CRITTENTON SERVICES, INC. ANNUAL REPORT















ANNUAL REPORT CRITTENTON SERVICES, INC.

MESSAGE FROM THE PRESIDENT



"The more you know, the more you know you don't know." The quote is attributed to Aristotle, but it is as current as the work we do at Crittenton today. After 118 years of serving children and families in need, we still examine and re-examine our programs. We continuously challenge ourselves to meet the complex needs of those we serve, with a commitment to learning and to healing. The work of this past year truly reflects that commitment.

We focused on the intricate set of elements that affect the developmental growth of the children and families we serve. We solidified what we have learned about rural poverty, not simply as a socioeconomic marker, but as a system of deprivation that fosters chronic trauma. The chronic trauma, the systematic experience of childhood adversity, provides a flawed framework for brain development. When we address the "flaws" or developmental deficits, we not only help a young person find resiliency, confidence, and hope, but an opportunity to step free from what is frequently a multi-generational cycle of abuse and neglect. Healing trauma fosters healthy families now and for the future.

Our commitment to healing means renewed intentionality in the working environments of the residential program and the homes of the families we serve. As part of this effort, we are committed to using the most current, evidence-based, traumainformed practices. Clinical and direct care staffs

are fully engaged in training, which has resulted in a common fluency of practice and communication.

This year also marked a commitment to extending our continuum of care. Crittenton is launching a specialized transitional living program, designed for young women who are "aging out" of the foster care system. True to our mission, we will accept young women who are pregnant or parenting who are transitioning to full independence—this specialization makes the Crittenton transitional living program the first of its kind in the state. The transitional living house, located near our campus, is still being renovated, transformed into a safe, comfortable, welcoming home.

"The more we know, the more we know we don't know," stands as an energizing challenge. We have had a great year of opportunity, learning and growth—hand in hand with staff, board members and numerous community supporters. Thank you for your understanding, compassion, time and support that have allowed us to continue transforming the lives of those we serve, one child and one family at a time.



CONTINUUM OF SERVICES

CORE SERVICES

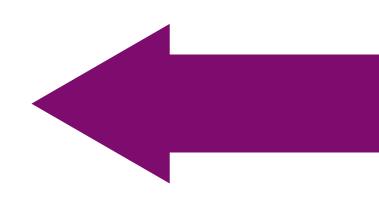
Crittenton Services, Inc. is a trauma-informed behavioral health agency serving more than 650 young women, children and families from all 55 counties of West Virginia. A comprehensive continuum of care is provided through four distinct programs—a fifth program, transitional living, begins in spring, 2014.

Crittenton's residential program is the only licensed maternity care treatment facility in the state. It is designed for girls 12-18. While the program specializes in the needs of pregnant/ parenting young women, up to 30% of clients are neither, but are referred to Crittenton because of the gender-specific, trauma-informed environment and treatment. They are young women with all the vulnerabilities of the adolescent, experienced through the lens of abuse, neglect, sexual assault, mental illness and addiction.

Wellspring Family Services is the home-based, outpatient counseling service. Wellspring operates in 18 counties, with five regional offices in Wheeling, Weirton, New Martinsville, Parkersburg and Morgantown. Currently, more than 550 clients (children, families and individuals) rely on the community-based program. As an in-home, outpatient service, it is a supportive, professional resource for those who might otherwise struggle with mental illness and addiction in isolation.

The *Intensive Educational Outpatient program* (*IOP*) bridges the environment of the residential program with the in-home services of Wellspring. Eligible young women in Ohio County spend the school day in the residential classroom, which is designed to meet behavioral mental health needs. Afternoons and evenings are time for in-home therapy with a Wellspring therapist.

Crittenton's *Cradles to Crayons Child Care Center* offers infant and toddler care at its Elm Grove and Wheeling Park High School sites. Before and after care programs for school-aged children operate at Woodsdale, Steenrod and Middle Creek Elementary Schools. Middle Creek care includes children enrolled in the universal pre-kindergarten program.



CRITTENTON UNVEILS TRANSITIONAL LIVING: FIRST OF ITS KIND IN WEST VIRGINIA

SPRING 2014: TRANSITIONAL LIVING

The transitional living program is a step closer to independent living for young mothers, aged 17 or older, who are no longer eligible for traditional residential programs. In the state of West Virginia, there are less than 50 beds available for all young people who are "aging out" of traditional residential treatment.

