















DEAR FRIENDS,

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

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

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

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

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

With heartfelt gratitude,

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Patrick Lawler, CEO



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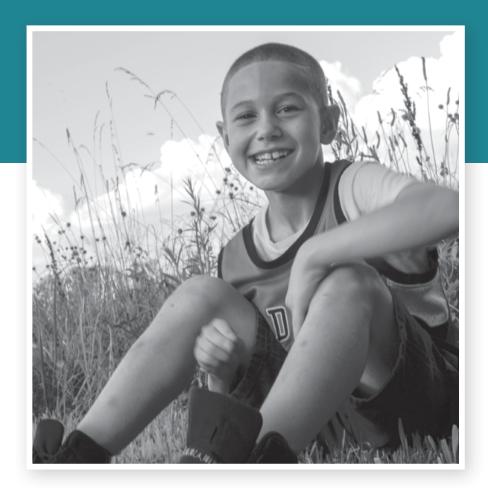
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^{*} Honorary Members

TRUST

BETWEEN CHILDREN AND ADULTS IS ESSENTIAL

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



MICHAEL



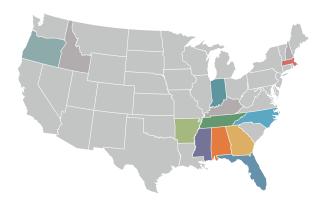


STATE OF ORIGIN

Children served by Youth Villages in FY14

Alabama	2%
Arkansas	1%
Florida	3%
Georgia	2%
Indiana	2%
Massachusetts	11%

Mississippi 7%
North Carolina 21%
Oregon 3%
Tennessee 46%
Washington, D.C. 1%
Other 1%
Includes Idaho, Kentucky, New Hampshire





LIVE LIFE NOW

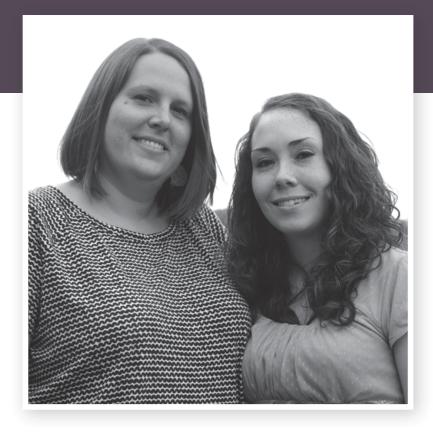
NOT IN THE PAST

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

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

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

"I was more receptive to being helped than I would have been earlier," she said. "I was so broken and ready for help when Mindy came into the picture. I don't think I would've done that if it had been earlier."



HANNAH



DEMOGRAPHIC CHARACTERISTICS

Children served July 2013 to June 2014

AGE

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

GENDER

Male	55%
Female	45%

RACE/ETHNICITY

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

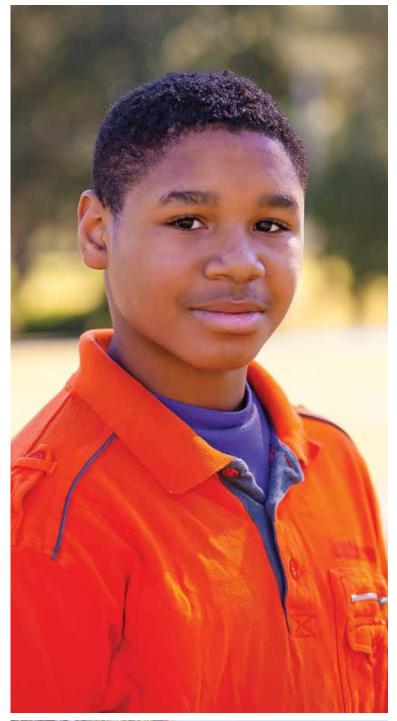


PRESENTING ISSUES

Children served July 2013 to June 2014

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

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





CEREMONY AND RITUAL GIVE ORDER, STABILITY

AND CONFIDENCE

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

"Families are so important," Frances said. "Josh didn't have that before, but now he has a place where he's safe and he's loved. That's what all children deserve."



JOSHUA





SELF-CONTROL CAN BE

TAUGHT

s a toddler, Max struggled to play with other children. When he first entered Youth Villages' Intercept intensive in-home program, he wouldn't sit still during sessions and had trouble interacting with others. He'd throw a tantrum - kicking, screaming, hitting, biting and throwing things - until he got his way. Through Intercept, Max experienced consistency at home and regular visits with his specialist. Max's mother, Gabriela, began communicating better and created a healthier home environment. Then Max's behavior began to change. He controls his impulses now and will stop and think before acting. He knows when to pull himself away and calm himself down. He's back in preschool and doing well.



