



Crittenton Services, Inc.
Believe Achieve Empower

2606 National Road
Wheeling, WV 26003
304-242-7060
www.florencecrittenton.net



Annual Report



Crittenton Services, Inc.
Wheeling, WV

Year ended June 30, 2011





Crittenton Services, Inc.
Believe **Achieve Empower**

Mission Statement

We embrace children and families in need with nurturing services to help them achieve self-sufficiency.



Administration

Kathy Szafran, MA, LPC
President and Chief Executive Officer

Phillip Powell, CPA
Chief Financial Officer

Tracee Chambers, MA
Vice President Residential Services

Beverly Petrelli, ACSW, LCSW
Vice President, Wellspring Family Services

Mary Stein, MS, RN
Director of Quality Improvement

Amy Smith, MS
Director of Human Resources

Stacy Rich
Director of Marketing and Development

Board of Directors

Dr. Kim Miller, President
Steve Mazure, Vice President
Dennis Madama, Secretary
Jody Geese, Treasurer
Carol Austin
Andy Barger
Kelly Bettem
Trisha Bush
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Edward George, III
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Mato Kret
Carrie McKenzie
Nathan Moyer
Libby Reasbeck
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Sue Thompson
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Joselyn Ice, Treasurer
Shirley Dvorcek, Secretary
Marci Rubenstein, President
ex-officio
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Margie Ball
Mandy Blakely
Sharon Bohn
Kathy Bonnenberger
Cecelia Boyd
Helen Bundorf
Tracee Chambers
Nancy Conti
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Missy Glessner
Lisa McGinty
Libby Reasbeck
Autumn Simms
Nina Sterrett
Donna Sullivan



Crittenton Services, Inc. is:

*An equal opportunity employer and does not discriminate on the basis of race, sex, color, or national origin with respect to the people who we serve or the people we employ

*A 501 (c)(3) charitable organization; financial statements are available upon request

*Licensed by the West Virginia Department of Health and Human Resources as a behavioral health center, certified family preservation provider, residential maternity facility and child care agency

*A member of the National Crittenton Foundation family and the West Virginia Child Care Association

*Accredited by the Council on Accreditation (COA)



Crittenton Services, Inc. employs **123** people

16 Administration
31 Wellspring
59 Residential
17 Cradles to Crayons

**Transforming lives one girl, one child
and one family at a time.**

Message from the President



“Being the richest man in the cemetery doesn’t matter to me. Going to bed at night saying we’ve done something wonderful, that’s what matters to me.”

~Steve Jobs

In today’s world of financial uncertainty, are there really any sure bets? I have an offer for you...

Would you consider investing in a company that has been in operation for over 115 years, maintained the same mission, demonstrated consistent growth, and has made a positive difference in the lives of hundreds of thousands of families? This investment can save the taxpayer thousands of dollars in neonatal intensive care expenses, incarceration time and even more in life-long financial system dependency. Imagine, young families self sufficient and living outside of the cycle of abuse, trauma and neglect. How much is it worth? At Crittenton, we think it’s priceless.

Over the past year, we have invested a great deal into our human capital. We have grown and expanded our reach into the community. We have integrated more evidence based practices and have increased service and flexibility with technology. We have served over 1,200 children and families and are positioned for continued expansion of our services.

In addition, we have demonstrated that we are good stewards of the revenues. We completed this year financially in the black and invested over \$80,000 in necessary capital improvements.

We certainly may be the best investment out there and the best part of our work is the dividends which we experience every day... truly priceless.

Thank you to our investors, including our wonderful board of directors, volunteers, our dedicated staff, and to all of our Friends of Crittenton. Without your support, we wouldn’t be serving West Virginia’s children and families for more than 115 years.

A handwritten signature in black ink, appearing to read 'Kathy Anderson'.

Crittenton Services, Inc. moves forward in Philosophy and Treatment

Crittenton Services, Inc. is working with a new, evidence-based framework that will revolutionize the way Crittenton serves its clients across the state of West Virginia.



