Elk Hill: Making a difference in young lives
Your Role in Our Mission

Dear friends,

Through the years, Elk Hill has worked with thousands of youngsters, including 414 during the 2013-14 school year. We’d like to share with you a story about one of those children. Because of his mother’s substance abuse, Brandon was born addicted to methadone. At age 3, he was removed from the family and adopted by a caring couple. But their love could not counter the abuse and neglect he’d already experienced. Brandon began acting up in preschool. By the time he was in first grade, his daily tantrums resulted in suspensions.

At age 7, he was referred to the new Harambee Elementary School at Elk Hill. With therapy and one-on-one counseling, the change in Brandon was amazing. During the summer, he participated in the camp program at Elk Hill Farm. After starting the 2014-15 school year at Harambee, he transitioned back to public school. The last report received from the public school system stated that Brandon was the best student in his class of eight!

Elk Hill now serves more kids and their families in more places and more ways. We know that the sooner we can help a youngster, the better. Early intervention – catching problems before they become a crisis – significantly increases a child’s opportunity to experience success.

That is why we’ve launched the Elk Hill 20/20 Comprehensive Campaign to raise $7 million. We aim to invest in children through technology, early intervention services and increased access to those services. Our goal is to provide these services to nearly 700 children and families by 2020.

We cannot do the work we do without the support of you, our donors. In 44 years we have evolved a great deal, from serving a handful of boys in 1970, to what we are today. The constant through all those years has been our loyal supporters. Thank you!

Michael Farley
CEO

Karl Werwath
Board Chair
This year Elk Hill achieved a national accreditation through the Council on Accreditation (COA). An independent, non-governmental organization, COA ensures all of our programs and services are delivered at the highest possible standards. During the year-long accreditation process, COA reviewed every aspect of all Elk Hill programs and services. This accreditation provides you with the confidence that the services we provide are among the best in the nation. This is an exciting milestone for Elk Hill!

Progress Across the Board

How do we measure success at Elk Hill? It’s simple: Each step forward is progress. Our job is to help kids get back on track, and provide them with the tools that help them stay on track. We measure that progress in a variety of ways:

Education/Day Schools

Elk Hill’s three schools provide an opportunity for students to excel with individualized education plans and one-on-one instruction. We’re proud to report that 17 students – a record number – earned a high school diploma or GED during the 2013-14 school year.

Reading proficiency is a major challenge for many Elk Hill students. Elk Hill’s Literacy Program provides a one-on-one remedial curriculum and our kids are making real gains! Seventy-five percent of our students receiving the full reading program improved by at least one grade level – and that’s up by five percent from the previous year.

Elk Hill’s Education for Employment/Workforce Development Program provides the opportunity to develop work-ready skills and employment experience. In the past year 38 Elk Hill students earned industry certifications; 28 completed paid work experience.

Community Services

Elk Hill day treatment services seek to preserve a student’s current educational placement or assist with a step-down to a less restrictive school environment. Of the students discharged from our school-based day treatment services during the 2013-14 school year, 87 percent achieved that goal.

Residential Programs

Elk Hill’s four residential programs provide safe environments for children with behavioral, emotional and educational challenges. Family reunification, if possible, is always a top priority. In the past year, 61 percent of students discharged from residential programs were reunited with their families or returned to their communities in a less-restrictive environment. The number of students who returned home to live with a parent or relative grew by six percent, and the number of students who left Elk Hill for a more restrictive environment dropped by 13 percent.

Improved behavior often drives academic gains. We’re proud of an across-the-board increase in academic credits earned by Elk Hill residential students over the preceding year.
In 2014, Elk Hill programs made a difference in the lives of 415 local children and their families.

Our comprehensive offering includes day schools for elementary, middle school and high school students; summer camp, group homes, residential programs, community services and day treatment.

Elk Hill group homes and residential programs are designed for children with serious emotional and behavioral problems. Nearly all of the young people in these programs struggle with multiple issues, including social and academic challenges. Our goal is not so much to get children into these programs as to help them transition out. We help kids make the return to less restrictive environments where they can continue their progress with home-based services.

