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OF CHILD AND FAMILY SERVICES



**ETTIE LEE**  
*Youth & Family Services*

MAIL: PO Box 339 OFFICE: 5146 North Maine Avenue Baldwin Park, CA 91706-0339

TEL: 626.960.4861 FAX: 626.337.2621

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

**ETTIE LEE**  
*Youth & Family Services*  
56 Years of Service to Children & Families

SAVING LIVES, CHANGING LIVES,  
BUILDING HOPE FOR CHILDREN  
& FAMILIES IN FAMILY-LIKE SETTINGS.



*Serving Children & Families since 1950*

*Saving lives, changing lives, building hope for children and families in family-like settings.*

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TEL: 626.960.4861 FAX: 626.337.2621 www.ettielee.org

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**MESSAGE FROM THE CHAIRMAN AND PRESIDENT & CEO**

Do you remember your childhood years? Many of us can easily recall a happy and peaceful time when family, friends and others made for many wonderful memories. Sometimes in today's modern world with all of its dangers and pressures, it seems that our youth are faced with a way of life where their peace, their innocence and their security can no longer be taken for granted. Today's abuse, violence, alcohol, drugs, neglect and abandonment etc., are taking a major toll on our nation's children and robbing many of them of the chance to have the memories of happy childhoods which many of us smile about.

Fortunately, in a world that sometimes seems to be at war with the future of our nation's children, Ettie Lee Youth & Family Services has been working for 56 years to create better futures for our children. Ettie Lee Youth & Family Services exists to extend a protective hand to children and youth in crisis. Through our services: group homes, foster homes, mental health services, substance abuse programs, work with families, gang intervention services, independent living services and evidence-based treatment programs, we are assisting many children and youth in creating peace and positive memories for the future.

Needless to say, none of this can be accomplished without the help of caring and generous people like you, our cherished donor family. It is your continued generosity that provides Ettie Lee Youth & Family Services with the tools and support to recover and discover (perhaps for the first time) themselves. For this reason Ettie Lee remains forever thankful for your support.

Your support has made 2005/2006 a year of positives for the youths we serve, our dedicated staff and the Board of Directors. This year we saw many wonderful success stories (some of which you will read about in this annual report) with our youth. Comments, such as the following from youth who have reunited with their families or are going out on their own, made the long hours, challenges, and yes, even the disappointments, all worthwhile.

- *It feels good to finally go home and do things without worrying about stuff. (Age 17)*
- *I feel like a new person from what I was. I know I am going to do great. (Age 17)*
- *Great, awesome and excited. (Age 17)*
- *Happy to be with family. (Age 14)*
- *When I first got to this placement I thought that it was going to be useless, but I found out that it really changed me. (Age 18)*
- *You guys changed my life. (Age 16)*
- *Thanks for helping me. (Age 15)*
- *I feel like I have a future. (Age 17)*

Thank you. You have helped make these comments possible.

Sincerely yours,



**RONALD J. BATEMAN**  
*Chairman of the Board*



**CLAYTON L. DOWNEY**  
*President & CEO*

**“...we are assisting many children and youth in creating peace and positive memories for the future.”**



## SAVING LIVES

Ettie Lee's nine group homes are all located in residential communities and are fully accredited and licensed to care for 6-12 boys, age 8-18. Ettie Lee realizes this is a very difficult age and each home is staffed with a team of trained residential care professionals with extensive experience in child development, behavioral science, and social work who provide nurturing and around the clock supervision.

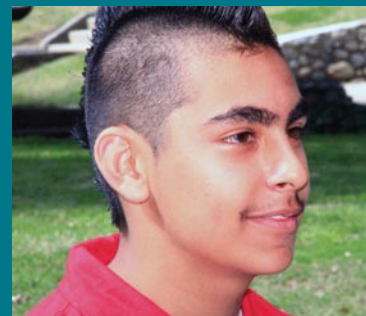
Ettie Lee Youth & Family Services' group homes expertise is in serving older teenaged boys who are on probation. Increasingly, the amount of time these youths get to spend with us is getting shorter and shorter. In the past we had several years to provide the support necessary to help them succeed in school and the community. Now they stay an average of six months. It is urgent that we achieve maximum effectiveness in the delivery of our services in order to save lives and impact future generations.

