

# Looking Ahead, With Open Hearts and Open Minds



2005 Annual Report

# YOUTHVILLE

To improve the quality of life for vulnerable children,  
their families, and their communities.



## Looking Ahead, With Open Hearts and Open Minds

Dear Friends,

Throughout our 2005 budget year, Youthville remained fiscally responsible and financially sound. We were also successful in meeting or exceeding the vast majority of our performance goals. Details of our success are included in this report.

In 2005, much of our staff effort was directed toward obtaining and implementing a new child welfare contract with the State of Kansas. During the first half of the year, we planned and prepared our proposals. In January 2005, Youthville was re-awarded the Foster Care Contract for Region 5, which is Sedgwick County.

While we have held this responsibility for 12 years, the new contract contains many changes. During the last half of the fiscal year we prepared for the implementation of the contract on July 1, 2005. We developed program models and practices, reorganized our teams, hired and trained new staff, and renovated office space.

In March, Youthville's leadership changed with the resignation of our President and CEO, John Francis. I filled this role in an interim capacity until the Board appointed me to the position in September.

Despite the challenges in 2005, we remain dedicated to our mission to improve the quality of life for vulnerable children, their families and their communities. Because of your commitment and generosity, our success continues.

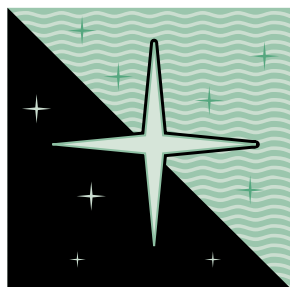
As I begin my tenure of leading this great agency, I am thankful for our 78-year legacy and am excited to lead Youthville into the future. Working together with you, I am confident our accomplishments will be many and our successes will be substantial.

Sincerely,

Shelley Duncan  
President & CEO

**"Resisting change  
is futile, so adapt as  
quickly and as grace-  
fully as possible"**

- Dan Eigsti on what it  
takes to be successful



## Donor Listing

### President Circle (\$5,000.00+)

Adrian & Pankratz, P.A.  
 Blanche Barnard Estate  
 Mr. James E. Blakely  
 Mr. and Mrs. H. Russell Bomhoff  
 Centera Bank  
 Cimarron United Methodist Church  
 Community Foundation of Southwest Kansas  
 Mr. and Mrs. Darrell Conrade  
 Mildred L. Farkas Estate  
 Helen M. Folkers Estate  
 Mr. and Mrs. Larry E. Fuqua  
 Ruth V. Gordanier Charitable Trust  
 Ailene Guy Estate  
 Kansas Area United Methodist Foundation  
 Kansas Health Foundation  
 Laura Keitch Estate  
 Alma Elizabeth Maxwell Estate  
 Mr. and Mrs. Vern Miller  
 Mrs. Sylvia G. Muse  
 Mr. Robert D. Orr  
 Mr. and Mrs. George E. Sauder  
 Vesta Shea Estate  
 Mr. and Mrs. Thomas P. Shirley  
 Loyd E. and Alvarea E. Smith Estate  
 United Methodist East Conference  
 United Methodist West Conference  
 Mr. and Mrs. Veryl E. Wilch Estate

"People say, 'How long are you going to keep doing this?' " I say as long as God gives me the wisdom and health"

- Esther Yoder on being a Youthville Foster parent.



### Heroes (\$2,500.00+)

Abilene First United Methodist Church  
 Ashland United Methodist Church  
 BBBB Charitable Trust  
 Cargill Meat Solutions  
 Cheyenne United Methodist Church  
 Mr. and Mrs. Earle Dirks  
 Mr. Nelson Escue  
 Rev. and Mrs. Phil Fischer  
 Don W. Foster Estate  
 Mr. and Mrs. James C. Graham  
 Francis M. Grammer Estate  
 Healy United Methodist Church  
 Mr. and Mrs. Joseph O. Hodges  
 J-A-G Construction Co.  
 Peabody United Methodist Church  
 Prairie Village Asbury United Methodist Church  
 Wichita East Heights United Methodist Church  
 Wichita St. Paul's United Methodist Church  
 Alvina Wilhelm Estate

