

Crittenton formerly Florence Crittenton Services
Agency Strategy – 3-year Plan
Last Update: 10/12/2021

1. Introduction & Background / Organization Challenges

Florence Crittenton Services (FCS) was established by Charlotte civic and religious leaders in 1903. After an article in the news was published detailing the suicide of a single and pregnant 16-year-old, citizens joined forces to provide a safe place and understanding, rather than condemnation, for single, pregnant women.

Philanthropist Charles Crittenton donated funds and requested that the program be named in memory of his daughter, Florence, who died of scarlet fever at the age of four. Since that time, nearly 40,000 young mothers and their babies have received medical/prenatal care, social services, education and career services, adoption, and parenting support services at Florence Crittenton Services.

By the 1980s, FCS was serving a different population than in the previous decades. FCS had a multicultural population of young women. Many were victims of sexual abuse and trafficking, emotional disturbance, substance abuse and neglect or abandonment by their families. FCS began to develop new services, such as infant daycare, pregnancy testing and counseling and pregnancy prevention, as well as substance abuse prevention and education.

In 2003, local philanthropist Sarah Belk Gambrell made it possible for FCS to extend its services to parenting girls and women in foster care. Sarah's House now helps six young women and their children with the same social services offered in its maternity and prevention programs, along with services specifically geared toward raising healthy and stable children.

In 2011, FCS began its first Independent Living Program focused specifically on 16–21-year-old girls and women in custody of the Department of Social Services. Called Legacy Hall, this preparation for adult living skills program assists clients with a focus on preventing negative behaviors and the development of self-sufficiency.

Crittenton has maintained a longstanding relationship with local hospitals and medical practice, providers, including Atrium Health. For close to 30 years the facility resided on property of which Atrium held the mortgage. As Atrium's need for space to continue its growth and services provided to the local community, an opportunity to relocate FCS to a new site with a state-of-the-art facility to house existing programs was presented.

Crittenton moved into the new facility, in a new neighborhood in October of 2020. The move to a new facility provides an opportunity to continue the long history of services to women, girls and their families. The relocation also presented an opportunity to re-brand the agency as Crittenton.

2. Purpose

The purpose of this document is to summarize the agency's objectives and strategy for achieving them for the next three years (2021 – 2024). This document contains both specific items that

should be implemented and tracked, along with more directional items that will require further deliberation and research before action can be taken.

3. Document Ownership & Responsibilities

The Crittenton Strategy document is overseen by the agency's Board of Directors, who should use it to evaluate and track progress against stated objectives. Additionally, the BOD should review the document at periodic intervals to reassess the validity of objectives and strategies, adjusting as needed to account for changes in internal or external factors.

Implementation of the objectives and strategies included in this document is to be overseen by the BOD, however, it will be necessary to engage the support of agency staff, volunteers, donors, and other external groups to drive completion of key tasks. Each of the action items included below includes a recommended owner, which is typically a committee of the BOD or agency staff member. Those with assignments in this document should report to the BOD regularly on their progress.

4. Agency Mission & Values

The mission of Crittenton is to promote health and hope for tomorrow's children by providing comprehensive health, educational and social services for single pregnant and non-pregnant adolescents and women, mothers and their babies in the foster care system.

These services are provided to at-risk or pregnant adolescents and women and their families.

The official agency values of Crittenton are:

- Compassion
- Hope
- Accountability
- Inclusion
- Respect

5. Focus Areas & Objectives

This document focuses on five key areas of strategic importance to the agency, as shown below:

- a. Succession Planning & Staffing
- b. Facilities & Housing
- c. Census & Programming
- d. Marketing & Brand Awareness
- e. Finances

One or more objectives are defined for each focus area, along with strategic actions broken into timeframes of short-term (3-6 months), medium-term (6-12 months), and long-term (12-36 months). Not all focus areas will have action items in each area, however, this is expected to change as action items are implemented and next steps become more apparent.

