



  
**Youth VILLAGES.**<sup>®</sup>  
Brand Standards & Guidelines

**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](mailto:news@youthvillages.org)



*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.

# 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.

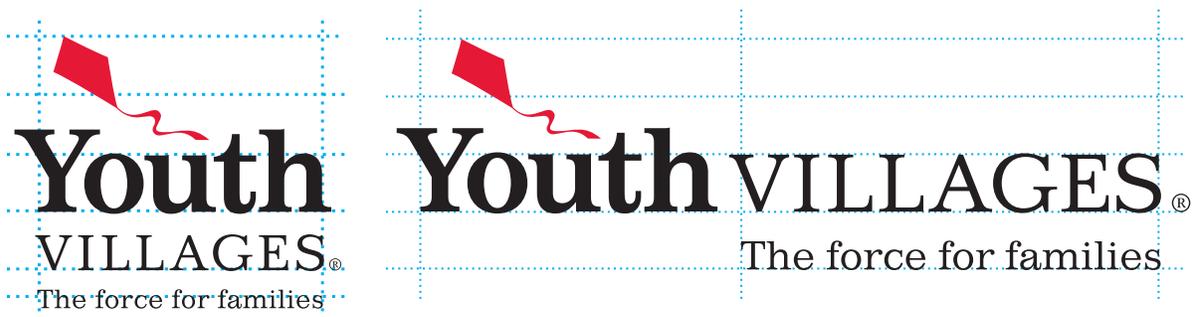
Some ways that our communications can be Bold and Revolutionary:

- 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.*

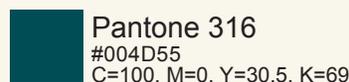
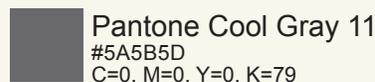
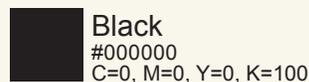
While architects, landlords, developers and other office-space partners may suggest various materials and designs for your building signage, please work with the Communications or Support Services departments to ensure that your location signage is the horizontal logo executed in the approved colors.

*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.



*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 Growth Plan 2013-2017**  
**Transforming Expectations For Youth – and Care Systems – in Crisis**  
*A Five-Year Plan to Expand Youth Villages*  
*Proven Approach and National Impact*

Every year in America, six million children in crisis come to the attention of state child services workers. And each year, a quarter-of-a-million of these children are removed from their families...most because the family has stopped functioning effectively.<sup>1</sup>

Of these children removed because of their parents, 60 percent had been “neglected”—a court found the child in imminent, serious danger. Nineteen percent had suffered physical abuse, 10 percent sexual abuse and seven percent emotional abuse. And many endured a combination of these unimaginable experiences.<sup>2,3,4</sup>

The state simply had to intervene to save the child. But research is now showing clearly that America is not, in fact, saving these children, and that the majority wind up impoverished or otherwise ill-equipped to succeed.

Youth Villages has spent 20 years pioneering a system that is proving better for families and the states that serve them, and the organization is undertaking an important growth strategy to bring this powerful approach to more children.

**A Failing System**

America is slowly—too slowly—coming to terms with an alarming truth. As our system addresses the immediate, short-term protective needs of a child, we are often handing that child a future of poverty and insecurity.

“The problem is that most child welfare agencies are not oriented around returning children to permanent families—and their funding does not lead them to prioritize this goal.”  
—THE NEW YORK TIMES, 2011

In a 2010 study of young adults who had spent time in state custody, researchers found some of the most alarming data to date. Almost half had experienced a period of homelessness since leaving custody, and 27 percent had been homeless four or more times. One in five had experienced a period of homelessness that was three months long or longer. At age 23 or 24, more than half were

unemployed. Forty-two percent of the young men had been arrested and 23 percent had been convicted.<sup>5</sup>