Recognizing the critical need for the program, Crittenton has purchased a home in Elm Grove. Extensive renovations include electrical, plumbing and fire safety improvements, as well the addition of a second bathroom. The house will accommodate up to six residents.

"Once kids 'age out' of the state system of custody, they have to navigate their own way into independent self-sufficiency, frequently without family or community support," says Chris Byers, Vice President, Residential Program.

The program is the first of its kind in West Virginia: fully licensed, trauma-informed, gender-responsive, and specific for pregnant or parenting young women. The program will follow the evidence-based Transition to Independence Process (TIP) model. The TIP model engages young in women in planning for the future, utilizing culturally sensitive and gender appropriate developmental services. Each young woman will be employed and/or enrolled in education or vocational training.

Transitional living is a "next step," a step taken with supportive accompaniment. The availability of Wellspring Family Services and Cradles to Crayons Child Care offers encouragement and structure.

The progression from an adolescence marked by early parenthood and developmental challenges to confident, competent young adulthood is complex and, at times, overwhelming—one that no young woman should have to face alone. With the new transitional living program, less young women in our state will have to.

COMMITTED TO TRAUMA-INFORMED INTERVENTION

For the past three years, Crittenton has committed to designing treatment models on the ARC framework.

The ARC framework is an approach to understanding traumatic stress, organized in three developmental domains: Attachment, Self-Regulation, and Competency.

ARC organizes treatment targets and creates a common vocabulary for understanding trauma and trauma-informed treatment. The ARC framework is based the research and writings of Dr. Margaret Blaustein and Kristin Kinniburgh of the Trauma Center at Justice Resource Institute, Boston.

The goal of the trauma-informed effort is to become a self-sustaining, ARC-based agency, able to provide internal, continuous training. Therapeutic staff from the residential and Wellspring programs are working together to develop a comprehensive curriculum. Dr. Joseph Spinazzola, from the Trauma Center at Justice Resource Institute, is a resource for this project. Consultation with Spinazzola helps the staff to translate coursework, training, experience and intuition into materials that will become the agency's practical guideline for best practices. All staff at Crittenton, in every department and at every level, receive training on trauma and its effects.

Chronic trauma is a complex system, where environment, biology and socioeconomics meet. Without intervention, the assaults and deficits from childhood are a lifelong legacy. Research shows that the developing brain

structure is actually altered to contend with the chaotic environment. Self-protective responses override higher reasoning, appropriate emotional reaction and social development. As a result, the child, with cognitive and emotional limitations, makes poor choices with damaging long-term costs—a greater likelihood for alcoholism, depression, illicit drug use, liver disease, sexually transmitted disease, smoking, intimate partner violence, adolescent pregnancy, early initiation of smoking and sexual activity, and more.

In practice, understanding trauma means a better understanding of clients. Having a vocabulary or system of examining trauma allows staff to understand exactly what the cognitive and emotional deficits a client has developed for survival and how best to address "missing" pieces that limit a successful future. It is demanding work.

"People are not a set of behaviors. When we can enter into what a client's experience has been, we see him or her with a new depth. Helping a client to build new resiliencies and skills, step by step, is transformative," says Beverly Petrelli, Vice President of Community Services.



Crittenton Services, in association with the West Virginia Child Care Association, supports the WV Legislature's adoption of a universal assessment tool for at-risk kids. The proposed legislation is the result of Crittenton staff and members of the Child Care Association having a conversation with legislators to address the fractured nature of care for children.

Children "in care" seldom receive services from just one entity. Typically, they travel through two or more agencies—the juvenile justice system, child protective services, youth services, and court systems. For every system, there is a different jargon, mission and service offered to the child. These systems have become disconnected, ultimately failing the child.

Having a universal assessment tool will allow information to be collected, assessed and shared in a way that is useable across systems, which ultimately will build mental health treatment services that meet the specific needs of each child, streamline use of scarce resources and create better, measureable outcomes. Over time, the measureable outcomes can be evaluated to design more effective and efficient systems for the delivery of mental health treatment services.

Senator Donald Cookman introduced the legislation as Senate Bill 401 in the 2014 session. "I am grateful to Crittenton for forging ahead and bringing this issue to Charleston. It is long overdue. Who better to spearhead this legislation than an agency that has served young girls, children and families for more than 118 years? Crittenton Services and its leadership and staff know and care for these children and want what's best for them. So do I," explains Cookman.

Senate Concurrent Resolution 49 refers the implementation of a standardized comprehensive universal assessment tool for study by the Legislative Oversight Commission on Health and Human Resources Accountability. The product of the study will be presented in the 2015 Legislative session.

