



Unwavering champions
for children and families.

2014 ANNUAL
REPORT



From GENERATION to GENERATION





BUILDING a movement for STRONGER FAMILIES AND COMMUNITIES

UMFS is proud to be part of a movement to create a world in which opportunity and generosity pass from generation to generation. We want all children to enter adulthood as engaged, contributing citizens. Working with people like you, we can change the world—one kid at a time.

Our partners share our values and commitment to creating a cycle of generosity in communities throughout Virginia. One of our most satisfying partnerships is with CarMax, which sends its managers from across the country to work

with our kids every month. They then go back to their own communities as leaders in promoting a better life for everyone. UMFS nominated CarMax for the Corporate Philanthropist of the Year Award in 2014, which they won.

In 2014, our programs grew beyond expectations, creating the need for additional volunteer and donor support. As we turn 115, UMFS must continue to expand to serve the next generation of children and families. When children with autism struggle in school, kids need the

strength and support of a foster family, or when families need mental health services—UMFS does whatever it takes.

It is exciting to be part of the movement to build stronger families and better communities, goals about which UMFS has always been passionate. Our message and our passion are the strongest they've ever been. We hope you will join us in continuing our legacy of helping kids with challenging circumstances succeed. Welcome to this community of champions.

Sincerely,

GREG PETERS
President and CEO

OUR MISSION

UMFS is an unwavering champion for high-risk children and families, collaborating with communities to help them reach their full potential.

OUR VISION

Creating a world where caring, opportunity and generosity are passed on from generation to generation — empowering all children to contribute to society as engaged citizens.

Preparing to Champion Future Generations

After a multi-year assessment of the Richmond campus—evaluating department needs, current building use and future program growth—UMFS’ board approved a new four-phase development plan in 2014.

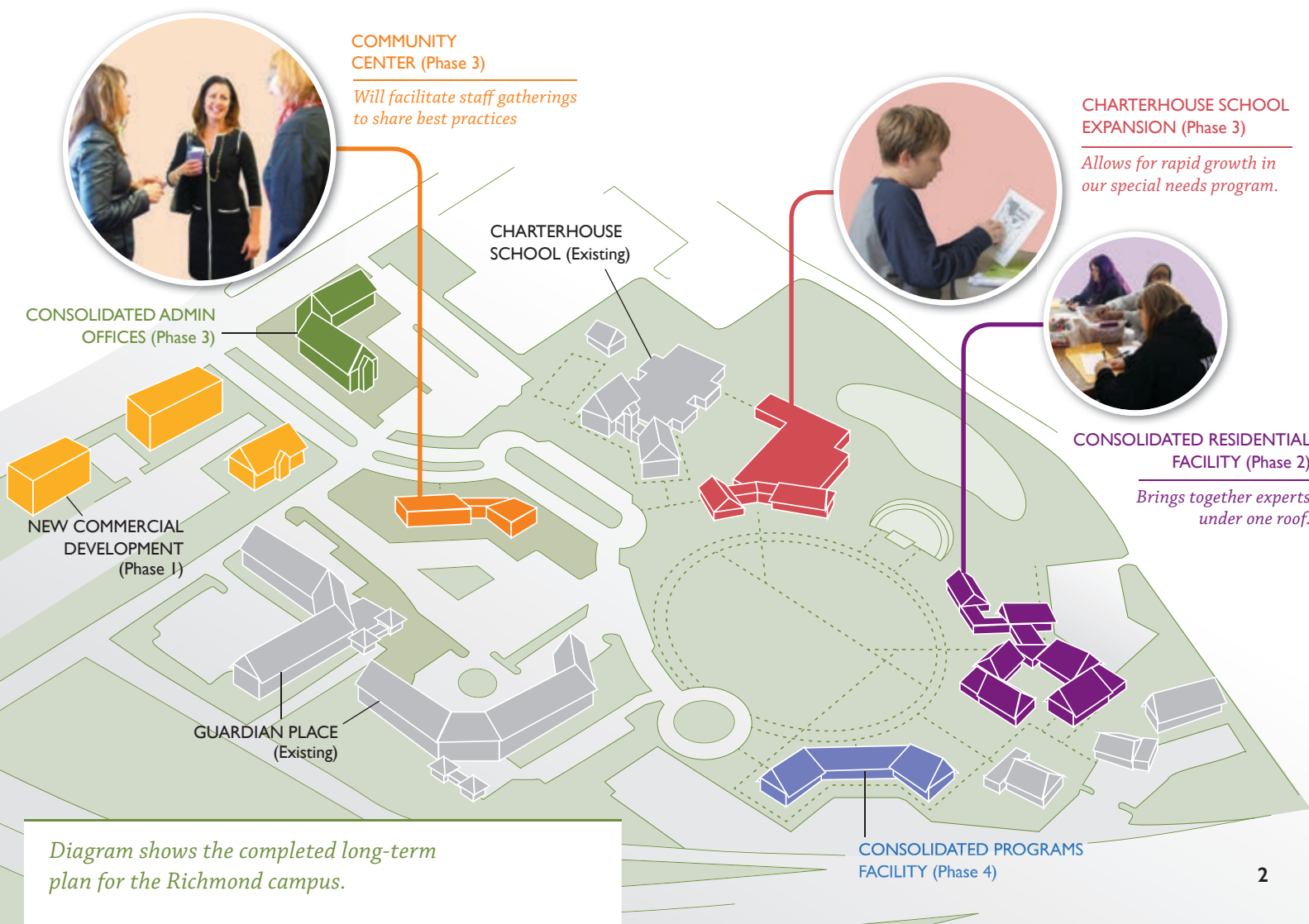
From our humble beginnings as an orphanage and working farm in 1900, Richmond grew around us and Interstate 195 connected drivers to downtown. The UMFS campus evolved as social service needs changed. With the exception of Charterhouse School and Guardian Place, most of the buildings on campus are more than 60 years old.