MAX



RE-EDUCATION OF EMOTIONALLY DISTURBED YOUTH

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

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

- Live life now, not in the past.
- Trust between children and adults is essential.
- Be good at something; competence makes a difference.
- Time is an ally.
- Self-control can be taught.
- Intelligence can be taught.
- Feelings should be nurtured, shared spontaneously, controlled when necessary, expressed when too long repressed and shared with trusted others.
- The group is very important.
- Ceremony and ritual give order, stability and confidence.
- The body is the armature of the self.
- Communities are important.
- A child should know some joy in each day.





INTELLIGENCE CAN BE

TAUGHT

hen admitted to Youth Villages, Shawn wouldn't talk; he was extremely aggressive, had poor social skills and was unable to follow directions. At home, he would run away, once being found more than two miles from home. His interactions with other children and adults, even in play, were aggressive and irrational. His unpredictable and volatile behavior made him a focus of staff and therapists. Shawn's therapist, teachers, tutors, residential staff and mentor collaborated and set goals that challenged Shawn daily, even hourly, to communicate and learn appropriate ways to play with peers.

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

"He's the reason I come to work. It's awesome to see the progress he's made."



SHAWN





TIME IS AN

ALLY

n less than 90 days, Chastity's stable life spiraled into chaos. Tonye, her niece she'd recently taken in, was an escalating struggle. Chastity quit her job and dropped her college classes, but even that didn't help her get control of Tonye.

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

"We had to start from scratch," Chastity said.

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

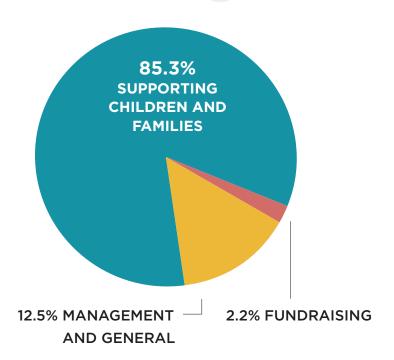
"Amanda was in tune with this family," Chastity said. "I thank God for her, and I'm blessed that she came to this house."



TONYE







Nearly 17,000 individuals, corporations and foundations gave \$31.4 million to help the children and families served by Youth Villages in FY14.

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

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



Revenue and expense statement

REVENUE	2014
State of Tennessee	57,180
TennCare	18,681
Other States/Medicaid	81,802
Grant Revenue	451
USDA	998
Donations and Pledges	26,891
United Way	206
Investment Income	16,777
Miscellaneous Income	389
TOTAL PEVENUE	\$203 375

OPERATING EXPENSES

TOTAL EXPENSES

CHANGE IN NET ASSETS

Program Services		
Dogwood Campus	7,153	
Bartlett Campus	9,362	
Deer Valley Campus	4,029	
Boys CIRT Residential	7,593	
Girls CIRT Residential	7,080	
Christie Campus	6,387	
Clackamas Campus	89	
Day Treatment (MS)	17	
Germaine Lawrence Campus	11,139	
Inner Harbour Campus	12,584	
Therapeutic Foster Care	16,954	
Intercept Program	46,779	
Group Homes	7,100	
Adoptions Program	454	
Transitional Living	9,397	
Care Coordination	67	
Mentoring	207	
Crisis Services	5,127	
Management and General	21,709	
Fundraising 3,974		

In FY14, \$16,402 in Temporary Restricted Net Assets were allocated to support programs. At the end of the year, \$22,806 remained in Temporary Restricted Net Assets to support programs in future years. For complete audited financial statements, please visit www.youthvillages.org or contact the Youth Villages Development department at 901-251-4807.

