



## 2006-2007 Annual Report

**Ettie Lee Locations:** Azusa | Baldwin Park | Bloomington | Covina | Fontana (2) | North Hollywood  
Pomona | Redlands | San Jacinto | Santa Ana



Art by Ettie Lee Resident Tom R. age 10





**“My dream is to be able to serve children for the next 1000 years.” - Ettie Lee in 1950**

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Dear Friends,

Children have a wonderful way of always hoping for something. Something bigger, better and brighter. Miss Ettie Lee, our founder, had big hopes as well. Here at Ettie Lee Youth & Family Services we strive to make Ettie Lee's dreams come true as we continue to help abused, neglected and abandoned children.

We have remained true to our mission and vision of Saving Lives and Changing Lives enabling families to meet their full obligation to society. We now serve more than 402 children and their families through our 11 sites located in Bloomington, Baldwin Park, Fontana (2), North Hollywood, Azusa, Redlands, Santa Ana, San Jacinto, Covina and Pomona.

#### **Some of the highlights of our busy year include:**

- We continue to have very high expectations and high success rates with our evidence-based therapy model, Dialectical Behavior Therapy (DBT), that we adopted four years ago.
- In July we began the exciting process of renewing our Strategic Plan. At the end of the year, we had fully designed our on-site school program for the boys in our group homes and also acquired our adoption license.
- To help support the ongoing needs of our program staff, we fully rolled out our new information systems program.

We could not have given these tools to the children and families we serve without your support. We look forward to being able to provide the tools these vulnerable children and families so that we can continue to Save Lives, Change Lives and Build Hope.

Sincerely,

*Ronald J. Bateman*  
Ronald J. Bateman  
*Chairman of the Board*

*Clayton L. Downey*  
Clayton L. Downey  
*President & CEO*

# Taking the lead has increased our success...

## Technological Growth

Our research shows the amount of time our professional staff spend with the children and their families directly correlates with their successful return to their own homes.

Accountability and reimbursement requirements necessitates the completion of thousands of forms each month. We knew that if we automated some of this process it would free up a significant amount of professional staff time, which would then be spent enhancing services to children and families.

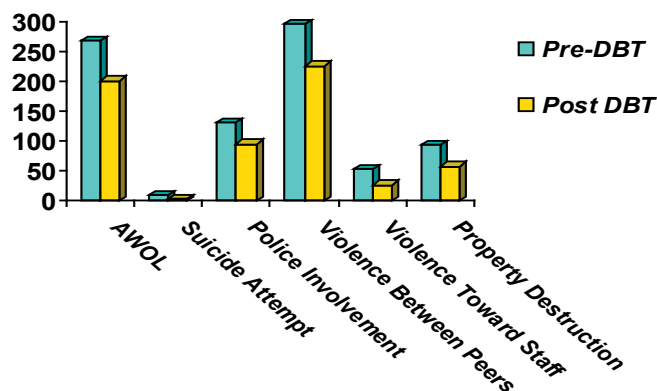
We reached out to our donors and are so very proud to report that due to your generosity, the current technology needs of the agency have been surpassed. We have significantly upgraded our existing hardware and added new software allowing us to maximize our efficiency and effectiveness in delivering services to children and families. This past year, we worked diligently with programmers to customize the software for Ettie Lee's specific needs.

Already routine tasks have been automated reducing the time staff spend on administrative tasks thus providing more direct service to the children we serve.

## Strategic Planning

Over the summer, well known facilitator Jeff Bormaster led the board and staff on the very important mission of re-defining our Strategic Goals. These goals will be the road map for Ettie Lee Youth & Family Services for the next 3 years. The six areas that we will focus on are:

- Increasing Revenue from sources other than group care.
- Increasing non-government support of agency
- Maximize utilization of group home beds
- Achieve effective transition of senior leadership
- Sustain workforce
- Maintain accountability in our evidence based treatment or all clients.



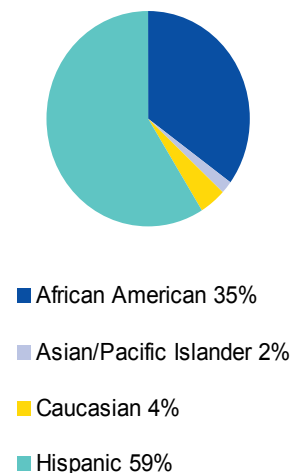
## Dialectical Behavior Therapy (DBT)

Ettie Lee Youth & Family Services is a multi-faceted agency that operates nine group homes and a foster family agency for abused, neglected and abandoned children and their families. Children are referred to Ettie Lee because they require a higher level of care due to the severity of their behaviors. The number of children with co-occurring substance disorders grew from 7% of our children in 1997 to 42% in 2006 and in 2007 the number grew to 79.9%.

