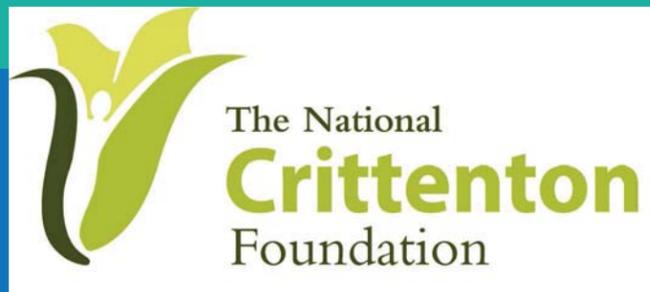




# The Florence Crittenton Agency



**HOPE** RECOVERY MOTIVATION  
OPPORTUNITY EDUCATION  
LIFE CHANGING  
COMMUNITY FAMILY **FUTURE**



**kidcentral tn**

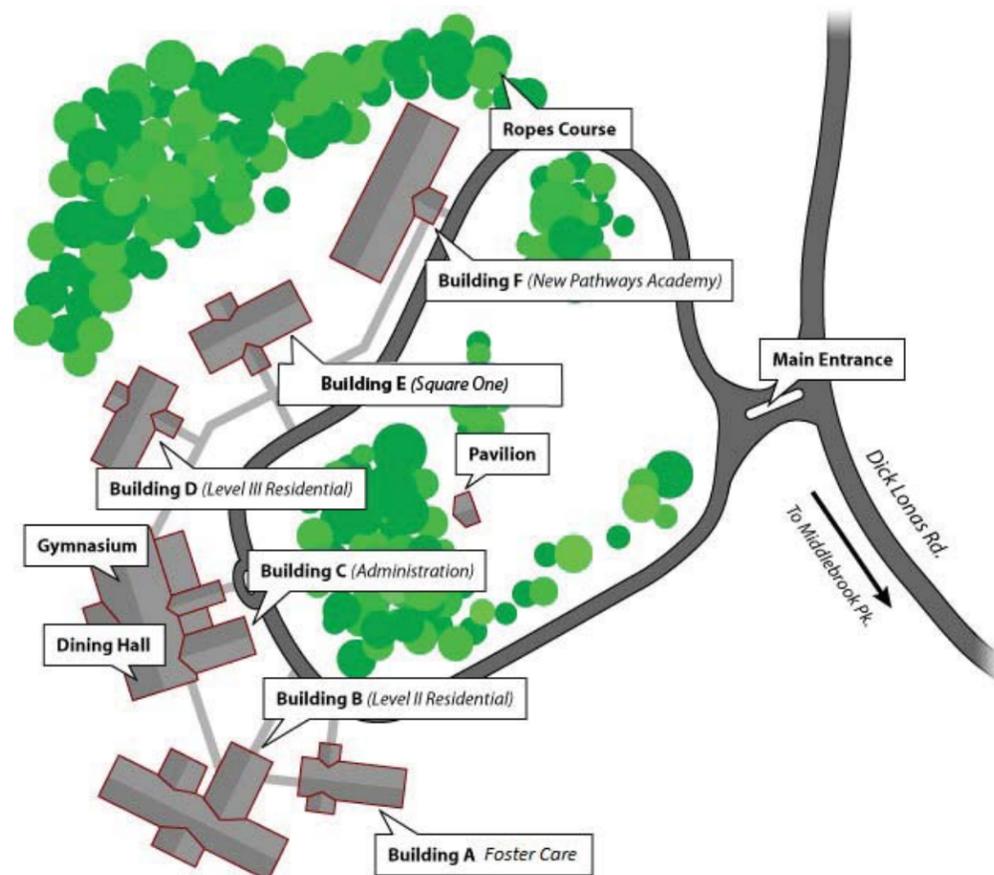
The Florence Crittenton Agency  
1531 Dick Lonas Rd.  
Knoxville, TN 37909  
865-602-2021  
[www.fcaknox.org](http://www.fcaknox.org)

2017 - 2018  
Annual Report

Thank you!

