

PERSPECTIVES

ANNUAL REPORT 2014

“To help every youth feel safe, have a sense of belonging and find a place to call home.”



FROM OUR BOARD PRESIDENT

Youth Homes enjoyed a strong fiscal year 2014, showing \$50,000 in excess revenue over expenses. The team at Youth Homes - our therapeutic youth care workers, program directors and management - worked diligently to improve our existing services, to expand our services, and to address challenges faced by the organization. We had time to digest the strategic plan created during fiscal 2013 and began to put action around a number of new initiatives.

We offer two main services at Youth Homes – group and foster care services and family support services. In 2014, we served 367 youth in our group homes and 33 youth in foster care. In our work with families, through our home support services, we were able to touch the lives of 214 kids/families daily throughout the year. It takes a monumental effort by the Youth Homes’ staff to create positive outcomes for our kids and their families. The team works long hours for modest pay, and deals daily with a level of emotional intensity that few people outside of the work understand. I want to say thank you to all of the staff for their efforts, and to their commitment to making a difference in the world, and specifically in the lives of the kids and their families affiliated with Youth Homes.

Some of the highlights from this past year include:

- In April, we made a substantial acquisition in Helena when we accepted the opportunity to absorb two Helena area group homes, the Margaret Stuart Youth Home (*an emergency shelter*), and the Jan Shaw Home for Girls (*a therapeutic group home*). We were welcomed by the community and other local providers, have wonderful staff, and are excited to serve kids and their families in Helena.
- We completed construction and moved into the new Tom Roy Youth Guidance Home in Missoula in August. The Tom Roy home is our group home for high school aged kids. We are working on completing LEED™ certification as a gold-level green-built home.
- We brought together the Missoula mental health provider community to develop an online portal to help families navigate mental health resources in Missoula. This will give them quicker access to information and to needed services from local agencies like ours. Take a look at www.missoulayouthcrisis.org. The project brings agencies together to deliver timely services to families in crisis with a seriously disturbed child, with the intent of avoiding unnecessary placements out of the home.
- We took over the Heart Gallery in Missoula at Southgate Mall and featured six kids



BOARD PRESIDENT - PATRICK CORRICK

needing adoptive homes. Additionally, we facilitated five adoptions this year. Each adoption is very special to us, and even more so to the youth and the family.

- Our Run 4 Kids Team in the Missoula Marathon proved successful once again. The runners raised more than \$100,000 dollars to meet the needs of our kids and support our day-to-day operations.
- We renamed our Bitterroot Home ***'The Linda Massa Youth Home'*** to honor Linda Massa, a long-time board member, volunteer and friend.
- Our Youth Farm, in partnership with Garden City Harvest, had a very successful year, employing seven kids and providing over 35,000 pounds of fresh produce for our group homes, other non-profits and to the Missoula community at large.
- The kids at the Flathead Youth Home broadened their horizons through increased volunteer work at their local food bank, animal shelter and community gardens. They even planted their own garden and orchard at the group home.

We also worked on a number of challenges facing the organization, including:

- Dealing with the changing economics of our congregate care operation (*group homes*), and keeping them affordable and vital by proving value (*by outcomes*).
- Finding families for the numerous kids seeking a foster home, and the many high-needs kids who are available for adoption.
- Increasing our operating reserves to allow for growth, innovation and the ability to be agile when presented with new opportunities.
- Increasing our database of information to incorporate and measure best practices within our industry.
- Working to increase wages to attract and retain staff.
- Developing a succession plan to address both planned and unexpected turnover in the executive management team.

I want to recognize my fellow board members for working diligently together through another year. In closing, I want to thank you, our faithful donors, for continuing to believe in and support Youth Homes, because all kids deserve happiness, a healthy life and a bright future. Your participation and generous giving allows us to fulfill our mission. I believe that the efforts of the entire team at Youth Homes will lead to successfully serving thousands of kids and their families for many years to come.