And this same study found that two-thirds of the young girls who had been in foster care had been pregnant since, likely setting up another generation of children to struggle through the same broken and often destructive system.<sup>6,7,8,9</sup>

**Youth Formerly in State Custody: 18-Month Outcomes**

Category	Percentage
Foster	~10%
Homeless	~15%
Employed	~25%
Unemployed	~35%
Not Contacted	~15%

**A Data-Driven Transformation**

But there is good news. Twenty-five years ago, small pockets of social workers began to look for ways to address the long-term outcome problems common with children in state custody...to find a way to focus on and deliver the kind of care that lasts. The kind of care that works for a quantifiable majority of troubled children. Youth Villages began developing an approach they would call Evidentiary Family Restoration™, an intensive process that began to deliver unprecedented—and measurable—results.

For Youth Villages, it quickly became clear that helping these children—especially the toughest cases often written off as lost causes—meant taking on the restoration of a family support system around the child. While many of these families seemed far from perfect, it quickly became clear that getting them well functioning and stable vastly outperformed the child services system when it comes to long-term positive outcomes.

**Youth VILLAGES.**  
The force for families

**Become a foster parent.**

**Youth VILLAGES.**  
The force for families

[youthvillages.org/foster](http://youthvillages.org/foster)

**I'm a force for families.**

**Youth VILLAGES.**



Today there are a stunning three and a half million children in America's child protective and justice systems. They are a variety of kids who face a variety of problems, ranging from a simple need for safe shelter to kids with what we refer to as extreme needs.

**For these kids, Youth Villages is their best chance at a successful future.**

With an innovative focus on restoring family  
 Youth Villages  
 youth  
 years  
 advice  
 We  
 for

**Doing Whatever It Takes for Children to Succeed.**

Youth Villages works with children others have given up on. Kids who have run away. Kids who have been arrested or suspended. Kids who hurt themselves and those around them. Since 1988, we've helped more than 66,000 of our country's most vulnerable children find success.



**Every 38 minutes, another child in crisis comes into Youth Villages' care.**

These are the lucky ones. Because for every child we are able to help there are almost 200 waiting. When compared with their peers, Youth Villages' kids are far more likely to finish school, stay out of jail and go on to successful lives.

Population of Youth Served by Youth Villages (2 years later)



**Become a foster parent.**

**1-888-MY-YV-KID**

**Youth VILLAGES.**

There are no lost causes.

IT BEGINS HERE

**Youth VILLAGES.**  
The Force for Families

People say I'm a stupid mistake. I'm just a kid.

Youth Villages believes that no child is a lost cause. Not a single one. Because a stable, loving family can help any child succeed. And we have an 80% success rate that proves it. If you agree, find out how you can help at [www.youthvillages.org](http://www.youthvillages.org).

**Youth VILLAGES.**  
The Force for Families

People say I'm worthless. I'm just a kid.

I'm a society. kid.

**Youth VILLAGES.**  
The Force for Families

People say I'm a kid. I'm a kid.

I'm a kid. I'm a kid.

**Youth VILLAGES.**  
The Force for Families

People say I'm a kid. I'm a kid.

I'm a kid. I'm a kid.

