



YOUTH OPPORTUNITY CENTER
ANNUAL REPORT

**ADAPTING
TO
STRENGTHEN
THEIR
FUTURES**

2015

Vision Statement

If we can help save a child, then why couldn't that child save the family, the neighborhood, the community, the world?

Mission Statement

We help catch children who have fallen...fallen on hard times, fallen between the cracks, fallen from grace.

We pick them up. We stand up for them. We teach them to stand on their own. Then we watch them give back to their families, their neighborhoods, their communities, their world.



Leadership

Bob Beasley
YOC Foundation Board Chair
Polly Craig
YOC Foundation Executive Director

Jeff Parsons
YOC Board Chair
Rick Rowray
YOC CEO

Board of Directors

Mr. David Bahlmann
Retired – Ball State University Foundation

Ms. Nancy Barefoot
Retired – Youth and Family Advocate

Mr. Robert Beasley
PAWS, Inc. and Dennis, Wenger & Abrell

Mr. Steve Caldemeyer
Retired – Circuit Court Judge

Mr. David Clevenger
Mt. Pleasant Community Schools

Mr. Joseph Evans
Construction Trades Central Indiana District
Council of Carpenters

Mr. Jeffrey Parsons, Chair
First Merchants Bank

Mr. Gary Phillips
Ontario Systems

Mr. Richard Rowray
Youth Opportunity Center

Ms. Marilyn Scales
Retired – Youth and Family Advocate

Ms. Carol Seals
Ball Associates

Mrs. Sylvia Searight, Vice-Chair
Retired – Youth and Family Advocate

Mr. Kelly Stanley
Retired- Healthcare and
Manufacturing Executive

DIRECTOR EMERITA

Mrs. Phyllis Shafer*
Muncie Power Products

*deceased



"A past and a future." Every person and organization has them! Reflecting upon the last year at the Youth Opportunity Center, **our past** brings to mind many positive accomplishments and developments that point to continued success in treating the needs of the young people in our care.

Our numerous licensing and audit reviews remain stellar! They insure that all aspects of our daily service execution, our clinical standards and our administrative support performance meet best practice guidelines for the kids and families that we serve.

Our future plans call for increased and specialized services targeted at more acute child needs. This goal calls for an updated facilities environment with population-specific furnishings and equipment to ensure an on-going safe and effective treatment campus.

Other priorities include ever advanced training and qualifications for our front-line staff who are the true heroes of our work. These are all part of the YOC's plans for continuing effectiveness in transforming young lives into **the future**.

But what about the more personal story of each of our **kids' pasts and futures**. Even as we review the past year performance and plans for the YOC's future with you, our focus remains on them.

Each unique young person of the over 1,000 kids we serve each year has a story...has a name...and yes...**has a past and has a potential filled future**.

Their pasts...are increasingly filled with life-altering trauma. The vast majority of these kids are very real victims of or observers to the most difficult circumstances and experiences life has to offer.

This reality shapes a service perspective at the YOC labeled Relational Based-Trauma Informed Care. This treatment modality influences all aspects of how our Clinical Team and Treatment Specialists reach and transform kids.

Think about if extreme violence, abuse, sexual perversion, substance abuse or extreme neglect shaped your own development and your view of who you are and the world around you when you were young. Would your story and **future** have been different?

To understand our kids and our work with them you must consider the potentially devastating effects of our **kids' past** on their current reality and perspectives. By processing, coping with and better understanding **their past**, with the YOC's help, our kids and families begin shaping and learning **a new and hopeful future**.

Our values and culture at the YOC cause us to be passionate about these kids and **their futures**. They deserve an opportunity to overcome the challenges with which they are connected.

Thanks to you.... our many friends and partners for all your support in helping the YOC transform these very formidable challenges of **a child's past** into **potential-filled futures**.

As one of our Board of Directors often reminds me...it is and will forever be...**for the future of the kids!!**

Rick Rowray, CEO



*"I believe that every single child
has the potential for greatness."*

WHAT IT TAKES TO BRIDGE THE EDUCATION GAP

LINDSAY PRICE

What does it take to improve a nine-year-old girl's delayed reading level from 2nd to 3rd grade in 21 days? Or engage a former substance user in history lessons? Or get a boy refusing school so interested he wants to go more than required?

Ask Lindsay Price, Lead Educational Assistant (EA) for the YOC. She heads a team of five super-tutors who apply their skills across campus to assist kids who are disengaged, refusing school and/or need individualized attention to increase their skills and build self-confidence.

"We teach them that learning is everywhere," Lindsay said. "Education is a part of daily life."

Lindsay's passion for education comes from a family of educators. Her father was a principal. Her mother was a preschool teacher.

A few years ago, as Cottage 6 Manager, Lindsay began to honor a Student of the Week and Student of the Month. One of her girls brought in an A paper and she put it up on the refrigerator like her parents used to do. It became a powerful motivator.

"A papers covered our entire wall because we ran out of room on the fridge!" Lindsay said. "The kids realized their own potential. They didn't need us to hold their hand anymore."

In spring 2015, Lindsay moved to Boston to work for Americorps in a school-based community outreach program. She thought she was pursuing her future. At one of her training sessions, someone asked her why she wasn't helping kids in Indiana.

"It was a good point," Lindsay said. "I knew then my calling was back at the YOC."

Today Lindsay empowers her team of Educational Assistants to use innovative methods to bridge the education gap created when kids leave their home schools to receive treatment at the YOC. They often lose heart, become disengaged and refuse schooling.

One 9-year-old girl was reading over a grade level behind until an Educational Assistant began reading her fun stories like *Junie B. Jones* to speed up her comprehension. Twenty-one days later she had risen from a 2nd to a 3rd-grade reading level.

A 15-year-old boy only came out of his depression when his Educational Assistant connected what the boy knew, drugs, with Al Capone to engage him in a lesson about Prohibition. Now he consistently attends school.

A boy in the TEAM program had no interest in math until his Educational Assistant offered to play Monopoly with him if he went to at least one lesson per day. Now he attends all of the sessions he can.

These stories account for part of the success that has stimulated kids to attend school on a regular basis. The other part is the example Lindsay sets for her Educational Assistants.

"These kids have the ability to overcome significant life obstacles that have been thrown at them. They are resilient," Lindsay said. "I believe that every single child has the potential for greatness."



ONE SIZE FITS NONE: INTRODUCING TEAM & STARS

*"Whatever their circumstance, this
is perhaps their last opportunity to
learn a different way."*

Change is inevitable on the Youth Opportunity Center campus. The need for more specialized clinical services and intensive behavioral interventions has resulted in the YOC modifying three residential programs to more effectively meet the needs of our clients and placing agents.