Crittenton currently serves over 500 children and families within its Residential Program and Wellspring Family Services, a community-based counseling service.

“We recognized that the majority of our clients suffer from a variety of trauma experiences, such as physical, sexual and emotional abuse, neglect and abandonment. We have been researching the best evidence based, clinical approaches to working with this population,” said Kathy Szafran, President and CEO.

Crittenton’s sister agency in Kansas City, Missouri, the Crittenton Children’s Center, has adapted a didactic clinical framework for their facility called “ARC” Attachment, Self-Regulation and Competency, developed by the Trauma Center at The Justice Resource Institute in Brookline, Massachusetts. The Kansas City Crittenton is currently in their third year of utilizing this model. Crittenton’s management has visited the Kansas City facility and has interviewed the staff regarding the success of this curriculum.

The outcomes are impressive from the perspective that staff is well-trained in appropriately teaching the clients the tools necessary to begin the healing process. Also, the clients demonstrate the ability to utilize the tools taught to self-regulate, gain control of their behavior, and experience increased self reliance. All of Crittenton’s employees and contract staff participated in the initial training in September.

“We believe that this is critical for all staff to have a sound foundation regarding the framework of our treatment environment. Crittenton Services, Inc. will be the first treatment facility in the state utilizing this cutting edge, evidence based practice,” said Szafran.

This training was funded, in part, by the Robert H. Mollohan Family Charitable Foundation, Inc.

Network for Good
Ohio County Country Fair
Ohio Valley Jaycees
Ohio Valley Medical Center
Oglebay Resort & Conference Center
Paull Associates
Presbyterian Church Women’s Club
Progressive Bank
Raymond James Financial Services, Inc.
Riesbeck’s Food Markets, Inc.
River City Ale Works
RM Wilson Co.
Robert H. Mollohan Family Charitable Foundation
Roney’s Point United Presbyterian Church
RSVP (Retired Senior Volunteer Program)
Sam’s Club
Sands Charitable Trust
Saseen’s Restaurant
Security National Trust Company
Serra Foundation
Sisters of St. Joseph Health and Wellness Foundation
Skin Reflections Medical Spa
Small Farm Training Center
Smartstyle
St. Clairsville Senior Center
St. Frances Cabrini Catholic Church
St. Vincent de Paul Parish School
StratusWave Communications
Suzie Q Bakery
Target Store
The Bernard McDonough Foundation
The Christian Fellowship Foundation
The Louis & Sandra Berkman Foundation
The Max and Victoria Dreyfus Foundation, Inc.
Trinity Lutheran Church
Waldenbooks
Wendy’s Management Group
WesBanco Bank, Inc.
West Liberty University
West Virginia Department of Education
West Virginia Northern Community College
Wheeling Artisan Center
Wheeling Hospital Inc.
Wheeling Island Hotel-Casino-Racetrack
Wheeling Jesuit University
Whitesides
Ye Olde Alpha
Young’s Cafeteria & Restaurant

Foundations, Grants & Sponsors

308 West Warren Operating Co.
Abbey's Restaurant and Lounge
Advanced Family Practice, PLLC
Antique Junction
BB&T
Belmont Savings Bank
Bob Evans Restaurant
Bob Robinson
Bordas & Bordas, PLLC
Cabela's Distribution Center
Camelot Restaurant
Christ Evangelical Lutheran Church
Christ United Methodist Church
Civic League of Warwood
Commonwealth Financial Services
Community Fellowship Foundation
Constanzo & Associates
Cracker Barrel
Dallas United Methodist Church
DiCarlo's Pizza
Diocese of Wheeling-Charleston
Division of Early Care and Education
Dollar General Literacy Foundation
ERB Electric Sign Division
First Choice America Federal Credit Union
First Christian Church
First Presbyterian Church
Glessner & Associates, PLLC
Greater Wheeling AARP Chapter 824
Hall of Fame Café
Hazel Ruby McQuain Charitable Trust
Helen J. Prince Foundation
Kiwanis Club of Wheeling
Kroger Food and Pharmacy
Ladies of Leisure
Later Alligator
Levenson Family Charitable Found., Robert and Helen Levenson Family
Main Street Bank
McMechen-Benwood United Methodist Church
Mehlman Cafeteria
Metropolitan Citi Grill
Meyers Memorial Fund - J.P. Morgan
Mind, Body, Spirit
Miracle of Life
National Crittenton Foundation

