



**ETTIE LEE**  
*Youth & Family Services*

# *10-11* ANNUAL REPORT





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## Chairman & President's Note

When Miss Ettie Lee started the first group home for at-risk youth in 1950 she maintained that she wanted to serve these at-risk kids for 1000 years! Well 62 years since starting the agency, Ettie Lee's mission remains strong—even amidst the all-to-common atmosphere of shrinking funding. The past several years have been rough, and this past year we have had to make tough

**Even with shrinking funding we have had the opportunity to increase the number of children that can be served through our foster family agency...**

decisions to remain the resource that Ettie Lee created for the at-risk children we serve. These tough decisions have included the taking out of service and ultimately selling three group homes which correspondingly necessitated the need to eliminate 47 staff positions.

In the indefatigable spirit of Miss Ettie Lee, the staff at our current residential programming and foster family/adoption agency, have come together to fulfill the mission of Ettie Lee. Even with shrinking funding we have had the opportunity to increase the number of children that can be served through our foster family agency and have improved the Intensive Day Programming for Ettie Lee's residential youth. These services have resulted in a record number of graduates and positive reunifications. This is what Miss Ettie Lee intended and we are committed to the mission.

*Ronald J. Bateman*  
Chairman of the Board

*Clayton L. Downey*  
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## Foster Family/Adoption

Zulema Flores, foster mom, didn't flinch when asked by Ettie Lee's intake coordinator if she would become a foster mom for teenagers. In fact, her home is currently home to two 17 year old boys—Jose who came to live with the family in 2010 and Joaquin who came in 2011. Other teenagers, both girls and boys, have had shorter stays at the family home during the past two years. Zulema's daughter, Carmin, who supports her mom, says, "We are willing to take older kids because it really gives us a chance to make a difference in their lives, and we insist upon their respect of us and our property."

Although reunification with their family is not a possibility for Jose and Joaquin they will be able to stay in the permanent care of the Flores' until they turn 20. This is due to AB12, the California Fostering Connections to Success Act that went into effect January 1, 2012. With the positive environment provided by the Flores', Ettie Lee's Director of Foster Care Karen Cash states that, "this more permanent relationship will allow us to ease the transition to adulthood."

At Ettie Lee, social workers are available 24 hours a day, 7 days a week to support families such as Zulema in any way they can. This high level of commitment is also reflected in our comprehensive prospective foster/adoptive parent screening. Foster/adoptive parents must successfully complete a criminal background check, earn state-issued foster family certification, and all families must be trained in infant/child/adult CPR and first aid.

Although considered harder to place children Ettie Lee's recruiter remains committed to finding safe, loving homes for teenagers and children of all ages for that matter!



## Residential Program

Anthony Sheehan, now 28, sums up his experience while living in one of Ettie Lee's homes several years ago: "Ettie Lee believed in me when I didn't believe in myself...the staff believed in me more than I believed in myself, and they never gave up on me. Each and every staff member loved me." The young men that enter Ettie Lee's family style residential program have presented behaviors that the professionals at Ettie Lee are trained to care for. The trained professionals help the young men learn to understand their motives, triggers and drivers for their behaviors. On a daily basis the young men have opportunities to understand how their thoughts, moral reasoning and past traumas influence their behaviors. This treatment helps the young men to begin to develop new skills that will lead to a positive lifestyle. In Ettie Lee's small residences, professionals are available 24/7 to aid and coach the youth to new and more positive behaviors. While at "home" the young men are held accountable for attending school, managing their anger, daily chores and remaining drug/alcohol free.

Ettie Lee's After-Care Services planning starts the very first day that a child is placed with us. A meeting with the family is scheduled right away, and they continue through out the child's stay with us so that the family becomes part of the child's rehabilitation. In addition to Ettie Lee's services, the family plays an integral role in the child's transition to after-care and beyond. At our homes, Ettie Lee's staff includes mental health professionals and social workers. Each social worker has a case load of 15-22 children. After-care services has increased the number of lasting positive reunifications.

**"...the staff believed in me more than I believed in myself, and they never gave up on me. Each and every staff member loved me."**



Anthony Sheehan

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## Intensive Day Program

David entered Ettie Lee's program in May 2011. He has a history of gang affiliation, drug use, aggression, refusal to attend school and difficulty with authority. Now, 10 months later David has earned enough credits (10 per month!) at Ettie Lee's on ground school to graduate and is attending a local community college. He is looking forward to continuing his studies and moving out on his own.

Ettie Lee's Intensive Day Program (IDP) includes attendance at Ettie Lee's on ground school. This school which holds small classes (8-10 boys per class) is a fully accredited charter school and allows for greater interaction between students and teacher and allows the student to overcome the 'school anxiety' many of these young man have. The credits earned are transferable to other schools—for both diplomas and GED. This past year



has seen 10 graduates—More than double than the previous year. Another component of Ettie Lee's IDP is the drug and alcohol program. In addition the testing for common drugs Ettie Lee is now also able to test for SPICE, a new substance that mimics the effects of marijuana.