# Table of Contents

Mission, Vision, Values, and Our Agency.....1  
Letter from the Board Chair.....2  
Letter from the President & CEO.....3  
Residential Programs.....4  
Outpatient Programs.....5  
Financials and Demographics.....6  
Success Story.....7  
Year in Review.....8  
Funders and Donors .....9



# Funders and Donors

- Anonymous Donations
- Associated Fire Services, LLC
- Bearden Rotary Club
- Bearden United Methodist Church
- Benefit Community Impact Fund
- Bobcat of Knoxville/Chattanooga
- Bonnie Peters
- Brosey, Jamie
- Burkhart, Patrick
- Chambers, Charles and Lisa
- Christian, Nancy
- Ciukowski, Kim
- Coulter, Tom
- CUMC United Methodist Women
- Deveny, George
- East TN Foundation
- Edwards, Fred and Suki
- Erin Presbyterian Church
- First United Methodist Church UMW
- Gent, Dustin
- Goldstine, Richard
- Guidry, Jo Ann
- Hardin, Nancy
- Haslam, James
- Helmboldt, Jack and Deborah
- Hogue, Lakeisha
- Jane L. Pettway Foundation
- JC Penney
- Kroger Rewards
- Manley, Joel and Rose
- Mason, Philip and Nancy
- McClanahan, Leah
- Mriam, John and Elizabeth
- Patterson, Virginia
- Pinnacle Bank
- Rice, Pamela
- Rose, Richard
- Rosser, Justin and Aja
- Seaman, Robert
- Sequoyah Hills Presbyterian Church
- Sharon Patton McCord
- Silicon Valley Community Foundation JCP
- Stowers, Ann Pond
- Stroud, Jane and David
- SunTrust UW Campaign
- Tennessee Knights of Columbus
- The State of Tennessee
- TRUiST
- United States Department of Agriculture
- United Way of Anderson County
- United Way of Blount County
- United Way of Greater Knoxville
- Wagoner, Ronald
- Walmart
- Wortham, Dale
- Young, Glenn

# Year in Review



USDA Farm to School Gardens



"Homey Bags" created by our Teen Outreach Program to benefit the homeless



Site visit from Mayor Glenn Jacobs



Support from the Bearden Rotary Club for our human trafficking program



The Florence Crittenton Agency's wonderful Board of Directors



First Baptist Concord Client Thanksgiving and Picnic



The Annual Client-Board Luncheon

# MISSION

At the Florence Crittenton Agency, we are committed to carrying out our mission to strengthen communities through the provision of effective prevention and treatment services to children and families.

# VISION

Our vision is to be the agency of choice for young people and families in crisis.

# VALUES

Our values are integrity, innovation, collaboration, and continuity.

# Our Agency

The Florence Crittenton Agency (FCA) has been a leading non-profit organization in Knoxville since 1896. With a mission to strengthen communities through effective prevention and treatment services for children and families, FCA provides essential services to diverse, specialized populations. Originally beginning as a maternity home for unwed mothers, we have adapted our programs to serve an increasing number of at-risk youth who suffer from the serious residual effects of significant trauma and need highly focused educational plans. We are one of three licensed maternity homes in Tennessee and continue to serve youth struggling from serious life-threatening issues, such as substance abuse, mental health issues, homelessness, human trafficking, and more. FCA's holistic approach allows us to work with the entire family in order to help them successfully overcome the most pressing issues for youth in our community. Our programs include two residential treatment facilities for adolescent boys and girls who need 24/7/365 treatment, intensive outpatient treatment for youth and adults, foster care placement and training, and a school for youth in residential treatment.





# Letter from the President & CEO

It has been a privilege to serve as the President & CEO of the Florence Crittenton Agency for the past ten years. The Organization has grown and changed so much over the past ten years. The excellent programs provided by the Agency have continued to build on our past while changing to meet the demands of the community. Over the past year, I had the opportunity to research and meet with providers across the country about programs for at-risk youth. This gave me a different perspective and some neat concepts to bring back to the Agency.

The last year presents hope and opportunity for the Florence Crittenton Agency and our clients. We had the privilege of serving 356 young people and their families, and we had 28 youth in foster care who now have a forever family and home. We had a great year and achieved creditable performance from our State contracts. I had the privilege to work with a great Board and exceptional staff who have a passion for making a difference in the lives of the children and families we serve.

Hope is a concept that is hard to understand for many of our youth. You can see hope in the eyes of a young, desperate child as he or she struggles to create a positive and productive future. Hope is for everyone, yet some cannot find it. In today's society, hope is seemingly lost for some of the young people as they struggle with abuse, addiction, being trafficked, or just a sense of what is right and what is wrong. Everyone craves hope because it adds to our lives and provides a drive for survival and accomplishment. We pursue it because it keeps us motivated. In fact, many would even say that hope is an absolute necessity in order to survive. William Shakespeare knew this to be true when he wrote, "The miserable have no other medicine but only hope." Along with opportunity, hope is what we strive to attain.

