



YOUTH CARE

Homeless youth ➔ Off the streets ➔ Preparing for life

Annual Report 2011

A Message from Our Leadership

As we pulled together the information for this annual report, we realized that 2011 was a year marked by achievement and celebration, as well as one of the most challenging in our history.

YouthCare's strength lies in our ability to offer programs that knit together a "continuum of care" – a coordinated set of individually appropriate services that begin with young people on the street and go on to get homeless youth off the street and preparing for life. In 2011, we celebrated anniversaries of three of those programs:

- May 2011 marked the first year of operation of the Bridge Program: the only program in the Pacific Northwest, and one of a handful in the nation, offering emergency shelter and long-term housing dedicated to minors who have experienced sexual exploitation.
- In January, we celebrated the first anniversary of YouthCare's YouthBuild, a six-month program in which young people acquire skills in the construction trades while completing their secondary education. Through partnership with Habitat for Humanity, they also give back to the community by helping to build low-income housing. We are constantly struck by the simple rightness of what this program offers: a chance for a recently homeless youth to know what it feels like to give someone else a place to call home.
- Back in January of 2010, thanks to the generous support of the Raynier Institute and Foundation, we opened the Young Adult Shelter at the James W. Ray Orion Center for youth 18–24. For nearly two years, now, we've had to turn young people away seven nights a week. With our 15 beds, we roughly doubled the number available to hundreds in need, every night. It's a start.

As for the challenges we've faced: chief among them has been this ongoing spike in sheer demand. It started shortly after the onset of the financial crisis and there's no sign of it ending soon. In 2009, we served just under 13,000 meals; by 2011, that number had jumped to nearly 25,000.

Yet, in this time of greatest need, we face cuts to vital programs. State and federal lawmakers are focusing on cuts to social service spending in order to balance budgets in lean economic times. Though YouthCare's direct funding has been spared so far, many of our partners haven't been so lucky. As they reduce their services, our young people have fewer opportunities to get the help and support they need to become healthy, independent adults. In response, we are working hard to let our elected officials know how important human services programs are to the most vulnerable in our community, and to ask them to preserve funding for these critical services.

Meanwhile, threats to funding only increase our determination that homeless children and youth be safe and supported. As this community rises to the challenge, YouthCare continues to show and prepare the way. In 2011, we helped establish important networks among our sister agencies and other community stakeholders in order to improve efficiency and ensure that homeless youth can quickly access essential local services. And, when King County joined the national Safe Place initiative this year, we stepped forward as lead service agency and "first responder."

The Safe Place model involves creating an identifiable network of sites, from designated public buildings to youth-friendly businesses and beyond, where young people can ask for help and be immediately connected with those who provide it. It can even include local transit systems: when bus drivers are trained and given the right number to call, every bus turns into a mobile safe place. This is a logical, effective way to reach the young people before they become truly lost on our streets – and I'm pleased to report that, as of this year, when King County Metro and Sound Transit Express drivers encounter a youth in crisis, it's YouthCare that takes that call.

We particularly like the Safe Place initiative because, as it grows, these young people will, more and more, see literal signs all across this community — signs telling them that the community cares, that it's there to help, and that they don't have to be alone. The effect will be inestimable and very real.

Your continued involvement and support sends the same message. We thank you for it, on behalf of YouthCare and of those we serve, together.

Sincerely,

Melinda Goverge, Ph.D



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Susan Colby

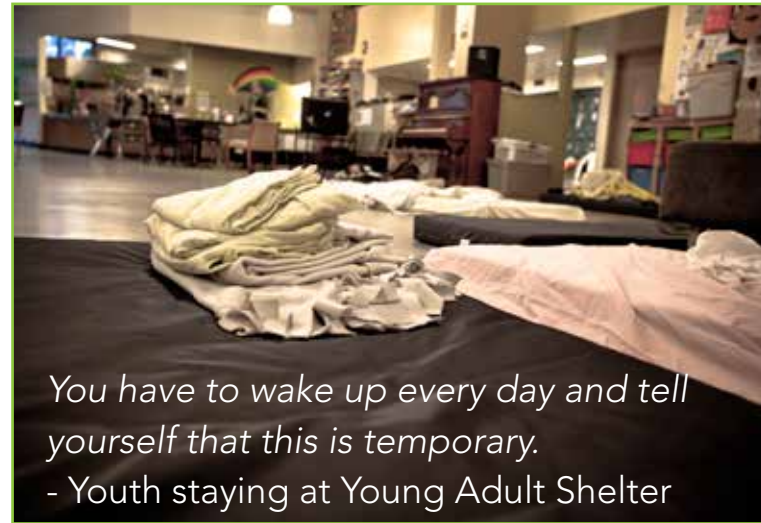


Engage

2011

- Adolescent Emergency Shelter: 112 young people under age 18
- Young Adult Shelter: 296 youth ages 18-24
- Casa de los Amigos: 74 undocumented or trafficked youth under age 18

