

Community

CARE, CONCERN



GRATITUDE, STEWARD

Commitment

Courage



SERVICE, EXCELLENCE, LEARNING

Celebration



Compassion

INTEGRITY, AUTHENTICITY, PERSEVERANCE

A MESSAGE FROM OUR CHAIRMAN



It's an exciting time for New Haven.

With the recent shift in the funding platform and youth placement methodologies for special education, New Haven will be recognized as a leader in academia for delivering an education model founded on established best practices that affect measurable outcomes for at-risk youth. In our work with 50 school districts throughout Southern California, New Haven will continue to

provide individualized programs that focus on effectively meeting the needs of adolescent boys.

Other exciting news at New Haven is the graduation of our first class of seniors from Trade Tech High School. Their commencement represents the culmination of our strategic plan to provide project-based, career technical education opportunities to reluctant learners in our surrounding communities. These kids have big plans and we can't wait to see them soar.

Our tremendous success could not have been realized without the generosity of so many people. I am continually amazed by the spirit of giving exemplified by firms like Realty Executives of Vista, TaylorMade Golf, Home Depot, Hess Oil and North Coast Church, to name a few, and by the unwavering support our students receive from caring organizations such as the Friends of New Haven, San Diego Gas & Electric, the Gary & Mary West Foundation, and from our hundreds of volunteers.

In the year ahead, I look forward to working with our board of directors and staff to advance New Haven's education model as we reach out to new audiences as part of our continuing mission to provide a caring and dedicated environment for tomorrow's young men. I invite you to walk with us as New Haven casts a recognizable beacon of light into our communities for those who so desperately need our service.

A handwritten signature in black ink that reads "Donn E. Bleau". The signature is fluid and cursive, with a long horizontal line extending from the end.

DONN BLEAU

Chairman, New Haven Youth and Family Services

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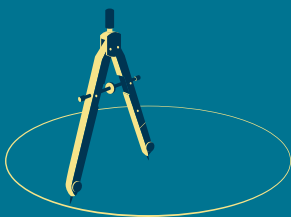


Doreen Quinn makes *The Daily Transcript's* list of “Top Influentials” in 2011

After more than a decade as Chief Executive Officer of New Haven Youth and Family Services, Doreen was recognized for pushing the organization into new realms in its ongoing effort to provide education, job training and housing to more than 100 boys annually. *The Transcript* annually recognizes San Diego County business heroes who have made a difference in the community. Congratulations to Doreen and the incredible staff who helped to achieve this award.

THE COMPASS

The drafting compass depicted in our logo represents the dynamic experience students have at New Haven. Graphically, the compass is in the shape of an “A,” an educational symbol of achievement. As a drafting tool, the compass is representative of New Haven’s innovative underpinning of trades skills as a motivational application of academic curriculum. Compasses measure distances, like the distance the boys will travel on their journey. As a navigation tool, a compass is synonymous with New Haven’s role as a guide that helps at-risk adolescents to find their way.



REFLECTIONS FROM OUR CEO



New Haven is about hope. And hope is power.

Power to change the lives of at-risk youth. Power to motivate them to educate themselves and find stable employment. Power to counteract the negative effects of the soaring dropout rates in our neighborhoods. Power to help these untapped youth become contributing members of society and emerging leaders in their communities.

To do this we know we must create an educational system that facilitates improved support and expanded opportunity. In the United States, we believe education is a basic right for all. Yet, as an educational system, we have failed to provide this privilege to so many of our at-risk youth, and society will bear profound economic and societal costs for failing to educate these young people. Current data suggests that 30% of students will drop out in the United States prior to graduating from high school¹. And the dropout rate is higher in San Diego County, especially for Hispanic and African American males².

We know that traditional interventions are not only ineffective, they often exacerbate student discouragement and hasten the dropout process. At-risk students simply defy the traditional education setting and have their own mindset when it comes to educational success. In the face of traditional high schools and current youth training and employment services being sorely unprepared to address the immense academic/vocational and social/emotional needs of these vulnerable youth, New Haven has become a model of success.

To grow our success, we are working towards the development of multiple 21st Century Career Technical Education Academies, where New Haven will continue to be the gateway to San Diego County’s leading career pathways. Career academies have been found to graduate 90% of their students, including the most disadvantaged³. The potential for our community is great, but the opportunity for our youth is enormous—especially in terms of the HOPE that can be restored to them and their families. Join us as we change the future of our community – one youth at time.