To better meet unmet service needs and to expand programs, we needed to figure out the best way to reconfigure the 34-acre campus to better serve the community and enhance our visibility in the global social services sector.

The four-phase redevelopment includes expanding Charterhouse School, consolidating residential buildings and creating flexible office space.

A special event space will allow UMFS to invite the Richmond community on campus for collaborative events and host conferences for our global peers.

Phase I development includes development of Broad Street frontage, which will allow us to diversify our revenue. The 10+ year master plan project will allow UMFS to relentlessly pursue solutions for generations to come.



Expanding Our Vision

UMFS' CHARTERHOUSE SCHOOL OPENED ITS

first elementary classroom last fall. There's demand for a second classroom, but not enough space. Wade Puryear, vice president of education, attributes the surge in elementary enrollment to the new emphasis on early intervention and on UMFS' reputation as an innovative and effective champion for kids.

"What sets us apart from other schools is that everything we do starts with relationships," Puryear said. Charterhouse Schools will build on that approach as they expand the number of

classrooms to accommodate more kids with developmental challenges, autism and other neurological differences.

Charterhouse School—Edinburg opened in 2013 with two elementary classrooms and is considering a third. Students learn in state-of-the-art classrooms, exercise in a full-size gym and create in a fully equipped art room—complete with kiln. With about 40 students enrolled, there's room to grow.

When Charterhouse School's new building opened in 2003, there was room to grow. Now, with more than 120 students, UMFS brought in contractors to convert staff offices to classrooms. Charterhouse School will expand as part of

the UMFS' master plan for the Richmond campus. (See page 3 for details.) But, despite space limitations, Puryear plans to expand programs in 2015.

Puryear's philosophy is to make learning relevant and useful. He wants students to understand how learning about, say, civics, affects their daily lives. He wants every skill taught to help students move forward toward a goal of self-sufficiency. "Self-sufficiency provides a huge boost in self-esteem," he said.

