

Elk Hill: Making a difference in young lives

Fiscal Year 2013 Annual Report





## Our Mission

**Elk Hill's mission is to provide and facilitate healthy environments where young people and their families can feel safe to make positive changes. Through specialized education, community-based services, and residential treatment programs, these children — supported by their families — are able to discover the academic, vocational, behavioral, and life skills necessary to re-direct their troubled lives.**

Dear friends,

Christina graduated from the Harambee School at Elk Hill Farm in June 2013. Prior to arriving at Elk Hill in 2011, she had failed in almost everything in her young life. Her attitude and behavior had deteriorated to the point where she could no longer stay in public school.

After arriving at Harambee, thanks to a committed staff and her own desire to change, Christina came to realize that not only could she succeed in life, but that helping other people made her feel good about herself. As her self-confidence grew, she set her sights on success. Today, Christina is pursuing a degree in nursing.

During the past year, Elk Hill programs have touched the lives of 360 children and their families. Just as it once seemed to Christina, success was unimaginable to them on their arrival here. Today, with our help, they have begun to sense the possibility of leading productive, responsible lives.

Through Elk Hill programs, children learn self-respect. They learn that they can be trusted, they are of value and they can help others in need. Our children and their families are encouraged to examine their decision-making processes, especially during stressful times. Through trial and error, these kids and their families begin to develop insight and problem-solving skills – skills that give them the ability to successfully manage their lives.

The Elk Hill experience will impact these young people for the rest of their lives as they find a way to contribute to society. For many of the children and families we serve, this realization of self-respect and self-worth is a profoundly life-changing experience.

Forty-three years ago, Elk Hill was established as a boys' orphanage. Things have changed a lot since then. But our mission – to help needy children and their families succeed in life – remains the same. Thank you for being an essential part of that mission. ■



**Michael Farley**  
CEO



**Jay Jordan**  
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How do we measure success at Elk Hill? It's simple: Each step forward is progress. Our job is to help kids get back on track, and provide them with the tools that help them stay on track. We measure that progress in a variety of ways:

## Education/Day Schools

During the 2012-'13 school year, we saw a **10.5 percent increase in successful transitions** by students who completed their work in our private school setting. A total of 36 students either returned to their public school or graduated with a diploma or a GED certificate.

Preparing kids for the world of work is a key component of what we do. In the past school year, we saw a **123 percent increase** in the number of Career Readiness and Safeserv certificates earned by students in our Education for Employment program.

Fundamentals are critically important. During the past school year, our reading intervention program helped students **jump at least one grade level**. About 63 percent of the program's 32 students completed the full program with a 1.22 combined average grade-level equivalent score.

## Community Services

Elk Hill day treatment services seek to preserve a student's current educational placement or assist him or her step down to a less restrictive school environment. Of the students discharged from our school-based day treatment services during the 2012-'13 school year, **88 percent achieved that goal**.

In the process, they were able to focus on learning. During that same period (among the schools in which there was enough data to support outcome reporting) **disciplinary referrals dropped** among the group of students receiving Elk Hill day treatment services. Our kids received, on average, 3.5 fewer disciplinary referrals while receiving services than when they were not receiving services.

## Residential Programs

When new state initiatives mandated shorter stays in residential programming, it was important to us that we meet the challenge while remaining true to our mission. We're proud to report that our **average length of stay has been reduced by 24 percent** (nearly 55 days) – and our kids are achieving more than ever before.

Our partners in the community back that up. Among Elk Hill's referral source and placing agents from all programs combined, **92 percent were satisfied or very satisfied** with the overall effectiveness of the our residential programs; among parents and caregivers, **75 percent were satisfied or very satisfied.** ■



## Elk Hill: Making a difference in young lives

**In 2013, Elk Hill programs made a difference in the lives of 360 local children and their families. Our comprehensive offering includes day schools, summer camp, group homes, residential programs, community services and day treatment:**

**Elk Hill group homes and residential programs** are designed for children with serious emotional and behavioral problems. Nearly all of the young people in these programs struggle with multiple issues, including social and academic challenges. Our goal is not so much to get children **into** these programs as to help them transition **out**. We help kids make the return to less restrictive environments where they can continue their progress with home-based services.

Located on campuses in Henrico, Goochland and Charlottesville, **Elk Hill schools** look like schools anywhere. What makes Elk Hill different? We offer academic instruction in a therapeutic environment. Our low student-to-teacher/counselor ratio delivers solid results – which means our kids return to their public schools as soon as possible.