"It has been a privilege to work with local legislators and legislators from all over the state who are committed to better care for West Virginia children. The interim study will help to better express the need and goals of universal assessment for improved clinical outcomes management," says Kathy Szafran, Crittenton President and CEO.



LOCAL DIGITAL MARKETING FIRM SPENDS A DAY WITH CRITTENTON SERVICES

It started as an idea of a reward and turned into an effort in team building. For the employees of Direct Online Marketing, most days involve hours and hours behind desks. The Wheeling firm specializes in search engine marketing, a digital marketing strategy that helps clients drive quality traffic to their websites. Business is good.

"Our business has really exploded, and the team has worked extremely hard to provide the service and results our clients expect," said Direct Online Marketing President Justin Seibert. "As a reward, we decided to have a summer fun day."

Seibert asked his team to submit ideas of what they would like to do on their reward day. The group members, who are largely active in the community, expressed a desire to do a community service project with some of their time.

As a Wheeling native, Seibert's curiosity was piqued when an employee suggested Crittenton Services for the service day activity. "When my employee mentioned the organization, other employees were interested to learn that Crittenton Services provides more than just maternity care," Seibert explained. "This was a great opportunity for all of us to familiarize ourselves with the organization in addition to helping provide it a little help in fulfilling its mission."

While half of the group helped sort through clothing donations, the other half of the group went to the Wheeling Wellsprings

office to help with fall cleaning. They washed windows and blinds and ironed and hung new curtains, going above and beyond what was asked of them. Having volunteers complete this work allows agency staff to stay out on the road seeing clients.

"The work [Direct Online Marketing] did last week was the kind of chores that staff cannot complete due to their own work demands," said Crittenton Services Vice President of Community Services Beverly Petrelli. "Unfortunately, the work does not get done unless volunteers offer to assist us."

Petrelli and Crittenton staff members were nothing less than impressed with Seibert and his Direct Online Marketing employees. "These great folks were friendly, personable, hardworking and caring individuals," Petrelli said. "Volunteers who go out and serve, regardless of the work, are the best of the best."

Seibert and his team felt the benefits as well. "Part of the benefit comes from just being able to get out of the office on a normal work day. We spend almost all of our days in front of computer screens, so getting out from behind a desk is welcome, indeed," Seibert said. "And, of course, the best part is the feeling you get from being able to give at least a little something back to an organization that is such a huge positive force in our community."

Seibert says the staff of Direct Online Marketing plans to continue doing community services days in the future.



Lorrie is the successful, active mother of three grown children and a grandmother of four. She has been married for 30 years to her high school sweetheart. One of her sons is a respected law-enforcement officer, working in a K-9 unit. Her other son is an accomplished professional athlete, a pro lineman for the Buffalo Bills and a former Pittsburgh Steeler. Her daughter is a Air Force wife and stay-at-home mother of three.

In her professional life, Lorrie has worked for fifteen years in her local hometown banks. Her greatest life accomplishment, she will assure you, is her family. From the outside, one could not imagine that Lorrie's early life was anything less than ideal. What could she possibly have as a connection with Florence Crittenton Home?

Once she was a scared, lost 15 year old, mother-to-be, needing guidance, education, a safe environment, and most of all, love. "My name is Lorrie Legursky. All those things, and more, were provided to me at Florence Crittenton."

LORRIE'S STORY

This year, my daughter and I had the honor of touring the facilities at Crittenton Services, the place I once called "home." Much has changed since my time there. Most importantly, there is the new transitional living home. That would have been an incredible asset to myself and many other girls who decided to keep their babies.

Those 32 years ago, I was required to leave the home immediately after I gave birth. Crittenton wasn't licensed to keep babies at the facility. Today, mothers are encouraged to stay and learn life skills. Many girls have been neglected and/ or abused and do not have the skills for nurturing the new addition in their lives. The trained and loving staff at Crittenton offers those skills to the new mommies. This is life changing. This can break negative cycles. This brings life, love and hope!

I am honored to say I am a success story of Crittenton Services. I am what Crittenton stands for! I wish I lived closer to this wonderful place of hope, so that I could return what was given to me. I serve at my local pregnancy crisis center and am the secretary of our county's prolife organization.

My beautiful, compassionate daughter, born at the Crittenton home 32 years ago is a stay-at-home mommy to her babies. Her family is her number one priority. Friends, a cycle was broken when Crittenton changed my life. I thank God first for His blessings...and Crittenton for their gift of hope.

