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2020  
ANNUAL  
REPORT





# Resilience.

Have you ever stopped to really think about the meaning of this word? We toss it around a lot as a compliment to someone's character. But, have you ever considered what is required to produce resilience? "The capacity to recover quickly from difficulties; toughness." We focus on the first part – the capacity to recover quickly, as well we should. That's the beauty of resilience. But to become tough, to recover quickly, first requires experiencing difficulties, challenges – then you overcome.

At the YOC, we can learn a lot about resilience by observing the kids and families we serve. The experiences and challenges they have persevered to overcome are often unlike anything you could imagine. The capacity with which they rise to a life of more than they ever dreamed of is inspiring to watch. Like the enigmatic geode – beneath the tough exteriors these kids have formed through years of trauma – inside each one of them lies a beautiful resilience capable of driving them upward and onward. In this Annual Report, we focus on resilience, sharing stories of kids who have demonstrated mental and emotional toughness and positivity to achieve great things.

But we're focusing on resilience in this year's Annual Report, not just because of the toughness and perseverance of the kids we serve. This year, more than ever, resilience can be used to describe our organization, our staff, and our leadership. 2020 brought an onslaught of challenges we as an organization could never have seen coming. Adapting to both a changing industry landscape and a global pandemic required both tenacity and resilience from our leadership and staff (and kids!).

I hope you'll find the stories in this Annual Report as inspiring and encouraging as I have. Witnessing the toughness and positivity with which the YOC and our residents have responded to drastically different times has been nothing short of amazing. As always, we thank you for your continued support of our mission. Now, more than ever, your selflessness has shaped and supported our resilience.



Rick Rowray, CEO



# Opal's Story of Resilience

**"The adversity that I've experienced  
has made me more resilient and  
I'm ready to tackle any hurdles life  
will throw my way."**

**– Opal**

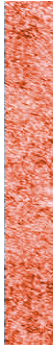
# Adolescence is hard for a lot of kids.

Even those who have a stable, loving home experience heartbreak, rejection, and challenges of all kinds. But many of the youth who come to the YOC don't have positive home environments, and are faced with challenges that kids should never have to experience. In the midst of it all, these kids have learned how to be strong and how to keep moving forward despite their difficulties. This story is just one of the hundreds of stories of resilience that can be found within the walls of the YOC.

Meet Opal\*. She has been in residential placement for four years, one of which has been at the YOC. Growing up, she witnessed a lot of family struggles including drug abuse, incarceration, poverty, gangs, death, and more. As a result, she was forced to fend for herself from a young age. Even now, she does not have a stable home to return to once she gets released from the YOC. But Opal is strong. She is resilient. She is not letting that stop her.

Despite everything she has seen and experienced, Opal is dedicated to overcoming her past in order to accomplish her goals. The very embodiment of resilience, she has relentlessly pursued her education and graduated from high school a year early. Understanding the importance of her future decisions, Opal applied to and was accepted into college this summer, and even gained acceptance into two programs that will provide her with support while in college. She also received the YOC's Anna Ullom Scholarship, which provides educational funds for youth who have been in placement at the YOC.

As a first generation college student, Opal's goal is to become a social worker in order to help other kids overcome their challenges like she has.




**"Everything I've been through has inspired me to help kids that go through the same things I've gone through," she said. "I want to show kids that are like me to never give up, and to be who they dream to be."**

At the beginning of August 2020, Opal was notified that until a satisfactory discharge plan was in place, she would not be released from the YOC in time to attend in-person college classes. Initially, she was told this meant she would not be able to attend college at all this fall. Not to be deterred, Opal remained positive and was determined to attend college, despite these setbacks.

