



# *Success in Black and White*

Youth Villages 2009 Program Report



#### From the Chairman and Chief Executive Officer

Remarkable. That's the best way to describe fiscal year 2009 at Youth Villages.

From our founding in 1986, our private, nonprofit organization has been driven to bring the most effective help to more children with emotional and behavioral problems each year. Our focus on helping children by strengthening their families has resulted in a history of success that's documented in black and white.

#### Some of this year's most significant accomplishments include:

- ♦ Helping more children than ever before in our history.
- ♦ Growing our core Intensive In-home Services program significantly in Tennessee, Mississippi, Massachusetts, Florida and Georgia.
- ♦ Opening the Girls Center for Intensive Residential Treatment, allowing us to fill an overwhelming national need to help girls with severe emotional and behavioral problems.
- ♦ Welcoming Inner Harbour, one of the largest residential treatment providers in Georgia, to our family.
- ♦ Helping more children and families live successfully; two years after discharge, 83 percent of children helped through our programs are still living successfully in their homes and communities.

#### Our hard work and compelling results were recognized at the highest levels.

- ♦ The White House named Youth Villages as an example of the type of results-oriented nonprofits that are transforming communities with innovative, promising ideas.
- ♦ Harvard Business School released a case study on Youth Villages to be used in the course "Leading Effective Nonprofits."

We are grateful to the dedicated staff, foster and adoptive parents, mentors, volunteers, corporate partners and donors who believe in our mission and who have worked hard to make Youth Villages the organization it is today.

Tomorrow brings new challenges and opportunities. Across this country, more than 500,000 children are growing up in state child welfare, mental health and juvenile justice systems. Without the right help, they will never reach their full potential. With your continued support, Youth Villages will do even more next year.

Michael J. Bruns  
Chairman of the Board

Patrick W. Lawler  
Chief Executive Officer



Yaritza, 13  
Massachusetts



Always in trouble at school, Yaritza couldn't make friends and fought with her younger brother and sisters at home. By 13, she had serious emotional and behavioral problems; counseling didn't help.

"I thought I was losing my daughter," Deyanira, her mother, says. She was struggling to raise four children on a low income in Lawrence, Mass. As one last alternative to residential treatment, Yaritza was referred to Youth Villages.

Our in-home counselor visited the family at least three times a week, fitting counseling sessions into the family schedule. The counselor helped Yaritza and eased the burden on her mom. Yaritza has friends now and enjoys babysitting her brother and sisters.

"I love my Youth Villages counselor," Deyanira says. "She gave me my daughter back."



## A Family Strengthened

## A Family Restored

“OK. Another program.” That’s what Tampa, Fla., mother Madeelyn thought when she was assigned to Youth Villages’ Intensive In-home Services.

Madeelyn lost custody of her children four years ago and had struggled since then to get them back.

She’d participated in many programs—still, her children were not home.

Then she met Youth Villages Counselor Flor Reagan.

“I love this woman,” Madeelyn says. “She helped me with everything, even transportation. We set goals, and I was able to accomplish things I never thought I could do.”

Flor stood with Madeelyn when a judge returned full custody of her children this summer.

“I wanted to cry, but I was so happy,” Madeelyn says. “These people want to keep children with their families.”

*Madeelyn and Nelson, 8  
Florida*





Derek and Abby Bartron never intended to adopt children.

They had always loved kids and even began a church youth group. But after Derek's 17-year-old sister committed suicide, they felt compelled to do more.

They began fostering teenage girls, striving to help as many as they could. When they met Leesa, she had been in 11 foster homes in two years before coming to Youth Villages.

"She just wasn't getting the life she deserved," Derek says.

"We quickly realized there was no better option for her than to be adopted by us," Abby adds.

They adopted Leesa, then gave foster children Katie and Annora a permanent home. And the Bartrons continue fostering.

"The need is so great," Abby says.

*Derek and Abby Bartron  
Katie, 14  
Annora, 13  
Leesa, 17  
Shelby, 15  
Tennessee*

## *Becoming a Family*



# Building Independence

Sicoia won't be a statistic.

Many young people who grow up in foster care don't complete their education or find steady employment. Nearly half get into trouble with the law, and about a third become homeless.

But as Sicoia was turning 18 and leaving foster care in Raleigh, N.C., Youth Villages expanded our Transitional Living program. Philanthropist Clarence Day and The Day Foundation provided the initial \$1 million grant to bring the program to North Carolina.