When the Young Adult Shelter at the James W. Ray Orion Center opened in January 2010, thanks to a generous grant from the Raynier Institute & Foundation, we believed it would take the overflow from another shelter for 18-24 year olds. Instead, we had a nearly 100% occupancy rate nearly every night in 2011, and had to turn away as many as 20 young people in an evening.



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In 2011, we served 25% more meals than in 2010. Whereas we used to ask volunteer groups to serve lunch to 40 or so youth at the James W. Ray Orion Center, we're now asking them more often to prepare a hot meal for 75-80.



2009:
12,746 meals

2010:
19,295 meals

2011:
24,182 meals

In 2011, we introduced the National Safe Place program to King County in partnership with the King County Council, Auburn Youth Resources, Friends of Youth, and Cocoon House. Thanks to our partnership, every King County Metro bus is now a "safe place" for teens in crisis to ask for help. Within 45 minutes, YouthCare (or one of our partner agencies) will send a counselor to meet that young person and discuss his or her options. For some, it's a night in our emergency shelter; when possible, we reunite them with family (along with counseling and other resources). Our goal is to connect young people to help before they have to spend a night on the street.



YouthCare's Melinda Giovengo with King County Councilmember Kathy Lambert, a driving force behind bringing National Safe Place to our community, and National Safe Place Executive Director Laurie Jackson

At 1:30am on December 31st, 2011, 17-year-old Jared was out of options. His chaotic home life led him to realize that he could no longer stay with his family. He wandered, unsure of where to go. When he finally got on a King County Metro bus, the driver took one look at him and asked if he needed help. When Jared said "Yes," the driver knew what number to call.



Jillian, YouthCare's Safe Place Coordinator, took the call and met Jared downtown in the middle of the night. She brought Jared to YouthCare's Adolescent Emergency Shelter, where he worked with counselors and his family to figure out the best place for him to stabilize. He re-enrolled in high school at the Seattle Public School Interagency Academy located at YouthCare's James W. Ray Orion Center. He received mental health counseling regularly, and was accepted into a three month internship/job training program with the help of YouthCare's employment counseling.

Stabilize

In 2011, we conducted an evaluation of year one of Catalyst at Straley House, a pilot program generously funded by the Raynier Institute & Foundation to apply the “housing first” model to serving chronically homeless young adults. The young people entering this program typically are struggling with mental health concerns (over 50% meet the criteria for PTSD) and chemical dependency. The program’s goal is to stabilize youth and allow them to transition into a more independent program; our evaluation shows that is exactly what’s happening. Nearly 70% of youth who participated in follow up were in stable housing an average of one year after exiting Catalyst. We are excited about the implication of these findings not just for YouthCare, but for all programs working with young adults facing high barriers to housing.

The Catalyst program has proven popular – so popular that there is rarely an empty bed in the house. In fact, all of our transitional living programs face a long waiting list of young people hoping for a chance at stability and normalcy. All of YouthCare’s home-like transitional living programs emphasize employment and education, requiring residents to be productively engaged in school, work, or both.



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Housing at YouthCare



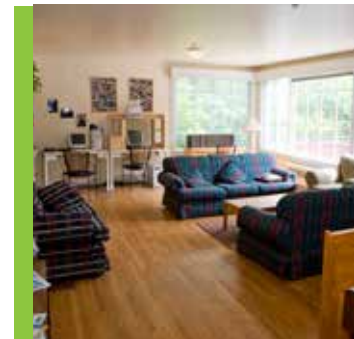
CATALYST AT STRALEY HOUSE

YouthCare’s low-barrier transitional living program for youth ages 18-21.
53 youth served;
12 beds; average length of stay is 2.8 months.
96% occupancy rate in 2011.



ISIS HOUSE

YouthCare’s transitional living program for LGBTQ youth and their straight allies, ages 18-21.
24 youth served;
10 beds; average length of stay is 6.5 months.
94% occupancy rate in 2011.



PASSAGES

YouthCare’s transitional living program for homeless youth ages 18-21.
25 youth served;
8 beds; average length of stay is 4.6 months.
95% occupancy rate in 2011.