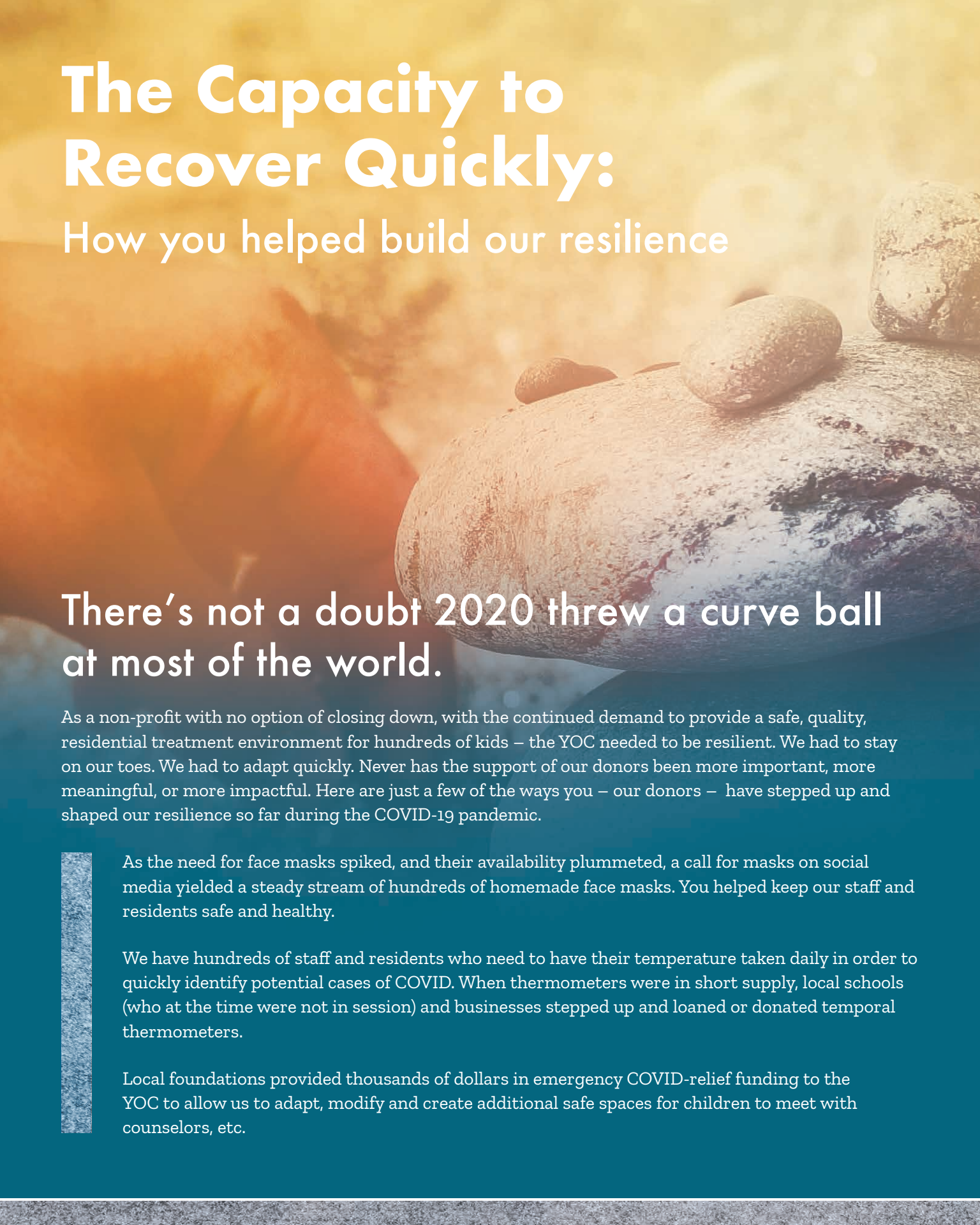
Through the support of the YOC program staff and independent living team, it was arranged for Opal to attend her classes virtually, just like many other students are doing. Her professors have been supportive and willing to work with her to adapt to and overcome these challenges. The YOC staff that have worked with Opal are all very proud of her resilient and hardworking behavior.

**Just like so many others who come through the doors of the YOC, Opal dug deep within herself to overcome every obstacle. Our staff are here to provide guidance and support, but often, they themselves end up learning just a little bit about resilience along the way.**



*\* name changed for protection*






# The Capacity to Recover Quickly:

How you helped build our resilience

## There's not a doubt 2020 threw a curve ball at most of the world.

As a non-profit with no option of closing down, with the continued demand to provide a safe, quality, residential treatment environment for hundreds of kids – the YOC needed to be resilient. We had to stay on our toes. We had to adapt quickly. Never has the support of our donors been more important, more meaningful, or more impactful. Here are just a few of the ways you – our donors – have stepped up and shaped our resilience so far during the COVID-19 pandemic.



As the need for face masks spiked, and their availability plummeted, a call for masks on social media yielded a steady stream of hundreds of homemade face masks. You helped keep our staff and residents safe and healthy.

We have hundreds of staff and residents who need to have their temperature taken daily in order to quickly identify potential cases of COVID. When thermometers were in short supply, local schools (who at the time were not in session) and businesses stepped up and loaned or donated temporal thermometers.

Local foundations provided thousands of dollars in emergency COVID-relief funding to the YOC to allow us to adapt, modify and create additional safe spaces for children to meet with counselors, etc.





