

FLORENCE CRITTENTON  
2009 ANNUAL REPORT



Florence Crittenton  
*Where Hope Comes to Life*

**Ina Manaster**  
Board Chairman



**Linda Volhein**  
Chief Executive Officer



Hello Friends,

Our vision is to be a national leader in changing the future for vulnerable girls. This vision guides us. To that end, over the course of fiscal year 2009, Florence Crittenton made significant strides in streamlining, strengthening and planning for the future.

Because of the recent downturn in the economy and budget cuts from the state, we recognized, along with many nonprofit organizations in the Valley, that this was not a time for business as usual. Florence Crittenton had to find ways to be more efficient and effective yet continue to provide the highest level of service in our programs.

We responded to the needs of girls and young women as the demand for Florence Crittenton's services grew. Yet, as an organization, we did more with less. Staff members and volunteers rallied to the call and worked harder than ever to fulfill our mission of giving hope, safety and opportunity to every girl whose life we touch.

In spite of the past year's troubled times, board and staff leadership looked to the future and developed a blueprint or "advancement initiative" that will guide the growth and operations of Florence Crittenton over the next three to five years. Key elements of the advancement initiative include establishing an endowment, determining feasibility for an all-girls public charter school, expanding transitional housing and increasing counseling services.

This bold vision is broader and bigger than Florence Crittenton. It takes a community of people and organizations working together to change the future for vulnerable girls. We rely on collaborative partners and you, our friends and supporters, for your devotion and generosity.

The measure of our success is multidimensional: first for the consistently positive outcomes of those whose lives we touch and improve; the personal commitment and vision of our Board of Directors, leadership team, and staff; and all the continued support of our donors who know their expectations will be met and surpassed. To all, we express our sincere appreciation for your confidence and participation.

Warmly,

**Ina Manaster**  
Board Chairman

**Linda Volhein**  
Chief Executive Officer



Perla at her internship

## FLORENCE CRITTENTON

*provides one of the few gender-specific*

### **Transitional Living Programs** in Arizona.

*Program participants are girls, with or without children, on the verge of homelessness as they age out of either Arizona's foster care and/or juvenile justice system. Girls participating in the program are provided safe, affordable housing, counseling, medical care, and most importantly, the opportunity to achieve their dreams.*



## CHANGING ONE LIFE AT A TIME

Perla experienced severe abuse and neglect at a very early age. As a result, she had a daughter at age 13. She came to the Transitional Living Program at Florence Crittenton when she turned 18 and was no longer eligible for care through Child Protective Services. She needed a safe place for herself and her daughter to live.

As part of her path to success, Perla participated in Florence Crittenton's internship program. She went through an interview process and was hired by a local fire department. Perla says the experience has given her the confidence to try new things and exposed her to opportunities she never knew existed. She has also gained job skills that will help her reach her future career goal, nursing. More importantly, it has taught her the value of being part of a team and building trusting relationships.

The manager of the internship program at the fire department said, "I am personally honored to have Perla on our team. The rewards are much greater than just receiving additional help. Some rewards are intangibles. The reward of helping someone develop personally and professionally is priceless. The experience will last a lifetime. She is truly a treasure and we were all blessed to have her touch our lives!"

Perla has faced many challenges, but has also gained diverse skills that she will utilize throughout her life.



Florence Crittenton has served Arizona's youth and their families for more than a century. We offer a comprehensive continuum of care designed to help at-risk girls, ages 10 to 21, overcome issues of abuse, neglect, teen pregnancy, teen parenting, and behavioral and/or mental health problems. Florence Crittenton creates safe environments where youth, young adults, and families can discover the support of a caring community and the possibility of a bright new future.



## SAFETY

### CRITTENTON YOUTH ACADEMY – *NCA accredited charter school with an emphasis on individualized and competency-based education for students in grades 7-12*

- Halle Responsible Thinking Center implemented a new student support program, Socially and Emotionally Enhancing the Development of our Students (S.E.E.D.S.) to help students feel empowered, gain a sense of purpose and learn the decision-making skills necessary for life beyond the classroom. The program includes a structured curriculum, class time and a student mentoring program.
- AIMS scores for 10th grade students increased 30% over the same period in 2008.
- Parents evaluated the quality of their child's education at the Academy as 92% favorable, an increase of 27% over the same period in 2008.

