

Youth Academy LLC



2012 Annual Report

Annual Overview and Summary for Youth Academy 2012

Academy Programs began serving at-risk children and families in West Virginia in 2002. Youth Academy serves its community and state by providing residential and in-home services for children with behavioral disorders. Youth Academy is a Level II residential program that has a capacity of 22. Youth Academy also offers Community Family Intensive Treatment (CFIT), an in-home program that serves children at risk of out of home placement and those returning home from placement. All Academy services and programs feature an accountable, family centered, community-based approach. Youth Academy's residential component treats a maximum of 22 kids both female and male.

The guiding philosophy of Academy Programs is Re-EDucation. The creation of Re-ED in the early 1960's constituted a new paradigm for treating children who demonstrated troubling behaviors very different than that of traditional treatment programs. There are two key elements that separate the application of Re-ED principle from the traditional forms of psychodynamic theory. One, we believe that human beings derive the most benefit out of life as it is lived, not as it is talked about. The experience of the day's events are sufficient to create a sense of health, happiness, and self worth as opposed to the psychodynamic insight created during a session of traditional psychodynamic therapy. Second, Re-ED challenges the notion that maladaptive behavior is the result of an underlying pathology, an illness, on behalf of the child. Rather, the behavior is a symptom of a malfunction in the child's family, school, community, and relationships with other people. Re-ED also represents a departure from traditional psychodynamic treatment programs by placing greater emphasis on the importance of learning and successful living. Re-ED is vested in helping children achieve academically and behaviorally. Fortunately for us, academic learning and behavior learning are intertwined in a manner that allows one to compliment the other making achievement in both arenas more obtainable.

Youth Academy deepened its commitment to RE-Education as a philosophy and guiding practice. Both groups of Youth Academy children increased the number and type of experiential and community service activities for the year. Monthly ceremonies of celebration, specific to the Re-EDucation principles and founder Nicholas Hobbs, were undertaken via the *Hobbs Challenge* to reward groups for their various successes. Youth Academy children also reaped the benefits from the on-campus school while completing credits towards graduation or progress towards a GED virtually year-round. The school offered an onsite, complete curriculum under the guidance of school administrator Matthew Kittle. The school, in its 4th year of operation, has been the highest academic performing school among all West Virginia Department of Education (WVDE) residential on-grounds schools since completing its' first year in 2008-2009. The school offers 8 credits during the traditional school year, while many public schools only offer 7. The school runs a full summer semester in which students can earn up to two credits. All school teachers are "Highly Qualified" under the Federal "No Child Left Behind" Act. Our Math teacher was named the WV Teacher of the Year for all residential on-grounds schools 2012-2013.

Youth Academy also celebrated the Teacher/Counselor by co-hosting the company's fourth annual Teacher Counselor of the Year ceremony. This award is given to a staff that exemplifies "high standards of performance" as described by Nicholas Hobbs in *Troubled and Troubling Child*. John Amato, Director of Training and Consultation Services at Family Links in Pittsburgh and a long time associate of Re-ED program was the keynote speaker.

The company celebrated its' 10 year anniversary. Mark Freado, President of Reclaiming Youth International and former Director of the American Re-Education Association (AREA), was the keynote speaker. In keeping with a company tradition, the Youth Academy co-hosted the annual Christmas party in which families and children within the Youth Academy family came together to celebrate the most sacred time of the year. Both Youth Academy groups also attended summer camp at Camp Muffly in June 2012. Also noteworthy in 2012, was a change in Program Director. Rick McClintock moved to Residential Services Coordinator and Nick Lafferty was named as the new Program Director. Rick remains a vital part of Academy staff and is a source of wisdom to all staff at the Youth Academy. The Cherokee and Spartan groups continued to model creative planning by sponsoring Spirit Week activities, a talent show, the second Pinewood Derby, and various Community Service activities. Students began wearing uniforms in December. Both groups actively participated in Academy Programs softball, football and basketball tournaments and currently house some of the trophies for these activities.

Staffing retention remained a focal point in 2012. Youth Academy experienced two Teacher/Counselors being promoted to Case Manager and two others being promoted to Team Leader, utilizing their enhanced skill levels to now work in different roles. These are examples of utilization of staff skills to enhance staff retention and professionalism. Undoubtedly, the most noteworthy point from 2012 was that Youth Academy served its children and families from a family-centered and community based standpoint while utilizing the teachings of Nicholas Hobbs through Re-EDucation.

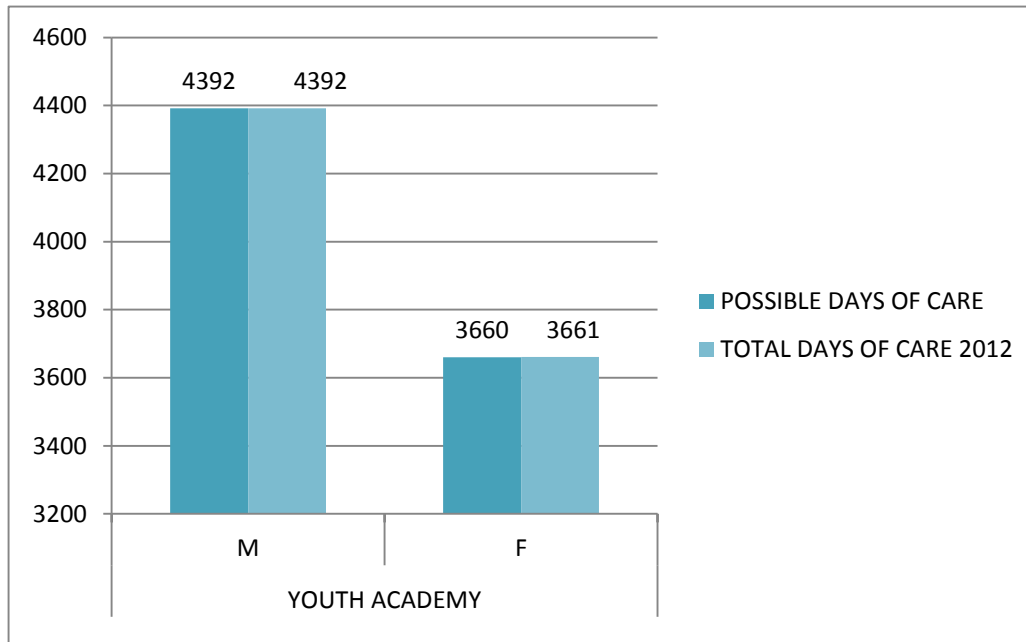
Youth Academy made a difference in the lives of children and adults as it had during the previous 10 years. The remainder of the report will go into greater detail in the following areas:

General Program Effectiveness in Relation to Stated Goals/Community Needs/General Staff Effectiveness

- Outcomes
- Average Length of Stay
- Average Daily Census
- Total Number of Residents Served
- Occupancy Rate
- Credits Earned While at Academy Programs
- Presenting Diagnosis and Success Rate
- Permanency of Life Situation
- Referrals
- APS Review
- Level System
- Satisfaction Surveys
- Staff Turnover & Staffing Experience
- General Staffing Pattern
- CFIT
- Expenditures

GENERAL PROGRAM EFFECTIVENESS IN RELATION TO STATED GOALS/COMMUNITY NEEDS/GENERAL STAFF EFFECTIVENESS

As in past years, Youth Academy obtained a level of excellence regarding occupancy rates for its residential program. The average daily census was 100 percent for males and 100 percent for females. Because daily census rates/utilization have remained over 99 percent during each year of the company's existence, Youth Academy remains a lynchpin of West Virginia's child welfare system. While remaining committed to serving community first, Youth Academy continued in 2012 to provide care for children and families from points that are farther away.



		TOTAL SERVED	POSSIBLE DAYS OF CARE	TOTAL DAYS OF CARE 2012	AVG. DAILY CENSUS OCCUPANCY RATE	
2012	YOUTH ACADEMY	M	27	4392	4392	100%
		F	20	3660	3661	100%

The average age of youth served residentially decreased slightly for the current year. The average age of males was 15.52 years while it was 15.45 for females.