HOME OF HOPE

YouthCare’s transitional living apartments for youth ages 18-24.
40 youth served;
10 two-bedroom apartments; average length of stay is 4.1 months.
79% occupancy rate in 2011.



OPEN DOORS

YouthCare’s community-based housing placement for formerly homeless youth.
16 youth served;
8 youth may receive rental assistance and case management at a time;
average length of services is 10.3 months.

Prepare

38

youth obtained a high school diploma or GED with YouthCare's help in 2011

124

young people graduated from a YouthCare employment training program

290+

YouthCare clients obtained a job or internship in 2011

In light of the recession and high unemployment among our youth, we redoubled our investment in our young people's economic future, with strong results in 2011:

- ▶ A full-time education and employment coordinator for our housing programs joined our team: youth receive one-on-one career and education counseling, and attend weekly workshops on resume-writing, career exploration, and job search skills.
- ▶ We doubled the capacity of our popular Barista Training and Education Program. A partnership with FareStart, this program now enrolls 60 young people a year, up from 30 in 2010.
- ▶ In our Tile Program, 40% of participants obtained permanent housing. This low-barrier employment training program helps build employment skills while working with young people to stabilize and find housing.

YouthCare staff are like family, where you feel welcome. They do it because they want to, not because they have to.
– Excerpt from youth poem, 2011



I really think the Barista Program might have saved my life.
– 2011 Barista graduate

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- ▶ Our rigorous YouthBuild program had a 76% graduation rate, equivalent to the national average for this six-month training program. Ours is the only program of 273 in the country to work specifically with homeless and unstably housed young people.
- ▶ The prestigious YouthTech program, which trains youth in computer hardware and software skills, had an 86% graduation rate in 2011. Many of these graduates went on to post-secondary education.

The Bridge Program

We opened the Bridge Program in 2010 to offer residential and recovery services to sexually exploited youth. In 2011, with a grant from the United Way of King County, we set aside two Adolescent Emergency Shelter beds for victims of sexual exploitation, which served 16 young people. Safe emergency shelter is a critical part of helping youth escape this life. For longer term services, we offer a six-bed residential recovery program for minors, which served 26 youth last year, with an average stay of 4 months. Safe shelter and stability allowed these youth to access education, employment training, and trauma-based recovery services. Two case managers dedicated to working with our community's sexually exploited youth helped 36 minors and 17 youth ages 18-24 work towards exiting the sex trade.

Organizational Health

Volunteers

Over 1,250 volunteers donated nearly 10,000 hours of time in 2011, more than double the number of volunteers and volunteer hours we saw in 2010. This is in large part thanks to investing in a full-time volunteer coordinator. Her work to recruit and cultivate volunteers has yielded tremendous results:

- ▶ In addition to showing our youth that the community cares about them, volunteer meal groups kept our meal costs down despite the 25% increase in demand.
- ▶ Group volunteers also made a huge difference deep cleaning the James W. Ray Orion Center and our many housing programs. With hundreds of teenagers passing through Orion each month, frequent scourings help keep the space welcoming and inviting.





- A volunteer group took on the repainting of our Adolescent Emergency Shelter, a project which had been sorely needed for some years.
- More than 25 individual volunteers contributed their time and skills as volunteer tutors in our GED program. Thanks to their efforts, 28 young people obtained their GED last year, while an additional 70 youth worked on building their skills with an eye to taking the test at a later time.

It was the fragility of these youth that drew me into this organization, and the kind staff and fantastic leadership that has caused me to deepen my understanding of homeless youth in our community.
 – Jennifer Huss Ting, YouthCare volunteer

In-Kind Support

Throughout the year, we receive generous in-kind donations from individuals, businesses, schools, churches and synagogues, and community groups. These donations include warm clothing, toiletries, movie tickets, gift cards, fresh farm produce, prom dresses, holiday gifts, and back-to-school supplies. In 2011, over 400 groups and individuals hosted drives or made in-kind donations. During the holidays, over 65 drive groups gathered warm clothing and holiday presents, making the season bright for hundreds of homeless youth, and helping restock YouthCare’s supplies of the basics for later in the year. Larger donations also helped fill the coffers: for example, The Zumiez Foundation once again provided hundreds of new coats, blankets, hats/gloves, and socks for our young people in 2011, while Glacier Fish donated \$5000 worth of gift cards during the holiday season.