Director of Psychological Services Robyn N. Eubank, HSPP stated, "YOC children have experienced significant traumatic life experiences. Our treatment programs have been enhanced by increasing the individualized services needed for youth with developmental and intellectual disabilities and children with significant psychological impairments. Our treatment approach is unique to each child we serve."

The youth the YOC serves today face more severe challenges. The youth have much more complex psychological issues, significantly increased behavioral problems, poor academic achievement, and are more likely to be on the autism spectrum than ever before. The situations of the youth are increasingly complex and their needs are more extensive.

As a result of increased need and requests from placing agents, the YOC made a strategic decision to move forward with two new targeted therapeutic residential programs.



TEAM PROGRAM

The YOC recently launched the TEAM (Teaching and Empowering Adolescent Males) program. It serves adolescent males with significant criminal and behavioral issues.

“People don’t like to talk about these criminalized kids,” stated CEO Rick Rowray. “The question for society is at what point can they no longer be rehabilitated? If we just put them into correctional environments, we know what the answer is going to be. Their lifetime trajectory is incarceration.”

Specially trained treatment staff focus on the key treatment philosophy which includes the importance of respecting authority, building healthy relationships, managing anger, exercising self-control, accepting personal responsibility, making positive choices, learning to effectively resolve conflicts, improving academic performance, and developing enhanced moral reasoning.

Rowray added, “We’re trying to reach the kids where they are, acknowledge that their behavior is based to some degree on their family history, traumatic life experiences and their environmental circumstances. Whatever their circumstance, this is perhaps their last opportunity to learn a different way.”

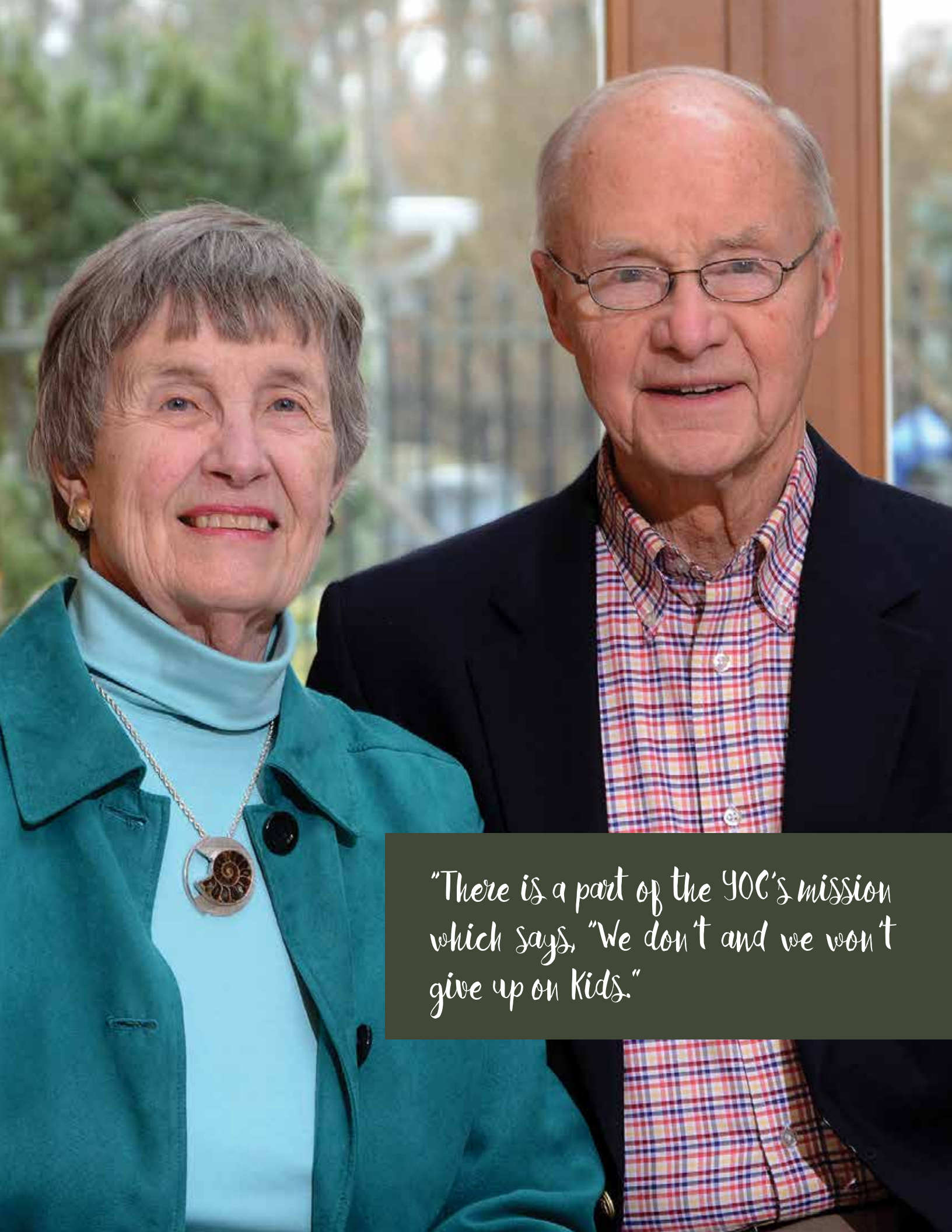
STARS PROGRAM

The YOC recently opened the STARS (Skills Training for Adolescents in Residential Services) program devoted to helping adolescents who have developmental and intellectual disabilities, including autism spectrum disorders.

To effectively implement this newly designed program, one of the nine YOC cottages has been adapted to a sensory-friendly environment. A calming room was added, where kids can find solitude. Sensory stations, where they can touch various textures hanging on the wall were also added. “These are important considerations for kids on the autism spectrum who often suffer from sensory overload,” says Dr. Eubank.

The treatment needs within the STARS program are unique and intensive. This highly structured program addresses the physical, emotional, social, vocational, cognitive and sensory-motor development needs of youth. The program’s youth will practice socialization and daily living skills, including hygiene. A major goal will be to help them lower their own anxiety so they can be more self-controlled.

“The children we serve today are much different than when we were founded in 1992,” Rowray said. “The complexity of the child and the intricate and heightened needs require highly specialized care. We are adapting our programs to meet the needs of the children we serve and provide the resources needed that will improve outcomes for our youth.”



"There is a part of the YOC's mission which says, "We don't and we won't give up on kids."