### Benefactors (\$1,000.00+)

Abilene Emmanuel United Methodist Church  
 Mrs. Jane R. Ball  
 Mr. and Mrs. Robert Bevan  
 Mr. and Mrs. Kim E. Brown  
 Mrs. LouAnn Buss  
 Calvary Baptist Church  
 Children's Charitable Foundation  
 Copeland United Methodist Church  
 Copeland United Methodist Women  
 Mrs. Blanche Courtney  
 Derby Woodlawn United Methodist Church  
 El Dorado Ebenezer United Methodist Church  
 Farmers State Bank  
 First Bank of Newton  
 Mr. Neil Frank  
 Mr. and Mrs. Edward A. Fry  
 Garden City First United Methodist Church  
 Mr. and Mrs. Arthur D. Goering  
 Grace Presbyterian Church  
 Great Bend First United Methodist Church  
 Mrs. Pauline M. Greenhaw  
 Mr. and Mrs. Jim Grier  
 Mr. and Mrs. Maurice R. Harshaw  
 Mr. Earl Hayes  
 Mrs. Shirley W. Henderson  
 Hesston United Methodist Church  
 High Plains Journal  
 Huckins Running Quarter Horses  
 Mr. and Mrs. Lewis H. Humphreys  
 Hutchinson Trinity United Methodist Church  
 Mrs. Pamela Jennison  
 Johnson United Methodist Church  
 Mrs. Carol Kappelman  
 Mrs. Katherine L. Kelman  
 Mr. and Mrs. William A. Kepley  
 Kiwanis Club of Dodge City  
 Mr. and Mrs. Merle Krause  
 Mr. William D. Krug  
 Larned United Methodist Church  
 Mr. and Mrs. Kevin Lindsey  
 Lyons First United Methodist Church  
 Marysville United Methodist Church  
 Mr. and Mrs. Max R. Meuli  
 Mitchell Veterinary Supply, Inc.  
 Mr. and Mrs. Darrell J. Moore  
 Ms. Gretchen Morgenstern

Mulvane United Methodist Church  
 Mrs. Martha E. Muncy  
 Ness City United Methodist Church  
 Ms. Trix Niernberger  
 Norton Thrift Shop  
 Oakley United Methodist Church  
 Mr. and Mrs. Cecil O'Brate  
 Prescott United Methodist Church  
 Mrs. Ruth W. Raynesford  
 Mr. and Mrs. Steve Richards  
 Mr. and Mrs. Darryl S. Roberts  
 Salem United Methodist Church  
 Mr. and Mrs. Ron Schultz  
 Mr. and Mrs. David G. Seely  
 Mr. Don Skinner  
 Mrs. Irene Smith  
 Oscar C. Strahm Family Trust  
 Daniel J. Taylor Family Charitable Foundation  
 Twentieth Century Sunday School Class  
 Mr. Cary G. Utz  
 Dr. and Mrs. Wendell D. Waldie  
 Rev. Nancy Walker and Mr. Forrest Lynn  
 Mr. and Mrs. Victor J. Wall  
 Wal-Mart Stores, Inc.  
 Wal-Mart Supercenter, Dodge City  
 Wamego United Methodist Church  
 Wells, Conrade & Sims  
 Wichita Asbury United Methodist Church  
 Wichita College Hill United Methodist Church  
 Wichita East Heights United Methodist Women

### Advocates (\$500.00+)

Andover Quilters Group  
 Andover United Methodist Church  
 Anthony United Methodist Church  
 Arkansas City First United Methodist Church  
 Dr. and Mrs. M. Dale Atwood  
 Mr. and Mrs. Max Brewer  
 Mrs. Miriam Brubaker  
 Ms. Jennifer J. Bruening  
 Mrs. Sally Cauble  
 Cheney United Methodist Church  
 Cimarron United Methodist Men  
 Circle 8 Square Dance  
 Mrs. Edith E. Cline  
 Colby United Methodist Church  
 College Hill United Methodist Women  
 Concordia First United Methodist Church  
 Copeland United Methodist Men  
 Mr. and Mrs. Michael D. Crupper  
 Mr. Burk A. Day  
 Deerfield United Methodist Church  
 Dighton United Methodist Church  
 Mr. and Mrs. Jess T. Duncan  
 Mr. Daniel J. Eigsti  
 Mr. and Mrs. Dorsey Elliott  
 Ellis United Methodist Women  
 Elmdale United Methodist Church  
 Emporia Grace United Methodist Church  
 Mr. Thomas R. Ensign  
 Ensign United Methodist Church  
 Dr. and Mrs. Leighton E. Fairbairn, D.V.M.  
 Ford County Farm Bureau Insurance  
 Mrs. Kathryn V. Fornshell  
 Ms. Linda S. Frymyer  
 Mr. and Mrs. James R. Funk  
 Golden Band Sunday School Class  
 Mr. and Mrs. Virgil R. Hammond