With help from her Youth Villages Transitional Living counselor, Sicoia found a job, furnished her apartment and is studying to become a medical assistant.

"I learned how to budget my money, how to manage my time," the young mother says. "I don't have to depend on anyone else. I was determined to do it. And I am."

*Sicoia, 20  
North Carolina*

## *The Winning Attitude*

Like so many children taken into state custody because of neglect, Fred developed behavioral problems, coming to Youth Villages for foster care and residential services.

Youth Villages believes children are raised best by families. Our Intensive In-home counselors reunited Fred with his Aunt Shirley and assisted as they became a family through adoption.

This spring, Fred's Youth Villages counselor was there with the family when Fred addressed his senior class as valedictorian. At Mississippi State University on an academic scholarship this fall, he's also on the football team.

"He's been an inspiration to me," his aunt says.

He's an inspiration to all of us.

*Fred, 18  
Mississippi*





## *Another Chance*

Like most of the girls who come to Youth Villages' new Girls Center for Intensive Residential Treatment, Skyler had serious emotional and behavioral problems and had been unsuccessful in different programs over many years.

At Youth Villages, we believe in second chances—third, fourth and fifth ones too. We never give up on a child.

With the help of the counselors at the center, Skyler's outlook changed. Intensive counseling for her and therapy for the whole family—including her brother, mom and stepdad—allowed them to get past old resentments and renew their bonds.

Skyler was able to go home with her family, where she always belonged.

*Skyler, 14  
Arkansas*





*Wade Bates  
Youth Villages  
Counselor, Texas*

In-home counselor Wade Bates has a desk in our Dallas office, but he works mostly at kitchen tables and in living rooms.

Families assigned to Wade can expect to see him on their doorstep at least three times a week. His wife jokes that Wade's job is like an intense version of "Nanny 911." He's on call 24/7 for family emergencies.

Late one night in Wade's first year, a family called saying their son was missing. By 1 a.m., Wade had helped the family track him to the airport. The teen was found in another state. Youth Villages helped return him home.

"We'll do anything to help a family succeed and leave knowing that success will continue," Wade says.

*Whatever It Takes*

## *Finding a Friend*

The first time lifelong foster child Cody met Larry, his mentor, it was awkward. A teenager and an "old, bald guy," as Larry calls himself, they worked to break the ice. Two years later, they have a deep friendship.

Youth Villages operates Tennessee Gov. Phil Bredesen's Mentoring Initiative, partnering with the Department of Children's Services to match mentors with Tennessee's older foster children. Children in our residential programs are matched with mentors through our Chris Crye Mentoring Program.

"We don't need to have a plan to spend time together," Larry says. "When I feel like going fishing, I just ask Cody. Or he calls me to come play the guitar together."

They also enjoy Christian rock concerts, amusement parks and trying new things.

"Now I have someone in my life who really cares and is really funny, and I like that," Cody says.

*Larry and  
Cody, 15  
Tennessee*



*Marsha Bostick  
Robin Hall*



When a girl in Middle Tennessee went into an intense rage in a classroom and began trying to hurt herself, school counselor Robin Hall knew what to do.

Like other school counselors and health professionals across Tennessee, Robin has been trained to call Youth Villages' Specialized Crisis Services when children age 17 and younger experience psychiatric emergencies.

Robin's call to SCS was one of the more than 9,000 calls the Youth Villages program received in 2009. While Robin calmed the child, SCS counselor Marsha Bostick talked to the girl's mother, gathered information and conducted a thorough assessment to ensure the child was safe and received help.

With counseling and help at a community mental health center, she's doing well.

*Always Ready*



## Caring Culture

A veteran teacher at Youth Villages-Inner Harbour Campus, Stan Dodson's curriculum features caring for animals.

Experiential education—learning from nature, animals and making music together—is integral to the help children receive on the Douglasville, Ga., campus.

Shelves in Stan's classroom hold tanks with turtles and lizards; colorful fish sit in jars on students' desks. There's a bed for the school's rescue dogs, who visit often.

The presence of animals changes classroom dynamics. Conflicts decrease, while participation and good behavior increase. While caring for the dogs, even the most troubled students open up.