Crittenton awards Veteran Employee the Angel Award



Crittenton Services, Inc. is honoring a special woman as Cecelia Boyd, 80, has retired from the agency after 19 years.

Boyd began her association with Crittenton Services as a member of Crittenton's Junior Board, a group of volunteers dedicated to Crittenton's Residential program. She went on to serve as a direct service worker and cook at the Residential facility, working with hundreds of residents over the years. She still speaks fondly of even the toughest clients, cherishing gifts and letters she has received from them along the way.

Angels have been watching over the residents and programs of Crittenton for more that 115 years. Crittenton's President and CEO Kathy Szafran instituted the "Crittenton Angel Award" to honor those "Angels Among Us." Boyd was presented the *Crittenton Angel Award* by Szafran at her retirement party.

"Miss Cecelia is a true angel on earth. She is someone we all aspire to be," said Szafran



Crittenton Services, Inc. unveils New Volunteer Program



Crittenton Services, Inc. is looking for a few good men and women to lend a helping hand. The Crittenton Cares Volunteer Program is a new, position-based program that offers flexibility and purposeful volunteer work for those involved.

The new program offers several new positions within the Residential Program and Wellspring Family Services' four offices, including administrative aide, tutor, activities liaison and special events volunteer.

The Friends of Crittenton is the fundraising component of the new volunteer program for those who want to help with fundraising.

Residential Services

Specializing in treatment and education for young women 12-18 years of age - pregnant and/or parenting or not - transcending abuse and neglect



"I just want to say thank you for everything you've done. I know I complain a lot, and sometimes act ungrateful, but I really appreciate all you've done for me. I've grown a lot since I've been here."

116 lives transformed

79 adolescents

37 infants

79.5% of girls maintained custody of their children.

41.25% of clients achieved 80% or better of their treatment goals.

100% of clients received routine health care, prenatal care and wellbaby checks, achieving full compliance with EPSDT* guidelines.

92.5% of clients were released to a less-restrictive setting, such as foster care, family home, or independent living.

78% of clients demonstrated academic progress related to their educational goals, as evidenced by promotion to the next grade level, completion of GED, or being "on target" for these goals at the time of discharge.

39.5% of discharged clients graduated from the "Butterfly Becoming Program" -completing all four stages.

*EPSDT Program is the required Early Periodic Screening, Diagnosis, and Treatment Program. It is the child health component of Medicaid and is designed to improve the health of low-income children by financing appropriate and necessary pediatric services.

Long, Mr. and Mrs. Howard
Lowe, Johnette
Marinacci, Michelle
Mascolino, Mr. and Mrs. Raymond
Masters, Aimee
McBane, Mr. and Mrs. Carl
McKenzie, Mayor and Mrs. Andrew
McNally, Michelle
Meredith, Mr. and Mrs. Donald
Miller, Aimee
Moolten, Marjorie
Moore, Mr. and Mrs. John
Morano, Tom and Tess
Morgan, Sherry
Newmeyer, Mr. and Mrs. Charles
Niess, Dr. and Mrs. Dennis
O'Brien, Mr. and Mrs. James
Oglinsky, Pat
Ovies, Mrs. Manuel
Parsons, Carol
Pennybacker, Shawn
Petrelli, Beverly
Phelps, Cheryl
Pockl, Mr. and Mrs. Michael
Powell, Mr. and Mrs. Phillip
Poziviak, Russell
Pucci, Mr. and Mrs. Robert
Quinlan, Rich
Reasbeck, Mr. and Mrs. John
Remp, Jamie
Rentschler, Mr. and Mrs. Frederick
Rine, Mr. and Mrs. Rick
Ross, Kate
Sall, Marsha
Salvatori, Emma
Salvatori, Philip
Sambuco, Mary
Scott, Marsha
Sebastian, Magdalyn
Seiverston, David
Slaysman, Dr. and Mrs. Michael
Smith, Amy
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Staskey, Valery

