



FAMILY & CHILDREN
SERVICES A SOURCE OF HOPE

A TIMELESS MISSION
FOR CHANGING TIMES.



2018 ANNUAL REPORT



DEAR FRIENDS:

Imagine—116 years have gone by since Caroline Bartlett Crane realized a vision to establish what was then called the Women's Civic Improvement League. Today, we are Family & Children Services, and much has changed even as so much has not. Our mission remains essentially the same:

Family & Children Services supports, strengthens and preserves the safety, well-being and dignity of children, individuals and families.

Our mission has been and always will be to respond to the needs of our community and serve its members. This is our legacy, then and now.

When a crisis unfolds, we are there. When someone has lost hope, we are there. When someone living under abusive circumstances hungers for a fresh start, a better life, we are there to reach out, give a hand, and assist in the next step.

We hope you will take a moment to read through our 2018 annual report. We tell here the stories that inspire us all to serve. We tell how we have responded to challenges in funding, challenges to expand our horizons of understanding and inclusivity, and we tell the story of the children and families in our community—who belong to all of us—and how we have been able to make a difference in their lives. We also tell the story of the future we strive to reach through a process of continual improvement in our workplace and in our community.

Our continued challenge is to remember this is not the story of "them." These stories come together to tell the story of us. A community is just another word for family, after all. When we help one child, one family, we help all of us live in a stronger, more vital and more caring place.

And so we thank our donors, each and every one of you, because we would not exist without your help. Our partners, our supporters, volunteers and staff play a crucial role, individually and together, into making ours a community we can all proudly call home. You keep the legacy alive.

As we honor the past, let us pause to acknowledge our accomplishments, even as we envision the future.

Sherry Thomas-Cloud, MSW, LMSW
Chief Executive Officer

Brian K. Hudson
President, Board of Directors

SETTING FAMILIES UP FOR SUCCESS: TYLER'S STORY

Nobody believed him. Not his mother, not his father. His brother, the one he looked up to, threw back his head and laughed when 11-year-old Tyler said his uncle had abused him.

But Miss Roxy believed Tyler.

When her phone rang, no matter the hour, she always answered. She listened to Tyler's shaking voice, asking if she could help.

Miss Roxy is Roxanne Ward, licensed professional counselor and a home-based therapist. Kids often call her Miss Roxy. Ward worked for the Mobile Crisis Response (MCR) team, but now works with Family and Community Treatment (FACT).

On this day, Ward sat down with Tyler, and she leaned in as he told his story. She could see that he was doing his best to look tough, but his eyes glistened as he told of the repeated incidents of sexual abuse. Such things only happen to girls, he thought.

But it happened again last night, and Tyler was talking about suicide.

Tyler's story began as a case for MCR, a program that sends a clinician to meet youth in a moment of crisis—available 24 hours a day, seven days a week. MCR connects clients with community resources, and sometimes that resource is FACT. FACT also operates as a back-up when MCR staff is already out in the field.

"FACT is a home-based program," Ward says. "We meet with one person at a time and the entire family together. Parents often think it's the child who needs to be 'fixed,' but it's a family dynamic. We try to reframe the way people think. With this family it was—oh, I never considered that."

Although FACT works with families usually six to nine months, Ward remained with Tyler and his

family for a full year. She worked with Tyler two to six hours weekly on his cognitive distortions, his self-harming behavior, and his ability to cope. She connected Tyler to a therapist and involved the authorities to remove his uncle from society.

"I'm not sure when exactly his 'a-ha' moment occurred, but Tyler stopped his self-harming behavior. His grades got better and he made new friends. Tyler and his family did the work needed to heal."

Not all such stories have a happy ending, Ward says, yet many do. Because of programs such as MCR and FACT, generational chains of abuse are broken, and families learn how to communicate. That, says Ward, is good for all of us.





A LIVING LEGACY

How far we have come. And yes, how far we have yet to go.

Family & Children Services began as the Women's Civic Improvement League, established in 1903 by Caroline Julia Bartlett Crane. Crane was a woman with great vision. Born in 1858, she came to Kalamazoo as minister for the First Unitarian Church, and took on the social issues troubling the community. In 1898, she left the ministry and became a civic leader and social reformer. Crane's vision was to make a positive difference in the lives of all in the Kalamazoo community. The Women's Civic Improvement League was the vehicle through which to accomplish that change. We maintain that vision today.

We may have a different name today, but our mission remains to "support, strengthen and preserve the safety, well-being and dignity of children, individuals and families."

