



**YOUTH OPPORTUNITY CENTER
2016 ANNUAL REPORT**

Vision

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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It all comes down to a key question: do these type of kids deserve a chance? Do they deserve a significant investment in order to help re-direct their future and unlock their potential?

Often times all that is seen is the surface of very troubled kids in the midst of already challenging adolescent years. We know what it looks like when it gets severe. It is angry, defiant, and ugly. There is drama in the home, failure at school and brushes with the law.

Intermixed and often seemingly less affecting the rest of "us" are influences of drug use, physical abuse, general neglect and very significant family instability. These factors and worse predictably shape the future of young lives just beginning to try to make sense of their world. Ongoing public assistance, potential incarceration, and hopelessness are at stake.

Do you ever wonder, as I do, how you would have turned out if born into these life circumstances? When I try to imagine my feelings and reactions, my story would probably have not been pretty. Depression, self-harming, school failure, anger and defiance are not surprising results of kids from these very real life scripts.

The legal system, rightfully respectful of personal liberties, typically requires that kids and families' situations must continually escalate into more intense scenarios. So at the YOC, we are in reality the last safety net of potential transformation and a final option to "catch children and families from falling through the cracks." We have a challenging task, yet one filled with hope and daily examples of growth and change.

This year the YOC will be celebrating 25 years of providing this valuable work for kids. For 25 years the stories of kids and families making strides of significant growth are numerous, real, and heartwarming.

So, the answer to the key question....are these kids worth the investment?.... is a resounding YES!

As you review the information and stories in this report, please keep these kids in mind and know that we are appreciative of your support of our mission.



Rick Rowray, CEO

Change Offers Opportunities



From climate to politics, change is a word we hear a lot about lately. Although the connotation of change can be negative, change at the YOC has been about transforming the lives of at-risk youth. As we celebrate 25 years of serving kids, we're proud to be a nationally recognized behavioral health treatment center.

Scouring through archived photos, newspaper clippings and county records dating back to the 19th century, there's an overall thematic consistency: This community has been invested in kids and families for over a century.

In 1989, now-retired Circuit Court Judge Steven Caldemeyer's observation of the at-risk youth in his courtroom led him to realize that the system wasn't serving our kids as best it could. He began to envision combining all of the services these children needed into one location. It was this progressive vision that led to the YOC becoming a reality. In June 1992, the YOC accepted its first residents in the two residential cottages built that year. Today, the YOC's integrated services approach serves as the model of innovation for youth service organizations across the country.

When the Delaware County Children's Home was closed and the Youth Opportunity Center was established as a private not-for-profit agency change was inevitable. As the need for services expanded, so too would the YOC's campus. In the mid-90's the YOC campus expanded to include ten residential cottages, a juvenile detention center, a secure treatment center, and a central services building which is home to classrooms, main kitchen, gymnasium, counseling space and administrative offices. These expansions were necessary to support the hundreds of kids living on campus.

As the YOC expanded its treatment programs, it also focused on implementing information technology across campus, employee training and development, and specialized clinical services for kids and their families. These core priorities remain in place today.

In the early 2000s, the YOC continued to strive for excellence, and became an accredited treatment program by the Council on Accreditation. Becoming an accredited agency emphasized the organization's priority to provide the highest quality treatment services for children. The YOC takes great pride in this distinction and its ability to exceed national standards of excellence within our industry.

Marilyn Scales



It has been my pleasure to work with the Youth Opportunity Center in the capacity as a Department of Child Services Regional Manager (retired) and

more recently as a board member for the last nine years. The YOC has grown into one of the top facilities in the State and I am very proud of their work with families and children who face significant challenges. The YOC has impressive staff who are committed to the mission and provide the best possible care for children. Their dedication distinguishes the YOC not only in Delaware County but all over the State.



Today societal changes have altered the complexity of the children we see. Family dynamics have changed, as has the severity of the mental health issues we see. These increasingly intricate and heightened needs require highly specialized care, programs and staff. We are fortunate to have committed team members dedicated to providing the highest quality services to children and their families.

"It is important to understand that the presenting problems of our youth today are very different than they were 10 years ago. We are committed to adapting our services to fit the ever-changing needs of the kids placed in our care. Our response has been to open new programs, change existing programs, and add several new support services to ensure our kids receive the quality care they need and deserve," stated Ashley Williams, Director of Program Services.