Stein, Dr. Vija
Stein, Jim and Mary
Sterrett, Nina
Stollings, Senator Ron
Sullivan, Donna
Swart, Courtney
Szafran, Barry and Kathy
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Taylor, Sue
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Thieroff, Mr. and Mrs. George
Thomas, Marisa
Tiu, Mr. and Mrs. Jeremy
Tiu, Patty
Tomassene, Raymond
Turnewitsch, Chris
Upton, Gwen
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Velez, Dr. Manny
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Wallace, Virginia
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Wasulko, Mr. and Mrs. Wayne
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Weitzel, Judy
Wilson, Mr. and Mrs. Mark
Wilson, Mr. and Mrs. William
Winesburg, Mabel
Ziegler, Edouard



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Bishop, Mr. and Mrs. Tim
Black, Jodi
Bohn, Mr. and Mrs. Phil
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Bonner, Renee
Bowman, Dr. and Mrs. David
Boyd, Cecelia
Buchanan, Donna
Bundorf, Helen
Byers, Lynn
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Carson, William
Cartus, Peggy
Chambers, Mr. and Mrs. David
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Dobrzanski, Joanne
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Drutch, Mildred

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Ernes, Donna
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Figaretti, Kathy
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High, Mr. and Mrs. Jeremy
Hrutkay, Janey
Hudnall, Mary Lou
Hunt, Mr. and Mrs. Jodi
Hutchins, Mr. and Mrs. Tal
Ice, Josalyn
Ickler, Mr. and Mrs. Howard
Ivaun, Richard
Jackson, Mr. and Mrs. Frank
Kenamond, Dr. and Mrs. Carter
Kepner, Mr. and Mrs. John
Kessler, Gary
Kiger, Katherine
Kiger, Rebecca
Klempa, Senator and Mrs. Orphy
Knight, Shirley
Knoyer, Caren
Kolas, Cindy
Kolb, Robert
Kozlowski, Susan
Krusec, Mark
Kyle, Tom
Laplaca, Maryam
Lekanudos, Amanda
Lemery, Paul

Intensive Outpatient Program

Offering an educational environment that meets the academic needs of young women while teaching and modeling adaptive pro-social behaviors to achieve optimal self-sufficiency, competency and academic success.

Served: **14** clients

The IOP is a specialized program, in conjunction with Ohio County Schools, for girls between the ages of 12 and 18 who are struggling in school, feeling frustrated, angry or depressed, using drugs or alcohol to deal with uncomfortable feelings and / or getting into trouble at home or in their communities.

90% of clients incurred no further system charges.

100% of clients remained at home or were placed in an alternative safe environment through no fault of their own.

“I believe the staff does the best they can in the situation they are in. Overall, this place works if you want it to, and let me tell you, I want it to!”

Cradles to Crayons

Developmental childcare for infants, toddlers and preschoolers



100% of pre-school students who were eligible demonstrated readiness for kindergarten

100% of children and families reported satisfaction with services

52% of daycare staff are STARS* registered providers

100% of parent satisfaction surveys indicated a very strong agreement that children are safe and supervised in a positive environment

*STARS is the State Training and Registry System, with a mission to improve the quality of care and education for young children and their families in West Virginia by enhancing the skills and career opportunities for all those who care for and educate our youngest citizens. Registration requires an average of 18 hours annually of continuing education.