Located on campuses in Henrico, Goochland and Charlottesville, Elk Hill schools look like schools anywhere. What makes Elk Hill different? We offer academic instruction in a therapeutic environment. Our low student-to-teacher/counselor ratio delivers solid results – which means our kids return to their public schools as soon as possible.

Elk Hill summer camps – conducted on three campuses – channel youthful energies into activities that build mind and body. Operating much like traditional summer camps, our programs help kids grow and achieve in a safe, positive and nurturing environment. For those who need to bolster academic skills, we offer reading and writing workshops, sustaining progress made during the school year.

The best time to reach an at-risk youth is before a crisis. Elk Hill community services do just that. Working with a proven model, we serve children and families in a comfortable, familiar environment: their homes and schools. There, they gain skills in coping, anger management and communication – the kind of skills that help young people weather storms.

Elk Hill day treatment extends the Elk Hill approach to local public schools. In this unique outreach program, case managers are paired with individual students who are struggling socially and behaviorally. For a period of time each school day, each child receives one-on-one support, help and encouragement. The result? Fewer student absences, fewer principal visits, improved student behavior – and more lessons learned.
When Daniel came to Elk Hill at age 18, he’d bottomed out.

Fresh from a month in the county jail, he was sullen and angry. Operating without a supportive family and without a high school diploma, Daniel was barreling down the wrong road.

When you can’t read, behavioral and academic issues go with the territory. At Elk Hill, Daniel was embraced by supportive services. He attended Varina Day School, where he received Therapeutic Day Treatment. He lived in an Elk Hill group home and received outpatient therapy, also through Elk Hill. With time, and help, Daniel began to heal.

In his senior year, Daniel became a quiet leader, keeping younger students in line. With therapy, he came to understand that there were people in his life he could depend on. In his group home, he learned to be honest with himself; he learned that he needed to make changes.

Last June, two years after coming to Elk Hill nearly rigid with fury, a smiling, relaxed and optimistic young man earned his high school diploma. Daniel knows his future holds challenges. But thanks to help from Elk Hill, he’s ready to face them.

For Tyrell, it’s been a rough stretch.

His older brother was killed. Another brother threw bleach in Tyrell’s face. Tyrell was shot at twice in a matter of days. Water service was suspended at his home; then the family was evicted. Now they live in a motel.

Tyrell is in the eighth grade. When he came to Elk Hill a year ago, he was reading at the first grade level – and that complicates everything. But even as his home life crumbles around him, he is making solid progress in academics and behavior.

When his one pair of uniform pants got a rip, a teacher mended the tear. When his hair grew shaggy, the principal gave him a haircut. When he needed food – hunger is a major issue for many Elk Hill students – the staff found a way to get him breakfast. He’s receiving Therapeutic Day Treatment services and speech therapy.

And it’s making a difference. Tyrell is winning awards for good behavior. He’s reading at a higher level. Elk Hill is his safe haven. He wants to make it work, and we’re helping him.
Our most significant accomplishment in 2014 was the launch of a $7 million campaign: Elk Hill 20/20: A Clear Vision.

Using the campaign as a roadmap for the future, we’ve identified early intervention as the key to reaching more children, sooner.

During the campaign kickoff in October, we honored Chairman Emeritus S. Buford Scott for 44 years of loyal service to Elk Hill. His clear vision has helped make this organization what it is; his limitless compassion has made a difference in countless lives. And he’s nowhere near ready to quit.

“For every $1 spent on successful early intervention, $10 is saved in more intensive treatment later,” he says. “If we serve an additional 340 families over the next five years with early intervention programs, we have the potential to save the community close to $40 million and change the direction of young lives.”

Underwriting endowment support, program innovation and annual support, Elk Hill 20/20 will be spread over three years. Individuals, corporations and foundations will be invited to share the opportunity to make a difference in young lives: changing direction, creating futures.

Roadmap for the Future

Our Supporters

It’s easy to celebrate the large accomplishments like landing a job or graduating from school.

But here at Elk Hill we put a special emphasis on the small celebrations. Every time a child learns to read, returns to public school or goes home, we think of you, our supporter.

Without you, Elk Hill could not exist.