Hanston United Methodist Church  
 Rev. Duane K. Harms  
 Mr. and Mrs. Cleal M. Harrison  
 Haviland United Methodist Women  
 Mrs. Ruth Hayden  
 Mr. and Mrs. Willis Heck  
 Jamestown United Methodist Church  
 Jetmore United Methodist Church  
 Johnson United Methodist Women  
 Mr. and Mrs. Howard Jones  
 Bishop Scott J. Jones  
 Mr. and Mrs. Ralph Kaump  
 Kendall United Methodist Women  
 Kiowa United Methodist Church  
 Kiwanis Club of Garden City  
 Mrs. Maxine Krenek  
 Leoti United Methodist Church  
 Liberal First United Methodist Church  
 Lorman United Methodist Church  
 Mr. and Mrs. Ralph Lowry  
 Mr. and Mrs. Laurel L. Lynch  
 Dr. Wendale E. McAllister  
 Fellowship of Mariners Sunday School Class  
 Rev. and Mrs. Carl E. Martin  
 Ms. Carrie B. Mentzer  
 Monticello United Methodist Church  
 Mr. and Mrs. Mel Morse  
 Moundridge United Methodist Church  
 Murdock United Methodist Church  
 Newton Community & Healthcare Foundation  
 Mr. and Mrs. Bill Norton  
 Palmer Mfg. & Tank, Inc.  
 Mr. and Mrs. Ray A. Penner  
 Ms. Darlene Rake  
 Mr. and Mrs. Arlin Ratzlaff  
 Mr. and Mrs. F. James Robinson, Jr.  
 Saint Francis United Methodist Church  
 Salina Trinity United Methodist Church  
 Mrs. Paula K. Sauder  
 Mr. and Mrs. Raymond D. Saunders  
 Mr. and Mrs. Dean Schowengerdt  
 Schwab Fund for Charitable Giving  
 Scott City United Methodist Women  
 Mr. Clifford R. Singleton Estate  
 Mr. and Mrs. Curtis Stubbs  
 Sublette Thrift Shop  
 Sublette United Methodist Women  
 Syracuse United Methodist Church  
 Tabor Mennonite Church  
 Mrs. Mildred B. Takemire  
 Katie TenEyck Estate  
 Thornburg Church  
 Towanda United Methodist Church  
 Tribune United Methodist Church  
 Trousedale United Methodist Women  
 Vinland United Methodist Church  
 Wamego United Methodist Women  
 Washington United Methodist Women  
 Mr. and Mrs. Duane E. West  
 Mr. and Mrs. Warren A. White  
 Winter Livestock, Inc.

Thank you to Youthville's many donors and friends, including the support from donors not listed above.

## Services

### Contract services

Managing care of children removed from their homes in Sedgwick County due to abuse, neglect, abandonment or unmanageable behavior

**Total children served: 1,448**

### Foster care services

Providing safety and stability in emergency, family, specialized and treatment foster care homes

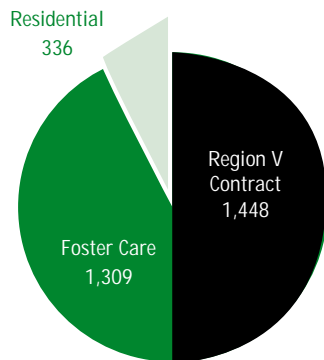
**Total children served: 1,309**

### Residential services

Providing children care and treatment at Newton and Dodge City campuses through residential and emergency shelter programs

**Total children served: 336**

## Number of Children Served by Each Program



## Youthville

### Fiscal Year 2005 Financial Information

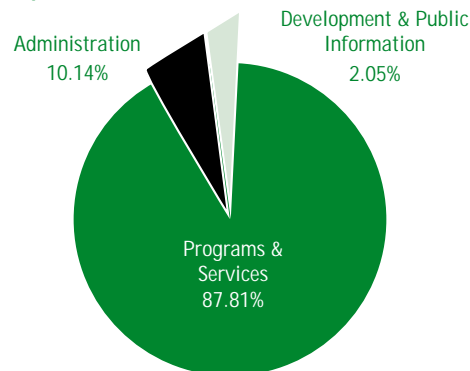
#### Revenue:

Government Grants & Purchase of Service	33,528,484
Private Support (Contributions)	\$1,090,428
Fees, Investment Income	442,693
Retail Sales	40,123
<b>TOTAL REVENUE</b>	<b>\$35,101,728</b>

#### Expenses:

Case Mgmt/Placement	\$ 17,114,577
Foster Care	\$ 2,946,355
Residential Treatment	\$ 6,663,039
Discover Shoppe	\$72,848
Total Programs & Services	\$26,796,819
Administration	\$3,095,305
Development and Public Information	\$625,777
<b>TOTAL EXPENSE</b>	<b>\$30,517,901</b>

### Functional Expense Allocation



Youthville's consolidated financial statements for the year ended June 30, 2005, have been audited by Allen, Gibbs & Houlik, LC, 301 North Main, Suite 1700, Wichita, Kansas, 67202.

United Methodist Youthville, Inc., is a not-for-profit organization dedicated to improving the quality of life for children, their families and their communities following out-of-home placement of youth through direct and contract services.

The agency is exempt from federal income taxes under section 501 (c) 3 of the U.S. Internal Revenue Code and is classified as a publicly supported charitable organization under Section 509 (a). Donors qualify for the maximum charitable contribution deduction prescribed by that code.

The agency is an equal opportunity organization. No one is excluded from employment, membership on its governing body or treatment through its programs and services because of race, religion, sex, age, national origin or physical handicap.

## Outcomes

### Youthville is financially stable

Performance indicators:

◆ The Finance Department will collect 80% of non-Medicaid receivables in 60 days or fewer	94.3%
◆ The Finance Department will pay 90% of vendors within 45 days of the receipt of the invoice	97.3%
◆ The Finance Department will ensure the agency receives an unqualified opinion in its annual audit	Achieved
◆ The Finance Department will ensure key financial indicators are at or above designated benchmarks	Achieved
◆ The Development Department's direct fundraising will achieve at least 80% gross margin by the end of the fiscal year	84.2%
◆ The Development Department will acknowledge 90% of gifts within 30 days of receipt	99.3%
◆ The Finance Department will ensure 100% timely direct deposit payments to employees	100%
◆ Innovations staff will raise \$50,000 in additional net revenues by year-end	Not achieved

### Children are safe from maltreatment

Performance indicators:

◆ Children in the Region 5 Contract are safe from maltreatment at least 98% of the time according to abuse and neglect reports	99.1%
◆ Children in the Region 5 Contract are safe from maltreatment 80% of the time 12 months after reintegration with the biological family according to abuse and neglect reports	100%
◆ At least 98% of children in Youthville foster homes will be safe from maltreatment	100%

### Children's wellbeing in placement is maximized

Performance indicators:

◆ At least 70% of children in the Region 5 Contract will experience minimal placement moves (four or fewer since referral)	82.2%
◆ At least 70% of children in the Region 5 Contract are placed with a sibling	72.1%
◆ At least 70% of children in the Region 5 Contract are placed within their home county or a contiguous county	76.4%
◆ At least 85% of children in the Region 5 Contract will be placed in a home-based placement (non-group home or non-institutional setting)	90%
◆ At least 90% of eligible youth in the Region 5 Contract receive planned independent living services	98%
◆ At least 85% of eligible youth in the Region 5 Contract that are discharged from care received six or more independent living services	100%
◆ At least 70% of Region 5 Contract children in Youthville foster homes with siblings in out-of-home placement will be placed with siblings by the end of year	71%
◆ At least 97% of children in Youthville foster homes will remain in Youthville homes monthly unless permanency is achieved	97%
◆ At least 60% of Youthville contract children will be placed in a family setting from Youthville residential upon discharge from treatment	100%
◆ At least 80% of foster homes beds will be retained on a monthly basis	95.8%
◆ At least 14 foster homes will become licensed on a monthly basis	15.2%

### Children move toward permanency in a timely manner

Performance indicators:

◆ A 12 month moving average of at least 5.5% of Region 5 Contract children in Youthville foster homes will achieve permanency	5.5%
◆ At least 40% of Region 5 Contract children will achieve permanency in 12 months or less	42.4%
◆ Year end 8% average improvement over FY04 12 month permanency average (base = 36.5%)	42.4%

