text in place of unemotional academic text
- Simple pullquotes and subheads that tell the story
- Long printed text broken up by large imagery

Bold and Revolutionary

Youth Villages has an unmatched level of success and an unprecedented role in the modern transformation of child welfare services. We are among the few who can make bold statements about our outcomes and changes to the child-welfare-services landscape, and we should not hesitate to do so. Our tagline, “the force for families,” was born out of our relentless belief in family restoration as the core of our approach, but also out of an ethic that we are champions for this approach as a remedy to a broken national system.

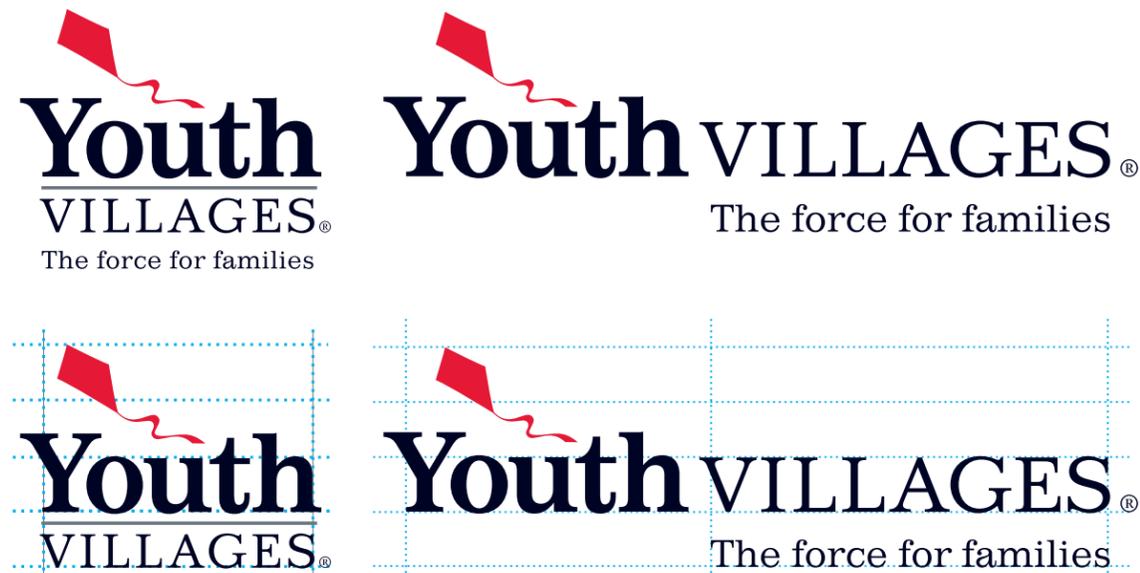
Some ways that our communications can be Bold and Revolutionary:

- Emphasis of our “whatever it takes” values
- Putting our work in its national context
- Strong calls to action

YOUTH VILLAGES LOGO AND STANDARDS

The Youth Villages type treatment and kite icon are key pieces of our identity. Inspiring and hopeful, the kite evokes the idea that we help youth soar. And just as kites fly their highest when they have a firm connection to a kite flyer, we know that children and young people can achieve their greatest success when they have a strong connection to a family that provides stability, love and belief in their potential.

The kite also sets the stage for the positive, hope-filled approach of our communications materials.



The Force for Families

Our national tagline, “The force for families,” tells the world what makes Youth Villages so different...and so effective. At the core of our methodology and our culture is the belief that strong families are the key to sustained success for even the most troubled youth.

It’s why we work relentlessly to do whatever it takes on the ground to help a family become strong and stay strong. And it’s why we work for municipal, state and federal child-welfare policy that recognizes the power of family.

Across the country we are helping the youth we serve—and the ones not in our care—by stepping up to be the nation’s force for families.

The key to protecting the impact and value of the Youth Villages logo is highly consistent usage. These guidelines ensure everyone in the organization and outside the organization uses our marks in a uniform way.

Use a lockup that includes the tagline whenever possible.

Our tagline captures our differentiation, and it adds value when paired with our name and mark. Therefore, logo lockups that incorporate the tagline are preferable to those that do not.

Use the stacked logo lockup whenever possible.

The stacked logo lockup is the preferred execution. The following pages show a variety of acceptable orientations, but the square shape and weight of the stacked logo lockup make it the preferred usage. Whenever possible, use this orientation.

Ensure all logo elements are easily legible.

This means using a crisp, clean original logo file from the Communications department and ensuring the lockup is always a size where all text is legible. Determining how small is too small varies on a case-by-case basis, but the stacked logo should never be used smaller than 1.25" wide. The horizontal logo should never be used smaller than 2" wide.

Regional offices and programs should use their state logo lockups whenever possible.

Our most powerful assets are the remarkable Youth Villages people who help children in their communities across the country. We live in the communities we serve and know them well, and using our state logo lockups is a great way to demonstrate that committed presence.

NOTE: Youth Villages has separate logos for some locations; we do not use logos for programs or departments.





The logo is always black, white and/or Pantone 186 red.

The two-color red and black logo is always preferred, but we recognize that there are numerous instances, such as embroidery, in which a one-color logo must be used. One-color logos are acceptable, provided they are black, white or Pantone 186 red. Samples are provided in this guide. Outlined logos are not permitted.

Use the horizontal logo lockup for building, entry and lobby signage.

While architects, landlords, developers and other office-space partners may suggest various materials and designs for your building signage, please work with the Communications or Support Services departments to ensure that your location signage is the horizontal logo executed in the approved colors.

Ensure adequate clearance.

The logo should not overlap with any surrounding elements and requires a set clearance space of ¼ the height of the total logo image.

Preferred Color Palette

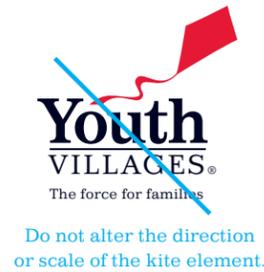
While our logo is always black and Pantone 186 red, we frequently use some additional colors as accents in our literature design: Pantone Cool Gray 11, Pantone 476 brown, Pantone 316 teal and Pantone 4535 cream. While these are useful for creating headlines and callout boxes that are compatible with other literature throughout the organization, we strongly encourage sparing use. The colors are warm and approachable while still professional.