Students who leave school ready to work feel more independent. To that end, the horticulture, culinary arts and cosmetology programs will expand so graduates will leave with hands-on experience

"Self-sufficiency provides a huge boost in self-esteem."

— WADE PURYEAR





in the gardens, kitchens and beauty salons of UMFS and its community partners. Puryear's hope is that the culinary arts students will soon run Charterhouse Schools' dining hall service, from planning, to cooking, to serving lunch for students and staff.

Meanwhile, the horticulture program is gearing up to have a flower shop, the cosmetology students will be taking appointments and a new certification in auto mechanics is in the works.

Two additional areas of focus are technology and careers in

technology. A generous donor gave the school 15 laptops and 10 iPads, and Puryear hopes digital devices will soon replace textbooks. "Many jobs require computer skills and students seeking online degrees need to be comfortable with digital learning," he said.

Students who graduate with technical education and the soft skills to be able to get along with others in the workplace will be well equipped to lead independent lives.

If you'd like to help Charterhouse School achieve its all-digital goal, contact Development Manager Katie Moore, 804.353.4461 x1735.

"Puryear wants students to understand how learning affects their daily lives."



Building a New Generation of Champions

THE NEXT GENERATION OF COMMUNITY LEADERS

has stepped up to ensure that UMFS has a lasting legacy of champions for high-risk children and families. UMFS' Young Professionals Council had a rewarding first year. The Council gives UMFS supporters ages 20 to 40 the opportunity to make an impact on the lives of children, learn new career skills and network with like-minded peers. The goal is to create a core group of motivated, active and ardent supporters of UMFS and its mission in years to come.

It's also an opportunity to have fun and be creative. In September, the council participated in Richmond's Amazing Raise, bringing in \$5,000 with a combination in-person and on-line event. To help the young professionals understand the importance of their support, the event included a presentation by a parent support partner from UMFS—a parent who has navigated the mental health system on behalf of a child and now acts as a guide for another parent.

In true UMFS spirit, the council also does community service. The group prepared and served a meal for residents of a homeless shelter. Going the extra mile, the young professionals ate with the shelter residents and stayed after dinner to listen to their stories.

"It was a phenomenal success," said Katie Moore, development manager. "They are excited to do it again."

J. Chris Avellana is a third generation UMFS supporter and group member. "I have been very fortunate to have had the opportunity to interact with some great people through my experience with the young professionals council," Avellana said. "I'm extremely grateful to have the opportunity to continue and contribute to a cause so near and dear to my family," he said. His grandfather, John H. Clements, began the family's legacy with UMFS. The Charterhouse School bell tower bears the name of Mr. Clements and his wife, Lillie.

"I have been very fortunate to have had the opportunity to interact with some great people through my experience with the Young Professionals Council"

— J. CHRIS AVELLANA

Avellana's mother, Martha Clements, is a long-time supporter and is a current member of the UMFS board of directors.

To get involved with the council, call Katie Moore, 804.353.4461 x1735.

UMFS knows that the next generation of supporters is the key to another century of service to children and families. We see members of the young professionals council as our future generation of donors, volunteers and board members.



Young Professionals Council members share a meal.

Corporate Champions Enrich UMFS Programs

EVERY MONTH, CARMAX

sends 35 volunteers to Charterhouse School. These volunteers are CarMax managers-in-training from around the nation. Their training includes a community service component and their day at Charterhouse School teaches them a lot, including the joy of seeing a child overcome mistrust and join in.

“Our managers from across the country are developing their leadership qualities while having fun and being inspired to make changes in their own communities,” said Craig Cronheim, Assistant Vice President, HR and Loss Prevention, CarMax.

Dominion Power has enriched the Charterhouse School curriculum by providing a grant to build the community garden and, joined by volunteers from Luck Companies,

provided the sweat-equity to build the raised garden beds. The resulting expansion of the horticultural program provides food for the culinary programs and for the cottages as well as take-home veggies for the day students. Without the hard work and generosity of the corporate volunteers, this cornucopia of benefits wouldn't have been possible, said Angie Williams, volunteer coordinator for UMFS.

