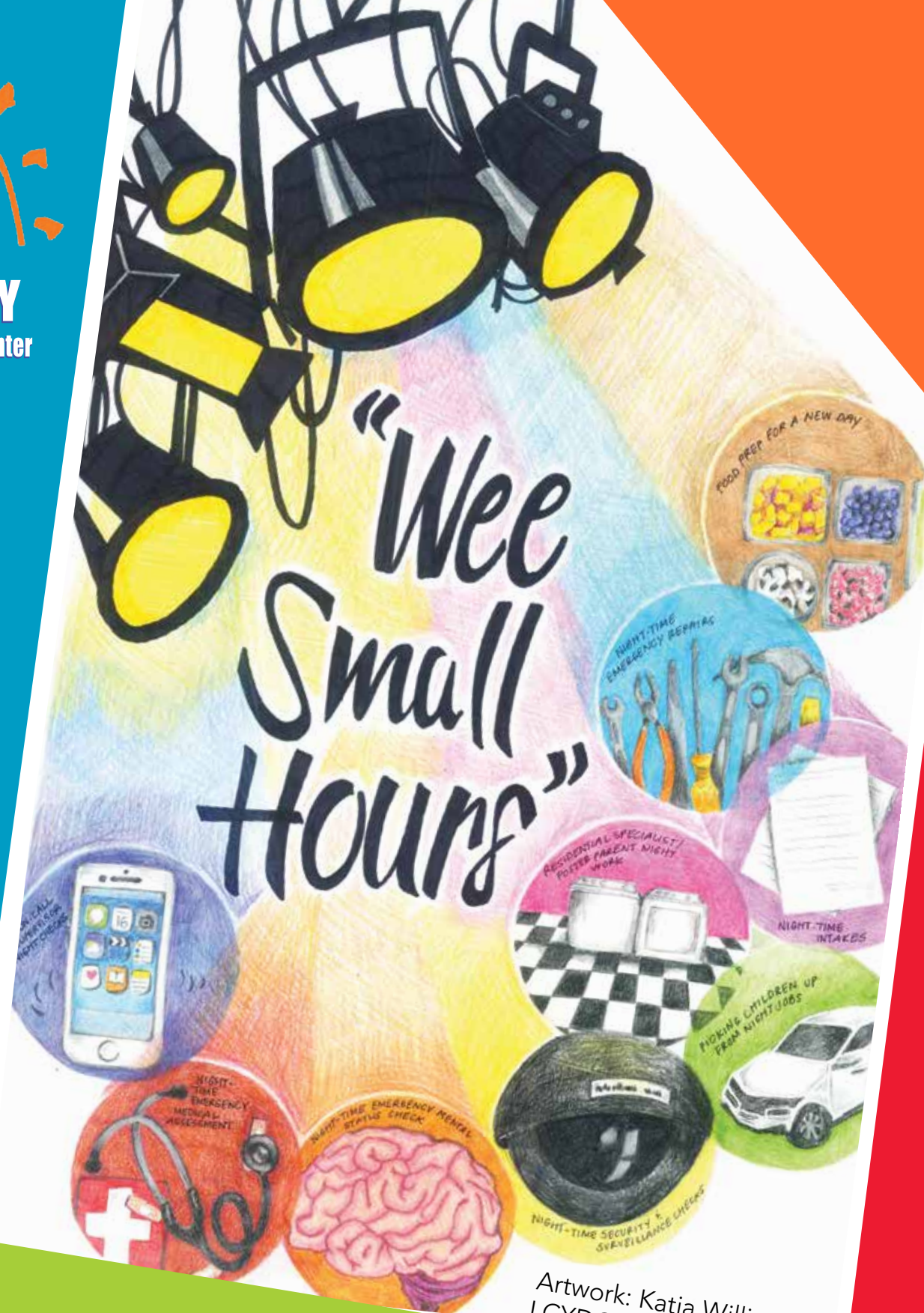




**LEE COUNTY**  
Youth Development Center



Artwork: Katia Williams  
LCYDC Art Instructor

# 2014-2015 ANNUAL REPORT

# BOARD OF DIRECTORS

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City of Auburn

# THE LCYDC MISSION

**A place of service  
Offering Hope  
To children and families...  
Strengthening our  
communities**

# OUR CORE VALUES

- **Building and valuing a committed, compassionate and enthusiastic team**
- **Honoring tradition while inviting and embracing diversity, change and growth**
- **Providing a comprehensive range of services designed to improve the quality of life for children, families and our community**

# AFFILIATIONS



association of  
**CHILDREN'S  
RESIDENTIAL CENTERS**



# THE ADVISORY COMMITTEE

- Emily Jones**  
Lee County Department of  
Human Resources
- Honorable Mike Fellows**  
Lee County Family Court

## A VIEW FROM THE TOP



*Dr. Anne Penney, Board President*

Along with you, I look forward to looking backward as we chart our way forward. The agency's Annual Report provides an opportunity for us all to take a glimpse at the past fiscal year's programming and operations. I'm especially pleased that this Annual Report will be shining a light on the work of those who provide care after the sun goes down. We are so appreciative to all employees tasked with keeping watch and care over those we serve throughout the night.

