Become a part and partner of Phoenix House and help us lead individuals, families, and communities from disrupted to productive lives.

www.phoenixhouse.org
LEADERSHIP
HOWARD P. MEITINER
President and CEO
Phoenix House Foundation
MITCHELL S. ROSENTHAL, M.D.
Founder, Executive Director of the Rosenthal Center for Clinical and Policy Studies

SENIOR VICE PRESIDENTS
DESI CARRERAS, Ph.D.
Chief Clinical Officer
Phoenix House Foundation
JABEE J. DURR
General Counsel and Secretary
Phoenix House Foundation
KEVIN E. GRINNELL
Chief Financial Officer
Phoenix House Foundation
PAUL O. MCBRIDE
Regional Director
Phoenix House California
CYDIE R. RUSH
Regional Director
Phoenix House of New England and Phoenix Houses of Florida
CYNTHIA SCHOLL
Regional Director
Phoenix House Foundation
ADRIAN J. SINGER
Director, Public/Private Partnerships and Revenue Development
Phoenix House Foundation
HAROLD B. WELSHER
Regional Director
Phoenix House Organization

VICE PRESIDENTS
J. CHRISTOPHER ALCAZAR
Director, New York City Treatment Services, Administration and Community Outreach
Phoenix House of New York
CARMEN BEISEMAN
Regional Director
Phoenix House of New York
AMBER CALLIGIURGI
Director, Institutional Advancement
Phoenix House Foundation
MAHROO BEYGI-GHADERI
Director, Public Policy and Government Relations
Phoenix House of New York
KARI MILLER
Regional Director
Phoenix House of New York
SUSAN C. HOMER
Director, Strategic Initiations
Phoenix House Foundation
LINDA JANG
National Director, Training
Phoenix House Foundation
SHERRI E. FELD
Director, Human Resources and Financing
Phoenix House Foundation
DAVID M. JUST
Regional Director
Phoenix House of Florida
SUSAN KARAS
Director, Clinical Affairs
Phoenix House of New England and Phoenix House of California
DANIELLE LERNER
Treasurer and Deputy Director
Phoenix House Foundation

DIRECTORS
MICHAEL HAYLEY
Chief Information Officer
Phoenix House Foundation
KATHERINE K. KOHN
Director, Finance and Administration
Phoenix House Foundation
JOSEPH L. JENKINS
Director, Human Resources
Phoenix House Foundation
KAREN L. SODOMICK
Director, Communications and Marketing
Phoenix House Foundation
ELIZABETH A. STANLEY-SALAZAR
Director, Lake View Terrace and Public Policy, Phoenix House Foundation
RICHARD TURNER
Director, Vermont Programs
Phoenix House Foundation

INDEPENDENT AUDITORS
GRANT THORNTON LLP
PRO BONO COUNSEL
CRAYCROFT, SHAPERO AND MOORE
LATHAM & WATKINS
KERLAND & ELLIS
MENDONZA, MUELLER
NIXON PEABODY
O'MELVENY & MYERS
SEWARD & KISSEL
SKADDEN, ARPS, SLATE, MEAGHER & FLOM
VINSON & ELKINS

Phoenix House Leadership
Prevailing Over Hard Times

It is hard times like these that most clearly define our mission and raise challenges that reward foresight and adaptability, and so we face an uncertain future with the forward-looking perspective that has long characterized Phoenix House.

Increasingly we look across the behavioral health care field for new and proven interventions that allow us to better tailor treatment to the needs of our clients. We reach out for partners who can help us ensure that those whose addiction we treat receive all the help—and all the kinds of help—they need to achieve and sustain recovery. And we embrace new clinical protocols that encourage entry to treatment at all points of a client-focused continuum of care that stretches from early prevention and drug education to long-lasting recovery management.