This auxiliary cohort of UMFS champions includes almost 1,300 volunteers who give their time and passion to decorating the cottages for the holidays (CarLotz), internships and work experience (BioRIDE, CarPool and VAMAC), on campus service projects (Mitchell Wiggins and Salem Web) and a holiday party that included dinner and a video-gaming bus (Capital One).

While many of the volunteer projects take place in Richmond, other UMFS sites have a growing contingent of sponsors who provide in-kind donations and sponsor events. CarMax volunteers had such a great experience at Leland House that they successfully nominated the residential care program for a \$10,000 grant.

The roster of companies and the number of volunteers are both expected to grow significantly in 2015, Williams said, adding to the positive impact UMFS has in the communities it serves.

UMFS THANKS:

CarMax
Dominion Power
Capital One
Luck Companies
CarPool
BioRIDE
VAMAC
Mitchell Wiggins
Salem Web
CarLotz

“Without the generosity of the corporate volunteers, these benefits wouldn't have been possible.”

– ANGIE WILLIAMS

CarMax volunteers pitch in to brighten UMFS' facilities.



A Journey to New Possibilities

JOSIAH'S STORY BEGINS

in China. Born with deformed feet in a country without health insurance, Josiah was given to an orphanage. His parents hoped he would get the necessary medical care they could not afford.

When he was 9, Josiah was adopted by a Virginia couple, Ginger and Frank Knight, who were in the process of adopting a daughter from China. When they saw Josiah's picture, they felt compelled to pay for his medical care. The adoption agency surprised them with the news that they could adopt him, too. They did so, without hesitation. (They have seven children!)

After Josiah came to the U.S. with the Knights, he was seen by a specialist who was dismayed by the condition of his

legs and feet. In fact, he was surprised that Josiah could walk at all. Doctors decided to amputate both of Josiah's legs. Because he has grown so fast, Josiah has had five sets of prosthetics in four years. His next pair will be skin-colored and covered in drawings to look like tattoos. "Why not have fun with it?" his mom said.

Josiah was part of the Knight family for three happy years before a long, previously unknown, history of abuse and pain came to the surface. He acted out in a way that created a family crisis.

Josiah was 12 at the time and the UMFS Child & Family Healing Center was the only program that would take someone his age. The choice to put Josiah in residential care was tough for his parents.



"It really helped me a lot, bringing my family closer together. I changed a lot."