Mobile Crisis Response (MCR), **Family and Community Treatment (FACT)**, and **Families First (FF)** are some of the long-standing programs through which we work every day to achieve this mission and build a legacy for the future.

Mobile Crisis Response is a program developed in response to the need for a comprehensive, community-based service providing immediate crisis intervention throughout Kalamazoo County for youth up to age 17 and their families who are experiencing a mental health crisis.

"We are available when and where families need us," says Susan Davis, behavioral health program manager. "When we started this program 20 years ago, we were unique in the state—now there's a push to have it everywhere, and we serve as a consultant throughout Michigan."

Seven days a week, 24 hours a day, 365 days a year, MCR clinicians are on the move, meeting with youth experiencing trauma—a child who is sexually or physically abused, a suicidal teen, a girl bullied in school or on social media beyond her endurance.

"As adults, we have to remember that children's brains are not fully developed, nor are their coping skills," Davis says. "They feel like it's the end of the world. Often, the call comes from a parent, or a teacher, or a school nurse. Sometimes, that child has already attempted suicide."

Out of **638** calls for help, MCR helped to avert **198** calls of suicidal ideation or attempts; **98** who were involved in family violence; **164** who required consultation, support or intervention; **61** physical aggression incidents; **11** psychotic episodes; **11** destruction of property; and **19** runaways.

Families First is an in-home, intensive family preservation program. The state-funded program is based on helping families learn protective factors (parental resilience, social emotional support, child development/knowledge of parenting, nurturing and attachment) that build family strengths and a family environment that promotes optimal child and youth development.

"We work to stabilize families," says Joyce Daily-Spence, child welfare services director. "Case workers meet with family members 10

hours per week for 28 days and have access 24 hours a day. Often they are viewed like a member of the family.”

“We come in at a critical moment,” Daily-Spence says. “For some, we’re the last measure before children are removed.”

Daily-Spence says lack of housing and substance use are often the underlying issues when families fall apart. The Families First program keeps families intact by connecting them with evidence-based community resources.

Follow up contact with families at 3, 6, and 12 months find that **83 percent of families have remained intact after being helped by Families First. Family & Children Services served 118 families in 2018.**

Family and Community Treatment

is an intensive, home-based mental health program available to families in need of help, contracted by Kalamazoo Community Mental Health and Substance Abuse Services.

“Our purpose is to support families at home,” says Susan Davis. “We work with whoever is

caring for a child and provide comprehensive services from case management, to individual, couple and family therapy.”

“Our therapists work with birth parents and foster families,” adds Angela Johnson, FACT supervisor. “We work with people for six months to a year often treating generations of neglect and abuse.”

Johnson says FACT meets the child where they are, whether in school or home or out-of-home placement. “We evaluate home life, parent functioning, substance use, and school performance. The biggest issues Johnson’s team sees are domestic violence, sexual abuse, disengaged parents, and substance abuse—mostly methamphetamine.

Johnson says her team of nine therapists served **75 families in 2018, some with as many as 11 family members.**

So the legacy continues, from 1903 to today, working toward a better future for our community—one child, one family at a time. It’s a vision.



LOOKING AT THE FACE IN THE MIRROR.

DIVERSITY is the presence of difference within a given setting and can only exist in relationship to others.

EQUITY recognizes that advantages and barriers exist, and as a result, we don't all start from the same place.

INCLUSION is about people with different identities feeling and being valued, leveraged and welcomed within a given setting.

DEI Purpose Statement: To transform Family & Children Services' level of understanding to incorporate and integrate a responsive organizational culture that values and embraces diversity, equity and inclusion in our work force and for those we serve.

Society brings about division. Whether it is the best in us, or the worst, or simply a part of human nature—when people come together in groups, we tend to form a bias, a generalized opinion about others based on previous interactions or what others have taught us to think.

"That's why we start with education," says Tony Shepherd, a supervisor at Family & Children Services and head of the DEI committee. "That's why we begin by understanding."

To understand bias and how it comes into play in the workplace, the committee looks at diversity, equity, and inclusion. The committee, Shepherd says, was developed late in 2018, varying between 10 to 12 volunteer members but always open to anyone interested.

The DEI committee holds quarterly events, attended by 100+ staff members, to learn about how to more fully embrace and integrate these concepts into the culture at Family & Children Services.



"It begins by acknowledging our own biases," Shepherd says. "We have to look in the mirror, and hopefully learn something about ourselves. It's not about blame. It's about healthy, productive conversation."

