2023 ANNUAL REPORT



Children & Family Services | Behavioral Health | Education | Advocacy



A Place to Call Home

Board and Leadership

A Message From Our Board Chair and CEO



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S. Buford Scott



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We appreciate your patience as our staff prepared our FY23 Annual Report, which was delayed due to all the work on the welcome Home Open House. We are excited to share with you the amazing excited to share with you the Welcome results of our programs and the Welcome Home campaign! This report reflects our fiscal year: July 1, 2022 through June 30, 2023.

ear Friends,

This year was a milestone in Elk Hill's 53-year history. Thanks to your support of the Welcome Home campaign, our Goochland County campus underwent a historic transformation. We renovated the cottages where our youth live, created a brand-new wood shop, and restored our 188-year-old administration building.

The buildings look spectacular. But even more important than the aesthetics is what this investment means to our youth. They've endured so much in their young lives, and they're accustomed to receiving things secondhand. For them to have something new is a thrill — and it genuinely makes them feel that at Elk Hill, they've come home.

We couldn't have done it without you, our donors. We hope Elk Hill will always feel like home to you, too.

We're also proud to note that Elk Hill won a coveted spot in the Richmond Times-Dispatch's Top Workplaces list. This honor was awarded entirely on the feedback of our staff — and truly, our staff are the reason Elk Hill is a great place to work. Did you know we have several employees who have been with Elk Hill for 20, 30, and even 40+ years? Building on a foundation that Buford Scott and Michael Farley established, our employees have created a culture with a heart for kids, one dedicated to changing lives.

We'd like to thank all those employees, board members and donors who have cared for Elk Hill's children these many years. Whether on our Goochland campus, in one of our group homes or schools, or in the community, we strive to meet youth where they are and walk with them toward a brighter future.

W.ll.) 05-

William J. G. Barnes | Board Chair

Ronald K. Lears

Ronald Spears | Elk Hill CEO

Caravati Cottage, home of Elk Hill's workforce development program, was just one of the buildings that was renovated during the Welcome Home campaign.





Richmond Times-Dispatch

Elk Hill Farm is a 2023 Top Workplace!

A Home Where He Could Grow: **Qian's Story**

The experience gave

him the structure

and discipline he

needed, he said, and

showed him how to

productive member

be a functioning,

of society.

ian was different from most youth who come to Elk Hill. He hadn't been kicked out of school. He wasn't aggressive or defiant. He got along with everybody.

But Qian was fighting his own invisible battle. "I had a lot of cultural differences with my parents growing up," he explained. "So it led to a lot of fighting, a lot of aggravation, a lot of general rebellion, acting out." He ended up in

the juvenile justice system and in 2002, when he was 16. he came to Elk Hill.

I was "not much different from any other kid," Qian said. "Just lost. I didn't know who I was and what I wanted to do."

Qian's teachers, however. saw his hidden potential.

"Qian's one of those kids I'll never forget," said Joshua Dowell, Dean of Students at Elk Hill's Harambee School. Few students at Elk Hill pester their teachers about their work, but Qian did. He was an eager student, hungry for knowledge. "Instead of seeing this as a punishment, he saw being here as an opportunity."

Qian spent two years at Elk Hill. The experience gave him the structure and discipline he needed, he said, and showed him how to be a functioning, productive member of society.

Most importantly, he said, "it taught me how to relate to people. It taught me to see who true role models were" teachers like Mr. Dowell and Mr. Sherk.

His teachers and counselors encouraged and affirmed him. "I think he needed to be told that — even on days when he didn't feel like it — that he was amazing," Dowell said. Staff reassured Qian that he was loved and valued: "He could make a mistake, and he wasn't going to be thrown away."

> leader. He excelled on the basketball court and helped take the team to the championships that year. His signature can still be seen on the silver to celebrate the team's Elk Hill, and upon graduation was accepted at Virginia Commonwealth University.

Today, Qian works in banking and is married with a daughter. He has become a donor and supporter of Elk Hill, and credits his ongoing involvement with helping him reach his goals and even reconnect with his dad, "It wouldn't have happened." he said, "if it weren't for Elk Hill." ■

Qian proved to be a natural game ball, which was painted success. He got a job through





Home at Last: Jayden's Story

ayden didn't know what it was like to have a peaceful home. As a child, he lived with grandparents who were locked in constant conflict. His step-grandfather would get drunk and physically attack his grandmother; his grandmother, in turn, verbally and physically abused Jayden.