Twenty-four months ago, Ettie Lee implemented a Dialectical Behavior Therapy Model (DBT) in its group homes. Results now show that this Evidence-Based Practices Program, with its emphasis on specific ways to deal with anger and emotions, is remarkably successful with the boys in our group homes. Compared to the period immediately prior to the implementation of DBT, we have accomplished significant reduction in the following: 88% of boys are not sent to a more restrictive environment, runaways decreased by 27%, peer to peer violence is down 20%, violence toward staff is down 51%, property destruction is down 45%, 53% less discharges to other facilities, there are 67% suicide attempts and 40% less police involvement.

Another accomplishment is that the number of family contacts is up 51% and staff turnover is down 33%. The program has had a dramatic effect in overall behavior. Now that the kids are managing their anger and emotions better, they have a better chance of improving and succeeding in life.

"Our experience shows that most of the time the kids will want to find a better way. If a child has been placed with us because he has continually used violence to get him out of a situation successfully, we can usually show him that by asking for what he wants and using problem solving skills that this will get him out of the same situation AND it will not cause him to hurt himself or others."

**PATRICIA GIESELMAN**  
*Vice President, Clinical Services*



## CHANGING LIVES

Ettie Lee operates a Treatment Foster Family Agency that is specially licensed to find safe, loving homes for abused, abandoned and neglected children and to provide the children in our care with the therapeutic and other support services they need to heal. The overriding, constant goal of the Foster Family Agency is simple: healthy, happy children who know that they are loved.

Children placed in one of Ettie Lee's 35 Treatment Foster Family Homes, located throughout the San Gabriel Valley and Pomona Valley, receive specialized care tailored to meet their individual needs. These services are available to boys and girls, from infancy to age 18, and include counseling, psychological testing, psychiatric services and emancipation assistance. A unique aspect of the Treatment Foster Family Program is that social workers are available 24 hours a day, seven days a week.

This year, twenty three abused, abandoned or neglected children were placed in permanent loving homes as a result of the Ettie Lee Foster Family Agency (FFA). That's more than doubled from the previous year. In 2005 a total of ten children were placed in permanent homes.

Eric's biological father had left his mother before he was born and his mother was unable to care for him. He was transferred from home to home and his anger grew and grew. He stopped going to school and began to run away. When placed at an Ettie Lee home at age 14, the staff was not sure if he would succeed in the program. He refused to attend group therapy,

cursed at the staff constantly and was argumentative and violent. During his first six months Ettie Lee provided him with a safe supportive structure, consistency and validation. His unwanted behaviors have started to turn around. He is learning how to communicate, talk about his feelings and is avoiding most violent behavior. His goal is to move in with his grandparents. All signs show that



he will be able to accomplish just that!

And, now Ettie Lee is ready to begin to implement the complex, purposeful and deliberate operation of matching and placing abused, abandoned and neglected children in permanent homes – homes that are already in the Ettie Lee Foster Family Agency.

Not every foster family agency is able to act as both a foster family agency and an adoption agency. Although licensed as an adoption agency for ten years, Ettie Lee Youth & Family Services has not used their license for permanent placements until now. Ettie Lee has conducted the necessary home studies and is recruiting and training staff needed to place the abused, neglected and abandoned children in permanent loving homes.



It took only a few months to place Jerry with Ettie Lee Foster parents. The foster parents welcomed Jerry into their home permanently at the very difficult age of 14 because his biological parents,

drug abusers, were unable to care for him. Today 4 years later, Jerry is a college student and living with his biological brother.



"Statistics are not available at this time that explain the increase in the number of younger children that are waiting to be placed, but we know that drugs and alcohol – especially methamphetamine

– use has a lot to do with children being abandoned and neglected by their biological parents."

**SAUNDRA JOHNSON**  
*Director of Foster Care*

## BUILDING HOPE

Each year approximately 80 youth leave Ettie Lee's residential treatment program. Our Getting Ready For the World aftercare program focuses on job training, life skills training, family reconciliation and when reunification is not possible, establishing emancipating youths in a safe place to live. (continued on p.4)

**BUILDING HOPE** *continued*

A \$300,000 grant from Los Angeles Department of Mental Health that was received this year supports our Dialectical Behavior Therapy Model (DBT). Results show that DBT with its emphasis on specific ways to deal with anger and emotions is remarkably successful in preparing youths for emancipation or reunification.