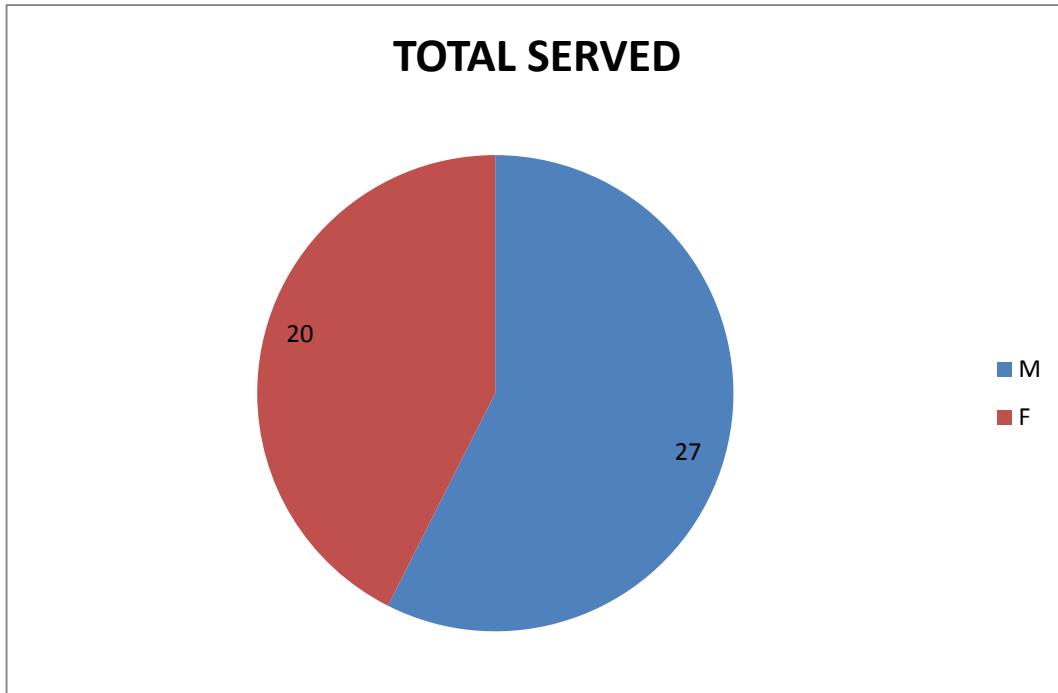
Youth Academy served 47 children residentially in 2012. Academic performance of Youth Academy clients improved dramatically for the fourth year running.

The remainder of this report will detail numerically and qualitatively how Youth Academy continued its efficient service delivery while meeting the needs of at-risk children and families in West Virginia.

Permanency of Life

By examining “Permanency of Life Situation” and applying the outcome measures as adopted by the West Virginia Child Care Association (WVCCA), which stipulates 70% of all kids receiving services for 90 days or longer will be discharged to a home setting (home setting is defined as a foster home, birth family, adoptive, kinship care, lesser restrictive, or independence), the Academy’s success is represented as follows in the below graph:

* Of the 25 discharges in 2012, 20 were planned discharges to a home setting. Three youth were discharged to a less restrictive placement. Two youth were discharged to a more restrictive placement. 93% of males were discharged at level 5 or higher, 70% of females were discharged at level 5 or higher. Youth Academy had a 100% planned discharge rate in 2012.



“ Time is an ally, working on the side of growth in a period of development when life has a tremendous forward thrust”

Nicholas Hobbs

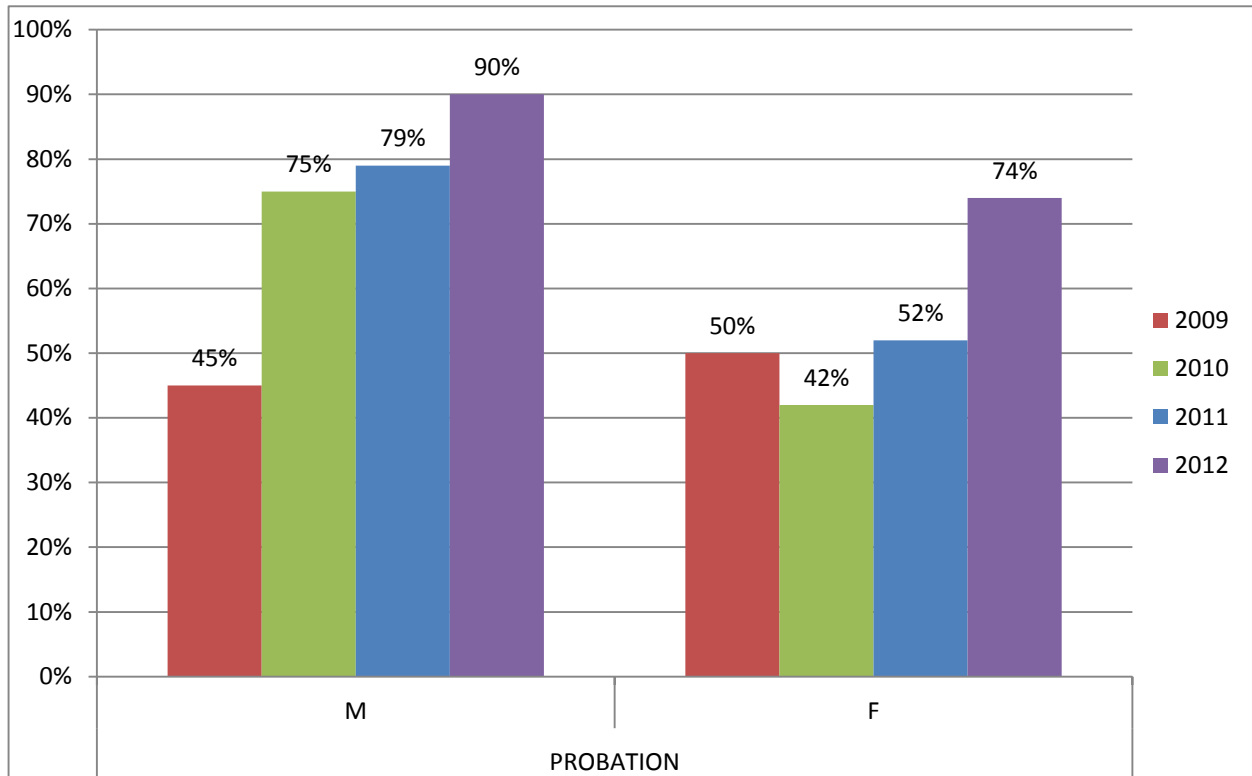
2012		TOTAL SERVED	AVERAGE AGE	AVG. LOS MONTHS	DISCHARGED IN 2012	PLANNED DISCHARGES	UNPLANNED DISCHARGES
YOUTH ACADEMY	M	27	15.52	10.20	15	15	0
	F	20	15.45	10.80	10	10	0
TOTAL YOUTH		47				25	0

In addition to total youth served and average age of youth served in 2012, the average length of program stay (LOS) is depicted in the above chart. Males at Youth Academy averaged 10.20 months prior to graduation. Females at Youth Academy averaged 10.80 months. Although many factors can contribute to LOS, The Accelerated Learning Progressive System (ALPS) has been developed to standardize the objectives for a youth's graduation from the program. The ALPS curriculum has been adopted by placing and referring agencies and court representatives as a standard that illustrates when a youth is ready to graduate and return home. This system is unique to Academy Programs, among residential programs in West Virginia.

Probation

As seen in the chart below, the total number of male probation youth served has increased since 2009, and the number of female probation youth served has risen too by 22% to 74%.

YOUTH ACADEMY		2009	2010	2011	2012
PROBATION	M	45%	75%	79%	90%
	F	50%	42%	52%	74%



Academics

“Competence makes a difference, and children and adolescents should be helped to be good at something, and especially at schoolwork” Nicholas Hobbs

Typically, youth entering residential placement have had a variety of failures at home, school, and community. However, while at Youth Academy, youth are not labeled as failures for being behind with regard to grade equivalency in school. Youth are offered the opportunity to catch up with regard to earning credits while at Academy Programs. In conjunction with the West Virginia Department of Education’s Content, Standards, and Objectives initiative, youth at Academy Programs face the same core and elective curriculum content, performance standards, and outcome objectives as any other student enrolled in public or private schools in the state of West Virginia. This is important because a student’s records at Youth Academy can be transferred in entirety back to public school on discharge.