**Elk Hill summer camps** – conducted on three campuses – channel youthful energies into activities that build mind and body. Operating much like traditional summer camps, our programs help kids grow and achieve in a safe, positive and nurturing environment. For those who need to bolster academic skills, we offer reading and writing workshops, sustaining progress made during the school year.

The best time to reach an at-risk youth is **before** a crisis. **Elk Hill community services** do just that. Working with a proven model, we serve children and families in a comfortable, familiar environment: their homes and schools. There, they gain skills in coping, anger management and communication – the kind of skills that help young people weather storms.

**Elk Hill day treatment** extends the Elk Hill approach to local public schools. In this unique outreach program, case managers are paired with individual students who are struggling socially and behaviorally. For a period of time each school day, each child receives one-on-one support, help and encouragement. The result? Fewer student absences, fewer principal visits, improved student behavior – and more lessons learned. ■



## Reading Specialists Set the Course



## Building Bridges with Scholarships

**When he came to Elk Hill Varina, Jonah was a tough guy with a rigid demeanor. What was inside that shell? A 16-year-old who couldn't read.**

When you can't read, behavioral and academic issues go with the territory. At Elk Hill, Jonah was initially resistant to targeted instruction in phonics and comprehension skills. But our reading specialists make it a priority to work one-on-one with students who need help, and that kind of individualized attention produces results. On average, we see students advance two grade levels after working with reading specialists.

In a team approach, Elk Hill reading specialists work closely with classroom teachers. When high school government textbooks proved a difficult challenge for Jonah, our reading specialist adapted the text to meet his capabilities. With assistance like that, Jonah was reading at an acceptable level by the time he graduated in June 2013.

Because we were able to add an additional part-time reading specialist in 2013, Jonah and students like him are getting the help they need – and that puts them on a solid path for lifetime success. ■

**It's been an uphill battle for Cale. He has a high IQ, but mental health issues have gotten in the way of everything from academic performance to social skills.**

When he graduated from Elk Hill Varina in June 2013, the 20-year-old had nowhere to go. Although his adoptive family is involved and supportive, they weren't taking him back. No job, no money, no resources: It was easy to picture Cale homeless.

Thanks to scholarship funding for residential students, Cale's future is considerably more promising. He's been able to remain at Elk Hill Northside since graduation. He's studying at Richmond Technical Center and gaining independent living skills through Elk Hill mental health support services.

In addition to vocational training, he's mastering challenges like using the public transportation system, searching for jobs and staying on top of personal hygiene. Day Treatment and weekly outpatient therapy keep Cale on track.

And more than on track: Today, Cale is motivated. He's completing job applications and going to interviews. With a helping hand from Elk Hill, Cale is setting the stage for lifetime success. ■



## Day Treatment Helps End Nightmare

**For a kid who struggles with a severe case of ADHD, school is a nightmare. Jory knows; he lived that nightmare. Referred to the Elk Hill Day Treatment program when he was in the sixth grade, Jory was an over-achiever in disruptive behavior. Defiant and impulsive, he was on the verge of being expelled from his public school.**

Within a couple of years, Jory made significant progress. He's been successfully discharged from day treatment. Recently he was named his school's most improved student, both academically and behaviorally.

What made the difference? Daily individualized attention from a day treatment counselor who was at his side every school day. A parent's relentless advocacy. A cohesive team of educators who made sure he didn't fall through the cracks.

When he came to Elk Hill, Jory saw himself as a kid who couldn't do anything. Today, he knows the sky's the limit. He's making good decisions, he's setting goals, he's doing well at school and he's grateful for his family's support. For Jory, a new day has dawned. ■



## Our Supporters

**It's easy to celebrate the large accomplishments like landing a job or graduating from school. But here at Elk Hill we put a special emphasis on the small celebrations. Every time a child learns to read, returns to public school or goes home, we think of you, our supporter.**

**Without you, Elk Hill could not exist.**

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& the Elk Hill Staff by  
Mr. and Mrs. David P. Corrigan  
G. Slaughter Fitz-Hugh, III by  
Mr. and Mrs. Carl R. Nease