Jayden finally told his biological father about the abuse. Even after a restraining order against Jayden's grandfather was put in place, Jayden's grandmother continued to allow his grandfather to come to the house — and one night, police officers came to take 10-year-old Jayden away.

He was placed in a foster home where the family punished even small infractions by grounding him for weeks and giving him the silent treatment. Depressed and lonely, Jayden acted out even more. He dreamed that a loving family would adopt him. His

foster father told him it was unlikely. "No one's going to want you, because you're just a problem child," he said.

Eventually a family did adopt Jayden, just after he turned 14.

His search for home wasn't over, however. Over time, tensions arose and his adoptive parents returned him to foster care. He was placed in a residential treatment center, and finally in a locked inpatient facility. It was the darkest time of his life. He feared it might destroy him. Then, he had a revelation.

"Up until that point, I had never truly tried to correct my behavior. ... I had never truly tried to be the best version of me," he said. If he didn't try to change, he might have to remain in inpatient care for another year.

"I'm going to lose everything I love," he realized. "I'm going to lose all my choices, all my possibilities."

Jayden and his social workers looked for a different placement option and discovered Elk Hill. When he arrived, his first thought was how beautiful it was. He walked into Massie Cottage and found a boy around his age sitting in the living room, playing a video game. The boy nodded: "He was just like, 'Sup."

It sounds like a small moment, but to Jayden it meant so much. After years of uncertainty and rejection, he had found acceptance.

"I came here, and my life completely changed. I like that I'm finally happy. I finally feel like I'm home. I am finally not alone," Jayden said.

Frightened and overwhelmed, he had a revelation.

He loves cooking for his peers at Elk Hill (his signature dish is curry chicken). He loves his bedroom, which got a total makeover as part of the Welcome Home renovations.

He loves to draw — you may have seen his artwork on Elk Hill's holiday card — and dreams of one day having a graphic novel on the New York Times bestseller list. And he's working hard to be his best self. "If I stop for even a moment, it could all be gone," he said. "I'm not going to allow that to happen."

Now 18, Jayden is finishing the school year at Elk Hill before moving to independent living. After a long, long journey, he has found his home at last — and a bright future awaits. ■

"A Dream Come True": The Welcome Home Campaign

hat is a home?

Home is a place that welcomes you. A place where someone always smiles when you walk through the door. A place where you feel safe, secure and loved.

For so many youth in our residential program, Elk Hill is the only place they've ever lived that truly felt like home. That was the original concept that guided our development, explains longtime board member and Goochland campus architect William H. Harris, III: for all youth "to live in a home-like atmosphere."

Now, the incredible generosity of our donors has renewed that vision.

Just as an oak grows from an acorn, the Welcome Home transformation started with one small idea. Two years ago, some volunteer groups asked for projects to work on. Elk Hill allotted around \$2,000 to replace some cottages' decking, and the volunteers got to work. The result looked so good, we decided to make similar improvements to the Spring Garden group home for girls.

Elk Hill's leadership then asked themselves what else could be done to make Elk Hill's facilities more comfortable and welcoming for residents and students. The list was long. For years, we had prioritized program development and expansion over facility renovations. As we took a closer look at our buildings, we realized the time had come to invest in the future of the physical campus.

The Philanthropy and Facilities teams worked together to identify key areas that needed improvement, and suggested a capital campaign of \$667,000. Thanks to our incredible donors, we reached that goal in record time. We added more projects and asked our friends to support the new, stretch goal. You did!

"Who knew that it would be over \$1.2 million? It's just amazing," said Director of Administrative Services Marsha Pryor. "It's been a dream come true for us." We'd especially like to recognize the Cabell Foundation and the Mary Morton Parsons Foundation, whose matching grants were instrumental in fundraising.

Thanks to you, Elk Hill:

- Installed 50-year SmartSide siding on cottages
- Installed new, energy-efficient windows
- Replaced deteriorating stairs and decks with composite materials and new accessibility ramps
- Installed a new wood shop in Ball Cottage
- Replaced failing roofs with 35-year shingle
- Renovated cottage bathrooms
- Redecorated and refreshed bedrooms and kitchens
- Updated HVAC systems
- Replaced the roof and renovated our historic administration building
- And much more



"The place has never looked better," said Facilities Supervisor Jason Dalton, who has worked at Elk Hill for 24 years. As a result, he has seen the youth treat the buildings with more care and respect: "They take pride in it. It's more of a home to them." The updates also have freed Dalton's team to tackle new projects on campus.