Thus, youth that put forth the effort academically do not have to fall further behind while getting treatment issues addressed. Small class sizes, staff with Re-Education experience, tutoring opportunities, hands on learning experiences, and abundant opportunities to celebrate academic success all contribute to the success illustrated in the chart below.

Aggregate School Data for Students Enrolled at Academy Programs -

Youth Academy-2012

Average GPA (4 point scale) prior to enrollment at Youth Academy	1.35
Average GPA (4 point scale) while enrolled at Youth Academy	2.6
Average Percentage of Credits Earned prior to enrollment to Youth Academy	61.1%
Average Percentage of Credits Earned while enrolled at Youth Academy	95.1%

Directly stated; children who enter Youth Academy leave with a significantly higher Grade Point Average. They are able to potentially achieve, for the relatively short term placement, an increased percentage of credit accrual while in treatment. The goal is not simply remediation, as illustrated by the data; some students in 2012 have received a GED, taken the ACT tests and/or attended college courses as their individual situations mandated. Also, students have received their High School Diploma from the school at Academy Programs, in a graduation ceremony in the gymnasium witnessed by parents, teachers and staff as well as their peers.

Academy Programs summer school program has become a standard forty day, thematic based term. All educators, regardless of their subject matter, incorporate all content standards and objectives around a common theme. The past summer theme was another exciting theme of "Mission to Space", which includes eight weekly themes. This topic was carefully selected for several key reasons including but not limited to, it being a hands on, critical thinking approach to learning. It also utilizes our collaborative working relationship with the Educator Resource Center locally at NASA in Fairmont.

Students are able to earn up to two credits toward a high school diploma during the summer school. These credits usually are earned in subjects that they have previously failed in school. In some instances, students can earn credits that accelerate their credit accrual which enables them to get back on track or closer to graduating with their age appropriate peers. This is yet another example of Academy Programs commitment to the Re-Education of our "troubled and troubling youth."

Analysis of Treatment Planning for Youth Academy

Assessment of the program's clinical soundness to assure that best practice is an ongoing focus is of utmost importance. Overall program effectiveness, as well as measurable and individualized treatment goals are part of our commitment to Program Improvement and Quality Assurance, and various data is collected and reviewed. To assist Youth Academy in measuring treatment effectiveness, monthly reviews of treatment plans are undertaken. Progress is tracked through the completion of daily progress notes. In addition to internal tools for this purpose, participation in bi-annual reviews by APS Healthcare occurs.

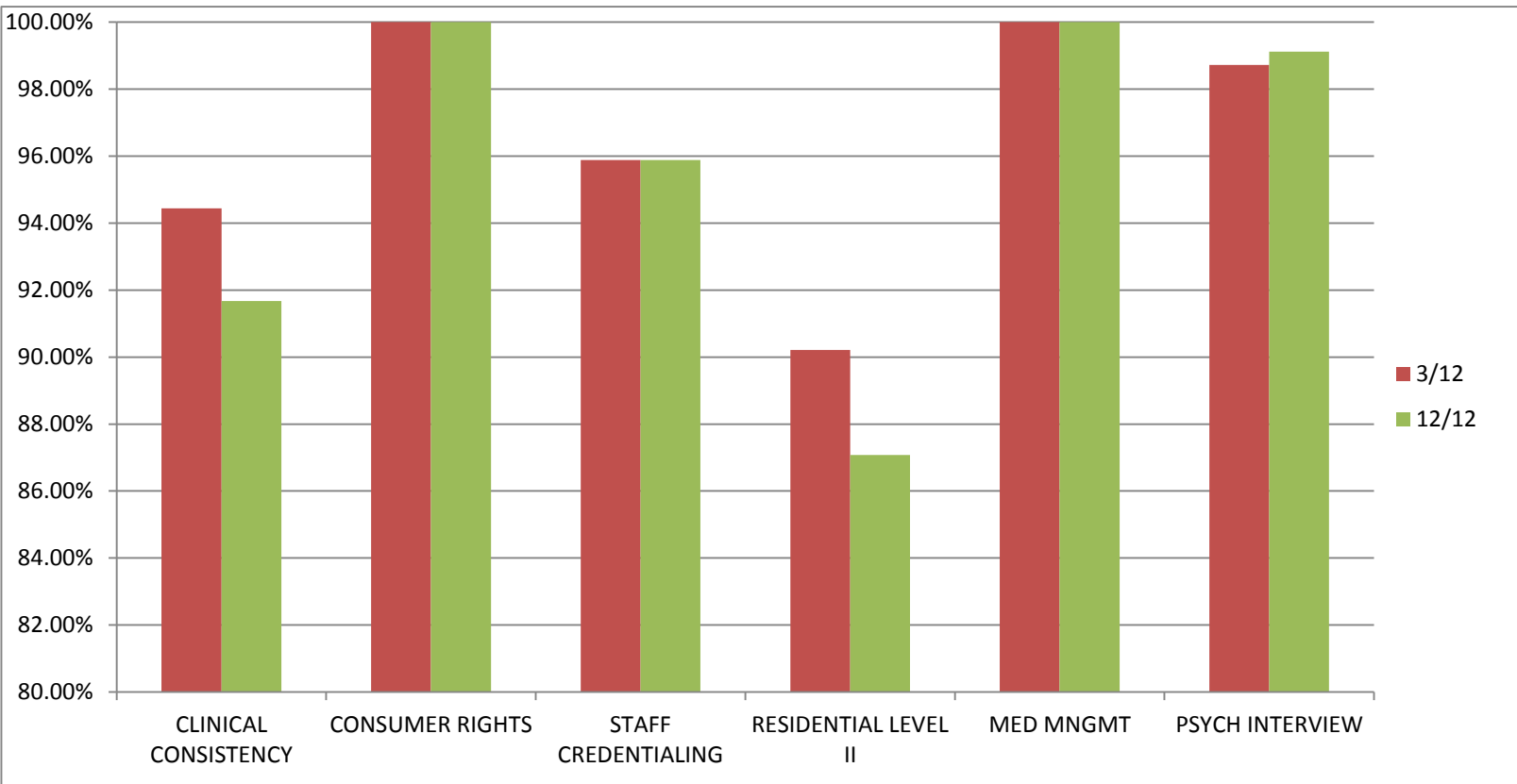
"Feelings should be nurtured, shared spontaneously, controlled when necessary, expressed when too long repressed, and explored with trusted others"

Nicholas Hobbs

Treatment Documentation

The following chart shows documentation parameters measured by the ASO and progress from two separate reviews in March and December 2012.

APS Review	CLINICAL CONSISTENCY	CONSUMER RIGHTS	STAFF CREDENTIALING	RESIDENTIAL LEVEL II	MED MNGMT	PSYCH INTERVIEW
3/12	94.44%	100.00%	95.88%	90.21%	100.00%	98.72%
12/12	91.67%	100.00%	95.88%	87.08%	100.00%	99.12%

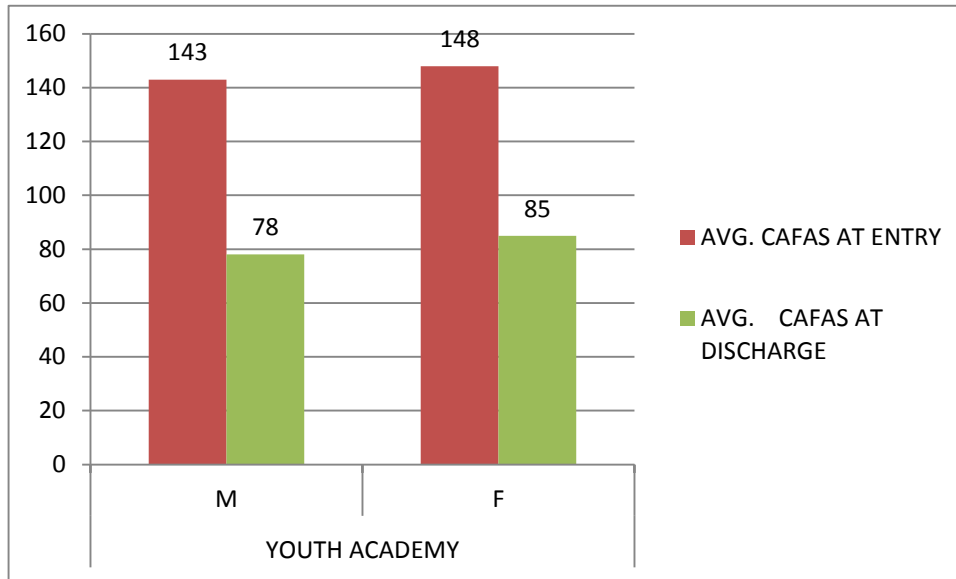


Youth Academy participated in an APS review in March and December 2012. The APS review took a random sample of individual treatment records. Of the six areas reviewed, Clinical Consistency, Consumer Rights, Staff Credentialing, Residential Level II, Medication Management, and Psych Management, all showed that Youth Academy staff had stabilized treatment documentation processes over the course of the two separate reviews.

