



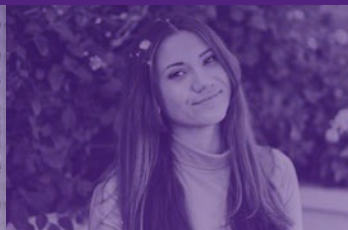
florencecrittenton

2022

ANNUAL REPORT



Where Families Heal, Grow, and Thrive



Dear Florence Crittenton Supporters,



As I reflect upon what this past year has brought to Florence Crittenton, I find myself more impressed than ever with the incredible “staying power” that the organization has shown since it began here in Helena in 1896. As we have grown and changed to meet the challenges of the different times, Florence Crittenton has always remained committed to serving the most vulnerable families in our state and communities.

In a post-COVID world, the need for the programs that Florence Crittenton provides to families is greater than ever. To meet these growing needs, we have committed ourselves to creating a better place for our bright future, as we move to a new campus to allow us to serve more families. The efforts behind Project Sunshine to support this move have been nothing short of amazing and inspiring!

When I think about why your ongoing support is so critical to the work of Florence Crittenton, I am reminded of the ripple effect that each of you have when you choose to invest in the families we serve. The impact of our services, when you help a parent and their child, starts small but continues to grow and expand outward, larger and larger, from childhood and into adulthood. Together, with you, we really do build strong families and strong communities.

We hope that you will continue to be a part of our life-changing work and our move into our new campus. We are looking forward to another exciting year. A sincere thank you for your support in continuing to make all of it possible.

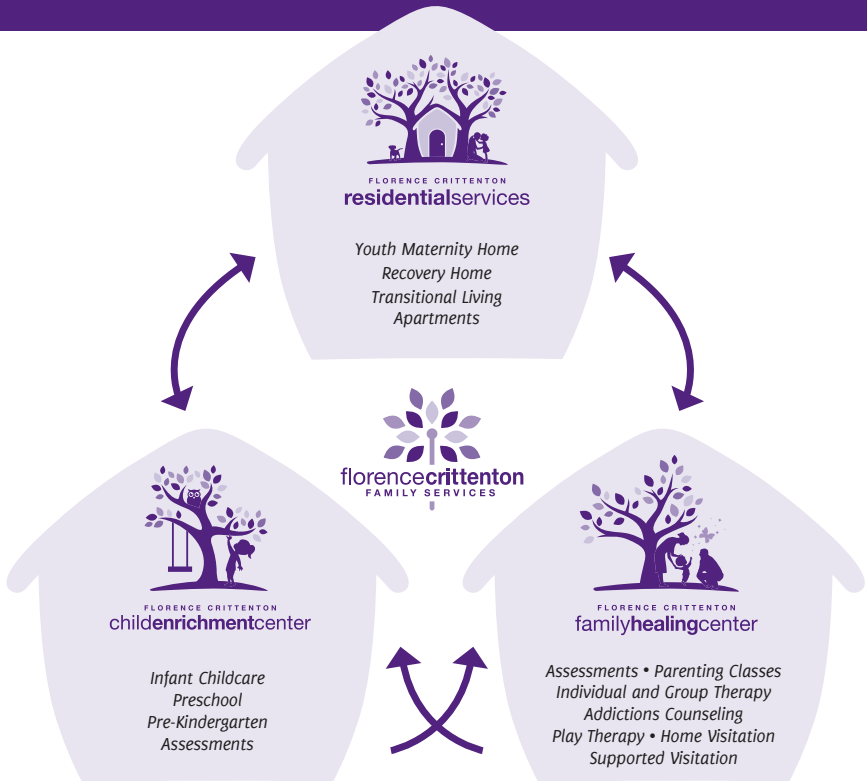
A large, faint, purple-tinted graphic of two hands shaking, positioned at the bottom of the page, behind the signature and name.

Sarah Corbally

SARAH CORBALLY, *Board President*

WHO WE ARE

Florence Crittenton offers a safe and nurturing place for families to heal, grow, and thrive. Our comprehensive array of services includes therapeutic and treatment-based residential care, home visiting, community parenting classes, outpatient treatment services for mental health and substance use disorders for caregivers of all ages and/or their children, and early education and childcare opportunities for children aged 0-5.