### RESIDENTIAL GROUP HOME – *Therapeutic Group Home and Detention Alternative Program for girls ages 10-18*

- Ninety-eight percent of residential girls reported feeling safe at Florence Crittenton.
- Reunification with family or foster family placement was achieved for 84% of successfully discharged girls.
- Ninety-six percent of girls reported they were better able to solve problems after participating in Florence Crittenton programs.

### COMMUNITY BASED SERVICES – *Individualized, home-based skill development and case management to achieve self-sufficiency*

- Independent Living (IL) program provided 18,503 hours of individualized instruction to 503 youth.
- Life Skills (LS) Program provided 8,748 hours of individualized training for 259 youth.
- Number of youth served increased 25% for LS and 37% for IL.

## HOPE

### TRANSITIONAL LIVING PROGRAM – *Safe, affordable housing and intensive skill building for girls, ages 17 to 21, aging out of Arizona's foster care system*

- TLP provided services to 28 girls and 20 children. The average length of stay has increased from three months to eight months, creating greater stability for the young ladies and their children.
- School was attended by 76% of TLP clients.
- Seventy-five percent of TLP girls were successfully discharged, the highest rate of the program thus far.

Jackie was 18-years-old and pregnant. She moved out of her parent's home to live with her boyfriend. The relationship turned abusive and Jackie found herself pregnant and homeless. Through the **Transitional Independent Living Program**, Florence Crittenton assisted Jackie with rent, food and utilities. She is now living successfully and independently with her baby. She attends school full-time and has secured a part-time job. Jackie tells us that without the TILP Program, she doesn't know how she or her baby would have survived.



## OPPORTUNITY

**WINGS (WOMEN INVOLVED IN NURTURING GIRLS' SELF-ESTEEM) – Volunteer mentor program matching at-risk girls with responsible, caring adult women in our community. The WINGS Mentor Program has collaborated with the Mentoring Partnership of Arizona.**

- Seventy-one mentors were recruited and forty-eight successful matches were made.
- Ninety-three percent of mentors surveyed felt that Florence Crittenton supported their relationship with their mentee.
- Ninety-eight percent of mentors surveyed reported their mentee is enrolled in an educational program.

## ACCOMPLISHMENTS

**Florence Crittenton is pleased to also report the following:**

- Delivered outstanding services, grew staff and volunteer leadership and positioned the agency for significant growth during a time of substantial state budget cuts and a downturn in the economy.
- Board and staff strengthened the financial position of the agency while expanding services to more at-risk girls. This resulted in development of an “advancement initiative” to guide growth and operations during the next three to five years.

- A paid internship program was launched to provide job training for girls, ages 17-21, in the Transitional Living Program, helping them get on the road to recovery and self-sufficiency. The internship provides girls with the opportunity to learn marketable job skills, which allows them to gain long-term employment and financial stability (see success story).
- Basic needs grant was provided to teens in the Transitional Independent Living Program (TILP) through a collaboration of funders. This grant supported youth, aging out of the foster care system, with housing, utility and food assistance. A decrease in funding for services to homeless teens resulted in more youth living on the streets with no means of obtaining meals and a safe place to sleep. This fiscal year alone, more than 87 youth were saved from being homeless upon release from foster care.
- Collaborated with the National Crittenton Foundation and The Rebecca Project for Human Rights. The Girls Initiative is a new program of The Rebecca Project for Human Rights that is focused on helping girls who might be, or are involved with, the juvenile justice system. The new program helped policy makers understand why girls are involved in the juvenile justice system, what girls need from programs to make changes in their lives and what girls need to become leaders. Girls in different states, including girls at Florence Crittenton, were asked to participate in focus groups to talk about their lives.