Child and Adolescent Functional Assessment Scale (CAFAS)
Youth Academy – 2012

The CAFAS has become a standard assessment tool used by many clinicians to determine severity of function at entry to treatment and is likewise used to determine the efficacy of treatment. The following table demonstrates a significant positive impact of treatment while at Youth Academy. (Higher numbers indicate more dysfunction/Lower numbers indicate enhanced functionality)

2012		TOTAL SERVED	AVG. CAFAS AT ENTRY	AVG. CAFAS AT DISCHARGE
YOUTH ACADEMY	M	27	143	78
	F	20	148	85



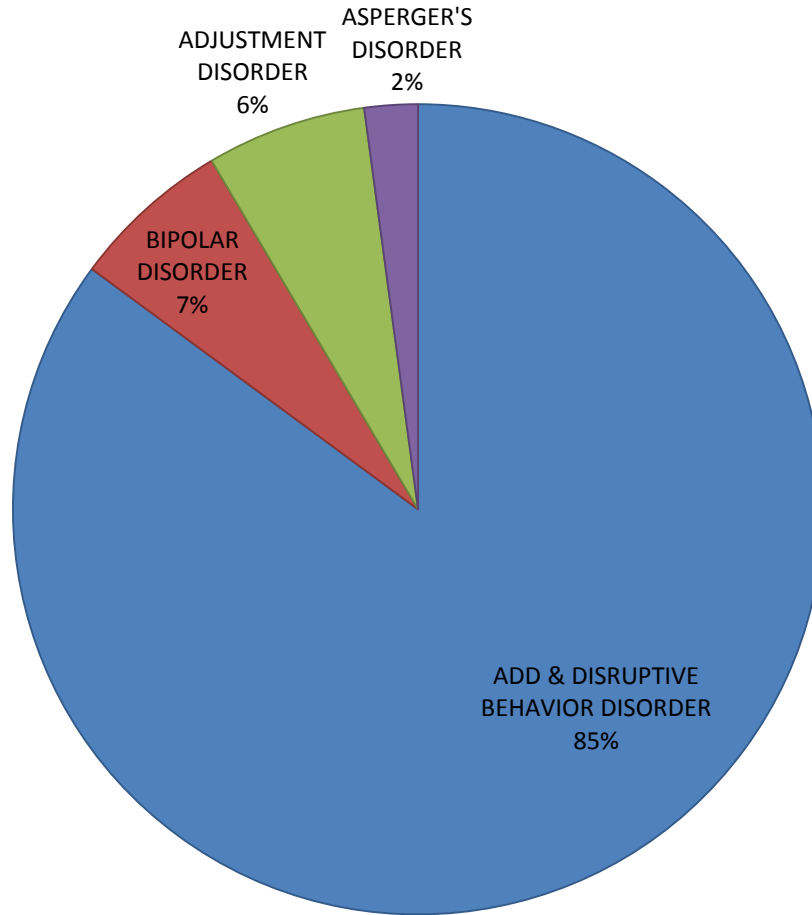
Presenting Diagnosis and Success Rate

“The body is the armature of the self, the physical self around which the psychological self is constructed”

Nicholas Hobbs

As represented by the table and the pie chart below, there is a wide spectrum of issues being served at the Youth Academy. The majority fall under Attention Deficit Disorder and Disruptive Behavior Disorders.

YOUTH ACADEMY



		TOTAL SERVED	ADD & DISRUPTIVE BEHAVIOR DISORDER	BIPOLAR DISORDER	ADJUSTMENT DISORDER	ASPERGER'S DISORDER
YOUTH ACADEMY	M	27	22	1	3	1
	F	20	18	2	0	0
TOTAL YOUTH		47	40	3	3	1
Presenting Diagnosis	M	27	81%	4%	11%	4%
	F	20	90%	10%	0%	0%
Success Rate	M	27	95%	100%	100%	100%
	F	20	100%	50%		

Youth Academy Referrals

We also measure effectiveness by the number of referrals received. As represented in the below graphs, a total of 314 referrals were received in 2012. Of the 314 referrals received, 38% were from Region I, 32% from Region II, 15% from Region III, and 15% from Region IV.

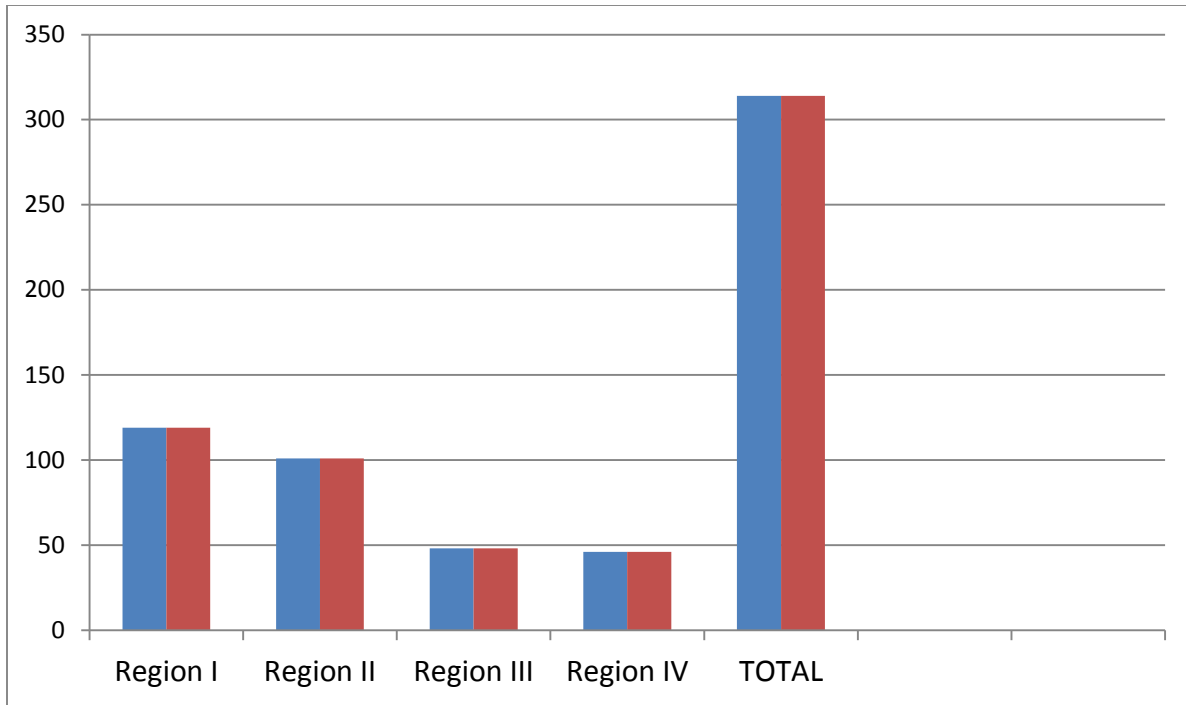
Referrals Totals by Region

Region I	119
Region II	101
Region III	48
Region IV	46
TOTAL	314

*County specific information is included in subsequent tables and graphs.