DOREEN QUINN

Chief Executive Officer, New Haven Youth and Family Services

(1) Druian and Butler, 2007

(2) California Dropout Research Project 2011

(3) California Dropout Research Project 2010

OUR PHILOSOPHY OF SERVANT LEADERSHIP



Servant Leadership is the dynamic recognition of the power of service. A servant leader is a servant first—embracing a moral responsibility to develop, support, inspire and celebrate the personal best of each member of the organization and, in turn, the collective spirit of our community.

Great leaders do not lead by control or power; great leaders lead through service to those whom they influence. Servant Leadership has deep roots, as exhibited by many of the greatest world leaders, from Gandhi, Buddha, Jesus and Rabbi Hillel, to Martin Luther King Jr., and Cesar Chavez.

Servant Leadership is a value-oriented management model that has become a foundational pillar in the progressive cultures of very successful companies, including Southwest Air Lines, Chick-fil-A, Starbucks, WD-40 and Datron World Communications. At New Haven, everyone is a leader and thus a humble steward of our organization's greatest resource—the compassion, commitment and courage of our team.

"Doreen Quinn and the great people at New Haven embody the very core principles of Servant Leadership in service and sacrifice for the sake of others. As a result of their dedication in treating all with dignity and respect, they have created trust and hope through transformative results in a world usually filled with learned helplessness. I count it an honor to be their friend and supporter of all that they do as servant leaders."

DR. TONY BARON

President, Servant Leadership Institute, Vista, CA
Author, *The Art of Servant Leadership*

OUR STORY

At New Haven, we believe in new beginnings.

We have been effectively working with youth and their families since 1967. Today New Haven Youth and Family Services is transforming lives for at-risk adolescent boys through an innovative education model that develops life/work skills in a healthy environment. Led by a dedicated team of caring professionals who embrace a servant leadership philosophy, New Haven supports the "whole person" development of troubled youth as we guide their transformation from despair to hope.

Our comprehensive therapeutic education model focuses on special education, work readiness and transitional living skills for adolescent boys with social, emotional or behavioral issues, learning disabilities or mental illness. Serving over 100 young men annually between the ages of 12 and 17, our goal is to tap the unrealized potential of these youth and help them to successfully transition into adulthood.

"Our goal is to tap the unrealized potential of these youth and help them to successfully transition into adulthood."

New Haven's service paradigm succeeds through dynamic intervention from three platforms: Social, Emotional and Behavioral programs, Career Technical Education and Life Skills Development programs and Educational programs.

The comprehensiveness of this education model incorporates best practices as recognized by the State of California to meet the multi-dimensional needs of our youth.

Career technical education and pre-apprenticeship programs tailored to meet the needs of at-risk youth are essential if we are to address the ever increasing issue of homelessness and criminal activity of young males, which is associated with poverty, a lack of education, poor job skills training, low wages and histories of abuse. Vocational training is also one of the most effective tools for remediating the effects of emotional trauma, abuse and neglect in young males.

New Haven also provides a safe, supportive structured home living environment where boys with special needs are valued. Here they develop the social, emotional and behavioral tools they need to transition out of residential care and into mainstream society.

The goal of all our programs is to extend a continuum of care to each youth so that they can return to their family and community requiring little or no further intervention. Every resource in our organization is directed toward that goal. We have been an enduring steward of hope for more than 15,000 children and their families and we look forward to empowering a new generation by breaking down barriers and building bright futures.

“The model work being done at New Haven recognizes and remedies the root causes of soaring dropout rates among at-risk youth. Not only does its program strive to reverse the negative impacts that unemployment has on our communities, but more importantly it guides boys into a hopeful and productive future.”

GEORGE CHAMBERLIN

Executive Editor, *The San Diego Daily Transcript*

THE COST OF A HIGH SCHOOL DROPOUT

Career academies like those being offered at New Haven have the potential to positively impact not only the lives of at-risk youth who are the most prolific high school dropouts, but also the social-economic health of our community.

