Elk Hill: Making a difference in young lives

Fiscal Year 2015 Annual Report

Elk Hill
Children & Family Services • Behavioral Health • Education • Advocacy
David, Class of 2015

Smart money would have bet against David. Volatile, violent, out of control: He was the last kid you’d expect to graduate from high school. But in June 2015, he beat the odds.

It didn’t come easy. After his parents – fearing for their own safety – surrendered custody, David spent time in foster care and group homes. Eventually he was placed at Elk Hill, where the volatility continued. He punched so many holes in walls that teachers soon lost count. He threw things; he knocked over desks. He was verbally explosive, shouting threats and cursing. At 6’3” and 200 pounds, he was physically intimidating. The police were called on a regular basis to help calm him. At one point, we even pressed charges against him, for destruction of property.

But we hung with him. We all hung with him.

Despite significant behavioral problems, David had two very important things working in his favor: loving, involved parents, and incredibly supportive faculty and staff at Elk Hill. When he performed in a community theater production, his mother joined the cast. When senior year pressures fueled new outbursts, Elk Hill provided emergency funding for an external residential program, and Elk Hill teachers went the extra mile to make sure he completed degree requirements.

It’s been a rocky road for David. But today he has a high school diploma, and he’s mastering self-control. And none of it would have happened without you!

2010:
David comes to Elk Hill as an 8th grader with major behavioral problems.
Number of children in Virginia today who need help with behavioral, emotional and/or mental health challenges, but who are not currently receiving services:

<table>
<thead>
<tr>
<th>Number of children</th>
<th>Annual cost to incarcerate a child</th>
<th>School-based mental health services provide support for students, their families and teachers. When healing occurs, young people are able to learn, grow and thrive.</th>
</tr>
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<tr>
<td>200,000</td>
<td>90%</td>
<td>200,000</td>
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<td></td>
<td>$150,000</td>
<td>90%</td>
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Advocates for children

At Elk Hill, we are committed to serving more children, in more places and in more ways than ever before. Decreased public funding makes that a continual challenge. But through strong support from friends like you, we continue to reach children in need. Working together, we are crafting an integrated approach to health care. When we heal a child's mind, body and spirit, hope blossoms.

But it is not enough that we work with these children: We must also work for them. In the halls of the state capitol, we are relentless advocates. The next generation is our most valuable resource, but the sad reality is this: Children have no lobby. Will you join us in this fight? Will you take up the cause of thousands of children who have nowhere else to turn?

Will you help us put young lives back on track?

Sooner, Stronger, Healthier

At Elk Hill, we help young people put their lives back on track. Caring, trained professionals work closely with students and their families. Programs and curriculums are customized to meet individual needs.

Through early intervention, we help children get the treatment they need sooner. School-based mental health services provide support for students, their families and teachers. When healing occurs, young people are able to learn, grow and thrive.

They become graduates, not dropouts. Through our residential programs and community-based services, young people learn to face the challenges they've been handed. They return to their families; they return to their public schools.

Elk Hill programs are designed to help young people face the future with confidence. And through a broad-based workforce development program, they gain marketable skills. Employment certifications, workplace readiness, specialized training and mentoring give our students the edge they need to succeed!
Financial Report

Support and Revenue Year Ending June 30, 2015
Contributions 2,596,241
Public Funding 5,689,218
Medicaid Funding 2,989,547
Investment Gains/Losses 35,520
Total Support and Revenue $ 11,310,526

Expenses
Program Services 8,737,686
Management & General 683,089
Fundraising 412,923
Total Expenses $ 9,833,698
Change in Net Assets 1,476,828
Net Assets $ 13,778,333

Accountability, Part 2:
- David does odd jobs at Elk Hill to pay back costs of damage to property.

Tackling volatile behavior: Elk Hill’s Therapeutic Day Treatment helps David master coping skills and anger management.

Mentoring program provides both an emotional outlet and a role model.

Daily coaching reduces number and severity of outbursts.