Healthcare organizations offered scrubs and other PPE for our staff to use when dealing with symptomatic residents (note: as of printing, there have been no confirmed cases of COVID among YOC residents).

When our residents changed to e-learning to finish the school year, and activities were limited due to quarantine, you donated on social media, enabling us to create individualized activity kits for each resident.

Local businesses and individuals showed up to support our annual Golf Outing even when it was delayed by over three months due to COVID. Businesses like our presenting sponsor, Pridemark Construction, collectively ensured this annual event, upon which we rely, continued successfully without interruption.

**The list could go on and on, but one thing is clear. Our ability to respond, to adapt, to remain both tough and nimble during these uncertain times is largely due to the support of you – our donors, local grant makers and local businesses who have stepped up to the plate – even while remaining resilient in your own lives.**

For your support, your generosity, your selflessness and your unwavering dedication to our mission – we thank you.





# A Clinical Approach to Resilience

An interview with our Chief Clinical Officer,  
Dr. Gisselle McKell-Jeffers

Focusing on the resilience of our kids and our organization, we found ourselves wondering just how resilience might be viewed from a clinical perspective, and how that plays into resident treatment here. We sat down with YOC Chief Clinical Officer, Dr. Gisselle McKell-Jeffers to get her insights.

## **We all have an idea of what it means to be resilient, but what is the clinical definition of resilience?**

Resilience is defined as our ability or capacity to recover after we face significant stressors or adversity. These stressors can disrupt our normal physiological and emotional functioning, but resiliency factors which are also considered protective factors, help correct for this disruption, allowing us to return to normal functioning.

## **What sorts of disruptions or adversity are we talking about that resilience corrects for?**

According to research there are three main categories of factors that build resilience. They include individual factors, environmental factors and relational factors.

Individual factors can include your intellectual functioning, temperament and other strengths, while environmental factors can include the safety of your neighborhood, your school, the quality of instruction you receive at school, access to healthy nutrition, etc. Relational factors speak to the quality of the relationships in your life. Research has shown that youth who have at least one quality connection with an adult are more resilient.



## **Is resilience something we're all born with?**

We must keep in mind that from the time we are born, our experiences start shaping the connections in our brain. So, while we all are born with millions of neurons and the capacity for resilience, there are many individual differences in how we respond to adversity, stress and trauma. This is seen the most in twin studies in which twins respond differently to the same adversity, and may possess similar resiliency factors.

## **It sounds like resilience is something that can be developed and cultivated. How do you work with our residents to build their resilience?**

By understanding that there are individual, environmental and relational factors that influence resilience, we work on building each of these up in our residents.

We start by ensuring each of our residents know they are safe, and feel safe on our campus. Based on Maslow's hierarchy of needs, we know that you must feel safe in your environment before any of your other needs can be met, therefore this is emphasized by our staff.

Our residents also know that they will always be surrounded by caring and attentive staff. Many of our residents build strong relationships with their staff and counselors. This being the most influential resiliency factor means that we put particular emphasis on connecting with our residents. We want to rewrite their understanding of what kinds of relationships they can have with adults, knowing that adults can be supportive and beneficial to their growth and development.

## **Aside from the mental health aspect of residents' treatment, what other factors do you work with them on to build their resilience?**

Mental health treatment can address each aspect of resiliency: individual, environmental, and relational. But, it is important to note that some of factors are static and are therefore difficult to change based on the backgrounds and communities that our residents come from. For example, there are some neighborhoods that are unsafe due to violence or drug activity. Our work with our residents and their families then shifts to enhancing coping skills, decision making, academic support, recreational outlets, structure, supervision, and other protective factors to help our youth and their families while they are in these environments.

## **How have you seen your work in cultivating resilience positively impact residents at the YOC?**

Our goal with each resident that comes to the YOC is to enhance resiliency by increasing their protective factors. By utilizing programs like Response Ability Pathways (RAP) with our youth, we see improvement in individual factors in the areas of mastery and independence. Our residents are completing their High School Equivalency (HSE) exams, getting jobs, and getting into college. They are leaving the YOC more equipped with tools and skills to be successful. Through counseling, we are seeing healing and repair in relationships with caregivers allowing our residents to return to their homes and communities having stronger and more positive connections with their families. These stories are happening every day for our residents and we are encouraged every time another youth is discharged better prepared for the world and the stressors that may come because we have invested in building up their resiliency.