Hope to Healing

Florence Crittenton serves the entire state of Montana and beyond, and focuses services on those families most in need of support who have experienced trauma, significant mental health needs, struggle with substance use disorder, or in some way need additional support. These services fall along a continuum of care from intensive residential treatment to educational parenting classes and community support. This includes families with young parents, very young children ages 0 to 5, and adolescents. Many experience multiple risk factors that create challenges or barriers to their success. In our residential treatment programs, we primarily serve young mothers ages 12 to 35 who are either homeless or meet specific diagnostic criteria and are either pregnant or parenting children under the age of 4. Historically, 80% of our clients are Native Americans.

FLORENCE CRITTENTON OFFERS 3 RESIDENTIAL PROGRAMS

NUMBERS SERVED

11 Mothers
16 Children

RECOVERY HOME

For women aged 18–35 and their children aged 0–5

At Florence Crittenton's Recovery Home, our dedicated and expert team works with each mother to help her break the cycle of addiction and learn the skills to be the best mother she can be. We strongly believe that, when possible and addressed appropriately, children should accompany their mothers to treatment. This can provide both stability and connection for children, and often is the best motivator for a mother as she works through her substance use disorder. The Recovery Home is often a conduit to facilitate reunifications of children with their mother. Our family centered approach to treatment places the child at the center of our care to ensure their safety at all times.

Florence Crittenton's Recovery Home is a state licensed ASAM 3.1 home. We take referrals from across the state of Montana and can accommodate up to eight women and their children, ages 0–5, at any time. Each mother follows a trauma responsive and individualized therapeutic plan over an average 12–18 month stay.

NUMBERS SERVED

2 Mothers
3 Children

TRANSITIONAL LIVING PROGRAM

Florence Crittenton provides transitional living apartments for women and children who are successfully discharging from our Recovery Home. These apartments provide an opportunity for families to begin the process of living independently, while still receiving support on an outpatient basis from our clinical team. Children are able to continue to attend our Child Enrichment Center and support is available from our team of home visitors and family support specialists. This program is part of a Substance Abuse and Mental Health Services Administration pilot project with the State of Montana, Pregnant and Parenting Women initiative.

NUMBERS SERVED

4 Mothers
2 Children

YOUTH MATERNITY HOME

Florence Crittenton provides high quality residential care for youth aged 12–21 who are pregnant and/or parenting. Our trauma responsive program supports youth in learning to become parents or choosing adoption as a loving parenting decision, while building a healthy, safe, and secure foundation for themselves and their children.

We believe that the birth of a baby offers a unique opportunity for change and growth in the life of a teen mother and her extended family. Florence Crittenton's Youth Maternity Home is state licensed as a Group Maternity Home and Youth Care Facility, accepting clients from the entire state of Montana and beyond. We support healthy change in a therapeutic environment where young pregnant and parenting teens can learn new behaviors that result in breaking cycles of past trauma.

AVERAGE RESIDENTIAL STAY = 18 MONTHS



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**residential
services**

100%	Percentage of clients that received addiction counseling, case management, access to childcare, employment assistance, housing placement assistance, life skills, mental health services, parenting classes, recreational outings, group therapy
\$1.5 TRILLION	The economic cost of the opioid epidemic in the United States in 2020
79,000	Number of Montanans that struggle with substance use disorders and the effects that reverberate through families and communities across our state
92%	Percentage of Montanans with a Substance Use Disorder that are not receiving treatment <i>*DPHHS strategic plan to address substance use</i>
44%	Percentage of open Child and Family Services placements that have meth indicated as reason for removal of child
9 times as likely	Likelihood of children whose parents misuse alcohol and drugs to be placed in care by their seventh birthday as those children whose parents do not misuse substances
3 times as likely	Likelihood of children who grow up in a home with parents who are addicted to drugs or alcohol to suffer physical, sexual, and emotional abuse <i>*Dr. Todd Thatcher, DO, CMO</i>
100%	Percentage of clients in residential program that have experienced significant trauma (4+ ACEs)
100%	Percentage of Recovery Home clients that have co-occurring mental health and substance use disorders
100%	Percentage of clients that discharged from FC with their child in their care after reunification

WE PROVIDE:

24-hour supervision and support

Secure premises with video phone entry and external CCTV

Access to multiple clinical professionals under one roof including psychiatrist, therapists, licensed addictions counselors, case management, and peer support specialists

Parenting classes and assistance from our home visitation and family support teams

Exceptional onsite childcare and preschool through our Child Enrichment Center

Dedicated early childhood experts to ensure health and wellbeing of children

Wellness and nutrition program

Help in finding a safe home before discharge

Comprehensive aftercare service provided by our Family Healing Center, Child Enrichment Center, and Transitional Living Program

A warm, fun, caring atmosphere! We celebrate the holidays, bake, do crafts, go on fun recreational activities, and build relationships and friendships that last a lifetime!

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residentialservices

Danielle's Story



My story began when I was two years old and I was taken away from my mom because of her alcoholism. For the next two years I was placed in four different foster homes which was very traumatic. I was bitten and starved and very scared and all of this has affected me for the rest of my life through my mental health and struggles with anger and depression.

Thankfully when I was four, my aunt adopted me. She is an amazing woman and showed me a better life. Despite her kindness I started running with some not so great kids at school. At age 10 I was smoking and drinking. Mostly to be cool, to fit in, and to try to make friends. By age 12 I was using marijuana, by 14 meth.

At first I felt like drugs were amazing, they helped numb my pain and I felt like I ruled the world. But drugs led me to a life filled with stress and pain. During this time I went to treatment programs 16 times and jail four times. None of them really helped me and my life was spiraling out of control.

Soon after I left jail I discovered I was pregnant. I was in such a bad place that I was not happy about this news. I was homeless at the time and using drugs and couch surfing. I was very sick and felt terrible which meant that my drug use was minimal which now looking back I am grateful for. When my baby was born she was immediately taken into the care of Child Protective Services because of my drug use. This was devastating to me.

“Literally from the first time I laid eyes on her and held her, I knew I wanted to change my life. She was everything to me, and she completely saved my life.”

Literally from the first time I laid eyes on her and held her, I knew I wanted to change my life. She was everything to me, and she completely saved my life.

I talked to an addictions counselor from my time in jail and she recommended Florence Crittenton’s Recovery Home and I filled out the paperwork and was accepted. I was excited and so happy to prove to CPS and my family that I could be a great mom. I wanted a better life for myself and my daughter, and I was so motivated to try for my daughter’s sake. It was nerve-wracking to move into the program but the staff and other girls in the program were so welcoming and open-armed to me. I stayed for a month by myself, and then my daughter joined me which, although tough, was good because I got to settle in and start working my treatment plan before needing to care for my daughter.

This program has changed my life. The whole team that I worked with saw the real me, they challenged me and some of my core beliefs, they helped me with my self esteem and taught me parenting skills that I would never have learned otherwise so I can be the mom I want to be for my child. The most important thing is that Florence Crittenton helped me find the right meds that really stabilized my mental health. I am so grateful for this—before I was not in my right mind.

I know if I hadn’t come to live at Florence Crittenton I would not have the life I have today, I would not have my daughter and I would not have succeeded.

I would be back using drugs and the rest of my life would have been a struggle.

I have now graduated the Recovery Home and am confident in my sobriety. I am enrolled in Access to Success to complete my High School Diploma and in January I joined Helena College to train to be a Certified Nursing Assistant. I have moved into an apartment in Florence Crittenton’s Transitional Living Program right on the campus. The apartment is beautiful! I have never had anything so nice in my life and I am so grateful. I can continue to see my therapist and addictions counselor and my daughter can keep going to Florence Crittenton’s Child Enrichment Center where she is excelling!

This is a life-changing experience. I feel so grateful for the gifts and the opportunity that Florence Crittenton has given my daughter and me. With this support I know I can stay in school, I know I can still see my case manager and my therapists and that my daughter has every opportunity for her to grow and be happy. This is a huge peace of mind to me. I want her to have the life that I never had—a nice home and to be with her mom that cares so much about her. My number one priority is to raise a happy family and stay clean and sober. I have something worth doing this for now, and I know with Florence Crittenton’s help I can succeed.

I want to give a huge shout out to everyone that helped me. The tools and knowledge I have learned in this program have changed my and my daughter’s lives forever.