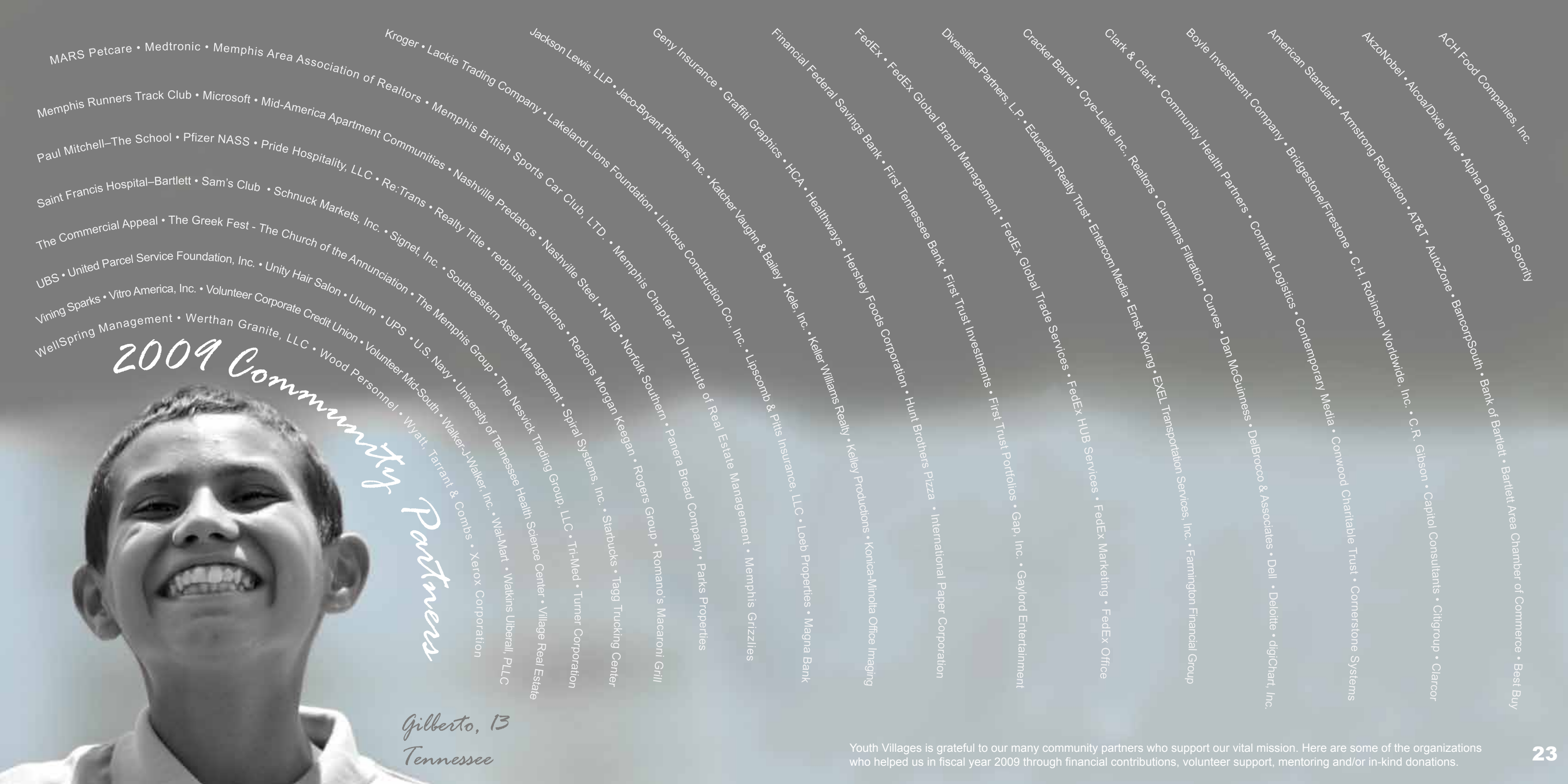
"The animals teach the kids responsibility, compassion and the ability to care for a living being," Stan says. "That's probably the most powerful thing I've experienced in a classroom."