We confront the turmoil of today confident of our ability to meet new demands, seize new opportunities, and maintain the standards that have distinguished the services of Phoenix House from our earliest days.
The Era of Access

This is the most transformative time our field has ever seen. New legislation—first, parity for substance abuse treatment, quickly followed by health care reform—has created new demands and opened new avenues of opportunity. In response to these sweeping changes, we are developing initiatives that will enable us to reach more clients, in more venues, with more skills and a broader array of services.

While Phoenix House remains committed to serving society’s most vulnerable members, we recognize the need to enlarge our client base. The expansion of health care coverage will allow more men, women, and families seeking help with problems of addiction the privilege of choice. We hope to be the service provider they choose, and we must be able to meet government demands for greater economies and more substantial evidence of effectiveness.

To secure our position as a premier services provider, we have expanded the accreditation and certification of our programs. Programs of all our regions have earned three-year accreditations from CARF (Commission on Accreditation of Rehabilitation Facilities), indicating that our programs deliver the highest quality client care. Moreover, we are the first major treatment provider to incorporate the National Quality Forum’s Standards of Care in our clinical policies.

The major goal of our Clinical Excellence Program is to sustain quality and continue improving our clinical programs. The Program’s new three-year plan reflects the recognition of addiction as a chronic disorder (see below) and the new perception of our continuum of care.

Understanding Addiction

Treatment today reflects the realization that addiction is a chronic condition, much the same as asthma, profound obesity, diabetes or hypertension. None of these conditions can be “cured,” but they can be managed—as can addiction. Treatment for addiction, just like obesity or diabetes, should address those aspects of life—behavior, cognition, attitudes, and beliefs—that have previously inhibited the ability of our clients to manage their chronic condition. Recovery then becomes sustainable. While relapse is always possible, it is not inevitable. Abstinence is reinforced by the long-term involvement of substance abusers with systems that support their recovery.

Under this plan, our dedicated National Clinical Management Committee (NCMC), made up of the top tier of clinicians throughout our five regions, ensures the ongoing development of our clinical strategy. Charged with developing new services and establishing organization-wide standards, the committee considers issues of clinical research and collaboration. It also discusses coordination with organizations that provide necessary medical, psychiatric, housing, employment, and other services to our clients.

Many of NCMC’s concerns reflect a new view of our continuum of care. Today, we no longer view the continuum as a series of consecutive services of programs where clients progress to the next level of treatment. Instead, we see it as a menu of services and supports available to our clients not only during the duration of their care, but meeting whatever needs they have whenever these needs arise.

Reflecting this view, we have introduced numerous research-tested and scientifically proven practices. We have also developed more short-term residential and outpatient programs creating a greater choice of services. Thus, we are better able to tailor treatment to our clients’ needs and to help them chart pathways to ongoing recovery and enhanced quality of life.
Providing client-focused treatment that best prevents relapse means making available all the many services that allow our clients to achieve and sustain recovery. However, clinical excellence does not mean that we will “do it all” ourselves. Instead, we will develop partnerships and collaborations with other service providers to see that we meet as many client needs as possible.

While we are now at the start of the Clinical Excellence Program’s three-year plan, the structural changes that will make it possible are well underway. For example, we increased outpatient treatment from 22 percent of our clinical services at the start of the past fiscal year to 36 percent by the end of the fiscal year. We have also added recovery support centers to our service system and encouraged more family involvement in treatment.

To reach new clients, we added a sixth region to Phoenix House, with the acquisition of Vanguard Services Unlimited. Vanguard, which has been providing quality substance abuse services in the Washington D.C. area since 1962, has treatment, recovery, and family services much like ours. Its six programs now constitute the Mid-Atlantic region of Phoenix House.

Mutual self-help is still the cornerstone of our treatment model. During group counseling sessions, our clients share stories of struggle, hope, and triumph.

At our Phoenix House Academies, teens live together in tightly knit communities, supporting one another on the road to recovery.
Along the Road to Recovery

Here are five Phoenix House clients—one from each of our five regions—at different places on the treatment continuum.

