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Avery Campus: PO Box 249, Crossnore, NC 28616

Winston-Salem Campus: 1001 Reynolda Road, Winston-Salem, NC 27104

Hendersonville Campus: 709 5th Avenue W., Hendersonville, NC 28739

info@crossnore.org | www.crossnore.org

letter from the CEO

It has been 10 years since I first walked in the door at Crossnore...
10 years spent getting to know you, our supporters, and working with you to help children and families find home. Because of your support in these last 10 years, we have increased the number of children we are serving by 700 percent, doubled our staff, and quadrupled our budget. We have also created new programs to meet the challenges faced by children and families in the child welfare system.

In these pages, you will read about innovative programming that is evidence-based, meets state approval criteria, and is changing lives. You will read about the work we are doing to help create traumaresilient and inclusive communities across western North Carolina. We will also share outcome data from our programs and the financial statement for our fiscal year ending September 30, 2022.

Even as our organization grows, the need continues to grow too. We are seeing more children and families on the verge of being separated, more children coming into the foster care

system than ever before, and more young adults aging out without permanency. Your financial gifts, in-kind donations, and volunteer hours help us meet this need. But we need to do more. We need more families willing to become licensed foster parents. We need more churches excited to partner with us to provide wraparound supports in our communities. We need more staff to fill roles both in direct care with children and in supportive or administrative roles in the organization. If you or anyone you know can help meet these needs, please visit our website at www.crossnore.org to find out who to contact or where to apply.

We thank you again for all that you have blessed us with this past year. Your friendship and support and your gifts of money and time are invaluable to us. Please stop in and visit us anytime you are in the area of one of our campuses.

Blessings,

Brett A. Loftis, JD Chief Executive Officer



Foster Home Licensing and Training



total # of community foster homes licensed

of inquiries from potential foster families

The mission of Foster Home Licensing & Training is to recruit and train single-family foster homes and therapeutic foster homes for foster care licensure. Families interested in providing a foster home or a forever home for children in need will receive training, a home study, and ongoing monthly support throughout the foster care licensing process and beyond. If you are interested in learning more about becoming a foster family, visit crossnore.org/foster-home-licensing-and-training.

Children Served by Crossnore's Child Welfare Programs

Children in foster care may live in a cottage on one of our campuses, in our Youth Independent Living apartments, in a Bridging Families® home, or in a community foster home. Referrals come from Departments of Social Services when an investigation indicates that a child or children cannot safely live in their home.

Our goal at Crossnore is to provide a safe and stable home during this time, while families work to correct the concerns in the home. Reuniting a child with their biological family is always the goal of foster care. When that can't happen safely, permanency is achieved through kinship placements or adoption.



of children served in community foster homes in 2022

of finalized adoptions or guardianships in 2022 # of kinship placements in 2022

of reunifications in 2022

Residential Cottages and Community Foster Homes

Children in foster care served by Crossnore live in one of our cottages or Bridging Families© homes or in community foster homes. Reunification is always the goal in foster care. When that can't happen safely, permanency is achieved through kinship placements or adoption.

250
of children served on

our residential campuses

of cottages licensed to serve up to nine children

of community
foster homes licensed
to serve at least
two children



Therapy Services

In addition to serving our residential clients, outpatient and school-based therapy services are available to members of the community. Referrals are accepted from local schools or the Department of Social Services. Licensed therapists help children and families learn new strategies to address challenges, break ineffective patterns, evaluate difficult decisions, and overcome obstacles in order to lead a more fulfilling life together.



Avery Outpatient Therapy Visits

Winston-Salem Outpatient Therapy Visits

1864
Hendersonville Outpatient Therapy Visits

500
Psychiatry/Medication Management Visits

Inclusion

Much of 2022 was spent equipping staff with tools to continue on their Diversity, Equity, Inclusion, and Belonging journeys and to engage in Crossnore's organizational commitment.

Through funding support from The Winston-Salem Foundation, we provided staff with toolkits for four different Brave Conversation Cohorts. These cohort sessions were facilitated by Dr. William T. Lewis of Willhouse Global. Staff engaged in two 90-minute group sessions learning about the history of race and race relations. They also learned a new framework to hold conversations around race and other sensitive subjects.

