A Letter from the President and Board Chair

Dear Friends and Colleagues:

We see each family and child we serve as unique, interdependent and adaptable. To us, family is defined not simply by a set of facts, but by a series of circumstances. Not just by one event, but a chain of them. Not by a single symptom, but a set of causes.

Each day, we live our enormous Mission of Preserving Families and Securing Futures. When you’re helping not just one person, but also a family, you must work holistically. It’s a different way of thinking for the social services sector, and it requires a different way of doing, too. Our Model of Care treats every family as a whole — because that’s how we see the big picture of how to help. Beyond addressing an issue for one, we can address an issue for all. Beyond solving problems for now, we can prevent them from returning in the future. We study causes as clues to systemic problems and challenges that affect and influence the family as a unit. That way, we can provide an inclusive set of solutions and resources to address both the immediate issues and their underlying causes.

Working differently requires an awareness that change is needed, the perseverance to be a change agent, and an intentional workforce to make change happen. Our passion is to strengthen families and children through our promise of a progression of care that provides a brighter today and strength for them to carry throughout their lifetime.

We know trends in family and child well-being are impacted by many causes, and in failing to support the whole family we can negatively affect a child’s ability to live up to their full potential in life. That’s why we will remain vigilant in our pursuit of collaborative partnerships and innovative approaches to serve those in our care. That’s why we will embrace new technologies to enhance our capacity to ensure sustainable outcomes. That’s why there’s SAFY.

On behalf of SAFY’s Board of Directors, the management team, our dedicated staff, and our outstanding network of foster parents, we thank you for joining us on this journey.

William P. Matt
President and Chief Executive Officer

Carter D.K. Papke
Board Chairman
Who we are
Since 1984, Specialized Alternatives for Families and Youth (SAFY) of America has led the charge to improve the safety and well-being of families, children and communities. Through Therapeutic Foster Care, Family Preservation and Reunification, Adoption Services, Older Youth Services and Behavioral Health, SAFY works with families to enhance their capacity to care for and protect their children. It all comes down to Preserving Families and Securing Futures. That’s why there’s SAFY.

SAFY Locations

Alabama
Birmingham
Decatur
Montgomery

Colorado
Boulder
Denver
Fort Collins
Greeley

Indiana
Fort Wayne
Indianapolis
Merrillville
South Bend

Kentucky
Ashland
Bowling Green
Elizabethtown
Lexington
Louisville
N. Kentucky
Somerset

Nevada
Las Vegas

Ohio
Canton/Akron
Cincinnati
Cleveland
Columbus
Dayton
Delphos
Findlay
Lima
Sidney

Oklahoma
Oklahoma City

South Carolina
Charleston
Columbia
Greenville
Pickens
What we do

SAFY’s Model of Care focuses on permanency, safety and well-being within the context of family and community. We build on each individual’s strengths to enhance lifelong skills that allow families, children and communities to thrive. Our family improvement rate is 91%, exceeding our benchmark of 88.5% and demonstrating our success in strengthening the life skills and coping strategies of each family and individual. That’s why there’s SAFY.

Family Preservation & Reunification
Family Preservation and Reunification Services allow children at risk of abuse and neglect to reside safely with their families as an alternative to foster care. Short-term services including care coordination, parental development and counseling are provided to ensure safety and stability within the home. When children must be removed from the family, our Reunification Services address the issues that brought the child and family into care. Our goal is to return the child to a stable family setting as soon as possible.

Therapeutic Foster Care
SAFY’s Therapeutic Foster Care (TFC) or Treatment Foster Care places youth in need of treatment-level care in a supportive, family environment. Our services focus on permanency, safety and well-being for both youth and parents, providing a therapeutic level of care that addresses trauma healing, parental skill building, success in school and coping skills.

Our goal is to ensure each child’s physical and emotional safety and facilitate their return to their family or another permanency option.

Adoption/Post-Adoption Services
When a child cannot return to their family of origin, SAFY provides Adoption and Post-Adoption Services. We assist foster parents and other prospective adoptive parents to successfully navigate the adoption process to provide a forever family to a child in need. Our Post-Adoption services support families who adopted through foster care, private or international adoption work through emotional, behavioral and developmental issues to thrive and achieve healthy and stable family relationships.

Older Youth Services
SAFY’s Older Youth Services promote healthy development and prepare youth emancipating from the foster care and/or juvenile justice systems for self-reliance and independent living. Our highly trained staff help youth master an array of skill sets that are essential for the transition from foster care to adulthood, including safe housing, employment and education.

