

2020

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



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New Hope's 2020 Objectives and Measures of Success Annual Report Summary

November 20, 2020

2020 has certainly been one for the history books! Despite a year of unthinkable challenges, as reflected in the attached report, we still have much to be grateful for. As we faced these unprecedented times, our staff, board, and volunteers have shown how much they love us and our community.

Additionally, our donors, sponsors, and supporters demonstrated the true Spirit of New Hope as they went virtual with us on all our fundraising events this year. Although many faced challenges themselves, they were steadfast in their support for the children we serve. We were also blessed with amazing grant opportunities to ensure that our services never stopped. As a result, our staff and clients were kept healthy and safe.

Although this pandemic shut down our entire country, child abuse did not stop. In fact, as children were kept out of school, they became even more vulnerable for abuse and lacked a way to communicate to a safe and protective adult. As a result, we are seeing a surge in referrals at advocacy centers across the country. While Blount County is sheltered in many ways from the challenges our country has experienced this year we are not sheltered from abuse. Our numbers have increased, and our cases have been more severe and complex.

The good news is that New Hope is here to provide a child friendly place for all these children. Our new building will be completed by spring of next year and we will continue to expand upon the services that we are providing to meet the growing need. We are very grateful that you continue to support us and allow us to do this important work.

I hope that you will take the time to read the full report and join me in celebrating the successes we have experienced this year. We truly would not exist without you. As we close this year, please know that your donations, big or small, monetary, or in-kind, it all impacts the lives of hundreds of children.

My sincerest thanks,

Tabitha Damron, LCSW

Executive Director

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

Rating Based on Actual Outcomes: Exceeds

2020 Objectives:

- Complete construction, transfer operations to the new facility while minimizing downtime.
- Complete Community Campaign.
- Maintain all equipment as needed.
- Begin to update policies and procedures as they pertain to the new facility.
- Assess, identify, and purchase equipment, security, and furniture for new facility.

Actual Outcomes as of December 31, 2020:

Our New Facility



Construction continued as we began 2020. However, it quickly became clear that our March completion date would not be met. This created two challenges. First, as our rental space for therapy was no longer available as of the end of March, we knew we would have to get creative. The decision was made to transfer all our services back to the main building. We were able to find a donated space for several of our administrative staff to utilize and moved them from the main building to this new space. Although

this created space limitations, it was a great savings for this year's budget.

Secondly, to get back on schedule with our new building, we determined it was in the best interest of New Hope to change contractors. Joseph Construction was selected to take on the project. It cannot be underscored enough how challenging it was to change contractor's mid-project. However, thanks to the guidance of many incredible individuals, we were able to make this shift and, ultimately, the building will be even better than we had originally planned!

As we were navigating all these changes, the COVID-19 pandemic hit our country. As with most construction projects this year, we have faced challenges with obtaining needed materials in a timely manner, staying on our timeline, and within budget. However, our community and donors have rallied around us, and with our budgetary increases we are only \$45,000 away from having the building

completely funded! Clayton Homes was instrumental in helping to obtain the additional funds we needed. They offered to match up to \$250,000 in pledges which helped rally several donors!

The Clayton Family Foundation followed with additional support and Mr. Ed Harmon made a very generous gift that allowed us to illustrate to Renasant Bank that we had the funds to move forward. Due to his generosity, we will be honoring Mr. Harmon with the naming of our new building!



Community Campaign

Due to our focus on obtaining additional funds to complete our building project, our community campaign for our building and operating reserve was placed on hold. We currently have one gift of \$50,000 designated to our building reserve and, with careful savings through the years, we have just over \$50,000 in our operating reserve. We hope to continue to grow both as we work to build on our planned giving program over the next several years.