As we celebrate 25 years of serving kids it is important to remember our humble beginnings, celebrate our accomplishments, and plan for the next generation of children and families. "Being resilient, steady and mission consistent has served us well over the years," said Lynn Doppler, 25-year employee and Chief Operations Officer.

"We've always been committed to transforming kids and families, and that's something that will never change."

Steven D. Murphy

My involvement with the Youth Opportunity Center began before the YOC existed, and not surprisingly, started with a call from Judge Steven Caldemeyer. I was the first Board President, and have been the YOC's general counsel for twenty-five years. We have faced many interesting challenges along the way. I am proud to say that from the beginning, the focus of the organization has always been on what is best for the kids it serves. If I am remembered for anything, I hope it is for my association with the YOC.



The Road Ahead

As we reflect upon the last 25 years of serving kids and families, we see that we've always been committed to adapting and changing in innovative ways to meet the needs of the youth that we serve. And although it's important to know one's history, it's just as important to plan for the road ahead.

To ensure the continued relevance, sustainability, and growth of the YOC, the staff and board of directors engaged in the rigorous process of building a new multi-year strategic plan.

In phase one, we developed a comprehensive situational analysis that looks at where we stand today as an organization and through this process, we evaluated the nature of our current industry and marketplace. We even challenged ourselves to find the true purpose of the planning process itself. Through input from staff, stakeholders and our board, we ultimately identified several initial planning goals.

We started by recognizing the importance of establishing goals that are measurable and based on actionable data and experience. This is necessary to track progress and ensure forward movement. By implementing strategies to reach our goals, we are rallying our entire team toward a common direction, while learning more about our organization and ourselves through the process.

The YOC relies on the generosity and support of our external stakeholders. In an effort to demonstrate good stewardship and intentionality with the resources we receive, we will consistently focus on prioritizing our activities and resource allocation toward the most impactful initiatives.

Recognizing that the landscape of our industry is continually changing, it is crucial for our team to establish and maintain a strategic mindset so that we can be nimble in our decision-making and planning to keep pace with the changes.

And finally, as with any group project, communication is a crucial to its success. Therefore, senior management of the YOC has committed to being available and receptive to suggestions and concerns from both internal and external stakeholders throughout this process.



We are using the outcomes of this plan to guide our activities and decision making as we seek to serve kids and families, connect with current and future clients, engage our communities and create meaningful outcomes. In the end, we identified activities in four distinct focus areas under which all of our goals and strategies were organized:

Serving our Kids and Families

The Youth Opportunity Center recognizes that our service to children in our care is the reason we exist. We are committed to the continuous quality improvement of all current and future programs based on three key factors: positive impact on kids and families, demand from the marketplace, and financial sustainability. Keeping these elements in mind we will ensure the organization is in a position to deliver the highest level of care.

Building our Team

It will be a key part of our culture to ensure that every member of the Youth Opportunity Center team will passionately and selflessly work to create a culture that is known for caring and competency so that the YOC is known throughout our community and industry as a preferred place of employment. We will recruit and retain the very best staff members to work with our kids and families, invest in each person on our team through training and professional development, celebrate performance that reflects our vision and values, and reward our staff appropriately.

Sharing our Story

Consistent with our role as a leader in our industry and community, the YOC will proudly share our story of impact on the lives of kids and families in innovative and strategic ways. To encourage more child placements, stronger staff recruitment, more contributions and better good will, we will communicate, educate and engage our many stakeholders including families, placing agents, donors, staff members, and community.

Leveraging our Resources

The Youth Opportunity Center recognizes the importance of financial vitality to the ultimate realization of our vision. Sustainability and long-term impact will be possible only when we identify, monitor, cultivate and steward a variety of resources. Our pledge is to keep in mind that resources are simply a means to the end and not the end in and of themselves.

As we look forward to the road ahead with passion and purpose, the Youth Opportunity Center will continue to provide brighter futures for children and families for many years to come.

**A summary of our strategic plan can be found through a link on the homepage of our website.*



Join us for Dinner to Celebrate 25 Years of Serving Kids!

The YOC would like to invite you to join us for dinner and to Celebrate 25 Years of Serving Kids on Thursday, June 8, 2017.