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



lives transformed			
adolescents			
infants			
of girls maintained custody of their children.			
of clients achieve 80% or better of the treatment goals.			
of clients received routine health care, prenatal care and well-baby checks, achieving full compliance with EPSDT* guidelines.			
of clients were released to a less-restrictive setting, such as foster care, family home, or independent living.			
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.			
of discharged clients graduated from the "Butterfly Becoming Program."			



Development childcare for infants, toddlers, and preschoolers

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

of parent satisfaction surveys indicate very strong agreement that children are safe and supervised in a positive environment.

of children and families reported satisfaction with services.

of daycare staff are STARS* registered providers.

"We love Mrs. Heather and Miss Jenna. Couldn't have asked for two nicer people to care for our son."

"I am so thankful that you've come to our school to provide childcare."

"The ladies who work with my child are amazing."

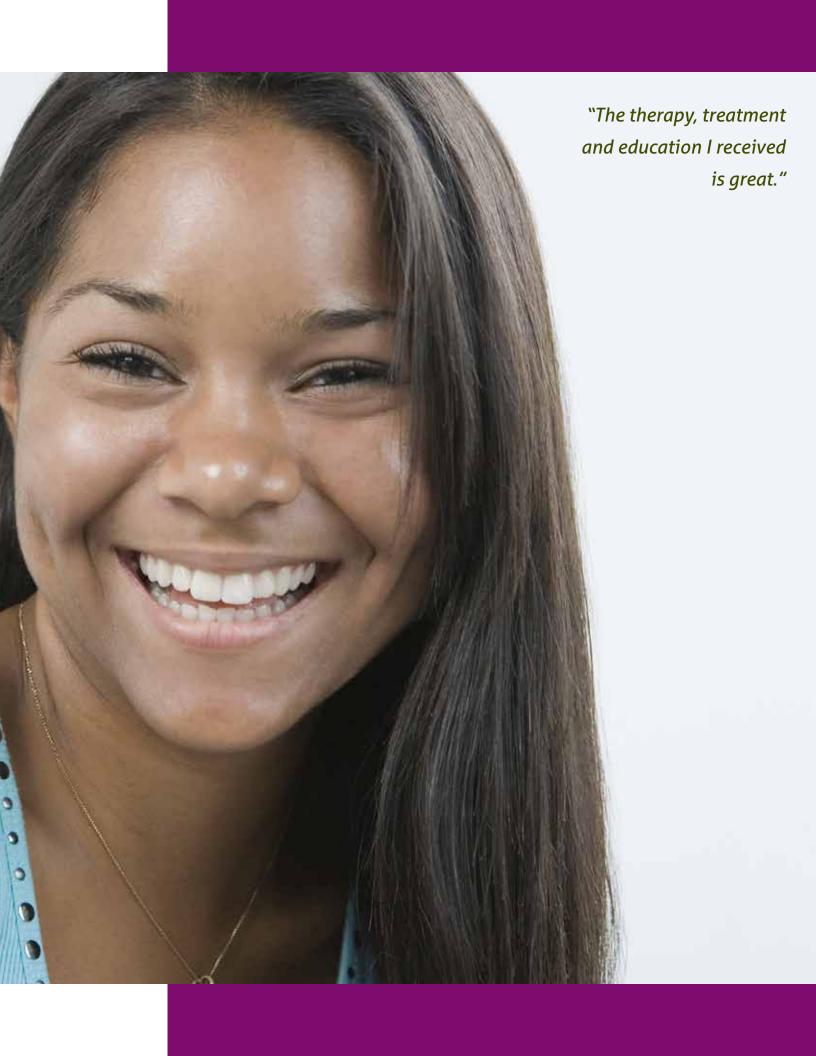
*STARS is the State Training and Registry System, with a mission to improve the quality of care and education for young children and their families in West Virginia by enhancing the skills and career opportunities for all those who care for and educate our youngest citizens. Registration requires an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

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: 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.

50% of clients incur no further system charges.
50% of clients remain at home or are placed in an alternative safe environment.



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

Served: 1,200 total clients

children

40 adults

12,969.50 hours

of intensive individual and family therapy

950 of clients report overall satisfaction with services upon discharge

of clients report same or improved levels of functioning 30 days after discharge



"Amy Serig has been a godsend. My daughter has come a long way. I respect the way she approaches my daughter. Keep having the in-home services."