THE SECRET TO THE YOC'S SUCCESS

STEVE & JOAN ANDERSON

The secret to the YOC's success is not just good programming and good people. According to Steve and Joan Anderson, there is more at the root of what makes the YOC a strong organization. The Andersons have been longtime supporters of the YOC and have witnessed the fruits of their investment over the years as Judge Caldemeyer's ambitious vision — to transform the modest Delaware County Children's Home into a 75-acre campus with ten cottages — became a reality. Three dimensions of the YOC today impress them: a culture of deep commitment to the cause, staff and board passion and consistent dedication to exceeding professional training standards.

"There is a part of the YOC's mission which says, 'We don't and we won't give up on kids,'" Steve said. As an example, he points to the YOC's expulsion school, a product of the Community Alliance to Promote Education (CAPE) initiative which he originally chaired. Staffers go above and beyond to nurture kids who are suspended or expelled from Muncie Community Schools, helping them return to MCS and prevent behaviors that could result in placement in a YOC cottage. **"I always noticed exceptional patience on the part of staff and teachers coupled with a firm hand of discipline," he observed. "The program made a difference in the lives of these children who otherwise would have dropped out of school."**

Steve and Joan view their investment in the YOC through their lenses of experience. As Chairman Emeritus of First Merchants Corporation, Steve is impressed by the quality of management at the YOC, **which he says is "really important in our philanthropic program."**

Joan is impressed by the quality of the Boards of the YOC and of its Foundation. As a former consultant for Girl Scouts of America, she specialized in board governance and the relations between board and staff. **"Like others, I hope to see effective governance characterize groups we contribute to," she says. "At the YOC one can see the enthusiasm that all the board members have as well as board avoidance of micromanaging."** Governance, the Andersons believe, has always been the key to the YOC's success. **"If you don't have strong governance, you don't get strong management...without which you don't get strong programs and strong results," Steve said.**

He believes that in 25 years the YOC has demonstrated to the community that "big dreams can have big results," from making citizens of "kids people may have given up on," to the economic impact of creating 400 jobs and empowering kids to become employed.

Steve and Joan recognize that to ensure another 25 years of impact, good stewardship must go hand in hand with a strong staff, effective programming, and good leadership. **"Not simply taking care of today's resources, but planning resources to sustain the institution long term marks the highest standard of stewardship. The YOC has been engaged in careful, long-range thinking about the financial sustainability of its programs. That's good stewardship," he said.**

OUR DONORS

1.1.2015 THROUGH 12.31.2015

\$100,000 or more

George and Frances
Ball Foundation

\$50,000 - \$99,999

Ball Brothers Foundation
The Hamer D. and
Phyllis C. Shafer Foundation

\$25,000 - \$49,999

The Community Foundation of
Muncie and Delaware
County, Inc.

\$10,000 - \$24,999

Indiana Association for
Community Economic
Development
Mr. and Mrs. Kevin Mandrell
Monroe Partners, LP
Performance Services
Foundation LP

5,000 - \$9,999

Adamson Partners, LP
Geoff & Josie Fox Family
Foundation
Jean W. and Mora Morris
Fund for Youth

\$1,000 - \$4,999

Mr. and Mrs. Steve Anderson
Mr. and Mrs. Steven Bassett
J. Robert & Joanne Baur
Foundation
Mr. Robert Beasley and
Ms. Kim Campbell
Dr. And Mrs. George Branam
Mr. and Mrs. Kenneth R. Briner
Dr. and Mrs. Craig E. Buckles
Honorable and Mrs.
Steven Caldemeyer
In Memory of
Dr. and Mrs. R.H. Caldemeyer
Honorable and Mrs.
Thomas A. Cannon, Jr.
Mr. David A. Clevenger
Mr. and Mrs. Donald Conner
Mr. and Mrs. Joe Craig

Mr. and Mrs. Dave Crampton
Delaware County
Prevention Council
Mr. and Mrs. Morgan Doppler
EBS Consulting Inc.
Mr. and Mrs. Sam Ells
Fairway Independent
Mortgage Corporation
First Merchants Bank, N.A.
Gannett Foundation
David P. Gilliam & Associates
Mr. and Mrs. Richard Gray
In Memory of Leigh Ann Gray
Mr. and Mrs. Mark Green
Mr. and Mrs. Dan Hurley
Indiana Youth Institute
Lochmueller Group
Muncie Endurathon, Inc.
Muncie Power Products
Nu-Tec Roofing Contractors
Patriot Engineering and
Environmental, Inc.
Psi Iota Xi Sorority
Alpha Chapter
Mr. and Mrs. James D. Rosema
Mr. and Mrs. Rick Rowray
Ms. Marilyn Scales
Ms. Carol E. Seals
Secret Families
Mr. and Mrs. Danny Simpson
Mr. and Mrs. Van P. Smith
Mr. and Mrs. Kelly N. Stanley
In Memory of
Mr. George R. Benson
Mrs. Mary Jane Sursa
In Honor of Mrs. Judy Barnes
Dr. Cornelia A. Van Cott
Dr. and Mrs. Paul Walker
Mr. and Mrs. Terry L. Walker
James Wingate Sr.
Memorial Garden Fund

\$250 - \$999

Ms. Jennifer J. Abrell
Access To Care
Pharmacy, LLC
Mr. and Mrs. Jay E. Allardt
Ameriprise Financial Services
(Foote, Davis & Associates)

Mr. and Mrs. Joseph Anderson
In Memory of
Mr. Michael Allen Wise, II
Anthem Blue Cross Blue Shield
Mr. and Mrs. Jeffrey L. Arnold
In Honor of Mr. and Mrs.
Steve and Deb Arnold
In Memory of Mr. Richard Arnold
Committee to Elect
Jeffrey Arnold Prosecutor
Automotive West, Inc.
Mr. and Mrs. David Bahlmann
Ms. Nancy Barefoot
Dr. and Mrs. John Beekman
Mr. and Mrs. Dennis Blair
A. E. Boyce Co., Inc.
Mr. and Mrs. Steve Brackney
Mr. and Mrs. Bruce Bubenzer
Mr. and Mrs. Miggy Cabrera
Mr. and Mrs. Ray L. Chambers
Mr. and Mrs. Charles Childers
Mrs. Susan Cloyd
Mr. and Mrs. Richard Crist
Mr. and Mrs. James R. Davis
Ms. Jean Davis
In Memory of
Mrs. Phyllis Shafer
DeFur Voran LLP
Delk McNally LLP
East Central Indiana
Trades Council
Mr. and Mrs. Jim Estep
In Honor of Mr. Rick Rowray
Dr. Robyn N. Eubank
First Merchants
Insurance Group
Mr. and Mrs. James A. Fisher
Mr. and Mrs. Brandon Fowler
G & G Oil Co. of Indiana, Inc.
Mr. and Mrs. David A. Galliher
Ms. Skylar R. Gauck
Mr. and Mrs.
Robert E. Gildersleeve
In Honor of Mr. and Mrs.
Kelly Stanley
Mr. and Mrs. Benjamin Graber
Mr. and Mrs. Barry Green
Mr. and Mrs. Dennis D. Green
GRW Engineers
Mr. and Mrs. Mark Hardwick
Mr. and Mrs. Ronnie Hawkins
Dr. and Mrs.
Jeffrey A. Heavilon
Mr. and Mrs. Keith N. Hiatt
Mr. and Mrs. Harry R. Holding
Horning Roofing &
Sheet Metal Co., LLC
Mr. Gregory A. Huffman
Mr. and Mrs. Jerome Johnson
Mr. and Mrs. Rick Kelly
L. J. Stone, Co., Inc.
Dr. and Mrs. Jaime Lemna

