



Annual Report 2019 - 2020

Letter from the President and CEO



“PERSEVERANCE – The greater the obstacle, the more glory in overcoming it.”

-Moliere

“Unity is strength... when there is teamwork and collaboration, wonderful things can be achieved.”

-Stepanek

How, as an organization, do we build momentum and a TEAM to accomplish our mission and vision during this time of constant change and uncertainty? The pandemic this past year presented so many challenges for the nonprofit sector. It changed the way we work, provide treatment, and the way we interact as a team.

Our focus as an agency this year has been Perseverance and Teamwork - working together for the common goal of changing lives, breaking cycles, and making a long-term difference for each clients.

As we reflect back and project forward, Perseverance and Teamwork are two words that come to mind. As a business-model, we must think about innovation and continue to address the financial challenges that nonprofits continue to face. The global pandemic and the threats of the fiscal cliff have caused dramatic reductions in both giving and direct revenue sources. For nonprofits facing this situation, business-model innovation must be a special priority.

As a social service agency, we must be cognizant of the young men and women, families, and their treatment needs while maintaining a business environment that is learning to be more effective and efficient. We must continue to seek out more opportunities to provide cutting edge services. We must continue to reinvent and look at more programs and services while enhancing our evidence-based programing and collecting data to demonstrate our success rates and performance. This process begins with an intentional and imaginative effort to design, develop, and implement new programs and services that fully integrate the inextricably linked pursuits of purpose.

As I personally reflect back over the past year, I am very thankful for what we have accomplished as an agency. We maintained our focus, kept to our vision and mission, and developed a strategic plan to incorporate our goals to reach more young people and families in need. We worked hard to exceed our expectations and kept the Agency on a path to be a leader for helping young people and families realize hope and experience change in our community and service area. With the support of the Board of Directors, staff, and volunteers we were able to exceed our expectations again in our performance based outcomes for our state contracts. The Agency has again demonstrated being fiscally responsible, finishing the year in a good place financially. We have demonstrated being good stewards of the funds we receive by providing quality services with proven outcomes. We have also invested in new programing. One program I am particularly proud of is the Comprehensive Trauma Services – CSEC program - Commercial Sexual Exploitation of Children. We serve and average of ten young women in this program each year. We also have continued to improve our campus and facility with investments for necessary capital improvements.

This past year, we had the pleasure of serving over 320 youth and their families throughout our community and across the state. We provided over 584,000 hours of residential treatment to youth in state custody and served them with countless hours of follow-up treatment in our Intensive Outpatient Program, Square One.

Our greatest thanks and appreciation goes out to our community partners, Board of Directors, volunteers, dedicated staff, and to our Friends. Our successes were only possible with your continued support. We will continue to focus on collaboration, continuity, integrity, and innovation in moving forward to meet the challenges of a changing world, the pandemic, and we will continue to focus on successful outcomes and safety for our clients. Together, as a TEAM, we will persevere and offer hope to all of those we serve.

Nancy Christian, President and CEO

Letter from the Board Chair



I hope this letter finds everybody doing well and enjoying the beginning of a productive New Year. I feel a strong sense of déjà vu as I write this letter, given that I wrote a similar letter back in 2016 when I served as Board Chair. It is a great honor and privilege to, once again, serve on the Florence Crittenton Agency Board of Directors, and to serve the youth that FCA supports.

We had a beautiful, snowy Christmas in East Tennessee, and I feel that it was the perfect capstone for 2020, a year that will forever be in our history books and will continue to fuel Social Media memes for years to come. In all seriousness, 2020 was a very difficult year for all. The year started out on a tailwind from 2019 and both the economy and the market were at historic highs. Sports seasons and extra-curricular activities began in earnest – right up to Spring Break. Then everything came to a screeching halt.

2020 was a year of pandemic, quarantine, social unrest, political upheaval, and loss. Loss of life, loss of loved ones, loss of jobs, and loss of safety. It was a year of fear and overwhelming anxiety, verging on the edge of panic. It was also a year of confusion, uncertainty, and doubt. I don't state these things to remind us of the trauma that we all faced but rather to draw your attention to the fact that amid this catastrophe, Nancy Christian and the Florence Crittenton Agency stood fast.