 Black #000000 C=0, M=0, Y=0, K=100	 Pantone 186 #E21836 C=0, M=100, Y=81, K=4
 Pantone Cool Gray 11 #5A5B5D C=0, M=0, Y=0, K=79	 Pantone 476 #5F4C3B C=79, M=83, Y=100, K=0
 Pantone 316 #004D55 C=100, M=0, Y=30.5, K=69	 Pantone 4535 #E6D8AB C=0, M=4, Y=30, K=11

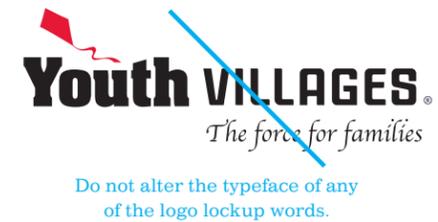
To complement these colors, a cream background may be used.

Never re-create or alter the logo.

When using the logo, always use an original graphic file of the logo from the Youth Villages Communications department. Never attempt to re-create it. This includes a prohibition on creating versions of the logo that don't already exist—never attempt to use our logo to make a new logo for a program or service. Do not use a piece of the logo without the rest of the logo. (Occasionally, the kite may be used on its own, but these are special circumstances that require written prior approval from the Youth Villages Communications department.)



Do not alter the direction or scale of the kite element.



Do not alter the typeface of any of the logo lockup words.



Do not alter the individual words' scale or relationship in the logo lockup.



Do not stretch or disproportionately scale the logo lockup.



Do not change the tagline or add other phrases to the logo lockup.



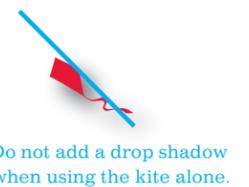
Do not change the logo colors. One-color versions in black or Pantone 186 are available.



Do not change words in the name or create sub-brands from the logo lockup.



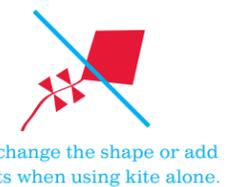
Do not change the logo elements' colors within the approved color palette.



Do not add a drop shadow when using the kite alone.



Do not change the kite element color when using alone.



Do not change the shape or add elements when using kite alone.

THE YOUTH VILLAGES GRAPHIC DESIGN ETHIC

One of the tests of a strong and uniform brand is the ability to spread out a variety of literature on a table and have the pieces convey a uniform look and emotion. This is achieved by an enterprise-wide observation of a common “design ethic.”

Four Hallmarks of Youth Villages Design

While countless different situations will call for countless specific design solutions, we always keep in mind the four hallmarks that unify all of Youth Villages’ graphic design. They are:

- Prominent Use of Pantone 186 Red
- Prominent Use of Approved Logo
- Prominent Use of Youth Villages Signature Typefaces
- Central Focus on the Child (typically with large photographs)

Ensuring all work embraces the four hallmarks helps meet a diverse array of communications challenges with tactics that support and reinforce the broader Youth Villages brand.

Sample Literature Pieces

These samples demonstrate the design guidelines at work. The design ethic, photography ethic and other guidelines work together to create a piece that evokes the Youth Villages brand.

YOUTH VILLAGES SIGNATURE TYPEFACES

IMPRESSIUM

ABCDEFGHIJKLMNOpqrstuvwxyz123456
lmnopqrstuvwxyz123456

IMPRESSIUM ITALIC

ABCDEFGHIJKLMNOpqrstuvwxyz123456
lmnopqrstuvwxyz123456

IMPRESSIUM BOLD

ABCDEFGHIJKLMNOpqrstuvwxyz123456
lmnopqrstuvwxyz123456

ARCHER MEDIUM

ABCDEFGHIJKLMNLOPabcdefghijklmnopqrstuvwxyz123456
lmnopqrstuvwxyz123456

ARCHER BOLD

ABCDEFGHIJKLMNOpqrstuvwxyz123456
lmnopqrstuvwxyz123456

HELVETICA NEUE REGULAR

ABCDEFGHIJKLMNOpqrstuvwxyz123456
lmnopqrstuvwxyz123456

HELVETICA NEUE ITALIC

ABCDEFGHIJKLMNOpqrstuvwxyz123456
lmnopqrstuvwxyz123456

HELVETICA NEUE CONDENSED BOLD

ABCDEFGHIJKLMNOpqrstuvwxyz123456
lmnopqrstuvwxyz123456

Photography Guidelines

Photography is a compelling way to engage the viewer in our powerful story. But Youth Villages avoids using overly dramatic or staged photos.

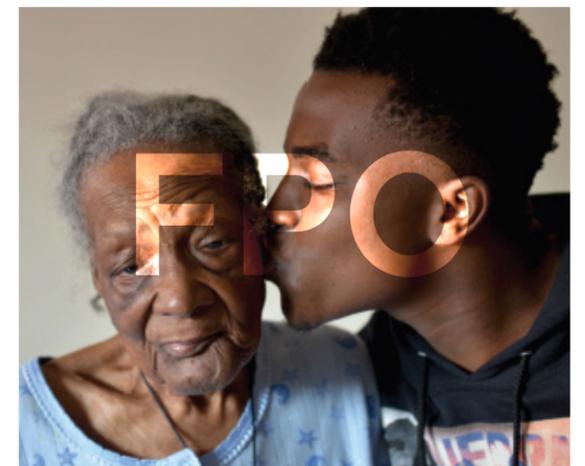
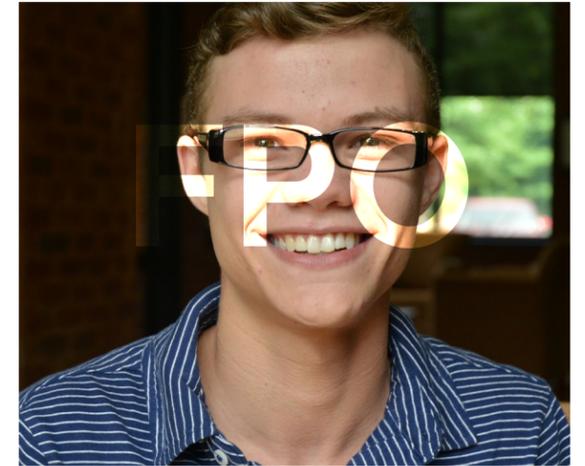
Youth Villages photography is:

Authentic

We prefer using images of real children and families Youth Villages has helped, rather than stock imagery. We are not looking to portray perfect families. We want to show children and families who have faced challenges and are finding a way out through commitment to one another and a renewed belief in themselves. In our communications, we use photos of people and settings that illustrate our clients, staff and volunteers as individuals, not stereotypes. Our images should not glamorize or stereotype the people we feature. Respect for our clients demands that we treat each person as an individual and tell his or her story as genuinely as possible.

Positive

The emphasis on authenticity, however, does not extend to an emphasis on a child's bleak backstory or the child's challenging home life. Do not fall prey to the temptation to overemphasize a negative environment or rely on shock value. Our photos are positive, hopeful and tell readers – before they read a word of text – that our outcomes are inspiring and transformative.



YOUTH VILLAGES DIGITAL GUIDELINES

Online communications are often undertaken and executed quickly, but that doesn't mean they are any less attentive to our brand guidelines.

Fonts

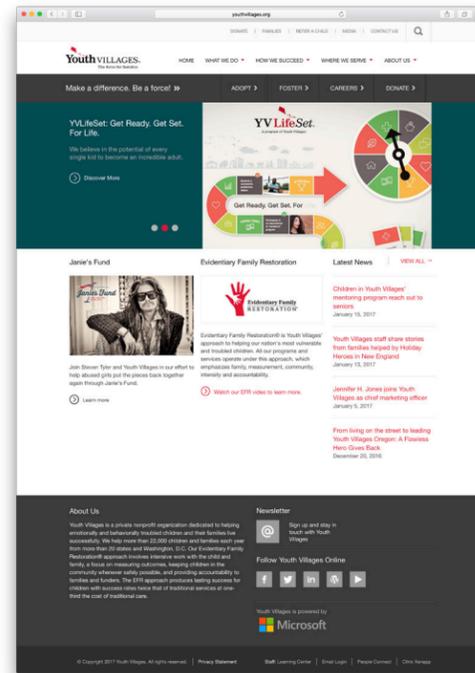
When writing presentations and other digital office communications, we do not typically use the typefaces set out in the section of this guide for graphic designers. Times (serif) and Arial (sans-serif) are the appropriate fonts for these uses.

E-mail Signature

Much of our correspondence is conducted through email, and it is important that we protect our brand in this channel with the same consistency we require for printed materials. Just as important, we need to ensure that email signatures are easy for recipients to read with any software or device and that they do not feature elements whose size poses a problem for recipients' mailboxes.

Keeping these factors in mind, all Youth Villages email signatures should feature a standard, consistent format and should be free of quotes and graphics, including the Youth Villages logo. The type is 10-point Arial; the format is as follows. External emails will automatically include the Youth Villages logo with the "force for families" tagline, the website address (www.YouthVillages.org) and Youth Villages' Facebook, Twitter and WordPress icons.

Janet Jones, Case Supervisor
Youth Villages Massachusetts
400 West Cummings Park, Suite 5200
Woburn, MA 01801
Phone: 781-937-7900
Mobile: 781-555-5555
Fax: 781-937-7901
janet.jones@youthvillages.org



PowerPoint Presentations

The Communications department provides a PowerPoint template that meets Youth Villages' brand identity standards. This template should be used for all Youth Villages PowerPoint presentations. The template, guidelines and tips for usage are available on YV Central under Resources, Public Relations.

Web Videos

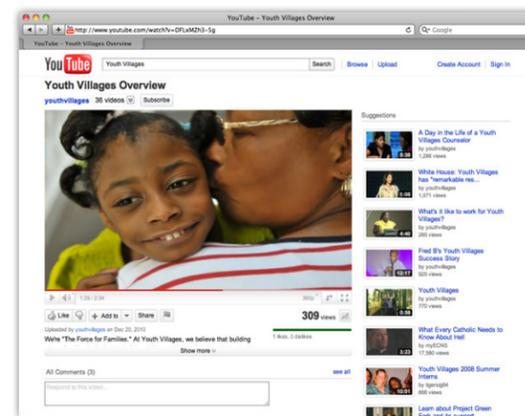
Videos are one of the most viewed communications on the Internet. They can engage you by telling a story on multiple levels, to make a stronger emotional connection than other media. To ensure that we present a consistent brand identity across all media, we want our videos to adhere to the same brand guidelines as our print and other digital communications. In addition, our video graphics, animation

style and sound design should be a cohesive extension of our brand. Please follow these guidelines to support our brand integrity.

The goal of videos on the website is to demonstrate what Youth Villages does through the personal stories of children, families, staff and volunteers. We want to humanize the work we do and draw the audience in and connect with them on an emotional level. Rather than telling the stories from a third-person perspective, we want to let the audience hear directly from the people whose lives have been changed by Youth Villages.

To accomplish this effect, we will feature first-person stories told by the child (or parent, counselor, volunteer, etc.). Overlaying voiceover of their story with footage of the people in natural, authentic environments will be more effective at creating a multifaceted 360-degree story of that person and humanize them to help viewers relate to them on multiple levels.

Whenever we engage a production company or agency to create branded content, provide this style guide to them early in the engagement to ensure they follow these standards.



Do:

- Keep it focused. One strong message is more powerful than several.
- Keep it brief. Three minutes is the maximum length for a web video. Homepage videos should be much shorter—30-90 seconds.
- Show the personal side of your subjects. Give a glimpse into the real person.
- Show people in their own environment or feature their personality and mannerisms.
- Use a documentary style that highlights the authenticity of our message and the work we do.
- Respect our clients by treating each person as an individual, not a stereotype.