In closing and most importantly, our team always remains focused on the core mission of Youth Homes – providing a safe place for kids to call home, and creating a foundation for kids to have successful lives as adults.

Warm personal regards - *James P. Corvick*



FROM OUR EXECUTIVE DIRECTOR

Pogo said, “If you don’t know where you’re going any road will do.” Yogi Berra said, “When you come to a fork in the road, take it!” When you’re an Executive of a non-profit one can’t afford to follow either of those ideas.

I felt lucky these past few years that our Board of Directors really wanted a strategic plan. Now, that may sound dry at best but it was a wonderful experience, starting with getting to talk with so many people who loved what we do and are equally committed to the improvement of the lives of the youth we serve as I am. I like the idea of following common sense, and to do that, you have to talk to enough people to have any sense of what is common. What I found is that commonly, most all of us want youth to be safe and get a solid chance to grow up into attached, connected, loving and contributing adults that enhance where they live.

After a year of talking to so many involved people (staff, board, community, agencies), I know better than I have in a while as to where we will go, and I can even anticipate where the forks ahead might be. The exercise was useful and we are, as it is with regular exercise, stronger and fit enough to go forward. I want to share our vision and strategy as to where we are going in the next 3-5 years:

- We will be working with others through the community systems serving youth to help them find permanency in families.
- Those not achieving stability by age 16 will be in services with us to prepare for adulthood while also developing “teams” of adults they have met along the way who can share the parental tasks of mentoring adult children.
- We expect to continue building mental health services for youth and families to stabilize struggling youth and struggling families. We will continue to grow our in-home support services by utilizing social workers, therapists, parent coaches and mental health aides.



EXECUTIVE DIRECTOR - GEOFFREY BIRNBAUM

- We will sustain our shelters and consider other communities who need this critical service, because everyone interested in helping a child needs time to form the best plan and the child needs time to mourn what they have lost before they can pursue the relationships they need to grow and heal.
- Congregate beds will stay even while in home services will increase.
- Better rates (that come closer to actual costs) would be a dream but we can't live in a dream so we will need to build an even stronger annual campaign to meet all the needs of the youth in our care and services and reserves to stabilize us so we can stabilize families.

So that's what we are going to be doing in the next 3-5 years... but things change and we have learned that over the past 45 years so we will be agile. There will be new discoveries and new ideas and people never fail to figure out what all kids need but I know, as a long time leader, that all kids don't need one thing and that what they need is what they need. As a leader I will follow the people so we can find common sense for each child. We will listen and with your support, emotionally and economically, we will do whatever is possible for each child to succeed, one child at a time.

Thank you from the depths of my heart!



STATEMENT OF FINANCIAL POSITION

As of June 30

CURRENT ASSETS	2014	2013
INVESTMENTS	\$1,135,329	\$1,023,052
ACCOUNTS RECEIVABLE	\$623,598	\$451,309
PLEDGES	\$29,667	\$63,681
PREPAID EXPENSES	\$11,151	\$13,109
TOTAL CURRENT ASSETS	\$2,358,952	\$2,127,695
FURNITURE AND EQUIPMENT	\$132,494	\$153,895
VEHICLES	\$218,315	\$224,632
BUILDINGS	\$2,386,806	\$2,558,894
CONSTRUCTION IN PROGRESS	\$607,676	\$49,515
LAND	\$374,243	\$374,243
ACCUMULATED DEPRECIATION	-\$1,327,308	-\$1,466,834
NET PROPERTY, PLANT AND EQUIPMENT	\$2,392,226	\$1,894,345
PLEDGES RECEIVABLE	\$49,740	\$54,834
ENDOWMENT	\$357,295	\$299,462
TOTAL ASSETS	\$5,158,213	\$4,376,336
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES	\$555,418	\$446,455
LONG TERM LIABILITIES	\$377,595	\$368,477
TOTAL LIABILITIES	\$933,013	\$814,932
UNRESTRICTED & TEMPORARILY	\$4,008,356	\$3,354,560
PERMANENTLY RESTRICTED	\$216,844	\$206,844
TOTAL NET ASSETS	\$4,225,200	\$3,561,404
TOTAL LIABILITIES AND NET ASSETS	\$5,158,213	\$4,376,336