Equipment Maintenance

Although COVID-19 brought significant challenges, it also brought new funding opportunities. We have continued to make use of these grant opportunities this year and have purchased additional equipment to assist with telehealth and teleforensics. Additionally, we received the following grants:

- Victims of Crime Act grant to upgrade our phone system,
- Trinity Health Foundation grant that allowed us to purchase cutting edge equipment and be one of the first Child Advocacy Centers in our area to implement teleforensics. This grant also allowed for the purchase of new laptops for our therapists to use for telehealth.
- The United Way helped us to purchase Chrome Books for our therapy clients to utilize and air purifiers to keep both staff and clients healthy. We also received a United Way mini grant to purchase a portable set up for off-site forensic interviews.



**(Pictured left) Teleforensic Interview set up.
(Pictured right) Therapist utilizing telehealth.**



Policies and Procedures

Due to not moving into the new facility this year, this objective will carry over to 2021. Any policy changes will be reviewed by the Executive Committee next summer as we prepare for our upcoming reaccreditation.

Purchasing of equipment, security, and furnishings for the new facility

While we have finalized our plans for security in the new building, we have continued to assess our equipment needs for the new facility. Violence in the home has been listed as a major factor contributing to the growth of child abuse and neglect. We know that this violence can also lead to increased danger for those assisting the victims. In our current facility, creating a secure location has been impossible to do in a cost-effective way. While we have done our best, we are thankful this will be less of a challenge in our new building. Therefore, our new building's design includes increased cameras and access control. This will allow for a much more secure facility for both our staff, the children and their families.

We have been working with Missy Johnson at Contract Furniture Alliance and are finalizing our new furnishings. She has spent hours helping to make sure that we get this right. We want this building to be the inviting, family friendly environment we are known for. However, we also need to ensure that we have quality furniture that will last for years to come. Wendy Tittsworth from Just So Decorating has also donated her wonderful interior design skills to pull all the spaces together and create a cohesive, calm, and beautiful feel to every space. We cannot wait for you to see it!

Lastly, Real-Fake Buildings out of Atlanta has designed an amazing wow factor for our main lobby area. They have worked with clients all over North America to create themed, immersive environments, and we feel so incredibly blessed that they have chosen to donate their services to create a beautiful and inviting space for the children as they enter our front door.

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

Rating Based on Actual Outcomes: Exceeds

2020 Objectives:

- That all staff will have identified and completed at least one professional development opportunity during the year.
- 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.
 - This year we will specifically focus on therapy and determine if A) the need exists to add an additional therapist and if so, B) determine if there is VOCA funding (or other) available to support such an addition.
- As part of the therapy evaluation above, evaluate the role of the Executive Director and determine if the creation of another director level role (such as Director of Programs) would allow further development and growth of the organization.
- Staff and team will prepare for move and clients for transition to new location.
- Continue to develop a diverse board of New Hope, identifying key skills needed as they relate to the strategic plan of the organization.

Actual Outcomes as of December 31, 2020:

Professional Development

Our annual Everyday Heroes United Training for our Child Protective Investigative Team was cancelled due to COVID-19. Our staff completed multiple trainings, including Title VI training, and various trainings on computer security provided by PCS. We were able to apply for scholarships or pay for three of our

detectives and one of our Assistant District Attorney General's to attend the Connecting of Children's Justice Training. See below for trainings attended by each staff member:



Tabitha Damron: Sexual Assault Center online training Institute: Sources of Resilience and Healing, The New Normal: Long-Haul Health and Safety Guidelines for CACs, Dallas Crimes Against Children Conference, and Connecting for Children's Justice

Danielle Reggio: NVAA Financial Management Office of Victims of Crime Training.



Renee Poole: Launching a Major Gifts Program; Crucial Conversations; Stewards of Children; Leadership Blount

Diane Darby: 2-day advanced Workshop: Clinical Applications of Internal Family Systems (IFS) with Frank Anderson; ATCI: Trauma specific Interventions for Families: Integrative Protocol; and Connecting for Children's Justice Conference.

