



YOUTH OPPORTUNITY CENTER
ANNUAL REPORT

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2015

Vision Statement

If we can help save a child, then why couldn't that child save the family, the neighborhood, the community, the world?

Mission Statement

We help catch children who have fallen...fallen on hard times, fallen between the cracks, fallen from grace.

We pick them up. We stand up for them. We teach them to stand on their own. Then we watch them give back to their families, their neighborhoods, their communities, their world.



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“A past and a future.” Every person and organization has them! Reflecting upon the last year at the Youth Opportunity Center, **our past** brings to mind many positive accomplishments and developments that point to continued success in treating the needs of the young people in our care.

Our numerous licensing and audit reviews remain stellar! They insure that all aspects of our daily service execution, our clinical standards and our administrative support performance meet best practice guidelines for the kids and families that we serve.

Our future plans call for increased and specialized services targeted at more acute child needs. This goal calls for an updated facilities environment with population-specific furnishings and equipment to ensure an on-going safe and effective treatment campus.

Other priorities include ever advanced training and qualifications for our front-line staff who are the true heroes of our work. These are all part of the YOC’s plans for continuing effectiveness in transforming young lives into **the future**.

But what about the more personal story of each of our **kids’ pasts and futures**. Even as we review the past year performance and plans for the YOC’s future with you, our focus remains on them.

Each unique young person of the over 1,000 kids we serve each year has a story...has a name...and yes...**has a past and has a potential filled future**.

Their pasts...are increasingly filled with life-altering trauma. The vast majority of these kids are very real victims of or observers to the most difficult circumstances and experiences life has to offer.

This reality shapes a service perspective at the YOC labeled Relational Based-Trauma Informed Care. This treatment modality influences all aspects of how our Clinical Team and Treatment Specialists reach and transform kids.

Think about if extreme violence, abuse, sexual perversion, substance abuse or extreme neglect shaped your own development and your view of who you are and the world around you when you were young. Would your story and **future** have been different?

To understand our kids and our work with them you must consider the potentially devastating effects of our **kids’ past** on their current reality and perspectives. By processing, coping with and better understanding **their past**, with the YOC’s help, our kids and families begin shaping and learning **a new and hopeful future**.

Our values and culture at the YOC cause us to be passionate about these kids and **their futures**. They deserve an opportunity to overcome the challenges with which they are connected.

Thanks to you.... our many friends and partners for all your support in helping the YOC transform these very formidable challenges of **a child’s past** into **potential-filled futures**.

As one of our Board of Directors often reminds me...it is and will forever be...**for the future of the kids!!**

Rick Rowray, CEO



"I believe that every single child has the potential for greatness."

WHAT IT TAKES TO BRIDGE THE EDUCATION GAP

LINDSAY PRICE

What does it take to improve a nine-year-old girl's delayed reading level from 2nd to 3rd grade in 21 days? Or engage a former substance user in history lessons? Or get a boy refusing school so interested he wants to go more than required?

Ask Lindsay Price, Lead Educational Assistant (EA) for the YOC. She heads a team of five super-tutors who apply their skills across campus to assist kids who are disengaged, refusing school and/or need individualized attention to increase their skills and build self-confidence.

"We teach them that learning is everywhere," Lindsay said. "Education is a part of daily life."

Lindsay's passion for education comes from a family of educators. Her father was a principal. Her mother was a preschool teacher.

A few years ago, as Cottage 6 Manager, Lindsay began to honor a Student of the Week and Student of the Month. One of her girls brought in an A paper and she put it up on the refrigerator like her parents used to do. It became a powerful motivator.

"A papers covered our entire wall because we ran out of room on the fridge!" Lindsay said. "The kids realized their own potential. They didn't need us to hold their hand anymore."

In spring 2015, Lindsay moved to Boston to work for Americorps in a school-based community outreach program. She thought she was pursuing her future. At one of her training sessions, someone asked her why she wasn't helping kids in Indiana.