In response to these children, four years ago, Ettie Lee Youth & Family Services took the lead and implemented an Evidence-Based Therapeutic practice throughout the agency. Dialectical Behavior Therapy, or DBT, has had outstanding progress with the youth in our care which has been documented. Even though the youths in our group homes are in our care an average of four months, we are able to attest to the following successes:

- 92% increase in family reunifications
- 93% attendance at drug/alcohol treatment groups
- 20% reduction in youth to youth violence
- 51% reduction in youth conflict with staff
- 27% reduction in runaways
- 40% reduction in police involvement
- 45% reduction in property destruction

## Ethnic Breakdown





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*Saving lives. Changing lives. Building hope for children and families in family-like settings.*

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## Ettie Lee Legacy Society

Ettie Lee Youth & Family Services gratefully acknowledges the following caring individuals who assure our future stability and program effectiveness through their planned gifts:

Terry Marie Baugher  
Steven J. Hall  
Mr. & Mrs. Herbert Harger

If you or a loved one has made, or would like to make a charitable provision in your will or estate plan that includes Ettie Lee Youth & Family Services, please contact Vicki Mastro at **626.960.4861** or

**Vicki\_m@ettielee.org**

## Community Partners

Ettie Lee Youth & Family Services recognizes and will be forever grateful to our community partners for their ongoing support.

California Utah Women  
Friends of Foster Children

At Ettie Lee Youth & Family Services we have made every effort to insure that all of our donors are acknowledged properly. If your name is inadvertently missing or misspelled, please call Vicki Mastro at **626.960.4861**.

Donations included here are from October 1, 2006 through September 30, 2007.

**Saving lives,  
changing lives,  
building hope  
for children  
and families in  
family-like settings**

# Some of our Success Stories...



## **CHRISTINA**

When children come to us after being taken away from their families due to abuse and/or neglect, they are scared. For many of them it is the first time that they have been away from their parents. Many of them only come to us with the clothes on their backs.

We are fortunate to have a very loving, supportive,

well-trained group of foster parents who come to the rescue everyday for these frightened children.

Christina was one of those scared children. She was very angry and rebellious with everyone. Christina did not want to listen to anyone. Throughout the adjustment period, her foster parents have been patient and kind to her. They have used everything they have learned to try and steer her in the right direction.

Today, Christina is on the right track. Her school teacher describes Christina as "being a delight to have in class" and she is doing work above her grade level.

## **AARON**

Aaron is the type of boy who stands tall. He knows he has made mistakes in the past, but he's put that behind him and is now looking towards the future. He is also hoping other residents in his group home at Ettie Lee will learn from his mistakes and see the ways he has turned his life around for the better.

Before Aaron came to one of our residential care homes, he had never had supportive parental figures in his life. His aunt and uncle had become his guardians to provide him with the support he needed, but by that time Aaron was used to living on his own and making his own rules. He started giving his aunt and uncle a hard time, and they could no longer control him on their own.

But once Aaron met the staff at Ettie Lee, he began to learn that having people around to support him was having a positive affect on his life and that the rules his aunt and uncle had set were actually there to help him.

The staff who worked daily with Aaron saw the changes in him right away. "Aaron is an extremely focused young man," said one of his childcare workers. "He is very respectful, and the boys really look up to him."

He has made much progress during his time in group care and has been able to begin mending his relationships with his aunt and uncle. He now plans to reunify with them instead of moving out on his own.

## **MICHAEL**

Michael arrived at Ettie Lee in May. He was affiliated with a gang, and took drugs. His behavior both in school and at home became so unmanageable that he was expelled. During his first month at Ettie Lee he was very angry, confrontational and belligerent.

The professional staff at Ettie Lee persevered. Ettie Lee's "family-style residential treatment" gave Michael just the kind of consistent living environment he needed. Eventually, Michael began to realize that although he could not change what happened in the past, he sure could plan his future. Ettie Lee's professional staff was largely responsible for that. They worked with Michael on controlling his anger.

Michael focused on his own behavior and started making great progress in school. He began making attainable goals. Michael's goals included finishing high school and going on to junior college.

In October Jordan completed this program at Ettie Lee and began a new chapter in his life – college. With the help of Ettie Lee, Jordan was able to get into transitional housing for emancipated youth. He now is attending college with another goal of obtaining a degree in business.

## **MELISSA**

Melissa was always behind in school and never seemed able to catch up to her peers. She started acting out, using bad language and sneaking out of house at night. When she was placed in one of our foster homes, she was diagnosed as being dyslexic. Melissa would get confused easily, and this caused her to withdraw from school and school-related activities.

Because of her dyslexia, Melissa needed to have things explained to her visually. Her foster parents and one of her teachers took the time to make sure she understood all her schoolwork.

Her foster parents did not give up and continued to encourage her to do her best. After watching how they stuck by her side, Melissa began to have more confidence in herself and her relationships. It took the invested time and patience of her foster parents for Melissa to learn about trust.

Melissa has grown tremendously as a person since the time she started out in our foster care program. She is excited about the future and pursuing her education. She has become an independent, level-headed young woman who is learning how to trust.

## **CHRISTOPHER**

When Christopher came to Ettie Lee Youth & Family Services he was a very angry young man. As a member of a gang, he had learned how to fight his way out of difficult situations and his fellow gang members had become his surrogate family.