Layton in Texas:
Off to a promising start

Arrested for selling methamphetamine and put on probation, he kept getting high until sent to the Dallas County Judicial Treatment Center of Phoenix House. At 26, he'd been using drugs for ten years, heroin for two, and was never in treatment. It's been a hard first month. "I'm used to living a pretty numb life," he admits. To deal with feelings, "My quick fix was getting high." Now, he says "I'm trying a different way. Everything in my head I put down on paper." He shares these thoughts with his new family—the 47 other men in his program—and gets their feedback. "Their strength, their hopes, and what has helped them is helping me." And he's found, "Good things started to happen as soon as I sobered up and got committed to my recovery."

Andre in Florida:
Lifted by the strength of others

Andre is 17, the youngest of his divorced parents’ five children. His drug of choice was marijuana and Andre smoked “weed” every day. When arrested, the court sent him to Tampa's Derek Jeter Center at Phoenix House for outpatient treatment. After three months in the program, he's staying clean and catching up on school work so he can graduate from high school. Hearing "other people's problems" he believes, has given him a perspective on his own, and he's steering clear of his marijuana-smoking buddies. "I'm not going to be around the wrong people," he says. "The more I'm around the wrong people, I get myself in trouble." These days he seeks out "people who have positive things going on."
Josh in New Hampshire:
With six years and going strong

At 16, he came to an admission interview at the Phoenix House Academy at Dublin and refused to get out of the car. “I began slamming my head against the window. I was simply terrified of changing.” But change he did, “I came to Phoenix House an ashamed, desperate, lonely kid, and I left with a sense of self-worth and a feeling of hope.” But addiction, he explains, “is a powerful disease.” With more than a year in recovery, he relapsed. Recovery support came from three former counselors who confronted him and brought him back to the program. After 30 days of treatment, he stayed on as a tenant, found a job, and started his new life again. Today—six years in recovery—he’s a responsible maintenance manager for a manufacturer of medical supplies, attends college, maintaining a 3.9 GPA, goes to support groups, and works with teens now in the program.

Norman in California:
Late start on a new life

Norman is leaving treatment—but not the program. He’s counting on it to guide him through recovery. At 50, he’s poised to start a new life dramatically different from his past as drug dealer and gang leader. After three decades of heroin addiction, Norman entered treatment by choice, enduring rugged days of withdrawal at the residential program in Venice and, according to his counselors, embracing the Phoenix House regimen “with passion.” A doting grandfather with a steady job, who takes college courses in psychology and designs custom-made furniture, Norman’s dramatic transformation has made him a stellar role model for other residents.

Tatiana in New York:
Role model at the nine-month mark

Angry about being “tricked” by her mother into entering the Phoenix House Academy at Yorktown, Tatiana—who’s 17 and has been using drugs since her father left home when she was 12—began treatment breaking rules and ignoring the clinical staff. Confronted by her counselor, she had her epiphany at the three-month mark. Now, nine months into the program, she’s a community leader, oversees a 12-member job team, is finishing studies for her high school equivalency, and has reached “eagle” rank, giving her the school’s highest student status.
Tools for Tomorrow

New times call for new tools, capitalizing on advances in technology and today’s greater understanding of addiction and the appropriate goals of treatment. A rising demand for services in the Era of Access, an increasingly competitive environment, and the financial challenges of a lagging recovery call for tools that expand clinical capacities, enabling our clinicians to deliver the level and quality of client-focused services that keep Phoenix House a leader in the field.

Clinical Management System

A key initiative of the Clinical Excellence Program is the rollout of the Welligent electronic health records system. Two years in development, this web-based system allows our clinicians to more easily administer assessment and diagnostic tools, develop appropriate individualized treatment plans, schedule, document, track and bill for treatment activities. Rollout of the system, region by region, began at the start of the current fiscal year and should be complete by the middle of the next.