**Youth VILLAGES.**  
The Force for Families

## YOUTH VILLAGES SIGNATURE TYPEFACES

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### IMPRESSIUM

ABCDEFGHIJKLMNOpqrstuvwxyz  
lmnopqrstuvwxyz123456

### *IMPRESSIUM ITALIC*

*ABCDEFGHIJKLMNOpqrstuvwxyz  
lmnopqrstuvwxyz123456*

### **IMPRESSIUM BOLD**

**ABCDEFGHIJKLMNOpqrstuvwxyz  
lmnopqrstuvwxyz123456**

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### ARCHER MEDIUM

ABCDEFGHIJKMNLOPabcdefghijklmnopqrstuvwxyz  
lmnopqrstuvwxyz123456

### **ARCHER BOLD**

**ABCDEFGHIJKLMNOpqrstuvwxyz  
lmnopqrstuvwxyz123456**

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### HELVETICA NEUE REGULAR

ABCDEFGHIJKLMNOpqrstuvwxyz  
lmnopqrstuvwxyz123456

### *HELVETICA NEUE ITALIC*

*ABCDEFGHIJKLMNOpqrstuvwxyz  
lmnopqrstuvwxyz123456*

### **HELVETICA NEUE CONDENSED BOLD**

**ABCDEFGHIJKLMNOpqrstuvwxyz  
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.

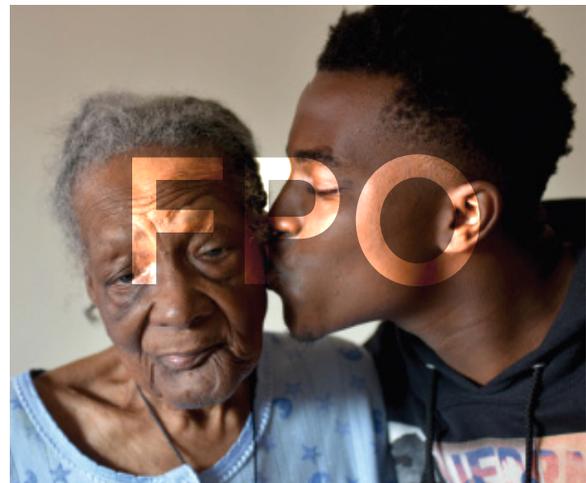
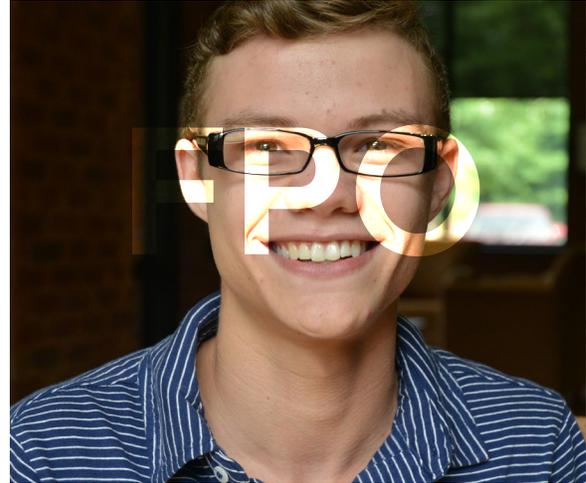
**Youth Villages photography is:**

### *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

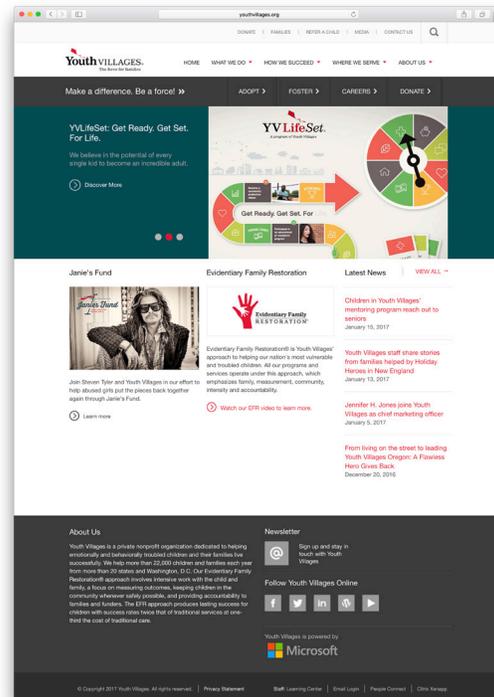
When writing presentations and other digital office communications, we do not typically use the typefaces set out in the section of this guide for graphic designers. Times (serif) and Arial (sans-serif) are the appropriate fonts for these uses.