Nancy and her staff had to immediately move into crisis action to protect the youth that they serve and protect the staff. They had to take extreme measures to keep COVID-19 out of the Agency and ensure that they had healthy care providers. While most of us were concerned about virtual or in person school, whether we could eat at a restaurant, or if we could travel for the holidays, Nancy and staff had to keep a largely confined population healthy, both mentally and physically.

Nancy felt very strongly about retaining staff throughout the pandemic. She had to find ways to keep the Agency funded while expenses rose, and the client census fell. Bottom line, she had to find a way to keep the Agency solvent and mission-ready. I am very proud to say that Nancy and the staff of FCA answered the call.

Through their hard work and dedication, they kept the Agency fiscally sound, provided valuable treatment for some of our most overlooked youth, and ensured that everybody stayed as safe as possible, given the circumstances. Nancy and her staff were truly the eye of the storm over the last ten months, and I am still honored to be a small part of this organization.

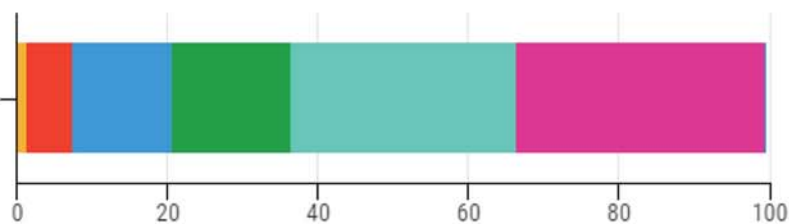
In closing, it is impossible to serve on this board and work with The Florence Crittenton Agency without coming away deeply touched and inspired by the work that they do at this transformational organization. I want to publicly thank Nancy and the staff for their selfless service this year and offer my humble appreciation for their steadfast resolve. We are extremely fortunate to have Nancy Christian as President and CEO – frankly, I'm not sure that there are many that could have done the job that she did. Lastly, please keep the youth that FCA serves in your thoughts and prayers – their journeys are the reason that we serve.

Warmest Regards,

Bavy U. Lopez, Board Chair

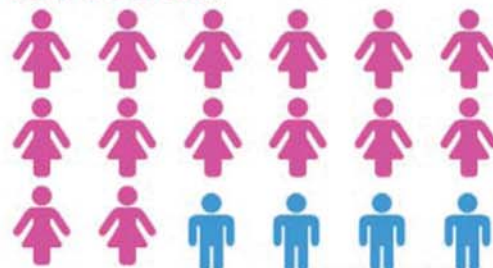
Client Demographics

Age



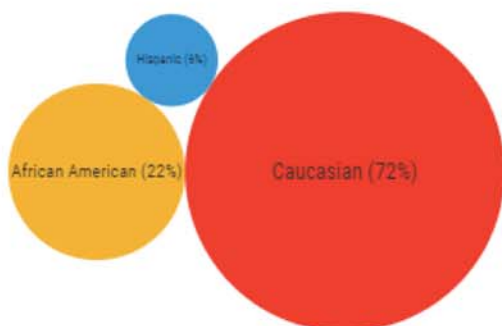
- 12 Years Old (1%)
- 13 Years Old (6%)
- 14 Years Old (13%)
- 15 Years Old (16%)
- 16 Years Old (30%)
- 17 Years Old (33%)
- 18 Years Old (1%)