In *Disposable Youth: Education or Incarceration*, author Dr. James Wilson asserts dire statistics if alternative learning programs are not utilized to address the educational crisis currently experienced in San Diego County. Consider his recent projections¹:



- 11,509 students enrolled in 9th grade in the 2004-05 school year
- Four years later, only 6,769 of those students graduated from high school
- The cumulative dropout number was a whopping 4,740
- Projections show 18,960 freshmen will be in the dropout process
- Currently there are 56,880 dropouts in San Diego between ages 14 and 22
- The projected lifetime cost for one year's worth of San Diego dropouts is **\$534 million**
- These dropouts are projected to commit 3,879 violent crimes
- For the full (four year) high school population, the cost will be **\$2 billion**
- For the full high school population, 15,000 violent crimes will be committed
- The lifetime cost of one class cohort of dropouts for the state is **\$25.2 billion**
- One year's crop of dropouts will go on to commit 113,954 violent crimes

The dropout crisis and its impact couldn't be more evident than in Vista, California, with a four-year dropout rate of 48.2% versus 21.1% for the state as a whole (CDE, Dataquest, 2008-09). With only a 54% high school graduation rate among persons 25 years and older in Vista, versus 76.4% for California as a whole (2000 U.S. Census), it follows that the crime rate in Vista would be as staggering. According to the 2010 CA Crime Rates & Sex Offenders Report, the violent crime in Vista was 31% greater than the California average and 64% greater than the national average (AreaVibes, Inc).

While some believe educational reform means a new and radically different approach is necessary to address the needs of at-risk youth, there is consensus among educational experts that the school system can reach these students by providing Career Technical Education in a setting where there is ample support and opportunity. Career academies like New Haven have been found to address the root cause of the dropout issue, which is necessary to reduce crime and avert the associated costs of wayward youth.

(1) Provided by Dr. Wilson in his November 3, 2011, San Diego Union Tribune article, "The Hidden Impact of High School Dropouts"



NEW HAVEN WOODCRAFTS

Woodcrafts, Etc. showcases exotic hardwood pens, maple cutting boards, redwood Adirondack chairs and more pieces handcrafted by the boys of New Haven. This student-run business is one of the hallmarks of our entrepreneurial curriculum, which supports New Haven's mission to provide valuable real-world job skills to boys as they gain work experience credits towards a high school diploma. Area businesses like Bluepoint Solutions have supported New Haven through the purchase of various merchandise and have been thrilled with the quality of the products. Said Chairman and CEO Hal Tilbury about the professionally crafted pen and box sets, "This is the best new client gift we've ever had!"



IT TAKES A VILLAGE

New Haven thanks our wonderful community partners and donors for their generous support!



Thanks to a generous donation from TaylorMade, our soccer team is ready to win thanks to new uniforms and ample sporting equipment.

The Assistance League North Coast takes our growing boys on regular shopping sprees to outfit them with needed seasonal clothing.



Our friends at North Coast Church dedicated a Weekend of Service to New Haven when they beautifully landscaped the backyard of one of our residences, built a large deck and installed a full basketball court.

Among the many ways they support us, our generous Friends of New Haven donate journey bags packed with needed personal items to help welcome boys to New Haven.



Funds donated by Kiwanis of Sunrise Vista help support needed supplies for both our school and residences.



Our valued customers are constantly raving about the quality merchandise they purchase from New Haven Woodcrafts. This customer was so thrilled with her Adirondack furniture that she couldn't resist sending us a photo.

Thank You to Our Donors & Community Partners

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A BANNER YEAR FOR TRADE TECH

FIRST GRADUATING CLASS COMMENCES IN JUNE 2012

Just three years after opening, North County Trade Tech High School has realized unprecedented success, garnering tremendous community, business and industry support.

Assistance from the Parker Foundation, the Ackerman Foundation and WD-40 enabled Trade Tech to launch Project SEE (School of Environmental Education). Integrating environmental science and career technical instruction, Project SEE provides critical links between environmental education and the learner's immediate surroundings.

Generosity from our community continued to advance our initiatives. H.G. Fenton Company provided \$100,000 for a green building and clean energy pre-apprenticeship training program, enabling us to bring on a full-time Integrating Design Instructor. The Barona Band of Mission Indians awarded Trade Tech a grant of \$5,000 to be applied toward a new Weatherization Technician Lab; SDG&E supported our curriculum with a leadership grant of \$7,500; and The Leichtag Family Foundation graciously sponsored Trade Tech's Summer Leadership Camp.

Record gains on our 2011 Academic Performance Index (API) report illustrated Trade Tech's impressive year-over-year improvement. This year's API rose by nearly 30%. Success on the high school exit exam was even more impressive with a 100% passing rate for graduating seniors.



And culminating the dedication of our students, staff and community, the class of 2012 will become our first to graduate on June 5. As for life after Trade Tech, 2012 graduates are motivated with big plans for their future. Charlie Vuong hopes to attend San Diego State University and pursue engineering. Danny Aguilar and Juarez Ceballos plan to pursue apprenticeships with Associated Builders & Contractors, Inc. Lloyd Beasley and Cesar Beltran envision careers in automotive and mechanics and have their sights set on attending Universal Technical Institute (UTI). All of our graduates plan to pursue post-secondary training and education via college, apprenticeships or the military. We couldn't be more proud of them!

