Dear friends,

**Strength** and **determination** – these are the words that exemplify the ongoing commitment Arizona's Children Association (AzCA) staff have demonstrated throughout the duration of the pandemic. We remain committed to being the place that children and families across Arizona trust to help them through the challenges and struggles so many have faced.

Although short-handed, our dedicated staff rallied together this past year, with **YOUR** support, to continue to provide essential services to nearly **30,000** children, youth and their families across Arizona.

Now in our **110th year of service** at AzCA, our ongoing efforts continue to remain centered around improving our community impact, strengthening our presence, increasing our financial strength, and bringing in the best people to support our communities. Our three-year plan continues to revolve around our four strategic initiatives:

1. Become the **employer of choice** by recruiting and retaining high-performing individuals
2. Remain the **provider of choice** by providing high-quality, impactful services to children and families
3. Create an ongoing **operating surplus** and achieve financial sustainability
4. Continue as the **community partner of choice** by developing and implementing an AzCA brand profile to improve visibility statewide

With you by our side, we will continue to make strategic moves to further the growth of our programs and make a lasting difference in the life of every child and family who trust us with their treatment and services. We encourage you to take any or all of the following next steps to help us:

- Spread the word about our services with your friends, family and communities
- Continue and, if possible, increase your financial support of our services and programs
- Consider including us in your estate plan to help us build a solid foundation for future generations

Together, we can remain successful in our efforts to ensure the future of this agency and build a stronger, more resilient Arizona. Now, more than ever, we depend on you for your continued commitment to AzCA and our vital mission of **protecting children, empowering youth** and **strengthening families**.

On behalf of every child and family we serve, **thank you!**

Sincerely,

Jacob Schmitt, MPA  
President & CEO

Patricia Krueger  
Board Chair

Protecting Children, Empowering Youth, Strengthening Families.
The 1960s brought an increased focus on the mental health needs of our children along with funding for behavioral health through the Community Mental Health Act.

To meet the changing needs of Arizona’s children and families, we began to develop services that extended beyond the residential program in Tucson, and well beyond Tucson itself.

**A History of Changing Futures**

*From the opening statement of Mrs. Minnie Davenport’s memoir — Founder of Arizona’s Children Association*

You cannot realize how enjoyable it is to dream of years gone by, of pioneer organizations that had small beginnings and little support, unless the appeal touched the heart-strings of the people in the community. Even after all the hardships and struggles, even to exist through times when faith and courage faltered, yet, ever-renewed with a spirit to carry on, and today we can see the silver linings to the clouds and know of a Haven of rest, where sobbing, homeless children meet kind friends, who are really interested in their comfort, care and future life. That is the reason [we] came into existence as is further revealed as the story is told.

*AzCA’s Original Children’s Home - Tucson, AZ*
Our mission is to protect children, empower youth and strengthen families.

Our vision is that every Arizona family has the resources and support needed to be safe, strong and resilient.

We value our Passion of Purpose, Quality Service, Collaboration and Respect for All.

**Passion of Purpose:** With more than 100 years of service, we continue to be driven by our desire to support abused and neglected children and the families most in need of our services. We will not compromise when it comes to the safety and best interests of children.

**Quality Service:** We are determined to be the best at doing what matters most. We strive to maintain expertise in our field, use our resources efficiently, make data-driven decisions that are results oriented, and provide services of the highest quality. We aim to understand, meet and foresee the needs of our clients, colleagues, volunteers and stakeholders while continuously seeking feedback for improvement.

**Collaboration:** We strive to work powerfully together with our community in a unified effort to achieve our shared goals. We have confidence in each other’s capabilities and intentions. We believe that together we can deliver the best results when there is a foundation of trust, communication and collaboration.

**Respect for All:** We maintain a workplace environment that ensures that our clients, colleagues, donors and volunteers feel valued, trusted, respected and connected.
Today, our trauma-informed and family-centered, statewide programs target the type of future we all want to see; a future where every child has a safe and loving home and families are supported through difficult and trying circumstances.

We adjust to the needs of the local community; providing non-biased, culturally sensitive care to all children and their families. Our entire AzCA family is part of a team, collectively working together in the best interest of our clients to provide high-quality integrated care.

Today, we make a difference by:

• Providing safe environments for kids.
• Promoting healing from trauma and abuse.
• Supporting caregivers and families.
• Guiding at-risk youth and young adults.
• Building a stronger, more resilient community.

2021-2023 Strategic Plan

Be the Employer of Choice
Recruit & retain high performing individuals.