The IDP includes a focus on sobriety and conducts internal AA meetings and positive activities that demonstrate it's possible to have fun while remaining sober.

## Mental Health Program

Brian was 16 ½ when his family begged the judge to place their child in a treatment facility where his problem behaviors could be addressed on a daily basis. He arrived at Mount Jurupa home Ettie Lee's and was assessed as needing mental health and drug and alcohol services right away. Additionally, he needed to make up school credits. He had a choice. Ettie Lee staff would be there to support him if he was willing to do the hard work it would take for him to change his life. During his time with Ettie Lee, Brian took part in more than 72 drug and alcohol sessions and had more than 35 individual and family therapy sessions. He attended school daily and stayed drug free. While in placement, Brian's best friend died from a gunshot wound. Brian remarked that, "This could have been me because we were always hanging out together." Prior to leaving Ettie Lee, Brian's family moved to a safer neighborhood. There Brian is drug free, in school and getting acclimated to his new neighborhood.

Ettie Lee's Mental Health programs are an integral part of the residential program for boys as well as the boys and girls who are part of Ettie Lee's Foster Family Program. All receive counseling and individual and family counseling based on their individual histories and needs. Evidence-based therapeutic modes of treatment include: Seeking Safety (SS), Aggression Replacement Therapy (ART), Trauma Focused Cognitive Behavior Therapy (TFCBT) and Dialectical Behavior Therapy (DBT).





# Statement of Financial Position

<b>Assets</b>	<b>2011</b>	<b>2010</b>
<b>Current Assets</b>		
Cash and cash equivalents (Note 2)	\$ 459,739	547,792
Accounts receivable – net of allowance for doubtful accounts of \$50,000	929,944	1,012,634
Prepaid expenses	236,549	142,184
<b>Total current assets</b>	<b>1,626,232</b>	<b>1,702,610</b>
<b>Non-current assets</b>		
Investments (Note 3)	689,461	924,338
Property and equipment (Note 5)	663,398	864,556
<b>Total non-current assets</b>	<b>1,352,859</b>	<b>1,788,894</b>
<b>Total assets</b>	<b>\$ 2,979,091</b>	<b>3,491,504</b>
<b>Liabilities and net assets</b>		
<b>Current Liabilities</b>		
Accounts payable	\$ 180,575	207,591
Accrued payroll	238,746	275,812
Accrued vacation	281,671	299,474
Other accrued expenses	10,617	14,608
Accrued unemployment liability (Note 5)	56,551	84,842
Deferred revenue	540,156	417,524
Current portion of note payable (Note 7)	18,232	17,019
<b>Total Current Liabilities</b>	<b>1,326,548</b>	<b>1,316,870</b>
<b>Non-current liabilities</b>		
Long-term portion of note payable (Note 7)	781,319	798,941
<b>Total non-current liabilities</b>	<b>781,319</b>	<b>798,941</b>
<b>Total liabilities</b>	<b>2,107,867</b>	<b>2,115,811</b>
<b>Net Assets</b>		
Unrestricted	743,675	1,289,888
Unrestricted – board designated (Note 2)	8,000	8,000
Temporarily restricted (Note 9)	100,810	59,066
Permanently restricted (Note 10)	18,739	18,739
<b>Total net assets</b>	<b>871,224</b>	<b>1,375,693</b>
<b>Total liabilities and net assets</b>	<b>\$ 2,979,091</b>	<b>3,491,504</b>

## Statement of Activities

<b>Revenue and Support</b>		
Fees from government agencies (Note 11)	\$ 8,871,768	9,254,050
Contributions	406,873	464,935
Interest and dividends	12,302	14,330
Other Income	10,509	13,431
(Loss) on investments	619	
(Loss) on sale of property and equipment	(123,847)	(5,465)
<b>Total revenue and support</b>	<b>9,178,224</b>	<b>9,741,281</b>
<b>Expenses</b>		
Program services	8,461,379	8,211,999
Support services	1,025,825	911,672
Fund development	195,489	199,120
<b>Total expenses</b>	<b>9,682,693</b>	<b>9,322,791</b>
<b>Change in net assets</b>	<b>(504,469)</b>	<b>418,490</b>
<b>Net assets, beginning of year</b>	<b>1,375,693</b>	<b>957,203</b>
<b>Net assets, end of year</b>	<b>\$ 871,224</b>	<b>1,375,693</b>



# Ettie Lee Management Team

**Melanie Beck**  
*Group Home Administrator*

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*Maintenance Supervisor*

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*Quality Assurance Manager*

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**Donald Parrington**  
*Director Intensive Day Program*

**Kelly Pounds**  
*Intensive Day Program Manager*

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*Senior Child Care Supervisor*

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System Administrator*

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*Director Residential Program*

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**Patrick Williams**  
*Group Home Administrator*

**Wendell Williams**  
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