It "takes an army" to complete such an ambitious project, Dalton said. Thankfully, "we have an army of people who care about Elk Hill."



Along the way, we had a groundswell of volunteer help from local corporate and nonprofit partners. CarMax, Altria, Home Depot, Hampden-Sydney College, Capital One and Teladocs created gardens, updated landscaping, painted, and constructed ramps, picnic tables and benches.









A Family Reunited: The Welcome Home Open House

n a beautiful October afternoon, more than 200 Elk Hill alumni, donors, board members, and friends came to Elk Hill's Goochland campus to see the Welcome Home Campaign transformation in person.

Floors gleamed. New windows sparkled. The smell of fresh paint lingered in the air. (Anyone arriving early would have found Elk Hill staff members with brushes in hand, touching up the trim.) Guests saw an entirely new Elk Hill — and yet it still felt completely like home.

The day was like a big family reunion, said CEO Ronald Spears. "It was a gorgeous day and a tremendous turnout... It was just symbolic of the support that we've received throughout the years from what I call the Elk Hill family."

Elk Hill dedicated "Mary's Cottage" and a pear tree to Mary Hanks. Mary, 93, was Elk Hill's cook from 1979 to 1993, preparing three meals a day for Elk Hill's youth and staff. "This was good home cooking," said Alex Sullivan, Elk Hill's Community Liaison. When Mary was baking, everyone on campus could smell her rolls and pies — "so good, it'll make you slap your grandma," as she used to say.

"Mary introduced workforce development long before it was a catchphrase," Sullivan said, as she enlisted the youth to clean and work alongside her in the kitchen. For many young men, Mary was the closest thing to a mother they had. "She knew each and every one of us," said alumnus Charles Decker. "She loved each and every one of us."

"That is so true," Mary said. "I loved each and every one of you."

We dedicated the new fitness center in the school gym to the Massie family, who have long been generous supporters. Jimmie Massie, Jr. was a founding member of the Elk Hill Board of Trustees, and we were thrilled to recognize the family's continued involvement with Elk Hill.

Elk Hill also dedicated a tree to Innsbrook developer Sidney Gunst, Jr. Sidney joined the Elk Hill Board of Trustees in 1991 and was instrumental in establishing Elk Hill's first satellite school in Varina. "The first thing I thought when I met Sidney was, 'Man, this dude's got a lot of energy,'" said longtime Elk Hill CEO Michael Farley. An adventurer at heart, Sidney loved joining Elk Hill's youth on outdoors programs. "He was a visionary who wanted to do good and did good, but he also wanted to have fun doing it," Farley said.

It was deeply meaningful to see so many past and current board members, donors and staff, said board member William H. Harris, III — "the folks who have really molded Elk Hill into what it is today." Together they toured the grounds and reminisced, sharing memories from decades past and admiring what Elk Hill has become.

Above: The Gunst family at Sidney Gunst Jr.'s tree.

Below: Mary Hanks with Alex Sullivan and Charles Decker.





Members of the Massie family — Stuart and Sara Grattan, Elizabeth Massie, William Massie, and Alex Massie — joined Amy and Richard Thalhimer (who provided equipment) and Ron Spears for the dedication of the Massie Fitness Center.





Above left: Elk Hill staff member Michelle Trent with former staff member and long-time supporter Beverly Edgett

Above right: Trustee Bagley Reid, his mother Mary Denny Wray, Susie Scott and her daughter, Trustee Buffy Scott

Friends New and Old



Above: Elk Hill honored two long-time champions and welcomed them to our Honorary Board of Trustees – Mrs. Betty Caravati and Mr. Denny Sigloh.

Right-hand page: Elk Hill welcomed guests including alumni, long-time friends, new supporters, Board members and Virginia's Lt. Governor, Winsome Earle-Sears.















Elk Hill Farm Financial Report

iscal year 2023 was one of financial and operational transition. Elk Hill has moved out of the COVID years, no longer relying on federal funding to offset revenue losses. Elk Hill staff have worked hard to serve a greater number of children in group homes and in school settings. Census counts at the end of FY 23 are now close to pre-pandemic levels, improving Elk Hill's financial situation.