Clinical standards introduced by the National Clinical Management Committee (NCMC) will be monitored by the electronic system as will NCMC-developed performance measures—measures that make possible the evaluation of ongoing program quality and effectiveness. The system will also provide economic efficiencies by giving us the capacity to easily satisfy the varying reporting requirements of our different funding and referral sources as well as those of the 11 state agencies monitoring our programs.

Perhaps more significantly, the use of a single, completely paperless electronic system will allow for greater transparency and standardization of procedures throughout Phoenix House. It will free clinicians from time-consuming and tedious paper work, giving them more crucial counseling time with their clients.

Development and implementation of the Welligent system adds substantially to the competitive strength of Phoenix House and helps secure our reputation for innovation and clinical leadership. The system has already gained national recognition, with Phoenix House invited to report on our work at a meeting in Washington, D.C., hosted by the National Institute on Drug Abuse (NIDA) and the Substance Abuse and Mental Health Services Administration (SAMHSA).

The Toolkit Library

The need for and ability of substance abuse clinicians to deliver “different strokes for different folks” has increased steadily in recent years. There are now a growing number of demonstrably effective and research-proven clinical practices. Moreover, screening and assessment for clients entering treatment at Phoenix House now takes into account a comprehensive set of variables—such as psychological status, addiction severity, motivation, and the influence of trauma, anger, or criminal thinking—in determining client needs.

After considering how the more than 500 clinicians throughout the Phoenix House system should meet our clients’ needs, the members of NCMC recognized a need to ensure that all clinicians operate from the same knowledge base. The result is a library of “toolkits,” now being developed with essential information about 25 evidence-based practices—all of which have moderate to significant evidence of effectiveness in treating the range of clients we serve. Each toolkit will include a description of the practice, training requirements, all materials, worksheets, hand-outs and activities, as well as competency and supervision measures and a summary of evidence for the practice’s effectiveness.

Each Phoenix House program will have a number of required practices, based on the type of program and the clients that program serves, as well as a list of “elective” practices. For a client dealing with trauma, whose substance abuse numbed the pain of post-traumatic stress disorder, use of the “Seeking Safety” curriculum might be selected, while the “Emotional Cartography” curriculum developed at Phoenix House might be used to help clients unable to identify or describe their feelings.
As the set of toolkits is developed, NCMC members will be piloting them in different programs, and the full library will be introduced at our 2011 Clinical Excellence Conference in June. The library will then be available on our shared network, where clinicians also have access to online courses needed to meet credentialing and compliance requirements. These e-learning opportunities allow our clinical staff to broaden their skill set and keep abreast of developments on the ever-changing treatment scene.

**Web 2.0 and Beyond**

In this “Web 2.0” world—in which the Internet is no longer a static space—we view the web as another powerful tool with which to engage our clients, alumni, and their families. Since launching our revitalized website last year, we have expanded our online community, which now includes an active base of web visitors. Our blog, *Rising Above Addiction*, receives a steady stream of readers each week and was ranked second on a list of “20 Blogs that Help with Teen Drug Addiction” from Christian Colleges Online. On Facebook and Twitter, our “friend-raiser” campaigns have successfully increased our base of fans and followers, who now engage in vibrant online conversations. Additionally, our blogs on Huffington Post have frequently been reposted by other major media—including *The Village Voice*—and sent to blog lists by groups such as the Partnership at Drug-Free.org, Faces and Voices of Recovery, Treatment Research Institute, Reclaiming Futures, and Join Together.

We have made great strides, but we remain committed to making our digital outreach even stronger. We are now leveraging Web 2.0 strategies—not limited to social networks, online clinical tools, and mobile campaigns. In September, we launched the latest phase of our online development, refocusing our website to support our primary goal of attracting individuals and family members who seek treatment. Looking ahead to 2011, we plan to unveil our newly built home on the web.
Across Phoenix House

Throughout the nation, our more than 120 programs in eleven states strive to enrich the lives, expand the capacities, and assure the futures of those we treat and teach and seek to help.
Last year Phoenix House provided

- **1,499,052** days of residential treatment
- **354,050** sessions of outpatient treatment
- **98,430** days of education at the Phoenix House Academies
- **25,800** sessions of prevention and drug education
- **52,243** sessions of staff training

At our Career Academy (left) adults prepare for new careers in culinary arts and similar fields. At the Phoenix House Academies, teens in substance abuse treatment can make up lost school work. In addition to learning valuable coping skills, they can gain the credits they need for their diplomas. While most return home to graduate from their home high school, some can earn their diplomas at the Academy.