Don't:

- Feature talking heads. Filming Youth Villages staff on a sterile background drains the emotion from our message.
- Make people deliver a highly scripted message. They should sound like they're talking to a friend or acquaintance, not reading a marketing script.
- Add a moral to their story or draw explicit connections to Youth Villages.
- Resist the temptation to interpret or add to their story. Let the story speak for itself.
- Sanitize the environment. Real settings (messy desks, memorabilia and the like) will give our stories authenticity. Don't be afraid to edit the scene though. Too much clutter may draw the eye too many places.

THE SOCIAL MEDIA AND ONLINE DISCOURSE

As the Web has evolved into a self-publishing environment with few limitations on personal expression through words, photos and video, Youth Villages recognizes that many employees contribute content to online communities through posting and commenting on social networks, blogging, wiki editing, participating in forums and so on.

Youth Villages values transparency in the organization and wants employees to express their passion for our work with children, young people and families and to help spread the news of our good work among their network of friends and family. We value the dialogue that online discourse can foster and the opportunities it offers to communicate directly with our important stakeholders. We approach all communication with an attitude of respect, even when we disagree.

While online discourse can be an incredibly powerful way for employees to tell the Youth Villages story to the world, it can also negatively affect the organization. So Youth Villages expects employees to abide by the following guidelines regarding public discourse online.

Absolute Guidelines

Before posting an item online, always remember:

- As a nonprofit organization, Youth Villages' computer and networking resources are to be used for business purposes only. If you wish to use a social networking site for a business purpose such as finding a child or family members, you must adhere to Youth Villages' guidelines and protocols for doing so. Contact the Communications department at 901-251-4873 for assistance.
- The privacy of our clients and families is critical. Employees may not disseminate any images or depiction of our clients, their families, employees, uniforms, or facilities of any purpose without express authorization by corporate headquarters. Of course, under the Health Information Portability and Accountability Act, it is illegal to disseminate information about or images of the children, young people and families we serve. Please contact the Communications department with questions, (901) 251-5000.

- Our Equal Opportunity and Anti-Harassment guidelines apply at all times. Youth Villages strictly prohibits discrimination or harassment against any employee because of the individual's race, color, religion, gender, sexual orientation, national origin, age, disability, veteran's status or any status protected by federal, state or local law.
- Youth Villages' proprietary information must not be disclosed. This includes financial, business, marketing, purchasing, training materials, treatment models and product information. It also includes personnel information, medical records, salary data and Youth Villages' processes. Business plans, training manuals and copyrighted materials such as software and other intellectual properties are examples of proprietary information.
- Use of Youth Villages' logo and/or name is prohibited unless the Communications department gives explicit authorization in writing. All official Youth Villages social media channels (i.e. Facebook pages, Twitter feeds, etc.) are established through and administered by the Communications department.

Common Sense and Good Judgment

Before posting anything in cyberspace, a good question to ask yourself is, "How would I feel if this were read aloud in court and attributed to me?" You should consider anything you create using a computer or mobile device as permanent and recoverable even if erased. Choose your words carefully.

When creating online content, think of the "Three Rs:"

- **Representation**
- **Responsibility**
- **Respect**

When engaging in social media, be clear about who you are representing, take responsibility for ensuring that any references to Youth Villages are factually correct and accurate and do not breach confidentiality requirements, and that you show respect for the individuals and communities with which you interact.

Representation

As an employee, you are a representative of Youth Villages even when you are not working. Any conduct which, under applicable laws or organization policies, is prohibited if expressed in any other form or forum is also impermissible if expressed online through comments, a blog, social networks, et al.

The organization understands that the personal views of individuals are not necessarily the ideas, views, opinions or positions of the organization. However, people reading or viewing content created by a Youth Villages employee

may not recognize or fully appreciate this fact. Because of this, employees who elect to mention the organization or their employment or relationship with the organization should include a prominent disclaimer that clearly and conspicuously states that the views expressed reflect only their personal views and not the views of the organization as representatives of Youth Villages.

Responsibility

If posting any comments or information about Youth Villages, you have a responsibility to be accurate and timely.

- Ensure that any content you publish is factually accurate and complies with relevant organization policies.
- Do not be the first to make an announcement regarding Youth Villages. Please ensure that "official" channels – youthvillages.org, the Youth Villages Facebook page or Twitter feed, etc. – have distributed any news first before sharing that information with your audiences. The timing of the release of information is often critical and sensitive to both internal and external factors. Please share our news; don't "break" it.

Respect

We expect employees to demonstrate respect for others when participating in online communities. This includes client, co-workers and vendors. Communications associated with, or linked to, the organization, even indirectly or by innuendo, that disparage or exhibit disrespect for other individuals are simply not appropriate. We ask employees to show the same respect for others as they would want shown to themselves.

THE YOUTH VILLAGES WRITING STYLE GUIDE

The Youth Villages Writing Style Guide is provided by the Youth Villages Communications department. The style guide is intended to ensure that Youth Villages uses consistency in names of programs, events, treatment models, grammar and punctuation in our written communications materials, with the goal of enhancing the overall Youth Villages brand and professionalism.

Youth Villages generally follows The Associated Press Stylebook and Merriam-Webster's Dictionary. Our writing style guide is an attempt to cover the majority of stylistic and grammatical questions you may have, as well as pointing out any style issues that vary from AP Style.

This style guide is not intended for academic or scientific writing for publication in journals or presentation at conferences. Please follow the specific style guides used by the individual journals or academic bodies overseeing the conferences.

If you have questions related to this style guide or written communications in general, or you would like the PR staff to add something to the style guide, please contact Public Relations at (901) 251-4878 or at news@youthvillages.org.

Acronyms

In general, avoid using acronyms unless your target audience uses the acronym on a daily basis. Otherwise, the acronym is jargon to them and will impede communication. Do not use periods when writing an acronym unless the acronym spells an unrelated word. Do not follow a phrase's full name with its acronym in parentheses; just use the acronym on the next reference.