Liza Varlan: ATCI- EMDR Integrative Attachment Trauma Protocol (IATP) for Children; ATCI: Online - Practical Strategies for Healing Dissociation in Children and Adolescents; ATCI: ONLINE - Beyond Desensitization: EMDR to Expand the Window of Tolerance with Kids; Identifying and responding to technology- facilitated child sexual exploitation; Understanding How Culture & Race Impacts Child Sexual Abuse Investigations; 2 Day Advanced Workshop: Clinical Applications of Internal Family Systems (IFS); Bessel van der Kolk Trauma Interview Series: Richard Schwartz, Ph.D., Developer and Founder of Internal Family Systems (IFS); ATCI: ONLINE - Trauma Specific Interventions for Families: Integrative Protocol (IATP-C)

Becki Garland: Internal Family Systems; EMDR and Family Therapy; Incubating Resilient Communities for our Most Vulnerable Rural Children and Connecting for Children's Justice Conference.

Christina Copland: COVID19 practices Webinar; Human Trafficking Webinar; The New Normal Long-Haul Health and safety Guidance for CACs Webinar; Train The Trainer Talking to Kids 4 sessions; Resilient together part 3 Covid-19 Caring for kids; Beyond the Obvious: Identifying and Investigating Asphyxiation Cases; Connecting for Children's Justice Conference

Becky Rials: Stewards of Children Virtual Facilitator-Led Training; Connecting for Children's Justice Conference; Addiction and Human Trafficking; Ace's, Toxic Stress and Disparities; Sexual Abuse Prevention; Facilitator Dashboard Training; Emerging Trends in Child Exploitation During COVID; Prevention and Early Recognition of Child Sex and Labor Trafficking; Honest Conversations – Keeping Hispanic Kids Safe.

Challye Hays: Tele-Forensic Interviewing: Research, Practice, & NCA Guidance; Resilience: The Biology of Stress and The Science of Hope; Child Development 101; Online Protections for Children and Families when Social Distancing; Strength Through Collaboration: How Prosecutors & Forensic Interviewers Can Work Together to Build a Successful Case; NCAtrak training; Forensic Interviewing of Children Training; Identifying and Responding to Technology Facility Child Exploitation Part 1 & 2; Understanding How Culture & Race Impacts Child Sexual Abuse Investigations; Connecting for Children's Justice Conference

Sarah Cruze: Understanding How Culture & Race Impacts Child Sexual Abuse in Investigations; Credentialed Advocate (CA) at the Provisional Level; TN Dept. of Treasury: Criminal Injuries Compensation Webinar Victim Advocate Training; Connecting for Children's Justice Conference.

Hannah Grant: The 12 Core Concepts: An Online Interactive Course; Attachment Vitamins: Interactive Course on Early Childhood Attachment, Stress, and Trauma; Addressing Transition Issues for Young Foster Children; Adolescent Trauma and Substance Abuse Online; Children with Disabilities: Challenges, Strategies, and Resources; Strategies for Supporting Resilience and Healing in Victims of Child Maltreatment; Medical Diagnosis of Physical Abuse; Working with Parents Involved in the Child Welfare System; Keeping Secrets: Family Communication After Trauma; Health Care Needs of Commercially Sexually Exploited Youth: Challenges for Survivors and Medical Professionals; Defusing Violence and

Facilitating Recovery from Profound Dissociation; Trauma and Race: Opportunities and Challenges for Therapists of Color Working with Families of Color; Empowering Families Through Evidence-Based Interventions 1: Individual Child and Parent Skill Building; Two Mothers, One Daughter, and an Intergenerational History of Developmental Trauma; Addressing Patient Needs While Maintaining Boundaries: A Triggered Patient Seeks Physical Comfort Triggered Distress in a Young Child During Play Therapy; Engaging Families in Affirming Trauma-Informed Care for LGBTQ Children and Youth; The Resilience of Youth: The Impact of Developmental Trauma, COVID-19 and Beyond; Skills for Psychological Recovery (SPR); Criminal Injuries Compensation Webinar Victim Advocate Training

Tori Thomas: Training for Utilizing Online Auction Platforms

Staff Capacity

This year, we did not increase our staff capacity in numbers, but we did so in function. Our Development Director position was moved to part-time and we hired a part-time Marketing and Events Coordinator. This allowed for our Development Director to focus more on diversifying our funding streams and building our major gifts program. Tori Thomas leveraged her marketing skills to help us make an impact. She has increased our presence on social media and made wonderful updates to our website so that it both easy to navigate and informative. Her videography skills (along with the help of her wonderful husband) were also instrumental in taking our events virtual this year.