"It was a good point," Lindsay said. "I knew then my calling was back at the YOC."

Today Lindsay empowers her team of Educational Assistants to use innovative methods to bridge the education gap created when kids leave their home schools to receive treatment at the YOC. They often lose heart, become disengaged and refuse schooling.

One 9-year-old girl was reading over a grade level behind until an Educational Assistant began reading her fun stories like *Junie B. Jones* to speed up her comprehension. Twenty-one days later she had risen from a 2nd to a 3rd-grade reading level.

A 15-year-old boy only came out of his depression when his Educational Assistant connected what the boy knew, drugs, with Al Capone to engage him in a lesson about Prohibition. Now he consistently attends school.

A boy in the TEAM program had no interest in math until his Educational Assistant offered to play Monopoly with him if he went to at least one lesson per day. Now he attends all of the sessions he can.

These stories account for part of the success that has stimulated kids to attend school on a regular basis. The other part is the example Lindsay sets for her Educational Assistants.

"These kids have the ability to overcome significant life obstacles that have been thrown at them. They are resilient," Lindsay said. "I believe that every single child has the potential for greatness."



ONE SIZE FITS NONE: INTRODUCING TEAM & STARS

"Whatever their circumstance, this is perhaps their last opportunity to learn a different way."

Change is inevitable on the Youth Opportunity Center campus. The need for more specialized clinical services and intensive behavioral interventions has resulted in the YOC modifying three residential programs to more effectively meet the needs of our clients and placing agents.

Director of Psychological Services Robyn N. Eubank, HSPP stated, "YOC children have experienced significant traumatic life experiences. Our treatment programs have been enhanced by increasing the individualized services needed for youth with developmental and intellectual disabilities and children with significant psychological impairments. Our treatment approach is unique to each child we serve."

The youth the YOC serves today face more severe challenges. The youth have much more complex psychological issues, significantly increased behavioral problems, poor academic achievement, and are more likely to be on the autism spectrum than ever before. The situations of the youth are increasingly complex and their needs are more extensive.

As a result of increased need and requests from placing agents, the YOC made a strategic decision to move forward with two new targeted therapeutic residential programs.



TEAM PROGRAM

The YOC recently launched the TEAM (Teaching and Empowering Adolescent Males) program. It serves adolescent males with significant criminal and behavioral issues.

“People don’t like to talk about these criminalized kids,” stated CEO Rick Rowray. “The question for society is at what point can they no longer be rehabilitated? If we just put them into correctional environments, we know what the answer is going to be. Their lifetime trajectory is incarceration.”

Specially trained treatment staff focus on the key treatment philosophy which includes the importance of respecting authority, building healthy relationships, managing anger, exercising self-control, accepting personal responsibility, making positive choices, learning to effectively resolve conflicts, improving academic performance, and developing enhanced moral reasoning.

Rowray added, “We’re trying to reach the kids where they are, acknowledge that their behavior is based to some degree on their family history, traumatic life experiences and their environmental circumstances. Whatever their circumstance, this is perhaps their last opportunity to learn a different way.”

