



Elk Hill: Making a difference in young lives

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.

Your Role in Our Mission

Dear friends,

Through the years, Elk Hill has worked with thousands of youngsters, including 414 during the 2013-14 school year. We'd like to share with you a story about one of those children. Because of his mother's substance abuse, Brandon was born addicted to methadone. At age 3, he was removed from the family and adopted by a caring couple. But their love could not counter the abuse and neglect he'd already experienced. Brandon began acting up in preschool. By the time he was in first grade, his daily tantrums resulted in suspensions.

At age 7, he was referred to the new Harambee Elementary School at Elk Hill. With therapy and one-on-one counseling, the change in Brandon was amazing. During the summer, he participated in the camp program at Elk Hill Farm. After starting the 2014-15 school year at Harambee, he transitioned back to public school. The last report received from the public school system stated that Brandon was the best student in his class of eight!

Elk Hill now serves more kids and their families in more places and more ways. We know that the sooner we can help a youngster, the better. Early intervention – catching problems before they become a crisis – significantly increases a child's opportunity to experience success.

That is why we've launched the Elk Hill 20/20 Comprehensive Campaign to raise \$7 million. We aim to invest in children through technology, early intervention services and increased access to those services. Our goal is to provide these services to nearly 700 children and families by 2020.

We cannot do the work we do without the support of you, our donors. In 44 years we have evolved a great deal, from serving a handful of boys in 1970, to what we are today. The constant through all those years has been our loyal supporters. Thank you! ■



Michael Farley
CEO



Karl Werwath
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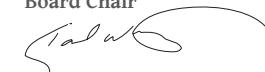


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This year Elk Hill achieved a national accreditation through the Council on Accreditation (COA). An independent, non-governmental organization, COA ensures all of our programs and services are delivered at the highest possible standards. During the year-long accreditation process, COA reviewed every aspect of all Elk Hill programs and services. This accreditation provides you with the confidence that the services we provide are among the best in the nation. This is an exciting milestone for Elk Hill!

Progress Across the Board

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

Elk Hill's three schools provide an opportunity for students to excel with individualized education plans and one-on-one instruction. We're proud to report that 17 students – **a record number – earned a high school diploma or GED** during the 2013-14 school year.

Reading proficiency is a major challenge for many Elk Hill students. Elk Hill's Literacy Program provides a one-on-one remedial curriculum and our kids are making real gains! **Seventy-five percent of our students** receiving the full reading program **improved by at least one grade level** – and that's up by five percent from the previous year.

Elk Hill's Education for Employment/Workforce Development Program provides the opportunity to develop work-ready skills and employment experience. **In the past year 38 Elk Hill students earned industry certifications; 28 completed paid work experience.**

Community Services

Elk Hill day treatment services seek to preserve a student's current educational placement or assist with a step-down to a less restrictive school environment. Of the students discharged from our school-based day treatment services during the 2013-14 school year, **87 percent achieved that goal.**

Residential Programs

Elk Hill's four residential programs provide safe environments for children with behavioral, emotional and educational challenges. Family reunification, if possible, is always a top priority. In the past year, 61 percent of students discharged from residential programs were **reunited with their families or returned to their communities** in a less-restrictive environment. The number of students who returned home to live with a parent or relative grew by six percent, and the number of students who left Elk Hill for a more restrictive environment dropped by 13 percent.

Improved behavior often drives academic gains. We're proud of an **across-the-board increase in academic credits** earned by Elk Hill residential students over the preceding year. ■



Elk Hill: Making a difference in young lives

In 2014, Elk Hill programs made a difference in the lives of 415 local children and their families.

Our comprehensive offering includes day schools for elementary, middle school and high school students; 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. ■



Back on Track

When Daniel came to Elk Hill at age 18, he'd bottomed out.

Fresh from a month in the county jail, he was sullen and angry. Operating without a supportive family and without a high school diploma, Daniel was barreling down the wrong road.

When you can't read, behavioral and academic issues go with the territory. At Elk Hill, Daniel was embraced by supportive services. He attended Varina Day School, where he received Therapeutic Day Treatment. He lived in an Elk Hill group home and received outpatient therapy, also through Elk Hill. With time, and help, Daniel began to heal.

In his senior year, Daniel became a quiet leader, keeping younger students in line. With therapy, he came to understand that there were people in his life he could depend on. In his group home, he learned to be honest with himself; he learned that he needed to make changes.

Last June, two years after coming to Elk Hill nearly rigid with fury, a smiling, relaxed and optimistic young man earned his high school diploma. Daniel knows his future holds challenges. But thanks to help from Elk Hill, he's ready to face them. ■



Getting Help in a Safe Haven

For Tyrell, it's been a rough stretch. .

His older brother was killed. Another brother threw bleach in Tyrell's face. Tyrell was shot at twice in a matter of days. Water service was suspended at his home; then the family was evicted. Now they live in a motel.