Fundraising

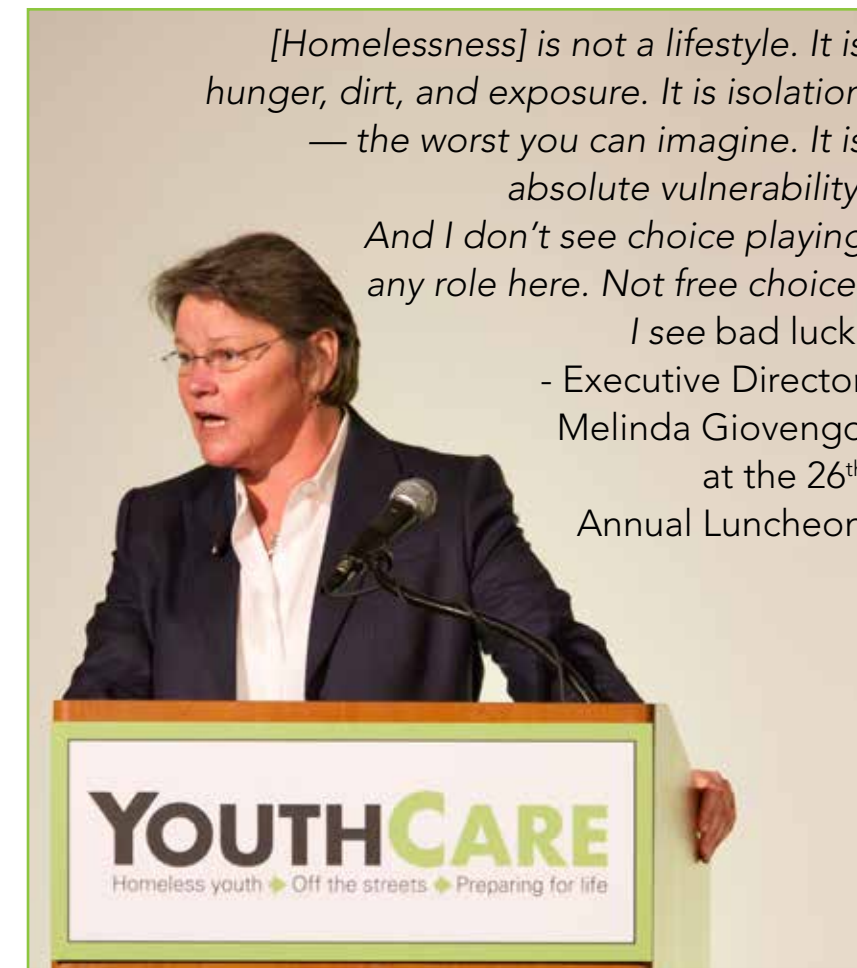
Our 26th Annual Luncheon, held March 22, 2011 at The Westin Seattle, was the most successful to date, with over 850 community members attending. Over half of the attendees were new to YouthCare. Our generous luncheon sponsors (listed on page 18) entirely offset the cost of the event, allowing 100% of the nearly \$450,000 raised to go directly to our programs.

To build on the momentum of the luncheon, we have hosted a series of informal Lunch & Learns at the James W. Ray Orion Center to engage potential donors and volunteers. One of these events resulted in a large private donation for an employment training program, allowing YouthCare to quickly respond to the elimination of the federal earmark process. YouthCare also created a formal Major Gifts Program which started in fall 2011.

Infrastructure

Last year, YouthCare received a significant private grant to invest in data tracking and analysis. As part of this effort, YouthCare hired a new data and evaluation team to develop protocols, policies and standards for the data collection process and ensure staff are properly trained and adhere to approved data collection methods. This new department worked with a group of staff from across the agency to select a new information management system, intended to give YouthCare the ability to capture client demographics, service data, outcomes, and progress through the continuum of care. Ultimately, these more reliable tools for capturing outcomes and evaluation will improve how YouthCare serves clients and which will allow us to better respond to increasing interest in outcome-based assessment.

In 2011, we significantly improved our communications technologies, investing in a website redesign. The new website is more dynamic and includes a great deal more information about our programs. It

