

IN  
VALUES  
OUR  
SERVICE  
OWN  
COMMITMENT  
WORDS



YOUTH OPPORTUNITY CENTER

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ANNUAL REPORT

2013

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## V I S I O N

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

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## M I S S I O N

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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.



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*YOC Board Chair*

**Polly Craig**  
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**Rick Rowray**  
*YOC CEO*

**Bob Beasley**  
*YOC Foundation  
Board Chair*

# A MISSION IN LIFE TO SERVE.

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## A MESSAGE FROM OUR LEADERSHIP

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Hello Friends,

The Youth Opportunity Center (YOC) would like to thank everyone who has made an impact on our work in the past year. Thanks to your help, we provided treatment and services to more than 800 youth and families in 2013. Your support has changed lives, and we thank you for it.

In this annual report, you will learn about passionate community leaders such as Kelly and Donna Stanley and Brad and Jess Smith, who will share the very personal reasons they support the YOC. You will also learn more about our team, whose members give of themselves emotionally, physically, and financially to help the children. These stories reflect the core values we teach our children, and they demonstrate the compassion that is at the heart of our work.

As 2014 begins, the YOC and YOC Foundation are engaged in the second year of their strategic plans, both with the common goal of providing the “margin of excellence” for kids. We plan to empower our staff to provide quality, evidence-based programs that meet the specific needs of children in our community.

This coming year, the YOC will continue to provide youth with opportunities that teach, model, and empower them to reach their optimal potential. We welcome you to tour campus and learn more about our work and the impact we're making every day.

**Your investment in our mission  
is making a difference!**

“The children are our future” has been said so often it can seem cliché. But at the YOC, we know it to be true. Every time a child overcomes some great obstacle to become a productive member of society, it's a win not only for that child, but for all of us. We hope you'll join us in helping more children—and our community—win more than ever in 2014.

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HOLD THE  
THE STANLEYS ARE WELL-KNOWN  
UNSHAKABLE  
IN THE MUNCIE COMMUNITY  
CONVICTION THAT  
FOR THEIR PHILANTHROPIC EFFORTS.  
INDIVIDUALS  
BUT THESE DAYS, NO CAUSE IS  
ARE EXTREMELY  
CLOSER TO THEIR HEARTS  
IMPORTANT,  
THAN THE  
THAT EVERY LIFE  
YOUTH OPPORTUNITY CENTER.  
MATTERS.

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KELLY AND DONNA  
STANLEY

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About four years ago, Kelly and Donna Stanley toured the Youth Opportunity Center for the first time. It was an experience that opened their eyes and changed their lives.

“On our drive home that day I said to Donna, ‘We need to do something.’ Her response was not, ‘If,’ but, ‘When and how much.’”

The Stanleys are well-known in the Muncie community for their philanthropic efforts. But these days, no cause is closer to their hearts than the Youth Opportunity Center. “Touring the YOC turned us into instant supporters,” Donna said. “Seeing the facility and the staff in action made it clear how much good the YOC does for children.”

Shortly after their tour, Kelly joined the YOC board of the directors. He and Donna also became active volunteers, visiting the children there during the holidays and bringing them gifts during Christmas. Those visits are often joyful, but they can also be heartbreaking.

“I recall one time when a child was very excited for his dad to come visit,” Kelly said. “Unfortunately, he never arrived.”

While scenes like that are difficult to witness, Kelly says they highlight the critical role the YOC plays in the community. “Every young person is a candidate to become a productive citizen. But some have a more difficult path than others. Those that have a more difficult path need help, and the YOC provides it.”

The Stanleys understand that everyone must follow their own passion when it comes to philanthropy. But Kelly believes that a single YOC tour will turn just about anyone into a supporter.

“I tell people all the time, ‘If you take a tour, you’ll want to give financial support to their mission—and you’ll be glad you did.’”



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TEACH SMALL  
LESSONS THAT

THE SMITHS' PASSION

CAN BRING

FOR THE YOC

INCREMENTAL

IS ROOTED IN A

IMPROVEMENT

SHARED DESIRE

TO ONE MAN

TO HELP CHILDREN.

OR WOMAN,

BOY OR GIRL.  
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BRAD, JESS & KELDEN  
SMITH

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Growing up in Muncie, Brad Smith remembers riding the school bus with kids who were living at the Delaware County Children's Home. The stories those kids told often revealed a world of disorder and dysfunction.

"The people who worked at the Children's Home had hearts of gold," Brad said. "They just didn't have the proper means or resources."

Today, Brad and his wife, Jess, are ardent supporters of the Youth Opportunity Center, which has become a nationally accredited treatment center for children and their families.

"The YOC really is a hidden gem," Brad said. "It's more than a rehabilitation center. It's an education center. It's a place where people have a heart for the work they do."

To expose more people to the YOC's good work, Brad teamed up with friends Ryan McKinley, Jeremy Stow and Ryan Barrett to launch Wifflemania, a wiffle ball tourney that benefits the YOC.