Behavioral Health
We offer in-home and community-based Behavioral Health Services including individual and family therapy, screening, assessment, medication management, and substance abuse services designed to preserve the family unit and increase health and well-being. Our goal is to empower all individuals and families seeking treatment with skills to lead self-sufficient and fulfilling lives as productive members of their community.
How we do it

We are **tenacious**. The SAFY Model of Care provides coordinated services that are community-based, accessible, culturally respectful and responsive to family needs.

We are **proactive** and face the complex circumstances that break apart families head on by rolling up our sleeves and getting to work.

We are **driven** to set standards, define thinking and lead advocacy efforts around family reunification. Each year, SAFY serves more than 13,000 families and children in Alabama, Colorado, Indiana, Kentucky, Nevada, Ohio, Oklahoma and South Carolina.

Our work is **cooperative**. We can’t do this alone. Through the SAFY network of care professionals, foster families and therapeutic foster families, we work together to ensure the physical and emotional safety of each individual while improving family functioning.

We are **practical**. One in 184 children in the U.S. are in the foster care system, meaning a child enters care every two minutes. Keeping a family together takes work. It requires resources, time-tested expertise and smart decision-making. What it takes, most of all, is practice.

We are **constant**. Approximately 51% of youth in foster care will return to their families, 21% will become available for adoption, and nine percent will age out without the safety of a family or home. We are a source of steadfast support for families and youth in our care. They learn they can always rely on us, and from there, they learn how to rely on each other.

---

1Department of Health and Human Services
INTEGRATED SYSTEM OF CARE FOR FAMILIES

REVENUE BY STATE

<table>
<thead>
<tr>
<th>State</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>$3,636,680</td>
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<tr>
<td>Colorado</td>
<td>$1,537,291</td>
</tr>
<tr>
<td>Indiana</td>
<td>$4,211,745</td>
</tr>
<tr>
<td>Kentucky</td>
<td>$11,502,559</td>
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<tr>
<td>Nevada</td>
<td>$4,476,233</td>
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<tr>
<td>Ohio</td>
<td>$10,307,906</td>
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<tr>
<td>Oklahoma</td>
<td>$1,464,737</td>
</tr>
<tr>
<td>South Carolina</td>
<td>$11,101,173</td>
</tr>
<tr>
<td>Other</td>
<td>$125,433</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$57,363,757</strong></td>
</tr>
</tbody>
</table>

REVENUE BY SERVICE

- Therapeutic Foster Care: $31.1 million
- Behavioral Health Care: $10.9 million
- Family Preservation/Family Reunification: $11.2 million
- Older Youth Services: $2.5 million
- Adoption: $0.4 million
- Other: $1.3 million
- **Total**: $57.4 million

FAMILIES AND YOUTH SERVED

<table>
<thead>
<tr>
<th>State</th>
<th>Number Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>239</td>
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<tr>
<td>Colorado</td>
<td>146</td>
</tr>
<tr>
<td>Indiana</td>
<td>734</td>
</tr>
<tr>
<td>Kentucky</td>
<td>1,219</td>
</tr>
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<td>Nevada</td>
<td>368</td>
</tr>
<tr>
<td>Ohio</td>
<td>2,667</td>
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<tr>
<td>Oklahoma</td>
<td>128</td>
</tr>
<tr>
<td>South Carolina</td>
<td>9,804*</td>
</tr>
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</table>

* 268 by SAFY of SC and 9804 by Empowering Families Network

We are **DRIVEN** to set standards. That’s why there’s SAFY.
FAMILIES AND YOUTH SERVED

2016 OPERATING EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs and Services</td>
<td>83.66%</td>
</tr>
<tr>
<td>Management and General</td>
<td>16.22%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>.12%</td>
</tr>
</tbody>
</table>

REVENUE GROWTH

```
2014  | 2015  | 2016  
$49.7 million | $56.3 million | $57.4 million
```

“All families need strength and support from time to time. No matter how a family or child comes into our care, we are here to deliver a brighter today and strength for them to carry throughout their lifetime.”

- William P. Matt
As a national leader in providing a community-based system of care resulting in permanency and well-being for families and youth, SAFY’s permanency planning is a policy, philosophy and technique utilized to return every child placed in out-of-home care to the stability of a family in the least amount of time possible.