COVID-19 created a significant challenge in our ability to hold fundraising events. As this is a big part of our revenue each year, maintaining our staff capacity was a large focus. Danielle Reggio, our Director of Finance and Administration spent many hours applying for the Payroll Protection Program to ensure that we were able to keep all our staff at the same level of hours and pay. She also applied and received a small business loan that has been set aside for emergency needs only. We are pleased to say that during the pandemic, we never stopped serving clients. Our team was determined to continue to support Law Enforcement and Child Protective Services and to provide the services that the children need.

As we did not move into our new facility this year, we were not able to consider adding an additional therapist. The need for this therapist exists now. Therefore, as soon as we have the space, we will be looking to add this critical staff position. We have seen a rise in referrals following the pandemic and currently do have a wait list for therapy. We never want children to have to wait for this much needed service, and we hope to address this as quickly as we can.

We are also beginning to talk to our clients about the new facility and our plans to transition in spring of next year. Although this creates more change in their lives, we believe that the building will ultimately serve as a central tool in providing hope to the children we serve.

Volunteers also continue to provide a great supplement to our services. They provide snacks for the children, volunteer in the office, and give workdays throughout the year to spruce up our



building and therapy garden. This year we had a very special volunteer event – Shine Day- in honor of Clark Reagan. Members of the community raised funds to purchase therapy supplies and spent all day making sure the therapy garden looked beautiful for all those that would use it. We cannot thank our volunteers enough for all that they do to support us. Due to their generosity, we are able to focus on direct services.

Board Development

In splitting our Development Director position, we also made the decision to split our External Committee. We created a Fund Development Committee to support the work of the Development Director and a Marketing Committee to support the Marketing and Events Coordinator. By doing so we were able to help the staff in these positions by providing support, feedback, expertise, and creative ideas, while also creating clearer objectives and a more narrowed focus for these board committees.

Our governance committee did a great job this year identifying the strengths of our board and where we have gaps. Several prospective members were given tours and provided more information about New Hope. We have three new board members for 2021, and others slated for future years when their schedules will better allow for the time commitment required by our board.

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

Rating Based on Actual Outcomes: Exceeds

2020 Objectives:

- Implement a development plan with specific action targets that includes the following:
 - Annual fund,
 - Major gifts: including re-engagement of past board members and board identification of new prospective donors for New Hope,
 - Private Foundations,
 - Planned giving program, and
 - Marketing plan that emphasizes brand establishment.

Actual Outcomes as of December 31, 2020:

Annual Fund

This year, we sent a Spring letter to all donors who gave to our annual fund within the last 5 years and a Summer letter targeting lapsed donors. Thanks to our wonderful supporters, our Annual Fund income goal of \$15,000 was reached.

Major Gifts

We started this year by attending a training focused on major gifts. From this training we devised a prospect sheet outlining donors that were the best fit for a specific ask. The ask was based on capacity, their relationship with New Hope, and gift history. We identified 3 top prospects and began having regular, intentional interactions. Two solicitations for major gifts have been completed and both generated gifts. Donations resulting from major gift solicitations total \$11,200.

The board also helped to create a list of new prospective donors for New Hope. Our goal is to continue to work with the board members to increase the level of involvement of those identified.

Private Foundations

We have applied for 9 grants from private foundations this year. Those were the Thompson Charitable Foundation, First Horizon Foundation, New Providence Presbyterian Church, East TN Foundation, Trinity Health Foundation (twice this year), & Appalachian Community Fund, Newell Brands, and Monday Foundation. This year, we were blessed to receive an enormous amount of support in response to COVID-19 related needs while still maintaining our annual private foundation requests.