Be the Provider of Choice
Provide high quality, impactful service to clients & families.

Be the Community Partner of Choice
Develop & implement an AzCA brand profile to improve visibility statewide.

Achieve Ongoing Operating Surplus
Achieve financial stability.
Our Impact across the state

STATEWIDE, WE SERVED
21,699 Children & Young Adults

AND
5,682 Families

THANKS TO
1,700 Donors making a total of 3,643 gifts.

Economic Impact

AzCA impacts the local economies by providing jobs and benefits, as well as using local vendors for on-site requirements.

Northern: $3.34M  Central: $25.37M  Western: $1.61M  Southern: $10.43M

$40,750,000 total
707 children participated in the Neurosequential Model of Therapeutics to identify experiences that may have impacted their developing brains.

1,259 current and former foster youth received support and services to assist with transitioning into adulthood.

2,702 home visits were made through our Parents as Teachers program.

296 families received Family Preservation or Family Reunification Services, or participated in our Family Connections & Nurturing Parenting Program.

17,896 children, youth, adults, and their family members benefited from one or more of our Outpatient Behavioral Health Services, Urgent Services, or Trauma Support Services.

2,288 parents/caregivers & children were served by our Family Education & Support Services.

463 new kinship caregivers caring for 410 relative children were provided information, resources, referrals and support.

810 children in Arizona’s foster care system were provided loving homes.

219 adoptions

In 1915, our temporary rental Home in Tucson housed 6 children, ages 3 months to 11 years.

Our permanent Home was completed in 1921. The new two-story building provided accommodations for up to 60 children.
I’m grateful for the AzCA team! Staff are sensitive to our needs and have provided great care! We’ve received medical help, trauma therapy, skills learning, parent training, and overall peace of mind. The family dynamic and individual behaviors have improved significantly while under their care. Thanks, AzCA!

- AzCA Program Participant, Behavioral Health Services

The concepts I’ve learned are helping me manage my emotions better and be a more calm, consistent mother to my children. Thank you!

- AzCA Program Participant, Family Education & Support Services

Our worker is absolutely wonderful and amazing to work with! Our family has been so blessed to have her be a part of our kinship adoptive journey. She has always been there to help navigate our needs and direct us as challenges or circumstances arise. She is considerate, helpful, and really made my family feel as though we were genuinely important, not just another case file. She will always have our gratitude!

- AzCA Kinship Adoptive Parent
Our Partners

Corporations & Other Organizations

$20,000 •
Valley of the Sun United Way
We Are One - Somos Uno Resiliency
CARES Act Fund

$5,000 •
Arizona Department of Corrections
Blue Cross Blue Shield of AZ
City of Goodyear
Grace Surrounds Us Church
Kappa Delta Sorority - Northern
Arizona University
IBM Employee Services Center
MJ Insurance
Window World of Phoenix
Women With Willpower, Inc.

Foundation Partners

$20,000 •
Arizona Community Foundation
Connie Hillman Family Foundation
Dave Thomas Foundation for Adoption
Edna M. Martin Foundation
Health First Foundation
Nina Mason Pulliam Charitable Trust
Pino Family Foundation
Ticket to Dream Foundation

$5,000 •
In-N-Out Burger Foundation
Mutual of America Foundation
The UPS Foundation
Troller Endowment Fund

$10,000 •
Cardinals Charities
Charro Foundation
William Edwin Hall Foundation

In 1966 we became the first child welfare agency in Arizona to join the Child Welfare League of America.

For a full list of our partners, visit us online at www.ArizonasChildren.org.
Our Financial Overview

REVENUE & SUPPORT

- Government Awards & Contracts: $49,247,245
- Private Donors, Foundation & Other Grants: $1,097,032
- Net Investment Income: $259,439
- Donated Goods & Services: $58,645
- Other Revenue: $29,339
- Special Events & Fundraisers: $20,006

TOTAL: $50,711,706

OPERATING EXPENSES

- Program Services: $42,572,872
- Supporting Services: $5,944,045
- Direct Special Event Costs: $15,173

TOTAL: $48,532,090

NET ASSETS

Net Assets w/o Donor Restrictions: $7,932,513
Net Assets w/ Donor Restrictions: $2,948,336

TOTAL (beginning): $8,701,233 | TOTAL (ending): $10,880,849

EXPENSES BY PROGRAM AREA

- Behavioral Health: $24,601,509
- Child Welfare: $13,517,723
- Prevention: $2,581,677
- Specialty Services: $1,871,963