Lucy Couture Boutique
Mr. and Mrs. John MacIntyre
Ms. Malyssa J. May
McGuff Roofing
Meridian Health Services
Mr. and Mrs. Keith Miller
Ms. Leslie R. Miller
Mr. and Mrs. Jon Moll
Dr. and Mrs. Gareth A. Morgan
Old National Bank
Old National Trust
Mr. and Mrs. Jan Oliver
Ms. Shelby E. Parker
Mr. and Mrs.
Jeffrey M. Parsons
Mr. and Mrs. John D. Pearson
Mr. and Mrs. Gary E. Phillips
Quad Medical LLC
Mr. and Mrs. David M. Redden
Ms. Stacy Lynn Richmond
Dr. Janet Roepke and
Mr. Jeff Groves
Dr. and Mrs. Rob Rudicel
Dr. and Mrs. Howard Searight
Mr. and Mrs. Bradley J. Smith
Mr. and Mrs. William B. Smith
Solutionz Conferencing, Inc.
Dr. and Mrs. Joseph M. Songer
In Honor of The Honorable
Steven and Carole
Caldemeyer
Mrs. Grace E. Soule
St. Francis of Assisi &
Newman Center
Mr. and Mrs. A. Casey Stanley
In Honor of Mr. and Mrs.
Kelly Stanley
Dr. and Mrs.
Frederick T. Steiner
The Sursa Griner Group of
Raymond James &
Associates
Swallow's Landscape Services
Top Notch Indiana
Tuffy Auto Service Center
Committee to Elect
Dennis Tyler
Unitarian Universalist Church
of Muncie
United Brotherhood of
Carpenters
Dr. and Mrs. Norman Van Cott
In Memory of
Dr. Clarence R. Deitsch
Versailles Painting LLC
Mr. and Mrs.
Christopher J. Ward
Mr. James M. Wells
Mr. and Mrs. Dean Whitesel
Whitinger & Company LLC

Dr. and Mrs. Leland Wilhoite
Ms. Sarah J. Wuest
Mrs. Jennifer Zelhart

\$1 - \$249

Anonymous
Ms. Christina Aguilar
Mr. Zachary V. Ainsworth
Mr. Douglas L. Allee
Ms. Kourtney R Allender
Mr. Jamie N. Allred
Ms. Amber N. Amerson
Mr. Eugene L. Amlin
In Memory of Mrs. Ann Amlin
Mr. and Mrs.
David K. Ammerman
Ms. Carol Ammon
Mr. Austin D. Anderson
Ms. Hayley I. Andrews
Apple American Group
Mrs. Denise R. Arnold
Mr. Joe A. Arthur
In Memory of Mrs. Dixie Quirk
Ms. Rebecca J. Ashbaugh
Mrs. Heather Ault
Aura IT Consulting
Dr. and Mrs.
Ramon L. Avila, Sr.
Dr. Stephen M. Avila
Mr. Darrick Ayers
Ms. Kaylyn Ayres
B & B Sand Blasting
Service Inc.
Mr. Irma Baggett
Ms. Nancy A. Baker
Ms. Cheyenne M. Ball
Mrs. Judith Barnes
Mr. Donovan Battle
Mr. and Mrs. Ray R. Bayer
In Honor of the Honorable
Steven and Carole Caldemeyer
Ms. Laura Beal
Mr. and Mrs. Robert F. Beavers
Ms. Jessica L. Becker
Mr. Timothy J. Behne
Belden, Inc.
In Memory of
Mrs. Marguerite Harness
Ms. Judy Benken
Mrs. Margaret L. Bennett
Ms. Kayleigh M. Bilbrey
Ms. Devin M. Bishop
Ms. Ardella L. Bixler
In Honor of Mrs. Lynn Doppler
In Memory of Ms. Emily Crabtree
Mr. Torin Blow
Mr. Eric G. Boothby
Mr. and Mrs. Patrick C. Botts
Ms. Cheyenne E. Bowser
Mr. Christopher Box
BPO Elks Lodge 245
Mr. and Mrs. Larry Brandon

Mr. John Brasher
Dr. Ralph Bremigan
Mr. Timothy D. Brooks
Mr. Blair S. Broussard
Mr. Ernest J. Brown
Dr. and Mrs. Joseph D. Brown
Ms. Sara L. Bruner
Mr. and Mrs. William G. Bruns
Mr. and Mrs. Kelly N. Bryan
Mr. Lon D. Bryan
Ms. Dorothy H. Bullis
Mr. and Mrs. David Bundy
Mr. and Mrs. Michael Burke
Richard W. and Dorothy J.
Burkhardt Fund
Mrs. Jaime L. Burris
Ms. Julie J. Burt
Ms. Melissa A. Burton
Mr. Nathan A. Bussberg
Ms. Ariel L. Butler
Ms. Angela D. Butterfield
Ms. Stefanie A. Cabana
Dr. Jenna M. Cacciola
Ms. Shakeya M. Caines
Ms. Jean L. Campbell
Mr. and Mrs. Frank Cardini
Mrs. Marilyn Carey
In Memory of Mr.
James (Jim) Patrick Carey
Mr. and Mrs. Tim Carnes
Mr. Austin J. Carrier
Ms. Erica R. Carter
Mr. Toby Carthell
Mr. Jason T. Cassity
Mr. and Mrs.
Anthony R. Catanzarite
Ms. Kylee Cheeney
Mr. and Mrs. Ryan Childers
Mrs. Kathleen A. Clevenger
Mrs. Marilyn Jean Clevenger
Ms. Sarah J. Clifford
Mr. Shawn M. Cloyd
Mr. Justin M. Cochran
Ms. Andrea D. Collier
Mr. and Mrs. David Conner
Mr. and Mrs.
John W. Constant, Jr.
Mrs. Denise M.
Cooley-Goolsby
Cooper Tire & Auto Service
Ms. Christina R. Costakis
Ms. Holly K. Cox
Mr. and Mrs. Michael L. Cox
In Honor of Mr. and Mrs.
Kelly Stanley
Ms. Kristal L. Crone
Mr. Kindon R. Crowder
Mr. and Mrs. Linn A. Crull
Crystal Glass, Inc.
Mr. Joshua M. Cummings
Ms. Makesha D. Cummins