75% Females

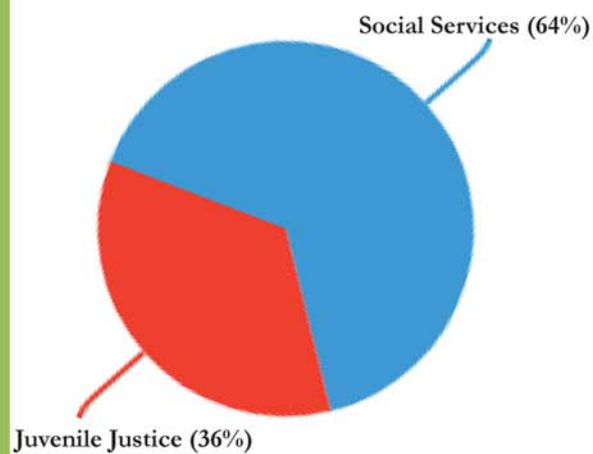


25% Males

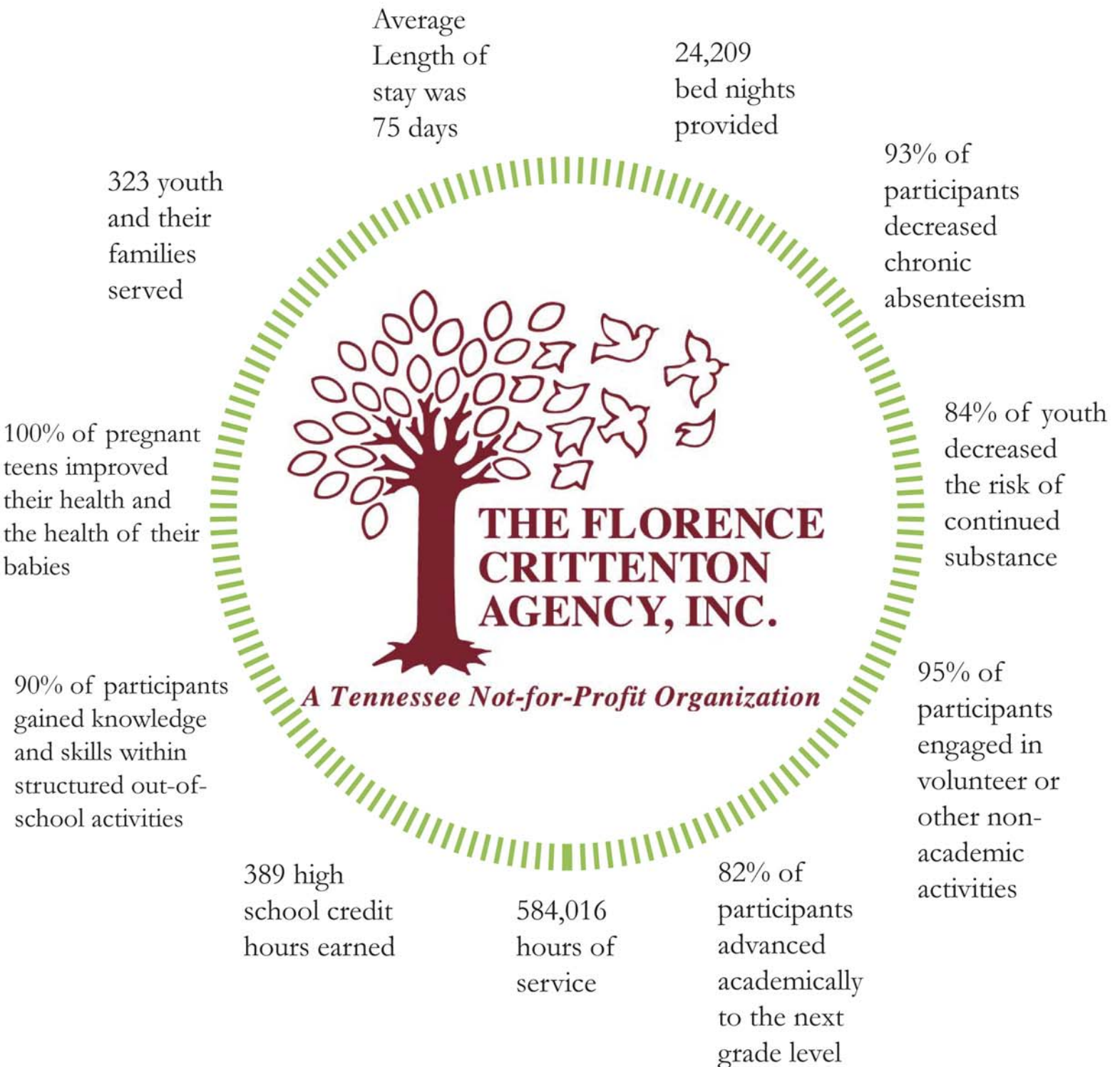
Race



Referral Source



Outcomes



Programs and Services

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.

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.

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.