Medicaid funding limitations forced us to make tough choices regarding Community Services, reducing services in some areas and reallocating resources to others. While we remain committed to serving all kids who need us, this becomes difficult when youth are no longer eligible for Medicaid services, or when funding ends as soon as a child turns 18. We are grateful for donors whose gifts enable us to offer scholarships.

Fiscal Year 2023 | Year ending June 30th, 2023

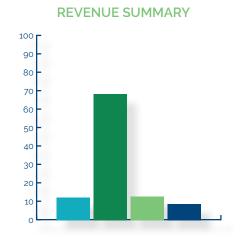
Revenue		Total
Contributions	\$1,430,856	12%
Public Funding	\$8,357,347	68%
Medicaid Funding	\$1,525,888	12%
Investment Gains	\$963,332	8%
Total Support	\$12,277,423	100%
Expenses		
Program Services	\$10,985,825	86%
Management & Overhead	\$1,292,337	10%
Fundraising	\$467,255	4%
Total Expenses	\$12,745,417	100%
Net Change in Net Assets	\$(467,994)	
Net Assets	\$14,555,144	

For a more detailed financial report, please contact our office at (804) 457-4866 x 312 or Philanthropy@ElkHill.org.



Siding, roofs, windows and decks were replaced on the residential cottages for youth living at Elk Hill.

Due to the ongoing and extra generosity of our supporters, in FY 23 Elk Hill embarked on a long-needed renovation of Elk Hill campus facilities. Roofing, siding, windows, flooring, heating, and air conditioning systems were replaced in the residential cottages and campus buildings. While most of the funding was received in FY 23, renovations will continue to occur during FY 24, making Elk Hill a more modern and inviting place for residents, students, staff, and visitors.

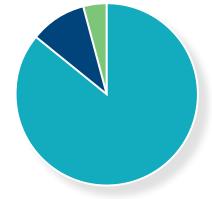


- Contributions 12%
- Public Funding 68%
- Medicaid Funding 12%

8%

Investment Gains

EXPENSE SUMMARY



- Program Services
- Management & Overhead
- Fundraising

10%

4%

13

86%

2

We Thank Our Supporters

We're so grateful to all donors whose gifts supported Elk Hill's efforts last fiscal year — both the Welcome Home improvements and our ongoing services for youth and families. Because of you, children will find a safe and welcoming home at Elk Hill for decades to come. Please note that this report includes gifts given from July 1, 2022 through June 30, 2023. If you gave after June 30, your name will be noted in next year's annual report.

Every gift given in support of Elk Hill is greatly appreciated, and every effort has been made to ensure the accuracy of this listing. Please notify us of any inaccuracies or omissions: 804-457-4866 ext. 312 or Philanthropy@ElkHill.org. We regret any errors.



Elk Hill's youth learn empathy and teamwork

OAK TREE SOCIETY | \$100,000 AND ABOVE

The oak tree is cherished across the world as a symbol of wisdom, strength, and endurance. We thank our donors at this level for their leadership and visionary support.

The Cabell Foundation

Community Foundation for a greater Richmond

RED MAPLE SOCIETY | \$50,000 TO \$99,999

The red maple tree symbolizes promise and longevity. Our donors at this level are appreciated for their long-term commitment to the children served by Elk Hill.

Mr. Thomas D. Eilerson and Ms. Anne Bugarin

Jenkins Foundation

Roller-Bottimore Foundation

Marietta McNeill Morgan & Samuel Tate Morgan, Jr.

Trust, Bank of America, N.A., Trustee

Bob and Anna Lou Schaberg Foundation

The Titmus Foundation, Inc.

Virginia National Bank

BIRCH TREE SOCIETY | \$25,000 TO \$49,999

The birch tree is known for providing food, cover, and nesting space for wildlife. Our donors at this level truly have provided refuge for the children we serve.

Anonymous

Benevity Community Impact Fund

CarMax Foundation

Estes Foundation

Mr. and Mrs. William Curtis Gillespie

Mr. Mark Gottwald

Herndon Foundation

14 Mr. and Mrs. J. Randolph Hutcheson

Massey Foundation R.E.B. Foundation Sentara Health

The Elisabeth Reed Carter Charitable Lead Trust

The Good Shepherd Fund The Lind Lawrence Foundation

Harriet B. West Foundation

DOGWOOD TREE SOCIETY | \$10,000 TO \$24,999

Dogwood trees are closely connected to durability and the ability to withstand challenges in life. Donors at this level recognize the obstacles children face and support their journey to a better life.