Learning to handle recording equipment (top) and how to handle horses (bottom) is part of student life for many youngsters at Phoenix House Academies.

The Phoenix Rising Music Program, created by celebrated singer/songwriter Kara DioGuardi, provides individual guidance and state-of-the-art equipment to help students compose, perform and record original songs—telling their stories and expressing themselves through music.
By the Numbers

Sharp increases in substance abuse reported for the past year reflect high rates of poverty and unemployment.

The latest federal survey found:

- **8.8%** rise in use of illicit drugs
- **12.0%** rise in illicit use of prescription drugs
- **7.5%** rise in adolescent drug use
- **34.7%** rise in drug use by Americans 50 to 59
- **23.5** million Americans need substance abuse treatment
- **11.2%** receive it

School surveys report:

- **17%** increase in marijuana use for 8th through 12th grade students
- **32%** of students in middle school report drug sales in their schools
- **66%** of high school students report school drug sales

At Phoenix House, our clients not only get back in touch with their own nature but with nature itself as well, cultivating the gardens that provide vegetables at many of our programs or working on the projects of partners such as the Horticultural Society of New York.

In addition to substance abuse and mental health treatment, many programs also provide on-site medical and dental care for our clients.
A Look Back

The past year has been brightened by the good friends, concerned public officials, and generous supporters who aid our mission in such vital and meaningful ways.

Top: We welcomed Gil Kerlikowske, Director of the Office of National Drug Control Policy, to Phoenix House Exeter Center in Rhode Island as part of his ongoing efforts to spend time with those in recovery at substance abuse treatment facilities across the country.

Bottom: Our Beyoncé Cosmetology Center, founded by pop superstar Beyoncé, and her mother and business partner, fashion designer Tina Knowles, offers a seven-month cosmetology course in which many of our clients learn practical vocational skills that will help them return to the job market.

Los Angeles’ top entertainment and business leaders gathered for Phoenix House’s seventh annual “Triumph For Teens” Awards Gala. The 2010 Phoenix Rising Award went to the cast and producers of hit TV drama “Bones,” and L.A. County Supervisor Zev Yaroslavsky received the 2010 Public Service Award for his critical support of youth and families in need.

In April, singer/songwriter Kara DioGuardi joined us for a golf scramble and gala in Ocala, FL, with proceeds to benefit the music studio at our Citra Treatment Center.

The Crystal Charity Ball presented Phoenix House with a check to fund the expansion of The Hill A. Feinberg Academy at Phoenix House. We are delighted to partner with such an exemplary organization whose efforts improve the lives of children throughout Dallas County—and we look forward to completing the beautiful new Phoenix House Academy building.
PHOENIX HOUSE FOUNDATION

CHAIRMAN
JEFFREY A. MCDERMOTT
Managing Partner
GreenTech Capital Advisors

VICE CHAIRMAN
GEORGE A. KELLNER
Chief Executive Officer
Keller DiLeo and Company

ROSE MARIE BRAVO CBE
TINA BROWN
Winner & Editor-in-Chief,
The Daily Beast

WOLE C. COAXUM
Senior Vice President
JPMorgan Chase, Treasury Services

JILL COLLINS
Principal, Barclay Partners, LLC

MICHAEL J. DE SOLA
Chairman, DeSola Group, Inc.

FRANK DOROFF
Vice Chairman, GMT, Ready to Wear & Bloomingdales.com, Bloomingdales' Inc.