As noted above, each action includes a recommendation for a responsible party. These are denoted in red and are based on the following key:

Responsible Party	Abbreviation
Board of Directors - ALL	B
Board of Directors – Executive Committee	E
Finance Committee	F
Governance Committee	G
Development Committee	D
Housing Committee	H
CEO	C
Agency Staff	S
Board of Advisors	V

- **Succession Planning & Staffing**

- Objective:
 - Ensure the agency is adequately prepared to address a planned or unplanned departure of the Chief Executive Officer (CEO), Director of Development, or other key staff.
- Short-Term Actions (3-6 months):
 - Develop formal job description with minimum requirements and “nice to have” qualities for CEO, and Director of Development. (G, C)
 - Determine timeline for planned departures (e.g., retirements). (G, C)
 - Evaluate Charlotte and overall market compensation for similar positions; determine gaps in current compensation package. (G)
 - Begin development of a (confidential) short list of local candidates for key positions. (E, G, C)
 - Identify short-list of 3rd party search firms that specialize in non-profit accredited executive searches and related budget (G, C)
 - Evaluate administrative staffing needs at a broader level (e.g., financial, outreach, development). (C)
 - Identify resources offered by the National Crittenton Foundation, Blue Cross Blue Shield Foundation, and others to address key staffing questions and planning. (G, C)
- Medium-Term Actions (6-12 months):
 - Document lessons learned from previous CEO search process to develop high-level plans for next search. (G, E, C)
 - Request contingency plans from agency staff for how to address unexpected departures or absences. (C, S)
 - Create relationship map and communication plan (e.g. key relationships, notifications) (G, C)
 - Identify successors that reside within Crittenton for key positions. (C)
 - Determine strategic retention approach to retain backups for key support roles. (C)

- Long-Term Actions (12-36 months):
 - Identify and hire new CEO. (B)
 - *Other long-term actions should be addressed as they arise and are identified.*

- **Facilities & Housing**
 - Objectives:
 - Maintain the facility short and long-term needs to ensure the safety of clients and staff and efficiency of operations.
 - Establish and maintain cordial and productive relationships with local law enforcement, fire and Emergency Medical Services (MEDIC) to ensure client and facility personnel safety.
 - Identify and implement a strategy to address our clients' critical housing needs, particularly post-delivery.
 - Strengthen housing-focused partnerships in the community to address critical needs.
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 - Short-Term Actions (3-6 months):
 - Continue to support a Board of Directors Committee on Housing & Facilities; committee mission and structure should align with Opportunity Task Force Report findings. (B)
 - Identify community partners to assist in the development of a housing plan. (H, C)
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 - Medium-Term Actions (6-12 months):
 - Conduct a detailed annual assessment/inspection of the current facility and property to identify list of needs and establish prioritization. (H)
 - Sustain community partnerships and housing plan to assist in providing housing for clients. (H, C)
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 - Long-Term Actions (12-36 months):
 - Develop 5-year facility plan for capital improvements to include evaluation of furniture condition and maintenance or replacement as needed. (H)
 - Evaluate options to gain ownership of facility and property. (B, D,C)

- **Census & Programming**
 - Objectives:
 - Strengthen workplace culture at the agency.
 - Continue to utilize trauma-informed therapy capability.
 - Drive increased admissions across all programs.
 - Short-Term Actions (3-6 months):