## 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, except for the Youth Villages logo (should link back to the Youth Villages' website). The type is 10-point Arial; the format is as follows. Emails delivered to external contacts will automatically include our social media icons and confidentiality notice.

Anthony Aardvark, LCSW  
Clinical Supervisor  
Youth Villages  
3320 Brother Blvd., Memphis, TN 38133  
office 901.251.4876  
cell 901.619.1340  
fax 901.251.5004 (if applicable)



## 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 within the Creative Services portal.

## Web Videos

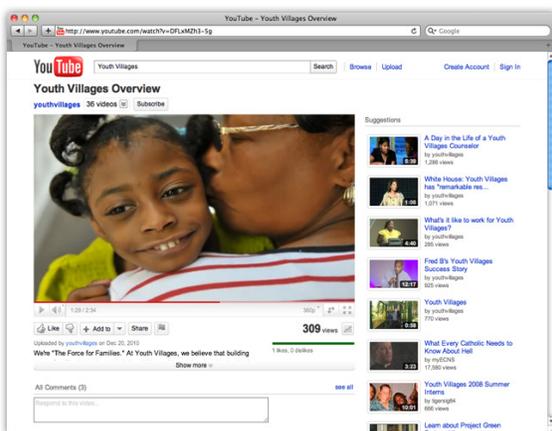
Videos are one of the most viewed communications on the Internet. They can engage you by telling a story on multiple levels, to make a stronger emotional connection than other media. To ensure that we present a consistent brand identity across all media, we want our videos to adhere to the same brand 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](mailto: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 Agunenyne 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](mailto: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](mailto: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.

# LIFESSET™ BRAND GUIDELINES AND LOGOS

The tone for all LifeSet communications is optimistic and confident. LifeSet represents an exciting program model for helping youth aging out of state care successfully transition into adulthood. Communications should focus on moments of success that young people achieve. LifeSet participants should never be portrayed as victims. Participants are empowered by language that infers the program is designed to help them meet their own amazing potential. LifeSet is hopeful and positive.



*A program of Youth Villages*

## *An Active and Forward-Looking Tone*

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

STRIVE to finish high school, college or job training.

LEARN money management skills.

BUILD health relationships.

## *How to Talk about LifeSet*

Be positive. Always use positive words to describe LifeSet participants. As a group, former foster youth are resilient, strong and capable. Most have lived through the hardest things they will experience in their lives and are adept at overcoming difficult situations and challenges. Some former foster youth are able to transition to independent adulthood with little or no assistance. Participants in LifeSet can also make a successful transition but they need intensive help, experiential learning and support to find housing, continue

their education, find and maintain employment, handle their healthcare and build permanent support systems of family and friends.

When talking about LifeSet, it is helpful to remember the “**Three D’s**”

### **Disconnected, Different and Data.**

Through no fault of their own, young people who age out of state care after 18 can be **Disconnected** – from family, from government services, from education systems – that typical young people depend on in the critical 17-23 transition ages.

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

And **Data** is a critical piece of the story. LifeSet is the only program in the country showing positive impacts for this population across multiple areas of a young person’s life.

## *The Program's Name*

The name of the program is LifeSet written without spaces, as one word. Never Youth Villages LifeSet nor YV Life Set. It carries a TM not R. The TM should be used on first reference in a document but is not required throughout the rest of the document.

## *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  $\frac{1}{4}$  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 LifeSet logo.



DO NOT alter the color of the LifeSet logo.



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



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



## INTERCEPT BRAND GUIDELINES AND LOGOS

Youth Villages' success in reaching the youth that are hardest to reach is due in no small part to Intercept®, 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 Intercept 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 Intercept*

Do not refer to the program as “YVIntercept” or “Youth Villages Intercept.”

### *The family is central to the success of Intercept*

When talking about Intercept, 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.

Intercept 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. Intercept is implemented with a strong ethic of “whatever it takes.”

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DO NOT stretch or compress the Intercept logo.



DO NOT alter the color of the Intercept logo.



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