Mr. Rodney J. Dabney
Ms. Angela D. Dailey
Mr. and Mrs. William R. Daniel
Mr. Daniel Davidhizar
Ms. Cheryl Davis
Mr. Darnell T. Davis
Ms. Martha M. Davis
Mr. and Mrs. Vadis L. Davis
In Honor of Mr. Walter and
Judy Kaiser
In Memory of Mr. Plenis and
Clara Davis
Ms. Ashley L. Davis-Barella
Mr. Ross A. Deckman
Mr. Andrew P. DeLong
Dennis, Wenger & Abrell
Ms. Lissa M. Dice
Mr. and Mrs. David Dickerson
Mr. Edwin B. Dixon
Mr. and Mrs.
Cornelius Dollison, Jr.
Ms. Deborah L. Donovan
The Dowling Law Office
Mrs. Nancy Drayer
Mr. and Mrs.
Robert C. Drummond
In Honor of
Adam Joseph Drummond
Ms. Brittany N. Dudley
Mr. and Mrs. Daryle E. Dunigan
Mr. Derrick L. Dunsmore
Ms. Patricia A. Eckstein
Mr. Gregory L. Edwards
Drs. John and Anne Eliades
Elite Services, Inc.
Mr. Robert J. Elliott
Ms. Courtney M. Emmons
Ms. Debbie Emmons
Ms. Debra S. Epperson
Mr. and Mrs. Mark A. Ervin
Mr. and Mrs. Lance E. Estep
Ms. LaVera L. Evans
Mr. Randy H. Evans
Mr. and Mrs.
Christopher D. Fancher
Ms. Alison E. Farris
Mr. Gary W. Fennell
Ms. Elizabeth R. Finley
Mr. and Mrs. Mark Fontaine
Mr. and Mrs. Dick A. Forsythe
Mr. David A. Fosnight
Mr. Jason R. Fougrousse
Mr. and Mrs.
Joseph Fougrousse
Fountain Square UMC
Progressive Class
Mr. Dean W. Franklin
Dr. and Mrs. Ted Fullhart
Ms. Hermanda Gainer
Mrs. Ann Craig Galliher

Mr. and Mrs.
Michael B. Galliher
Mr. Andrew Gearhart
Mr. and Mrs. Charles Gemmer
Ms. Kathy C. Gibbs
Mr. Nova Gilliatte, Jr.
Mr. Jerrette Girardier
Ms. Sharon Glass
Mr. Jeremy W. Godek
Mr. Derek M. Gosman
Grace Evangelical Lutheran
Ms. Amber K. Green
Mr. and Mrs. Brian Green
Mr. and Mrs.
Gary D. Green
Mr. Terry L. Green
Mr. and Mrs. Merrill Greene
Greiner Brothers, Inc.
Mr. David Grider, Jr.
Dr. Amber M. Groomes
Mr. Austin Gross
Mr. Henry L. Gudger, Jr.
Ms. Rose M. Guinn
Mr. Jerome L. Hall
Ms. Raven K. Hampton
Mr. Philip A. Hannum
Mrs. Elizabeth M. Hansard
Ms. Nikeeta R. Hanyard
Ms. Sandra Hardcastle
In Honor of Mrs. Jan Scott
Mr. Lowell Harmon
In Memory of Mrs. Becky Harmon
Harris Landscape
Services, LLC
Mr. and Mrs. Rick Harris
Mr. and Mrs. Samuel S. Harris
Mr. and Mrs. Philip E. Hawk
Ms. Aimee Hawkins
Ms. Lindetta M. Hawkins
Mr. Michael Lee Hawkins, Sr.
Hazelwood Christian Church
(DOC)
Mr. and Mrs. Jeffrey L. Helm
Ms. Bethany A. Henderson
Mr. and Mrs.
Ronald Henderson
Mr. and Mrs.
Charles N. Hetrick
Mr. and Mrs. Richard W. Hill
Mrs. Vivian L. Hinders
Ms. Karen A. Hines
Mr. and Mrs.
James P. Hoban, Jr.
Mr. Gregory C. Hobson
Mr. and Mrs.
Richard A. Hochstetler
Ms. Krista L. Hoevel
Dr. and Mrs.
William L. Holbrook
Mr. and Mrs. Alan Holdren

Ms. Micara B. Holloway
 Mr. Scott Holtzclaw
 Mr. and Mrs. Jim Hopper
 Ms. Lisa D. Hottinger
 Mr. Bradley J. Hough
 Dr. and Mrs. Hub Hougland
 Ms. Aileen W. Howard
 Mr. and Mrs. Jack Howard
 Mr. and Mrs. Benjamin Howells
 Mr. William Z. Hughes
 Mr. and Mrs. Kyle Hutton
 Mr. and Mrs. John T. Hynes
 IMMCO
 Mr. Donald R. Irelan
 Ms. Jessica L. Ireland
 Mr. Timothy L. Irvin
 Mr. and Mrs. Michael Italiano
 Mr. Larry E. Ivy
 Ms. Deelah S. Jackson
 Mr. and Mrs. Thomas K. Jarvis
 Ms. Vicki Ann Jeffers
 Ms. Myonna K. Jemison
 Ms. Christina R. Jespersion
 Mr. Jarred E. Johnson
 Ms. Katiena Y. Johnson
 Mr. Jonathon E. Jones
 Mr. and Mrs. Leon Jones
 Mr. Max S. Jones
 Ms. Toshie Kagosawa
 Mr. and Mrs. Jim Keesling
 Ms. Martha L. Kendrick
 Mr. and Mrs. Ralph Kennedy
 Ms. Belinda C. King
 Ms. Karen S. King
 Ms. Julia N. Knapp
 Ms. LaDonna L. Kobel
 Mr. and Dr. Keith Kohli
 Mr. and Mrs. Dennis L. Kramer
 Ms. Marla S. Kurtz
 Mr. and Mrs. Larry Kuzma
 Dr. and Mrs. Robert A. Kvam
 Laborers' International
 Union of N.A.
 Mr. and Mrs. Charles D. Lacy
 Ms. Krystal P. Lacy
 Ms. Carol A. Lambert
 Bob Lambert and Sons
 Auto Body
 Mr. Shauntea M. Leavell
 Mr. Hagle Lee
 Ms. Jamie R. Lee
 Dr. John D. Lee
 Ms. LaDonna M. Lee
 Ms. Katie A. Lehman
 Ms. Ashley J. LeMay
 Ms. Linda Lipp
 Mr. Anthony W. Longworth
 Mr. Ricardo G. Lopez