*Stan Dodson*  
*Steven, 11*  
*Josh, 7*  
*Inner Harbour Campus*  
*Georgia*



*Brown Bear*





# 2009 Community Partners

Gilberto, 13  
Tennessee

- MARS Petcare • Medtronic • Memphis Area Association of Realtors • Memphis British Sports Car Club, LTD. • Memphis Chapter 20 Institute of Real Estate Management • Memphis Grizzlies  
Memphis Runners Track Club • Microsoft • Mid-America Apartment Communities • Nashville Predators • Nashville Steel • NFIB • Norfolk Southern • Panera Bread Company • Parks Properties  
Paul Mitchell–The School • Pfizer NASS • Pride Hospitality, LLC • Re:Trans • Realty Title • redplus innovations • Regions Morgan Keegan • Rogers Group • Romano's Macaroni Grill  
Saint Francis Hospital–Bartlett • Sam's Club • Schnuck Markets, Inc. • Signet, Inc. • Southeastern Asset Management • Spiral Systems, Inc. • Starbucks • Tagg Trucking Center  
The Commercial Appeal • The Greek Fest • The Church of the Annunciation • The Memphis Group • The Nesvick Trading Group, LLC • Tri-Med • Turner Corporation  
UBS • United Parcel Service Foundation, Inc. • Unity Hair Salon • Unum • UPS • U.S. Navy • University of Tennessee Health Science Center • Village Real Estate  
Vining Sparks • Vitro America, Inc. • Volunteer Corporate Credit Union • Volunteer Mid-South • Walker-J Walker, Inc. • Wal-Mart • Watkins Universal, PLLC  
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Geny Insurance • Graffiti Graphics • HCA • Healthways • Hershey Foods Corporation • Hunt Brothers Pizza • International Paper Corporation  
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AkzoNobel • Alcoa/Dixie Wire • Alpha Delta Kappa Sorority  
ACH Food Companies, Inc.

Youth Villages is grateful to our many community partners who support our vital mission. Here are some of the organizations who helped us in fiscal year 2009 through financial contributions, volunteer support, mentoring and/or in-kind donations.



# Helping More Children in more places

Youth Villages in North Carolina passed a milestone, helping our 1,000<sup>th</sup> child and family. A \$1 million grant from Philanthropist Clarence Day and The Day Foundation brought the Transitional Living program to the state.

The Girls Center for Intensive Residential Treatment opened through leadership gifts from The Assisi, Day, Hyde Family, Kresge and Plough foundations, along with the help of many other contributors.

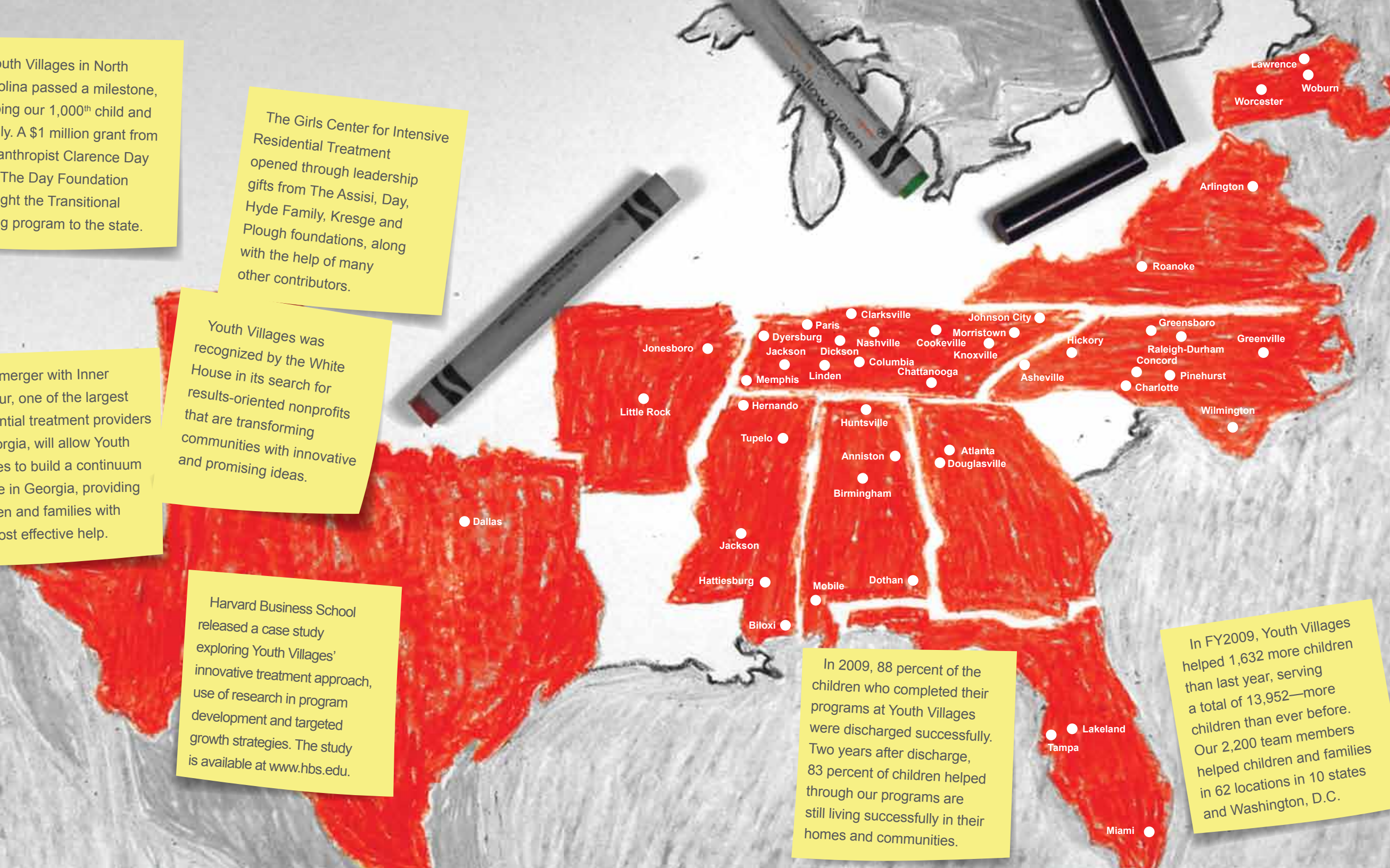
The merger with Inner Harbour, one of the largest residential treatment providers in Georgia, will allow Youth Villages to build a continuum of care in Georgia, providing children and families with the most effective help.