FLORENCE CRITTENTON'S FAMILY HEALING CENTER

ASPIRES TO BE A STEPPING STONE
FOR FAMILIES TO LIVING HEALTHY,
HAPPY, PRODUCTIVE LIVES

Our Family Healing Center provides a hub for connection and hope, with wrap-around services that are available to any parent or caregiver that is in need of support.



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family
healing
center

HOME VISITATION

Florence Crittenton provides in-home supportive services to families with young children. Our evidence-based programs, SafeCare and Parents as Teachers, focus on child development, home safety, health, parent/child interaction, and family wellbeing. Whether parents are struggling with challenging behaviors, need help connecting to local resources, or just want to ensure they are doing everything they can to promote their child's healthy development, our compassionate team of home visitors is there to help.

PARENT & CHILD VISITATION SUPPORT

Parent visitation support provides an opportunity for parents to maintain contact with their children in an environment that is safe and comfortable for the child. Our highly skilled team provides transportation, supervision, and advice to make family visits a positive experience for both parents and children. In addition, our family support specialists can provide family-based services tailored to the specific needs of a family. We are partners with the Child Protective Services Division in providing services that are engaged in prevention plans and early intervention to prevent removals.

HELENA PARENT GROUP CONNECTIONS

Parenting can be lonely at times and our HPC groups are available to all parents of children aged 0-5 in the community. These groups provide an opportunity to gather with other parents for fun activities, meet our team, and build relationships with other parents in our community.

PARENTING CLASSES

Florence Crittenton offers Love & Logic and Circle of Security® Parenting Classes to all parents and caregivers in our residential programs, and they are also free and open to the public. These classes provide vital support to families and complement our residential, community, and early childhood programs.

11	Families receiving outpatient Clinical Services (mental health and addictions counseling)
72	Parents visited by our Home Visiting Team
24	Parents taking Parenting Classes
4	Families participating in Visit Coaching
1 in 5	Number of children in the U.S. who live in a home with a parent who is addicted to drugs or alcohol; children who come from homes in which parents were addicted to drugs or alcohol are more likely to start using drugs earlier in their lives and become addicted more quickly than peers from homes without substance abuse

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familyhealingcenter

Jennifer's Story



I decided to attend the Circle of Security parenting class because I wanted to learn skills and ways to better handle my children's big emotions. There have been times that my daughter has had meltdowns, and it seemed that the harder I tried to calm her down, the more escalated the situation (and I) became. Throughout the class, I began to view my children and their needs differently; I saw their behaviors through a new lens: seeking connection instead of attention. Looking at their needs as seeking

connection helped me sit with them in their emotions, help them organize their feelings, and also recognize my own triggers and behavior that previously escalated situations.

I enjoyed taking the class with other parents; it was comforting to hear their stories and struggles and how they have worked through some of their challenges with their children. I felt accepted and supported, knowing that I was not alone. Jen, the class facilitator, provided helpful responses and personal testimony of how she has used these skills in her own life as a parent. I looked forward to coming to class and sharing laughter (and sometimes tears) with other parents and the facilitator each week.

I am so glad I decided to take Circle of Security; it has made me aware of some of my behaviors and the reason behind them. I feel like I now have the tools to support my children through difficult situations and emotions, which is helping my relationship with them. Taking the class has made me want to consistently work towards becoming better every day, while understanding that I will make mistakes along the way. I know now that mistakes are okay, and that repair is possible. This realization has freed me from the cycle of shame and guilt that used to consume me every time I felt like I had failed as a parent. Now I have the knowledge to understand my children's needs behind their behaviors, and because of this our relationship is stronger and closer than it's ever been.

FLORENCE CRITTENTON'S CHILD ENRICHMENT CENTER

CEC MODEL

The following components are embedded in our program and work together to form an effective model for teaching children and preparing them to successfully make the next school transition:

Social-emotional wellbeing with effective positive behavioral supports

Individualized education

Monitoring and tracking child progress

Holistic development of the young child

Early literacy and language skills

Team approach to teaching

Safety and inclusion

Family engagement

Successful school transitions

Collaboration with community partners

Recognizing and addressing trauma-responsive behaviors



Florence Crittenton's early childhood programs strive to provide a loving and safe environment where children are



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child
enrichment
center

exposed to a stimulating, playful, and rich early-learning experience, so they can be successful both in their early years and many years to follow. We honor and embrace all families' backgrounds and experiences. Children are offered access to an increasingly challenging curriculum that is tailored to meet their unique needs and strengths.