Dr. and Mrs.
 James R. Lowry, Sr.
 In Memory of
 Dr. Clarence R. Deitsch
 In Memory of Mr. Bernie Hansan
 Ms. Jessica L. Mahan
 Mr. Bruce D. Mahoney
 Mr. and Mrs. Frank Malje
 Dr. and Mrs. Michael Malnofski
 Mr. and Mrs. Carl E. Malone
 Mr. and Mrs.
 Richard A. Maloney
 Mancino's Pizza & Grinders
 Mrs. Korleen Mangas
 In Honor of Mrs. Lynn Doppler
 Mr. and Mrs.
 Maurice L. Mangas
 Ms. Cynthia L. Mann
 Ms. Debra L. Mantock
 Mr. Jeff C. Mantock and
 Ms. Tricia Stanley
 Mr. Dennis L. Marlow
 In Honor of Polly Quirk Craig
 Mr. and Mrs. Rick Marlow
 In Honor of Rev. J.D. Georlett
 Mr. and Mrs. Ronan Marra
 Ms. Lanika L. Marshall
 Mr. and Mrs.
 Otis Lenzy Marshel
 Dr. and Mrs.
 Franklin M. Martin
 Mr. John Martin
 Ms. Margaret A. McClellan
 Mr. and Mrs.
 Robert McClelland
 Mr. and Mrs. Matt McConnel
 Ms. Jasmin R. McCoy
 Mr. and Mrs.
 William A. McCune
 Mr. Kevin D. McDonald
 Dr. Gisselle O. McKell-Jeffers
 Ed McKibben Real Estate
 Ms. Tiffany N. McKinley
 McKinney & Malapit Law
 Ms. Patricia L. McMichael
 Ms. Kennae S. McNeil
 Ms. Vicki McShirley
 Ms. Jo Ellen Mercer
 Mr. and Mrs. Jim Messmer
 Dr. Fred A. Meyer, Jr.
 Mr. and Mrs. Mike Mezo
 Dr. and Mrs.
 Donald W. Mikesell
 Mr. and Mrs. Hank A. Milius
 Ms. Ashley N. Miller
 Mr. and Mrs. H. Gordon Miller
 In Memory of Kraig Miller
 Ms. Jessica N. Miller
 Mr. Mark Miller
 Ms. Tamera S. Miller
 Ms. Amber S. Mills

Ms. Terri A. Mills
 Mr. and Mrs. Larry D. Mock
 Ms. Heidi Monroe
 Ms. Terri Montgomery
 Ms. Kelly R. Morgan
 Mr. Charles F. Morris
 Mr. and Mrs. Rodney Morrow
 City of Muncie Sanitary District
 Ms. Kimberly D. Murphy
 Mr. and Mrs. Steve Murphy
 Mr. and Mrs. Todd E. Murray
 Mr. and Mrs. Ronal A. Naylor
 In Honor of Dr. Earl Lloyd
 Mr. William J. Nealy
 Ms. Alicia M. Nelson
 Ms. Brianna L. Nelson
 Mr. and Mrs. Roger L. Noble
 Ms. Wendy J. Norris
 Dr. and Mrs. Oren Olinger
 Ms. Ashley N. Orcutt
 Mr. and Mrs. Brian C. Osner
 Mrs. Landy M. Otis
 Mr. and Mrs. Larry Ottinger
 Mr. Cody E. Panszi
 Dr. and Mrs. Don Park
 Mr. Coulton H. Parker
 Mr. Daniel A. Parsley
 Mr. and Mrs. Andre Pearson
 Ms. Elizabeth K. Peck
 Mr. and Mrs. Tony Personett
 Ms. Susan Petefish
 Ms. Lindsey D. Pettitt
 Ms. Kimberly A. Phelps
 Mr. and Mrs. Marcus Phelps
 Ms. Beverly S. Phenis
 Mr. and Mrs. Steven K. Pinnick
 Ms. Shanese D. Pointer
 Mr. Truman G. Pope
 In Memory of Mr. Larry Dollison
 Ms. Emma Porterfield
 Mr. and Mrs.
 John C. Powers, Sr.
 Ms. Lindsay M. Price
 Ms. Janet Price Lutz
 Pridemark Construction
 Mr. John P. Pursifull
 Mrs. Dixie Quakenbush
 Mrs. Wanda H. Quinn
 Mr. Jerry Quirk
 Mr. and Mrs. Thomas Raisor
 Mr. Spencer Rankin
 Ms. Melanie Kay Razor
 Mr. Johnny A. Reason
 Mr. Jesse R. Reed
 Mr. Stephen A. Reed
 Dr. Suzanne Reedy, DDS
 Ms. Brandie S. Reese
 Dr. Riley R. Reese
 Mr. Ronnie J. Reese
 Ms. Amanda H. Regnaud