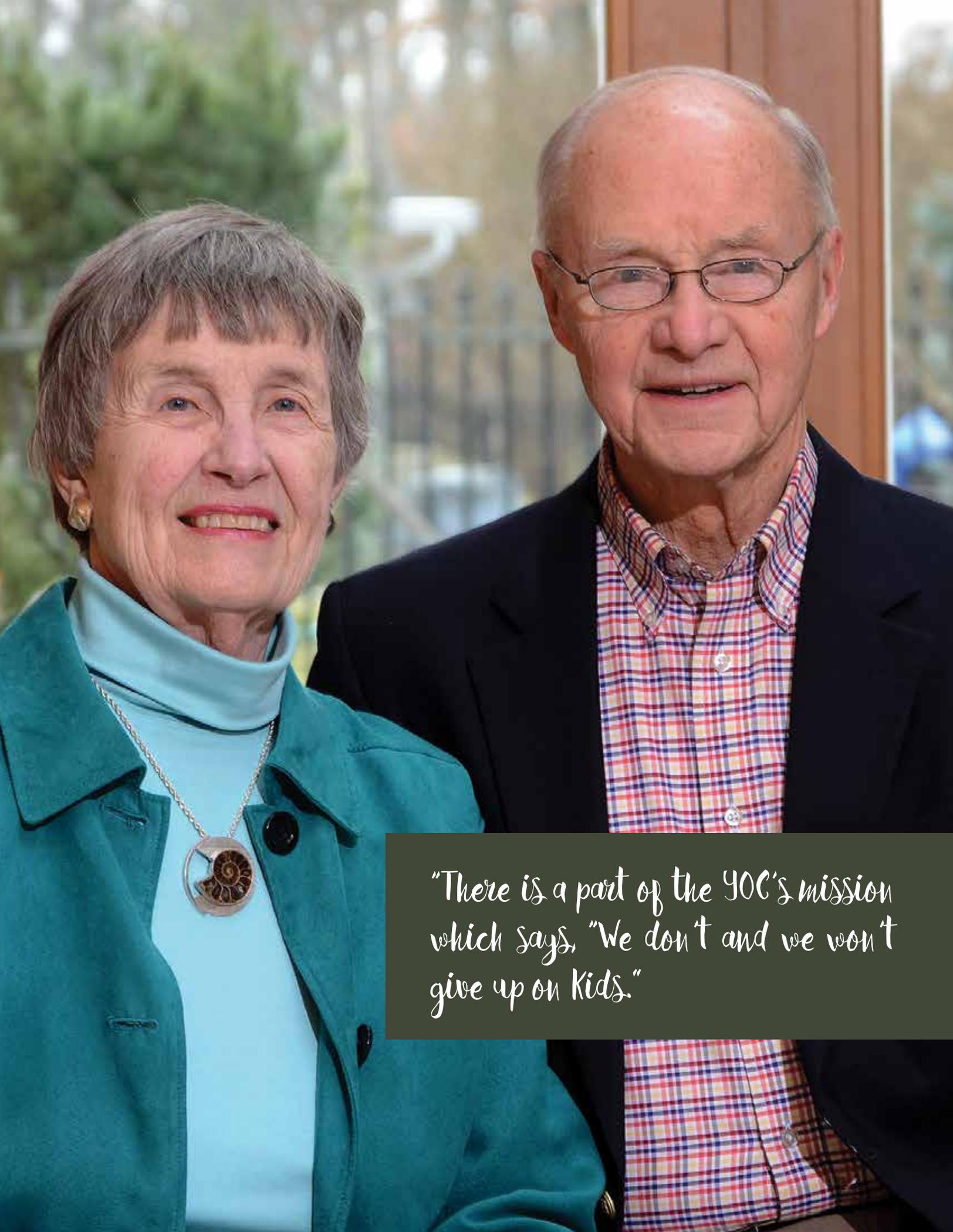
STARS PROGRAM

The YOC recently opened the STARS (Skills Training for Adolescents in Residential Services) program devoted to helping adolescents who have developmental and intellectual disabilities, including autism spectrum disorders.

To effectively implement this newly designed program, one of the nine YOC cottages has been adapted to a sensory-friendly environment. A calming room was added, where kids can find solitude. Sensory stations, where they can touch various textures hanging on the wall were also added. “These are important considerations for kids on the autism spectrum who often suffer from sensory overload,” says Dr. Eubank.

The treatment needs within the STARS program are unique and intensive. This highly structured program addresses the physical, emotional, social, vocational, cognitive and sensory-motor development needs of youth. The program’s youth will practice socialization and daily living skills, including hygiene. A major goal will be to help them lower their own anxiety so they can be more self-controlled.