Referrals Not Served

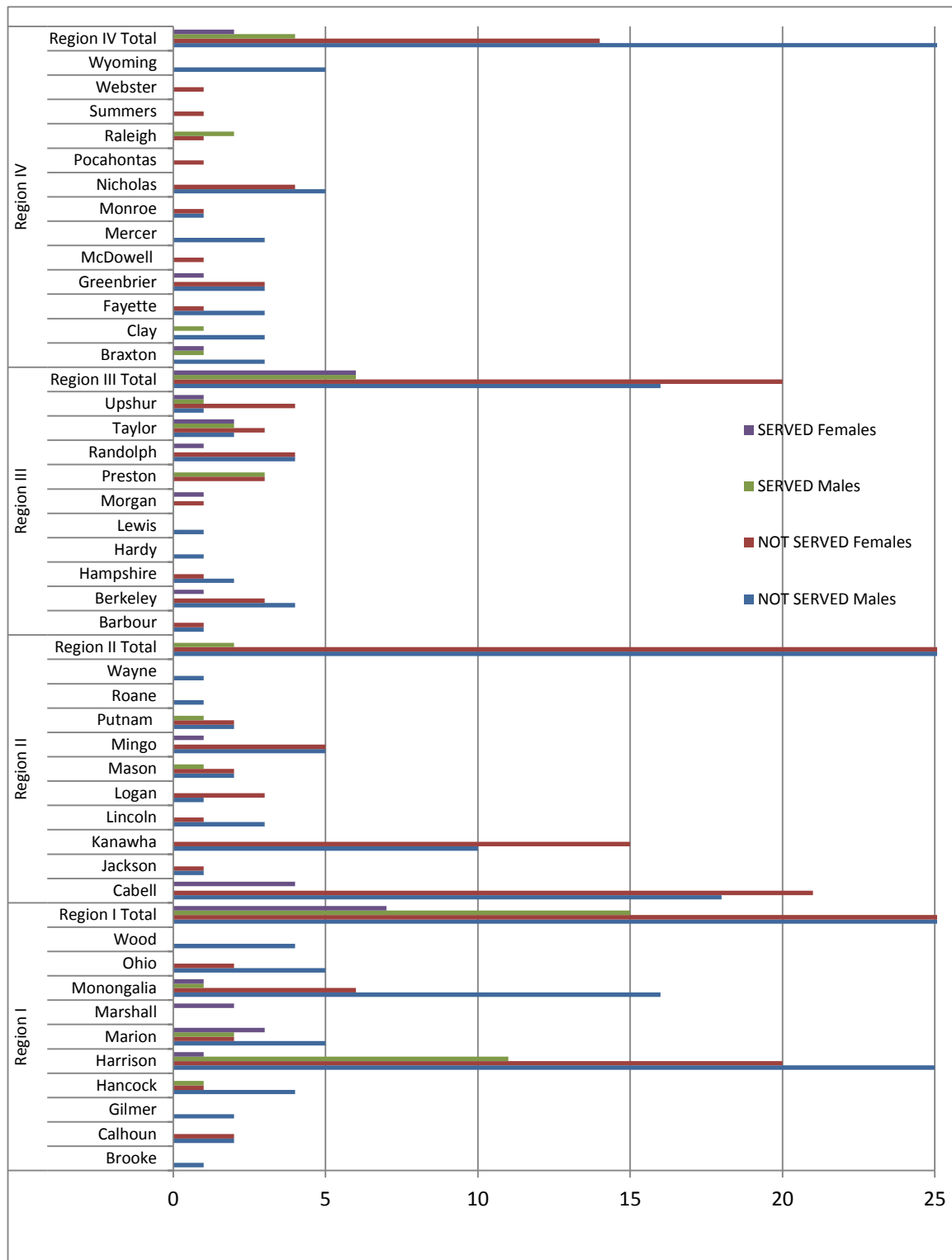
TOTAL	188
Male	98
Female	90
Placed in higher level of care	24
Placed in lower level of care	12
Went home	48
No bed availability at time of need	67
Diagnosis not appropriate for group	5
Placed closer to home	25
Other	7



Referrals Totals by Region

Of the 188 referrals not served, 24 required a higher level of treatment, 12 were placed in a lower level of treatment, 48 went home and 67 were not placed due to a lack of bed availability. Five diagnosed as not appropriate for admission, 25 were placed closer to home, and seven for various other reasons, with the most significant reason being the length of the waiting list.

Regional/ County Specific Referrals-Served/Not Served



Reportable Incidents/ Safety Report

Academy Programs instituted a review process where all internal standard operating procedures and operations are examined regularly. The Safety Committee is charged with reviewing and identifying trends within the critical incident process and to identify programmatic issues needing addressed. The committee also conducts monthly examinations of physical plant and utilizes a comprehensive check off format specific to all areas used by Youth Academy clients.

A total of 776 incidents were reported in 2012 as compared to 257 incidents in 2011. This represents a significant increase. Data observed included the result that the male group had more incidents than the girl's group. The majority of incidents were physical aggression and the resulting physical interventions utilized by staff to ensure safety. The 203 incidents of physical aggression in the male population were mainly attributed to a few out of the ordinary aggressive males throughout the year. A few students comprised the total number of incidents while the majority of youth had no incidents. The girl's group similarly exhibited client specific high numbers at 93, which was lower than that of the boy's group.

Staff met regularly to conduct clinical reviews and to develop plans to address group issues and trends, as well as to identify individual needs of those students displaying aggressive behaviors. New clinical skills were taught and implemented. The team, including Case Managers, was utilized to provide additional information, counseling, and connectivity with the youth's family environment. Individualized counseling allowed for those aggressive youth to develop coping skills to use in the group context.

With increased numbers of youth entering the program on various psychotropic medications, additional staff training has been undertaken specific to medication administration. Youth Academy recorded 15 medication errors for the year. Only three were psychotropic medications, the majority were missed skin creams. There were also 71 medication refusals during that same timeframe. Notifications of abnormal medication times were addressed more thoroughly as the medication administered outside the normal schedule was typically the most missed medication. Medication refusals were investigated and found to be behaviorally related. Regular and periodic training, as well as enhanced oversight of the administration process by supervisors, reduced these numbers by year's end. It is policy that medication errors by staff result in disciplinary action, illustrating the seriousness of the issue. Medication errors remained the same from 2011 to 2012.

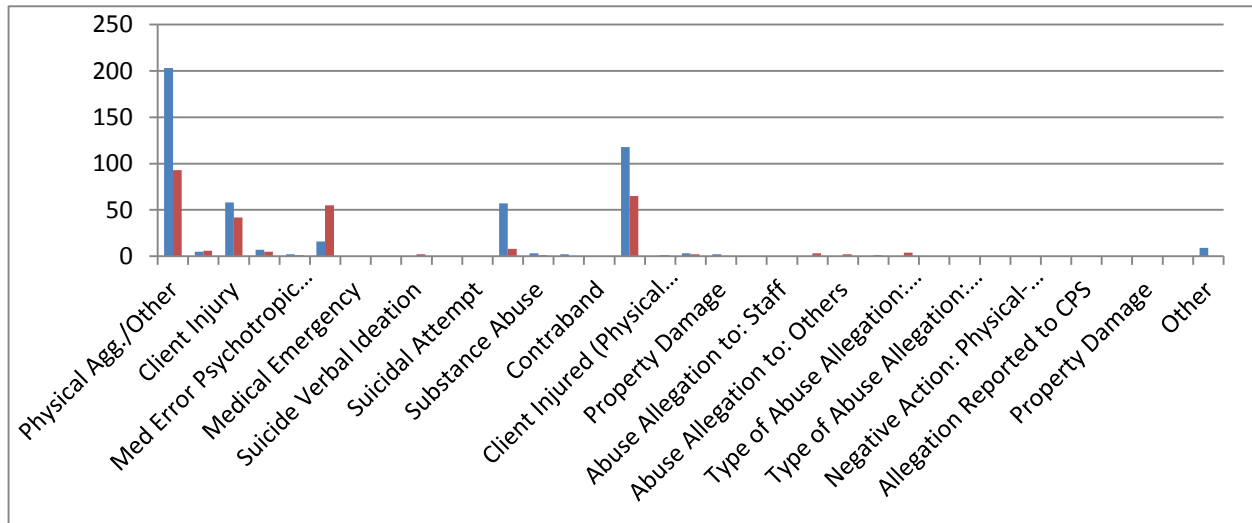
With regard to reported injuries for 2012 there was an overall increase in these numbers. Of the injuries reported, a majority were the result of organized sports activities. It is now standard procedure that "warm-up" exercises and routines (stretching and sequencing) are conducted group wide prior to the activity. There were minor strains and sprains that were treated with first aid and timeout from the physical activity. There were zero medical emergencies for the year. Prioritized youth education in daily living skills, and focused supportive counseling have helped to address this issue. The amount of incidents reported is a representation of accurate reporting by staff to ensure the safety and well-being of all youth being served. Continued staff training in facilitation of group activities, including physical and psychological safety and boundaries, as well as actual and perceived risk strategies for group activities remains a priority. Quality of group schedules and activities have been evaluated to ensure that investment by students at Youth Academy is sincere. Full schedules addressing educational, recreational, spiritual and cultural activities, as well as Community Service opportunities are available. These premises assist in lowering the number of Reportable Incidents.