We will also have guests joining us this year to review, scrutinize, question and shine light on the quality of services we've provided over the past few years. The Council on Accreditation (COA) - an international human services accrediting agency - has provided their stamp of approval for LCYDC since 2004. Twelve years later we take nothing for granted. Working to earn re-accreditation every four years is an ongoing, daily, weekly, and monthly endeavor. At the same time our Chanticleer Learning

Center is looking to earn initial accreditation through AdvancEd, a Prek-12 certification body which challenges school systems to ensure that all learners are realizing their full potential. We look forward to welcoming both entities.

As we look backward in highlighting the work of our night employees, COA and AdvancEd will be looking to propel us forward in our efforts to better serve others.

Anne Penney, Ed.D.

President, LCYDC Board of Directors

## A NOTE FROM THE CORNER OFFICE

Poets, authors and singers have a fascination with the hours between dusk and dawn. Whether it be the scary and macabre with boogey men, fanged teeth and howling wolves or the romantic, mellow and melodic which might include tunes such as Thelonious Monk's Round Midnight or perhaps Old Blue Eyes crooning In the Wee Small Hours - there is no end to varying ways that the night time hours have been portrayed.

Here at the Center, staff who are called upon to provide services during the night might tell you that these hours can indeed bring some of the worst nightmares imaginable along with times which might be calm, quiet and even tender.

Whether it is an on-call supervisor, counselor or nurse being called out to address a crisis... or a residential specialist or foster parent washing clothes, soothing hearts and wiping tears...whether it is maintenance staff repairing damages following a midnight outburst or cafeteria staff preparing the early morning breakfast, all work is important and most is far from routine. We are thankful for the fortitude of those doing the hard work of the agency following sundown and prior to sunup. In addition to the invaluable service rendered by after-hours staff, FY 2015 was filled with work and change throughout many areas. I am most pleased with the realignment of our Program Divisions which created the development of five Executive Manager Departments. Shared visioning, leadership and ownership are vital. Our Long-term Strategic Plan helped us to road-map our future while our refreshed Mission Statement reminds us of our daily focus.

At the close of the day, though there are many facets to the business of this agency, we are all one - united in our commitment to uplifting humanity and enhancing the individual lives of those we are called to serve.

Laura J. Cooper, LBSW, M.Ed.

Executive Director



*Laura J. Cooper, Executive Director*

# Working 5 to 5



5 pm



6 pm



8 pm



7 pm



8 pm



9 pm



9 pm



10 pm until...



*12 midnight until...*



*2am until...*

*1am until...*

*3am*



*5am*



*5am*



*5am*

*Working 5 to 5*

# Wee Small Hours

Who's there to pick up a TLP child at the end of midnight work shift? Who's there to take a foster child to their overnight family visit? Who is making sure that a teen who ran afoul of the law at 2:00 in the morning is made safe and secure pending their day in court? Who sees to it that an enuretic child is awakened to use the bathroom in hopes of avoiding a wet bed in the morning? What about checking to see if all protocols were followed after a late night runaway or talking a child through a panic attack following a terrorizing nightmare? Working after sunset may seem unconventional for some, but at LCYDC night-shift employment is a key component to agency operations. Duties performed during hours when most folks are relaxing or asleep are just as crucial as those duties performed during daylight hours. These duties include ongoing bed and safety checks, medication dispensation, client transport, emergency repairs, imminent risk assessments, client intakes, laundry, meal prep and continual documentation. Just as our children are settling in at bedtime the work of night shift staff – work performed during those “wee small hours” - is set into play.

For first-hand insight on overnight employment we turned to Mr. Kevin Brooks, Journeys Residential Specialist. “Our hours are scheduled during very vulnerable time frames,” he said. “During these hours the number of adults on campus is quite low. Outside of communication with the on-call supervisor and campus security, the employees in the facilities and programs are the agency's only line of defense at that time.” Although the number of incidents occurring during the late evening, night and early morning hours are significantly lower than those that occur during normal waking hours, third shift employees must be prepared to respond to all incidents no matter the severity. “Our biggest responsibility is performing our 15 minute nightly checks,” Brooks said. “We are responsible for watching over the residents while they sleep to make sure that no harm comes to them.”

“The relationship we share with our kids is no different from any other staff member,” Brooks stated. “Our children trust us and expect just as much from evening and night shift employees as any other shift.” Occasionally clients will experience periods of anxiety and/or need medical attention. It is the responsibility of our staff members to assist with all client needs and make necessary contacts to the appropriate agency personnel, if need be. The relationship does not end at the end of their shift. “The residents really look forward to seeing the third shift staff members attend their day time events,” Brooks said. “It's a sacrifice that some of us are willing to make. I never make a promise that I am not willing to keep when it comes to my kids.” “Our job is impossible without communication,” he stated. “You can tell the difference when some situations have not been relayed from the previous shift. If we don't work as a team the kids and staff suffer.” Failure to properly communicate has the potential to result in serious incidents for any agency program.

Indeed, work conducted under cover of darkness does not go unnoticed. Mr. Brooks and his colleagues—whether they be on-call supervisors, foster parents, other Night Specialists or support staff – truly cover our children and our agency during the wee small hours. The commitment from these professionals allows Lee County Youth Development Center to realize our mission of being a place of service, offering hope to children and families and strengthening local communities—for this we are grateful.