– JOSIAH

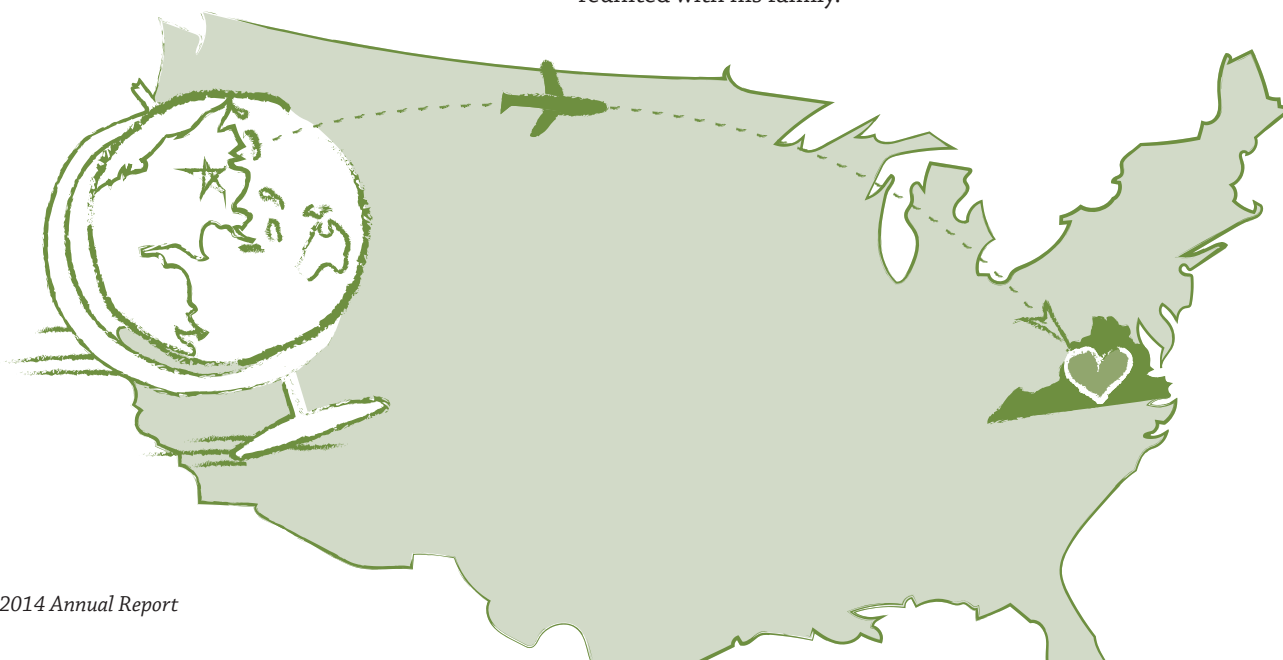
"It was emotionally very difficult, even though our daughters needed him to be away," Ginger recalled. "Right from the beginning, when we went to UMFS, we felt we made the right decision." The program helped Josiah work through his past trauma.

In fact, UMFS helped the entire family. "The therapists at Child & Family Healing Center and everybody who worked in the cottages were very supportive of us. Being apart gave us time to heal and work through our feelings. We are a family again," Ginger said.

After 16 months at Child & Family Healing Center, Josiah reunited with his family.

The process was gradual, with family visits scheduled over the course of several weeks to help ease the transition. The first few weeks were bumpy but Josiah is now doing great at school, at home and in many activities. He plays on a lacrosse team, actively participates in his church youth group, loves riding his bike and shooting basketball. Josiah will also swim in his first Paralympics event in April.

When he reflects back on his time at UMFS, Josiah said, "It really helped me a lot, bringing my family closer together. I'm way more mature now than I was before. I changed a lot."



UMFS Unveils New Brand Messaging

UMFS engaged Red Rooster Group, a branding and design firm, to develop a unified voice and visual look with a clear, purposeful message. Kickoff events last March revealed our new mission, vision and values to staff and the board.

The rebranding process included in-depth interviews with staff, boards, donors and other constituents, and a complete analysis of UMFS marketing materials and communications.

Interviews revealed that if you asked three different people to explain UMFS, you'd likely get three totally different answers. Our goal was to create a clear set of messages and an organizational culture where everyone speaks with a unified voice. Lively discussions led to the new UMFS tagline:

"Unwavering champions for children and families."

UMFS' new messaging hinges on shifting the conversation from saving kids and families to empowering them.

Red Rooster Group designed a series of updated print brochures with a vibrant, bold

new look. The revamped www.umfs.org website launched just before Thanksgiving. The site is fully responsive for mobile, tablet and desktop browsers. The new site makes it easy for donors, parents and referral sources to access the most up-to-date information and take action.

UMFS' quarterly newsletter, formerly *The Guardian*, was renamed *The Champion*. The new format features a donor, staff member or volunteer who is living our mission.

UMFS President and CEO Greg Peters says, "Our board and staff have rallied around this bold new message and our donors, customers, and competitors have taken notice. We now have a much more visible platform in our state!"



GRANNY LILLIAN'S LASTING LEGACY



AT UMFS, we're proud of the impact that our work has had on at-risk kids and their families for the past 115 years. From our earliest days as an orphanage to our current statewide presence in social services, UMFS has a legacy of impact over generations.