Tyrell is in the eighth grade. When he came to Elk Hill a year ago, he was reading at the first grade level – and that complicates everything. But even as his home life crumbles around him, he is making solid progress in academics and behavior.

When his one pair of uniform pants got a rip, a teacher mended the tear. When his hair grew shaggy, the principal gave him a haircut. When he needed food – hunger is a major issue for many Elk Hill students – the staff found a way to get him breakfast. He's receiving Therapeutic Day Treatment services and speech therapy.

And it's making a difference. Tyrell is winning awards for good behavior. He's reading at a higher level. Elk Hill is his safe haven. He wants to make it work, and we're helping him. ■



▲ Elk Hill CEO Michael Farley



▲ Elk Hill Chairman Emeritus S. Buford Scott



▶ Left to right: Elk Hill 20/20 Campaign co-chairs M. Bagley Reid and Susan Davenport; S. Buford Scott and Buford Scott Jr.

Roadmap for the Future

Our most significant accomplishment in 2014 was the launch of a \$7 million campaign: Elk Hill 20/20: A Clear Vision.

Using the campaign as a roadmap for the future, we've identified early intervention as the key to reaching more children, sooner.

During the campaign kickoff in October, we honored Chairman Emeritus S. Buford Scott for 44 years of loyal service to Elk Hill. His clear vision has helped make this organization what it is; his limitless compassion has made a difference in countless lives. And he's nowhere near ready to quit.

"For every \$1 spent on successful early intervention, \$10 is saved in more intensive treatment later," he says. "If we serve an additional 340 families over the next five years with early intervention programs, we have the potential to save the community close to \$40 million and change the direction of young lives."

Underwriting endowment support, program innovation and annual support, Elk Hill 20/20 will be spread over three years. Individuals, corporations and foundations will be invited to share the opportunity to make a difference in young lives: changing direction, creating futures. ■

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.

Lists represent gifts received July 1, 2013 through June 30, 2014

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Tribute Gifts

In honor of Mr. and Mrs. Charles E. Bradshaw, III
Mrs. Elizabeth Maser
In honor of Mr. David P. Brooks
Mr. and Mrs. Leonard Mailloux
In honor of Betty and Charlie Caravati
Mr. and Mrs. C. B. Robertson, III
In honor of David Corrigan
Mr. and Mrs. John Claytor
In honor of Mr. and Mrs. R. Dillard Dixon
Mr. George H. M. Roper
In honor of Michael C. Farley
Ms. Elinor Sparks and Mr. Robert Staropoli
Anonymous
In honor of Michael Farley, Ron Spears,
and the entire Elk Hill Staff
Mr. and Mrs. David P. Corrigan
In honor of G. Slaughter Fitz-Hugh, III
Greater Richmond Partnership, Inc.
In honor of Mike Harman, David Corrigan,
& Jeff Barnes
Mr. and Mrs. John Claytor
In honor of Mr. and Mrs. M. Bagley Reid
Mr. and Mrs. Donald A. Steinbrugge
In memory of Buford Scott, Sr.
Mr. and Mrs. Earl Johnson, Jr.
In honor of Leezee Porter and George Ross Scott
Mr. and Mrs. S. Buford Scott
In honor of S. Buford and Susie Scott
Mr. and Mrs. E. Otto N. Williams, Jr.
In honor of Buford Scott
Mr. and Mrs. Henry C. Spalding, Jr.
In honor of Mr. and Mrs. W.E. Singleton
Mr. W. B. Funnell
In honor of Henry L. Valentine III
Ms. Marie C. Barte
In honor of Mr. and Mrs. Steve Vosmik
Ms. Lynn Thomas

Tribute Gifts continued

In memory of Mr. Delmar L. Brown
Mr. and Mrs. Daryl Scott
In memory of Morton H. Clark
Dr. and Ms. H. Hudnall Ware, III

In memory of Cheryl M. Dennier
 Mr. Harry F. Byrd, IV
 Ms. Mary Williams Hagan
 Mr. and Mrs. Franklin B. Heiner
 Ms. Linda Ludeke
 Mr. and Mrs. S. Buford Scott
 Mr. and Mrs. Madison P. Wootton

In memory of Hap Gardner
 Mr. and Mrs. John L. Aylor
 Mr. and Mrs. William A. Pruitt

In memory of Karon Ann Gilley
 Mr. and Mrs. C. R. Gilley Jr.