For more information, contact the YOC Foundation at 765-289-5437 ext. 3332 or yocinc.org/25th

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 Jerry and Nan Rushton
 Charles K. Russell
 Dr. Janay B. Sander
 Dr. Gary and Ann Santoni
 Dr. Ravi and Anurita Sarin
 James and Gretchen Schneider
 Kandis M. Schroeder
 Candice M. Seals
 Eli M. Shaw
 Jenna Shelton
 Patrick Sherman
 Steve and Shelly Shideler
 Dr. Donald S. Shondell
 Anna G. Shreves
 William O. Shroyer
 In Memory of Shirley A. Shroyer
 Cody A. Simons
 Shelby N. Simonsen
 Nikolaus S. Sloan
 Dr. Hannah Slowik
 Scott and Tara Smalstig
 Alexandria Smart
 Carl R. Smith
 Denise L. Smith
 Jeremy R. Smith
 Steve and Barbara Smith
 Vincent and Ashley Snider
 Genet C. Soule
 Anne T. Soultz
 James K. Spurgeon
 Travis P. Staab
 Dr. Frederick and Fresia Steiner
 Margie A. Steinke
 In Honor of Polly Quirk Craig
 Britany J. Stevens
 Drs. James and Gail Stewart
 Tamara S. Stewart
 James and Alana Stiener
 Adam L. Stout
 Damon Stovall
 Bennita D. Strong
 Summers, Carroll, Whisler LLC
 Dwight and Sharon Sumner
 Caleb R. Tackett
 Danell A. Taylor
 Nathan O. Taylor
 John and Huicong Teshima
 Lucas Tetrault
 Jerry W. and Jody Thomas
 Jodi Thomas
 LaVerne S. Thomas
 Safire T. Thomas
 Crystal H. Thompson
 Robert H. Thompson
 Ronald and Barbara Thompson

Titan Electric Co., LLC
 TK Constructors
 Joanna A. Todd
 L. Michael and Ruth Ann Tolle
 Dr. Joseph and Carol Trimmer
 Luann Trosper
 Dr. Brad and Judy Truax
 Jeanne Tuck
 In Honor of The Honorable
 Steven and Carole Caldemeyer
 Rebecca D. Tuck
 Douglas J. Turner
 Karla R. Twilley
 Tyler Wealth Managaement
 Erina D. Tyree
 Pete and Peg Ulzynski
 In Memory of Dr. Howard Searight
 Teresa Underhill
 Richard S. Usdowski
 Candyce Ussery
 Zachary E. Valdez
 Michael A. Van Cleave
 Evangelean Vance
 Dr. C. Warren and
 Joy VanderHill
 Drs. John and Carolyn Vann
 John D. Vellenga
 Vera Mae's, Ltd.
 Lacey C. Vincent
 Vogue Cleaners
 Tyler L. Wagner
 Therese Wahlstrom
 Satomi Wakabayashi
 Dr. Scott and Pam Walker
 Justin and Rachael Wallen
 Diane Warren
 Phil and Becky Watson
 Phillip and Debby Webber
 Taiwana N. Webster
 Casey R. Weigle
 Kent and Deb Weigle
 In Memory of Cindy Morton
 Meagan Weigle
 David and Wanda Weiland
 John West
 Drs. Donald and Sue Whitaker
 In Honor of Laura and David
 Crampton and Sandra Kelly
 Douglas and Kathy White
 In Memory of Ralph Dennis
 Michael A. White
 Dr. Thomas and Juliet Whiteman
 Lari Whitesel
 James and Ashley Williams
 Jamia L. Williams
 Jill E. Williams
 Jonathan W. Williams
 Rashad A. Williams

Sonya E. Willis
 Tyler M. Willis
 Gabriel J. Wilmes
 Cody R. Wilson
 Dorothea Anne Wilson
 Emily Wilson
 Katy L. Wilson
 Brenda J. Wilson-Graham
 James W. and
 Pam Wingate, Jr.
 Doris Wise
 In Memory of Michael Wise
 Woodway Internal Medicine
 Sarah J. Wuest
 Dr. John and Susan Wulff
 In Memory of Dr. Howard Searight
 Kristin M. Wuthrich
 Christine M. Wyman
 Riley J. Young
 Justin Zacharias
 Sarah Zarate
 Nancy L. Zech
 Jennifer Zelhart
 Stephen and Nancy Zirkle
 Ken Zvokel
 Kendi M. Zvokel