Our Model of Care defines variables that affect placement stability and provides services such as behavioral health and in-home support to strengthen vulnerable families and increase youth resiliency.

- **Reunification**
  - SAFY %: 57%

- **Kinship**
  - SAFY %: 19%

- **Adoption**
  - SAFY %: 24%
We make a difference in the safety, permanency and well-being of families.*

93.5%
family improvement: a family’s ability to retain and increase knowledge, life skills and coping strategies.

94%
youth placement stability: two or fewer moves for youth.

86%
caregivers improved the support they provide.

87%
Improved caregiver/child interactions.

93%
showed progress in developing supportive relationships.

*Data from SAFY’s 2016 Client Outcomes Report
Teen pregnancy can be especially difficult for young women in the foster care system. Our Therapeutic Foster Care Services provide a Mother and Infant Program which offers support and resources for pregnant and parenting teens and provides a skills building foundation to help teen mothers develop the self-sufficiency they need to be successful and engaged parents.

A Teen Mom’s Story

“I became a foster kid when I was five years old. My mom would leave my siblings and me alone while she went looking for drugs. I stayed with my grandmother for seven years, and then went back with my mom. When I was 14, I dropped out of school and sold drugs. I met John when I was 15. His family gave me a place to stay. Then I got pregnant. I wasn’t upset because I was making enough money selling drugs to support us and I thought it would work out.

A week after I had my baby, I was arrested and sentenced to a year in jail. That’s when I knew that I would change. I was done dealing drugs. When I got out, I was placed in foster care. My son lives with me and I’m learning how to take care of him, and myself.”

By the numbers:

Year established: **1989**

Families and youth served in 2016: **239**

Outcome: **72%** of youth in supportive care demonstrated improved developmental skills in SAFY’s care.
SAFY of Colorado utilizes an integrated Therapeutic or Treatment Foster Care and Family Preservation model, which provides therapeutic intervention with the child’s family or other permanency option, while the child is in Treatment Foster Care. This model facilitates whole-family healing, and improved outcomes for reunification for long-term change.

A Foster Youth’s Story

“Foster care makes me feel like nobody sees me or hears me. Sometimes I hear people talking about me like I’m not even there. But Layla, the therapy dog, always sees me. She’s always glad to see me and I’m always glad to see her. Just seeing her makes me happy, and then it’s easier for me to talk to my foster parents and caseworkers.”

By the numbers:

Year established: 2014

Families and youth served in 2016: 146

Outcome: 91% of families and children in SAFY’s care say they are treated with dignity and respect.
Offering hope and healing through our Adoption and Post-Adoption Services, families and adopted children achieve healthy, stable family relationships. Evidence-focused approaches address loss, grief, trust, attachment, family dynamics, adoption adjustment, birth family connection and difficulties resulting from childhood trauma, developmental delays and school challenges. Post-Adoption Services help families before they are in crisis, ensuring safe forever homes.

A Post-Adoption Story

“My husband and I adopted four children through foster care. Even with almost nine years of foster parenting experience, we needed some help. Since working with SAFY our children have made some progress in the right direction. We all attend monthly support groups and SAFY outings, and we’ve made new friends in the area.

SAFY has supported our family with respite care when we were just about at our breaking point, and worked with us in the home to help my children with their struggles. They even provided camp opportunities to my children. The support has been out of this world. I know that we have a long road ahead, but I am so thankful for the support of SAFY. SAFY has been the most positive support we have ever had when it comes to the adoption of our children.”

By the numbers:

Year established: 1989

Families and youth served in 2016: 734

Outcome: 92% of families receiving services from SAFY of Indiana were satisfied with the care they received.
The clinical expertise provided through our Model of Care produces positive, sustainable change in the lives of families and their children. Our Older Youth/Independent Living Services promote healthy development and prepare youth emancipating from the foster care and/or juvenile justice system. Highly trained staff help youth master skills essential for the transition from foster care to adulthood, including safe housing, employment and education.

An Independent Living Story

“I was in SAFY’s Independent Living Program. I moved into my own home on my 18th birthday. When I first came to the program, I was not sure of where I was in my life and what I wanted to do. I was very angry and confused.

My stay in care taught me good values, how to manage money, how to make it in life and how to take care of my child. I learned how to be independent and self-sufficient. I have a steady job and my own apartment. I am now 21 years old and I have a 2-year-old child. I am able to take care of my baby because of the things that I learned while in SAFY’s care.”

