

# 2018

***Annual Report  
to the Board of Directors***



**one story. one time. one place**

## New Hope's 2018 Objectives and Measures of Success Annual Report Summary

2018 has been a year of hard work, anticipation and growth. In this season of thanks, we have much to be thankful for!

There are so many influential people in our community that believe in our work – this was evident as the funds for our new building were so quickly raised. As a result, this year we had a well-attended and exciting ground breaking in April. Due to a strong economy and rebuilding in Gatlinburg, little did we know, the challenges in nailing down subs, vendors and quotes. Thanks to the diligence of our contractor, Doug Burdette and our Design Development Committee, we firmed up a budget and opened the ground in November. This building cannot come soon enough as it is not just a structure but a critical tool in our ability to serve the children who come through our doors.

Meanwhile, our primary focus continues at the CAC. Yet again, we have experienced an increase in the number of children coming through our doors. More interviews, more medical examinations, and more children receiving therapy services. While our new building cannot come soon enough, we are thankful that these children have been found and are within the nurturing bounds of healing.

One reason that our numbers have increased is that our community is better educated. This is thanks to our prevention coordinator, Becky Rials, that reached a record number of people in our community this year. We are so close to our goal and to reaching the tipping point for our community. I long for the day when all the adults in Blount County are trained and working together to keep our children free from abuse. The data shows that education makes a difference!

We are nothing without our team. They continue to pour themselves into our work and our clients. I am thankful that we continue to grow and expand our staff, as well. This year we were able to add a 2<sup>nd</sup> Forensic Interviewer/CPIT Coordinator. With only one interviewer carrying the burden of this 24/7 on call position for over 10 years, this was a much-needed addition. This is hard work and with research demonstrating how secondary trauma affects those in our field, it is more and more important that we take care of our front-line staff.

I too have continued to grow in my position due to new opportunities and individuals who have mentored and influenced me. This year, I was asked by the Alliance for Better Nonprofits to mentor a new Executive Director. It was an honor to be chosen, but it also allowed me the opportunity to recognize all that I have learned over the last 4 years and the wonderful board members who have mentored me along the way. I am grateful to be in a position where I can never stop learning and never stop pushing myself to do better for the people who work with me and for the children and families we serve.

There is much more that is highlighted throughout this report. In summary, it has been another exciting year for New Hope. Thanks to our incredible staff and board.

Sincerely,

*Tabitha Damron, LCSW*  
Executive Director



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**To provide an accredited child friendly place for forensic interviews, medical exams, advocacy and counseling services**

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Rating Based on Actual Outcomes: Meets/Exceeds

#### 2018 Objectives:

- Complete Design Development phase by mid-year and begin construction. ([Design Committee](#))
- Launch Community Campaign and complete by 12/31/18: ([Campaign Council](#))
- Maintain all equipment as needed. ([Internal Committee](#))
- Assess equipment, security and furniture needs for new facility. ([Internal Committee](#))

#### Actual Outcomes as of December 31, 2018:

- The Design Development phase was completed by Spring and the plans approved by the City. A ground-breaking ceremony was held in April and was very well attended. However, the completion of the AIA contract and Exhibit A of the contract took longer than anticipated. The AIA contract was approved in September but due to the booming housing market and the Gatlinburg fire, it was a lengthy process to obtain all the needed bids for Exhibit A of the contract. This was finally completed and approved in October of 2018 and our new building is now underway!
- The Community Campaign was launched in the spring, following the Ground-Breaking ceremony. New materials were completed to explain the need for the additional funding. Due to the length of time from the Ground Breaking to the actual start of construction, the Community Campaign has been slow to take off. However, now that the community can see the work being completed on the building, we believe that the excitement will return. We

anticipate the community campaign to continue through to the completion of the building in 2019.

- We have maintained our equipment and made needed updates to our forensic interview program. Due to the increased number and lengthiness of the forensic interviews, additional backup space was needed for long-term storage of these videos for potential prosecution. PCS assisted with this endeavor and helped us to identify a long-term solution. This additional equipment was purchased in October and will be in place by the end of the year. It will continue to be utilized in the new facility
- The Internal Committee has begun the process of assessing equipment, security and furniture needs for the new building. PCS has audited the current computer equipment and made recommendations for future purchases. These recommendations were included as part of a request through VOCA (Victims of Crime Act) federal funding, as well as additional updates to the forensic interview program, medical program, and therapy program. This funding was granted and will be implemented in January 2019. The Executive Director is working with the staff to obtain information on what furniture will be needed in each office. Security upgrades for the building will be addressed in early 2019.