*Kevin Brooks, LCYDC Night Specialist, 2012–Present*

# Overview

## TRANSITIONAL SERVICES

### *Comprehensive Family Services (CFS)*

Comprehensive Family Services provides home-based, wrap around services in partnership with the Lee County Department of Human Resources. We utilize a multi-systemic approach in the provision of services to families who are identified by the family planning team as needing family preservation, reunification, crisis and support services to stabilize and strengthen the family and achieve permanency. CFS Workers and the therapist work together, modeling and coaching family members in use of appropriate parenting/life skills, household management, and other relevant needs using a Cognitive Behavioral Service Model. Over the last year, the CFS program has serviced 42 families. 35 of the families were discharged successfully indicating that approximately 83% of the families' serviced achieved permanency through preservation and reunification wrap around services.

### *Family Outcome-Centered Unification Services (FOCUS)*

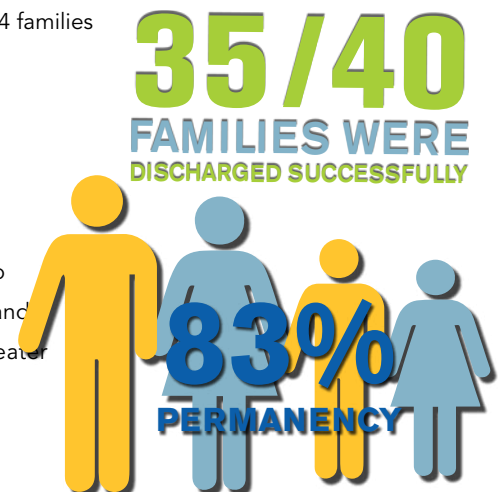
The East Alabama FOCUS Program provides a short-term crisis intervention service that aides in maintaining children safely in their homes, in the homes of relatives, or other caregivers deemed appropriate by the Department of Human Resources (DHR). FOCUS works to provide caring and compassionate family preservation services through education, counseling and advocacy, with acceptance and respect that is non-judgmental. The East Alabama FOCUS Program provides services to the Department of Human Resources county offices in Chambers, Coosa, Elmore, Lee, Macon, Russell and Tallapoosa Counties as a resource to serve families. Our goal is to preserve and reunify families in their homes by teaching the families skills to ensure a safe home environment for their child/children utilizing the framework of Functional Family Therapy and the Homebuilders Skill Building Model.

### *Continuum of Family Care (COFC)*

Our Continuum of Family Care Program (COFC) provides intensive, in-home reunification services to children and families in Lee County through partnership with the Lee County Department of Human Resources. The services provided through COFC are designed to: assist parents in developing and enhancing protective capacities, provide safety and stability, promote educational success, and teach basic life skills to ensure that parents are capable of providing children long-term permanency. The Continuum of Family care currently utilizes a combination of Home Builder's Model out of Tacoma, WA and the Home-To-Stay approach utilized by Holston United Methodist Children's Home in East Tennessee. COFC provides services on a 24/7/365 basis utilizing the program model to build relationships between workers and client that bring about lasting change. During the past fiscal year, COFC serviced 14 families and 12 of those 14 families were successfully reunified. Families report being satisfied that the relationships that they build with the COFC Workers/Therapist will provide them the skill sets needed to make lasting, impactful and lasting change.

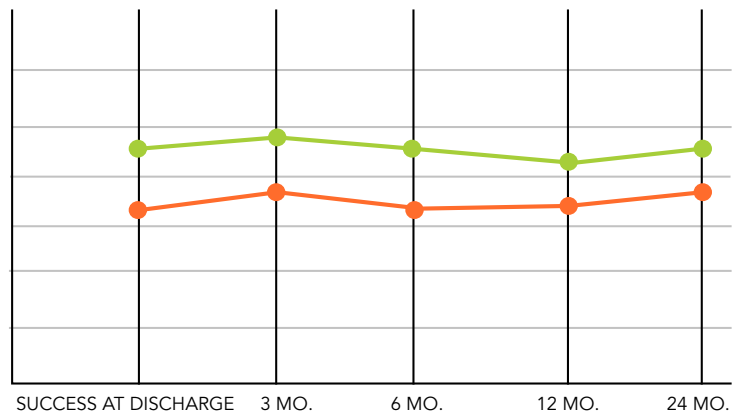
### *Journeys*

In the Journeys Intensive Residential treatment program, we know that recovery from traumatic experiences is based on empowerment and creation of new connections. In order to assist our clients in care with their recovery, an emphasis was placed on relationship building and creating connections. Our clients in care formed new connections with 100 Black Men of Greater Montgomery and Baptist Campus Ministries of Auburn University. The relationships with Youth for Christ and Sisters Exemplifying Excellence were also continued.



For the Fiscal Year 2014-2015 The FOCUS Program served a total of 119 families and 265 children for both Preservation (99 families; 228 children) and Reunification Services (20 families; 37 children).

PRESERVATION SERVICES  
REUNIFICATION/  
PERMANENCY SERVICES



2014-2015 EAST ALABAMA FOCUS SUCCESS RATES

In Journeys, clients select staff with whom they feel they have a connection as their “shoppers”. Shoppers spend at least 2 hours of monthly one-on-one time with them in order to discuss clients’ strengths, opportunities, successes, and challenges. This time is spent off campus often with treat rewards or on campus with staff engagement in the clients’ favorite hobbies. Clients are also empowered to realize their potential and self-worth through the development of their talents and skills. From this concept, we began our Destiny Project. Residents and Shoppers work closely throughout their stay in the Journeys program in order to create a project that highlights residents’ individual talents and skills. These projects can range from anthologies to art portfolios to event planning. These projects are presented at the time of graduation from the Journeys program after they complete the Destiny level. During the 2014-2015 fiscal year, Journeys served 41 high-risk clients with 17 successful graduations/step-downs to a less restrictive environment.