Youth Villages works with the Department of Children's Services in Tennessee. Our foster care program helps children referred to us by DCS.

Age

Use numerals to indicate age, except at the beginning of a sentence. Hyphenate when age modifies a noun.

Johnny was 9 years old. The 9-year-old boy was happy. Nine-year-old Johnny was happy. The baby was 3 months old.

Among or Between

Use "between" when referring to two things and "among" when referring to more than two.

Between the two, she was the strongest. He was the shortest among the kids.

Ampersand

Always write out the word "and." Do not replace with an ampersand unless the ampersand is part of a proper name.

Apostrophes

Use apostrophes to indicate possession or letters left out of a word.

Apostrophe with single noun: Add 's

This is John's car. Ken's wife's name is Jennifer. The group home's driveway is in disrepair.

Apostrophe with plural noun: Add s'

The kids' bikes are dirty. The Johnsons' house flooded. Our dogs' toys are all chewed up. The counselors' cars need to be moved.

Apostrophe with unusual plural nouns: Add 's

The children's gifts are wrapped. The women's department is upstairs. The men's room is clean.

Apostrophe with words ending in s: Add '

Memphis' best barbecue restaurant. The United States' population.

Apostrophe with it: it's vs. its

It's is the contraction of it is. Its without an apostrophe denotes possession.

It's Christmas. It's raining. It's cold. It's the best thing that ever happened.

The cat is old, and its eyes are cloudy. China is a large country. Its population is the largest in the world.

Apostrophe to denote ownership: Single vs. joint ownership

John and Sue's house was built last year. Pat and Lee's photo turned out great.

John's and Sue's houses were built last year. Pat's and Lee's photos are stored in separate albums.

Apostrophes to denote letters that are deliberately left out:

I love rock 'n' roll. The '50s were a time of growth in America.

No apostrophe with possessive pronouns

EX: mine, his, hers, yours, theirs, its

No apostrophe with figures

EX: the 1870s; the lower 30s

Audience

When writing, think about your target audience and tailor the messages and

words to them. Avoid jargon, defined as any word or phrase your target audience does NOT use on a daily basis.

Backward, forward, afterward, toward

These words never have an "s" on the end.

Board of directors

Always use lower case.

The Youth Villages board of directors. The board is meeting.

Buildings/Locations

Capitalize official names of buildings when written out in their entirety.

The Youth Villages Operations Center was built in 2006. The operations center was built in 2006.

The Paul W. Barrett Jr. School on the Youth Villages Bartlett Campus is well-designed. The Bartlett Campus school is well-designed.

The Brunswick Group Home children are in school. The group home is being cleaned.

The Youth Villages office building is located at 5515 Shelby Oaks Drive.

Our Nashville office is closed for Thanksgiving.

Bartlett Campus (not Memphis Boys Town)

Binkley Group Home

Brunswick Group Home

Coteswood Group Home

Deer Valley Campus

Dogwood Campus (not Dogwood Village)
Poplar Group Home
Inner Harbour Campus
Paidia's Place Group Home
Poplar Group Home (not emergency shelter)
Wallace Group Home
Youth Villages-Inner Harbour Campus

Client

Avoid referring to the youth we help as “clients.” Instead, call them “children,” “young people,” “youth,” “students,” or “kids.” Refer to the young people in the YVLifeSet program as “young people” or “young adults.”

Commas

Listing

Use commas to separate nouns when listing things. Do not use a comma before the conjunction at the end of the list: *We need jogging pants, tennis shoes, socks and shirts. She said she would take Tom, Dick or Harry to the prom.*

Use a comma before the “and” at the end of a list when the comma is needed to clarify understanding: *I love Irish food like shepherd pie, fried sausage eggs, soda bread, and bangers and mash.* (bangers and mash is considered a single item)

Conjunctions

Use commas between two main clauses joined by a conjunction (two clauses in which the subject is expressly stated): *John has three daughters, but he does not have a son. H1N1 is a virus that keeps spreading in the United States, and it is important that we learn how to protect ourselves. Jenny has been making top grades, and she will graduate as valedictorian of her class.*

Do not use a comma before a conjunction when the two clauses have the same subject but it is not repeated in the second clause: *Jenny has been making top grades all throughout high school and will graduate as valedictorian of her class.*

Quote

Use a comma to introduce a direct quote that consists of a single sentence: *Pat said, “The adoption program has had a great year, and we look forward to another one next year.”*

Instead of a comma, use a colon to introduce a quote of two sentences or more: *Pat said: “The adoption program has had a great year, and we look forward to another one next year. I believe that we can find permanent homes for even more of our young people.”*

Do not use a comma to introduce an indirect quote: *Pat said the adoption program had a great year.*

To attribute a direct quote, use a comma at the end of the quote inside the quotation marks: *“The adoption program had a great year,” Pat said.*

Do not use a comma when an attributed quote ends in an exclamation point or a question mark: *“The adoption program has had a great year, hasn’t it?” Pat asked. “The adoption program has had one of the best years ever!” Pat said.*

JR & SR

Do not use a comma before the abbreviations “Jr.” and “Sr.”: *Sammy Samson Sr.*

Compose vs. comprise

These words have similar meanings but their use is very different. The whole “comprises” the parts or “is composed of” the parts.

Youth Villages’ staff is composed of social workers, nurses, teachers and administrative staff.

Youth Villages’ staff comprises social workers, nurses, teachers and administrative staff.

Composition Titles

Put the titles of books, movies and songs in quotation marks. Do not italicize. Newspaper and magazine titles are capitalized but not put in quotes or italicized. A book is “titled,” not “entitled.”

The book is titled “The Road.” U.S. News & World Report named Pat Lawler one of the “50 Best Leaders in America” in 2006. Redbook magazine featured a review of “Toy Story 3.”

Dashes

Em dashes are long dashes or double dashes used to set off a part of a sentence that represents an interruption or explanation.

Youth Villages helps children with emotional and behavioral problems—children who have suffered abuse, neglect or abandonment—live successfully.

En dashes are single dashes used to indicate duration or to hyphenate words.