The Child Enrichment Center's program components focus on modeling and reinforcing developmentally appropriate skills in the areas of self-esteem, friendship, empathy, honesty, cooperation, strength, and emotional health. We actively teach and provide opportunities to engage in our school's three core values of SAFETY, RESPONSIBILITY, and RESPECT. We believe that the early years of education are fundamental for instilling social and individual characteristics that make the world a better place, and prepare children for a lifetime of learning and growing.

OUR POPULATION

Ages of children: 0-5

Family socio-economic: Currently 50/50 split between low income Best Beginnings scholarshiped families and private pay

Priority for Best Beginnings slots are given to community clients

13	Numbers served: infant (0-2)
20	Numbers served: preschool (2-5)
12	High needs infants <i>*Common characteristics of a high needs infants includes constantly crying; needing extra attention, holding, or soothing; irregular or unpredictable sleep or feeding patterns; restlessness; easily overstimulated by noise or movement</i>
9	High needs preschool
3,926	Meals served in infant program
7,167	Meals served in preschool
100%	Percentage of children assessed and on schedule for their development <i>*Ages and Stages Questionnaire</i>
78%	Percentage of children in one-parent households in Montana who live in households where the parent is working
33%	Percentage of children in community needing care who can be served by existing early childhood programs
2 years	Date needed prior to pregnancy to secure infant childcare spot in our program for community child

What is meaningful play?

THROUGH PLAY, CHILDREN LEARN TO DEVELOP:

Cognitive skills: like math and problem-solving in a pretend grocery store

Physical abilities: like balancing blocks and running on the playground

New vocabulary: like the words they need to play with toy dinosaurs

Social skills: like playing together in a pretend car wash

Literacy skills: like creating a menu for a pretend restaurant

What is purposeful play?

Teachers intentionally bring out materials that allow for open-ended play. Materials may follow a specific theme/area of study/current areas of interests.

Teachers intentionally engage in conversations with children during play.

Discussions about what is taking place: “What structure did you create today?”

Narrating with the child what is happening as they engage in play: “I see, you have to put the dog in the washing machine because he got dirty. How did that happen?”

Talking with the child about ways to expand the play activity: “That gingerbread man you are working on is very colorful. Should we add anything else, maybe some eyes, so that he can see?”

Naming/identifying objects: “Look at all of the flowers you put in the vase! I see a blue rose, a violet tulip, and a yellow sunflower.”

“Our family has been lucky enough to have two of our kids attend the Florence Crittenton Preschool program, both of whom were welcomed with open arms and given a safe and loving learning environment. Our son was born with a disability and the teachers and staff gave him all the support he needed and made sure he was included.

Each day we hear stories about the fun that was had and new things the kids are learning about. The teacher and staff go above expectations to make sure each child and family is involved and informed. We feel fortunate that our family has been a part of such an incredible organization.

Thank you, Florence Crittenton Preschool, for an amazing introduction to learning for our kids!”

Lisa Capara, parent



BUILDING *a brighter future* FOR FAMILIES



Florence Crittenton has been serving families for over 120 years, and throughout our history we have adapted and expanded to meet the needs of our community.


As the demand for our services has continually increased, the need for a larger facility emerged, as well as the need to co-locate our programs to best provide the continuum of care that is critical to our clients' success.

In early 2021, we began the search for the future home of Florence Crittenton. Several facilities were toured, but the historic "Cooney Home" in Helena immediately caught our interest. The Cooney building is flooded with natural sunlight and thus, Project Sunshine was born. Project Sunshine is a capital campaign designed to support the acquisition and renovation of the historic Cooney Home property in Helena, Montana. Through acquiring and renovating this new facility, we will increase our capacity to serve more at-risk families, create new jobs, and develop a sustainable future for our organization.