"We are an agency that is evolving," Shepherd says. "We're already seeing it in our hiring practices, because we want our staff to reflect those we serve. Our next step is to put into action what we learn. It's great to work for an agency that is actually doing something about these things."

Next up, Shepherd says, are presentations about diversity and inclusion.

"There are no wrong answers," Shepherd says. "Some of this is how we were raised, but when we understand this about ourselves, what do we do about it? People are very receptive to that."



DEMOGRAPHICS 2018

8,262 individuals served

4,980 children

76% income under 200% federal poverty

66% under age of 19

58% White/Caucasian **13%** Multi-Racial

19% Black/African **6%** Hispanic

American **3%** Other

1% Declined

2018 PROGRAM OUTCOMES

Customer Satisfaction

97% felt treated with respect

95% felt satisfied with all services

93% felt staff were sensitive to culture/ethnicity

CHILD WELFARE

Family Preservation and Parenting Support – **1,973** individuals served

Foster Care – **881** individuals served

Adoption – **168** individuals served

83% of parents increased parenting skills

89% of high-risk families remained together after services

BEHAVIORAL HEALTH

The Counseling Center – **2,176** individuals served

Community-Based Mental Health & Social Emotional Learning – **1,747** individuals served

84% of youth/families improved or maintained functioning

CRISIS SERVICES

Crisis Residential and Respite – **1,317** individuals served

97% of youth improved behaviors and functioning

93% of youth decreased suicidal/homicidal ideations

DOING IT LEAN, DOING IT SMART, DOING IT RIGHT.

A budget cut is always a challenge. When Angela Johnson, Family & Community Treatment (FACT) supervisor, received the news in October 2017 that the program would undergo funding changes, she buckled down to find ways to keep FACT lean but efficient, sustainable without losing any of the quality care provided to Kalamazoo County families.

FACT is an intensive home-based mental health service to help the families of youth struggling in multiple areas of daily life. Services may include individual, group, family, couples and play therapy, parenting education and support, crisis intervention, advocacy and referrals to community supports.

“Our cases may be some of the most severe in the system, so when I found out we had both federal and state funding cuts, we had to prepare,” Johnson says. “We standardized paperwork, looked at how we could monitor productivity, improve timeliness of documentation—and we started applying lean management principles.”

“Lean management” is a concept used in many organizations to achieve sound operational practices through continuous improvement and by eliminating those practices that may waste time, effort, or money. Johnson brought her team of nine therapists together to discuss how to apply



lean management principles to their work and maximize resources to benefit FACT families.

"My staff of therapists are rock stars, there's no other way to say it," Johnson says. "They take on the most difficult cases. They are the everyday heroes who work late into the evening, holding families together at their worst times—and they do it by treating everyone with dignity and respect."

Johnson continues to bring her team together every Thursday into what she calls a "huddle" to talk over their cases and monitor progress. She also incorporates a tool used at the upper management level to assess programs over time as to their sustainability/viability and whether they continue to meet the needs and priorities of the community.

"We talk about our monthly goals, and we compare our numbers and percentages," Johnson says.

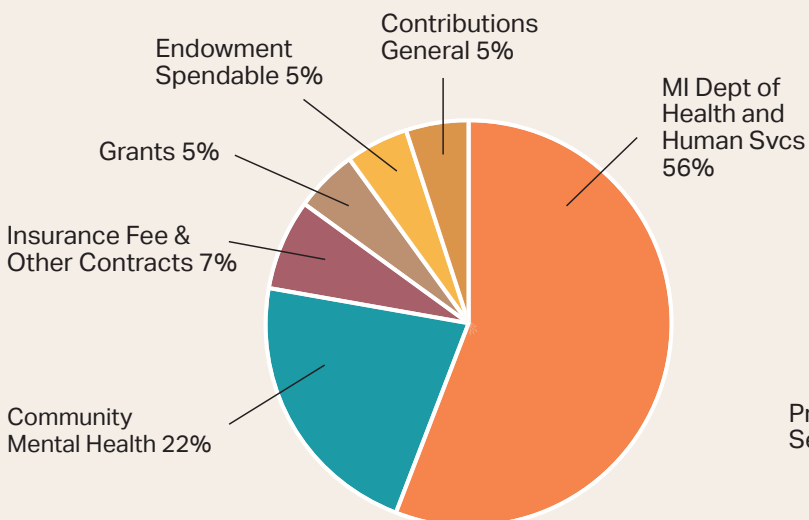
"We are over some months and under on others, but the goal is to reach 100 percent by end of year. We worked with 75 families in 2018, some with as many as 11 family members. It's required a mind shift in how we approach things, but we always do what is needed. We are keeping kids in school, out of hospitals, out of jail, and out of crisis."