And Ettie Lee has accomplished more. Using DBT, Ettie Lee has brought in the parents so that they can learn the same skills as the youth in placement. This provides them an opportunity to practice with their children while in placement and continue with the assistance of a coach for a period of time as needed after they leave Ettie Lee.

“It’s essential that we begin early in preparing the youths we serve to be successful in the real world and that we retain contact for several months after they leave. Even then, the number who

fail is extremely disheartening. With each failure, however, we are motivated to try just a little harder.”

**RICHARD HUEY**  
Vice President of Program Services



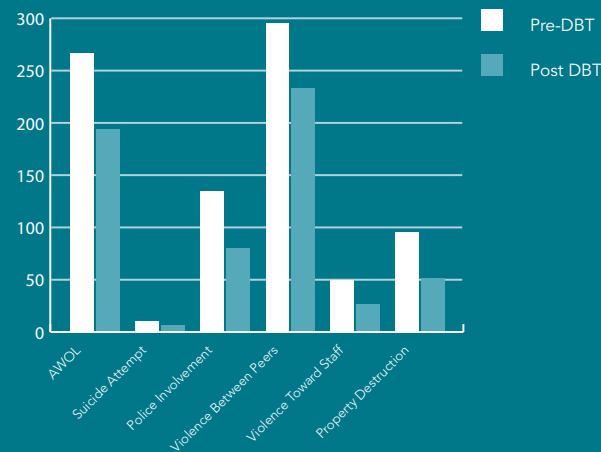
**We have accomplished:**

- Increased reunifications with family
- Reduced repeated incarcerations
- Increased parenting confidence in biological parents
- Continued reduction in aggression & violence in placement
- Continued increase in length of stay for staff providing stability for youth
- Continued reduction in police involvement

**INCIDENTS DURING PLACEMENT**

The Ettie Lee group home environment is a safer place since the implementation of our Evidenced-Based practice, Dialectical Behavior Therapy (DBT), as indicated by the number of Special Incident Reports. Comparing pre- and post DBT rates, the children experienced:

- 27% fewer AWOLs (runaways)
- 67% fewer suicide attempts
- 40% less police involvement
- 20% less violence between peers
- 51% less violence toward staff
- 45% fewer instances of property destruction.

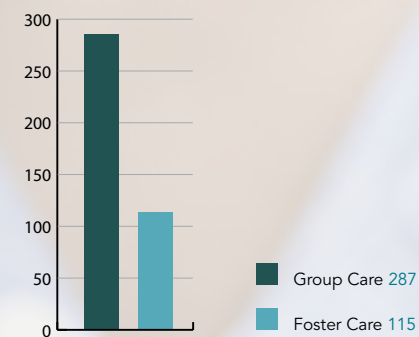


**OTHER POSITIVE OUTCOMES**

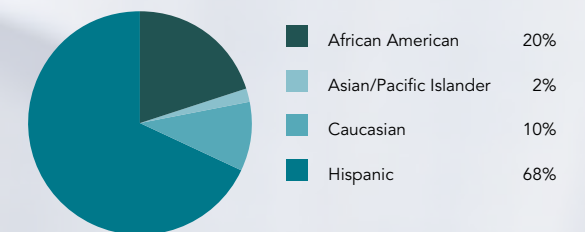
The intensity of our work with families has increased 51% and our staff turnover has decreased 33% since the implementation of our DBT program. Twenty percent fewer children left residential treatment prematurely.



**NUMBERS SERVED IN RESIDENTIAL PROGRAMS**



**ETHNIC BREAKDOWN**





HONOR ROLL OF DONORS OCTOBER 2005 – SEPTEMBER 2006

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Mr. & Mrs. David W. Wing

Ettie Lee Youth & Family Services gratefully acknowledges the following caring individuals who assure our future stability and program effectiveness through their planned gifts:

**Ettie Lee Legacy Society**

Terry Marie Baugher  
Steven J. Hall  
Mr. & Mrs. Herbert Harger

If you or a loved one has made, or would like to make, a charitable provision in your will or estate plan that includes Ettie Lee Youth & Family Services, please contact Vicki Mastro, at 626.960.4861 or vicki\_m@ettielee.org.