The life and legacy of Lillian Billups or, "Granny Lillian," is a perfect example of that generational impact. More than 100 years ago, Lillian lived at the Virginia Conference Orphanage, the organization that became UMFS. "She lived by the principles and values instilled in her. I believe that spending those years at the orphanage helped form her personality ... She must have absorbed some of her faith during those early years," her granddaughter, Susan Allensworth, said.

Lillian's family has honored her values, faith and love by extending care and generosity to a new generation.

Granny Lillian went on to have five children, seven grandchildren, six great-grandchildren, and six great-great-grandchildren, according to Susan. "Granny loved to tell stories of her stay at the orphanage, and we all heard them while we were growing up."

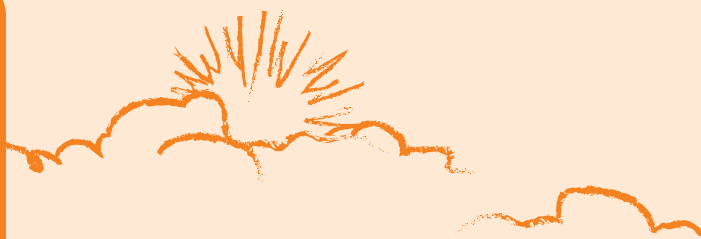
Today, Lillian's family has honored her values, her faith and her love of family by extending the care and generosity Lillian received from UMFS to a new

generation. Susan's daughter (Lillian's great-granddaughter), Aimee DeBusk, and her husband John are in the process of adopting three siblings — Chris, Will and Breeanna — from UMFS' Treatment Foster Care program in the Tidewater Region.

Aimee and John's generosity times three was immediately rewarded when Chris, the youngest, said, "You mean I get to live with you until I'm grown?" Yes, he does and,

In 2014, Lillian's granddaughter Aimee DeBusk and her husband John are in the process of adopting Will, Breanna and Chris through UMFS' Treatment Foster Care program.

*More than 100 years ago,
Lillian Billups lived at the
Virginia Conference Orphanage,
the organization that became UMFS.*



although not requested to do so, all three happily call John “Dad,” a clear sign that they have accepted that this is their new family. The happiness is mutual. “I’m so in love with these kids you’d think that I’d never had grandchildren before,” Susan said.

It isn’t just the DeBusks who have taken the children into their hearts. Susan is enamored of the trio and the love and joy they bring to the family. She is delighted to be called “Grandma” by Chris and to share the furry friendship of her cat, Baby, with Will.

The newly expanded family celebrated its first Christmas together in 2014 and Susan is sure none of them — children or adults — will forget it. “The kids seemed like they were so happy and, of course, they made all of us happy, too.” The children each received a new bicycle. “The expressions on those kids’ faces on Christmas morning made me break into tears. They could not believe that this was their Christmas,” she said.

Susan and her family are thrilled about the wonderful holiday they shared. “It’s been very exciting with new grandchildren this holiday. I feel so attached to them already,” she

“I believe my daughter and her husband have already changed these kids’ lives. I see such love in their eyes, all of them.”

– SUSAN ALLENSWORTH

said. “I believe my daughter and her husband have already changed these kids’ lives. There have been challenges, of course, but I see such love in their eyes, all of them.”

Breeanna wants to establish a new family tradition:
Making Christmas cookies

with Grandma. Granny Lillian, who was an avid mud-pie cook when she first came to UMFS, would be proud, and would probably help with those cookies.



Stepping Up at UMFS

We strongly believe that passion unleashes greatness. In fact, that's one of our five core values. In 2014, our numerous volunteers stepped up to help high-risk kids overcome the challenges facing them. Whether digging in to help improve our grounds and facilities, pitching in to help us raise funds and collect resources, or working directly with children by mentoring, tutoring and organizing activities, volunteers are absolutely essential to UMFS' success.