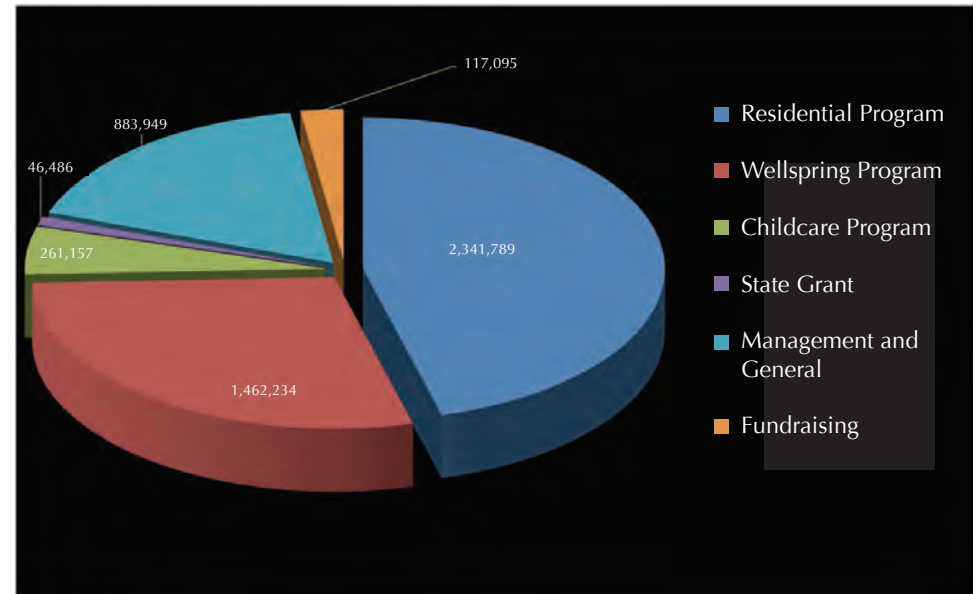
A poem by one of our young moms

one Day At A Time

Today is a new day, it's unlike any other.
Today I am free of drugs, today I am sober,
Today I have my son, I have a future.
Today I have choices, I have decisions to make...
whether or not I'm going to live right and stay straight.
The decision is yes, yes I am.
I'm going to do what's right for me and my fam.
The key is today, one day at a time.
Never lose track of that in my heart or in my mind.
I will keep going, keep pushing through...no matter
what life throws at me or how hard it is to do.
I can't give up, I've come too far.
It's like I'm right up there with all the shooting stars!
It's a feeling no one can take.
I'm on my way to succeeding...and the key to that is believing!

Expenses

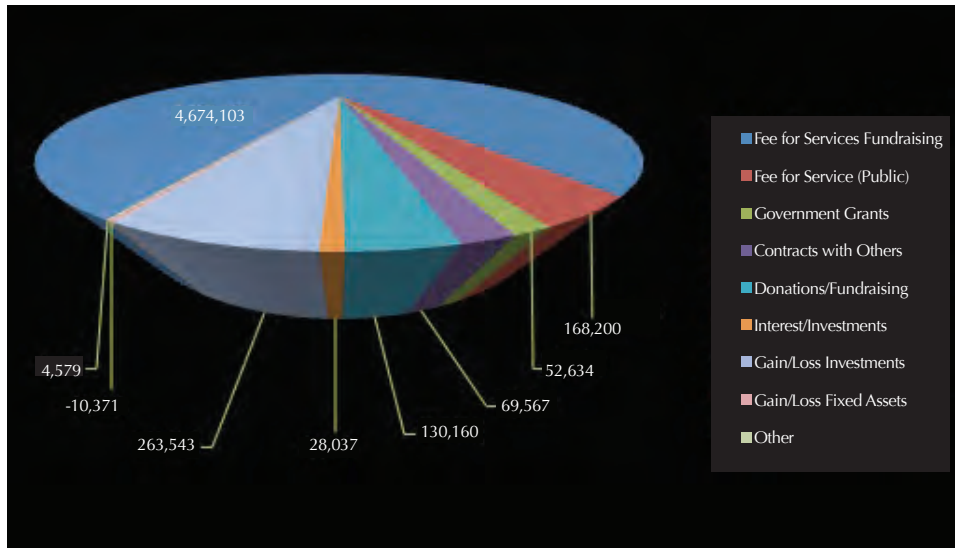
Residential Program	\$2,341,789	45.80%
Wellspring Program	\$1,462,234	28.60%
Childcare Program	\$261,157	5.11%
State Grant	\$46,486	0.91%
Management and General	\$883,949	17.29%
Fundraising	\$117,095	2.29%
Total	\$5,112,710	100.00%