Ms. Elsa J. Reichle
 Ms. Margaret A. Reilly
 Ms. Dascha L. Rhodes
 Ms. Krystal K. Ring
 Ms. Melissa R. Ritchie
 Ms. Delaina R. Roberson
 Ms. Catherine M. Roberts
 Ms. Samara C. Roberts
 Ms. Cathy Rodgers
 Ms. Debra R. Rodgers
 Mr. and Mrs. Donald A. Ross
 In Honor of Mr. and Mrs.
 Jerry Sparenberg
 In Honor of Mr. and Mrs.
 Kelly Stanley
 Ms. Mykael Ross-Jackson
 Ms. Caroline R. Rouse
 Ms. Carolyn B. Rowray
 In Honor of Mrs. Judy Barnes
 Dr. and Mrs. Zach Rozelle
 Dr. and Mrs. Max H. Rudicel
 Mr. and Mrs. Jerry Rushton
 Mr. Charles K. Russell
 Mr. Richard T. St. John
 Ms. Jackie Samuels
 Dr. Janay Sander
 Dr. and Mrs. Gary J. Santoni
 Mrs. Frances Petty Sargent
 Dr. and Mrs. Ravi Sarin
 Ms. Samara C. Saubert
 Dr. and Mrs. Lary A. Schulhof
 In Honor of Steven
 and Carole Caldemeyer
 Mr. and Mrs. John J. Schwarz
 In Memory of
 Mr. Jerrold W. Schwarz
 Mr. James H. Scott
 Mrs. Candice M. Seals
 Ms. Jenna Shelton
 Dr. Donald S. Shondell
 In Memory of Mrs. Betty Shondell
 Ms. Kelli A. Shore
 Ms. Anna G. Shreves
 Mr. Nikolaus S. Sloan
 Mr. and Mrs. Scott Smalstig
 Ms. Carin K. Smith
 Mr. Carl R. Smith
 Ms. Denise L. Smith
 Mr. and Mrs. Jamey Smith
 Mr. and Mrs. Steven Smith
 Mr. Pierre R. Sneed
 Ms. Genet C. Soule
 Mrs. Anne T Soultz
 South Central Association
 of Health Underwriters
 In Honor of Mr. David Hopper
 Mr. and Mrs. David W. Spade
 In Honor of Telford and
 Tolle Grandchildren
 Mr. James K. Spurgeon
 Mr. Travis P. Staab
 Ms. Tarenary W. Starks

Mrs. Tamara S. Stewart
 Mr. and Mrs. James Stiener
 Mr. Franklin C. Stone
 Mr. Adam L. Stout
 Mr. Damon Stovall
 Mr. and Mrs.
 Thomas D. Sumner
 T & H Sweeper
 Mr. Danell A. Taylor
 Mr. and Mrs. Nathan O. Taylor
 Mr. and Mrs. Robert Taylor
 Mr. and Mrs. John Teshima
 Mr. and Mrs. James Thomas
 Mr. and Mrs. Jerry W. Thomas
 Ms. Safire T. Thomas
 Ms. Crystal H. Thompson
 Mr. Robert H. Thompson
 Titan Electric Co., LLC
 Ms. Joanna A. Todd
 Mr. and Mrs. L. Michael Tolle
 Dr. and Mrs.
 Joseph F. Trimmer
 Dr. and Mrs. Brad L. Truax
 Mrs. Jeanne Tuck
 In Honor of Steven
 and Carole Caldemeyer
 Ms. Rebecca D. Tuck
 Mr. Douglas J. Turner
 Ms. Karla R. Twilley
 Tyler Wealth Managaement
 Ms. Katherine Unroe
 Mr. Michael A. Van Cleave
 Mrs. Krystal A. Van Laere
 Ms. Evangelean Vance
 Dr. and Mrs.
 C. Warren VanderHill
 Drs. John and Carolyn Vann
 Mr. John D. Vellenga
 Mr. Harry R. Vernon and
 Dr. Anita Martin
 Ms. Lacey C. Vincent
 Mr. and Mrs. Bryant M. Wagner
 Ms. Therese Wahlstrom
 In Honor of Mr. Rick Rowray
 Dr. and Mrs. Scott W. Walker
 Mr. and Mrs. Justin M. Wallen
 Ms. Jennifer Warrner
 Mr. and Mrs. Phillip D. Webber
 Mr. Casey R. Weigle
 Mr. and Mrs. Kent D. Weigle
 Mr. and Mrs. David Weiland
 Ms. Se'Neice E. Welch
 Drs. Donald and Sue Whitaker
 Mr. and Mrs. Douglas L. White
 In Memory of
 Mr. and Mrs. Hamer Shafer
 Mr. Michael A. White
 Daniel K. Whitehead
 Attorney at Law LLC

Dr. and Mrs.
 Thomas S. Whiteman
 Mr. and Mrs. James Williams
 Ms. Jamia L. Williams
 Mrs. Jill E. Williams
 Mr. Jonathon W. Williams
 Mr. Rashad A. Williams
 Ms. Sarah E. Williams
 Ms. Sonya E. Willis
 Mr. and Mrs. Gabe Wilmes
 Ms. Katy L. Robison Wilson
 Ms. Christa Winchester
 Mr. and Mrs. Kevin Wiskus
 Ms. Brittany S. Wonnell
 Dr. and Mrs. John Worthen
 Dr. William T. Wrege
 Ms. Katelyn Wright
 Ms. Christine M. Wyman
 Ms. Keiana L. Young
 Mr. Justin Zacharias
 Ms. Sarah Zarate
 Ms. Elizabeth A. Zeese
 Mr. and Mrs. Stephen Zirkle

Gifts in Kind

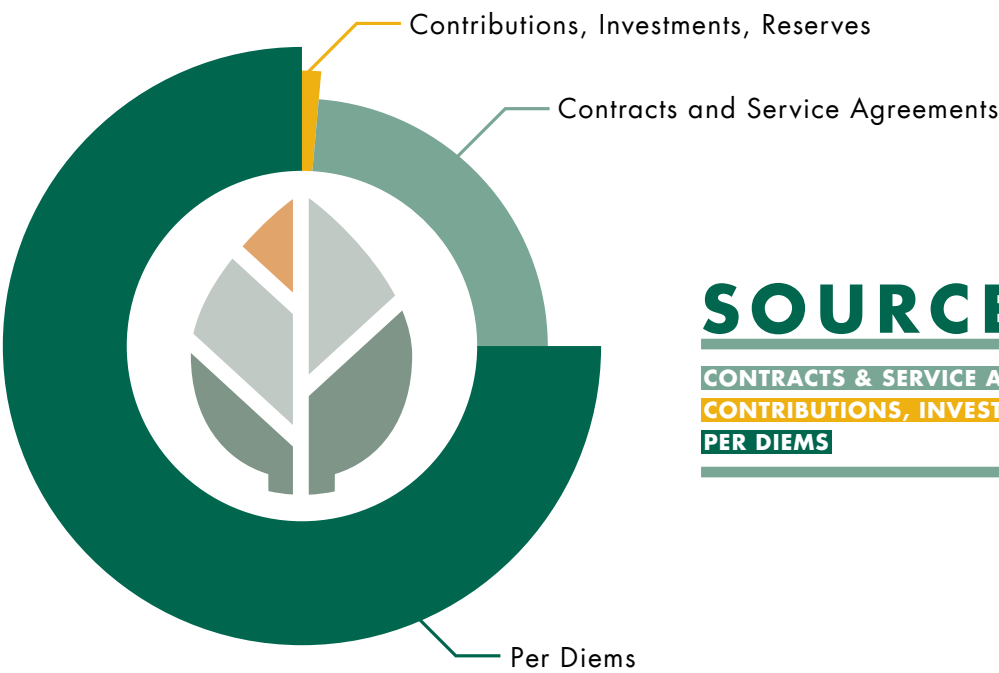
Amazing Joe's Grill
 American Chevrolet & Cadillac
 Bailey's Muncie Dry Cleaners
 BSU Cardinal Varsity Club
 Best Way of Indiana, Inc.
 Bruner's Family Restaurant
 Mr. and Mrs. Gordon Campbell
 Mr. and Mrs. Tim Carnes
 Ms. Charlene Church
 Clancy's Car Washes, Inc.
 Dandelions Flowers & Gifts
 Ms. Angela D. Davis
 Mrs. Lynn Dopper
 Ms. Debbie Emmons
 Estep & Co., Inc. dba Subway
 Eva's Pancake House
 Mr. Bruce Everetts
 Fairway Independent
 Mortgage Corp.
 Faith Builders Ministries
 Farmers & Merchants Bank
 Ms. Sue Flockenhaus
 Ft. Wayne Children's Zoo
 Ms. Pamela S. Garmon
 Mr. and Mrs. Charles Gemmer
 Mr. Robert D. Githens
 Gordon Food Service
 Mr. and Mrs. Barry Green
 Mr. and Mrs. Ron Groves
 Ms. Gwendolyn Hall
 Ms. Cindy Holaday
 Ms. Rebecca King
 Mancino's Pizza & Grinders