- Identify workplace culture challenges and gaps and develop plan to drive improvements and strengthen employee understanding of expectations. (B, C)
 - Continue operational changes identified to accommodate adoption of ARC Framework for trauma-informed therapy. (C, S)
 - Identify external funding sources for purchase of updated ARC Framework (e.g., grants, corporate sponsors, etc.). (D, F, S)
- Medium-Term Actions (6-12 months):
 - Utilize ARC Framework to improve agency operations, reduce client attrition, and strengthen recruiting of new clients. (C, S)
 - Conduct analysis of agency's current outreach strategy and determine necessary changes to improve outreach given environment of frequent turnover in social service agencies and client's expectations of care facilities. (C, S)
- Long-Term Actions (12-36 months):
 - Annually review and set census targets to ensure programs are properly staffed and funded based on service models and budgets. (E, F, C, S)
- **Marketing & Brand Awareness**
 - Objectives:
 - Drive agency's awareness and positive perception in the community, including key stakeholders and our new neighbors in the West Boulevard corridor.
 - Provide diverse engagement and volunteer opportunities that promote brand awareness and lead to enhanced partnerships and donor and referral relationships.
 - Continue to grow referral and donor base through targeted outreach.
 - Promote agency's Diversity, Equity and Inclusion (DEI) efforts and impact.
 - Attract new board members through brand awareness.
 - Short-Term Actions (3-6 months):
 - Establish and implement new brand guidelines. (D, E, B, C, S)
 - Build digital footprint through e-marketing communications, website data analytics and social media strategy. (D, S)
 - Create DEI website page with statement and goals.(B, E, C, S)
 - Engage marketing/public relations professionals on relevant communications and marketing materials aligned with our Capital Campaign, community outreach and general brand recognition. (D,E,S,C)
 - Develop and send a quarterly e-newsletter that will share stories of success and encourage consistent engagement with existing and new relationships. (D,S,C)
 - Medium-Term Actions (6-12 months):
 - Strengthen relationships with former Board Members and Board of Advisors to support community awareness and fundraising. (B,V,C,G)

- Equip current board members with development and educational opportunities (i.e. Leadership Gift School). (E,C,D)
 - Provide opportunities to connect with donors and sponsors through virtual or in-person events.(D,C)
 - Leverage Opportunity Task Force’s “Opportunity System Strategy” and other community resources to better serve our clients and grow partnerships in West Charlotte. (C,S)
 - Optimize the agency’s digital platforms to expand marketing reach, collaborate with our partners and increase funding. (B,D,C,V)
 - Improve Social Media presence through creation of LinkedIn site and updates to Instagram and Facebook
 - Develop outreach strategy for referrals that will lead to admissions. (C,S)
 - Review and continued development of DEI information. (G,C,S,E)

- Long-Term Actions (12-36 months):
 - Evaluate investment and ROI in marketing services to determine which services can potentially be brought in-house. Review Crittenton development team bandwidth and skillset. (E, F,C)
 - Monitor platforms for donor and community engagement to remain nimble as successful communication strategies develop/change over time. (D,C)
 - Maintain consistent outreach strategy for referrals. (S,D,C)

- **Finances**
 - Objectives:
 - Maintain and grow agency savings to accommodate six months’ worth of operating expenses (approx. \$1.1 million).
 - Fund any necessary capital improvements to the facility.
 - Maintain the facility, its furnishings and technologies at state-of-the-art levels.
 - Establish a plan to gain full ownership of the facility.
 - Identify funding to support other agency objectives outlined in the strategy.

 - Short-Term Actions (3-6 months):
 - Establish capital needs fund that is separate from emergency savings. (F, C)
 - Leverage Board of Advisors and Board of Directors to drive increased Legacy Giving. (D, V)
 - Continue to regularly contribute to the agency’s investment account to reach investment goals. (F, C)
 - Highlight the agency’s financial stability in future funding requests. (D, S)
 - Focus on financial sustainability in requesting funds and combine with transformative approach; better able to transform and modernize given our safe financial position. (F,E,C)
 - Improve diversity of donor sources to reduce impact of loss or reductions of significant grants. (B,D,C,V,F)
 - Support Capital Campaign through staff time and funding of associated activities. (B,C,D)

- Medium-Term Actions (6-12 months):
 - Develop short-list of potential Legacy Giving donors and assign individuals to meet with them and make solicitations. (D)
 - Conduct training for board members on how to ask for legacy gifts. (D, S)
 - Establish a Planned Giving ad-hoc committee to provide oversight on progress and drive increased giving. (B, D, V)
 - Review matrixes of industries / companies represented on board of directors and ensure inclusion of key local industries and emerging industries (e.g., fintech, IT, etc.). (G)
 - Continued support of Capital Campaign to achieve financial goals of the campaign (B, F,D,C,S)
- Long-Term Actions (12-36 months):
 - Create a staff position with the primary responsibility of growing the number of participants in the Legacy Giving program. (C,E)