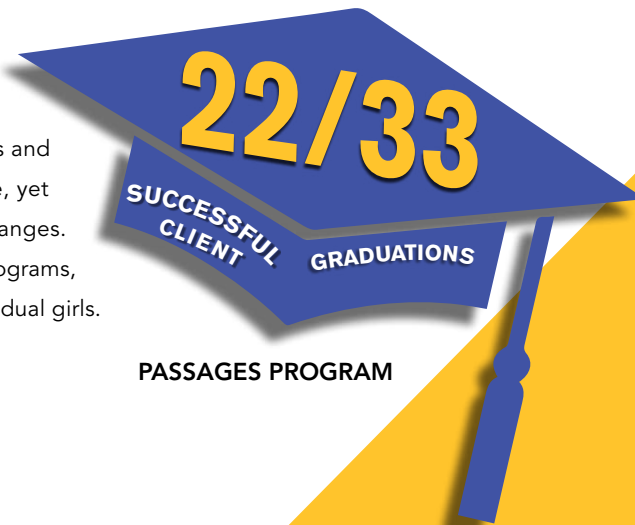
**Passages**

The moderate residential program, Passages, partnered with 100 Black Men of Greater Montgomery for facilitation of the “Make Proud Choices” curriculum. Residents had weekly sessions with volunteers from 100 Black Men of Greater Montgomery as they reviewed topics associated with maintaining a happy and healthy lifestyle. Facilitators capitalized on community connections for our clients in care. Students from BCM worked with our clients on a weekly basis in order to provide and participate in recreational activities. Those activities included arts and crafts, planting flowers, outdoor games, indoor games, etc. Youth for Christ also continued to provide outreach services to those clients who showed an interest. In the Passages program, the Benevolence Chapter 877 of Order of The Eastern Star conducted girls’ empowerment groups with the young ladies. Quarterly Family and Friends Day events were held in the Passages program in order to give family members the opportunity to connect with our clients and staff. Former residents were also invited to Family and Friends Day in order to show current clients in care that it is possible to be successful after graduation from the Passages program. During the 2014-2015 fiscal year 33 clients were served in Passages program, with 22 successful graduations.

**CONTINUUM SERVICES**

**STARS FACILITY**

The STARS Facility is comprised of three moderate care residential treatment programs for females: BEAMS (Behavior, Education, Motivation, Attitude, and Success), Voyages and GENESYS. The BEAMS, Voyages, and GENESYS Programs provide a safe, predictable, yet dynamic environment with the goal of developing positive behavioral and intrinsic changes. Although BEAMS, Voyages, and GENESYS are group or congregate-care residential programs, great care is given to individualizing all phases of care to the unique needs of the individual girls.



**17**  
**SUCCESSFUL GRADUATIONS**  
**TO A LESS RESTRICTIVE ENVIRONMENT**

**JOURNEYS PROGRAM**





No two girls are alike and their previous experiences as well as their responses and reactions are different. We purposefully look to “catch” the girls doing well so that we can affirm their success. The BEAMS Program is a ninety (90) day Community Residential Program for juvenile girls that are referred by the Department of Youth Services. The BEAMS residents volunteer at Oak Park Nursing Home, the Community Market, the Dream Day Foundation, Girls Rock Organization, Lion Tamers Family Day throughout the year. In an effort to promote leadership and skill development eight of the BEAMS girls completed the Greater Peace Leadership Academy. BEAMS programming has a 97% success rate for girls completing the Program.

Voyages program is a 42- day specialized moderate residential service for girls who have been court ordered or committed to the Department of Youth Services. The Voyages Program works to provide a warm and inviting setting for girls needing a structured/ disciplined living environment. The Voyages Program not only incorporates basic and independent living skills training, it also promotes a supportive network to address girls’ issues which subsequently impacts emotions and behaviors. The Voyages Program has a 98% success rate for girls completing the program.

The GENESYS Program serves girls referred by County Family Court Systems. The GENESYS Program provides a care environment with the goal of fostering change to translate back into their homes and communities of origin. The Program is a 6 to 9 month period of care. This past licensing audit year, the STARS Facility received 96% on Mandatory and on 99% Non-Mandatory DYS Standards.

## DETENTION

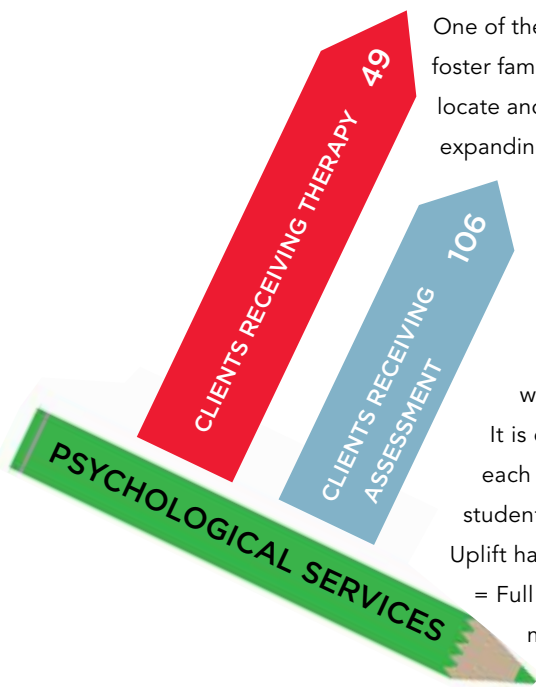
The East Alabama Regional Detention Center is 32 bed facility that contracts with ten surrounding counties (Bullock, Chambers, Coosa, Clay, Lee, Macon, Pike, Russell, Randolph, and Tallapoosa). The Juvenile Detention Center is an excellent work environment that enhances the skills of staff in leadership, supervision, and professionalism. Working at the East Alabama Regional Detention Center provides opportunities in which staff improve in communication, listening, and working together to provide care, welfare, safety, and security. Staff learn to balance multiple personalities from staff and children. The Regional Detention team is pleased with the fact that we met and exceeded several standards in regards to the Federal Statute for the Prison Rape Elimination Act of 2003 (PREA). Detention also earned 100 percent on mandatory and non-mandatory Department of Youth Service standards during this FY 2015. The East Alabama Regional Detention Center is a place in which all staff can make a positive impact in the life of a juvenile while in our care.