In memory of Mrs. Maureen Gregory
 Mr. William N. Gregory, Jr.
 Mrs. Patricia S. Jones
 Mrs. Mary McGuinn
 Mr. and Mrs. Kenneth Tolbert
 Ms. Beth G. Woods

In memory of Herbert S. King
 Ms. Elizabeth A. Nichols
 Mr. and Mrs. Ernest B. Nichols
 Wells Fargo Foundation

In memory of James P. Massie, Jr.
 Ms. Frances S. Adamson-Reed
 Mrs. Elizabeth S. Allen
 Balzer and Associates
 Dr. and Mrs. J. T. Bayliss
 Mr. and Mrs. George C. Bird
 Mr. and Mrs. Evans B. Brasfield
 Dr. and Mrs. O. C. Bredrup, Jr.
 Mr. and Mrs. W J Buhrman
 Ms. Ellen R. Cabell
 Dr. and Mrs. Charles M. Caravati, Jr.
 Mrs. Eleanor K. Carleton
 Mr. and Mrs. Charles G. Cary
 Mrs. Lynn A. Clark
 Mrs. Katherine S. Clarke
 Mr. and Mrs. David M. Clough
 Mr. and Mrs. Dick Clough
 Mr. and Mrs. Howard E. Cobb
 Mr. and Mrs. Clay Miller Coleman
 Mr. and Mrs. Frederic H. Cox, Jr.
 Mr. and Mrs. Robert A. Cox Jr.
 Mr. William T. Curdts
 Mr. J. Randolph V. Daniel IV
 Mr. and Mrs. James R. V. Daniel
 Mr. and Mrs. Edward C. Darling
 Mr. and Mrs. James L. Doherty
 Mr. and Mrs. Neil P. Farmer
 Mrs. Jane C. Fawley
 Mr. and Mrs. G. S. Fitz-Hugh, III
 Mr. and Mrs. Rives Fleming, Jr.
 Yvonna and Jim Frazer
 Mr. James D. Freeman Sr.
 FutureLaw Consulting
 Mr. and Mrs. William R. Gardner, Jr.
 Mr. and Mrs. Thomas Garner
 Mr. and Mrs. Douglas D. Garson
 Mr. and Mrs. Curtis W. Gordinier
 Mr. and Mrs. James T. Gottwald
 Mr. and Mrs. Gerald Hagen, Jr.

The Honorable and Mrs. John H. Hager
 Mrs. Ruth D. Hallman
 Mr. and Mrs. Brenton S. Halsey, Sr.
 Mr. and Mrs. William H. Harris, III
 Henrico County Republican Committee
 Mrs. Sarah Holland
 Mr. and Mrs. Gregory S. Hooe
 Dr. J. S. Horsley, III
 Mr. Stuart W. Horsley
 Mr. and Mrs. Waller H. Horsley
 Mr. and Mrs. William J. Howell
 Mr. and Mrs. Hsiu-Sheng Hsu
 Mr. and Mrs. Earl Johnson, Jr.
 Mr. and Mrs. Kirk J. Johnson
 Mr. and Mrs. Miles C. Johnston, Jr.
 Mr. and Mrs. John F. Kay Jr.
 Mr. R. Steven Landes
 Mr. Robert Large
 George and Sandra Longest
 Mr. and Mrs. George M. Longest
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 Mr. and Mrs. James H. Lowe
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 Mrs. Virginia B. Maloney
 Mrs. Joy Massie
 Mr. and Mrs. Riemann McNamara, Jr.
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 Mr. and Mrs. William S. Porter
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 Mrs. Maria C. Satterfield
 Mrs. Roselle F. Scales
 Ms. Bobbe Scroggs
 Mr. and Mrs. Peter G. Seaman, Jr.
 Mrs. Virginia Y. Showalter
 Mrs. Robert H. Spilman
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 Mr. and Mrs. Geoffrey S. Stiff
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 Mr. Morton G. Thalheimer, Jr.
 Mr. and Mrs. Richard L. Thalheimer
 Mr. W. Wardlaw Thompson
 Mr. and Mrs. Charles L. Thornton
 Craig and Annhorneer Truitt
 Mr. and Mrs. Henry L. Valentine, III
 Mr. and Mrs. Henry L. Valentine, II
 Mr. and Mrs. Stuart Valentine
 Virginia State Capitol - House Flower Fund
 Mr. and Mrs. William H. Weirich
 Mr. and Mrs. Kennon C. Whittle, Jr.
 Mr. and Mrs. John Williams
 Mr. and Mrs. Robert C. Williams
 Mr. Charles E. Williamson, Jr.
 Mr. and Mrs. George T. Williamson

Mr. and Mrs. Charles M. Winston
 Ms. Isabella G. Witt
 Mrs. Mary Denny Wray
 Mr. and Mrs. James H. Wright

In memory of Malcolm S. McKenney
 Mr. and Mrs. Val Bisoglio
 Mr. Richard C. David

In memory of Richard Nyrop
 Mr. and Mrs. Harold Horowitz

In memory of Grace Ohrtman
 Charlotte and Kenneth Jess

In memory of Mr. John L. Potter
 Mr. and Mrs. Morris B. Beecroft, Jr.