These applications have resulted in grant funds from East TN Foundation, Trinity Health Foundation (twice), The Thompson Charitable Foundation, Newell Brands, New Providence Presbyterian Church, and 1st Horizon Bank. These grants are in addition to the grant funds received from United Way of Blount County, TN Community CARES, and VOCA. Our private foundation grant funds for 2020 totals \$37,460.

Planned Giving

We launched our planned giving webpage this year, having confirmed our first and founding donor, Ed Harmon in November of 2019. We hope to gain more planned gifts that can be directed toward our new building reserve fund.

Relationships – Events

We kicked off the year with Tennessee Winter Beer Fest (TWBF) which thankfully was held pre COVID-19. The TWBF is a separate 501c3 and their fundraising benefits New Hope. The TWBF Board of Directors did an amazing job with this event and presented us with a check for \$25,000! While 2021 is still uncertain, they are currently planning for next year’s event which will be a celebration of their 10-year anniversary. This month, they kicked off the celebration with 21 breweries participating in “Beer for Hope.”

Despite COVID-19 related barriers to all three of our fundraising events this year, we were fortunate to retain many of our ongoing supporters, as well as gain a few new ones. The pandemic-related restrictions also gave us new opportunities to celebrate and interact with our sponsors, reinforcing many of our established relationships. This year, we raised \$62,400 in sponsorships and gained 7 new sponsors.



We also launched our new 5K event “Heroes for Hope” this year in place of Hops for Hope. The timing was perfect for this change, as it allowed us to take this event virtual. It was exciting to see how many people signed up to participate! We are excited to continue to build upon this momentum in the coming years.

Bacon at the Bear (BATB) and Black Tie and Blue Jeans (BTBJ) also moved to virtual platforms. Our amazing partners, Dancing Bear Lodge, Allan Benton, and RT Lodge continued to support us in making these events special for our sponsors.

We were also able to move our silent auctions online thanks to the purchase of an online auction platform. We then held successful silent auctions for both BATB and BTBJ. Tori Thomas and her husband, Sam utilized their videography skills to put together weeklong programming to highlight our services and what makes these events so special.

During our weeklong BATB event, we also highlighted our Nediva Award winner, Will Carver for his many years of volunteer service to New Hope. During BTBJ, we honored the Blackberry Farm Foundation as the Spirit of New Hope recipient for their years of support which began even before our doors first opened.



**(Pictured left)
Nediva Award recipient,
Will Carver**



**(Pictured right)
Spirit of New Hope
award recipient,
Mary Celeste Beall**

Marketing Plan

This year, as previously mentioned, we started a new committee to specifically focus on our marketing efforts. This committee has been instrumental in helping us create a more consistent brand in terms of events, outreach, the building campaign, and supporting the development of a new logo. Visual Voice has been an incredible asset as well. They have worked with the us to realize our vision for rebranding and designing a beautiful new logo. With the addition of Tori Thomas as our new Marketing & Events Coordinator, we have accomplished a stronger media presence, an updated website that shows intentional and digestible information about New Hope, and increased engagement and awareness across all digital formats. With the establishment of a media calendar, we have succeeded in more consistent engagement, shifted toward child-focused images, and implemented service minded video productions that help build our brand.

To educate Blount County to identify and prevent child abuse.

Rating Based on Actual Outcomes: Exceeds

2020 Objectives:

- To educate @750 Blount County residents through Stewards of Children (~50 people per month). We trained 439 adults so far and have more trainings scheduled.
 - 7 programs through area churches or church affiliate groups - 9 completed,
 - 5 programs to local colleges for students, staff, and faculty - 3 completed,
 - 1 Spanish-speaking workshop - 0 completed,
 - 5 programs to Blount County businesses - 5 completed,
 - 7 programs to Blount County school or pre-school faculty & staff - 3 completed, and
 - 10 programs at local restaurants, coffee shops, civic organizations - 0 completed.
- To have 5 organizations/businesses become a Partner in Prevention - 2 new and 7 renewal applications completed.