"Ms. Kris motivated me and my family to develop a stronger relationship and taught me how to deal with them properly. Ms.

Brandy is also seeing my children and they are showing improvements in their attitudes and behavior."

"Ida is an excellent therapist."

"Emma was very nice and helpful. She did a wonderful job."

Professional Staff: 36

Site Directors: 4

Therapists: 9

Case Managers: 7

Secretaries: 4

Psychologists: 3

Contract Therapists: 9

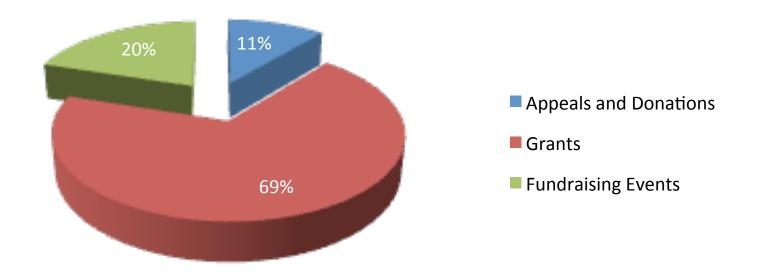




Without the support of the community, Crittenton Services couldn't continue its mission. With our two annual fundraisers, Soup & Salad Luncheon and Paint the Town Pink, along with donations throughout the year, the community continues to support our agency and the children and families we serve. Paint the Town Pink: Wild in Pink is Saturday, April 5, 2014 at 7 p.m. at the Wheeling Artisan Center. We hope to see you there! For more information, call 304-242-7060.

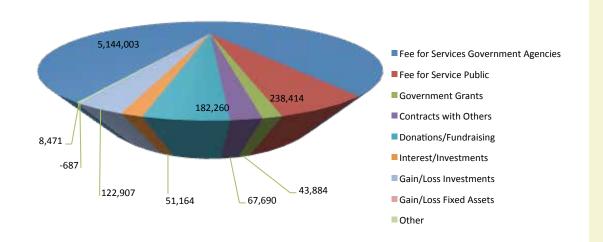


2012-2013 Fiscal Year



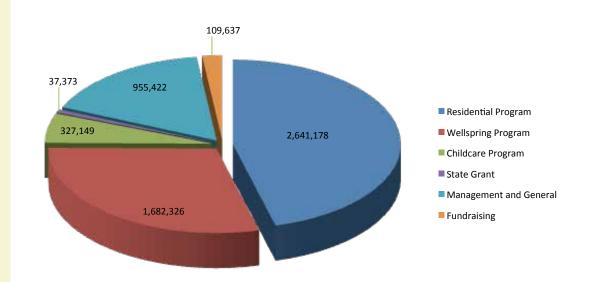
REVENUE

Fee for Services Government Agenci	es 5,144,003	87.81%
Fee for Service Public	238,414	4.07%
Government Grants	43,884	0.75%
Contracts with Others	67,690	1.16%
Donations/Fundraising	182,260	3.11%
Interest/Investments	51,164	0.87%
Gain/Loss Investments	122,907	2.10%
Gain/Loss Fixed Assets	-687	-0.01%
Other	8,471	0.14%
Total	5,858,106	100.00%



EXPENSES

Residential Program	2,641,178	45.91%
Wellspring Program	1,682,326	29.24%
Childcare Program	327,149	5.69%
State Grant	37,373	0.65%
Management and General	955,422	16.61%
Fundraising	109,637	1.91%
Total	5,753,085	100.00%



*Crittenton Services, Inc. Board of Directors

+Crittenton Services, Inc. Employee

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Ms. Mary Lou Hudnall

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Ms. Cathy Palmer

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Mr. Dale Smith

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Ms. Deborah Wright

Ms. Melissa Yeso

Senator & Mrs. Jack Yost*

Mr. Dana Young+

Ms. Sandy Young

Mrs. Edouard Ziegler

Ms. Denise Zombotti

MEMORIAL GIFTS

In Memory of Bob & Jean Whiting

Ms. Priscilla Nieman

In Memory of H. Levenson

Mr. Robert Levenson

In Memory of Sarah Pennybacker

Pennybacker's Lawn Service

FOUNDATIONS, CORPORATIONS & ORGANIZATIONS

Abbey's Restaurant All Good Things Catering Altmeyer Funeral Home American Plate Glass Applebee's, Triadelphia