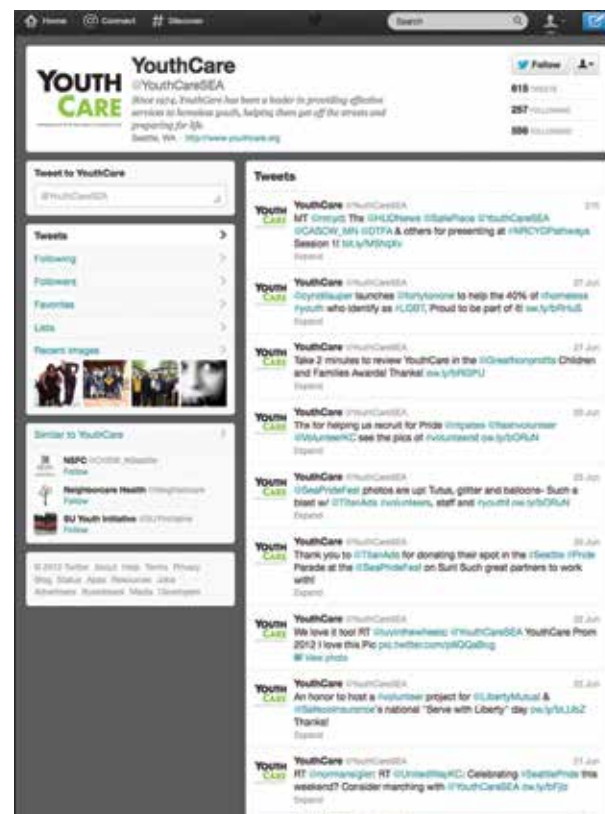


[Homelessness] is not a lifestyle. It is hunger, dirt, and exposure. It is isolation — the worst you can imagine. It is absolute vulnerability. And I don't see choice playing any role here. Not free choice. I see bad luck.
 - Executive Director Melinda Giovengo at the 26th Annual Luncheon

allows us to communicate urgent needs, important news, volunteer opportunities, and events quickly and efficiently. We also expanded information for young people seeking help – they can now quickly and easily learn about what services we offer and how to get in touch with us and other service providers.



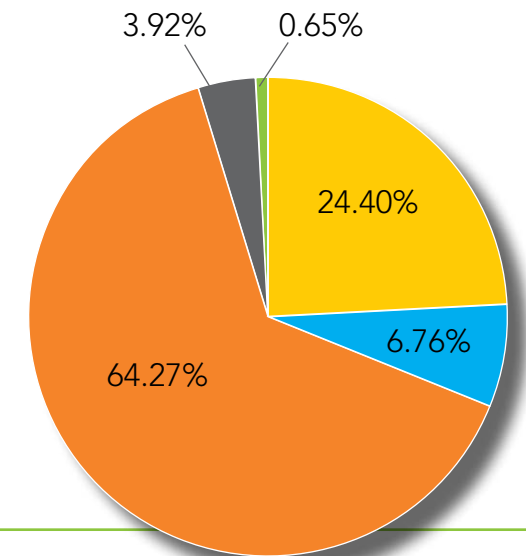
Last year saw greater emphasis on using social media to communicate important news, urgent needs, and to thank our generous community donors. In particular, we built our Facebook presence to more than 1,000 fans by the end of 2011, and began using Twitter more frequently and effectively.



Financial statements

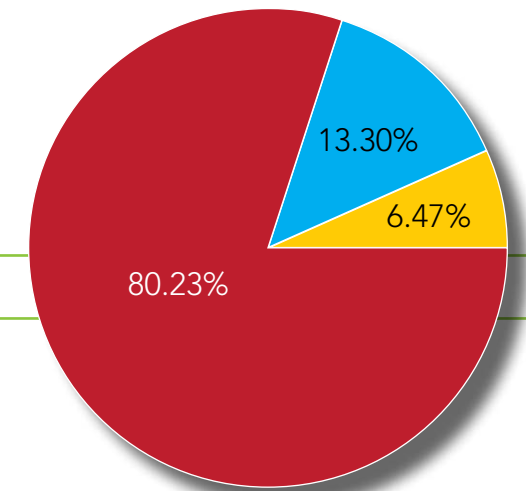
2011 Income

● Private Foundations	\$ 2,303,291
● Contributions, Events, and In-kind	\$ 637,665
● Government Fees and Grants	\$ 6,066,224
● United Way	\$ 370,135
● Other	\$ 60,699
Total Income	\$ 9,438,014



2011 Expenses

● Program Expenses	\$ 7,199,394
● General	\$ 1,193,530
● Fundraising	\$ 580,176
Total Expenses	\$ 8,973,100



Total Assets	\$ 10,926,165
Total Liabilities	\$ 551,889
Net Assets	\$10,374,276

For a complete copy of the 2011 Audit Report, Financial Statements, and Form 990, please visit www.youthcare.org.



Donors

2011 Individual Donors

\$250,000+

The Estate of Dr. Frederick Fenster
Schultz Family Foundation

\$100,000 - \$249,999

Elisabeth Bottler

\$50,000 - \$99,999

Jon and Bobbe Bridge

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YOUTHCARE

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