Mr. and Mrs. William N. Gregory, Jr.'s 50th Anniversary by  
 Ms. Beth G. Woods  
 Mike Harman, David Corrigan & Jeff Barnes by  
 Mr. and Mrs. John Claytor  
 Elizabeth and Bob Maser by  
 Ms. Elizabeth James Adams and Mr. Don Davis  
 James P. Massie, Jr. by  
 Mrs. Anne R. Lower  
 Mrs. Roselle F. Scales, Jr.  
 Marsha Pryor by  
 Mrs. Lois G. Farley  
 Mr. and Mrs. M. Bagley Reid by  
 Mr. L. Bagley Reid  
 Mr. and Mrs. James G. Reid  
 Mr. and Mrs. Christopher Williams  
 Mr. John L. McElroy, III and Dr. Anne Howell McElroy  
 Cynthia S. Schmitz by  
 Mrs. and Mr. E. Showalter  
 Buford Scott by  
 Mr. and Mrs. Sam Witt  
 Mr. and Mrs. Henry C. Spalding, Jr.  
 Mr. and Mrs. E. Otto N. Williams, Jr.  
 Buford Scott's 80th birthday by  
 Mr. and Mrs. R. H. Bunzl  
 Mr. and Mrs. Morton H. Clark  
 Mr. and Mrs. Michael C. Farley  
 Mr. and Mrs. Thomas E. Gottwald  
 Mr. William A. Gregory  
 Dr. Allix B. James  
 Mr. and Mrs. Harry R. Thalhimier  
 Susie Scott by  
 Mr. and Mrs. Earl Johnson, Jr.  
 Phillip and Kathleen Seipp by  
 Mr. David Seipp and Ms. Carol Lee  
 Ron Spears by  
 Mrs. Lois G. Farley  
 Henry L. Valentine III by  
 Ms. Marie C. Barte  
 Chip Vosmik by  
 Mr. and Mrs. Scott Reed

### **In Memory of**

Carlyle Barton, Jr. by  
 Mr. Robert B. McKee  
 Paul Thomas Bryan by  
 Mr. Ollie L. Sherman, Jr.  
 Dr. and Mrs. Charles M. Caravati, Sr. by  
 Dr. and Mrs. Maurice Nottingham, Jr.  
 Ms. Janet C. Ritzel

Cheryl M. Dennier by  
 Mr. Harry F. Byrd, IV  
 Mr. and Mrs. Mark D. Hagan  
 Mr. and Mrs. Franklin B. Heiner  
 Ms. Linda Ludeke  
 Shockley D. Gardner by  
 Mr. and Mrs. John L. Aylor  
 Mr. Joseph F. Morrisette  
 Karon Ann Gilley by  
 Mr. and Mrs. C. R. Gilley Jr.  
 Page Harmon by  
 Mr. Benjamin F. Harmon, III  
 Beverly Randolph Harrison by  
 Mr. and Mrs. George F. Pace  
 Herbert S. King by  
 Ms. Mary Katherine Blencowe  
 Mr. and Mrs. Charles G. Cary  
 Ms. Debbie Conley  
 Mr. and Mrs. David P. Corrigan  
 Costen Floors  
 Mr. J. Dennis Farrell Jr.  
 South Boston Memorials  
 William K. Grogan & Associates  
 Rev. Holt Souder by  
 Mrs. Isabel A. Fitzgerald  
 Mr. and Mrs. Kennon C. Whittle, Jr.  
 Mr. and Mrs. James E. Covington, Jr.  
 Mr. and Mrs. James E. Lewis  
 Mr. and Mrs. Charles C. Tylander  
 Brad Tazewell, III by  
 Mr. and Mrs. Morris B. Beecroft, Jr.

### **Gifts in Kind**

Chesterfield Hotel  
 Capital One Services, LLC  
 First Book  
 Mr. William N. Gregory, Jr.  
 Harman, Claytor, Corrigan, & Wellman P.C.  
 Mr. and Mrs. Nelson S. Teague, Jr.  
 Mr. and Mrs. Jerry Yount  
 Mr. and Mrs. James T. Alexander, IV  
 Mr. and Mrs. Charles E. Bradshaw, III  
 Mr. and Mrs. William T. Clarke, Jr.  
 Mr. and Mrs. Custis L. Coleman, Jr.  
 Mr. and Mrs. David P. Corrigan  
 Commander and Mrs. Billy Franklin  
 Kevin and Lisa Goldstein  
 Hantzmon & Wiebel, LLP  
 Ms. Carolyn Z. Helgeson  
 Mrs. Marnie Huger  
 Mr. Ma'asehyahu Isra-UI  
 Kids in the Kitchen