Financial Report

Revenue

Fee for Services Fundraising	\$4,674,103	86.86%
Fee for Service (Public)	\$168,200	3.13%
Government Grants	\$52,634	0.98%
Contracts with Others	\$69,567	1.29%
Donations/Fundraising	\$130,160	2.42%
Interest/Investments	\$28,037	0.52%
Gain/Loss Investments	\$263,543	4.90%
Gain/Loss Fixed Assets	\$-10,371	-0.19%
Other	\$4,579	0.09%
Total	\$5,380,452	100.00%



Wellspring Family Services

Restoring stability to families through a broad range of outpatient counseling services delivered in our regional offices and at clients' homes or schools

More than **9,895** hours of intensive individual and family therapy

90% of clients reported overall satisfaction with services upon discharge



"Ken has worked well with my son. I would not change therapists for my son. Ken is the reason I have kept my son with this agency. I am completely satisfied."

Served: 1,080 total clients
714 children
366 adults

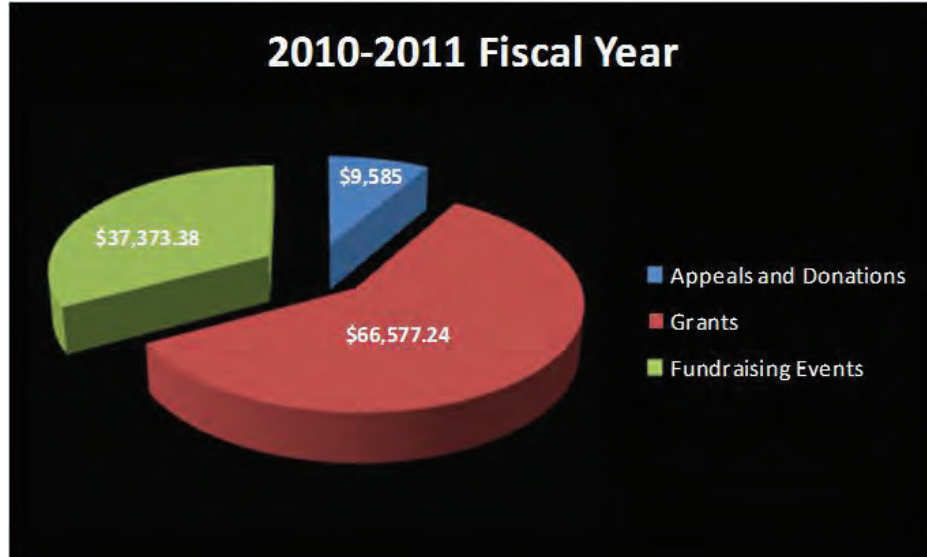
"I would recommend your staff to anyone who needs help!"

86.50% of clients reported same or improved levels of functioning 30 days after discharge

Professional Staff: 31
Site Directors 4
Therapists 13
Case Managers 7
Contract Therapists 9
Secretaries 5
Psychologists 3
Child Psychiatrist 1

"Stacy is excellent! Great counselor, Stacy does not give you answers. She has you answer your own questions. She helps you find them by homework."

Marketing and Development



Soup and Salad Luncheon 2010



Paint the Town Pink 2011: Pink and the City



Residential Baby Shower 2011