\$177,201

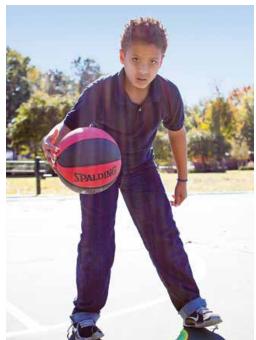
\$26,174

Consolidated balance sheet

ASSETS	2014	2013
Total Current Assets	186,953	156,538
Property and Equipment, N	let 64,159	67,131
Other Assets	6,765	5,773
TOTAL ASSETS	\$257,877	\$229,442
LIABILITIES AND NET ASS	SETS	
Total Current Liabilities	18,386	16,125
Long-term Debt	0	0
TOTAL LIABILITIES	\$18,386	\$16,125
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NET ASSETS	,	
NET ASSETS Unrestricted	206,572	187,631
	·	
Unrestricted	206,572	187,631
Unrestricted Board Designated	206,572	187,631 12,796
Unrestricted Board Designated Temporarily Restricted	206,572 10,035 22,806	187,631 12,796 12,812
Unrestricted Board Designated Temporarily Restricted Permanently Restricted	206,572 10,035 22,806 78	187,631 12,796 12,812 78
Unrestricted Board Designated Temporarily Restricted Permanently Restricted TOTAL NET ASSETS	206,572 10,035 22,806 78	187,631 12,796 12,812 78







RED KITE SOCIETY DONORS

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

FORCE FOR TRANSFORMATION

\$1 Million or More

Anonymous

The Assisi Foundation of Memphis

The Paul W. Barret Jr. Charitable Trust

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ChristieCare Foundation

Edna McConnell Clark Foundation

The Day Foundation

The Duke Endowment

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Microsoft Corporation

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Urban Child Institute

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INNOVATION

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Kendeda Fund

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David, Helen and Marian Woodward

Fund

Juan Young Trust

YOUTH VILLAGES LEGACY SOCIETY

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

Phyllis and Charles Bailey

Helen L. Siddon Bogan

Marian and Mike Bruns

David D. "Mickey" Coleman

Ermee Irene Dixon

Lela Almarita Johnson

Helen and Charles Laffoon

Jan and Patrick Lawler
Claire M. Mitchell

Pauline and Maurice Riggins

Jeaneatta H. Sautter

Marler Stone

Joy Velte

Linda and David Young

Anonymous (25)





CHAMPIONS FOR CHILDREN - ORGANIZATIONS

Youth Villages was honored to receive generous support from nearly 17,000 committed donors representing all 50 states in FY14. The following Investors and Champions for Children contributed \$1,000 or more, which allows Youth Villages to continue to expand its services to children and families who need them. These donations also provide the necessary support, training and leadership development to attract and retain exceptional staff to work with our children and families.

YV 3.0 INVESTORS

\$500,000 or greater

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The Day Foundation

Edna McConnell Clark Foundation

FedEx Corporation

George Kaiser Familly Foundation

Jacobson Family Foundation

The Jenesis Group

Klarman Family Foundation

Microsoft Corporation

The Robertson Foundation

The Schusterman Family Foundation

Strategic Grant Partners

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Anonymous

BNY Mellon

Casey Family Programs

Cummings Foundation

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Hauntedweb of Horrors

Maybelle Clark Macdonald Fund

The R. W. Babson Trust

Richard W. Jennings

United Way of the Mid-South

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\$25,000 - \$49,999

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Dell Inc.

First Tennessee Foundation

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Youth Service America

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\$50,000 or more

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Mr. and Mrs. Paul Edgerley

Ms. Sarah Hancock

Mr. and Mrs. Pat Lawler

Kevin and Ann Marie Melia

Mrs. Yvette Lowenthal-Mulderry

& Mr. Peter Mulderry

Mr. and Mrs. Ronnie Randall

Mr. and Mrs. Rick Rodell

Mr. and Mrs. Michael Rose

YV PILLAR

\$25,000 - \$49,999

Mr. and Mrs. James Lackie Mr. and Mrs. Mark Medford

Mr. R. Andrew Taylor

YV LEADER

\$10,000 - \$24,999

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Mrs. Ermee Dixon

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\$5,000 - \$9,999

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Mr. and Mrs. William Giles

Kathleen Krueger and Gary

Goshgarian

Mr. Bernard Greene and Ms. Tracy

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KIDS' NEEDS COME FIRST ... ALWAYS.

CHILDREN ARE RAISED BEST BY THEIR FAMILIES.

WE PROVIDE A SAFE PLACE.

WE STRIVE TO ACHIEVE POSITIVE, LASTING RESULTS.

WE ARE COMMITTED TO OUR STAFF.

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

WE CONSTANTLY IMPROVE OUR PERFORMANCE TO ACHIEVE EXCELLENCE.

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

WE DO WHAT WE SAY WE DO.