Ettie Lee Youth & Family Services recognizes and will be forever grateful to our community partners for their ongoing support. :

**Community Partners**

California Utah Women  
Friends of Foster Children

At Ettie Lee Youth & Family Services we have made every effort to insure that all of our donors are acknowledged properly. If your name is inadvertently missing or misspelled, please call Vicki Mastro at 626.960.4861.

Donations included here are from October 1, 2005 through September 30, 2006

*Saving lives,  
changing lives,  
building hope  
for children  
and families in  
family-like settings*

# ETTIE LEE YOUTH & FAMILY SERVICES | 2005/2006 FINANCIAL REPORT

## STATEMENT OF FINANCIAL POSITION

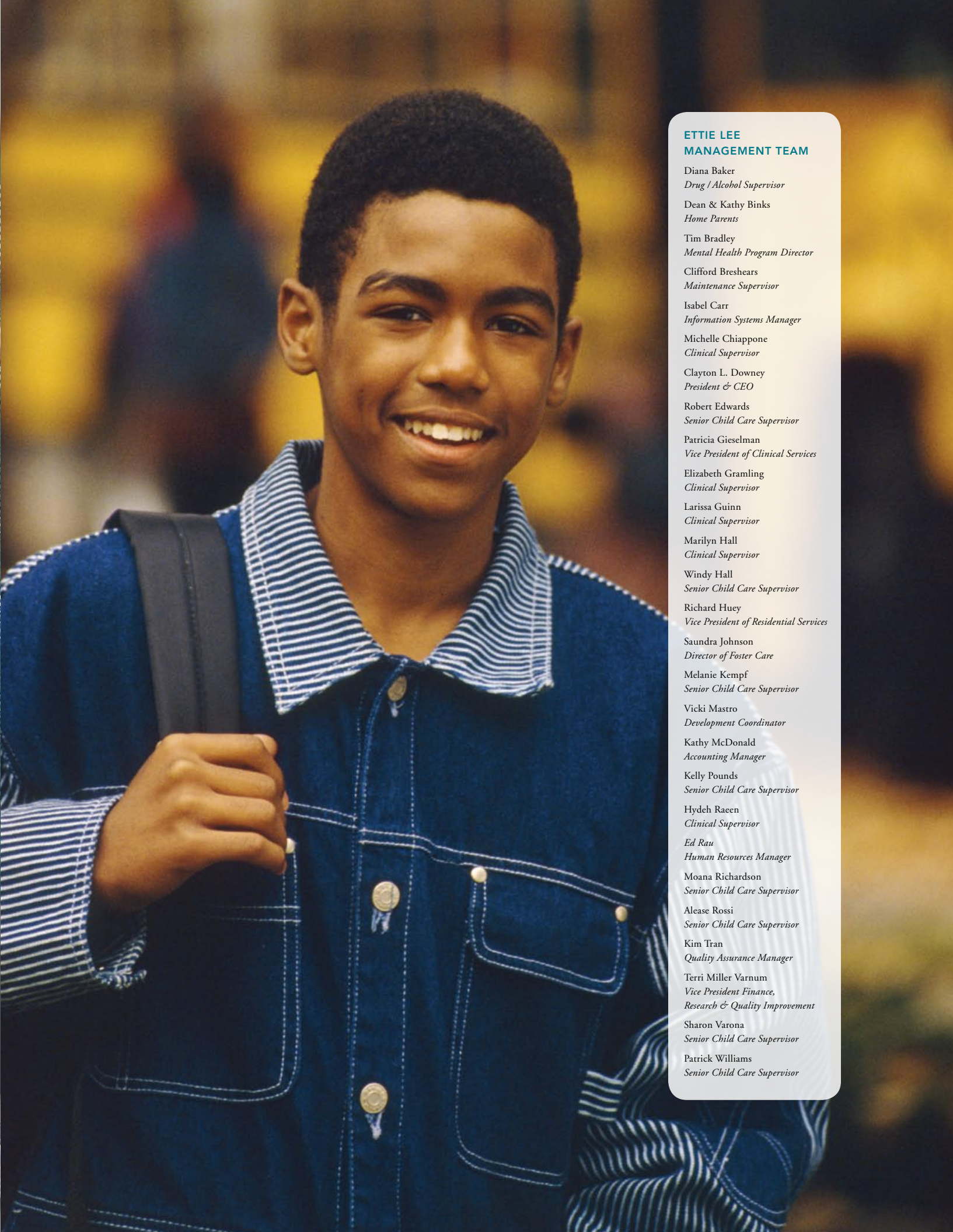
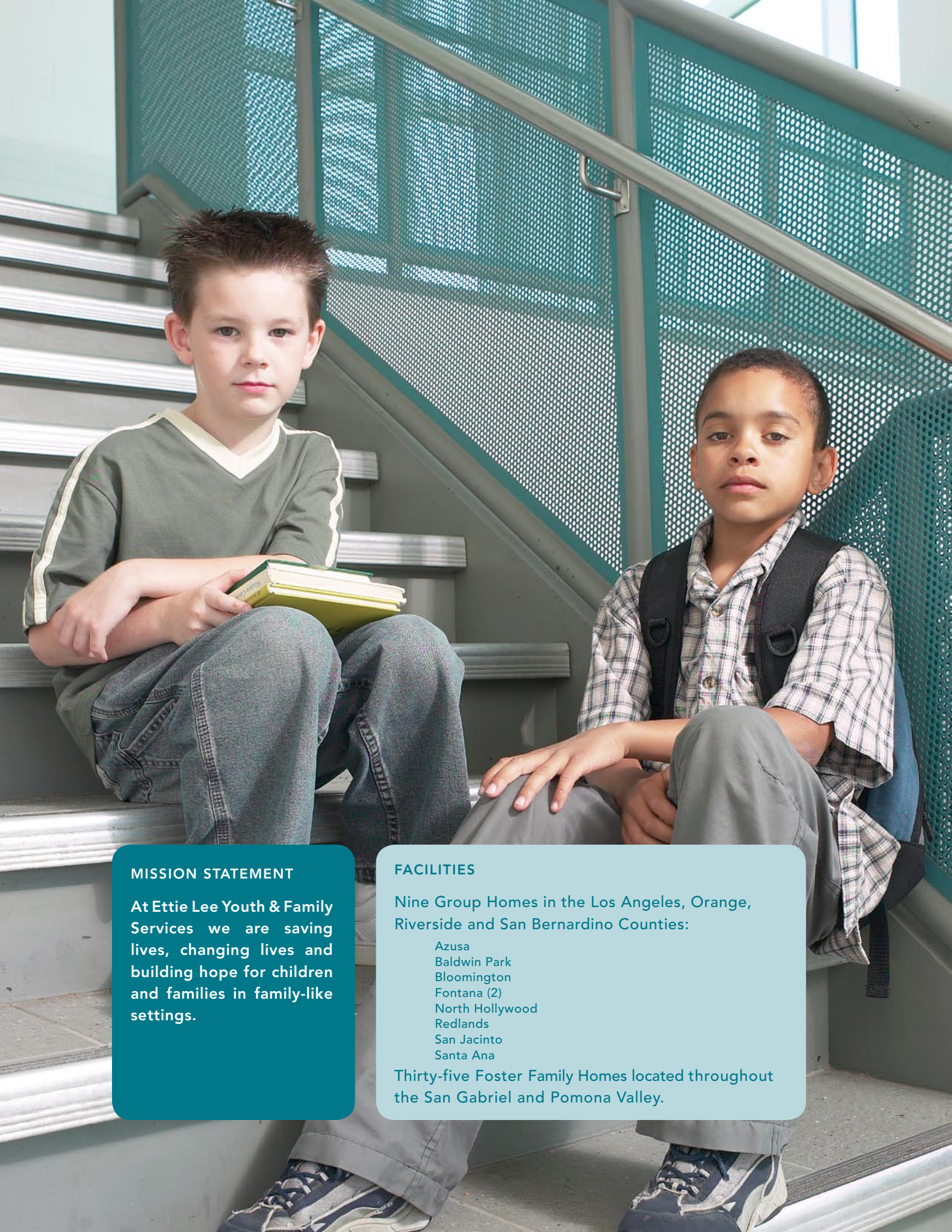
	FISCAL YEAR END SEPT. 30, 2006	FISCAL YEAR END SEPT. 30, 2005
<b>ASSETS</b>		
Cash	\$218,022	\$144,597
Accounts Receivable	\$1,132,381	\$1,031,762
Prepaid Expenses	\$190,307	\$187,270
Investments	\$1,410,467	\$1,317,780
Property & Equipment	\$1,178,389	\$1,186,826
<b>Total Assets</b>	<b>\$4,129,566</b>	<b>\$3,868,235</b>
<b>LIABILITIES</b>		
Accounts Payable & Accrued Expenses	\$1,092,373	\$1,135,959
Notes Payable	\$360,303	\$395,076
Capital Leases	\$0	\$2,638
<b>Total Liabilities</b>	<b>\$1,452,676</b>	<b>\$1,533,673</b>
<b>NET ASSETS</b>		
Unrestricted	\$2,374,205	\$2,189,453
Temporarily Restricted	\$284,076	\$126,500
Permanently Restricted	\$18,609	\$18,609
<b>Total Net Assets</b>	<b>\$2,676,890</b>	<b>\$2,334,562</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$4,129,566</b>	<b>\$3,868,235</b>