HILL A. FEINBERG
Chairman and Chief Executive Officer
First Southwest Company

ERIC J. FRIEDMAN
Executive Partner
Skadden, Arps, Slate, Meagher & Flom, LLP

GEORGE FRIEDMAN
Chairman

CARY I. HALL, JR.
Vice President Investments
UBS Financial Services, Inc.

CHERYL G. HEALTON D.
UBS Financial Services, Inc.

CARY L. HALL, JR.
Chairman

Leonard & Lord

CARY L. HALL, JR.
Chairman

RICHARD L. PLEPLER
Co-President, Home Box Office

ERNEST H. POMERANTZ
Chairman, StoneWater Capital, LLC

WILLIAM D. RIFFIN
Vice Chairman of Mergers and Acquisitions, J.P. Morgan

ANDREW ROSEN
President & Co-CEO, Theory LLC

SHIRLEY LORD ROSENTHAL
Vogue Magazine, Author

CATHERINE SANFÜLS
JAY T. SNYDER
Principal, HB Investments, LLC

SHERI L. SWETZER
BURTON M. TANKSY
President & Chief Executive Officer

The Neiman Marcus Group

ANNETTE TAPERT
Author

W. CHRISTOPHER WHITE
Partner

Cadinwaler, Wickersham & Taft LLP

BYRON R. WIEN
Vice Chairman

Blackstone Advisory Services

The Blackstone Group, L.P.

BARBARA A. YASTINE
Chief Administrative Officer

Ally Financial

PHOENIX HOUSES OF CALIFORNIA

CHAIRMAN
TIMOTHY J. NOONAN
President and Chief Executive Officer

Lockton Insurance Brokers, LLC

JOHN G. DAVIES, ESQ
Allen, Matkins, Leck, Gamble, Mallory & Natsis

BRAD DE KONING
Operator Partner

Sage Capital Partners

SCOTT DUNHAM
Partner, O'Melveny & Myers LLP

JOHN D. HARDY, JR.
O'Melveny & Myers LLP

NEIL KADISHA
Co-Founder & CEO

Omnet Capital, Inc.

CHRISTINE M. MCCRATHY
Executive Vice President, Corporate Finance & Real Estate and Treasurer

The Walt Disney Company

HOWARD P. MEITNER
President & CEO

Phoenix House Foundation

RANDALL MORRIS
President, RM Strategies

SANDRA MURMAN
Consultant, Barr Murman Tonelli & R. MICHAEL MURRAY

NICOLE NASSIF
Managing Director, The Ritz Yhor

SAM I. REIBER
General Counsel, Innovaro

ALFRED ROGERS, JR.
Executive Vice President, Senior Leader

USAmirBank

STEVEN E. ROVNER, CPA
Director, Deloitte Tax LLP

PHOENIX HOUSES OF NEW ENGLAND

CHAIRPERSON
SHERI L. SWETZER

RACHEL K. CALDWELL
Catherine Samuels

DONALD C. MCQUEEN
Senior Vice President, Bank of America

HOWARD P. MEITNER
President & CEO

Phoenix House Foundation

PETER H. OTTMAR
General Partner

Dover Capital Partners, LLC

RICHARD W. ROSE
Anti-Gang Coordinator

United States Attorney's Office

Rhode Island District

DONALD P. WOLFE
Executive Director, McAlary Corporation

PHOENIX HOUSES OF NEW YORK

CHAIRMAN
WOLE C. COAXUM
Senior Vice President & CEO

JPMorgan Chase, Treasury Services

RICHARD H. BLOCK
CHAIRMAN

MAUREEN CASE
President, Specialty Groups Worldwide

The Este Lauder Companies

ALLAN H. COHEN
Partner, Nixon Peabody LLP

GEORGE FRIEDMAN
CHAIRMAN

TOMMY GALLAGHER
STEVEN GAWLEY
Executive VP of Business and Legal Affairs, The Island Def Jam Music Group

CHARLES J. HAMILTON, JR.