In memory of Miss Harriett B. West
 Mr. and Mrs. Fred J. Bernhardt, Jr.
 Mr. and Mrs. William E. Singleton
 Ms. Isabella G. Witt

Gifts in Kind

Mr. and Mrs. James T. Alexander, IV
 AECW Fund of the Community Foundation
 Mr. Jim Owen
 Mr. and Mrs. M. Bagley Reid
 Mr. and Mrs. Nelson S. Teague, Jr.
 AdvanceTEC
 Mr. and Mrs. Duke Baisden
 BB&T and Scott & Stringfellow Employees
 Capital One Services, LLC
 Ms. Susan G. Dull
 Mr. Charles Foster Jr.
 Mr. William N. Gregory, Jr.
 Mr. Olin V. Hyde and Mrs. Jane Baird Hyde
 Mr. David Lydiard
 Ms. Allison Spiller
 Mr. and Mrs. Karl Werwath
 Anonymous

Elk Hill Society

Elk Hill is extremely grateful to the members of the Elk Hill Society who are helping to secure the future of Elk Hill by including the organization in their charitable planning. List as of June 30, 2014.

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
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 Mr. and Mrs. Bruce C. Gottwald, Sr.
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 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
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 Virginia Sargeant Reynolds Foundation
 Mr. and Mrs. Allen B. Rider, III
 Mr. and Mrs. S. Buford Scott
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 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. John D. Whitehurst
 Mr. and Mrs. Bruce E. Williams
 Bob and Barbara Williams Foundation
 Anonymous (3)

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
Darlene Ferguson, Ed.S. | Director of Education
 Head of School Elk Hill in Charlottesville

Christina Owens | Head of School
 The Harambee School at Elk Hill Farm

Derrick Johnson, M.Ed. | Head of School
 Elk Hill Varina

Laura Easter, Ph.D., LPC | Director of Community Services

Marsha Pryor | Executive Assistant
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

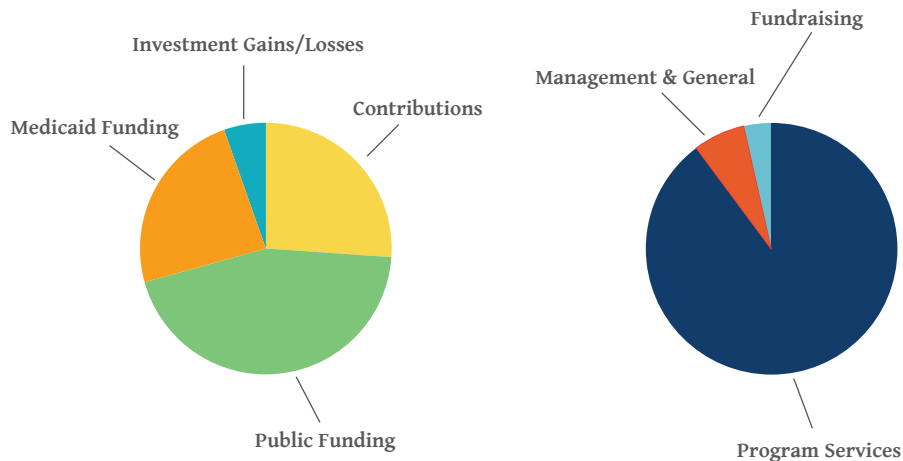
Malinda Tiffany, LCSW, LMHP
 Admissions Coordinator

Elizabeth Houston, MSW, CMHP
 Medicaid Coordinator

Travis Baisden
 Quality Assurance Coordinator

Financial Report

	Year Ending June 30, 2014
Support and Revenue	
Contributions	2,897,228
Public Funding	4,971,982
Medicaid Funding	2,649,654
Investment Gains/Losses	600,200
Total Support and Revenue	\$ 11,119,064
Expenses	
Program Services	7,721,864
Management & General	577,111
Fundraising	297,023
Total Expenses	\$ 8,595,998
Change in Net Assets	2,523,066
Net Assets	\$ 12,301,505



Board and Leadership

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Mrs. Karen E. Coleman

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 Mr. Henry L. Valentine, III
 Mr. Karl Werwath
 Mr. Christopher H. Williams
 Mr. R.L. Terrell Williams
 Dr. Sandra C. Woodson

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 Mr. Charles G. Cary
 Mrs. Isabel Souder Correll
 Mrs. Lucy B. del Cardayre
 Mr. Michael E. Harman
 Miss Eleanor G. May
 Mr. W.E. Singleton
 Mr. Wallace Stettinius

"It's easier to build strong children
than to repair broken adults."

- Frederick Douglass

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 Social Services



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Henrico • New Kent • Powhatan • Richmond

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Therapeutic Day Treatment • Community Services

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