4G Foundation

Altria Companies Employee Community Fund

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The Harrison Foundation

Tommy West Memorial Fund

Richard T. Wheeler, Jr. and

Mary-Elliott W. Wheeler Fund

Wilbur Moreland Havens Charitable Foundation

MULBERRY TREE SOCIETY | \$5,000 TO \$9,999

The mulberry tree is associated with patience and wisdom. Elk Hill donors at this level demonstrate their continuous support to help build strong children and families.

Anonymous

Mr. John Barnes

Mr. and Dr. William J.G. Barnes

Ellen and Orran Brown

Mrs. Judy B. Caspari

Chesapeake Bay Trust

Will and Eva Clarke

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Louise B. Cochrane Charitable Foundation

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Dr. Fred Shaia

Mr. Dennis Sigloh and Rev. Jane Sigloh

Mr. and Mrs. Wallace Stettinius

Mr. and Mrs. Theodore Stevens

The Blackbaud Giving Fund

Chuck and Gail Waddell

Create a Lasting Legacy at Elk Hill

Have you considered including Elk Hill in your estate planning?

Charitable bequests are easy to make and can be an effective way to reduce estate taxes as well. When you become a member of the Elk Hill Society, you know that your generosity will never be forgotten — and will make a profound impact in the lives of children for years to come.

To learn more about charitable bequests to Elk Hill, or to let us know that you've made Elk Hill a beneficiary of your will, please contact Kathleen at KLefcourt@ElkHill.org or 804-457-4866 x310. ■

PERSIMMON SOCIETY | \$1,000 TO \$4,999

Persimmon trees are known for their unending capability to survive difficult conditions. Donors at this level are appreciated for their commitment to providing resiliency skills to our children.

AECW Fund Anonymous

Mr. Christopher Alexander

Mr. and Mrs. James T. Alexander, III

Mr. and Mrs. Mark Ames

Amvets Post #7

Mr. and Mrs. Edward A. Armstrong, Jr.

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In Memory of Peter Sushka

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The Giving Block

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Whitmore Charitable Fund

Andy and Susan Wiley

Mr. and Mrs. Christopher H. Williams

Terrell and Sarah Williams

Tamra and Jeffrey Wilt

Mary Denny Wray

* Deceased



Elk Hill's spring and summer day camps for children included excursions to Humpback Rocks and other outdoor destinations.

GARDEN CLUB | \$500 TO \$999

The garden is a place to nurture the smallest sprouts and help them safely thrive. We are thankful for this group of donors who have demonstrated support for our most vulnerable population.

Ms. Susan C. Armstrong

Mr. Thomas E. Askew

Mr. James C. Barden, Jr.

Mr. and Mrs. Dickson J. Bedell

Mr. and Mrs. Peter Carr

Chubb Insurance Group

Mr. and Mrs. Custis L. Coleman. Jr.

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Rostro Foundation

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Marcia and Harry Thalhimer

Mr. and Mrs. Massie Valentine, Jr. Van Yahres, Brooks, and Clarke Families Fund

Dr. and Ms. H. H. Ware. III

Mr. and Mrs. William P. Wilkins. III

Ms. Isabella G. Witt

Mr. and Mrs. Carl Woodson

^{*} Deceased



At Elk Hill Charlottesville School, every child receives specialized instruction for their unique needs.



Elk Hill staff, families, and residents participated in the Goochland Day Parade.

MEADOW CLUB | **UP TO \$499**

A meadow symbolizes a place to rest, revive, and reflect. Donors at this level are appreciated for recognizing the important role Elk Hill plays in providing a safe space for our kids.

Amazon Smile Community Rewards

Ms. Carole Lewis Anderson

Anonymous

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Mr. and Mrs. Lawrence H. Field

Ms. Dana M. Flanders

Ms. Nancy Fleischman

Mr. Wendell T. Foster

Mrs. Susan K. French

Mr. Michael Garrett

Dr. and Mrs. Joe H. Gieck

Mrs. Dawn Gillette and Mr. Charles Longerbeam

Mr. and Mrs. Clark M. Glave

Ms. Cheryl Anne Gonzales Yancey

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