**WELCOME**

Dear Friends of Tumbleweed,

As Tumbleweed Center for Youth Development completes our 35th year of providing a safety net for the at-risk, runaway, and homeless youth in our Community, we celebrate one of our most inspirational years amidst a host of challenges presented by a daunting financial climate.

Like everyone else in Arizona we have watched as the economy continued to spin into a state of emergency. We had made all the adjustments to programs that could be made and finally more serious measures were required. Benefits were reduced, positions were eliminated and we reduced an already thin management support structure to historical low levels of 6% of our operating budget for “general and administrative” and 4% for fundraising, down from 10% & 5% respectively the previous year.

The turnaround was dramatic, from a midyear projected potential loss of more than $200,000 for the year ending June 30, 2010, to an actual small gain of $8,030. Not only did the measures noted above help in this turnaround, but the community stepped forward in many ways. As an example, Tumbleweed was once again the recipient of grant from the United Way lead “Funding Collaborative” of grant givers who came together to fund organizations that address the most basic survival needs of people. The Funders shared their collective knowledge of the community to select organizations that could make a difference immediately and without any time-consuming application processes. Fundraising remained down only slightly, and was supported by many corporate grants such as Scottsdale Insurance’s parent company Nationwide Insurance Co providing a significant grant for the first time. Certainly many other gifts and grants were received from caregivers like you, to make this turnaround possible.

Through all these challenges our employees continued to serve 47% more than last year, and still assisted youth in accomplishing wonderful outcomes. If you visit with a former Tumbleweed Client, like the five (5) featured on the video during our Annual Dinner Auction this year, you quickly understand the value of Tumbleweed to the Community. Youth will tell you they were on a path to self-destruction and became healthy productive members of the community as a result of their experiences with Tumbleweed. These five young people “re-discovered” Tumbleweed on our Agency Facebook page, and asked what they could do to help. We are proud they were willing to share their stories.

I continue to be inspired by the youth, staff, volunteers and supporters of Tumbleweed as they demonstrate over and over that our community is one that cares for and supports young people in a way that allows them to soar to new heights of self-sufficiency and enhanced self-esteem.

**ORGANIZATIONAL OVERVIEW**

Tumbleweed Center for Youth Development is a non-profit agency founded in 1972 by several civic organizations to provide emergency shelter and services for runaway youth. Our mission is to serve abused, abandoned, troubled and neglected youth. Our goals are to assist these youth in 1) understanding and achieving their individual potential, 2) increasing their personal and social skills, and 3) creating the opportunity for them to become self-directed, socially responsible, and productive citizens.

The Youth Crisis Shelter opened in 1975; a short-term crisis intervention program for homeless and runaway youth ages 9 to 18. This program provides the only emergency shelter for non-system youth in Maricopa County. Our services expanded in 1980 to include a detention alternative group home for boys, and in 1986 independent living for homeless youth was added. In 1990 we began street outreach services for homeless youth living on the streets. We now have more than a dozen direct services programs that provide a continuum of care for over 3,000 homeless, conduct disordered, abused, abandoned, neglected, and at-risk youth annually, ages 9 to 22. Our most current project, began in 2004, developing group home unification services for Homeland Security’s Office of Refugee Resettlement for Unaccompanied Minors.

**MISSION**

To serve abused, abandoned, troubled, and neglected youth in our community.

**GOALS**

To assist youth in understanding and achieving their individual potential, increasing their personal and social skills, and creating the opportunity for them to become self-directed, socially responsible and productive citizens.

**POPULATION SERVED**

Homeless, conduct disordered, abused, abandoned, neglected and at-risk youth ages 12 to 25 residing in Maricopa County.

**WHO WE SERVE**

To serve abused, abandoned, troubled, and neglected youth in our community. Population served: Youth both male and female, ages 9 to 22 that are homeless, runaway, or still living at home but in crisis.

**Youth enrolled in 2009/2010:** 1,649  
**Percent that were runaway or homeless:** 75%  
**Gender:** female 38% male 62%  
**Race/ethnicity:** African American 18%, *Caucasian 72% Native American 4%, Asian/Pacific Islander 1%, Other 4%  
* Of these numbers 31% are considered of Hispanic origin.

**Geographic location:** Maricopa County / Sub contract services in Pima and Yavapai counties.

**Facts:** There are an estimated 1,838 homeless youth on any given day in Arizona, *Children’s Action Alliance, June 2003*. Based on key indicators of child well-being, Arizona is one of the worst states in the nation for kids to grow up in, according to *Kids Count Data Book 2003*. Over 3,000 youth are helped by Tumbleweed every year.
OUTCOME MEASURES

Aggregate Information
Total Youth Served: 1,649
Female: 38%
Male: 62%

Ages:
0-6 yrs: 1%
7-13 yrs: 5%
14-17 yrs: 30%
18-30 yrs: 64%

Boys House/YMTP
Youth Served: 30
Completed program; 56%
Families participating in counseling: 63%