The Youth Villages-Inner Harbour Campus is our largest residential campus.

The years 2002–2009 were a period of extraordinary growth for Youth Villages.

Dates

Capitalize all months: *I was born in March.*

Abbreviate months only before a specific date. Only abbreviate the following months:

Jan. 1, Feb. 18, Aug. 30, Sept. 21, Oct. 15, Nov. 4, Dec. 11

But do not abbreviate:

April 6, June 21, March 18

Set off the year in a date only when mentioned along with a specific day:

I was born on March 18, 1975, during a snow storm.

But:

I was born in March 1975.

Specific dates are listed as simple numerals:

Soup Sunday is set for Feb. 28, 2010.

On March 3, Youth Villages will open its office in New Hampshire.

Seasons are not capitalized unless part of a proper name.

Degrees (academic)

BA and MA = bachelor’s degree and master’s degree. Degrees and the fields of study are written in lower case.

Janet Smith holds a bachelor’s degree in social work and a master’s degree in family counseling from the University of Southern Illinois.

Ph.D. (non-medical) = doctorate degree

Francis Agunenye holds a doctorate degree in Christian counseling.

Tim Goldsmith, who holds a doctorate degree in social work, serves as chief clinical officer at Youth Villages.

M.D. (medical) = Dr.

Use the title “Dr.” in front of the person’s name on first reference only.

I spoke to Dr. Sanjay Gupta about that.

Departments (at Youth Villages)

Capitalize the names of departments but not the word “department.”

The Research department

The Youth Villages Communications department

The Finance department

Diagnoses/disorders

Diagnoses and disorders should be written in lower case, except those that are named after people, as in Asperger’s syndrome. Note that only the name is capitalized, not “syndrome.” Abbreviated disorders are also capitalized, as ADHD, ADD and PTSD, but only in the abbreviated form. Do not use the diagnosis as an adjective to describe a person.

Charles has a diagnosis of Asperger’s syndrome. It is considered an autism-spectrum disorder.

Susie has attention deficit/hyperactivity disorder. She was diagnosed with ADHD when she was 4 years old.

Marlon needs help for post-traumatic stress disorder. His PTSD is so severe, he cannot sleep.

Fundraising/fundraiser/ fundraising event

These are always one word with no hyphen.

I work in fundraising. That means I organize fundraisers. Our largest fundraising event is our 5k.

HIPAA

Not HIPPA; stands for Health Insurance Portability and Accountability Act.

I, me

“I” is the subject and “me” is the object.

He told Susan and me to come back later.

Susan and I were planning on going back later.

More than/over

Use “more than” to indicate an amount or value. Use “over” only to indicate location and duration.

More than 2,000 people participate in our 5k every year.

The 5k registration table is over there.

She lost more than 50 lbs. over the past year.

She placed the blanket over her lap.

Numbers

Spell out numbers smaller than 10. Use numerals starting with the number 10. Also spell out “first” through “ninth.”

We typically have four counselors per team. The fifth person is the supervisor. In Memphis, we have six teams, and in Nashville, five. All in all, we have more than 30 teams.

Spell out all numbers at the beginning of a sentence.

Two thousand runners, walkers and race enthusiasts participate every year.

Percent

Use a numeric value but spell out “percent” in text. Use the “%” symbol in graphs and charts. At times, percentages may use the % sign when they are used as graphic elements within text, for emphasis.

Nearly 50 percent of the children we help have suffered some type of abuse. Fifty percent have suffered abuse.

Program names

Capitalize the branded, trademarked names of Youth Villages’ programs, but do not capitalize the names of generic services that others also offer.

Youth Villages offers intensive in-home services. We call our intensive in-home services Intercept.

Quotation marks

Commas and periods always go inside quotation marks at the end of a quote. Question marks can go inside or outside quotation marks, depending on the meaning.

“Youth Villages helps more than 22,000 children and families every year,” Patrick W. Lawler said. “But we want to help more.”

Tim Goldsmith said, “Youth Villages is the best organization you can work for.”

We call her “Mimi.”

“What are those called?” he asked.

Have you seen “Gone with the Wind”?

Redundancy

Make your writing tight, simple and understandable by avoiding redundant or unnecessary words and phrases.

Now, Currently

There is almost never a need to say “now” or “currently” when you are already using a present-tense verb.

We are currently using a database content management software. Better: We are using a database content management software.

We are now working on the Annual Report. Better: We are working on the Annual Report.

In order to

There’s no need to say “in order to” — just say “to.”

We held a dinner in order to raise money for the TL program. Better: We held a dinner to raise money for the TL program.

That

The word “that” is rarely necessary; use only when it’s necessary to the meaning of the sentence.

I told them that I was going to that grocery store. Better: I told them I was going to that grocery store.

Mother always told us to do the things that we should do. Better: Mother always told us to do the things we should do.

States

States are not abbreviated when they stand alone. When a state is mentioned to indicate where a town is located, the state following the town should be set off by commas and not abbreviated. States should be abbreviated according to the “Associated Press Style Guide” as listed below.

Youth Villages recently opened an office in Bloomington, Indiana.

Time of day

Use “a.m.” and “p.m.” to indicate time of day. There’s no need to also say “morning” or “afternoon.”

The 5k starts at 9 a.m. sharp.

Soup Sunday starts at 11 a.m. and ends at 2 p.m.

Titles

Academic titles: see degrees

Courtesy titles: Do not use “Mr.” and “Mrs.”

John and Joanna Johnson married in July.

John Johnson met his wife, Joanna, in Johannesburg. Johnson was visiting South Africa on a business trip. The couple married in July. Today, the Johnsons have two children.

Job titles: Capitalize formal job titles only when they are used before a name. Do not capitalize informal job titles.

CEO Patrick Lawler spoke with Director of Placement Services Lisa Copeland.

Youth Villages Family Intervention Specialist Regina Carey visited the home yesterday.

Regina Carey, a family intervention specialist with Youth Villages, visited the home yesterday.

Aaron introduced Youth Villages volunteer Stacy Smith.