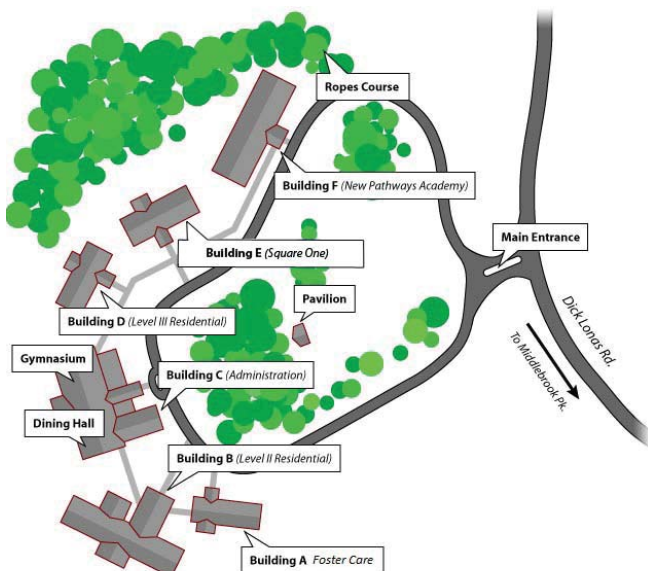
Youth Summit of Recovery

is a 60-day enhanced alcohol and drug residential treatment program for adolescent males and females. YSR uses evidence-based treatment models 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.

Comprehensive Trauma Services

is an innovative new program that will provide 9-12 months of residential, therapeutic care to low-income, young women trapped in the human sex trafficking industry. Human trafficking, often referred to as "modern day slavery," is a crime against humanity that forces vulnerable populations to perform sexual acts or laborious tasks for the profit of the trafficker. Victims are frequently coerced, tricked, drugged, or taken against their will in order to serve the trafficker. This program will provide immediate short-term housing and comprehensive supportive services to help victims overcome their trauma.

Florence Crittenton Agency

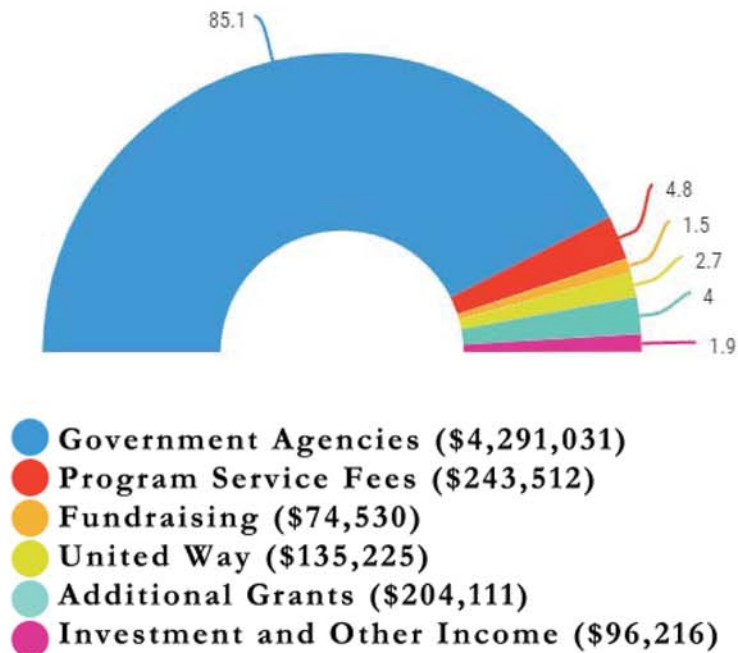


Square One

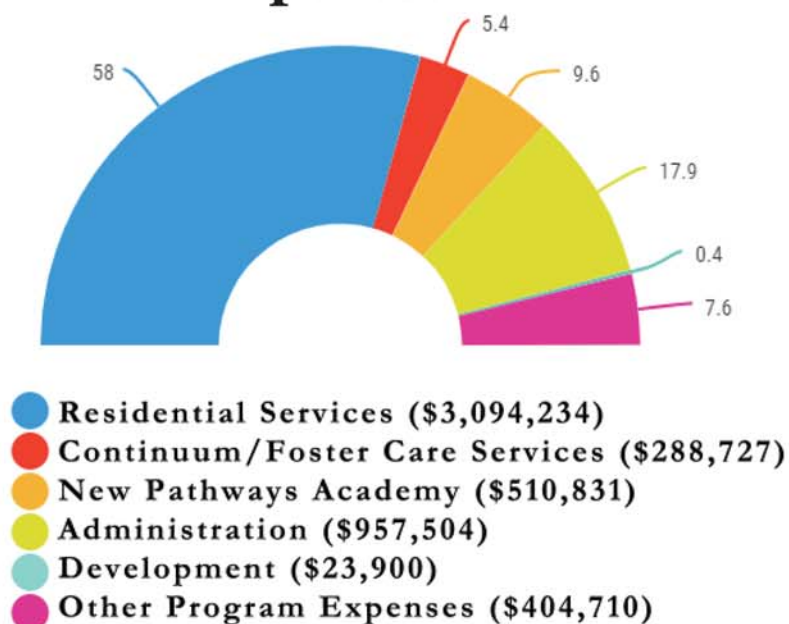
is an Intensive Outpatient (IOP) treatment center for residential clients, their families, and the whole community. Located on-site, Square One provides intensive drug and alcohol treatment, complete mental health services, evaluations, family therapy, marriage counseling, and more. The IOP also serves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