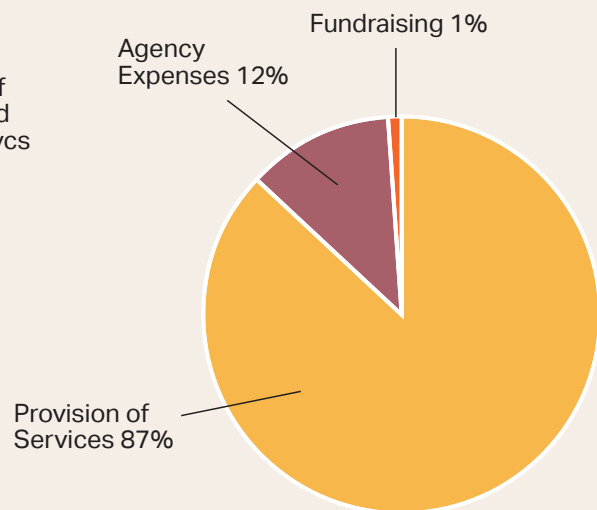
2018 FINANCIAL HIGHLIGHTS

Family & Children Services operating revenues for 2018 were \$10,182,000. Family & Children Services' friends generously donated \$522,000 in contributions. Agency Endowment Funds supported programs with \$932,000. Non Cash Gifts have an estimated value of \$145,000. Operating expenses, excluding depreciation were \$11,319,000.

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THE OROSZ FAMILY LEGACY

The mission of Family & Children Services, to promote the well-being of children and families, matches our own approach to family life. Parenting requires strength, flexibility, creativity, commitment, and most importantly, a love deep enough to weather all challenges. We see all of these qualities in the staff of Family & Children Services. This agency is constantly evolving, developing new strategies, responding to the needs of our community, and working hard to provide a safe, secure, environment for our children to flourish.

Having parented four children (and frequently helping them with four grandbabies), we understand that no family can raise kids without assistance. Sooner or later, we all need a helping hand, from our loving relatives, dear friends, kind neighbors, or caring community agencies. For nearly 120 years, Family & Children Services has provided our community's helping hand when parents and children need it most.

That is why we started giving to this extraordinary agency in 1982, shortly after we returned to Kalamazoo from graduate school, and why we will continue with that support (assuming we both live to 100), for another 37 years!

— Florence and Joel Orosz



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In Memory of Mike Titus
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THE MORROW FAMILY PAYS IT FORWARD

For more than a century, Family & Children Services has been at the forefront of identifying and meeting the needs of our community's most vulnerable members. By supporting their commitment to excellence and efficiency, we know we are investing in a stronger, healthier, more compassionate community for our family.

Our family takes very seriously the principle that to whom much is given, much is expected. We want our legacy to be a sustainable social system for our children, and their sense of responsibility to work for peace and justice in their communities. We want our boys to understand that any time you have more than enough, it means you have more to share. Right now, that manifests itself in little ways for them: they donate gifts from their birthday party, bring stuffed animals from their grandparents, and volunteer at special events. As they grow older, we expect their gifts will mature into their time, skills, money, and the use of their voices. Family & Children Services is one of the best places we could hope to teach them those lessons.

— Carrie and Stephen Morrow, Peter and James



Drs. Eileen B. Wilson-Oyelaran and
Olasope Oyelaran
*In Honor of Sherry
Thomas-Cloud*
Thomas C. Wise
Charles and Carol Yager[^]
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J. Brooks and Carol Simpson
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Tom and Carol Vogeler
Martha Warpehoski
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Marjorie Weil

In Memory of Kenneth Weil
Marla Williams
Jeremy M. and Kathryn J.
Winkworth
Anonymous
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Mark and Julie Aldrich
Kay and Mike Alexander
Anytime Fitness
Applebus Company
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Fitness Center

Bachman-Hebble Funeral Home
Ballet Arts Ensemble
Kimberly Barr and Family
Hollie Barton
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Berkshire Hathaway Home Services
Elaine Biddle
Binder Park Zoological Society, Inc.
Binky Patrol
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Shari Boone
Boroughs Corporation
Jeff Brady and Family
Breakfast Optimist Club of
Kalamazoo
Marilyn Breu and John Schumaker
Bronson Battle Creek
Bronson Battle Creek Health
Information Management
Department and Utilization
Review