Actual Outcomes as of December 31, 2020:

COVID-19 slowed down our Stewards of Children (SOC) trainings and hindered our ability to hit our initial goal. However, despite these limitations, we are pleased that we still trained 442 adults this year. SOC is an in-person training and we were unable to offer it for several months. Darkness to Light, the producer of Stewards of Children, also complicated our ability to move forward by requiring our facilitators to receive special training before taking the program virtual. However, we were able to train 5 of our facilitators. While there was an additional cost for training and for virtual booklets we were able to increase our United Way support for this program, allowing us to cover these expenses.

Child Abuse Prevention month in April also fell during the time that our community was on shut down. Despite that, we were still able to have two Stewards of Children billboards again in April.



One of these billboards had specific information regarding being a mandated reporter with the abuse hotline number. Because so many children were at an increased risk of abuse and out of school, we knew it was important to highlight this for our community.

Our pinwheel gardens were also a bright spot of color in our community as we planted 1,000 pinwheels in various locations throughout Blount County. Additionally, Child Abuse Prevention information was on the marquee at The Capitol Theater and on display at the Blount County Public Library during April.

We continue to have wonderful partnerships in our community and this year Dr. Ariane Schratte's Trauma Class at Maryville College did a video for us about Child Abuse. It was posted on our social media accounts to highlight facts related to sexual abuse, the importance of reporting, and the wonderful resiliency of children.



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

Rating Based on Actual Outcomes: **Exceeds**

2020 Objectives:

- Quarterly print ad
- Weekly social media posts
- Increase social media followers by 5% on all platforms
- Monthly YouTube channel posting
- Promotion of all fundraising events
- Quarterly newsletter
- Increase legislative advocacy of board members.

Actual Outcomes as of December 31, 2020:

This year we had ads in print for Shine Day (A volunteer event in honor of Clark Reagan), Bacon at the Bear, and Black Tie. In addition, we had TV spots focused on Heroes for Hope and our transition to a virtual setting in response to COVID-19.

Our social media posts have increased tremendously this year. With the addition of Tori Thomas as our Marketing and Events Coordinator, we have consistently posted 3-5 times per week across all platforms. We have increased our Facebook followers by 544 (a 22% increase), Twitter by 10 (a 5% increase), YouTube by 1 (a 4% increase), and Instagram by 143 (a 31% increase)

In conjunction with our goals to create a stronger, more consistent brand for New Hope, our team worked to produce videos focused on each aspect of our services. So far this year, we have posted 12 videos to our YouTube Channel, including videos highlighting Forensic Interviewing, Advocacy, and Therapy services that are critical for our community.

2020 was a year of creativity. We demonstrated this by meeting the challenges head on, overcoming barriers for how to conduct our events and determining new ways to market them. Thanks to active event committees, unfailing support from local businesses such as Visual Voice and the Daily Times, and our new Events & Marketing Coordinator, we were able to provide a variety of event ads to help us continue to engage the community. Visual Voice helped us adapt/create logos to reflect this year's virtual events. Local media helped us get the word out about our need. We maintained a strong social media presence. Some of our most engaged social media posts were event-related with many supporters sharing our posts to help us increase our reach.



At the time of this report, we have completed 3 out of 4 of our quarterly e-newsletters in addition to letters for each of the following: Organization Response to COVID-19, April Child Abuse Prevention Month, BATB event, Building Update, and BTBJ event. Typically, our final quarterly newsletter goes out in December and is focused on the holidays, program updates, and a final ask for end of the year giving.

As for legislative advocacy, we worked with members of our board to send information to the Blount County Commission regarding the need for two designated detectives to work our cases and be housed at our new building. We believe that we helped to provide the education needed for this decision and now are hoping that the commission will be able to find and designate funds for this in the near future.

Rhonda Stinnett, a member of our board, also met with Tennessee State Representative Bob Ramsey and Tennessee State Senator Art Swann to discuss the mission and priorities of New Hope. We hope to continue to build on these relationships in the coming years.