“The children we serve today are much different than when we were founded in 1992,” Rowray said. “The complexity of the child and the intricate and heightened needs require highly specialized care. We are adapting our programs to meet the needs of the children we serve and provide the resources needed that will improve outcomes for our youth.”



"There is a part of the YOC's mission which says, "We don't and we won't give up on kids."

THE SECRET TO THE YOC'S SUCCESS

STEVE & JOAN ANDERSON

The secret to the YOC's success is not just good programming and good people. According to Steve and Joan Anderson, there is more at the root of what makes the YOC a strong organization. The Andersons have been longtime supporters of the YOC and have witnessed the fruits of their investment over the years as Judge Caldemeyer's ambitious vision — to transform the modest Delaware County Children's Home into a 75-acre campus with ten cottages — became a reality. Three dimensions of the YOC today impress them: a culture of deep commitment to the cause, staff and board passion and consistent dedication to exceeding professional training standards.

“There is a part of the YOC's mission which says, ‘We don't and we won't give up on kids,’” Steve said. As an example, he points to the YOC's expulsion school, a product of the Community Alliance to Promote Education (CAPE) initiative which he originally chaired. Staffers go above and beyond to nurture kids who are suspended or expelled from Muncie Community Schools, helping them return to MCS and prevent behaviors that could result in placement in a YOC cottage. **“I always noticed exceptional patience on the part of staff and teachers coupled with a firm hand of discipline,” he observed. “The program made a difference in the lives of these children who otherwise would have dropped out of school.”**

Steve and Joan view their investment in the YOC through their lenses of experience. As Chairman Emeritus of First Merchants Corporation, Steve is impressed by the quality of management at the YOC, **which he says is “really important in our philanthropic program.”**

Joan is impressed by the quality of the Boards of the YOC and of its Foundation. As a former consultant for Girl Scouts of America, she specialized in board governance and the relations between board and staff. **“Like others, I hope to see effective governance characterize groups we contribute to,” she says. “At the YOC one can see the enthusiasm that all the board members have as well as board avoidance of micromanaging.”** Governance, the Andersons believe, has always been the key to the YOC's success. **“If you don't have strong governance, you don't get strong management...without which you don't get strong programs and strong results,” Steve said.**

He believes that in 25 years the YOC has demonstrated to the community that “big dreams can have big results,” from making citizens of “kids people may have given up on,” to the economic impact of creating 400 jobs and empowering kids to become employed.

Steve and Joan recognize that to ensure another 25 years of impact, good stewardship must go hand in hand with a strong staff, effective programming, and good leadership. **“Not simply taking care of today's resources, but planning resources to sustain the institution long term marks the highest standard of stewardship. The YOC has been engaged in careful, long-range thinking about the financial sustainability of its programs. That's good stewardship,” he said.**