By the numbers:

Year established: 1998

Families and youth served in 2016: 1,219

Outcome: 96% of youth in SAFY’s care feel more positive about their future because of the care received by SAFY.
SAFY’s Behavioral Health Services are designed to help those whose lives are disrupted by emotional struggles, substance abuse, behavioral difficulties and mental illness. Our goal is to empower all individuals with the skills and abilities to lead self-sufficient and fulfilling lives within their families and society.

A Behavioral Health Story
Eugene was angry. Placed in foster care in third grade, he was anxious and fearful. He did not trust anyone. Academically, his grades were poor, and he struggled at home. He was unable to follow rules and he began to isolate himself. SAFY’s Behavioral Health treatment team worked with Eugene and his foster parents. Therapists and case managers worked with the family in their home, and met with Eugene in school.

Today, Eugene is doing much better in school and he is beginning to make friends. His foster parents credit SAFY’s Behavioral Health Services for his success. “We wanted to provide Eugene with a sense that he was okay and safe with us, and that we weren’t going to give up on him. The support we get from SAFY lets us be that kind of foster parent to the children placed in our care,” said his foster parents.

By the numbers:

Year established: 1993
Families and youth served in 2016: 368
Outcome: 95% of families demonstrate improved well-being in SAFY’s care.
SAFY’s Model of Care serves culturally diverse populations and delivers the right care at the right time to strengthen families and children. Our goal is to return every child who has been removed from their family and home to an appropriate permanent family arrangement. When children cannot be safely reunited with their birth families, our Foster to Adopt Services seek to ensure each child has a forever family.

A Foster to Adoption Story

It’s a story that made international news. Their lives and circumstances had been difficult when the six siblings entered into foster care. And although they already had five biological children of their own and were first-time foster parents, the Sanders family didn’t think twice about taking all six siblings into their home in 2014.

Despite the obvious logistical challenges of raising 11 children in one household, the Sanders were determined to make it work. With love, patience and the support of SAFY, teachers and school officials, the family officially adopted all six foster children — four boys and two girls — in April 2017.

The judge presiding over the adoption said he hopes the story inspires others. But for the kids and parents of this newly expanded family, they are just happy to have each other.

By the numbers:

Year established: **1984**

Families and youth served in 2016: **2,667**

Outcome: **42%** of SAFY of Ohio foster youth in care 2 years or more achieved permanency – compared with the Ohio standard of **30.3%** of foster youth in care 2 years or more achieved permanency.
SAFY has a long history of providing quality Therapeutic Foster Care services through our Model of Care. SAFY of Oklahoma provides youth with individualized care from a team of highly trained and licensed foster families and staff. Our program identifies the barriers children and families face and offers services and support to move each youth toward permanency.

A Therapeutic Foster Care Story

Arthur knows loss. He and his two sisters have been in foster care for 18 months. Although he’s only 7 years old, he tries very hard to take care of them. He makes sure they’re not sad or hungry. Arthur likes his foster family. His youngest sister Abigail, 3, is very attached to their foster mom so he hopes they will be able to stay with her if they can’t go back home.

Arthur dreams about playing soccer one day. Some day, when he doesn’t have to worry so much about his sisters, maybe they can play too, maybe even on the same team. It’s hard to care so much about them, but his foster mom is trying to help him with that. She tries to get him to play with the kids in the neighborhood. She promises to take good care of his sisters when he goes to school. He is working hard to trust her.

By the numbers:

Year established: 1995

Families and youth served in 2016: 128

Outcome: 89% of youth in care feel positive about their future.
SOUTH CAROLINA

Executive Director
Christi Wright
MA LPC LPC/S CACII

We believe families build futures. That’s why it is our goal to strengthen families with lifelong skills. Our Model of Care and Family Preservation services partner with community-based agencies to provide intensive in-home support for families experiencing challenges. Parental education and counseling are provided to ensure safety and provide stability to the home and family.

A Family Preservation Story

Carole Ann, a 37-year-old mother, had already lost her children once to foster care due to addiction and neglect and she was on the verge of losing them again when she entered treatment and SAFY’s Family Preservation Program. She began visiting her children and worked with social service agencies so they could return home.

The family celebrated when they reunited, but within a few weeks, she was struggling again to deal with the anger and resentment her children felt toward her. The home was without food or furniture and the children needed clothes. SAFY’s Community-Based Prevention Services provided therapy, help in getting food and clothes, counseling and parenting classes.