The total cost of this project including acquisition, design, renovation, and staff

and fundraising costs is estimated around \$12 million. To date, we have raised more than \$6 million through state and foundation grant funds, major donors, and public capital campaign initiatives, and have successfully purchased the property and are completing the design and bidding phase of renovations.

Over the last few years, our community has struggled with increased mental health and substance use challenges exacerbated by the pandemic, as well as staffing, childcare, and housing shortages. While these challenges may have tested our ability to persevere, Florence Crittenton is dedicated to creating a sustainable future for our organization to continue providing life-changing services to families when they need us the most. Project Sunshine is a monumental era in the rich history of our organization, and we invite you to be a part of this project to leave a lasting impact on families for decades and generations to come.



While many generous individuals have contributed to Project Sunshine, we offer special thanks to those who have given \$5,000 or more to help make our shared dream a reality.

Anderson ZurMuehlen
Anonymous

Barbara and Jerry Hamlin

Barry Damschen Consulting, LLC

Bill and Miki Lloyd

Collette and Harry Hanson

Dick and Margaret Anderson

F. Thomas Shellenberg

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Ron and Ann Waterman

Sunderland Foundation

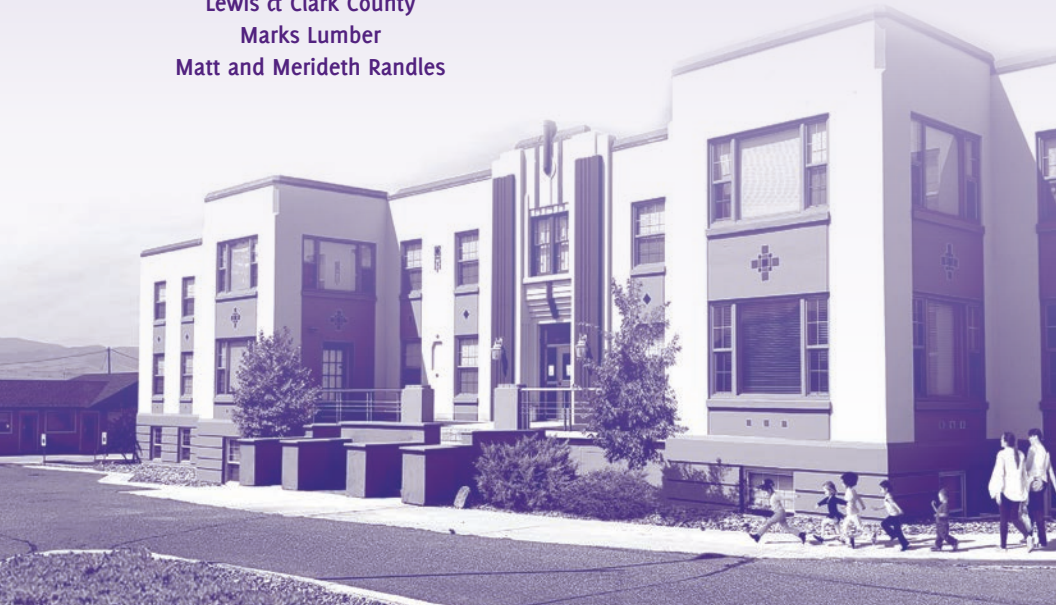
The Plaza LLC

The Sample Foundation, Inc

Tim and Mary Barnard

Anonymous

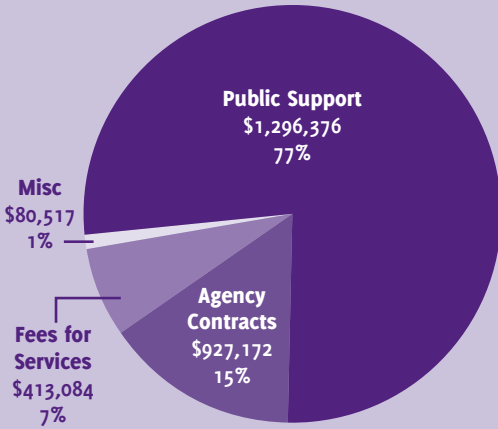
Wall Family Power Townsend Foundation



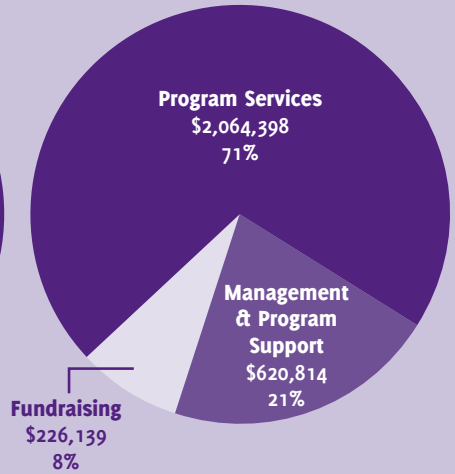
To learn more and to be a part of Project Sunshine, please visit