"A child should know some joy in each day, and look forward to some joyous event for the morrow"
Nicholas Hobbs

INCIDENT REPORTS		Physical Agg./Other	Absent w/o permission	Client Injury	Med Error Non- psychotropic meds	Med Error Psychotropic meds	Med Refusal	Suicide Verbal Ideation	Negative Social Behavior
YOUTH ACADEMY	M	203	5	58	7	2	16	0	57
	F	93	6	42	5	1	55	2	8
	TOTAL	296	11	100	12	3	71	2	65

Substance Abuse	Sexual Assault or Misconduct	Physical Intervention	Client Injured (Physical Intervention)	YA Staff Injured (Physical Intervention)	Property Damage	Abuse Allegation to: Family	Abuse Allegation to: Others	Type of Abuse Allegation: Physical	Type of Abuse Allegation: Sexual
3	2	118	0	3	2	0	0	0	0
1	0	65	1	2	0	3	2	1	4
4	2	183	1	5	2	3	2	1	4

Other	TOTAL IRS 2012
9	485
0	291
9	776



Safety Committee 2012

Monthly inspections that identified minor issues were immediately addressed. No recurring issues were reported. Youth Academy group’s won various awards for clean cottage during various Hobbs’ Challenge ceremonies. Housekeeping standards at both groups have been raised. As new students arrive the standard of consistency is prioritized. Fire drills were conducted as required and were completed successfully, as well as the required program wide evacuation conducted per policy.

“Ceremony and ritual give order, stability and confidence to troubled children and adolescents, whose lives are often in considerable disarray”

Nicholas Hobbs

Accelerated Learning Progressive System (ALPS)

Academy programs developed a level system in late 2009. Its value to programming is without measure. The Accelerated Learning Progressive System has been developed to standardize the objectives for a youth's graduation from the program. The ALPS system has been adopted by placing and referring agencies and court representatives as a standard that illustrates when a youth is ready to graduate and return home. This system is unique to Academy Programs, amongst residential programs in West Virginia.

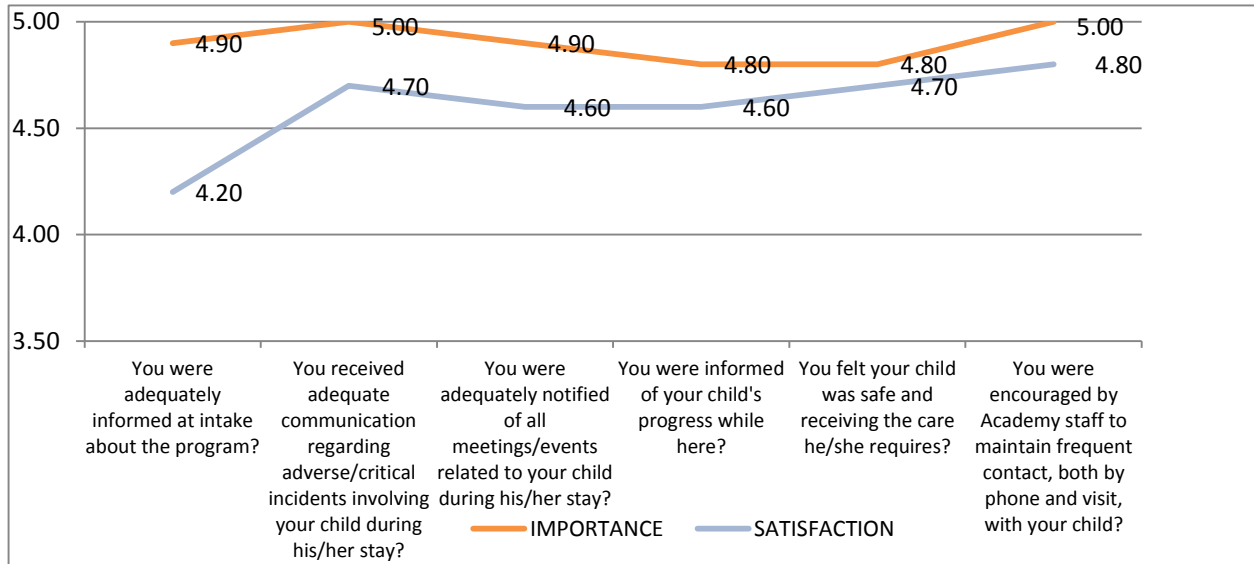
An interesting fact emerged in 2012 Level System analysis; 93% of male residents graduated Youth Academy from levels five or higher, 70% of female residents graduated from level five or higher. More youth are successfully rising to meet the expectations of the Level's curriculum. Although length of stay at Youth Academy has fluctuated only slightly since 2009, for both male and female groups, the level system lessens the subjective assessment of gains experienced by participants. It remains imperative that in the review process that a youth's individual treatment plans are directly connected to his/her level system. Also in review it is important that the level review process is success oriented, in a way that challenges growth and personal initiative, but is not beyond that youth's ability to comprehend or achieve. The group's culture must be one of helping each other to stay focused "on the prize" of attaining mastery of his/her level with each activity, routine, and each day. This affirms the need for staff to orient youth into programming and build a trusting relationship as quickly as possible to enhance success.

"The group is very important to young people, and it can become a major source of instruction in growing up"

Nicholas Hobbs

Consumer Satisfaction Surveys

Satisfaction surveys were distributed in 2012. A representation of the results is provided below and the data is specific to Youth Academy. The first graph addresses certain questions to residents, with regard to how important the issue is to that youth, and how well that youth believes the issue is being addressed (delivery). The graphs below illustrate that families do not have any outstanding issues with content and delivery of services at Youth Academy.



Parents are also given the opportunity to comment on services provided. Here are a few things parents had to say:

1. Very professional staff, always courteous.
2. Very structured.
3. Need to have visitation earlier on Fridays to later on Sundays.

*“Life is to be lived now, not in the past, and lived in the future only as a present challenge.”
Nicholas Hobbs*

Staff Turnover Rate

“Trust between child and adult is essential”

Nicholas Hobbs

Staffing experience continues to be a critical parameter in program success. Staff are required to complete a probationary period of employment consisting of 90 days. During this period, intense training by senior staff occurs. Once we are successful at getting an employee beyond his/her probationary period, our turnover rate is lower than the national average for this industry.

The Academy is not comparable to other companies in different industries in regard to staff retention but rather with other companies in the child welfare field.

During 2012 there were 21 employees at Youth Academy. Six direct care staff separated employment which represents a total turnover rate of 29 % of direct care. Adding adjunct staff who separated employment, (one case manager and two night attendants); the turnover rate is 33%.

The turnover rate for Youth Academy for 2009 was 38%; 2010 was 48%, 2011 was 24% and 33% for 2012.

There are three critical factors in improving staff retention. First we must look at how we recruit and select staff at the beginning. Second, we must look at how staff are trained and developed to work with kids to the best of their ability. Finally, we have to take a look at what we do as administrators that either contributes to, or improves problems staff experience as part of the working environment.