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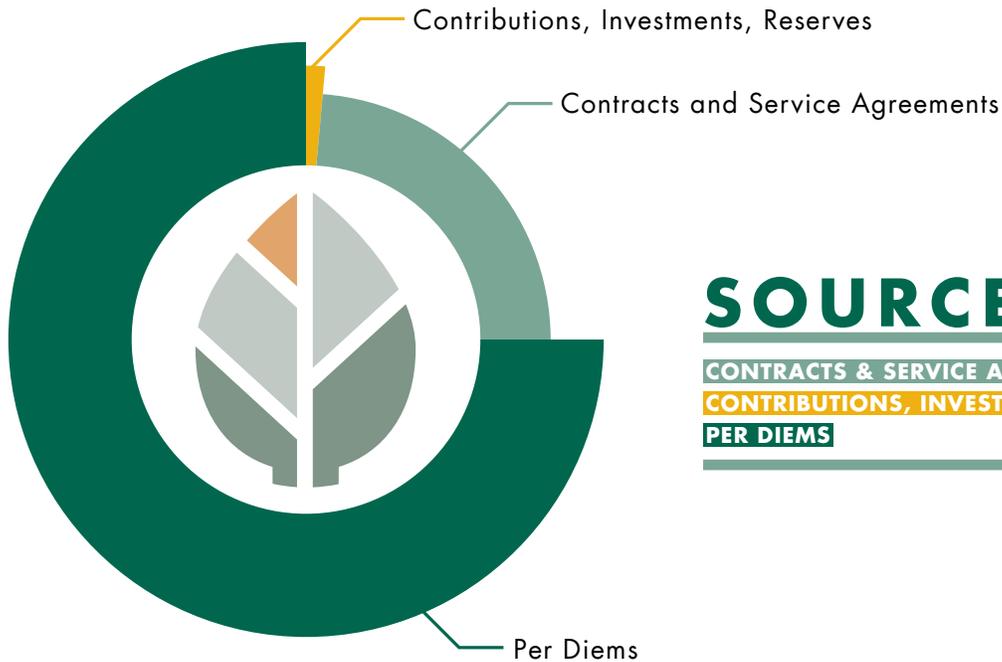
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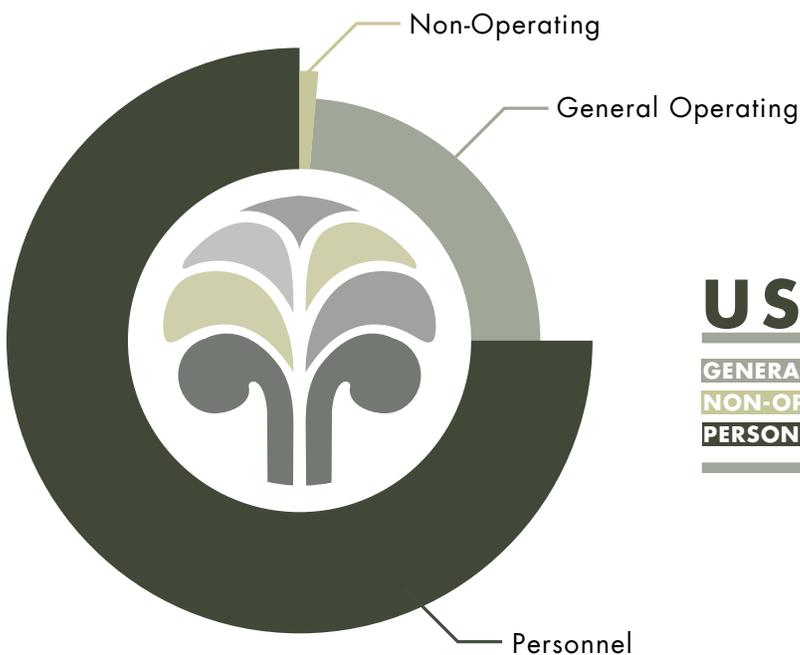
FINANCIALS

COMBINED FINANCIALS OF THE YOC & YOC FOUNDATION



SOURCES

CONTRACTS & SERVICE AGREEMENTS	\$3,470,002
CONTRIBUTIONS, INVESTMENTS, RESERVES	\$353,676
PER DIEMS	\$11,844,449
Total	\$15,668,127



USES

GENERAL OPERATING	\$3,695,713
NON-OPERATING	\$238,988
PERSONNEL	\$11,802,476
Total	\$15,737,177



YOUTH OPPORTUNITY CENTER FOUNDATION

The Youth Opportunity Center Foundation exists to support the mission and priorities of the Youth Opportunity Center (YOC). The YOC serves and provides hope to Indiana's youth who are most in need of outpatient and residential behavioral health services resulting from abuse, neglect and abandonment.

Through a focused, strategic approach to community engagement and fundraising activities, the YOC Foundation develops partnerships with individuals, corporations, employees and foundations to garner fiscal support in funding the "margin of excellence" and evidence-based treatment services of the YOC.

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