Casa de Sueños
Office of Refugee & Resettlement youth served: 281
Youth obtaining education: 100%
Youth reunited with families in USA: 141
Youth repatriated with family in home country: 67
Transferred to foster care or other programs: 15
Won legal relief while in custody: 6

TLC
Total youth served: 403
Youth enrolled in M/C Regional School: 121
Esperanza youth in M/C Regional School: 168
Youth enrolled in WIA: 114
Total GED’s and diplomas earned: 25
Youth completed vocational training: 30
Youth keeping employment over three months: 50%

Open Hands
Youth served: 251
Youth exited to safe places: 95%
Crisis calls handled: 1,085

Phoenix DIC
Meals served in center: 5,315
Unduplicated clients: 318
Visits to the Center: 3,134

SAFE PLACE
Face to face classroom opportunities: 19,801
Safe Place pick-ups: 96

START
Youth served: 50
Youth in work and school: 35
Youth transitioned to independence: 44%

TYRC
Youth contacts on the street: 91
Meals served in center: 2,726
Youth housed by HPRP & HAY: 14
Unduplicated clients: 283
Visits to the Center: 2,825

YAP
Youth served: 43
Youth graduating to greater independence: 64%
Youth attending school: 70%
Youth obtaining steady employment: 64%

FACTS:
The Arizona Department of Education indicates that 24,555 children K – 12 were reported as homeless during FY 2009. Youth Homelessness in Arizona has grown more than 80% in the past five years, with the total number of homeless youth per year jumping from 11,399 in 2003 to 20,723 in 2008.

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ADMINISTRATIVE OFFICE
Tumbleweed Center for Youth Development
1419 N. 3rd St. #102
Phoenix, AZ 85004
Phone: 602.271.9904
Fax: 602.271.0240
24-hour crisis hotline: 1.866.723.3703 (for homeless youth)
Website: www.tumbleweed.org

CURRENT STRATEGIC GOALS
Expanding Community Awareness and Agency Resources
Increase Community Recognition
Capital Campaign – Develop and implement a campaign to insure long term growth and stability of our client impacting programs
Expand Development Resources – Continue to expand our base of donors and corporate partners. Allowing Tumbleweed Center for Youth Development to remain strong through economic ups and downs.
Finding ways to grow the organization through revenue growth and cost effectiveness and program development

Committing to Service Excellence through Training and Outcomes Assessment
Promote and implement continued self-evaluation of Board and Organization. Encouraging “directions thinking” about the future of the organization with all staff and with significant youth input
Reward Excelling Performance
Commit to and implement Effective Training.
Promoting the Youth Development model throughout the organization

Developing a Culture of Communication and Trust
Implement a Consistent Communication Plan
Build a culture of Organizational Trust ~ Through participatory management processes that Tumbleweed is a “Learning Organization” engaged in continuous improvement
STATEMENT OF ACTIVITIES
YEAR ENDED JUNE 30, 2010

PUBLIC SUPPORT AND REVENUES
TOTAL
Grants and Contracts $4,696,690
United Way 174,720
Contributions 219,354
Entrepreneurial - Youth Run Businesses 15,798
Internal Services 161,287
In-Kind Contributions 582,620
Other Income 4,992
Gain/Loss on Investments 2,557
Total public support and revenues before special events 5,718,800
Special events:
Revenues from special events 134,866
Less cost of direct donor benefits 88,464
Gross profit on special events 66,402
TOTAL PUBLIC SUPPORT AND REVENUES $5,924,420

EXPENSES
Program Services
Outreach / Drop-In Centers & Youth Entrepreneurial $769,563
Community Based & Outpatient 79,500
Young Men’s Transitional 415,524
Open Hands 492,904
Young Adult Program (YAP) 418,914
Casa De Sueños 1,852,926
Subsidized Living Programs (START, GHP, HAY) 315,034
Learning Center 446,910
Total Program Services $4,791,275
Supporting Services, excludes In-Kind
Management and General 252,711
Facilities 56,411
Fundraising 226,603
Total Supporting Services 535,725
Total expenses, excluding In-Kind 5,327,000
In-Kind Exhausted 589,381
TOTAL EXPENSES including In-Kind $5,916,381
Change in Net Assets or Surplus $8,039

EXPENSES
Salaries 37%
Operating 2%
Event & Production 2%
Supplies 3%
Wages & ERE-Interns/Workforce 1%
Client Rel. Individual Assistance 6%
In-Kind Exhausted 10%
Space 3%
Travel & Related Expenses 2%
Equipment Related 0%
Contract & Professional Fees 5%
Subrecipient Awards 21%
Employee Taxes Benefits 7%