## THERAPEUTIC FOSTER CARE

Therapeutic Foster Care is an intensive, individualized service designed to cater to the physical, emotional and social needs of children and youths in a supportive family setting unit until family can be reunited or a permanent placement through adoption can be arranged. As such, the components of the services are, by definition, unique to each child and family. The goal of therapeutic foster care is to: (a) place a child with a foster parent who is carefully selected, trained, and supervised and matched with the child’s needs; (b) create through a team approach, an individualized treatment plan that builds on the child’s strengths; (c) empower the therapeutic foster parent to act as a central agent in implementing the child’s treatment plan; (d) provide intensive oversight of the child’s treatment, often through weekly contact with the foster parents ; (e) make available an array of therapeutic interventions to the child, the child’s biological family, and the foster family (interventions may include behavioral support services for the child, crisis planning and intervention, coaching and education for the foster parent, visitation monitoring and coordination with birth family, medication monitoring, psychological services, education advocacy and support); and (f) enable the child to successfully transition back to the birth family or alternate permanent living arrangement by continuing to provide therapeutic intervention. All services are provided on the premise of unconditional care and facilitated through wraparound services that are individualized to meet the needs of each child. During this fiscal year 3 of our TFC children successfully graduated high school, two were adopted and three were reunited with family members.

**97%**

**SUCCESS RATE  
GIRLS COMPLETING  
BEAMS PROGRAM**



One of the biggest impacts on the TFC Program this year was the retirement of one of our dedicated foster families after giving us 18 years of dedicated service. TFC continues to make every effort to locate and highly train foster parents. This quest allowed for the addition of a TFC Recruiter in hopes of expanding our number of foster homes. Our TFC homes are a place of healing, hope and stability for children and teens in need of sanctuary.

**Project Uplift (PU)**

Project Uplift is a volunteer-based organization whose main goal is to help Lee County children ages 5-12 develop constructive, happy lives thereby reducing the delinquency rate in our county. Volunteers establish strong relationships with at-risk and disadvantaged children through weekly visits and activities designed to teach children character, responsibility and confidence. It is estimated that Project Uplift mentors spend an average of \$2,000 out of their own pockets each year for activities, meals and supplies for their mentees. Our mentors are also college students and these expenses are on top of the normal expenses of their college experience. Project Uplift has sought to relieve some of the financial burden on our mentors by developing Full Stomachs = Full Minds program. Amazingly, the Full Stomachs = Full Minds program impacts not only our mentors, but our young mentees. Through this program, mentors are permitted to visit our pantry/office to retrieve healthy snacks that support proper cognitive development and physical growth; they also access critical school supplies that are necessary for classroom success. As a result of increased recruitment efforts, we were able to serve approximately 750 mentors and children the past year. This equates to approximately 145 matches. For more information about our program, please visit our website at [www.auburn.edu/projectuplift](http://www.auburn.edu/projectuplift).

**4512 INDIVIDUALS IMPACTED THROUGH SERVICES PROVIDED BY LCYDC FROM OCTOBER 1, 2014- SEPTEMBER 30, 2015**



**TRANSITIONAL LIVING PROGRAM**

Our children living in their Transitional Living Home are afforded the opportunity to practice independent living skills in a congregate care setting with a decreasing degree of care and supervision. Our youth receive extensive training in individual and group daily living skills, including the purchase of groceries and preparation of nutritious meals; participate in an individualized life skills training course; and attend regular workshops, recreational activities, weekly group self-sufficiency preparation, and preparation for high school graduation and admission to college. Other areas of training includes budgeting, job hunting, housing issues, family relationships, handling basic maintenance in the home, sex education, substance abuse education, health issues, legal issues, transportation, driver's education, and training in CPR/First Aid.