Bronson Cardiovascular/Vascular/
Endovascular Spec.
Bronson Healthcare Group -
Finance Department
Bronson Healthcare Group -
Patient Access
Bronson Hospital - Infusion Center
Bronson Hospital - Pharmacy
Department
Bronson Hospital - Purchasing
Department

Bronson Methodist Hospital -
Health Information Management
Bronson Network
Bronson OB/GYN
Bronson Practice Centralized
Service
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Center
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Brandy Clark
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The Clore/Herringa/Brown/
Sherman Families
The Colvin, Missad and Strickler
Family
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Dace and Thomas Copeland
Curious Kids @ Lake Center
Ms. Patricia J. Curry
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Dance In Motion Competitive Team
Nancy Dell
Fiona S. and William P. Denny
Devon Title Agency
Dimplex Thermal Solutions
Duncan Aviation
Eaton Corporation
Eaton Power Train Leadership Team
Edwards Garment
Edwards Garment Customer
Service

Edwards Garment Marketing/
Merchandising
Envirologic
Families of Sherman Lake YMCA
Day Camp
Family & Children Services -
Foster Care Team

Fifth Third Bank
First Presbyterian Church of
Richland
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Huber, Inc.

Pam Foster and Family
Fox Squirt AA Hockey
Fox Squirt A-Hockey Club
Fraternal Order of Police of
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Gardiner Management Group
Rosemary and David D. Gardiner
Gardner Management Group
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Thomas Leak
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Brian Loken and Sandy
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Miller Johnson
MOMS Club of Battle Creek
Moonlight Marigolds Garden Club

EATON: THE POWER BEHIND FAMILIES

Although fostering is rewarding, it is also very difficult, and not everyone is called to be a foster parent. Children in foster care and those who open their hearts and homes to them are a nearly invisible population in our community and as a result they often feel isolated and need a loving, supportive community around them. Community support and recognition lets foster families know they are not alone, that this difficult work is valued by others in their community and the end result is better lives for children. For more than 30 years, Eaton has been a generous donor and volunteer support, and for the last seven years, has sent a clear message to foster families that they are "seen" through sponsoring our annual foster family appreciation summer picnic. The smiles and laughter of the children and the expressions of gratitude from the foster parents says message received.

– Joyce Daily-Spence, Director of Child Welfare Services



100 YEARS OF OPTIMISM

The Breakfast Optimist Club of Kalamazoo (BOCK) and Family & Children Services have partnered for over a quarter of a century to bring out the best in children in our community. For the last 25 years, BOCK has provided children served by the agency with a backpack, school supplies and the opportunity to shop for brand new clothes to start the first day of school.

I became involved with the BOCK Back to School Shopping Event as a therapist in one of Family & Children Services programs. I was always excited to offer this shopping experience to families, especially families with multiple children. It is extremely difficult and often impossible for large families to save enough money to allow each child to shop for and purchase school clothes. Every child in the family receives new clothes - so the younger ones in a family do not only receive clothes passed down from older siblings. As a young person, I was taught to dress the way I wanted to feel. This shopping experience allows children to pick out the clothes that will make them feel the most confident and comfortable for that important first day of a new school year. Additionally, BOCK members shop for specific school supplies



that match what a child will need for their grade and school. Children do not have to hope they have all the supplies that the teacher has requested. High school students even receive the expensive calculator that is required for high school math classes. This year, I am excited to be a part of this shopping experience, not only as an agency employee but as a BOCK Member. I am excited to be a part of a Club that values and respects the needs of children and families in our community.

– Diane Marquess, Director of Behavioral Health Services

Carrie and Stephen Morrow
Nancy and John Morrow
MSU's Kellogg Biological Station
National Flavors
Nations Title Agency of Michigan
Nazareth Assembly of God
Newhall Klein
Newmind Group
Kassidy Nieuwenhuis
Don Nitz
Florence and Joel Orosz
P.E.O Sisterhood Chapter DW
Kalamazoo
Jeff Palmer and Susan Andress
Panera Bread - Gull Road
Parchment United Methodist
Church-What's New Circle Group
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Sydney Parfet
Pfizer API
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The Pickett-Erway Family
Denisha Pierman
Plante Moran
Connie Plochocki
Krista, Kevin and Taryn Ploski
Dr. Steven and Robin Pollens
Portage Senior Center
Portage Senior Center -
PSC Needlers
Portage West Middle School
Proteos
QUOTA International of Kalamazoo
Carol Ransom
Raymond James
Phil and Donna Renuart
Kelly and John Renwick
Rhino Media Productions
Stanley and Patricia Roberts
Linda Rogers
Susanne Schipper
Seber Tans PLC
Patti Sholler-Barber