projectsunshine.info

FY22 FINANCIALS



Total Income
\$6,195,337



Total Expenses
\$2,911,351

FEES FOR SERVICES: include private payment for childcare, classes, and outpatient services, Medicaid, and private insurance.

AGENCY CONTRACTS: includes monies received from contracting with MT DPHHS, Lewis & Clark County, Child & Adult Care Food Program, Childcare Partnerships, Tribal Agencies, Victims of Crime Act, Runaway & Homeless Youth Grant, Montana Addictive & Mental Disorders Division.

MISC INCOME: consists of investment income and endowment distributions.

PUBLIC SUPPORT: consists of support from individuals, business entities, estates, churches, other supporting organizations and family foundations, as well as in-kind donations. These can include the accounting of multi-year grants.

INCOME NOTE: Florence Crittenton engaged in the beginning stages of a capital campaign for the Cooney property. This included a \$1,850,000 on CDBG and ARPA grants from L&C County, as well as \$500,000 in private contributions and \$500,000 in-kind donation from sellers (all listed in Public Support) for acquisition of the property.

EXPENSES NOTE: Cooney property was purchased during fiscal year 2022 for \$2,500,000, with additional \$100,000 in renovations, and \$50,000 in design services expended. These expenses are accounted for on the Balance Sheet of the organization.

Annual Donations: 1590 donations totaling \$3,535,468

In-Kind Goods and Services Donated: \$255,311

The revenue, support, and expenses represent amounts for Florence Crittenton Family Services and Florence Crittenton Foundation, obtained from financial statements audited by Douglas Wilson & Company accounting firm for fiscal year ending June 30, 2022. A copy of audited combined financial statements for the Home and Foundation is available on the Florence Crittenton website or upon request.

FY2022 ACHIEVEMENTS

- Added Visit Coaching to Family Healing Center offerings
- Opened additional preschool classroom for children aged 4-5
- Maintained Stars to Quality Level 4 status across all our early childhood programs
- Implemented staff retention and recruitment incentives
- Completed purchase of new campus and began design efforts
- Successfully raised 95% of purchase price of new campus building
- Hired high-caliber Clinical Director
- Reorganized Leadership Team to focus on program development and organizational infrastructure including Director of Operations & Clinical Director
- Launched additional TLP apartment, increasing capacity from 2 to 4 families
- Continued to develop reintegration from treatment to community living

CHALLENGES IN FY2022

- Percentage of operating costs needed through fundraising to fill the gap between fees for service and true costs; was 33% historically, has increased up to 60%
- Hiring constraints forced decision to close Youth Maternity Home and limit admissions into Recovery Home
- Increasing challenge to offer competitive salaries and benefits package to attract high quality staff
- Impact of staying open during Covid continues to affect our financial status
- 60 + families on wait list at all times for our Early Childhood Programs
- Unable to host PINK fundraiser due to continuing concerns over Covid impacting unrestricted funds required to operate
- Impact of inflation on all expenses and inability to change our own pricing (Medicaid rates and serving low income families remained the same)

FY2023 GOALS

- Complete renovation design and begin construction of new campus project
- Engage in 2023 legislature to advocate for the needs of families in Montana and beyond
- Revamp clinical services to better integrate with community-based services and meet the needs of families
- Launch new training program for all staff
- **COMPLETED:** Increase direct service wages to meet current industry standards and liveable wages
- **COMPLETED:** Provide statewide trainings on trauma-informed care
- **COMPLETED:** Streamline financial systems to provide greater stability and risk management
- **COMPLETED:** Re-launch gala fundraiser Paint the Town PINK to provide critical funding for services to families



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