## STATEMENT OF ACTIVITIES

<b>REVENUE &amp; SUPPORT</b>		
Fees from Government Agencies	\$8,910,817	\$8,849,039
Contributions	\$464,442	\$165,536
Gain (Loss) on Investments	\$61,135	\$74,704
Interest & Dividends	\$48,806	\$46,564
Special Events	\$15,329	\$802
In-Kind Contributions	\$13,715	\$27,750
Miscellaneous	\$47,301	\$7,105
Gain (Loss) on Sale of Property and Equipment	\$(1,217)	\$(106)
<b>Total Revenues</b>	<b>\$9,560,328</b>	<b>\$9,169,790</b>
<b>EXPENSES</b>		
Program Expenses	\$8,283,386	\$8,202,277
Support Services	\$808,643	\$832,961
Fund Development	\$125,971	\$117,250
<b>Total Expenses</b>	<b>\$9,218,000</b>	<b>\$9,152,488</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$342,328</b>	<b>\$17,302</b>

The financial statements of Ettie Lee Youth & Family Services are audited annually. The Statement of Financial Position and the Statement of Activities were extracted from audited financial statements. Complete audited financial statements are available upon request.





**MISSION STATEMENT**

At Ettie Lee Youth & Family Services we are saving lives, changing lives and building hope for children and families in family-like settings.

**FACILITIES**

Nine Group Homes in the Los Angeles, Orange, Riverside and San Bernardino Counties:

- Azusa
- Baldwin Park
- Bloomington
- Fontana (2)
- North Hollywood
- Redlands
- San Jacinto
- Santa Ana

Thirty-five Foster Family Homes located throughout the San Gabriel and Pomona Valley.

- ETTIE LEE  
MANAGEMENT TEAM**
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  - Windy Hall  
*Senior Child Care Supervisor*
  - Richard Huey  
*Vice President of Residential Services*
  - Sandra Johnson  
*Director of Foster Care*
  - Melanie Kempf  
*Senior Child Care Supervisor*
  - Vicki Mastro  
*Development Coordinator*
  - Kathy McDonald  
*Accounting Manager*
  - Kelly Pounds  
*Senior Child Care Supervisor*
  - Hydeh Raen  
*Clinical Supervisor*
  - Ed Rau  
*Human Resources Manager*
  - Moana Richardson  
*Senior Child Care Supervisor*
  - Alease Rossi  
*Senior Child Care Supervisor*
  - Kim Tran  
*Quality Assurance Manager*
  - Terri Miller Varnum  
*Vice President Finance, Research & Quality Improvement*
  - Sharon Varona  
*Senior Child Care Supervisor*
  - Patrick Williams  
*Senior Child Care Supervisor*