Mr. and Mrs. Kevin Mandrell
 Marsh Supermarkets
 Store McGalliard
 Marsh Supermarkets Store #75
 Meijer, Inc. Store #136
 Meijer, Inc. Store #139
 Minnetrista Gathering Place
 Mr. and Mrs. Carl Monroe
 Munson Motors
 Dr. Richard Neel
 Normandy Flower Shop, Inc.
 Mr. and Mrs. Jason Phipps
 Ms. Sarah P. Ponto Rivera
 Pridemark Construction
 Ms. Wilda Slaven
 Dr. Hannah M. Slowik
 Mr. and Mrs. Brad Smith
 Mr. and Mrs. Willie Smith
 Ms. Genet C. Soule
 Victory Honda of Muncie
 Mr. Brent Zenthoefer
 Mr. and Mrs. James Zimmerman

Thank
 you
 for your
 continued support!

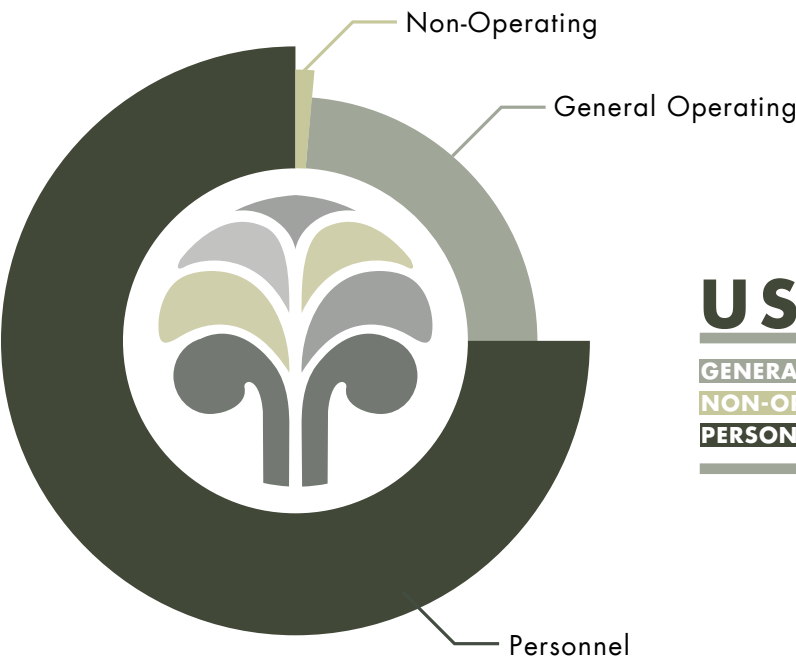
FINANCIALS

COMBINED FINANCIALS OF THE YOC & YOC FOUNDATION



SOURCES

CONTRACTS & SERVICE AGREEMENTS	\$3,470,002
CONTRIBUTIONS, INVESTMENTS, RESERVES	\$353,676
PER DIEMS	\$11,844,449
	\$15,668,127



USES

GENERAL OPERATING	\$3,695,713
NON-OPERATING	\$238,988
PERSONNEL	\$11,802,476
	\$15,737,177



YOUTH OPPORTUNITY CENTER FOUNDATION

The Youth Opportunity Center Foundation exists to support the mission and priorities of the Youth Opportunity Center (YOC). The YOC serves and provides hope to Indiana's youth who are most in need of outpatient and residential behavioral health services resulting from abuse, neglect and abandonment.

Through a focused, strategic approach to community engagement and fundraising activities, the YOC Foundation develops partnerships with individuals, corporations, employees and foundations to garner fiscal support in funding the "margin of excellence" and evidence-based treatment services of the YOC.

yocfoundation.org

YOC FOUNDATION BOARD MEMBERS

Dr. Sam Abram

Retired- School Administrator

Ms. Judith Barnes

Retired- Youth and Family Advocate

Mr. David Bahlmann

Retired- Ball State University Foundation

Mr. Robert Beasley

PAWS, Inc. and Dennis, Wenger & Abrell

Mr. Ken Briner

Retired- Muncie Power Products

Mr. Don Conner

Retired- Banking Executive

Mrs. Polly Craig

Executive Director, YOC Foundation

Mrs. Laura Crampton

Q-Centrix

Mr. Jim Estep

Estep, Burkey, Simmons, LLC

Mr. Barry Green

Fernandez Holdings & Soutionz
Videoconferencing Inc.

Mr. Jon Moll

Defur Voran LLP

Mr. Jeffrey Parsons

First Merchants Bank

Mr. Richard Rowray

Youth Opportunity Center

Mrs. Sylvia Searight

Retired- Youth and Family Advocate

Mr. Daniel Stewart

Lucky Rabbit Tattoos

Mrs. Kathy Walker

Retired- Youth and Family Advocate

DIRECTORS EMERITI

Mrs. Phyllis Shafer*

Mrs. Mary Jane Sursa

Mr. Van P. Smith

YOC FOUNDATION STAFF

Mrs. Melissa Ells

Chief Financial Officer

Ms. Genet Soule

Development Coordinator

* deceased