This year was challenging in recovering from the economic downturn of 2008 & 2009 while responding to an increase in service needs to homeless & runaway youth with limited funding. Ending cash & equivalents represented 18 days cash-on-hand and our ability to draw down funds from federal “lines of credit” against awards in advance of 3 days of need minimizes an otherwise 30-45 day measurement in comparison to expected standards. (Tumbleweed receives 82% of its support from federal sources.) Other current assets include a work-in-progress renovation on our Young Adult Program of $437,000 time-forgiveness award upon completion. Of our total private contributions, 27% of our contributions come from foundation support, with the remaining 73% primarily from individual and other charities & religious giving. Corporate support is reflected primarily through sponsorships of fundraising events such as our annual Pathways to Hope and Links-to-Youth Golf events. Of our in-kind support, 36% comes from individual giving in hours and donated goods, 25% through donated medical services to our clients, and 39% through our collaboration in the Learning Center with Maricopa County Regional School District. Our agency spending mix is 90% to program services, 6% to general & administrative and 4% to fundraising. Cost reductions occurred through the closure of our community-based referral and outpatient programming due to state budget deficits, and cost containment practices through salary freezes, reductions in leave benefits, communication costs, consultants, and event production expenses, as well as staff reductions in general & administrative areas. Net surplus for the fiscal year ended June 30, 2010 was $8,038.

Respectfully,

Kathy Kelley, CFO
SERVICES:

When a youth enters one of our programs, our staff meets with them, in partnership to develop a case plan to follow during their stay. The plan determines what their immediate needs are, what services they may need, and goals they have set. During their stay, youth may access the Learning Center for tutoring and other services, join the Youth Advisory Board, and participate in other agency activities. They may also benefit from other services listed below.

- Case Management
- Learning Center/School
- Counseling
- Drop-In Center
- Family Reunification
- Functional Family Therapy
- Independent Living Skills Training
- Job Development/Employment Assistance
- Outreach
- Prevention & Early Intervention
- Shelter & Transitional Living
- Skill Development.

YOUTH DEVELOPMENT:

Youth Development: The positive youth development approach promoted by Tumbleweed Center for Youth Development puts forth that helping young people to achieve their full potential is the best way to prevent them from engaging in risky behaviors. When youth have the chance to develop caring relationships, have high expectations for participation, they gain self-confidence, trust and practical knowledge that helps them grow into healthy, self-sufficient adults.
PROGRAMS:

Young Men’s Transitional Program:
An independent living and life skills development program designed to assist young men in reaching their fullest potential. This program houses boys ages 15 to 18, special circumstance up to 21.

Casa de Sueños:
Provides independent life skills training, acculturation counseling and case management, job development, tutoring and language development for boys, ages 13-18. These youth have come into the custody of the Office of Refugee Resettlement (ORR).

Open Hands:
Short and long term residence that provides crisis intervention, counseling, and skill development for up to 10 youth ages 12 to 18 and their families.

Street Outreach:
Mobile outreach services to street dependent youth ages 12 to 25.

Phoenix Drop-In Center:
Drop-In Center services and case management to street dependent youth ages 12 to 25.

START (Supported Transitional Apartments, Resources, & Training):
Apartment subsidy and independent living skill development for up to 18 homeless youth ages 18-25. Youth may be pregnant or parenting.

The Learning Center:
Provides educational/vocational assistance and job development services to youth in Tumbleweed programs and in the community.

Tempe Youth Resource Center
Drop-In Center services and case management for street dependent youth ages 12 to 25 in the East Valley.

Young Adult Program:
Transitional, independent living and skill development or up to 15 homeless youth ages 16-18 and 5 babies. Youth can be pregnant or parenting.

Safe Place:
A youth in crisis walks into a designated Safe Place location and tells the first available employee they need help. TCYD picks up the youth and gets them to a shelter.

GreenHouse Project
Apartment subsidy and independent living skill development, for homeless, Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) youth ages 18 - 25.

Youth Enterprises:
Youth in partnership with the staff will run a business including marketing, inventory, customer service, cash flow, management, and goals and planning. Youth are employed through TumbleTees, a screen printing t-shirt shop.

Major Contributors

ADES Bednight Reimbursements
Administrative Office of the Courts - FFT
Arizona Call-A-Teen Youth Resources
Arizona Federal Credit Union
AZ Dept of Juvenile Corrections
AZ Dept. of Educ. Meal Reimb.
AZ Dept. of Juvenile Justice-BH
AZ DES HAY REIMBURSEMENT
AZ Office of the Courts-BH
Blue Cross Blue Shield
Catholic Healthcare West
City of Phoenix - Workforce Experience Program
City of Phx., CDBG Renovation for YAP
City of Phx./ESG-OH Grant
City of Tempe - Rapid Re-Housing Program
COP Transitional Housing Operations
DES/ACYF-Counseling & Emergency Shelter Services
Devereux Arizona
Emergency Food & Shelter Program (WHEAT)
GJAMS Foundation
Goodwill of Central Arizona Workforce Investment Contract
Governor’s JJDP Title II Grant - OH
Grand Canyon University
NATIONWIDE FOUNDATION
Nationwide Mutual Ins. Co.
Nina Mason Pulliam Foundation
Office of Refugee Resettlement/HHS
Public Allies - ASU
QuikTrip Corporation
Salt River Project
Tempe Community Council
The Sichler Fund
Tulsa Community Foundation
US Health & Human Services
US Housing & Urban Development
Valley of the Sun United Way
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