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## **To continue to develop and strengthen the human capacity to fulfill our mission and goals.**

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**Rating Based on Actual Outcomes: Exceeds**

### 2018 Objectives:

- That all staff will have identified and completed at least one professional development opportunity during the year. ([Internal Committee](#))
- On a bi-annual basis conduct a staff capacity evaluation based on established metrics, current and historical demand in an effort to adjust capacity during the current year and/or plan for future years. ([Internal Committee](#))
- Create a board development plan that: ([Governance Committee](#))
  - Outlines a clear process for board member selection and application.
  - Determines how to assess overall and individual effectiveness.
  - Identifies key skills needed from board members to achieve objectives.
  - Establishes diversity, equity and inclusive metrics.
  - Establishes a running list of prospective board members (ideally in the donor database).

### Actual Outcomes as of December 31, 2018:

- All staff completed at least one professional development opportunity during the year, and most were able to attend multiple. Additional training was made possible through scholarships provided through the Tennessee Chapter of CAC's and VOCA training funds. See below for trainings attended by each staff member:

- Tabitha Damron: Working Effectively in a Multidisciplinary Team Environment, Active Shooter, Everyday Heroes United, and Stewards of Children.
- Diane Darby: Working Effectively in a Multidisciplinary Team Environment, EMDR – Sandtray Specialist Intensive Program Level 1, Ethics on the Edge: A Discussion about Ethical Practice in Social Work Practice, ATCI – EMDR Integrative Attachment Trauma Protocol (IATP) for Children, Acceptance and Integration Training – Essentials, and EMDR – Sandtray Specialist Intensive Program for Child and Adolescent Therapists.
- Shannon Follett: Understanding Trauma-Related Dissociation of the Personality and Phase-Oriented Treatment, including EMDR Treatment, of Complex Posttraumatic Disorders. Healing the Heart of Complex Trauma & Dissociation with EMDR & Ego State TX. ATCI: EMDR Integrative Attachment Trauma Protocol (IATP)for Children (12 Credits) ATCI: Family Therapy Component of the Integrative Attachment Trauma Child Protocol: Help for Traumatized Children and Their Families, Everyday Heroes United, Working Effectively in a MDT Environment: 102, and CPR Training and Certification with the American Red Cross.
- Christina Copland: Active shooter, QPR – Homelessness, ASIST training, Everyday Heroes United, Youth Mental Health First Aid Training, Stewards of Children, Dallas Crimes Against Children, and Connecting for Children’s Justice.
- Challye Hays: Active Shooter, TN Suicide Prevention Training, Everyday Heroes United, Applied Suicide Intervention, Mental Health First Aid, Stewards of Children Training, Working Effectively in an MDT Environment, The 5 B’s of Child Physical Abuse, Inside the Mind of the Trafficker, Criminal Injuries Compensation Training, and Connecting for Children’s Justice. Challye also completed training as a forensic interviewer.
- Hannah Grant: Reporting Child Abuse in TN, Stewards of Children, Connecting for Children’s Justice, Working Effectively in an MDT Environment, and Victim Advocacy Training.
- Sarah Cruze: Active Shooter, QPR- Homelessness, Victim Advocacy Training, Victim’s Compensation Training, Stewards of Children, Resilience, CPR, and Connecting for Children’s Justice.
- Danielle Reggio: Active Shooter, Narcan Training, Everyday Heroes United, Financial Workshop, and Stewards of Children.
- Renee Poole: Active Shooter, Building a Micro-Fundraising Campaign, Tax Law Class, Grant Writing Fundamentals, Everyday Heroes United, Stewards of Children, and Division of Charitable Solicitations Workshop.
- Becky Rials: Active Shooter, Everyday Heroes United, and Darkness to Light Conference.
- Becki Garland: Active Shooter, Stewards of Children, and ATCI- EMDR IATP for Children.
- Heather Cupp: Stewards of Children and ATCI-EMDR IATP for Children.



- As additional funding from VOCA became available this year, we were able to apply for a position for a Forensic Interviewer/CPIT Coordinator. The need for a backup interviewer was identified by our site reviewers during our last reaccreditation process. As we cannot yet justify another full-time interviewer, we were able to combine this position with the CPIT Coordinator position. This will allow for better continuity within our interview program and better tracking of our data from intake through to prosecution.
- The Governance Committee created a clear process for board members selection and application. They also created a policies and procedures manual for the board that will be provided in the board notebook each year.
- The Governance Chair and Executive Director will keep a running list of prospective board members to review each year. The Governance Committee will annually review the makeup of the board and make recommendations for needs the board has related to diversity, skills, and corporate connections. Nominations from the board will then be solicited.
- This year we have invited four prospective board members, increasing our board to 24 members.