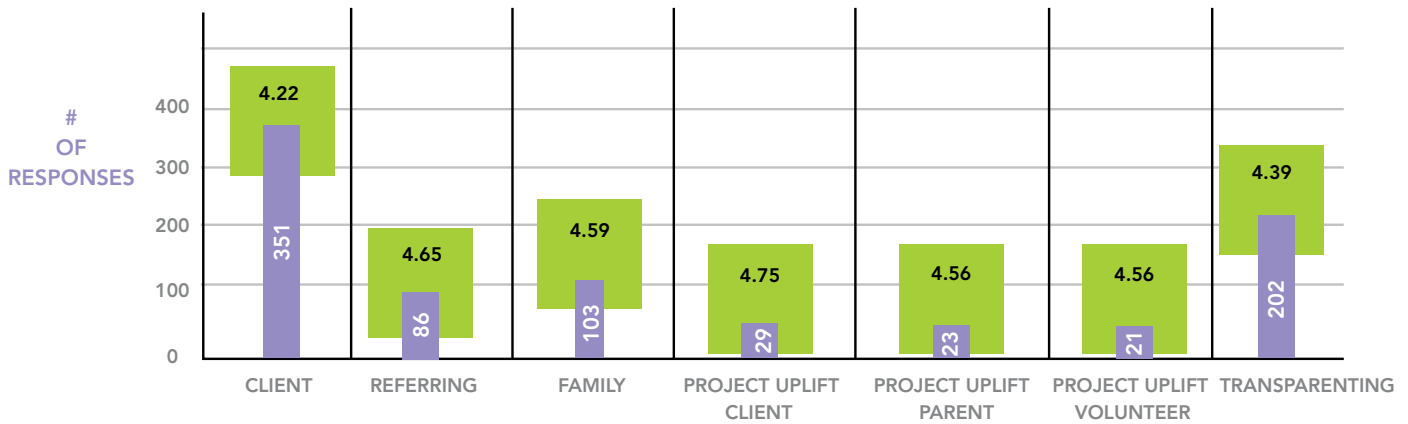
**INDEPENDENT LIVING HOME**

Our youth who live in their Independent Living apartments are located in a scattered site setting in which two young people are placed at Hilltop Pines and two others are placed at Lemans Square apartments. Our youth are afforded the opportunity to practice independent living skills in a realistic apartment setting with a decreasing degree of care and supervision. These young adults are well on their way to becoming successful contributing members of the greater society.

**PSYCHOLOGICAL SERVICES**

This year Psych Services increased our win-win relationship with Auburn University, and expanded the scope of the partnership as well. The Lee County Youth Development Center Department of Psychological Services is presently in contract with Auburn University's Department of Counseling Psychology to provide this agency not one intern/practicum Doctoral student but two.

## OVERALL SATISFACTION OF CLIENTS SERVED IN FISCAL YEAR 2014-2015



### MEAN FOR OVERALL SATISFACTION OUT OF 5

These students have shown to be a real value to not only this clinic, but more importantly, to the many individuals we serve. These clinicians provide diagnostic testing and evaluations, as well as individual therapies to residents in our various programs, but more specifically to our Chanticleer Alternative Day School students. They work on contract with this clinic under the joint supervision of our Clinical Consultant, Dr. Lee Stutts, and the Director of Psychological Services. The Psychological Services Department is now providing specialized individual and group therapies for residents admitted to our Voyages, BEAMS and Genesys programs. These services include, but are not limited to, ASAM Substance Abuse Assessments, individual and psycho-educational groups provided by an ADC Certified Substance Abuse Counselor. The Psych Services Team is continually seeking ways to better serve clients, staff and community partners.

#### *TransParenting*

TransParenting, an educational seminar for families during transitional periods such as divorce, separations, change of custody or legitimation, continues to service the population of Lee County. This seminar received an overall rating of 4.39 out of 5 during this fiscal period.

#### *Professional Development*

During fiscal year 2014-2015, professional development and training responsibility was merged with the agency PQI and Risk Management duties. Dr. Chenavis Evans facilitated the Emergenetics – Revealing Preferences, Realizing Potential training to veteran and novice direct-care staff members. Agency management also participated in the Auburn University College of Agriculture Ropes Course with a focus on team building in Spring 2015. In addition to internal training and development, many employees took advantage of external workshops, seminars and conferences as well as on-line learning opportunities.

## EDUCATIONAL SERVICES

(CLC) has had a dynamic year hosting an array of diverse activities to include Bullying Prevention Week, Spirit Week, Breast Cancer Awareness, 911 Memorial Wall, Campus Spelling Bee and the list goes on. Of course, we continue our tradition of hosting our awards and holiday programs to celebrate student success and achievements. As we began the summer quarter, we graduated our first student from Penn Foster; this student moved on to Transitional Living and is successfully pursuing his lifelong goals and dreams. Additionally, this summer, CLC began their very own Newsletter, "The Rooster's Den", which provides a thumb nail sketch of the events and happenings in the education department. CLC proudly boasts that we continue to demonstrate innovative technological practices by embracing new age learning and utilizing the Plato system for credit recovery and tutorial assistance for students to close the education gap. CLC is also pleased to announce the implementation of a self-contained learning environment for the males with an Individualized Education Plan (IEP). This transition provides a more specialized educational setting for the students, and has shown a significant decrease in behavioral issues and crisis for this population. We have also embarked upon one of our greatest challenges which is to complete the accreditation process with AdvancEd. We feel certain that our mascot, the Rooster Chanticleer, will soon have even more to crow about.

Our CADS Alternative Day School program, has also evolved by continuing our partnership with the local schools within Lee County. The CADS program assisted in graduating three students in summer commencement at Auburn High School, and two for the fall. The students successfully completing CADS are being placed back in their respective schools with the necessary educational, social and psychological skills needed to be successful.