**FLORENCE CRITTENTON GRATEFULLY ACKNOWLEDGES THE GENEROSITY AND SUPPORT OF ALL DONORS.  
 RECOGNIZED HERE ARE INDIVIDUALS WHO GENEROUSLY CONTRIBUTED  
 \$1000 OR MORE BETWEEN JULY 1, 2008 AND JUNE 30, 2009.**

**Individuals and  
 Family Foundations**

Rebecca Ailes-Fine and Peter Fine  
 Pam and George Allman  
 Allyn Family Foundation  
 Missy and Lyle Anderson  
 Valerie and Samuel Andrus  
 Melissa Baffert and George Ellis  
 Ruth and Hartley Barker  
 Advised Fund  
 Bob Bergman  
 Kate A. Bishov  
 Oonagh and John Boppart  
 Christa and Lance Burkhalter  
 Christy and Daryl Burton  
 Gail and Bob Buuck  
 Robert Irons and Lori Cairns-Irons  
 Robyn and Philip Calihan  
 Kay and Brad Casper  
 Marc and Mary Ann Cavness  
 Lola and Al Chatinsky  
 Sue Clark-Johnson and Brooks Johnson  
 Shelle and Jeff Cleveland  
 Lee and Mike Cohn – CFG Business Services  
 Pamela and James Crowe  
 Laurel and Mike D'Antoni  
 Jeanette Daley  
 Pam Del Duca  
 DeTommaso Family Foundation  
 Estate of Eileen H. DeVito  
 Karen Doerflein  
 Dawn Donovan  
 Dorrance Family Foundation  
 Jacquie and Bennett Dorrance  
 Rhonda Drake  
 Theresa Dwyer-Federhar and Andrew Federhar  
 Charlene and Orin Edson  
 Apryl and Brent Erikson  
 Sue Fletcher  
 Laurie and Bud Florkiewicz  
 Foss Foundation  
 Jane Ann George  
 Lynn Getz  
 Sue Glawe  
 Victoria and Rod Granberry  
 Dan and Karen Green  
 The Bruce T. Halle Family Foundation  
 Dawn and Jon Held  
 Jeanne and Gary Herberger  
 Thomas and Genevieve Houlihan  
 Ingebritson Family Foundation

Sheila and Michael Ingram  
 Sally and Hale Irwin  
 Gayle and Rod Jackson  
 Lisa and Randy Johnson  
 Marilyn and Bill Jury  
 Kathy and Milton Karahadian  
 Susan Karis  
 Rona and Allan Kasen  
 Lucille B. Kaufman  
 Ken and Randy Kendrick  
 Margot and Dennis Knight  
 Debra Krutz  
 Lavinia Family Foundation Fund  
 Debbie and Peter Leeb  
 Sally and Richard Lehmann  
 Melissa and Frank Leonesio  
 Josephine Leslie  
 Julie and Robert Lilly  
 Larry Lytle  
 Carole and Robert Machiz  
 Ina and Murray Manaster  
 Anne L. Mariucci  
 Angela and Mike Markham  
 Shelley Martin  
 Julie McCollum  
 Jane and Jim McFetridge  
 Marjorie and Joseph Medalie  
 Martha and Rich Melman  
 David and Barbara Mitchel Foundation  
 Charles and Sherri Mitchell  
 Carole and Arte Moreno  
 Moreno Family Foundation  
 Kathy and Chuck Munson  
 Otto & Edna Neely Foundation  
 Michael J. Olsen  
 Carrie and Joe Ostroski  
 Carolyn and Mark O'Malley  
 Kaki O'Shaughnessy  
 Lata Pall  
 Barbara Payne  
 Thelma Peterson  
 Pat and Earl Petznick  
 Linda and William Pope  
 Anna Prunty  
 Nathan and Tammy Raciborski  
 Michelle Ray  
 Jinger and Bradley Richardson  
 Anne-Merete Robbs  
 Theresa and Rene Romero  
 Betty Rosenzweig  
 Nancy and Frank Russell  
 Joan Santillan  
 Jeannette Schmidt  
 Sue and Allan Selig  
 Wendy Selig-Prieb and Laurel Prieb

