



CELEBRATING

110  
*Years*



## Community Impact Report

Fiscal Year 2021

# 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 **110<sup>th</sup> 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

Across  
Arizona since  
1912

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*

1924



1922





**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**

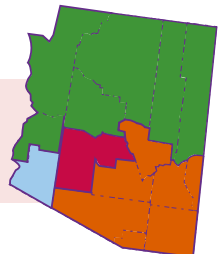
*Western:*

**\$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.

**219**

*adoptions*

**810**

*children*

in Arizona's **foster care** system were provided loving homes.

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.**

PLAN MODERN  
NEW HOME FOR  
CITY ORPHANS

Building to Contain All  
Necessary for Health  
and Amusement.







1950s

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



Thank you for making these stories possible.



1961

## Our Partners



### Corporations & Other Organizations

#### **\$20,000 +**

Valley of the Sun United Way  
We Are One - Somos Uno Resiliency  
CARES Act Fund

#### **\$10,000 +**

Guardian Long Range Competition  
Jersey Mike's

#### **\$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

#### **\$10,000 +**

Armstrong McDonald Foundation  
Fred & Christine Armstrong Foundation

In-N-Out Burger Foundation  
Mutual of America Foundation  
The UPS Foundation  
Troller Endowment Fund

#### **\$5,000 +**

Cardinals Charities  
Charro Foundation  
William Edwin Hall Foundation

For a full list of our partners, visit us  
online at [www.ArizonasChildren.org](http://www.ArizonasChildren.org).

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

# 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



**of every dollar goes**  
*directly* **to support our**  
**programs and services**



# Our Board of Directors

## 2021-2022 MEMBERS

**Patricia Krueger**  
**Board Chairperson**

**Gerald "Jerry" Smith, Sr., Ed. D.**  
**Chair-Elect**

**Mabel Crescioni-Benitez, Ph.D.**  
**Secretary**

**Holley Stacy**  
**Treasurer**

Dolores Durán-Cerda, Ph.D.

Timothy Ellsworth Bowers, Ph.D.

Dawn Grittmann

Jillian Hansen

Elizabeth Howell

Ellen Howlett

Deborah Kramer

Nicole Lance

Cynthia R. Landin

Harold Magalnick, MD

Juan "Gabriel" Martinez, D.O.

Kathleen McLaughlin

Ingrid Novodvorsky, Ph.D.

Anna Osborn

Ashlie Pendleton

Patricia Peyton

Juliet Peters

Luz Rios

Craig Shay

Ramon Vasquez

Thomas J. Wisz

Steve Zeidman

## EMERITUS EMBERS

Betsy Apking

Wesley Colvin

Diane Costantino

Renee Dinwiddie

Carrie Hall

Mary Lou Hapner

Jess Lorona

Tom McKenna

Barbara Nelson

Troy Richards

Robert Shaff

Joan Shapiro, M.D., Ph.D.

Nancy Stanley

William Weese, M.D.

Linda Yocum

Paul Zucarelli



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*

*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. Trekeil Road  
Suite 102  
Casa Grande, AZ 85122  
(480) 503-8530

### Southern Arizona

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

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

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

1860 N. State Drive  
Suite 6  
Nogales, AZ 85621  
(520) 377-0843

### 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

1407 McCulloch Blvd. N., Unit B  
Lake Havasu City, AZ 86403  
(928) 680-4458

### Western Arizona

275 W. 17<sup>th</sup> Place  
Yuma, AZ 85364  
(928) 344-8800