HOPE – that is what is needed for the youth that we serve. No one survives without it. So as we reflect about necessary resolutions for 2019, we strive to provide a safe place where young people can heal, obtain treatment, develop a new perspective, and receive education. We continue to break cycles, change lives, and provide youth with the tools needed for a productive future.

**H O P E**  
Heal Obtain Perspective Education

This is a four letter word that is so hard for those who have been hurt, abused, neglected, or perhaps even trafficked. HOPE is the only thing stronger than fear. Hold on, pain ends.....

As you take the time to review our annual report, I wish that you will also share in the successes we had in our community, along with the opportunity to give back and serve youth and their families who would have been without services. I would like to thank our community partners and the community at-large for the continued support.

As we look forward to 2019, it is my hope that the Agency will continue to seek and meet the growing needs of our community and State while staying true to our mission, vision, and values.

Nancy Christian  
President & CEO

# Success Story

Dianne and her family were faced with generational cycles of substance abuse, criminal activity, incarceration, low income, and poor health. Throughout childhood, she witnessed her parents' ongoing struggle with drugs and their various prison sentences. At a young age, she was sexually abused by her mother and grandfather. In her first year of high school, she was kidnapped and forced into the human trafficking industry. She eventually escaped and reported these experiences to the police, but the captor was well-connected to the legal system, and her revelation only earned her pain, suffering, and a haunting reputation.

When she returned to school, peers would taunt her with sexually charged names and throw money in her direction as she walked down the halls. Dianne was never even given the opportunity to begin a "normal" high school experience. As a result, she dropped out of school and ran away from home.

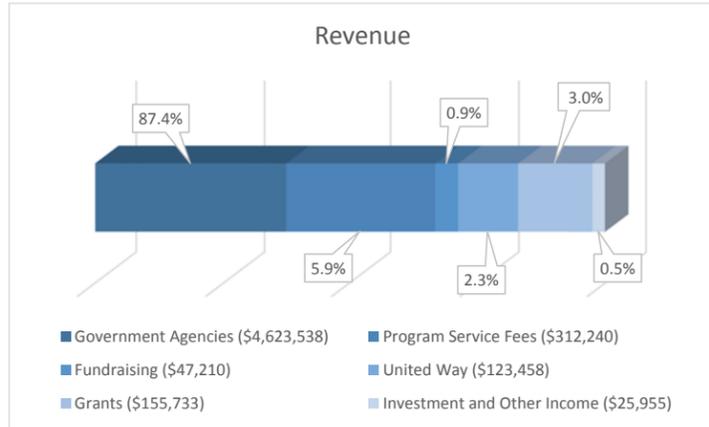
While on the run, she was pulled over by the police and charged with reckless endangerment, evading by motor vehicle, criminal impersonation, identity theft, disorderly conduct, unruly behavior, vandalism, and possession of marijuana. Dianne was taken into custody and bounced around group homes and rehabilitation facilities for years before coming to the Florence Crittenton Agency.

Upon her arrival, Dianne received a complete assessment and treatment plan that fully addressed her past, present, and future. Identification of her oppositional defiant disorder, anxiety disorder, substance abuse, and parent/child relation problems was a monumental step in beginning her treatment. Along with FCA, the Federal Bureau of Investigation, and the Tennessee Bureau of Investigation, Dianne received specialized treatment and revealed the details and trauma associated with her experience in the human sex trade. Additionally, she gained 9.5 credit hours at our on-site school, New Pathways Academy, and graduated with her high school diploma.