Youth Villages was recognized by the White House in its search for results-oriented nonprofits that are transforming communities with innovative and promising ideas.

Harvard Business School released a case study exploring Youth Villages' innovative treatment approach, use of research in program development and targeted growth strategies. The study is available at [www.hbs.edu](http://www.hbs.edu).

In 2009, 88 percent of the children who completed their programs at Youth Villages were discharged successfully. Two years after discharge, 83 percent of children helped through our programs are still living successfully in their homes and communities.

In FY2009, Youth Villages helped 1,632 more children than last year, serving a total of 13,952—more children than ever before. Our 2,200 team members helped children and families in 62 locations in 10 states and Washington, D.C.





# 2009 Statistics

## Children Served by Program

Specialized Crisis Services	6,204
Intensive In-home Services	4,683
Transitional Living	1,135
Foster Care	961
Residential Treatment	759
Group Homes	210
<b>Total</b>	<b>13,952*</b>

\*81 children were placed for adoption or had their adoptions finalized in 2009.

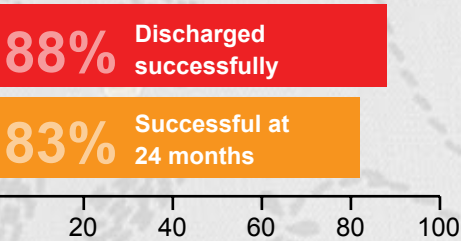
## Presenting Issues

Behavioral Disorder	85.5%
Emotional Disorder	63.0%
Physical/Sexual Abuse	36.7%
Suicide Ideation/Attempt	32.2%
Substance Abuse	27.8%
Multiple Presenting Issues	78.3%

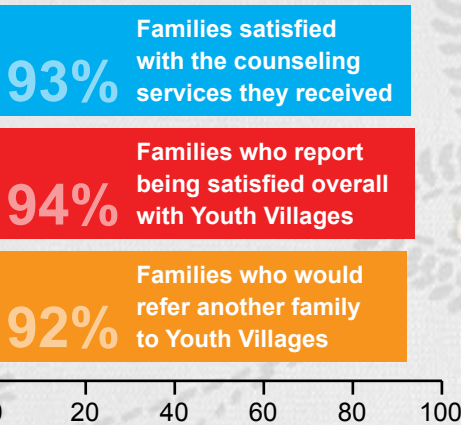
## State of Origin

Alabama	6.7%
Arkansas	2.1%
Florida	1.4%
Georgia	1.4%
Massachusetts	1.9%
Mississippi	9.4%
North Carolina	12.0%
Tennessee	58.9%
Texas	2.5%
Virginia	0.6%
Washington, D.C.	2.0%
Other	1.1%