BRAGGING RIGHTS

TRADE TECH'S INAUGURAL SUMMER INTERNSHIP PROGRAM A HUGE SUCCESS

As part of Trade Tech's focus on career technical education for the 21st century, our summer intern program was developed to cultivate a regional workforce by providing Trade Tech students with real-world learning opportunities in construction, engineering and architecture. We don't mind boasting that this year's interns received high praise from some of our area's largest and most reputable companies.

Impressed by his on-the-job dedication, Gould Electric called Charlie Vuong "a warrior." Sean Fejeran made his mark on the H.G. Fenton Company with his can-do attitude, quality of workmanship and respect for others. And the folks at Sierra Pacific West deemed student Louis Hernandez "the best intern in the company's history."

PROGRAM DEVELOPMENTS IN 2011

INNOVATIVE CULINARY ARTS PROGRAM

One of New Haven's most exciting accomplishments in 2011 was the creation of our Catering4Youth Academy. Designed to integrate industry-based standards with academic instruction, this innovative learning environment engages non-traditional learners and prepares them with the knowledge and skills



necessary to graduate with a high school diploma and pursue post-secondary education. The content is delivered through

engaging

standards-based projects incorporating content knowledge in mathematics, English/language arts, science, history/social science with a culinary arts thematic overlay. The academy invites career exploration and provides job preparation as it creates multiple pathways leading to entry-level hospitality employment. Students learn fundamental culinary and management skills in a classroom and kitchen lab that they will apply on the job through various outlets, including the Cooking Up Hope Café and Catering for Youth Inc., two student-operated businesses that will provide real-world experience. With the Café now open, staff on board and students in possession of their food handler cards, the program is poised to be one of biggest successes in 2012.

EVIDENCE-BASED MANAGEMENT SYSTEM

As a recognized industry leader, we often consult with business-troubled therapeutic treatment centers on best practices. A common problem is the lack of resources to ensure proper documentation to support their good work. New Haven's development of CAIRN®, a custom designed, web-based care management system that



improves case management and outcome-driven practices, not only enables us to achieve greater efficiency in serving our youth, but also advances our strategic goal to guide and serve other youth development organizations. Funded by a \$250,000 grant from the Gary and Mary West Foundation, CAIRN augments the ability to identify, inform and measure best practices for assessment, accountability, compliance and performance standards.

A PROFESSIONAL LEARNING COMMUNITY

As a leader in best practices in this specialized industry, New Haven has spearheaded two training concepts that will become models for professional development.

The only program of its kind in San Diego, New Haven's training program for residential treatment facility administrators boasts exceptional passing rates regionally, and was recently authorized by the State of California as a training program for agencies serving others throughout the state. The



program has earned rave reviews from both New Haven staff and students from other agencies. Representing an integrated management philosophy that embraces the servant leadership model, the training program is a springboard for the further development of a continuing education component that will comprise the foundation of New Haven's future professional development institute.

After undergoing extensive one-year training with the Baron Center, Inc. and Datron's Servant Leadership Institute, New Haven is not only transforming its own organization with this leadership approach (see page 4), but has gone further to champion a community movement to embrace servant leadership. SL12 is an association of North County leaders who meet monthly to dialogue about how to serve as servant leaders in their own businesses and in the community. New Haven is also facilitating a workbook that will help incorporate the servant leadership management approach into the social service and educational environment within their own industry.

FRIENDS OF NEW HAVEN

THE HANDS REACHING OUT TO OUR YOUTH

Friends of New Haven believes New Haven is a special organization that enables volunteers to directly impact the lives of at-risk teenage boys. The group was founded in 2007 by Nancy Irwin, who was inspired to spearhead the formation



of an auxiliary after being introduced to New Haven's hopeful young men.

Volunteer membership helps supplement the services provided by New Haven Youth and Family Services. One hundred percent of the Friends' fundraising proceeds go directly to funding these beloved outreach efforts. Surplus

funds support other needs at New Haven, such as home renovation or program development. In 2011, The Friends exceeded their fundraising goals, which amounted to nearly \$55,000.

BIRTHDAY BRIGADE

The Friends recognize and celebrate the birthdays of every boy at New Haven with a birthday cake, special gift, and gift certificate, not to mention a fully decorated house, helping these boys feel valued and important.