Mount Pero Baptist Church  
 Pamunkey Regional Library  
 Mr. Wade Puryear  
 Mr. and Mrs. M. Bagley Reid  
 Rutherfordord  
 Mr. and Mrs. Danny Smith  
 Mr. and Mrs. C. S. Vosmik  
 Eric and Maxine Walters  
 Willis United Methodist Church

### **Elk Hill Society**

Anonymous (3)  
 Mr. and Mrs. Samuel M. Bemiss  
 Mr. Eugene G. Bowles, Jr.  
 Mr. and Mrs. Peter H. Bowles  
 Mr. and Mrs. J. Stewart Bryan, III  
 Charles M. Caravati Family  
 Foundation Fund  
 Mr. William Correll  
 Mrs. Isabel Souder Correll  
 Mr. and Mrs. John E. Easter, II  
 Mr. and Mrs. Michael C. Farley  
 Mrs. DuPont Guerry, III  
 Miss Helen S. Gray  
 Mr. and Mrs. James E. Lewis  
 Lloyd B. Gee Family Trust  
 Mrs. Anne R. Lower  
 Miss Eleanor G. May  
 Mr. and Mrs. Lewis N. Miller, Jr.  
 Mr. and Mrs. Douglas D. Monroe, III  
 Mrs. Gerald Morgan, Jr.  
 Mrs. Helen G. Pratt  
 Mr. and Mrs. Richard L. Ramsey  
 Virginia Sargeant Reynolds Foundation  
 Mr. and Mrs. Allen B. Rider, III  
 Mr. and Mrs. Buford Scott  
 Mr. and Mrs. S. Buford Scott  
 Mrs. Charlotte B. Sherman  
 Mr. Ollie L. Sherman, Jr.  
 Mr. and Mrs. W. E. Singleton  
 Souder Family Foundation  
 Mrs. J. Randall Street  
 Mrs. Mary Lou Tazewell  
 Mrs. Sally L. Todd  
 Towers Perrin  
 Mrs. Anne Tylander  
 Mrs. J. R. van Reekum, Jr.  
 Mr. and Mrs. Roderick Watson  
 Mr. and Mrs. Bruce E. Williams  
 Bob and Barbara Williams Foundation

### **Leadership and Management Staff**

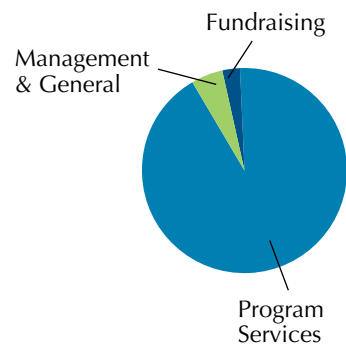
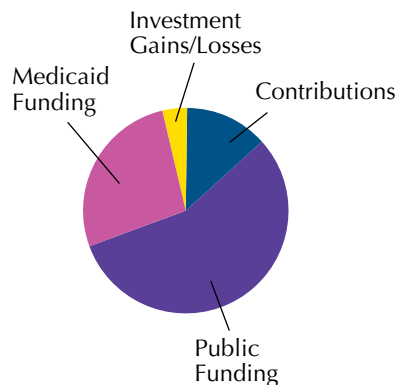
**Michael Farley**  
 Chief Executive Officer  
**Ron Spears**  
 Chief Operating Officer  
**David Wyman**  
 Chief Finance Officer  
 Director of Administration  
**Ann E. Criswell**  
 Director of Development  
**Jennifer Kincaid**  
 Human Resources Manager  
**Larry Marko**  
 Maintenance Supervisor  
**Alex Sullivan**  
 Community Relations Coordinator  
**Wade Puryear, M.Ed.**  
 Associate Director of Programs  
**Latisha Perkins, M.Ed.**  
 Head of School  
 The Harambee School at Elk Hill Farm  
**Darlene Ferguson, Ed.S.**  
 Head of School  
 Elk Hill in Charlottesville  
**Derrick Johnson, M.Ed.**  
 Head of School  
 Elk Hill Varina  
**Laura Easter, Ph.D., LPC**  
 Director of Community Services  
**Marsha Pryor**  
 Executive Assistant  
**Katie Cox**  
 Database & IT Administrator  
**Paul Bratton, II, MPA**  
 Program Director  
 Elk Hill Farm Group Home for Boys  
 Northside Group Home for Boys  
**Eugene Conti**  
 Program Director  
 Charlottesville Group Home for Boys  
**Tammy Johnston, MSW, LCSW**  
 Program Director  
 Spring Garden Group Home for Girls  
**Malinda Tiffany, LCSW, LMHP**  
 Admissions Coordinator  
**Elizabeth Houston, MSW, CMHP**  
 Medicaid Coordinator  
**Travis Baisden**  
 Quality Assurance Coordinator