Collin Sellman  
 Lisa and Daniel Shapiro  
 George Sheer  
 Alice Smith  
 Robert and Nancy Spetzler  
 Suzan and Carl Spiekerman  
 Madena and Thomas Stewart  
 Harry Tahiliani  
 Effie Theodore  
 Sandy and Frank Trznadel  
 Candace and James Unruh – The James A. Unruh Family Foundation  
 David and Kathy Utzinger  
 Linda and Tom Volhein  
 Laura and Michael Wagner  
 Christi Warner-Beyer and Paul Beyer  
 Clara Seippel Webster Trust  
 Daryl and Louis Weil, III  
 The Whiteman 4G Foundation  
 Doug Whitneybell  
 Lyn and Jay Wiley  
 Bart and Adrienne Wilhoit  
 Julie Ann Wrigley  
 Alan Young  
 Ruth and Percy Young  
 Gail and Larry Yount

**Corporations and  
 Businesses**

3TV  
 American Express Gift Matching and PAC  
 Ameriprise Financial Services  
 Arizona Diamondbacks  
 Arizona Lottery  
 Arizona Public Service  
 The Arizona Republic/AZ Society  
 Ashley Cleveland Group  
 Bank of America  
 Bank of Arizona N.A.  
 Bashas' Markets, Inc.  
 BlueCross BlueShield of Arizona  
 Clear Channel Radio  
 Compass Bank  
 Cox Communications  
 DF Enterprises  
 The Dial Corporation  
 Dunkin' Donuts  
 Elite InSource, LLC  
 Fennemore Craig  
 Freeport-McMoRan Copper & Gold  
 Globe Corporation  
 Hensley Beverage Company  
 Jefferson Wells

Kutak Rock  
 Lincoln Strategy Group  
 Los Angeles Dodgers  
 Lowry Hill  
 NARI of Arizona  
 Radcliff Consultants  
 RW Baird  
 Saks Fifth Avenue  
 Scottsdale Insurance Company  
 Season for Sharing  
 Services Group of America  
 Sleep America  
 United Fire Fighters  
 United Health Group  
 University of Phoenix  
 UPS  
 Wells Fargo

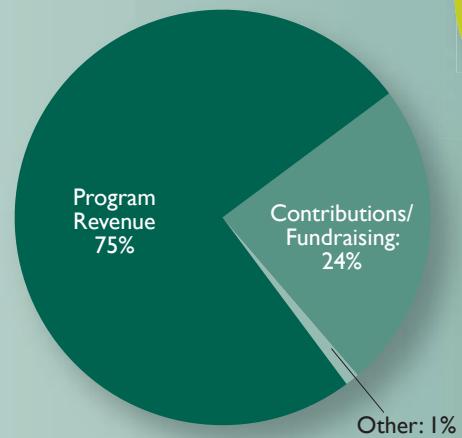
**Foundations**

American Express Foundation  
 American Saddlebred Association of Arizona  
 Arizona Community Foundation  
 Arizona Diamondbacks Charities  
 Arizona Foundation for Women  
 BFA Liquidation Trust  
 The Board of Visitors  
 Bull ECSF  
 Catholic Healthcare West Arizona  
 Celebrity Fight Night  
 Chandler Compadres  
 City of Phoenix  
 Florence Crittenton Auxiliary  
 Gannett Foundation  
 Hearts to Hands Foundation  
 In-N-Out Burger Foundation  
 Intel Foundation  
 J.W. Kieckhefer Foundation  
 JP Morgan Chase Foundation  
 Kairos Foundation  
 Kemper & Ethel Marley Foundation  
 Medtronic Foundation  
 Nina Mason Pulliam Charitable Trust  
 Phoenix Arts Commission  
 Phoenix Suns Charities  
 Soroptimist International of Phoenix  
 St. Joseph's Hospital and Medical Center  
 Sundt Foundation  
 Tim & Willy Kid's FUN-Dation  
 Unilever Foundation Matching Gift Program  
 Valley of the Sun Active 20-30 Club #1028  
 Valley of the Sun United Way  
 Wal-Mart Foundation