JOURNEY BAGS

Many times, the boys who arrive at New Haven come with all their belongings in a plastic trash bag. The Friends welcome each boy with a journey bag—a large athletic bag with personal items such as sheets, towels, toothbrush, fresh baked home goods and a signed card. It is their first message from New Haven and communicates that they are valued and will be supported in their journey.

ACTIVITIES

The boys at New Haven have missed many of the opportunities that most kids take for granted. The Friends organize outings to give these boys experiences that will expose them to positive outlets that foster a more positive future. Excursions include skiing, golfing, salt water fishing, surfing, kayaking and more.



FRIENDS OF NEW HAVEN EXECUTIVE COMMITTEE

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Membership Chair

"I could not think of a more worthy cause to be involved with. It does not seem possible to me to meet these boys, hear their stories, and not be willing to help. You cannot put a price on the importance of investing in our youth and being part of a turnaround organization like New Haven."

CRISTINE CLARK
Broker/Owner,
Realty Executives of Vista



STUDENTS' CULINARY CREATIONS EARN RAVE REVIEWS

Initiated by major contributions from San Diego Gas & Electric and the Friends of New Haven, the culinary arts program is a delicious addition to New Haven's curriculum. From exotic chicken satay to savory corn chowder to mouth-watering cheese and basil paninis, both staff and guests are dishing about the boys' gourmet goodies that are served up at New Haven's special events. What's their secret ingredient? The smiles on the boys' faces as they proudly serve up their creations.

"I arrived at New Haven angry at the world and afraid that I would go nowhere in life. Instead, I graduated from New Haven High School, expanded my resume to include employment at the San Diego Zoo and went on to study exotic animal training and management at America's Teaching Zoo at Moorpark College, where I graduated from in 2011."

— 2005 New Haven Grad

LOOKING AHEAD AT 2012

As a standard bearer in meeting the academic and treatment needs of high-risk youth, our goal at New Haven is to continue to reform the education process by taking a fundamentally different approach to its success. Two especially innovative developments are our Catering4Youth Academy and a newly developed transitional living program.

CATERING4YOUTH ACADEMY

Building on the foundations set in 2011 to develop this culinary arts program, New Haven will continue to integrate culinary arts into our curriculum with the Cooking Up Hope Café, which we plan to open to staff and visitors for special events. The café will provide hands-on experience in the operations of a dining establishment. Qualified students will also be placed in internship positions with industry professionals where they will receive mentor support, character development and skills that give them a head start toward a career.

An extension of the Café is a catering component that will eventually service outside events for community partners, as well as support community service outreach to those in need.

New Haven plans to further mobilize the program through Hope Rolls Gourmet, a food service truck business that will generate student and program income, not to mention an entrepreneurial spirit among our youth. Underscoring the difference between a hand up and a hand-out, these programs will expand our industry-driven curriculum by providing real-world educational opportunities and building practical skills that will last a lifetime, as it opens doors to careers in San Diego's lucrative food service hospitality, catering, recreation and leisure industry.

TRANSITIONAL LIVING

In 2012, California adopted AB12, a new law that extends foster care benefits and services to youth between the ages of 18 and 21. This is an important development in our ability to avert the premature transition of unfamilied youth, which statistically results in homelessness, unemployment and criminal activity. At New Haven, we recognize that many of our aging out youth face limited options that could jeopardize their healthy growth. Therefore, we are dedicated to developing a transitional living program to help young men gain necessary independence, resources and work skills. We intend to use detached homes in proximity to North County colleges for this program to allow the young men to work, live, and grow in an environment that offers them stability as they continue their journey into adulthood.

OUR VISION

New Haven sets the standard of care providing family-focused services that restore hope and dignity to troubled youth and their families.

New Haven provides its framework, service continuums and training to other agencies throughout the community to assure best practices in care continue to improve throughout the state.

GRATITUDE, STEWARDSHIP, JOY

LIVING OUR VALUES:

COMPASSION - Care... Concern... Respect

COMMUNITY - Teamwork... Collaboration...
Esprit de Corps

COMMITMENT - Service... Excellence... Learning

COURAGE - Integrity... Authenticity... Perseverance

CELEBRATION - Gratitude... Stewardship... Joy



TEAMWORK, COLLABORATION, ESPRIT DE CORPS

RESPECT WITHOUT JUDGEMENT

NEW HAVEN YOUTH AND FAMILY SERVICES

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