Therapy helps David connect positively: he’s on the basketball team, robotics team and gives tours to visitors.

Your donation makes a difference.
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Elk Hill mourns the loss of two honorary trustees: Mrs. Lucy B. del Cardayre and Miss Harriett West. The difference between a good organization and a great one is the support of its friends. Thank you Mrs. del Cardayre and Miss West for your friendship, commitment and love.

Our Supporters

Through your support of Elk Hill, you create opportunity for those who need it most. What does that mean?


In the end, it means hope. Because you care, young people get a second chance. You are making a very real difference in young lives!

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 Gillian Kunkel, Development Coordinator at 804-457-4866 ext. 312 or gkunkel@elkhill.org of any inaccuracies or omissions. We regret any errors.

Gifts from these donors were received July 1, 2014 through June 30, 2015.

The 1970 Society
The 1970 Society recognizes the year Elk Hill was founded. Donors in this society carry on the tradition of those who built Elk Hill on a foundation of trust and respect. Donors in this society make leadership gifts of $25,000 and more. We thank them for their visionary support.

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Top of the Hill
Standing at the top of the hill means that you have worked hard to achieve something. Donors in this circle know that their efforts and generosity have and will continue to be transformational for children who work hard to stand at the Top of the Hill. Donors in this circle make gifts of $10,000 to $24,999. We thank them for their generous support.

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June 2015: David Morris overcomes setbacks to earn high school diploma.

David Morris overcomes setbacks to earn high school diploma.
Graduates’ Circle
Graduating from Elk Hill means someone cared enough about a student to hang in with him. Donors to this circle form a vital core of support through gifts of $5,000 to $9,999. We appreciate their steadfast support.

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Harambee Circle
In Swahili, Harambee means to pull together for the greater good. The Donors in this circle recognize we are much stronger when we stand together. Our friends in this circle make gifts of $1,000 to $4,999. We thank them for helping us pull together.

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Many donors choose to make memorial or honor gifts to Elk Hill as a way to pay tribute to faculty, staff, friends, and loved ones. We are grateful to these donors who contributed to Elk Hill from July 1, 2014, to June 30, 2015.

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Elk Hill appreciates the In-Kind contributions from these generous donors. July 1, 2014 to June 30, 2015.
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Elk Hill Speaker Series
We are particularly grateful to those sponsors and supporters whose generosity made our first Elk Hill Speaker Series an unparalleled success.
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Lynn Hammond on behalf of Express Employment Professionals
University of Virginia Curry School of Education
Virginia Film Festival
Virginia Institute of Autism
Virginia Repertory Theater

Volunteers
This year, 302 people volunteered 1,203 hours of time valued at $7,753 to improve facilities, gather resources, and support activities and events that bring joy, enrichment, and opportunity into the lives of the kids we serve. We continue to be amazed by the incredible collective impact they have made on every single one of Elk Hill’s locations and programs.
We are particularly grateful to the following organizations for their volunteer service this year:
Altria
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Charlottesville High School
HandsOn Greater Richmond
University of Richmond School of Law
University of Virginia APO
University of Virginia Curry School
University of Virginia Lions Club

Elk Hill Development:
Maximizing success, creating opportunities
Progress at Elk Hill is the result of infinite efforts by many. The Development department is charged with capitalizing on those successes. In simple terms, Development maximizes the impact of the good work being done at Elk Hill.

We celebrate achievement
In October 2014, more than 300 friends of Elk Hill honored the lifetime achievements of S. Buford Scott, Elk Hill Chairman Emeritus, who’s worked tirelessly for our children and our community. The event also launched Elk Hill 20/20, a $7 million campaign targeting endowment support, program innovation and annual support. To date, more than 700 donors – including 60 Elk Hill staffers – have made gifts totaling more than $6.7 million.

In September 2015, we reiterated our enduring commitment to children as we celebrated Elk Hill’s 45th anniversary. A casual “bluegrass and barbecue” event honored supporters and staff members who’ve created opportunities for those who need them most.