# Annual Report Data

June 30, 2013

# Board and Leadership

Support and Revenue	Year Ending June 30, 2013
Contributions	1,057,050
Public Funding	4,489,512
Medicaid Funding	2,100,201
Investment Gains/Losses	330,453
<b>Total Support and Revenue</b>	<b>\$ 7,977,216</b>
<b>Expenses</b>	
Program Services	6,987,872
Community Services	1,641,630
Schools	2,564,316
Group Homes	2,781,926
Management & General	509,494
Fundraising	236,686
<b>Total Expenses</b>	<b>\$ 7,734,052</b>
Change in Net Assets	243,164
<b>Net Assets</b>	<b>\$ 9,778,439</b>



## Board of Trustees

**Mr. S. Buford Scott**  
Chairman Emeritus

**Mr. Karl Werwath**  
Board Chair

**Mrs. Laura R. Donahue**  
**Ms. Maxine L. Jones**  
Board Vice Chair

**Mr. William T. Clarke, Jr.**  
Treasurer

**Mr. Christopher H. Williams**  
Secretary

**Mr. John G. Jordan, III**  
Immediate Past Chair

Mr. William J. G. Barnes  
Mr. Peter H. Bowles  
Mr. Charles E. Bradshaw III  
Mrs. Karen E. Coleman  
Mr. Stephen A. Coor  
Mr. David P. Corrigan  
Mrs. Susan H. Davenport  
Dr. Howard W. Ellis  
Mr. G. Slaughter Fitz-Hugh, III  
Mr. Charles H. Foster, Jr.  
Mr. Clark M. Glave  
Mrs. Lisa N. Goldstein  
Mr. Bradley H. Gunter

Mr. Gerald L. Hagen, Jr.  
Mr. William H. Harris, III  
Dr. Joseph A. James  
Mrs. Stephanie T. Jefferson  
Mrs. Gayle Jessup White  
The Hon. G. Manoli Loupassi  
Mr. John L. McElroy, III  
The Rev. Dr. John E. Miller  
Mr. Michael C. Morrell  
Mrs. Jayne A. Pemberton  
Mr. Frank H. Reichel, III  
Mr. M. Bagley Reid  
Mr. Dennis B. Sigloh  
Mr. C. Hunter Stokes  
Mrs. J. Randall Street  
Mr. Nelson S. Teague, Jr.  
Mr. Henry L. Valentine, III  
Mr. R. L. Terrell Williams  
Dr. Sandra C. Woodson

## Honorary Board

Mr. Eugene G. Bowles, Jr.  
Mrs. Esther M. Bunzl  
Mr. Charles G. Cary  
Mrs. Isabel S. Correll  
Mrs. Lucy del Cardayre  
Mr. Michael E. Harman  
Miss Eleanor G. May  
Mr. W.E. Singleton  
Mr. Wallace Stettinius  
Miss Harriett B. West

**What counts in life is not the mere fact that we have lived. It is the difference we have made to the lives of others that will determine the significance of the life we lead.**

- Nelson Mandela

**LICENSES, ACCREDITATIONS, AND AFFILIATIONS**

**THE ALLIANCE FOR CHILDREN AND FAMILIES**

Virginia Association of Independent Special Education Facilities

Virginia Coalition of Private Provider Associations

Virginia Council for Private Education

Virginia Department of Behavioral Health and Developmental Services

Virginia Department of Education

Virginia Department of Juvenile Justice

Virginia Department of Social Services

Nonprofit Virginia



Albermarle • Charlottesville • Fluvanna • Goochland  
Henrico • New Kent • Powhatan • Richmond

Group Homes • Day Schools • Summer Camps  
Therapeutic Day Treatment • Community Services

Post Office Box 99 • Goochland, Virginia 23063

804.457.4866 • Fax 804.457.2830

[www.elkhill.org](http://www.elkhill.org)