Finances

Revenue



Expenses



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.

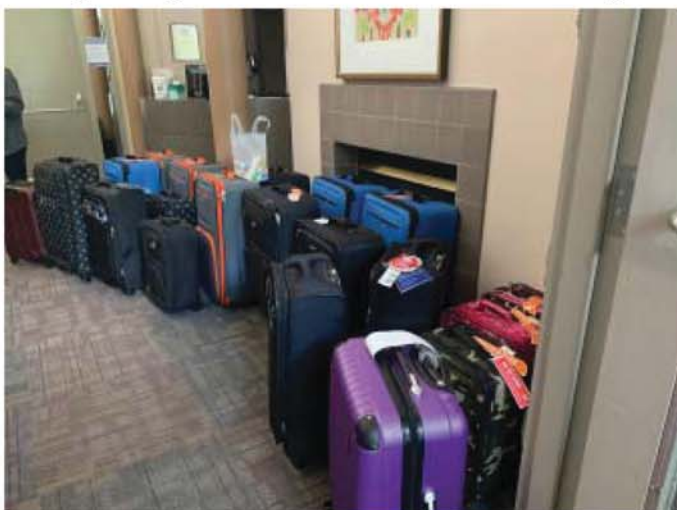
Client Success

Amy came to our Level 2 residential treatment facility, Crittenton Youth Services (CYS), with serious, prolonged trauma. Throughout her life, she was neglected, physically abused, and sexually abused. Since she could remember, Amy was exposed to family and community violence. As a reaction to this trauma, she exhibited intense anger, aggressive behavior, major depression, suicidal ideation, anxiety, and other unhealthy actions. She would frequently abuse substances, run away, damage property, and steal. This caused her to be bounced around from treatment centers and foster homes.

After disrupting from her final foster home due to sustained sexual abuse, Amy found her way to the Florence Crittenton Agency. Here, she was immediately provided with individualized mental health, substance abuse, and educational needs assessments. She was then admitted into CYS and New Pathways Academy (NPA), our on-site school.

While at our residential treatment facility, Amy attended regular treatment for her significant trauma. She also attended school on a daily basis. After nine months, she successfully discharged from our program, and we were able to reconnect Amy with her biological mother. Additionally, she earned eight high school credit hours while at NPA.

Now, Amy is on a journey to a healthy and productive adulthood. She is currently enrolled in high school, plays on the volleyball team, and is employed at a local restaurant. With help from the Florence Crittenton Agency, many others like Amy will be able to escape dangerous situations and overcome significant, life-threatening childhood trauma.



Suitcases and Clothing Donations for Clients



Culinary Arts Classes



Annual Meeting



Contributors and Friends

AKIMA Club
Amazon Smile
Ann Pond Stowers
Anonymous Donations
Associated Fire Services, LLC
Bearden United Methodist Church
Bobcat of Knoxville/Chattanooga
Broadway Carpets, Inc
Caryn Hawthorne
Charities Aid Foundation of America
Charles and Lisa Chambers
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CNS-Y12
Constance Ciborowski
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Sharon Patton McCord
Sherry Rose
St. Luke's Episcopal Church
Tennessee Alliance for Children and Families
Tennessee Commission on Children and Youth
Tennessee State Government
The Benevity Community Impact Fund
The Melrose Foundation Inc
The National Crittenton Foundation
Tom Coulter
TOPS
Truist
United States Department of Agriculture
United Way of Blount County
United Way of Greater Knoxville
William or Donna Trimble
Women of the Moose

**Thank you
for your
continued
support!**



Supplies and donations for our clients



kidcentral tn



The Florence Crittenton Agency
1531 Dick Lonas Road | Knoxville, TN | 37909
865-602-2021 | info@fcaknox.org