#### *Abstinence Educational Program*

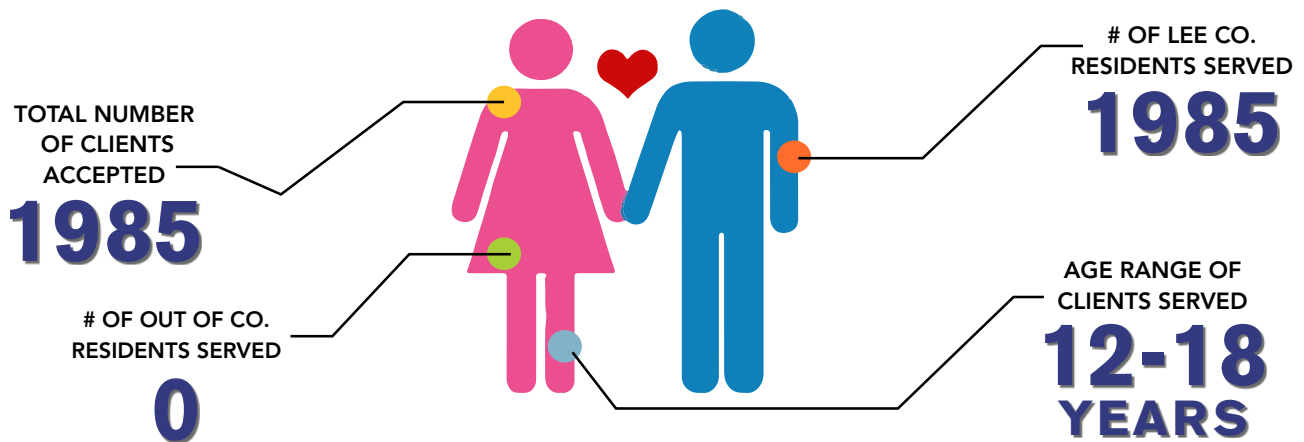
The Abstinence program is a multi-component, interactive curriculum advocating sexual, alcohol and tobacco abstinence presented to teens in 7th through 10th grades that are enrolled in Lee County, Opelika and Auburn City school systems.

#### *Home Alone Safety Program*

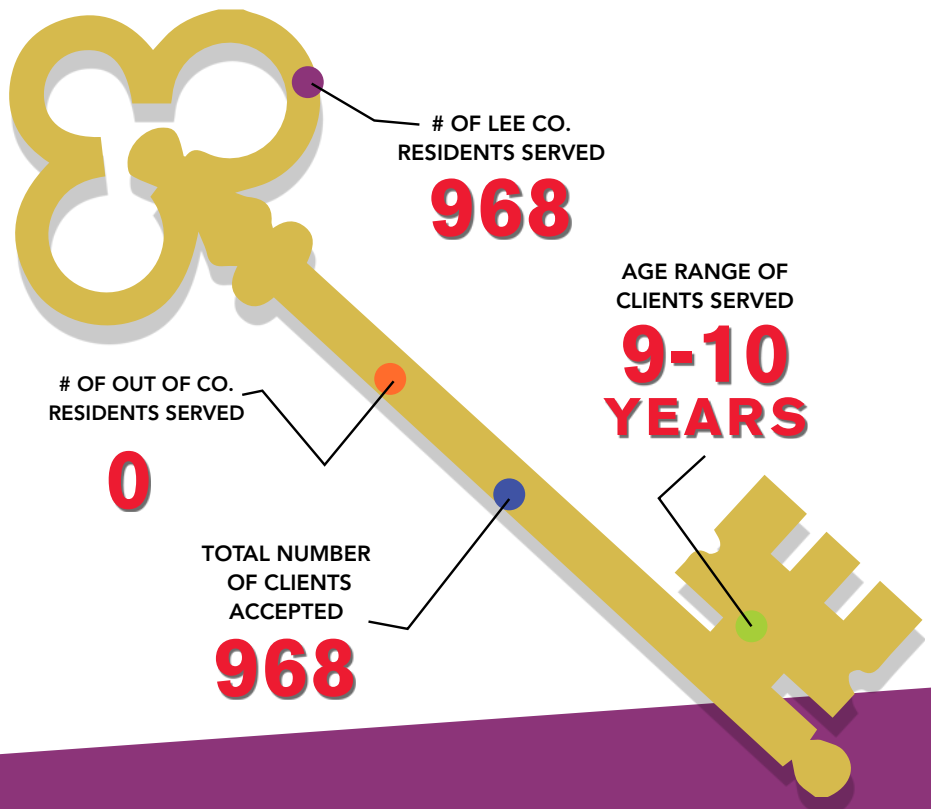
The Home Alone Program is a five-part home-alone and latchkey safety curriculum offered to 4th graders in Lee County, Opelika City and Auburn City school systems. The Home Alone Safety Programs Pre to Posttest survey showed an increase in knowledge in all measured results.

These results demonstrated an increase in knowledge of safety awareness, decision making skills, emergency preparedness, as well as home rules.