"Wifflemania gives so many people an opportunity to learn about what the YOC does," Jess said. "Participants range from retired folks to kids in elementary school. It really reaches a wide range of people."

The Smiths' passion for the YOC is rooted in a shared desire to help children. "We have to break this cycle of what's happening to disadvantaged kids growing up in this city," Brad said. "A lot of them are in situations where they have no hope. The YOC gives them an opportunity to get an education and counseling in an environment where people really care about them."

As a young family—they have a 3-year-old son, Kelden—it would be easy for the Smiths to forgo charitable giving in favor of saving for their future. But they view their financial support of the YOC as an investment in their community's future.

"When we help these kids, we are helping our neighbors and community," Brad said. "If the kids at the YOC are successful, we are all successful."





# WE ARE FAMILY

## OUR STAFF. OUR CULTURE.



It's often said that it takes a "special" person to work at the Youth Opportunity Center. To a certain extent, that's true, but what does it mean exactly? It means that working at the YOC requires one to be dedicated, caring, cool under pressure, uncommonly patient, and, above all, passionate about helping young people.

The culture of the YOC is one of our most important assets and one of the most distinguishing characteristics of our organization. It has been sewn into the fabric of the YOC by our leadership team, which has seen impressively little turnover during the past 20 years. Throughout our organization, our employees embrace their roles in the spirit of our core values: a heart for kids, a winning smile, broad shoulders, helping hands, and a strong backbone.

As evidence of our culture and commitment to our core values, consider the history of employee giving to the Annual Campaign. Our staff participate in this event at a level well over 85%—a number that's even more impressive when you consider the recent economic climate.

Our caring does not stop with the kids. When you're an employee of the YOC, you're part of a family. We support each other through various means, whatever the need may be. It may be as simple as a ride to work during a terrible snowstorm, or as significant as helping a co-worker through the loss of loved one.

As with most families, the YOC team knows how important it is to "play" together. We enjoy a healthy sense of humor, recognizing great work through fun events, and embrace the successes of our employees, and most important, our clients. Given the nature of our work, it's important to celebrate all victories, no matter how big or small.

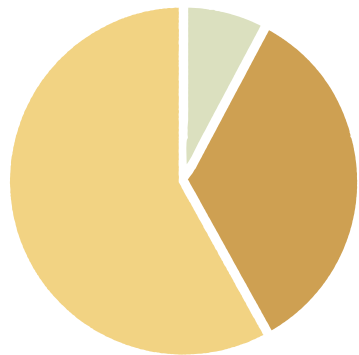
In sum, the staff at the YOC understands how important family, caring, and giving back to others can be. And while that's beneficial for our employees, it's absolutely critical for the kids in our care. By modeling positive support, good character, and a spirit of caring, we show them that not only do we care—but that it's okay for them to care, too.



# OUR DONORS

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## SOURCES



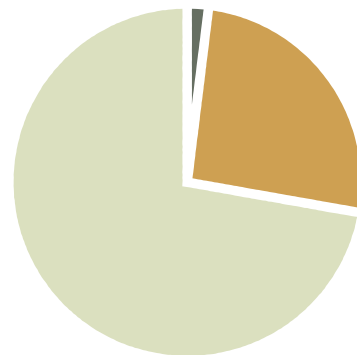
Per Diems  
**\$10,116,000 | 79%**

Contracts, Grants & Other  
**\$3,087,000 | 18%**

Contributions, Investments  
& Endowments  
**\$1,151,000 | 3%**

**TOTAL**  
**\$14,354,000**

## USES



Personnel  
**\$9,871,000 | 72%**

General Operating Expenses  
**\$3,531,000 | 26%**

Non-Operating Expenses  
**\$281,000 | 2%**

**TOTAL**  
**\$13,683,000**

Combined financials of the YOC and YOC Foundation

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 Memory of Mrs. Phyllis Shafer  
 Ms. Lois Wineinger  
 Memory of Mrs. Janice E. Mickler  
 Dr. and Mrs. John Worthen  
 Memory of Mrs. Phyllis Shafer





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C O R E  
V A L U E S

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In helping catch fallen children  
so they can give back,  
these values describe how I do my job.

**A HEART FOR KIDS**

With genuine concern,  
care, and compassion,  
I am committed to helping children.

**A WINNING SMILE**

I communicate positively, knowing my  
encouragement will bring hope.

**BROAD SHOULDERS**

Knowing that others depend on me,  
I take ownership of my responsibilities  
and embrace new challenges.

**HELPING HANDS**

I think of others first,  
reaching out to serve  
and support with patience.

**A STRONG BACKBONE**

With confidence and respect,  
I am firm, fair, and consistent.



YOUTH OPPORTUNITY CENTER

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3700 West Kilgore Avenue  
Muncie, IN 47304

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