Lists represent gifts received July 1, 2013 through June 30, 2014

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In honor of Michael Farley, Ron Spears, and the entire Elk Hill Staff
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Travis Baisden | Quality Assurance Coordinator
## Financial Report

### Support and Revenue

<table>
<thead>
<tr>
<th></th>
<th>Year Ending June 30, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$2,897,228</td>
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<tr>
<td>Public Funding</td>
<td>$4,971,982</td>
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<td>Medicaid Funding</td>
<td>$2,649,654</td>
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<tr>
<td>Investment Gains/Losses</td>
<td>$600,200</td>
</tr>
<tr>
<td><strong>Total Support and Revenue</strong></td>
<td><strong>$11,119,064</strong></td>
</tr>
</tbody>
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### Expenses

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Program Services</td>
<td>$7,721,864</td>
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<tr>
<td>Management &amp; General</td>
<td>$577,111</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$297,023</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$8,595,998</strong></td>
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<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td><strong>$2,523,066</strong></td>
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<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Net Assets</strong></td>
<td><strong>$12,301,505</strong></td>
</tr>
</tbody>
</table>

## Board and Leadership

### Board of Trustees

- **Mr. S. Buford Scott**
  - Chairman Emeritus
- **Mr. Karl Werwath**
  - Board Chair
- **Ms. Maxine L. Jones**
  - Board Vice Chair
- **Mrs. Karen E. Coleman**
  - Treasurer
- **Mrs. Stephanie T. Jefferson**
  - Secretary
- **Mr. John G. Jordan, III**
  - Immediate Past Chair
  - Mr. William J.G. Barnes
  - Mr. Peter H. Bowles
  - Mr. Charles E. Bradshaw, III
  - Mr. William T. Clarke Jr.
  - Mrs. Karen E. Coleman
  - Mr. Stephen A. Coor
  - Mr. David P. Corrigan
  - Mrs. Susan H. Davenport
  - Mrs. Janet Dibbs
  - Mrs. Laura R. Donahue
  - Dr. Howard W. Ellis
  - Mr. Slaughter G. Fitz-Hugh, III
  - Mr. Clark M. Glave
  - Mrs. Lisa N. Goldstein
  - Mrs. Sara M. Grattan
  - Mr. Bradley H. Gunter
  - Mr. Gerald L. Hagen, Jr.
  - Mr. William H. Harris, III
  - Dr. Joseph A. James
  - Mrs. Stephanie T. Jefferson
  - Mrs. Gayle Jessup White
  - Ms. Maxine L. Jones
  - Mr. John G. Jordan, III
  - The Rev. Dr. John Miller
  - Mr. Michael C. Morrell
  - Mrs. Jayne A. Pemberton
  - Mr. Frank H. Reichel, III
  - Mr. M. Bagley Reid
  - Mr. S. Buford Scott
  - Mr. Dennis B. Sigloh
  - Mr. C. Hunter Stokes
  - Mrs. J. Randall Street
  - Mr. Nelson S. Teague, Jr.
  - Mr. Henry L. Valentine, III
  - Mr. Karl Werwath
  - Mr. Christopher H. Williams
  - Mr. R.L. Terrell Williams
  - Dr. Sandra C. Woodson

### Honorary Board

- Mr. Eugene G. Bowles Jr.
- Mrs. Esther M. Bunzl
- Mr. Charles G. Cary
- Mrs. Isabel Souder Correll
- Mrs. Lucy B. del Cardayre
- Mr. Michael E. Harman
- Miss Eleanor G. May
- Mr. W.E. Singleton
- Mr. Wallace Stettinius
"It’s easier to build strong children than to repair broken adults."
- Frederick Douglass

LICENSES, ACCREDITATIONS, AND AFFILIATIONS
THE ALLIANCE FOR CHILDREN AND FAMILIES
Virginia Association of Independent Special Education Facilities
Virginia Coalition of Private Provider Associations
Virginia Council for Private Education
Virginia Department of Behavioral Health and Developmental Services
Virginia Department of Education
Virginia Department of Social Services

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Henrico • New Kent • Powhatan • Richmond

Group Homes • Day Schools • Summer Camps
Therapeutic Day Treatment • Community Services

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