CHILDREN AND FAMILIES SERVED

As of June 30



	TOTAL SERVED	AVERAGE STAY	TOTAL CARE DAYS	DAILY CENSUS
SHIRLEY MILLER ATTENTION HOME	103	3 WEEKS	2,120	6.05
FLATHEAD YOUTH HOME	86	1 MONTH	2,257	6.54
LINDA MASSA YOUTH HOME	37	3 MONTHS	2,369	6.49
MARGARET STUART YOUTH HOME	76	4 WEEKS	2,467	6.76
INNERROADS WILDERNESS PROGRAM	15	7 WEEKS	472	3.30
TOTAL SERVED IN SHELTER	317	N/A	9,685	29.14
SUSAN TALBOT BOYS HOME	12	6.5 MONTHS	1,319	3.63
SUSAN TALBOT HOME FOR GIRLS	9	8 MONTHS	1,710	4.62
DENNIS RADTKE HOME FOR BOYS	11	9 MONTHS	1,297	3.54
JAN SHAW HOME FOR GIRLS	15	5 MONTHS	1,329	4.37
TOM ROY YOUTH GUIDANCE HOME	18	5 MONTHS	1,932	5.32
TOTAL SERVED LONG TERM GROUP CARE	65	N/A	17,272	50.62
ADOPTION SUPPORT AND SERVICES	5	PERMANENT	N/A	N/A
FOSTER CARE AND GUIDE HOMES	28	11 MONTHS	N/A	N/A
IN-HOME SUPPORT SERVICES	118	8.5 MONTHS	N/A	N/A
OUTPATIENT COUNSELING	84	7 MONTHS	N/A	N/A
TRANSITIONAL SERVICES	97	ON-GOING	N/A	N/A
CASEY FAMILY PROGRAM	12	ALL CLOSED 4/1	N/A	N/A
TOTAL SERVED IN DAN FOX FAMILY CARE	344	103	18,944	201.14
TOTAL YOUTH AND FAMILIES SERVED	726	103	45,901	280.90



Partnership for Children

	TOTAL SERVED	AVERAGE STAY	TOTAL CARE DAYS	DAILY CENSUS
IN-HOME SUPPORT SERVICES	23	17 MONTHS	4,066	10.46
FOSTER CARE	7	17.5 MONTHS	1,929	5.23
GALLAGHER CHILDREN'S HOME	10	13.5 MONTHS	2,120	5.79
GALLAGHER CHILDREN'S HOME	10	16 MONTHS	2,154	5.89
TOTAL YOUTH AND FAMILIES SERVED	50	N/A	10,269	27.37
COMBINED TOTALS	776	N/A	56,170	308.27

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July 1, 2013 to June 30, 2014



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July 1, 2013 to June 30, 2014



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MEET OUR KIDS *Emily*

The first time Emily came to the Shirley Miller Attention Home, she wore kitten ears. She was shy, timid, and slinking in the shadow of her more outgoing older brother. Questions or comments directed toward her would likely be returned with a quiet stare, a shrug, or a single word. Emily and her brother came to the A-Home (the informal name for our shelter) when allegations of abuse by her parents surfaced.

Emily cautiously jumped into our summer program, going on hikes, working on a farm, and going on other adventures in and around Missoula. Her demeanor slowly changed from aloof, and feeling like 'there's nothing going on here,' to sharing with staff and peers a unique, contemplative and nonconformist personality. In a house in the thrall of 'dubstep,' Emily began to share her taste of music which did not include "sick drops" and "heavy bass." She revealed a quiet passion for art when, every Saturday, a volunteer art teacher would guide the residents through an array of creative projects from T-shirt making to collage-ing. This new-found vigor infiltrated the rest of Emily's week as she engaged herself and others in activities like drawing and making hemp jewelry.