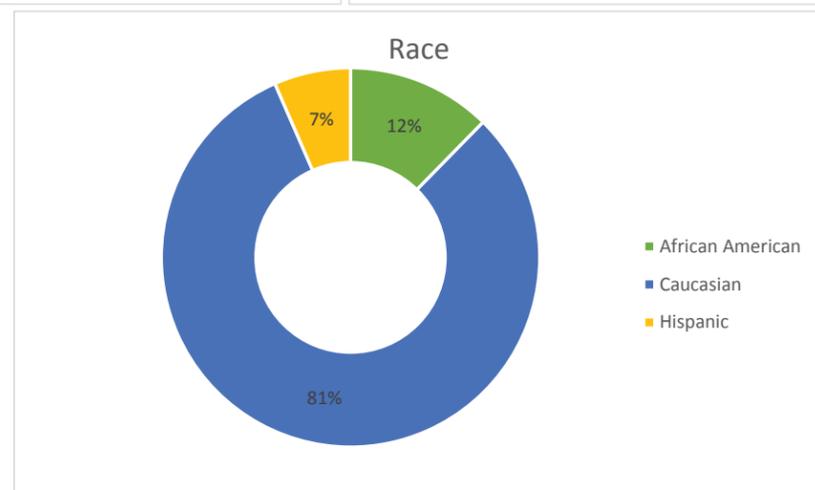
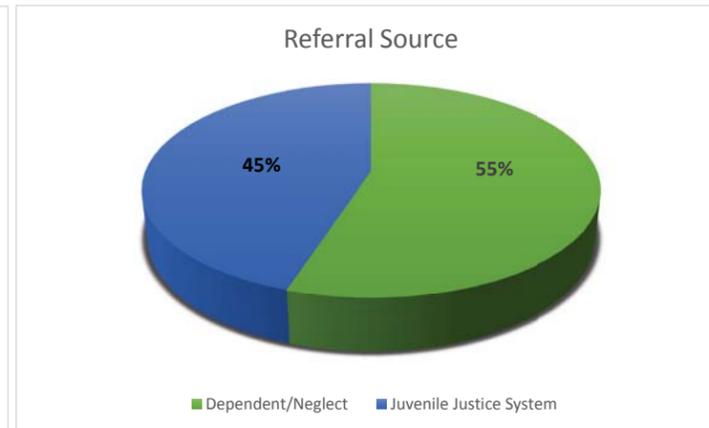
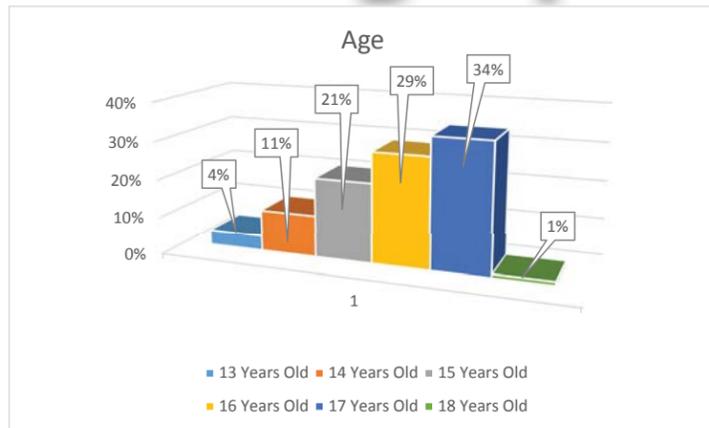
Dianne is currently a freshman in college with a passion for nursing. Her ability to overcome life-threatening, childhood trauma is remarkable. We are thankful that she was placed in our care, as her future looked scary, uncertain, and difficult. With help from our staff, Dianne was able to finally find a sense of herself, overcome mental and physical obstacles, and establish a path for a successful future.



# Financials



# Demographics



# Letter from the Board Chair



As we enter into 2019, I wish everyone a Happy New Year. Reflecting on my last four years of service to the FCA Board and currently serving as the Board Chair, this journey has been a “life lesson” experience.

The majority of you reading the FCA annual report, like myself, most likely had the good fortune of receiving the basic necessities of food, clothing, and shelter. For the most part, our lives have been filled with love and a feeling of personal safety. I have certainly taken for granted that many adolescents are not as fortunate.

To further complicate, many of our youth at FCA have the misfortune of being faced with additional challenges including various forms of addiction, abuse, neglect and human trafficking. Over the years, I spent time listening to FCA youth tell their stories. I am deeply saddened when these innocent victims believe this form of human interaction is acceptable and the norm. Essentially, their dignity and self-esteem were stripped away before they came to FCA, often when they were at the lowest points in their lives. Instilling a sense of hope and purpose is the mission of FCA.

I am honored to be part of FCA, an organization that has a dedicated team that tailors a path for each individual in support of their journey to get back on track. FCA helps each individual gain their dignity and self-esteem while simultaneously supporting them in their development and life’s purpose.

We are extremely fortunate to have Nancy Christian at the helm as FCA’s President & CEO. Recently celebrating her ten-year anniversary with FCA, Nancy has done a remarkable job in leading a team that has the utmost dedication to guiding the youth through each of their individual challenges. Sure, FCA has numerous programs for youth and families, but the most important aspect is the team spends whatever time is needed to listen and understand what is driving behavior and developing customized programs. In collaborating with each client, they mutually develop a plan of action and goals to obtain before they leave FCA.