## REVENUE

% OF TOTAL

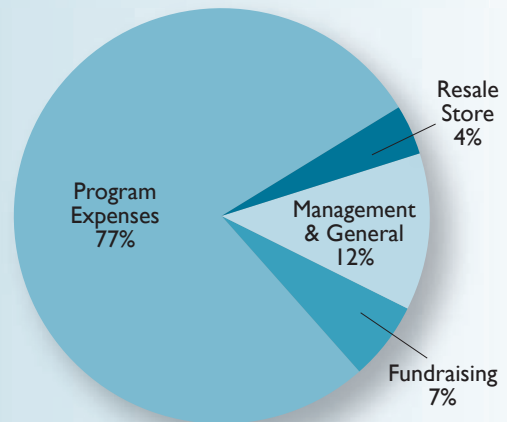
Program Revenue	\$6,248,990	75%
Contributions/Fundraising	2,025,983	24%
Other	89,077	1%
<b>TOTAL REVENUE</b>	<b>\$8,364,050</b>	<b>100%</b>



## EXPENSES

% OF TOTAL

Program Expenses	\$6,040,133	77%
Resale Store	330,725	4%
Management & General	955,720	12%
Fundraising	497,945	7%
<b>TOTAL EXPENSES</b>	<b>\$7,824,523</b>	<b>100%</b>
<b>OPERATING INCOME</b>	<b>\$539,527</b>	



## NON-CASH CHARGES

Market losses and charges	(\$757,105)
Depreciation	(481,476)
<b>TOTAL NON-CASH CHARGES</b>	<b>(\$1,238,581)</b>
<b>NET LOSS</b>	<b>(\$699,054)</b>

Changes in Net Assets show a loss of \$699,054. This is due to market valuations in our investment reserves and split-interest trusts comprising unrealized investment losses of \$757,105. Florence Crittenton remains financially strong and viable by controlling costs and managing our accounts receivable. Copies of the audited financial statement are available for review.

## 1,762 CHILDREN AND FAMILIES SERVED IN 2008-2009

PROGRAM	NUMBER
Crittenton Youth Academy	502
Girls Ranch ( <i>Clients with children</i> )	20
Healthy Families ( <i>Program ended Feb. '09</i> )	85
Independent Living Program	516
Life Skills	259
WINGS Mentor Program	129
Residential Group Home	203
Transitional Living Homes ( <i>Clients with children</i> )	48

**OFFICERS**

- Ina Manaster *Board Chairman*  
Jon Held *Past Board Chairman*  
Shelle Cleveland *Vice-Chairman, Programs Committee*  
Julie McCollum *Vice-Chairman, Finance Committee*  
Michael J. Olsen *Vice-Chairman,  
Human Resources Committee*  
Daniel Green *Vice-Chairman, At Large*  
Larry Lytle *Co Vice-Chairman, Development Committee*  
Christa Burkhalter *Co Vice-Chairman, Development Committee*  
Dawn Donovan *Vice-Chairman of Endowment*

Linda Volhein *Chief Executive Officer*

**DIRECTORS**

- Rebecca Ailes-Fine  
Melissa Baffert  
Bob Bergman  
Marc Cavness  
Tammy Escobar-Miller  
Theresa Dwyer-Federhar  
Sue Fletcher  
Sue Glawe  
Cathy Hardwick  
Nan Howlett  
Susan Karis  
Rona Kasen  
Carole McManus  
Sophia Nicholson  
Lata Pall  
Nancy Spetzler  
Ruth Young



Our mission is to provide  
safety, hope and  
opportunity to every girl  
whose life we touch.



**Florence Crittenton**  
*Where Hope Comes to Life*

715 W. Mariposa Street, Phoenix, AZ 85013  
P. 602-274-7318 | F. 602-274-7549  
[www.flocritaz.org](http://www.flocritaz.org)



The National  
**Crittenton**  
Foundation  
EMPOWERING GIRLS, YOUNG WOMEN  
AND THEIR FAMILIES SINCE 1883



Community Partner