However, Emily was still hesitant to fully open up to staff. When we checked in with her about how things were going, we were met with the same disinterest that we saw when she arrived. The confident person we had only started to see glimpses of soon returned home.

Due to continuing circumstances with her parents, Emily came back to the A-Home a few months later. Whether she felt more comfortable with us, or more comfortable with herself, Emily became a force of contagious positivity. She was known to break it down on the Wii dance floor and belt out karaoke melodies. The constant attention to what others thought, and the desire to

Emily



See "Emily" next page

appear ‘cool’ which so many high-schoolers contend with, was utterly lost on Emily. Her homemade scarves, bold patterns, and edgy haircut that she would trim herself seemed more in line with the 1950s than anything her neon-crazed peers would dream of wearing. Emily made a habit of digging through our donation’s closet to unearth fashion gems. Gone were the days of Emily hiding behind kitten ears.

While still an introvert, Emily possessed a leadership that made many of her peers mimic her emerging effervescence. Emily began to participate in roller derby, bake delicious cheesecakes, and finally began to voice some of her feelings and concerns with us. During one group activity where residents shared things they were grateful for, Emily shared how appreciative she was of the A-Home and the staff which made her feel like she could be herself. We credit Emily’s own amazing self for her improvement, but if you asked her, she might say that the A-home played a part. And we’re glad that we could.

MEET OUR KIDS *Kat*

At the age of 5, Kat was placed in the state’s care after witnessing a double murder on her reservation. She was adopted by a loving young couple, but they found it difficult to work against the problems resulting from Kat’s childhood trauma. As a result, she spent a great deal of her young life moving back and forth from home to various correctional and therapeutic institutions. Two years ago, Kat’s adoptive mother was diagnosed with terminal brain cancer. With her adoptive father absent and her mother’s extended family unable to care for her, Kat came to live at the Linda Massa Youth Home.

Kat



Kat’s first day at the home was tough—more than tough. She felt scared, sad and alone. She mourned as she separated from the only family she had ever known. Kat screamed and cried and expressed her rage, her feelings of rejection and desperation. She refused to eat, sleep or bathe. Our staff knew that her heart was broken. She needed support as she endured immense pain and guilt. They nurtured. They loved. They waited.

Within a few months, Kat started working on her GED. She joined Taekwondo and began taking voice lessons (she is an amazing singer). She got her first job and worked full-time to save money. She joined a support group for family and friends of people diagnosed with terminal cancer. Our staff facilitated several bus trips back home so that Kat could bond with and say goodbye to her adoptive mother before she passed last October. Kat attended her mother’s funeral and sang Amazing Grace; she was given a standing ovation.

“Kat” continued

In the aftermath of this loss, Kat has remained strong and has taken steps toward a stable and independent future. She received her GED and has continued to work full time. Our staff is also helping Kat find her first apartment and collect the necessities for a new home. Today we know her as strong and funny Kat- the girl with the quick, sharp wit and the contagious laugh. We hope that she will stay in touch as she begins to build her adult life.

MEET OUR KIDS *Tia*

Tia was born in Billings where she lived for much of her childhood.

She experienced significant emotional and physical abuse by both of her parents. She was able to escape through various activities such as downhill skiing and dance, which allowed her the opportunity to travel all over the United States.

Tia had a negative experience with several foster care placements which eventually led her to the Tom Roy Youth Guidance Home. Although she has experienced much hardship in her young life, she is incredibly resilient, motivated and determined to make a better life for herself. The Tom Roy program provided Tia the support, safety and stability that she needed in order to get her feet under her and practice important independent living skills such as budgeting, farming and food preparation, employment skills, public speaking and self transportation.

Since arriving at Tom Roy, Tia has been provided many opportunities which have allowed her to get a job, work on saving money, build lasting support systems and friendships, and continue her college education. She is currently in her third semester of college. She hopes to get a Social Work degree in order to help and support kids with similar backgrounds. Tia has been a positive and inspiring member of the household to peers and staff alike.



Tia