General Staffing Patterns

The general staffing patterns have not changed since Youth Academy opened in October of 2002.

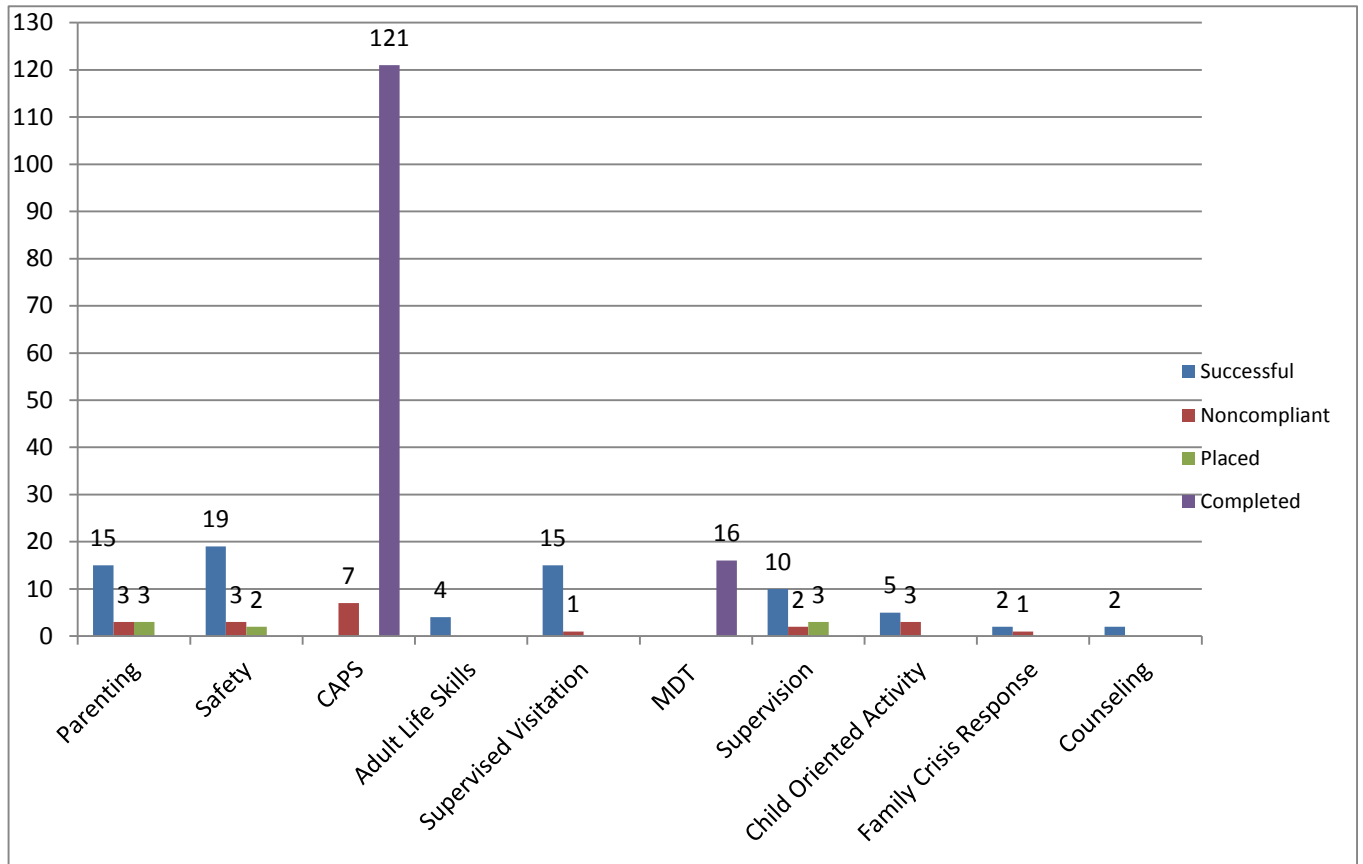
CFIT

CFIT serves an integral function of Youth Academy by establishing a mechanism by which services can be provided to the family in concert with services provided to the child. These services begin on the date of admission to the residential program, which involve the family at a more visceral level and improves the outcome and likelihood for success.

Moreover, this service is also provided to families and children not involved in the residential program, which further provide necessary services to the community. Youth Academy serves both Regions I and III and has been asked to expand further into other areas of the state, which continues to be explored.

		Parenting	Safety	CAPS	Adult Life Skills	Supervised Visitation	MDT
Successful		15	19		4	15	
Noncompliant		3	3	7		1	
Placed		3	2				
Completed				121			16
Total CFIT Services	237	21	24	128	4	16	16

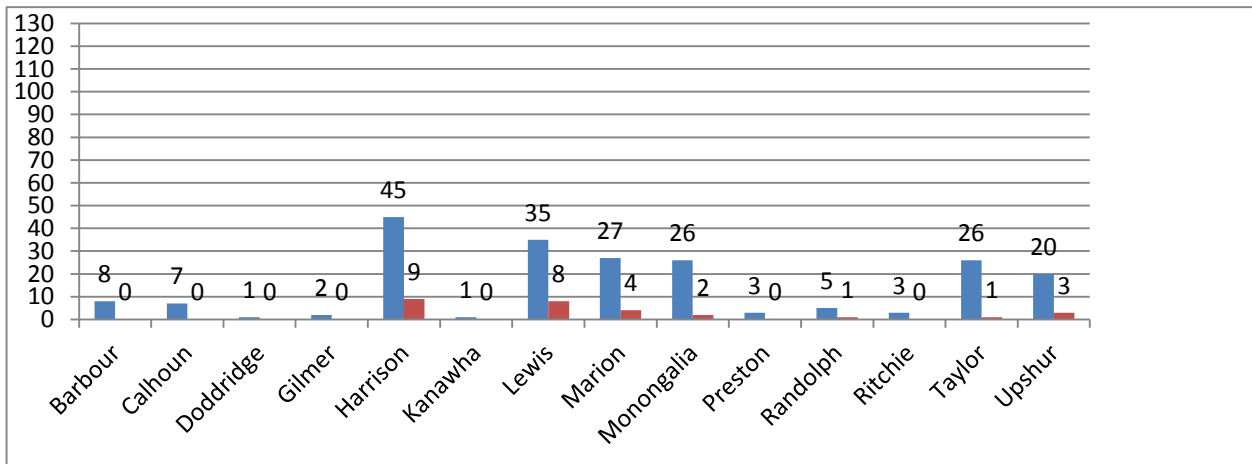
Supervision	Child Oriented Activity	Family Crisis Response	Counseling
10	5	2	2
2	3	1	
3			
15	8	3	2



Total CFIT Services were 237 in 2012, with the majority of services relating to CAPS (Comprehensive Assessment Planning System), Safety services as well as Parenting Skills Development. The following data and graphs are regional service areas, as well as referrals not served, outcomes recorded and rationale for services not being consummated.