Chancellor/chairman/mayor/president/pope/vice president/king/queen: Capitalize and spell out before a name on first reference. Otherwise, use in lower case.

I spoke to Chairman Bill Wellington, and he agreed to call a meeting.

I spoke to the chairman, and he agreed to call a meeting.

It was a surprise to all of us when President Obama invited Pat to the White House.

Pat had the chance to shake the president’s hand.

The former mayor of Memphis is a controversial figure.

Governor, doctor, representative, senator, lieutenant: these titles are abbreviated and capitalized when used directly before a name outside of a quotation.

Gov. Lundquist had to kiss the pig. The governor was not smiling.

I saw Sen. Harold Ford Jr. at the coffee shop this morning. I see the senator there most mornings.

I forwarded the call to Dr. Madison. The doctor prescribed antibiotics.

REQUESTING COMMUNICATIONS MATERIALS

In order to ensure compliance and consistency, we have established two ways to request communications materials. You can go online and input a custom order for business cards and other existing pieces, or you can contact the Communications department to initiate an all-new piece.

Ordering Existing Communications Pieces

Youth Villages’ has an online catalog that allows people throughout the organization to customize and order communications materials. Managers, directors and chiefs have access to the catalog, with directors and chiefs approving purchases.

The link to the online catalog is on the right side of YV Central’s homepage in the listing of Quick Links. Items available on the catalog include business cards, stationery, envelopes, mailing labels, note cards, folders and flyers. It also includes program- and department-specific brochures. Most items can be customized with personal contact information and state logos. You can also select messages and photos for some pieces to best reach your target audience.

If you need assistance regarding logins or passwords, have received error messages while ordering, or are having any other technical issues with the catalog relating to its functionality – please email: yvstore@jaco-bryant.com. These emails go directly to printer to be answered by someone familiar with the inter-workings of the system.

If you wish to give feedback about content, suggest new pieces, notice errors in text/selection, or have any questions about how to use the catalog – please email: catalog@youthvillages.org. These emails will be answered by the Communication Department. You may also call 901-251-5000 to speak with someone directly.

Initiating a New Communications Piece

While most communications materials can be found in the online catalog described above, there will always be occasional needs for all-new pieces. When you need new communications materials developed, please contact the Communications department.

Please plan ahead! Ensuring your project meets your needs and arrives on time requires advance preparation. The Communications team typically requires two weeks for a simple project such as a designed email and six to eight weeks for a more complicated project that involves research, writing and photography, such as a new brochure.

The process for requesting and creating new pieces, including creative writing, graphic design, interactive design, publications, etc., is as follows:

1. The Communications team discusses the project with the client before work begins.
2. The Communications team prepares a creative brief for the client’s approval before work begins.
3. Clients will see two proofs of the material – 1) a first draft and 2) a final draft.
4. Clients will give feedback regarding a) any strategy-related concerns and b) any factual errors.

YVLIFESET BRAND GUIDELINES AND LOGOS

The tone for all YVLifeSet communications is optimistic and confident. YVLifeSet represents an exciting new proven method for helping former foster youth successfully transition into adulthood. Communications should focus on stories of success. YVLifeSet participants and foster kids in general should never be portrayed as victims. Participants are empowered by language that infers the program is designed to help them meet their own potential. YVLifeSet doesn't foster emerging adults; YVLifeSet fosters hope.



An Active and Forward-Looking Tone

While it is tempting to focus on the hardships endured in the past by our YVLifeSet participants, it advances the program to instead focus on what they will accomplish once in the program. In YVLifeSet, youth

STRIVE to finish high school

LEARN money management skills

BUILD healthy relationships

How to Talk about YVLifeSet

When talking about YVLifeSet, it is helpful to remember the “Three D’s:” Disconnected, Different and Data.

“**Vulnerable,**” or **Disconnected,** is how we describe our target population. We don't use “at risk” or descriptors of socioeconomic status. Instead we talk about how—though it isn't their fault—they don't have the family support system that young people rely on.

It is also important that we communicate how **Different** the program is. The intensity and comprehensiveness of YVLifeSet services set this program apart from other services. Another unique aspect of YVLifeSet is that the family (or other support system) is considered a vital part of the young adult's path to success. When possible, Youth Villages helps young people reconcile with viable family members.

And **Data**, as with all Youth Villages programs, is a critical piece of the story. YVLifeSet is the only program in the country showing positive impacts for this population across multiple areas.

The Program's Name

The name of the program is **YVLifeSet**, written without spaces, as one word. Never YV LifeSet, nor LifeSet, nor Youth Villages LifeSet, nor YV Life Set.

Logos and Guidelines

There are only two acceptable configurations for the YVLifeSet logo, with the “A Program of Youth Villages” tagline and without the tagline:



The logo is always black, white and/or Pantone 186 red.

The two-color red and black logo is always preferred, but we recognize that there are numerous instances, such as embroidery, in which a one-color logo must be used. One-color logos are acceptable, provided they are black, white or Pantone 186 red. Samples are provided in this guide. Outlined logos are not permitted.

Ensure adequate clearance.

The logo should not overlap with any surrounding elements and requires a set clearance space of ¼ the height of the total logo image.

Never re-create or alter the logo.

When using the logo, always use an original graphic file of the logo from the Youth Villages Communications department. Never attempt to re-create it. This includes a prohibition on creating versions of the logo that don't already exist—never attempt to use our logo to make a new logo for a program or service. Do not use a piece of the logo without the rest of the logo.

DO NOT stretch or compress the YVLifeSet logo.



DO NOT alter the color of the YVLifeSet logo.



DO NOT alter the proportions or arrangement of the YVLifeSet logo elements.



DO NOT print the color logo over complex or dark backgrounds.

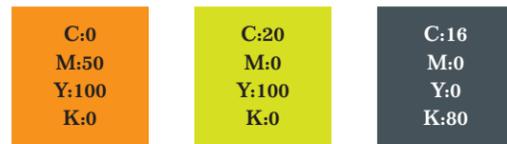


Photography

Photography for YVLifeSet is colorful, vibrant and optimistic. All photographs are of real YVLifeSet participants. Photographs should focus on the success of participants and not the hardships. Professional portrait photographs are preferred over amateur snapshots.