Gifts in Kind

A Pots and Pans Production,
 Thr3e Wise Men - Muncie
 Academy of Model Aeronautics
 Foundation
 Amazing Joe's Grill
 Ashcraft Jewelers
 Heather Ault
 Bailey's Muncie Dry Cleaners
 Ball State Federal Credit Union
 Ball State University Athletics
 Ball State University
 Cardinal Varsity Club
 Ball State University
 Student Action Team
 Baskin Robbins
 Berry Winkle Frozen Yogurt
 Best Way of Indiana, Inc.
 Monica J. Bilbrey
 Cardinal Greenways
 Casa del Sol
 Chi Alpha Christian Fellowship
 at Ball State University
 The Children's Museum
 of Indianapolis
 Coca Cola Bottling Plant
 of Anderson
 Eric J. Collins
 Christina Cooper

Country Friends
 Home Economics Club
 Country Shack
 Polly Craig
 Culver's Muncie
 Jill Cunningham
 Dairy Queens of Muncie
 Vadis and Doris Davis
 Delaware County Extension -
 Domestic Engineers
 Delaware County Extension
 Homemakers
 John Dragoo
 Kathryn Drumm
 Eagles Lodge #231
 Bernissa Elliott
 Michael and Debbie Emmons
 Estep & Co., Inc. dba Subway
 First Merchants Bank, N.A.,
 Muncie/East Region
 Grace Evangelical
 Lutheran Church, Muncie
 Hearts & Hands United
 Delaware County
 Hiatt Printing
 Horning Roofing &
 Sheet Metal Co., LLC
 Dr. Alyssa A. and Ryan Hunter
 Indiana Michigan Power Company
 Indiana National Guard Armory,
 Lebanon
 Indianapolis Colts
 Indianapolis Indians
 International Justice Mission -
 Ball State University Chapter
 K.J. Brown and Co.
 of Raymond James
 Kappa Kappa Sigma -
 Muncie Chapter
 Jaime O. Lemna, PC
 Lowery's Candies
 Shaine O. Lund
 Main Street Apparel
 Dr. Katrina S. Mallory
 Mancino's Pizza & Grinders
 Mr. and Mrs. Kevin Mandrell
 Marsh Supermarkets Store #75
 Marsh Supermarkets Store #328
 Marsh Supermarkets Store #329
 McDonald's Store - Yorktown
 MCL Restaurant & Bakery,
 Muncie Mall
 Meineke Car Care Center
 Tony Mekelburg
 Josie Miller
 Minnetrista Gathering Place
 Moe's Southwest Grill

Muncie Children's Museum, Inc.
 Muncie Civic Theatre
 Muncie Downtown
 Development Partnership
 Murray's Jewelers
 New Corner Brewing Co.
 Normandy Flower Shop, Inc.
 Outback Steakhouse
 Outfitter
 Pacers Sports & Entertainment
 PAWS, Inc.
 Pleasant View Elementary
 Preferred Vending
 Pridemark Construction
 PrimeTrust Financial Federal
 Credit Union
 Suzanne R. Reedy, DDS
 Restored, Indianapolis
 The Revolution, Inc.
 Denesha N. Rivers
 Wilda Slaven
 Starbucks, Tillotson Ave. Store,
 Muncie
 Sharon Stephen
 Super Nail
 Erin Tahvonen and Michael Cox
 Terhune's Inc., McDonald's
 Toyota/Scion of Muncie
 Doni J. Troxell
 Steve and Tammy Varner
 Victory Honda of Muncie
 Village Bells Home Extension Club
 Vogue Cleaners
 Walmart Supercenter #3747
 Allison D. Werling
 Leland C. Wilhoite, DDS
 Woodway Internal Medicine
 Woof Boom Radio
 Yorktown Community Library
 Yorktown Family Dentistry
 Yorktown Middle School PTO
 Dr. Sheila and James Zimmerman



FINANCIALS

COMBINED FINANCIALS OF THE YOC & YOC FOUNDATION
(For Time Period July 1, 2015 - June 30, 2016)

Contracts & Service Agreements

Contributions & Investments

SOURCES

CONTRACTS & SERVICE AGREEMENTS	\$3,820,776
CONTRIBUTIONS & INVESTMENTS	\$1,833,768
PER DIEMS	\$14,271,567
	\$19,926,111

Per Diems

Reserves

General Operating

Non-Operating

USES

GENERAL OPERATING	\$4,215,994
NON-OPERATING	\$205,124
PERSONNEL	\$14,354,389
RESERVES	\$1,150,604
	\$19,926,111

Personnel



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.

yocfoundation.org

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Chief Financial Officer

Ms. Genet Soule

Development Coordinator



YOUTH OPPORTUNITY CENTER

YOCINC.ORG

**3700 W. KILGORE AVENUE
MUNCIE, IN 47304**