### Residential clients will exhibit improved behavior and educational functioning

Performance indicators:

◆ At least 70% of residential clients will experience a decrease in CAFAS score from intake to discharge	70.2%
◆ School attendance rates will be 90% or higher according to attendance reports	91.4% (Newton) 99.98% (Dodge City)
◆ At least 75% of residential clients will be discharged to a lower level of care	72.2% (Newton) 82.7% (Dodge City)
◆ At least 70% of residential clients will experience a decrease in Brief Symptom Inventory (BSI) scores from intake to discharge	70.5%
◆ At least 70% of residential clients will achieve 80% of treatment goals	60.7% (Newton) 56% (Dodge City)
◆ At least 80% of residential clients in the chemical dependency program shall report a lower level on the addiction measures prior to discharge	78.7%
◆ At least 90% of residential clients in the chemical dependency program shall have a discharge plan prior to discharge	100%

### Youthville hires, trains, and retains qualified staff

Performance indicators:

◆ The agency-wide retention rate for full-time staff will be at least 70%	72%
◆ The retention rate for foster care workers will be at least 85%	74%
◆ The retention rate for family support workers will be at least 65%	58%
◆ The retention rate for residential staff will be at least 50%	59.5%
◆ The retention rate for case manager positions will be at least 50%	59%

### Customers (agencies, departments or individuals who purchase our services) are satisfied with services rendered

Performance indicators:

◆ The Administrative Department will resolve 100% of safety concerns from Wichita and Newton campuses within 24 hours	100%
◆ The Administrative Department will make sure data is restorable to the last business day at all times	100%
◆ The Administrative Department will ensure key outcome reports are timely (90%) and accurate (90%)	97.3%
◆ The Communications Department will achieve 80% of approved communication plan activities on a monthly basis	84.1%
◆ The Communications Department will receive an 80% favorable image of agency by surveyed audiences	76.2%

## Board listing

### Officers:

Jerold Vogt, Chair, Overland Park  
Lois Short, Secretary, Wichita

### Members:

Paul L. Boatwright, Topeka  
Sally Cauble, Liberal  
Elaine Cloyd, Hutchinson  
Linda Crowe, Coldwater  
Oliver D. Green, Topeka

Larry Grove, Tonganoxie  
Pamela Jennison, Healy  
Max R. Meuli, Ashland  
Ray Penner, Newton  
Gary Robbins, Topeka  
E. James Robinson, Jr., Wichita  
Stephen K. Wilke, Winfield

### Ex-Officio Members:

### District Superintendents

Max Clayton, Salina  
Kent M. Melcher, Topeka

### Bishop

Bishop Scott Jones, Wichita

## Leadership Team

### John R. Francis

President & CEO

### Jeri Biehler

Chief Development Officer

### Toyia Bulla

Chief Financial Officer

### Shelley Duncan

Chief Program Officer, Region 5 Foster Care Contract

### Dan Eigsti

Chief Administrative Officer

### Sandra Gasca

Chief Program Officer, Foster Care

### Mike Hoar

Chief Program Officer, Residential Programs

### Paula Walsh

Chief Human Resources Officer

## Youthville

### Accreditations / Affiliations / Licensures

- ◆ Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
- ◆ Child Welfare League of America (CWLA)
- ◆ American Association of Children's Residential Centers (AACRC)
- ◆ Kansas Department of Health and Environment (KDHE)
- ◆ Children's Alliance of Kansas
- ◆ Foster Family-Based Treatment Association (FFTA)

"Change is the law of life  
and those who look only  
to the past or present are  
certain to miss the future."

- John F. Kennedy

A quote submitted by  
President and CEO,  
Shelley Duncan.

## Locations

- ◆ Wichita: 4505 E. 47th St. South, Wichita, KS 67210
- ◆ Newton: 900 W. Broadway, Newton, KS 67114
- ◆ Hutchinson: 201 N. Whiteside, Hutchinson, KS 67502
- ◆ Hays: 205 E. 13th St., Hays, KS 67601
- ◆ Kensington: 117 S. Jackson, Kensington, KS 66951
- ◆ Wellington: 101 N. Washington, Wellington, KS 67152
- ◆ Dodge City: 11200 Lariat Way, Dodge City, KS 67801