Fourteen months later, three of her four children are home and Carole Ann is feeling proud and confident about her new skills as a parent. “I just want to be a good mother to my children,” she says.

By the numbers:

Year established: 1994

Families and youth served in 2016: 9,804

Outcome: 94% of families receiving in-home support were able to demonstrate improved stability.
WHY DONOR SUPPORT MATTERS

"Even before the first child was placed in our home, we knew fostering would be difficult. What frightened us most, though, was becoming attached to a child who would one day return home. How would we cope with that loss? Would we be able to foster additional children after that heartache?

Our first foster children were brothers. They were with us for more than two years. When they returned home, we missed them terribly. A few weeks after they left, we were asked to take Raj, an infant who was born addicted to heroin. Our fears suddenly shifted to could we provide the care this child needed?

The support we received through the SAFY Foster Family Network has been amazing. In addition to the reinforcement from staff and mentoring from other foster parents who have cared for children like Raj, we have benefitted from the kindness and generosity of those who made donations toward his care. When we needed special medical equipment, donations made to the Network provided them. When we needed specialized training to learn how to deal with Raj's developmental delays, it was also provided.

If not for the generous support of many individuals, corporations and foundations that support SAFY, Raj would not be the sweet, playful little boy he is today. Our family would not be as strong as we are today. We have learned a lot from fostering children, but perhaps the most touching thing we discovered is how the kindness of people we will never know have truly made a difference."

- SAFY Foster Parent
2016 DONOR HONOR ROLL

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Kathy Whitson
Keisha Wiggins
Michael Wilhelm
Jodi Willeke
Jo Willer
Denise Williams
DeShawn Williams
Rinzer Williams III
Jane Wintz
Candace Woods
Pat Woods
Jodi Wright
Jeffrey Wucinich

Y
Alice Yeary

Z
John Zelenski
Suzanne Ziegler
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Institutional Donors

20/20 Eye Specialists, P. C.
84 Lumber

A
Adolescent Oasis, Inc
Aged to Perfection Boutique
Allen County Board of DD
Allen County Family and Children First Council
Alpha Kappa Alpha Sorority, Inc.
Apple American Group
Assistance League
AYS, Inc.

B
Bakker Family Fund
Barrystaff
Best Choice Property Mgt
Blue Stallion Brewing
Bob Evans Farms Inc.
Boyle County Board of Education

C
CareSource Foundation
Century Link Employee Giving
Chevy Chase Inn
Chief’s Supermarket (Delphos)
Children’s Services
Cinemarks
Clark County Board of Education
COIT Services of Lexington
Commonwealth Credit Union
Commonwealth of Kentucky - Dept. of the Treasury
Community Shares of Greater Cincinnati

Cool Cottage
Cooper Tire & Rubber Company
Cornerstone Case Management, LLC
Cornwell & Mackey, LLC
Costco
Crossfit Ignis
Crossroads Crisis Center

D
Democratic Party
Drake’s
Drive & Shine
Dunkin Donuts

E
E3 Development - DBA Beggars Pizza
Emporium

F
Family Christian Stores
Fayette County Public Schools
First Midwest Bank
Flower Power Fundraising
Frazier History Museum

G
Geminus Corporation
Godby Realty and Auction
Greenville Drive
Greenville Swamp Rabbits
Greenville Zoo

H
Hacienda
Heine Brothers’ Hollywood Gaming at Dayton Raceway
Holtman’s Donuts

I
I U Dons Inc.
In-N-Out Burger Foundation
Indiana Connected by 25 Inc.
Indiana Youth Institute, Inc
Inverness Kiwanis Club
ISQCCBE

J
JC Penney Portraits

K
Kart Kountry
Kountry Kart
KPL Properties One
Kroger
Kroger (Cincinnati Tri-County)

L
Lil Lou’s Beauty & Barber College
Lima North School
Louisville Bats
Loveland Health care Center
Lowe’s Home Centers - Lima
Lux Cabinetry Inc

We are PROACTIVE. That’s why there’s SAFY.
2016 DONOR HONOR ROLL

### Institutional Donors

<table>
<thead>
<tr>
<th>Letter</th>
<th>Name of Donor</th>
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<tr>
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<td>Madison County Board of Education</td>
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We are **CONSTANT**. That’s why there’s SAFY.
Guided by our Mission to Preserve Families and Secure Futures, we care for more than 15,000 families and children, delivering a progression of care that provides a brighter today and strengthens families and children throughout their lifetime.