The counselors at Ettie Lee worked with Christopher to teach him how to manage his anger. They taught him to express himself verbally rather than getting physical.

Our gang intervention specialists helped Christopher disassociate himself from any gang activity and our drug and alcohol treatment team worked with him to learn the skills needed to stay clean and sober.

Christopher has taken other positive steps in his life. He has gotten a job and is learning to be a productive citizen rather than making money on the streets. He has learned how to deal more positively with his peers and the community at large.

*To protect their privacy, the children's names used in these success stories are not their real names.*

*Saving lives. Changing lives. Building hope for children and families in family-like settings.*

# ETTIE LEE YOUTH & FAMILY SERVICES

## 2006/2007 FINANCIAL REPORT

### STATEMENT OF FINANCIAL POSITION

	Fiscal Year End Sept. 30, 2007	Fiscal Year End Sept. 30, 2006
<b>ASSETS</b>		
Cash	\$152,675	\$218,022
Accounts Receivable	\$702,601	\$1,132,381
Prepaid Expenses	\$134,658	\$190,307
Investments	\$1,554,515	\$1,410,467
Property & Equipment	\$1,160,281	\$1,178,389
<b>Total Assets</b>	<b>\$3,704,730</b>	<b>\$4,129,566</b>
<b>LIABILITIES</b>		
Accounts Payable & Accrued Expenses	\$1,391,251	\$1,092,373
Notes Payable	\$338,268	\$360,303
Capital Leases	\$0	\$0
<b>Total Liabilities</b>	<b>\$1,729,519</b>	<b>\$1,452,676</b>
<b>NET ASSETS</b>		
Unrestricted	\$1,755,608	\$2,374,205
Temporarily Restricted	\$200,914	\$284,076
Permanently Restricted	\$18,689	\$18,609
<b>Total Net Assets</b>	<b>\$1,975,211</b>	<b>\$2,676,890</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$3,704,730</b>	<b>\$4,129,566</b>

### STATEMENT OF ACTIVITIES

	Fiscal Year End Sept. 30, 2007	Fiscal Year End Sept. 30, 2006
<b>REVENUE &amp; SUPPORT</b>		
Fees from Government		
Agencies	\$8,067,956	\$8,910,817
Contributions	\$422,966	\$464,442
Gain (Loss) on Investments	\$105,435	\$61,135
Interest & Dividends	\$54,075	\$48,806
Special Events	\$37,992	\$15,329
In-Kind Contributions	\$50	\$13,715
Miscellaneous Income	\$10,594	\$47,301
Gain (Loss) on Sale of Property & Equipment	(\$1,317)	(\$1,217)
<b>Total Revenues</b>	<b>\$8,697,751</b>	<b>\$9,560,328</b>
<b>EXPENSES</b>		
Program Expenses	\$8,335,556	\$8,283,386
Support Services	\$850,626	\$808,643
Fund Development	\$213,248	\$125,971
<b>Total Expenses</b>	<b>\$9,399,430</b>	<b>\$9,218,000</b>
<b>CHANGE IN NET ASSETS</b>	<b>(\$701,679)</b>	<b>\$342,328</b>

*The financial statements of Ettie Lee Youth & Family Services are audited annually. The Statement of Financial Position and The Statement of Activities were extracted from audited financial statements. Complete audited financial statements are available upon request.*



# Accreditations



## Ettie Lee Management Team

**Diana Baker**  
Drug / Alcohol Supervisor

**Dean & Kathy Binks**  
Home Parents

**Clifford Breshears**  
Maintenance Supervisor

**Vivian Butler**  
Senior Child Care Supervisor

**Isabel Carr**  
Information Systems Manager

**Karen Cash**  
Director of Community Based Services

**Michelle Chiappone**  
Lead Clinical Supervisor

**Lovene Coleman**  
Senior Child Care Supervisor

**Clayton L. Downey**  
President & CEO

**Robert Edwards**  
Senior Child Care Supervisor

**Patricia Gieselman**  
Vice President of Clinical Services

**Elizabeth Gramling**  
Clinical Supervisor

**Windy Hall**  
Senior Child Care Supervisor

**Saundra Johnson**  
Director of Foster Care

**Vicki Mastro**  
Director of Development

**Kerchavel Patterson**  
Senior Child Care Supervisor

**Peter Petsas**  
Clinical Supervisor

**Kelly Pounds**  
Day Treatment Coordinator

**Hydeh Raeen**  
Clinical Supervisor

**Ed Rau**  
Human Resources Manager

**Moana Richardson**  
Senior Child Care Supervisor

**Kathy Stannard**  
Accounting Manager

**Kim Tran**  
Quality Assurance Manager

**Karen Turner**  
Group Home Administrator

**Terri Miller Varnum**  
Vice President Finance  
Research & Quality Improvement

**Bonnie Williams**  
Senior Child Care Supervisor

**Patrick Williams**  
Senior Child Care Supervisor

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