AT&T United Way Giving Program

Bashore Drapery

Bath & Body Works, Washington and St. Clairsville

BB&T Bank

Belmont Savings Bank

Ben Franklin Crafts, Wheeling

Benwood Clinic

The Bernard McDonough Foundation

Bethani's Bouquets Bordas & Bordas Bullfrogs & Butterflies Cabela's Distribution Center

Cafaro Foundation
Carenbauer Distributing

Casa di Vino

Casey, Chapman & Mushet Cass Scenic Railroad State Park

Chapman Corporation

Chase Bank

The Children's Museum of the Ohio Valley Christ United Methodist Church, Wheeling The Christian Fellowship Foundation

Christy's Cakes & Catering
Civic League of Warwood
Clear Channel Communications

Coleman's Fish Market

Comcast

Commonwealth Financial Services

Community Foundation for the Ohio Valley

Community Lutheran Partners, Inc.

Consol Energy Corporation Costanzo & Associates, PLLC Creekside Resort & Spa Dalby, Barger & Associates

DeFelice brothers Pizza, Bethlehem

Delta Kappa Gamma Society
Diana's Cakes & Catering
DiCarlo's Pizza, Wheeling
Diocese of Wheeling-Charleston
Dollar General Literacy Foundation

Dominion Foundation Eat & Park, Triadelphia Elm Grove Civics First Choice America

First Christian Church, Wheeling
First Presbyterian Church, Moundsville

Fitzsimmons Foundation Fort Henry Quilt Guild

Generations Restaurant & Pub

Gompers Pharmacy Good Mansion Wines Gus's Goodies Hall of Fame Café

Hancock County Association of Retired School

Employees Happy Tails Pet Salon

Hazel Ruby McQuain Charitable Trust

Helen J. Prince Foundation

Highmark Blue Cross & Blue Shield

Hughes Gift Gallery Jebbia's Market

Kristen's Salon & Spa

Kiwanis Club of Wheeling Kremm Enterprises

Kroger

La Carezza De Cielo Hair Studio Lamar Outdoor Advertising Laws of Attraction Salon

Levenson Family Charitable Foundation

Lowes
Mail America
Main Street Bank
Matheson TRIGas

Max and Victoria Dreyfus Foundation

McMechen Women's Club Med Express Urgent Care Mehlman's Cafeteria Meyer's Memorial Fund Moundsville Women's Club

Mountaineer Race Track & Gaming Center The National Crittenton Foundation

Oglebay Institute

Oglebay Resort & Conference Center

Ohio County Public Library Ohio Valley Roller Girls

Olive Garden Oliver's Pies

Omni William Penn Hotel

Panhandle Cleaning & Restoration Papa John's Pizza, Wheeling Parkhurst Dining Services

Paull Associates Pentino Dental The Pittsburgh Pirates PNC Charitable Trust

Print & Copy
Progressive Bank
Quaker Steak & Lube
Rain CII Carbon, LLC
Rich & Shirley's Quick Print
Riesbeck's Food Markets
River City Ale Works

River Expeditions

River Valley Child Development Services

Roney's Point United Presbyterian Church

Retired Senior Volunteer Program

Sam's Club

Sands Charitable Trust

Sandscrest Retreat & Conference Center

Schenk Charitable Trust

Secret Serenity Med Spa

Security National Trust Company

Serra Foundation

Schaeffer & Madama

Sherwin Williams

Sinclair PLLC

Snapshot Photography

St. Clairsville Blanket Brigade

St. Clairsville Senior Center

St. John Central High School

St. Vincent de Paul Parish School

Stonewall Jackson Resort

StratusWave Communications

The Capitol Grille

TJ's Sports Garden

Undo's Catering

United Way of Central Ohio

US Foods

Vee Corporation

The Vineyard Church

WesBanco Arena

WesBanco Bank, Inc.

West Alexander Presbyterian Church

West Liberty University

The West Virginia Department of Education

West Virginia Northern Community College

Wheelcraft Bike Shop

Wheeling Country Club

The Wheeling Fire Department

Wheeling Island Racetrack & Gaming Center

Wheeling Jesuit University

The Wheeling Park Commission

The Wheeling Symphony

Wheeling YMCA

Whitemann Wallcovering

WKKX Radio

WTRF

Ye Olde Alpha

Young's Cafeteria & Restaurant





- * 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 134 people

16 Administration

61 Residential

30 Wellspring

19 Cradles to Crayons

14 Contract Employees









BOARD OF DIRECTORS

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