Southwest Michigan Faith
Communities Coalition on
Foster Care
Southwest Michigan First
Specialty Eye Institute
Lindsey and Joe Splendorio
St. Catherine of Siena Church
St. Michael Lutheran Church
Stewart & Company Furniture
The Stewart Family
Stryker - Emerging Professionals
Stryker - Sourcing Operations
Stryker Corporation
Stryker - IVS
Stryker - Talent Acquisition
Rachel Suhrbier and Family
Elyse Swoop
Reagan Taggett
Technical Packaging Systems Inc.
Thermo Fisher Scientific
Jennifer Tuinstra Family
Twelve Baskets Food Pantry
United Way of the Battle Creek
and Kalamazoo Region
Wendy Van Peenan
Courtenay and Jon VanderMolen
Varnum LLP
Kathy Verhagen
We Wish You A Happy Birthday
Welch's
Anonymous
West Michigan Cancer Center -
Institute for Blood Disorders
Westwood United Methodist
Church
Dick and Judy Whitman
Sarah Willey
Tamara Willis
Ann Wittenkeller
WMU Department of Theatre
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Business
Wolverine Pipeline Co.
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Doug and Sue Worgess

Young Lawyers Section
Kalamazoo Bar Association
Ziegler Auto Group
Rhiannon Zielinski
Zoetis

GIFT FROM PETER AND ELIZABETH SEEVER FAMILY FUND RECOGNIZING F&CS STAFF VOLUNTEER HOURS

Nicole Dalman
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Krista Ploski
Heather Spence
Toby Ward

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Chemical Bank
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Ground
Employment Group
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Foundation
Irving S. Gilmore Foundation
Kalamazoo Community
Foundation
Santreece Foundation
United Way of the Battle Creek
and Kalamazoo Region
The W.S. and Lois VanDalson
Foundation

MATCHING GIFT CORPORA- TIONS AND FOUNDATIONS

Consumers Energy Founda-
tions Corporation
Irving S. Gilmore Foundation
The J.P. Morgan Chase Foundation
The John E. Fetzer Institute, Inc.
Kalamazoo Community
Foundation
Kalsec, Inc.
McFee Technologies Company

Pfizer Foundation Matching Gift
Program
VML Foundation
W.K. Kellogg Foundation

WE WOULD LIKE TO EXTEND A SPECIAL THANK YOU TO THE FOLLOWING UNITED WAYS AND TO THOSE WHO SUPPORTED FAMILY & CHILDREN SERVICES WITH THEIR DESIGNATED GIFTS

AT&T United Way Employee Giving
Campaign
Heart of West Michigan United Way
Marshall United Way
Pfizer United Way Campaign
Truist
United Way of the Battle Creek
and Kalamazoo Region

This Annual Report recognizes those who gave between January 1, 2018 – December 31, 2018. While every attempt was made to report names accurately, please accept our apology if we have made an error. If you would like a change in the way your name is reflected in future reports, please contact the Development Office at 269.344.0202 ext. 4417.

Our most sincere appreciation to everyone who contributed to Family & Children Services throughout 2018.

* Funds are held at the Kalamazoo Community Foundation

** Funds are held at the Battle Creek Community Foundation
^ A gift was made to "Pack a Child for Camp"



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DIRECTOR OF RESOURCE DEVELOPMENT

Courtenay VanderMolen

CONTINUE THE LEGACY

Your gifts support the needs of our clients both today and tomorrow.

HANDLE WITH CARE Annual Fund is a unique safety net providing agency clients with basic needs and critical services where there is no other source in the community.

Pack a Child for Camp provides camp scholarships for children served by the agency.

Holiday Giving matches client families and children with individuals, schools, community groups and corporate donors to provide holiday gifts and meals.

Year 'Round Pantry collects in-kind gifts from the community to support client needs such as blankets, bedding, coats, household items, personal care products, toys, diapers, back-to-school items and books.

Visionary Club donors provide planned gifts to support future generations of children and families.

THANK YOU! To make a gift, please contact Courtenay VanderMolen, Director of Resource Development at 269-344-0202 extension 4417.

Secure online donations accepted on fcsource.org.



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 269.344.0202 | fax 269.344.0285

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