Secondary Color Set

In addition to Pantone 186 red, the YVLifeSet brand distinguishes itself from the Youth Villages brand with the use of a proprietary palette. This palette is for accenting and should always be subordinate to Pantone 186 red.

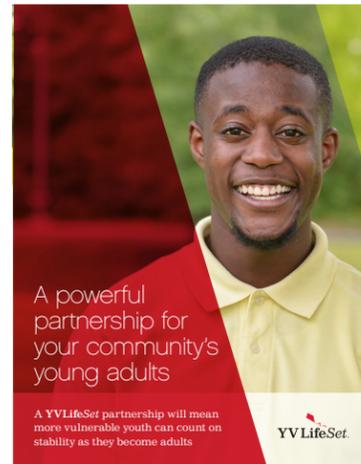


Secondary Font Set

YVLifeSet also distinguishes itself from the larger Youth Villages brand by the use of a font set specific to YVLifeSet.

Chalet LondonNineteenSixty
 ABCDEFGHIJKLM
 NOPQRSTUVWXYZ
 abcdefghijklm
 nopqrstuvwxyz
 1234567890

Chalet NewYorkNineteenSix
 ABCDEFGHIJKLM
 NOPQRSTUVWXYZ
 abcdefghijklm
 nopqrstuvwxyz
 1234567890



YVLIFESET BOILERPLATES

Youth Villages Boilerplate for use in YVLifeSet Materials

Founded in 1986, Youth Villages is a leading national nonprofit dedicated to providing the most effective local solutions to help children with emotional and behavioral problems and their families live successfully. We help more than 23,000 children and families each year from more than 20 states. Since 1999, Youth Villages has helped more than 10,000 youth make a successful transition into adulthood through YVLifeSet. Youth Villages' evidence- and research-based approach for youth aging out of foster care, YVLifeSet involves a focus on strong relationships, measuring outcomes and providing unprecedented accountability.

Stand-Alone YVLifeSet Boilerplate

Standing at the edge of adulthood is daunting for even the most prepared young person. Complex questions about education, employment, housing and personal relationships can be overwhelming. Ideally, a young person is gently guided down the path of adult success by mentors from their family and community. But for the 23,000 young adults aging out of foster care each year, the transition into adulthood can be a lonely road, beset with challenges that most teenagers don't have to face alone. Former foster youth are statistically far more likely than their peers to be homeless, unemployed or incarcerated. They will likely face problems with relationships, family planning and mental health.

Since 1999, Youth Villages has worked to solve this problem. The result is the nation's first proven program for improving outcomes for vulnerable youth transitioning into adulthood. A program that gets disconnected youth set for life.

YVLifeSet pairs young adults with specialists who are specifically trained in navigating the complexities of adulthood. Small caseloads, rigorous training and thorough oversight help the specialists get results. Even six months after completing the YVLifeSet program, 84% of participants are in school, graduated or employed, 84% report no involvement with the law, and 87% have secured safe housing. YVLifeSet specialists are available 24/7 and make a minimum of one face-to-face contact per week with the young person, helping them set and achieve their goals. Strong relationships are key to the success of set for life.

Providing safe passage into adulthood isn't just a wise investment for communities, it's the right thing to do. It's time to keep the promises we've made as a society to foster children. It's time to help them get set for life.

YVLifeSet Tagline:

Get Ready. Get Set. For Life.

Setting the most vulnerable youth on a path for success.

YVINTERCEPT BRAND GUIDELINES AND LOGOS

Youth Villages' success in reaching the youth that are hardest to reach is due in no small part to YVIntercept, the powerful model that is proven to provide lasting stability and success in a youth's life. This guide will help you spread the word about YVIntercept in a way that is true to the program and consistent with the rules governing it.

As more and more organizations, agencies, and governments bring this model to their communities, it is important that we communicate about it effectively and consistently.



The name of the program is YVIntercept

The name of the program is YVIntercept — one word with no spaces. Do not refer to the program as “Intercept” or “Youth Villages Intercept.” Example: The State of Tennessee funds the implementation of YVIntercept, a proven intensive in-home services program from Youth Villages.

The family is central to the success of YVIntercept

When talking about YVIntercept, it is important to emphasize that all treatment is family-centered and includes strength-based interventions. Our comprehensive treatment approach includes family therapy, mental health treatment for caregivers, parenting skills education, educational interventions, development of positive peer groups, and extensive help for families and children in accessing community resources and long-term, ongoing support.

YVIntercept family intervention specialists provide services to the family, rather than just to the youth, meeting with families at

least three times weekly and remaining on-call around the clock. We tailor services to meet each family's needs, while measuring treatment progress through ongoing assessment and review. Specialists collaborate with other providers, case workers and courts to formulate a collaborative treatment plan.

Our research-based programs help states reform their social services systems by providing measurable, sustainable results at a lower cost. We achieve cost savings by diverting youth from out-of-home placements, offering in-home services as an alternative and working toward family reunification. Our ongoing outcome evaluation studies have demonstrated that 82 percent of youth are successful up to two years after discharge from the program.

The difference is intensity

Small case loads – four to six families – allow our family intervention specialists to focus on the individual needs of each child and family we serve. YVIntercept is implemented with a strong ethic of “whatever it takes.”

Logos and Guidelines

There are only two acceptable configurations for the YVIntercept logo, with the “A Program of Youth Villages” tagline and without the tagline:



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Ensure adequate clearance.

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Never re-create or alter the logo.

When using the logo, always use an original graphic file of the logo from the Youth Villages Communications department. Never attempt to re-create it. This includes a prohibition on creating versions of the logo that don't already exist—never attempt to use our logo to make a new logo for a program or service. Do not use a piece of the logo without the rest of the logo.

DO NOT stretch or compress the YVIntercept logo.



DO NOT alter the color of the YVIntercept logo.



DO NOT alter the proportions or arrangement of the YVIntercept logo elements.



DO NOT print the color logo over complex or dark backgrounds.