Our 844 volunteers contributed a total of 10,852 hours of service (an increase of nearly 20% over the previous year) in 2014. That's equal to more than 452 days, nearly 15 months or about 1¹/₄ years of volunteering!

We're so grateful for the generosity these champions exhibit, abundantly sharing their time and their talents when it's needed most.



**REGULAR
VOLUNTEERS**
(monthly or weekly)

233

**FREQUENT
VOLUNTEERS**
(4 to 11 times annually)

56

**OCCASIONAL
VOLUNTEERS**
(1 to 3 times annually)

555

844
volunteers
completed a total of
10,852
hours of service at UMFS
equivalent to \$265,765.

Maintaining Fiscal Responsibility

As a nonprofit agency that provides a wide array of programs to empower kids and families in need of a boost, UMFS is acutely aware of the importance of fiscal responsibility, efficiency and transparency. We strive to optimize our effectiveness by using resources wisely and acting as good stewards of the gifts our donors entrust to us.

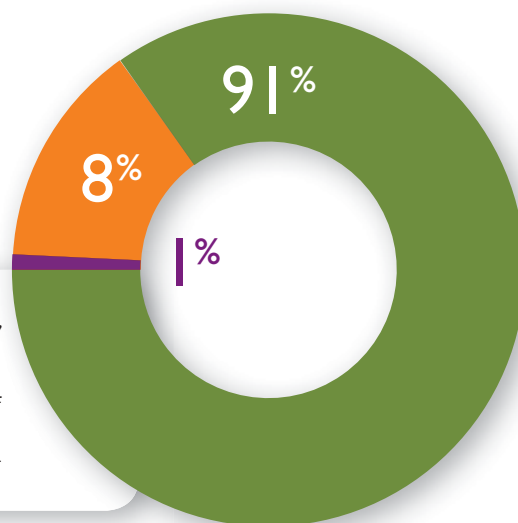
We're licensed and accredited in Virginia, guided by passionate professionals and are the lead organization on four private and public contracts that allow us to serve 90 communities

throughout the state. As a national leader in helping children, UMFS is a GuideStar participant and is rated highly on greatnonprofits.org.

REVENUE*

\$25,685,212

● FEES FOR SERVICE	\$23,259,557
● DONATIONS & GRANTS	\$2,029,044
● INCOME & DIVIDENDS	\$396,611

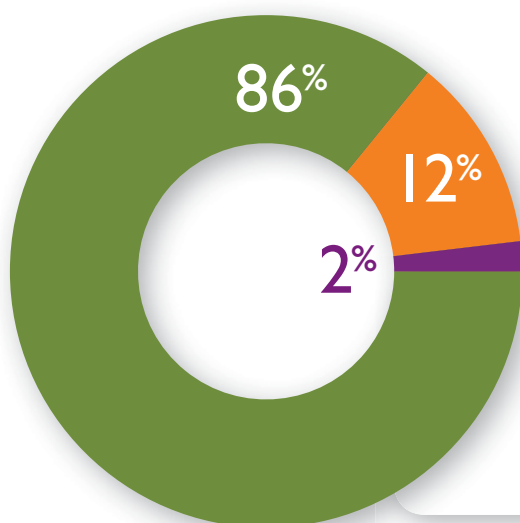


*Not including Unrealized and Realized Gains and Losses.

EXPENSES

\$25,573,094

● PROGRAM	\$21,961,972
● ADMINISTRATION	\$3,129,484
● DEVELOPMENT	\$481,638



UMFS HONOR ROLL OF DONORS

UMFS gratefully acknowledges the generous support of individuals, churches, faith-based groups, foundations, corporations, civic groups and others who help us serve children and families. This honor roll acknowledges gifts made in the calendar year 2014.

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great-grandchildren
Ms. Zula Russell

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boss at UMFS for nearly two decades,
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Mrs. Mary D. Wilson

In Memory of Mamie Lou Holland
Mrs. Elizabeth T. Jondahl

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In Memory of Ruth B. Yaple
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*deceased

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