## Success Rate



## Satisfaction



## Gender

Male	59.2%
Female	40.8%



## Age Distribution

8 and Younger	12.2%
9-11	10.0%
12-14	24.8%
15-17	40.2%
18 and Older	12.8%

## Youth Villages Financials

Consolidated Balance Sheet (In Thousands)

Assets	2009*	2008
Total Current Assets	\$89,780	\$80,576
Property and Equipment, Net	\$40,708	\$34,695
Other Assets	\$3,327	\$4,396
<b>Total Assets</b>	<b>\$133,815</b>	<b>\$119,667</b>

## Liabilities and Net Assets

Total Current Liabilities	\$11,071	\$10,411
Long-Term Debt	\$3,200	\$3,911
<b>Total Liabilities</b>	<b>\$14,271</b>	<b>\$14,322</b>

## Net Assets

Unrestricted	\$105,791	\$93,724
Temporarily Restricted	\$11,437	\$9,610
Permanently Restricted	\$2,316	\$2,011
<b>Total Net Assets</b>	<b>\$119,544</b>	<b>\$105,345</b>
<b>Total Liabilities and Net Assets</b>	<b>\$133,815</b>	<b>\$119,667</b>

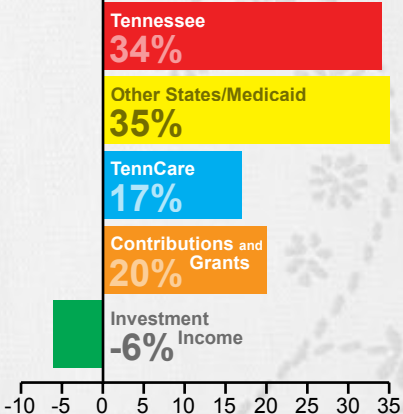
More than 3,000 individuals, corporations and foundations gave \$23,248,156 to help the children of Youth Villages this year. The annual revenue for Youth Villages in fiscal year 2009 was \$118,322,168. The charts included here indicate the sources of revenue and allocation of funds.



## Operating Expenses

Programs	85%
Administrative and General	13%
Fundraising	2%

## Revenue



\*The information reported above in 2009 is unaudited and reflects the fiscal year July 1, 2008–June 30, 2009. For complete audited financial statements, please contact the Youth Villages Development Department at 901-251-4807.

# 2009 Financials



**On the Cover**

Austin, 9  
Tennessee

**Writing and Design**

Youth Villages  
Communications Department

**Photography**

Sonja Luecke  
Youth Villages

Casey Lee  
Casey Lee Photography  
Texas

Troy Battle  
Brian Adams  
PhotoGraphics, Inc.  
Florida

Doug Van de Zande  
Van De Zande Photography,  
North Carolina

**Printing**  
Jaco-Bryant Printers

*Sheena, 14  
Tennessee*

**Youth Villages Board of Directors**

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Patrick W. Lawler (Chief Executive Officer)	Jimmy Lackie
Jim Parrish (Vice Chairman)	Kenneth May
Todd Watson (Secretary)	Mark Medford
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Jim Barton, Jr.	Ray Pohlman
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Lewis Holland, Sr.	Matthew Tarkenton
John Hutchins	David Tyler
Joanna Jacobson	Betsy Walkup
Mamie Jones	George White
Reverend Robert Earl Jones	

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Betsy Walkup (Co-Chair)	Chris Kimler
Karen Baker	Elena Perez
Judy Caplan	Peter Powell
George Cate, Jr.	Lisa Small
Mary Cooper	Pat Wallace
Vaughan DePillo	Jeremy Werthan
Mary Grochau	Vicki Willett
Jeff Harman	

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William Foster	Melinda Marble
Deborah Fung	Robert M. Nephew
Robert P. Gittens	Marylou Sudders
Paul S. Grogan	Greg Torres
Margaret Hall	Mark E. Robinson
Joanna Jacobson	

*Advisory Councils | Board of Directors*





Youth Villages helps children and families live successfully.

**Our Values**

Kids' needs come first ... Always.

We believe children are raised best by their families.

We provide a safe place.

We strive to achieve positive, lasting results.

We are committed to our staff.

We are each responsible for providing the highest level of service to our customers.

We constantly improve our performance to achieve excellence.

We create new programs to meet the needs of children, families and the community.

We do what we say we do.

To find out more about Youth Villages and how we help children and families in your state, visit [www.YouthVillages.org](http://www.YouthVillages.org).

Youth Villages | 3320 Brother Blvd. | Memphis, TN 38133 | 901-251-5000