# Adapting to a Changing Industry Landscape

**Follow the path of the child welfare industry over the past 20 years and you'll see a pendulum-like sway between two schools of thought.**

One might be considered the aggressive school of thought – removing children from the home at the first hint of abuse or neglect. Critics of this school of thought worry children may be mistakenly removed from their home environment, inflicting undue trauma.


The alternative end of the pendulum would be the conservative school of thought – leaving children in the home if at all possible, arguing that home is the best environment for children. Critics of this school of thought argue that repeated exposure to abuse and neglect causes more trauma than removing a child from their home.

**Whatever school of thought you subscribe to, or whether – like most – you find yourself somewhere in the middle, the YOC must be adaptive, reactive and resilient when it comes to providing services for these kids.**

In the middle of a more aggressive swing, the YOC may end up with more kids to serve than capacity allows. In the midst of a more conservative swing, the population of kids served may be smaller and higher acuity. Leave kids in the home longer, and by the time they are removed, the scars are deeper.

In the midst of a more conservative swing, there is currently legislation in the works, set to go into effect in September of 2021, which will place greater emphasis on keeping kids in their homes. The Family First Prevention Services Act (FFPSA) is federal legislation designed to work toward keeping families together by providing the right services at the right time.





**"What we're really excited about is our ability to get involved in these families' journeys much, much sooner in their story."**

The YOC has demonstrated resilience over the years by consistently adapting to and reacting to these industry changes. Never has that been more true than it is now. In reaction to the changing landscape of the child welfare industry, and in preparation for the enactment of FFPSA, the YOC has done the following:

**Treatment Adaptations:** Adapted our residential treatment milieu and services to account for a higher acuity population.

**Planned Certifications:** Enhanced our residential services and structure to earn the designation of Qualified Residential Treatment Provider (Q RTP). Once FFPSA is enacted, children may only be placed in residential facilities that have this designation. (There will be additional restrictions to residential placements as well.)

**New Division:** Launched a new division, Family Beacon. This new brand is the umbrella under which all of our community-based services (day reporting, outpatient counseling, family preservation ) will fall. Calling out this separate division will give greater weight and emphasis to our commitment to providing quality community and home-based services.

**Home-Based Services:** Launched our first ever home-based program, Family Preservation. This program is designed to do exactly what FFPSA aims to accomplish. It will provide services to kids and families with a substantiated case of abuse or neglect, where DCS believes it is safe for the children to stay in the home. The goal is to provide families and children with the tools, skills and services they need to thrive, while remaining together in the home.

"Typically, with our residential services, kids would have to fail up into placement at the YOC," said Rick Rowray, YOC CEO. "By the time they came to us, kids and their families had been through multiple services and placements. What we're really excited about with Family Beacon, and specifically Family Preservation, is our ability to serve a broader client base, and get involved in these families' journeys much, much sooner in their story."

While many at the YOC who have put hundreds of hours into the planning and implementation of these adaptations may not necessarily have found these adjustments easy, it is surely the YOC's commitment to the kids and families we serve that has allowed us to remain so resilient amid an ever changing landscape.





YOUTH OPPORTUNITY CENTER  
FOUNDATION

# A Different Kind of Change





Over the years, the Youth Opportunity Center Foundation has been devoted to supporting the activities at the YOC through fundraising, awareness-generating events, community education and more. As the global events of 2020 grew more and more impactful, we began to look at our strategies for continuing to do the work we at the Foundation were charged with doing.

## To remain resilient, the YOC Foundation has had to focus on a different kind of change.

Instead of focusing solely on dollars and cents, we've had to adapt how we function, and change how we interact with donors like you, and the community at large. We wanted to address some of the changes you may have seen and may continue to see over the coming months.

With our campus closed to non-essential visitors, we are not currently hosting on-campus lunch and learns. Instead, look for our new Virtual Lunch and Learn series. In these sessions, we will explore new and existing services, campus tours, interviews with industry experts and so much more. We will continue to hold these during the noon hour, and all will be hosted via Zoom webinar.

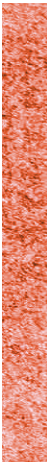
In consideration for the health and well-being of all, we are currently not meeting one-on-one with donors for lunches or other meetings. Instead, we encourage you to join us on a Zoom call with one or more YOC or YOC Foundation staff. We would love to chat, see your faces virtually, and even enjoy a lunch together virtually! Contact Laura Retter ([lretter@yocinc.org](mailto:lretter@yocinc.org)) if you'd like to schedule a one-on-one Zoom meeting.