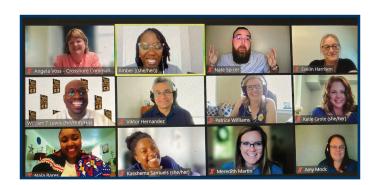
Dr. Lewis also curated a retreat specifically for our leadership staff to tackle the concept of belonging within an organization. Our leadership team collaborated in two sessions to discuss bodily responses, emotions, and impediments to belonging. We also worked to prioritize our role as a partner in the community. Crossnore's collaboration with the Boston-Thurmond and Buena Vista neighborhoods, along with partnership from Piedmont Land Conservancy and its construction of a new nature trail, represents the growth and innovation that can occur between communities. Working to connect the two communities that border our Winston-Salem campus amplifies our commitment to shared governance and social responsibility.

We also identified that 33% of Crossnore's staff makeup is non-white. It was important to create an opportunity for those employees to come together to meet, fellowship, and connect. We did this through a special "We See You" Luncheon that was well attended. To celebrate Juneteenth, we hosted a panel of black authors, Angela Quijada-Banks,

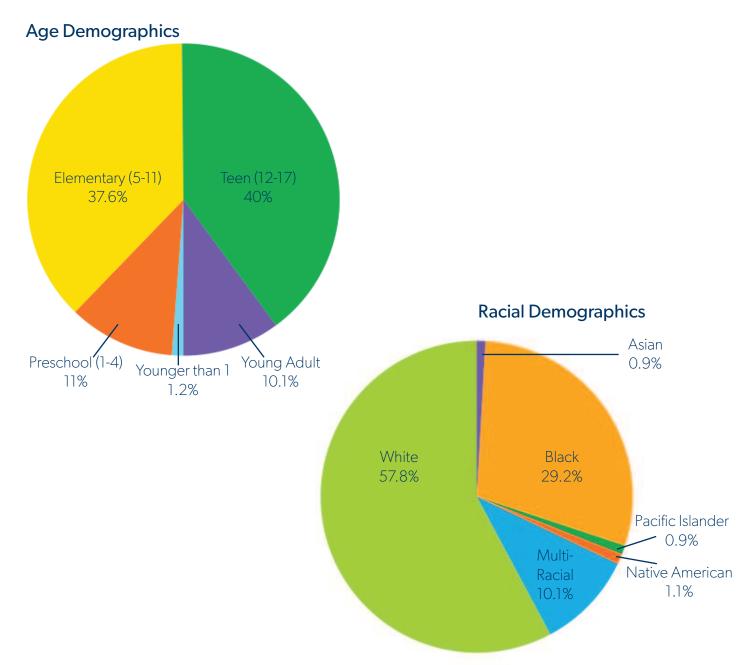
Dr. William Lewis, and Peter Mutabazi. They spoke about diversity, equity, inclusion, their work within their communities, and what Juneteenth means to them.

Social Current (formally Council on Accreditation (COA)) recently revised its principles requiring accredited institutions to incorporate implicit bias training. To meet this standard, we launched a Bias Learning Series composed of material on unconscious, explicit, and organizational bias. Together, staff processed the roots of bias, examined how it impacts their day-to-day, and found ways to confront their biases when they show up.

Along with these opportunities, Crossnore's DEIB Manager, Amber Rucker, curated experiences for staff members to connect with one another professionally and departmentally. An emphasis has been placed on identifying where we are as an organization and making space for dialogue and change to happen among one another. As an organization committed to open communication, it is our responsibility to keep the conversation going. We know that the best way to do this is to lead with empathy.



The Children We Serve



Innovation

"Don't be afraid to take big steps when one is indicated. You can't cross a chasm in two small jumps."

- David Lloyd George

Innovation is not usually the first word we think of when we think about systems change. However, at Crossnore, we are committed to spearheading changes in a creative, lasting, and impactful way. For the last several years, we have spent time evaluating the needs of clients across the continuum to determine where there are gaps. We have then worked intentionally to fill those gaps in ways different than the status quo. It has taken time, effort, and a growth mindset, but we believe we have enhanced our continuum to fill those gaps for clients.

Through the work of our Programs Division, led by Sarah Norris, Ed.D., Chief Program Officer, we have developed aspects of our continuum that we did not have several years ago. First, we have programs that work specifically with families in their homes who are at imminent risk of separation from their children or who need support as they reunite. Homebuilders® works intensely with families at their most critical points of risk. Family Foundations, a less intense program, works with families for longer periods of time as they focus on mitigating risk as a family during crises. Both

programs, led by Angela Squire, Senior Director of Prevention Services, are available in the Triad region with plans to expand over the next few years.