To keep the youth on track with their education, New Pathways Academy is an on-site middle and high school. This allows the youth to gain credits and even earn their high school degree. Last year, we had **twelve graduates**. At the same time, FCA identifies that life skills outside of school are important for a path to independence and provides opportunities to develop culinary education, gardening, and **Microsoft Office skills**.

With Nancy’s Leadership, FCA achieves their Key Performance Benchmarks in serving the clients. At the same time, the Agency is in a sound financial position and manages the overhead to **less than 10% of the total expenses**.

On behalf of the Board, I wish to publicly thank all the many selfless hearts who have served FCA, including the team, volunteers, donors, and the community. Your commitment has made a difference in so many lives. The youth are our future, and we all share responsibility to help them succeed.

With Warmest Regards,

Kim Ciukowski  
Board Chair 2018-2019

# Residential Programs



-81% of youth in Crittenton Youth Services for over 30 days discharged successfully.

-79% of youth in Crittenton Youth Services decreased the risk of continued substance abuse.

-93% of youth in Youth Summit of Recovery for over 30 days discharged successfully.

-91% of participants showed a decrease in chronic absenteeism.

-80% of participants advanced academically to the next grade level.

-89% of participants gained knowledge and skills within structured out-of-school programming.

-100% of clients in CYS were linked to comprehensive assessments (i.e. mental, psycho-social, trauma) and received assessment informed services tailored to meet their needs.

**Crittenton Youth Services** is a 90-day residential treatment program that forms the core of the Agency's portfolio of services. This 32-bed unit provides a group living experience and individualized services to meet the needs of adolescent females (ages 13-18) with moderate to severe behavioral or emotional problems.

**Youth Summit of Recovery** is a 60-day enhanced alcohol and drug residential treatment program for adolescent males and females. YSR uses evidence-based treatment mode based for youth with exposure to childhood trauma. This program is highly structured and provides early recovery skills, anger management, alcohol and drug education, individual and family counseling, group and independent life skills, academic education, and medical care in a structured seven day-a-week therapeutic environment.

**New Pathways Academy** is our on-site school for youth in our residential treatment programs. NPA is a fully accredited Category 1 (non-public), Title 1 school that teaches a special population of at-risk middle and high school students in State custody who need highly focused instruction to help them stay in school, recover credits, establish a clear educational path, graduate from high school, obtain a HiSET, gain essential employment skills, assist in the community, and receive assistance on college and job applications.

# Outpatient Programs

**Square One** is an Intensive Outpatient (IOP) treatment center for residential clients, their families, and the whole community. Located on-site, Square One provides intensive drug and alcohol treatment, complete mental health services, evaluations, family therapy, marriage counseling, and more. The IOP also serves pregnant and newly parenting teens. At Square One, clients can receive individual, group, and family therapy multiple times a day and for an extended number of sessions.

**Teen Outreach Program (TOPs)** is a nationally-recognized, evidence-based teen outreach program that serves community members. In TOPs groups, clients fulfill community service projects for local organizations. The mission of TOPs is to teach youth the importance of community service. Clients help develop a project with the guidance of the TOPs Facilitator. A community service project is created by TOPs participants, and upon completion, is presented to an organization in the community. Previous projects have included: knitting hats for the cancer ward at a children's hospital, making blankets for the homeless, et cetera.

**Crittenton Foster Care** is designed for youth and families whose special needs can be met through services delivered by trained, supervised, and supported therapeutic foster parents. The goal of our foster care program is to provide permanency for the children we serve. The families receive extensive support, coaching, and training, which all play a key role in the long-term success of the youth they foster.

**Ropes Challenge Course** is staffed by certified challenge course professionals, and our therapists assist to ensure therapeutic consistency of programming to treatment. The Course helps empower the girls of CYS through a five week curriculum built upon the five basic principles of team building: Communication, Trust, Problem Solving, Support, and Social Responsibility. All of this is provided in a highly structured, supervised, therapeutic environment that is designed to assist these high-risk, vulnerable young women in meeting their treatment goals while in care and, ultimately, equipping them to realize and pursue their dreams as productive members of their communities.



The Florence Crittenton Agency works with clients all across Tennessee. Located on our 26-acre campus, FCA provides treatment to community members who are struggling with serious mental health and substance abuse issues.