An open house at the new Charlottesville Group Home in April 2015 demonstrated the impact our supporters create. Donors saw how their gifts make a difference; guests from referring agencies saw a commitment to excellence in facilities, staff and services.

Ron Spears and Isabel Correl

Joy Massie and Mary Denny Wray

Michael Farley
We build partnerships

Working with the local nonprofit community, regional corporate sponsors and the University of Virginia and VCU Health, we launched the Elk Hill Speaker Series in November 2015. Dr. Temple Grandin helped more than 1,500 attendees gain an understanding of autism.

We launched the Elk Hill Speaker Series in collaboration with the University of Virginia and VCU Health. Dr. Temple Grandin spoke to over 1,500 attendees about autism.

Working with Virginia Film Festival, Generation A: Portraits of Autism and the Arts was screened on Nov. 6 in Vinegar Hill Theater, Charlottesville. Dr. Laura Easter of Elk Hill served on a panel with other experts, taking questions from the audience and discussing autism and education.

In partnership with the UVA Curry School of Education, Elk Hill presented iPads to 13 autistic children and their families in November.

Our donor community responded to a need through unprecedented giving to our Summer Camp program. Those gifts provided continuous therapeutic support for children who would otherwise have had no treatment over the summer. Creating four new satellite summer camps, we boosted numbers served in 2015 by nearly 70 percent!

We saw the incredible power of the volunteer spirit in August 2015, when Harambee School received a total makeover. A total of 120 volunteers from HandsOn and Altria transformed the building inside and out in one breathtaking day.

Leadership and Management Staff

Michael Farley | Chief Executive Officer
Ron Spears | Chief Operating Officer
David Wyman | Chief Finance Officer/Director of Administration
Ann Criswell, CFRE | Director of Development
Jennifer Kincaid | Human Resources Manager
Elizabeth Farmer | Facilities Manager
Alex Sullivan | Community Relations Coordinator
Darlene Ferguson, Ed.S. | Director of Education
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Elizabeth Houston, MSW | Medicaid Resource Coordinator
Travis Baisden, QMHP | Quality Assurance Coordinator

Our leadership and management team includes key personnel in various roles.

We plan for the future

All of us at Elk Hill maintain a clear focus on the future. The Elk Hill 20/20 campaign is an important part of that; a Comprehensive Integrated Development plan is equally essential. Adopted in May 2015, the plan is a roadmap for sustainable growth and strategic planning objectives.

We plan for the future, focusing on sustainable growth and strategic planning objectives.

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• Council on Accreditation
• 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
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• Virginia Department of Social Services
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The essence of Elk Hill radiates with every child that comes in contact with our programs and services. Since 1970, when the first boy walked on to the Elk Hill Farm campus, that spirit has remained core to our mission: We believe in children and their ability to be resilient while facing and overcoming enormous obstacles in life.

David’s story, featured in this annual report, certainly speaks to that fact. When emotional struggles exploded into behavioral problems, David spun out of control. Through his own determination and the positive relationships he developed at Elk Hill, David realized that he could be successful.

In marking our 45th anniversary this year, we celebrated the successes and accomplishments of all the young people who have crossed our path. We also took the time to plan ahead. Through a six-month strategic planning effort – one involving trustees, leadership and management staff as well as state and local officials – Elk Hill 20/20 was born. The 20/20 plan provides a five-year vision, which continues to ensure Elk Hill’s essence remains intact as our programs and services continue to evolve.

Identifying why we do, what we do was part of the 20/20 planning process. By defining the “why,” we were able to clearly articulate our core mission:

**Elk Hill enables children and families to transform overwhelming challenges into successful futures.**

Our organization will continue to change and develop. We will always view every child we serve with the same lens, knowing that each has hope and promise for a better future and a productive life.

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Michael Farley  
CEO

Karl Werwath  
Past Board Chair

Susan Davenport  
Board Chair