Bridging Families©, a placement-based reunification program, is focused on helping sibling groups reunite with their parents. This professional foster parenting program is located in our Triad and Avery County regions with plans to expand to our Hendersonville region this year. We believe families belong together and the more we can enhance family connection time and parent coaching, the better off families are in working on reuniting with their children. Bridging Families© falls under our child welfare division led by Meredith Martin, Vice President of Programs.

All three of these programs, Homebuilders®, Family Foundations, and Bridging Families® are interconnected with an overlay of clinical, case management, and family coaching support. We have intentionally built these connecting puzzle pieces to fit together so no family falls through the cracks. We hope to be able to support a family in a way that is different from how the system has worked in the past.

Innovation in the child welfare system can be challenging, but at Crossnore, we have found it well worth the effort to create a brighter future for families as we walk with them on their journey home.

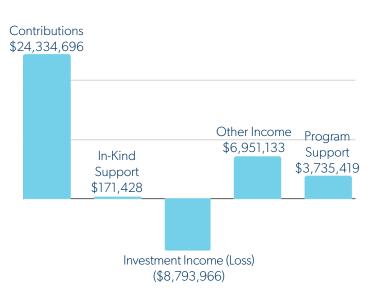


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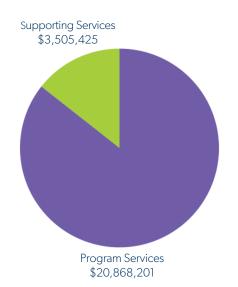
Consolidated Financial Statement

	2022	2021	2020
Total Support & Revenue	\$26,398,710	\$27,420,866	\$31,404,313
Total Expenses	\$24,373,626	\$22,053,157	\$20,713,301
Total Current Assets Value of Endowment	\$79,362,652 \$30,867,652		

Revenue



Expenses



Find your adventure.



Miracle Heights Adventures engages individuals and groups in experiential learning activities that embody the spirit of adventure, build resilience, and empower collective success.

Sign up today for corporate team building or a private tour on our aerial adventures course.

Visit crossnore.org/mha.





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Long-term Debt

THE SLOOP SOCIETY

The Sloop Society was created in 2014 to recognize Crossnore's most loyal donors. Members of this prestigious society have made cumulative gifts totaling \$100,000 or more in their lifetime to Crossnore Communities for Children as of September 30, 2022. The Sloop Society was named in memory of Drs. Mary Martin and Eustace Sloop who founded The Crossnore School in 1913. Like Mary Martin and Eustace, members of The Sloop Society have illustrated their belief in and commitment to children through their generosity.

Giving Levels reflect gifts received between October 1, 2021 and September 30, 2022.



Anonymous (5)

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\$500,000 - \$999,999

The Winston-Salem Foundation

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\$250,000 - \$499,999

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Ms. Cynthia Strickland Graham, The

Strickland Family Foundation

\$100.000 - \$249.999

Anonymous (3)

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*Welcome to new members of The Sloop Society

Create peace of mind.

Create a free will today using Crossnore's unique link to:

- Ensure your family is always cared for.
- Find a sense of security and safety in protecting your assets.
- Plan a gift, if you choose, that will care for and nurture the mind, body, and spirit of a child in need, a long time from now!

Visit freewill.com/crossnore or use the QR code below to begin your free will today.





MARTHA GUY SOCIETY

The Martha Guy Society, named after Martha Guy who served as a Trustee from 1955 until her death in 2019, honors Crossnore's special friends who have made a provision in their estate for Crossnore Communities for Children. For more information about the Martha Guy Society or how you can leave a lasting legacy at Crossnore Communities for Children, please contact Brandon Cathey, Director of Major & Planned Giving at (336) 721-7600 or bcathey@crossnore.org.



This list is as of September 30, 2022.

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Let's find home.

As a recognized leader in helping children reclaim, rebuild, or reimagine the essential belief in a safe, dependable home, Crossnore Communities for Children recruits and trains prospective foster parents who can provide a safe and stable home to children.

Ongoing supervision and support is provided after placement.

You can change the future for a child in foster care. Apply today at crossnore.org to become a foster parent.



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THE HOPE SOCIETY

The HOPE Society was created in 2019 to recognize Crossnore's donors who give \$1,000 or more annually. The 2022 HOPE Society members gave to Crossnore Communities for Children during our fiscal year of October 1, 2021 to September 30, 2022.

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THE ANNUAL REPORT is a publication of Crossnore Communities for Children's External Relations Office. DATA COMPILATION: Program Excellence and Finance Staff

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