### CLIENTS SERVED IN LEE COUNTY ABSTINENCE EDUCATIONAL PROGRAM



### CLIENTS SERVED IN LEE COUNTY HOME ALONE SAFETY PROGRAM

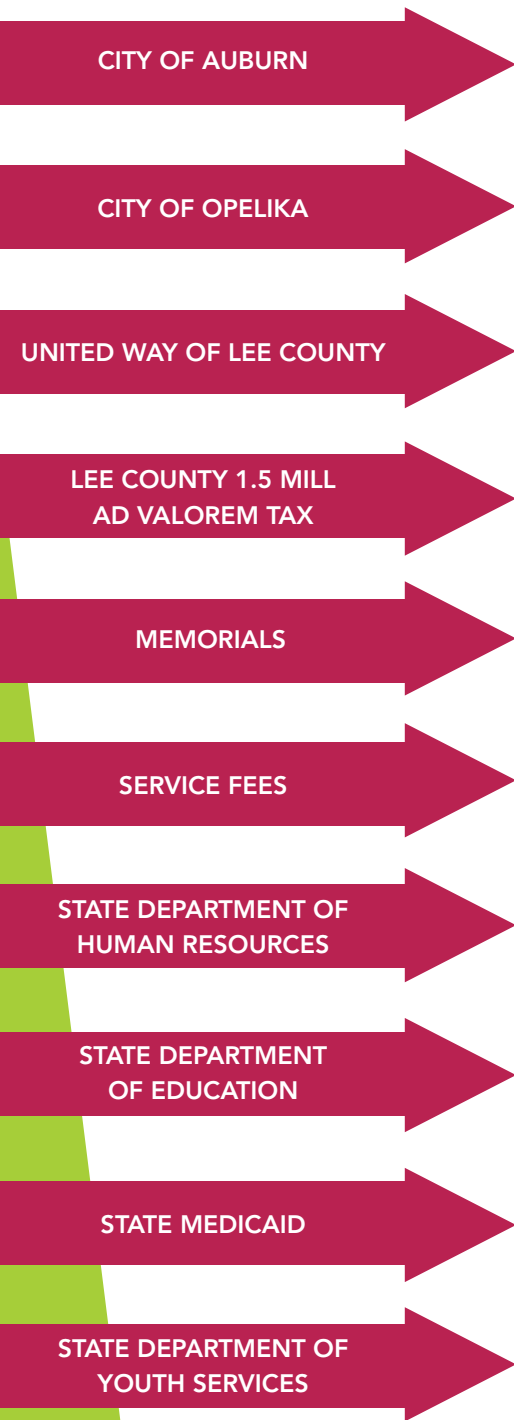


# Financial Profile

## BASIS OF ACCOUNTING

LCYDC maintains its accounts and prepares financial statements on the accrual basis of accounting. Income is recognized in the period measurable rather than when collected, and expenses are recognized in the period incurred, rather than when the obligations are paid.

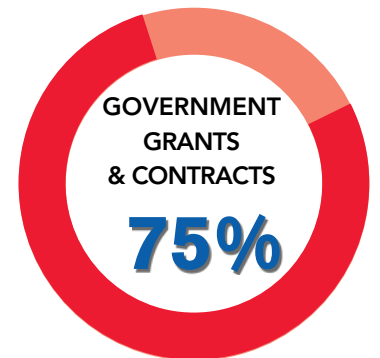
The audit of LCYDC's financial records for fiscal year 2015 was conducted by Himmelwright, Huguley & Boles, LLC, Certified Public Accounting Firm; Opelika, Alabama in complete accordance with U.S. generally accepted auditing standards.



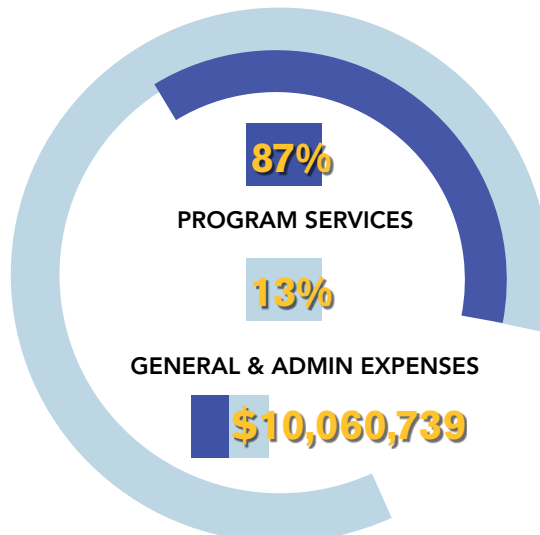
### FY 2015 EXPENSE SOURCES



### FY 2015 REVENUE SOURCES



### TOTAL EXPENSES FY 2015



### FY 2015 REVENUE TOTAL

**\$10,569,301**

STUDENT ARTWORK  
Chanticleer Learning Center



1ST PLACE WINNER

*Kiey'Aja - Journeys*



2ND PLACE WINNER

*Hannah - Journeys*



3RD PLACE WINNER

*Trenton - Journeys*

# CONTINUUM

- Regional Detention
- Therapeutic Foster Care
- BEAMS
- Voyages
- Genesys
- Project Uplift
- Safe Space
- TLP/ILP
- Maintenance

## TRANSITIONAL SERVICES

- Journeys
- Passages
- FOCUS
- COFC
- CFS
- Cafeteria

## PSYCHOLOGICAL SERVICES

- Crisis Stabilization
- Psychological Assessments
- Psychiatric Clinic
- Professional Development
- TransParenting

## ADMINISTRATIVE SERVICES

- Executive Operations
- Financial Services
- Employment & Payroll Services
- Resource, Risk & PQI Services

## EDUCATIONAL SERVICES

- Journeys Classrooms
- Passages Classrooms
- STARS Classrooms
- Alternative Day School
- Art & Fitness Education
- Career & Technical Education



**LEE COUNTY**  
Youth Development Center

**1973-2015**

Over 40 Years of  
Caring Excellence

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

## Founders

Mrs. Cecil D. Moreman

Mrs. Jane C. Walker