JANET M. MCGINNESS
Senior Vice President Legal & Corporate Secretary

NYSE Euronext

New York Stock Exchange

CHARLIE WALK
Chairman, RJW Collective

BARBARA A. YASTINE
Chief Administrative Officer

Ally Financial

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company

PHOENIX HOUSES OF TEXAS

CHAIRMAN
HILL A. FEINBERG

JPMorgan Chase, Treasury Services

JOHN D. (DENNY) CARREKER, JR.

First Southwest Company
Phoenix House Leadership

**LEADERSHIP**

**HOWARD P. MEITNER**  
President and CEO  
Phoenix House Foundation

**MITCHELL S. ROSENTHAL, M.D.**  
Founder, Executive Director of the Rosenthal Center for Clinical and Policy Studies

**SENIOR VICE PRESIDENTS**

**DENI CARISE, PH.D.**  
Chief Clinical Officer  
Phoenix House Foundation

**JOHN J. DIEHL**  
General Counsel and Secretary  
Phoenix House Foundation

**KEVIN T. KIRCHOFF**  
Chief Financial Officer  
Phoenix House Foundation

**KEVIN L. MCLEAN**  
Regional Director  
Phoenix Houses of New England and Phoenix Houses of Florida

**CLYDE B. RUSH**  
Regional Director  
Phoenix House Foundation

**AMIT K. SINGH**  
Director, Public/Private Partnerships and Business Development  
Phoenix House Foundation

**HENRY B. WULFREGER**  
Regional Director  
Phoenix House of California

**VICE PRESIDENTS**

**I. CHRISTOPHER ALCAZAR**  
Director, New York City Treatment Services, Admission and Operations  
Phoenix House of New York

**NANCY BRESNahan**  
Director, New York City Treatment Services, Phoenix House of New York

**NATHANIEL C. CALLAGHAN**  
Director, Institutional Advancement  
Phoenix House Foundation

**SHERDIN DEY-NAWAPUR**  
Director, Public Policy and Government Relations  
Phoenix House of New York

**KIMBERLY ELLIOTT**  
Regional Director  
Phoenix House of New York

**STEVEN E. HOMSTEAD**  
Director, Strategic Initiatives  
Phoenix House Foundation

**LIAM KIMBO**  
National Director, Training  
Phoenix House Foundation

**SEAN D. KOLB**  
Director, Human Resources and Training  
Phoenix House Foundation

**JOSE ROSARIO**  
Director, Yorktown  
Phoenix Houses of New York

**SUSAN SHUBITOWSKI**  
Director, Finance  
Phoenix Houses of New England

**KAREN L. SODOMICK**  
Director, Communications and Marketing  
Phoenix House Foundation

**ELIZABETH A. STANLEY-SALAZAR**  
Director, Lake View Terrace and Public Policy  
Phoenix Houses of California

**RAYMOND N. KNIGHT, JR.**  
Director, Finance  
Phoenix Houses of California

**FAITH A. TRENNIS**  
Director, Finance  
Phoenix House of New York

**RICHARD TURNER**  
Director, Vermont Programs  
Phoenix Houses of New England

**M. ARTHUR WEESE**  
Director, Public Policy and布

**INDEPENDENT AUDITORS**

**GRANT THORNTON LLP**

**PRO BONO COUNSEL**

**CRAVATH, SWAINE AND MOORE**

**LAUREN B. WATKINS**

**KIRKLAND & ELLIS**

**MILBANK, TWEED, HADLEY & MCCLOY**

**NIXON PEABODY**

**O’MELVENY & MYERS**

**SEWARD & KISSEL**

**SKADDEN, ARPS, SLATE, MEAGHER & FLOM**

**VINSON & ELKINS**
Become a part and partner of Phoenix House and help us lead individuals, families, and communities from disrupted to productive lives.

www.phoenixhouse.org