We will encourage more and more online giving. At the YOC, to protect the health and safety of staff and residents, we are encouraging remote work when possible. To best manage the donation processes, online donations are always encouraged. As a bonus, online donations require less administrative overhead, so more of your dollars go directly to the kids we serve! Want to help out even more? Consider setting up a recurring monthly donation, which requires the lowest administrative overhead of all.

Understanding this global pandemic may have had a significant impact on our supporters, we have developed a list of low- and no-cost ways to support the YOC. If you're interested in learning more, contact Laura Retter ([lretter@yocinc.org](mailto:lretter@yocinc.org)).

While we can't come present to your business or organization in person, don't forget that we're able to present virtually! We have amazing videos we can share, or we can simply be present with your organization via Zoom or videoconferencing software of your choice.

We will continue to share updates regularly via social media and email. Make sure you follow the Youth Opportunity Center on Facebook and LinkedIn, and also ensure we have your email address!



Change is inevitable, and while the global pandemic may hopefully subside, we may find ourselves in a new normal. While we will never shy away from in-person meetings and presentations once it's safe to resume those activities, we feel confident that these changes and adaptations we've put in place will surely allow us to interact with more of you in the future, to have more meaningful conversations, and to come together in a way that is beneficial to all – most importantly the kids we serve.

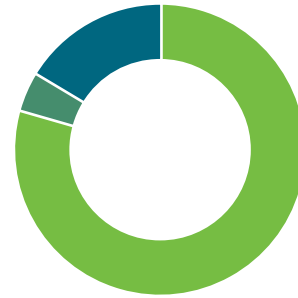
# Financials

July 1, 2019 - June 30, 2020

COMBINED  
FINANCIALS OF  
THE YOC & YOC  
FOUNDATION

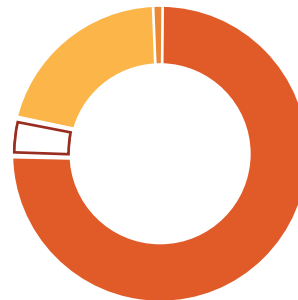
## SOURCES

Contracts & Service Agreements	3,959,188
Contributions & Investments	994,587
Per diems	19,149,442
<b>TOTAL</b>	<b>24,103,217</b>



## USES

General Operating	5,397,351
Non-Operating	193,419
Personnel	19,276,404
Reserves	(763,957)
<b>TOTAL</b>	<b>24,103,217</b>



Numbers reported are pending finalization of annual audit.

# Statistics

With your help, we experienced some big wins in the Foundation in FY20. Here are a few of the highlights.

5,139

Total donations

90

In-kind gifts

\$4,252

Donations via Facebook

162

New donors





# ALLIES *for* HOPE

## BECOME AN ALLY FOR HOPE!

Join our new army of Youth Opportunity Center supporters providing hope and sustainability to crucial services for kids and families across Indiana.

Visit [alliesforhope.com](http://alliesforhope.com) today to make your donation!

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Beasley Law Office

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First Merchants Bank

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Youth Opportunity  
Center

### **Kathy Walker**

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### **Van P. Smith**

### **Mary Jane Sursa\***

*\*deceased*

2019-2020

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Retired – Ball State University Foundation

**Nancy Barefoot**

Retired – Youth and Family Advocate

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PAWS, Inc. and Beasley Law Office

**Dave Clevenger**

Retired – Former Manufacturing Executive and Educator

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Muncie Power Products

*\*deceased*

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YOC Foundation  
Board Chair



**Laura Retter**  
YOC Foundation  
Executive Director



**Rick Rowray**  
YOC CEO



**Jeff Parsons**  
YOC Board Chair



# Donors

July 1, 2019 - June 30, 2020

A steady stream of financial resources is important for any organization to thrive and stand the test of time. At the YOC, we are grateful to receive contributions from hundreds of supporters throughout the year who understand that the important work that we do for kids and families can't happen without their backing. Special thanks to our staff for supporting us not just with your time, but for also reinvesting in causes you know are important – 60% of our employees are also donors!



## **\$100,000+**

Anonymous

IU Health Ball Memorial Hospital

Purpose Driven Partners

## **\$50,000 to \$99,999**

George and Frances Ball  
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Hamer D. & Phyllis C. Shafer  
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## **\$25,000 to \$49,999**

Old National Bank Foundation

## **\$10,000 to \$24,999**

Anonymous

Ball Brothers Foundation

Kenneth & Peggy Briner

The Community Foundation of  
Muncie & Delaware County

Laura Sursa Crampton

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First Merchants Bank

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Valero Benefit for Children

## **\$5,000 to \$9,999**

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ARIES LCC of Henry County

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AC Enterprises

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