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## **Create and maintain a sustainable financial model that allows for growth, top tier services, a healing environment and competitive compensation.**

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**Rating Based on Actual Outcomes: Exceeds**

### **2018 Objectives:**

- Create a development plan with specific action targets that includes the following:
  - Annual fund: produce 3 annual fund appeal letters (March, August, November). (Renee)
  - Major gifts: in 2018 identify top 25 prospective donors for New Hope and develop specific solicitation strategies for each. (Renee and Bill)
  - Private Foundations: during 2018 identify, contact and screen 3 new foundations. (Renee)
  - Development of a planned giving program. (Renee)
  - Continue to build relationships with local businesses and corporations. (Board, Renee and Tabitha)

### **Actual Outcomes as of December 31, 2018:**

- Annual fund appeal letters were produced in the months of March, June, and November. The March letter was distributed to 548 recipients, the June letter to 491 recipients, and the November letter to 727 recipients.
- Throughout 2018, the Development Director in conjunction with the Executive Director and Steering Committee Chair met to create and refine a list of prospects for a Major Gifts program. A group of donors have been identified, comprised of top existing donors, prospective donors, and former donors. Using Moves Management pages and FileMaker Pro, our donor database, a solicitation strategy has been defined. The 2019 Development Plan will outline the implementation of this new program.
- Several new private foundations were identified and pursued.
- The Development Director met with Attorney and Board Member, Chad Hampton and attended a training to begin development of a Planned Giving Program. An outline to implement the program in 2019 has been established. The 2019 action plan will include preparing educational materials, such as a brochure, and a page on BlountKids.org, showing donor stories and how to give within the program.
- In conjunction with the Executive Director and the board, the Development Director has maintained relationships with existing supporters, re-engaged many former supporters, and identified and built relationships with prospective supporters within the business community. This has resulted in 8 new sponsors, re-engaged former sponsor, and 3 new business partnerships with donations.

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## To educate Blount County to identify and prevent child abuse.

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Rating Based on Actual Outcomes: Exceeds

### 2018 Objectives:

- To educate 500 Blount County residents through Stewards of Children (~42 people per month). (Board and Staff)
  - 5 programs through area churches or church affiliate groups- 14 completed,
  - 4 programs to local colleges for students, staff, and faculty- 4 completed,
  - 1 Spanish-speaking workshop- 1 scheduled for March 2019,
  - 4 programs to Blount County businesses- 3 completed,
  - 4 programs to Blount County school or pre-school faculty & staff- 10 completed, and
  - 4 programs at local restaurants, coffee shops, civic organizations- 5 completed.
- To have 5 organizations/businesses become a Partner in Prevention- 8 completed.

### Actual Outcomes as of December 31, 2018:

- We have trained 857 adults this year!
- Child Abuse Prevention month (April) was packed full of awareness activities. Below is a list of all that happened:
  - 3 public Stewards of Children trainings throughout Blount County,
  - 1 Coffee Talk at Artistic bean with Officer Barnhart of Maryville City Schools,
  - 2 “Resilience” Trainings,
  - The Young Fables Concert to benefit New Hope,
  - Kite Festival Booth to promote Child Abuse Prevention Month,
  - “Pinwheels for Prevention Garden Party – to honor staff, board, volunteers, team members and Stewards of Children Facilitators,
  - “Painting with a Purpose’ to raise awareness, and
  - 1,100 pinwheels were placed throughout Blount County!
- Our tipping point goal is to train 5 % of the adult population which equates to 5,200. After a strong year, we have @ 750 adults to go!





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**To increase awareness within our community of the goals, mission and successes of New Hope.**

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**Rating Based on Actual Outcomes: Meets**

**2018 Objectives: (External Committee)**

- Quarterly print ad
- Weekly Facebook posts
- Instagram posting of photos from our events/SOC/etc
- Monthly YouTube channel posting
- Placards at events promoting our varied social media presence
- Placards for sponsors regarding their businesses sponsoring New Hope
- Increase legislative advocacy of board members.

**Actual Outcomes as of December 31, 2018:**

- We were able to accomplish the goal for quarterly print ads with our article about April as Child Abuse Prevention Month, the ground breaking, our thank you to the Bacon at the Bear Sponsors and we plan to send a press release related to Black Tie and Blue Jeans for the last quarter.
- For our Facebook posts, we are averaging from 2.5 to 2.8 posts per week and we have gained 29 new followers.
- Penny McIntosh was able to create a YouTube channel for New Hope and put together some cool videos for us. We have 13 subscribers thus far.

- A sign was made to promote our social media presence, and it was displayed at all our events. We will continue to look for ways to increase our followers for 2019.
- The placard for supporters was created with the help of Chroma Graphics, Inc. It is displayed below:



- Legislative advocacy is something that continues to be a learning process. Legislative updates were shared throughout the year and board members were asked to follow up with their local and state representatives to help to advocate for funding. The National Children's Alliance assisted us in this endeavor by providing template letters, upon our request, for our board to utilize. Goals related to legislative advocacy will continue to be a focus for 2019.
- Awareness activities will be a focus for 2019 and all board members will be asked to help to introduce at least one new person to New Hope.