TOTAL: $42,572,872

More than 87¢ of every dollar goes directly to support our programs and services

Arizona’s Children Association and Arizona’s Children Foundation Consolidated Statement of Activities — Year ended September 30, 2021
### 2021-2022 Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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</thead>
<tbody>
<tr>
<td>Patricia Krueger</td>
<td>Board Chairperson</td>
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<tr>
<td>Gerald &quot;Jerry&quot; Smith, Sr., Ed. D.</td>
<td>Chair-Elect</td>
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<tr>
<td>Mabel Crescioni-Benitez, Ph.D.</td>
<td>Secretary</td>
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<tr>
<td>Holley Stacy</td>
<td>Treasurer</td>
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<tr>
<td>Dolores Durán-Cerda, Ph.D.</td>
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<td>Timothy Ellsworth Bowers, Ph.D.</td>
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<tr>
<td>Dawn Grittman</td>
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<td>Jillian Hansen</td>
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<td>Elizabeth Howell</td>
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<td>Ellen Howlett</td>
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<td>Deborah Kramer</td>
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<td>Nicole Lance</td>
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<td>Cynthia R. Landin</td>
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<tr>
<td>Harold Magalnick, MD</td>
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<tr>
<td>Juan “Gabriel” Martinez, D.O.</td>
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<tr>
<td>Kathleen McLaughlin</td>
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<tr>
<td>Ingrid Novodvorsky, Ph.D.</td>
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<tr>
<td>Anna Osborn</td>
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<td>Ashlie Pendleton</td>
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<td>Patricia Peyton</td>
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<td>Juliet Peters</td>
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<td>Luz Rios</td>
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<td>Craig Shay</td>
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<td>Ramon Vasquez</td>
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<td>Thomas J. Wisz</td>
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<td>Steve Zeidman</td>
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### Emeritus Embers

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Betsy Apking</td>
</tr>
<tr>
<td>Wesley Colvin</td>
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<tr>
<td>Diane Costantino</td>
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<tr>
<td>Renee Dinwiddie</td>
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<tr>
<td>Carrie Hall</td>
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<tr>
<td>Mary Lou Hapner</td>
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<tr>
<td>Jess Lorona</td>
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<td>Tom McKenna</td>
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<tr>
<td>Barbara Nelson</td>
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<tr>
<td>Troy Richards</td>
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<tr>
<td>Robert Shaff</td>
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<tr>
<td>Joan Shapiro, M.D., Ph.D.</td>
</tr>
<tr>
<td>Nancy Stanley</td>
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<tr>
<td>William Weese, M.D.</td>
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<tr>
<td>Linda Yocum</td>
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<tr>
<td>Paul Zucarelli</td>
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</tbody>
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The future possibilities of caring for the unfortunate child are unlimited, encouraging. **We are establishing work to stand the test of centuries.**

*E.D. Raley, State Superintendent
Monthly Report to the Board of Directors - February 27, 1917*

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### In Loving Memory

**Edward Bessey**
AzCA Board Member, 2002-2022
Our Statewide Offices

Central Arizona
3636 N. Central Avenue
Suites 200 & 300
Phoenix, AZ 85012
(602) 253-1620

4524 N. Maryvale Parkway
Suite 220
Phoenix, AZ 85031
(623) 414-4325

1351 N. Alma School Road
Suite 205
Chandler, AZ 85225
(480) 814-7789

1300 S. Litchfield Road
Suite 210-A
Goodyear, AZ 85338
(623) 889-0091

1420 N. Greenfield
Suite 100
Gilbert, AZ 85234
(480) 474-2263

2066 W. Apache Trail Road
Suite 101
Apache Junction, AZ 85120
(480) 503-8530

11321 W. Bell Road
Suite 401
Surprise, AZ 85378
(623) 583-2523

225 S. Orlando Street
Florence, AZ 85132
(520) 723-6893

2028 N. Trekell Road
Suite 102
Casa Grande, AZ 85122
(480) 503-8530

Southern Arizona
3716 E. Columbia Street
Tucson, AZ 85714
(520) 622-7611

203 W. 5th Street
Safford, AZ 85546
(928) 428-0711

942 E. Fry Blvd.
Sierra Vista, AZ 85635
(520) 224-9100

Northern Arizona
1055 Ruth Street
Suite 3
Prescott, AZ 86301
(928) 443-1991

906 W. University Avenue
Building B, Suite 150
Flagstaff, AZ 86001
(928) 527-1000

Western Arizona
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