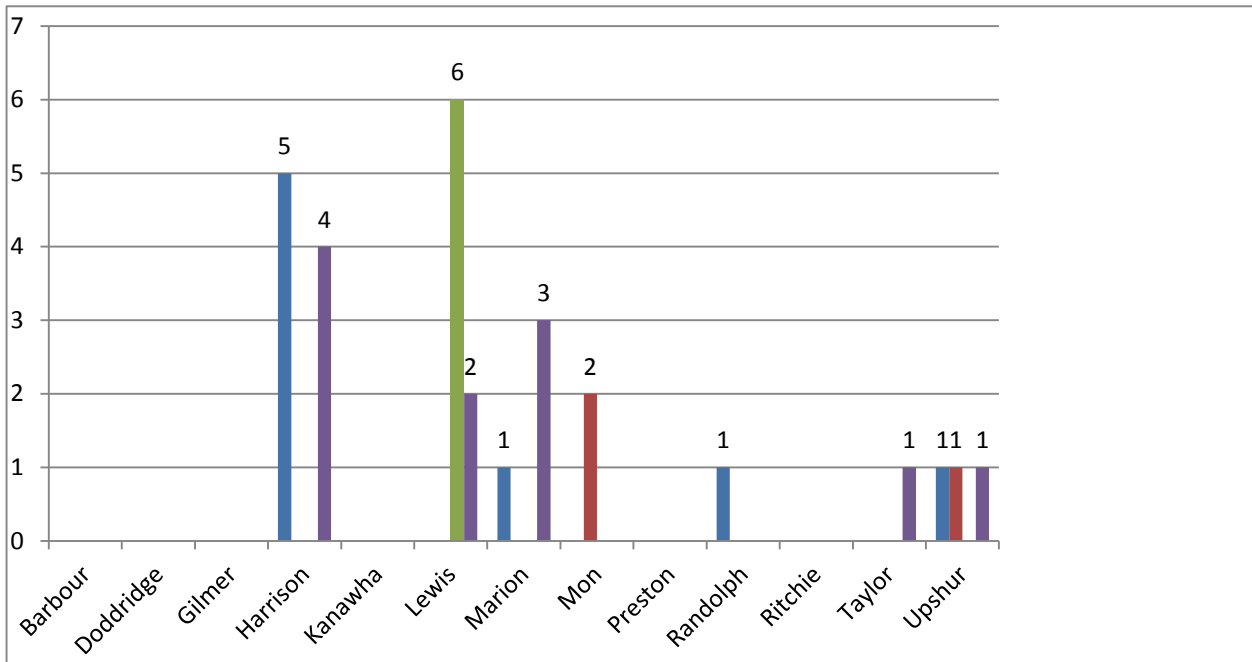
Counties Served/Not Served (CFIT)

	Served	Not Served	Totals
Barbour	8	0	8
Calhoun	7	0	7
Doddridge	1	0	1
Gilmer	2	0	2
Harrison	45	9	54
Kanawha	1	0	1
Lewis	35	8	43
Marion	27	4	31
Monongalia	26	2	28
Preston	3	0	3
Randolph	5	1	6
Ritchie	3	0	3
Taylor	26	1	27
Upshur	20	3	23
	209	28	237



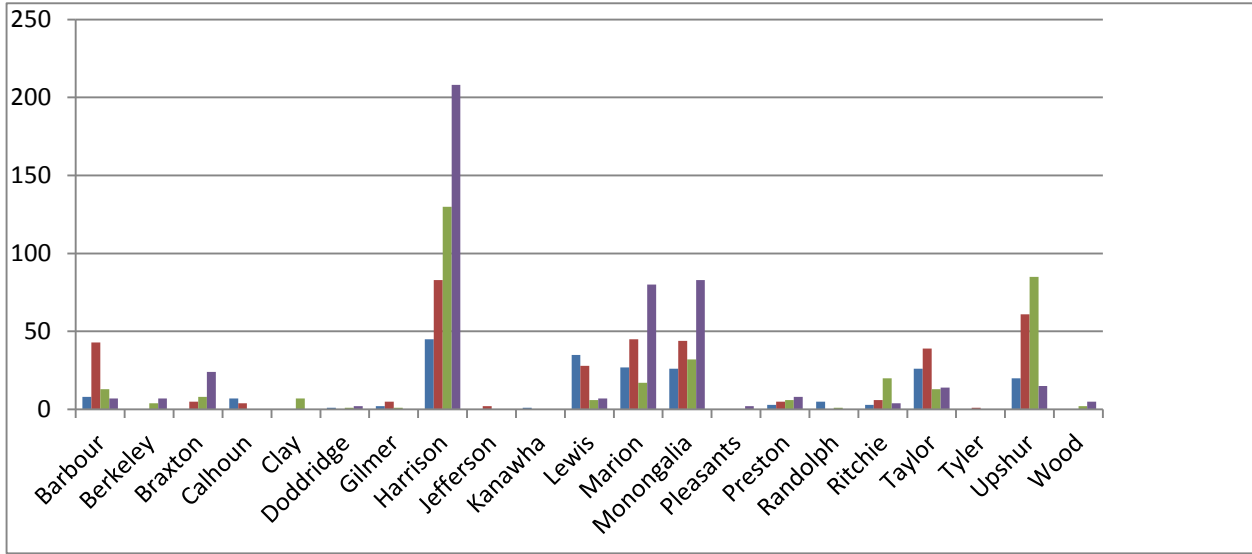
Reasons not served by County (CFIT)

*This includes child in Division Juvenile Services custody, 18 y/o client, safety issues, and inappropriate referrals.



Comparison of CFIT Services 2009-2012

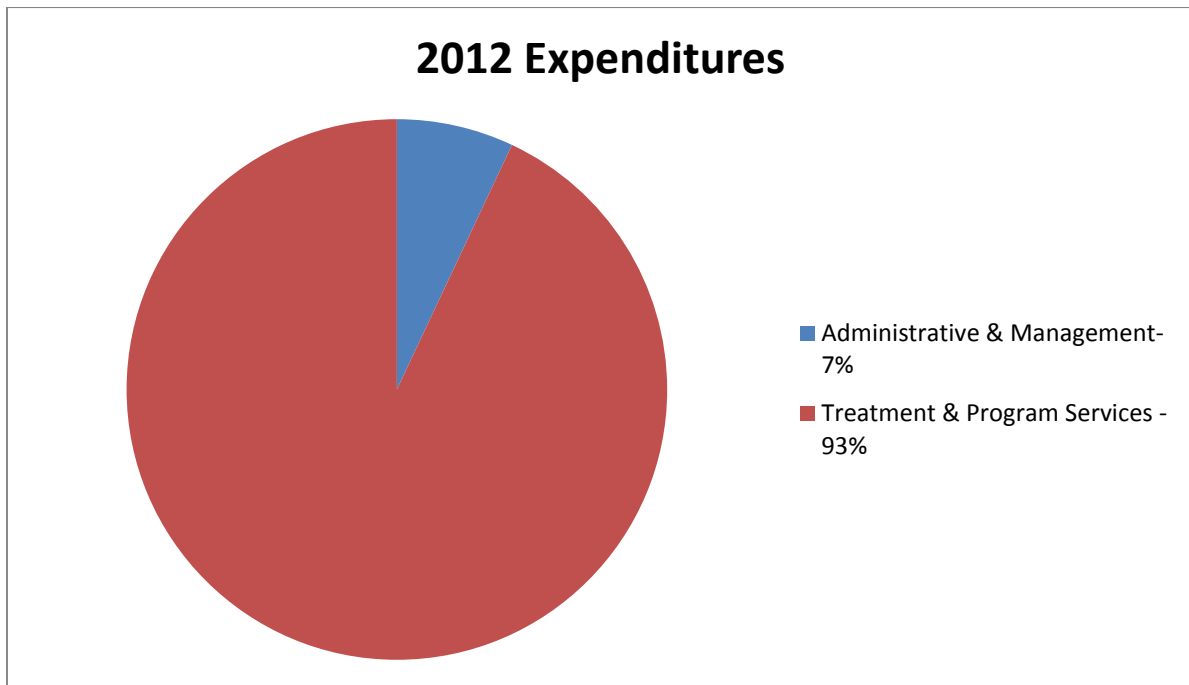
	Served 2012	Served 2011	Served 2010	Served 2009
Barbour	8	43	13	7
Berkeley	0	0	4	7
Braxton	0	5	8	24
Calhoun	7	4	0	0
Clay	0	0	7	0
Doddridge	1	0	1	2
Gilmer	2	5	1	0
Harrison	45	83	130	208
Jefferson	0	2	0	0
Kanawha	1	0	0	0
Lewis	35	28	6	7
Marion	27	45	17	80
Monongalia	26	44	32	83
Pleasants	0	0	0	2
Preston	3	5	6	8
Randolph	5	0	1	0
Ritchie	3	6	20	4
Taylor	26	39	13	14
Tyler	0	1	0	0
Upshur	20	61	85	15
Wood	0	0	2	5



2012 Expenditures % Of Expense

Administrative & Management- 7%

Treatment % Program Services- 93%



<u>2012 Sources of Revenue</u>	<u>% of Revenue</u>	<u>Dollar Amount</u>
WVDHHR	56%	\$ 1,118,032.51
WV Medicaid	37%	\$ 744,175.65
CFIT Social Necessity	6%	\$ 131,665.31
CFIT Medicaid	<1%	\$ 373.90
Total Income		\$ 1,994,147.37

