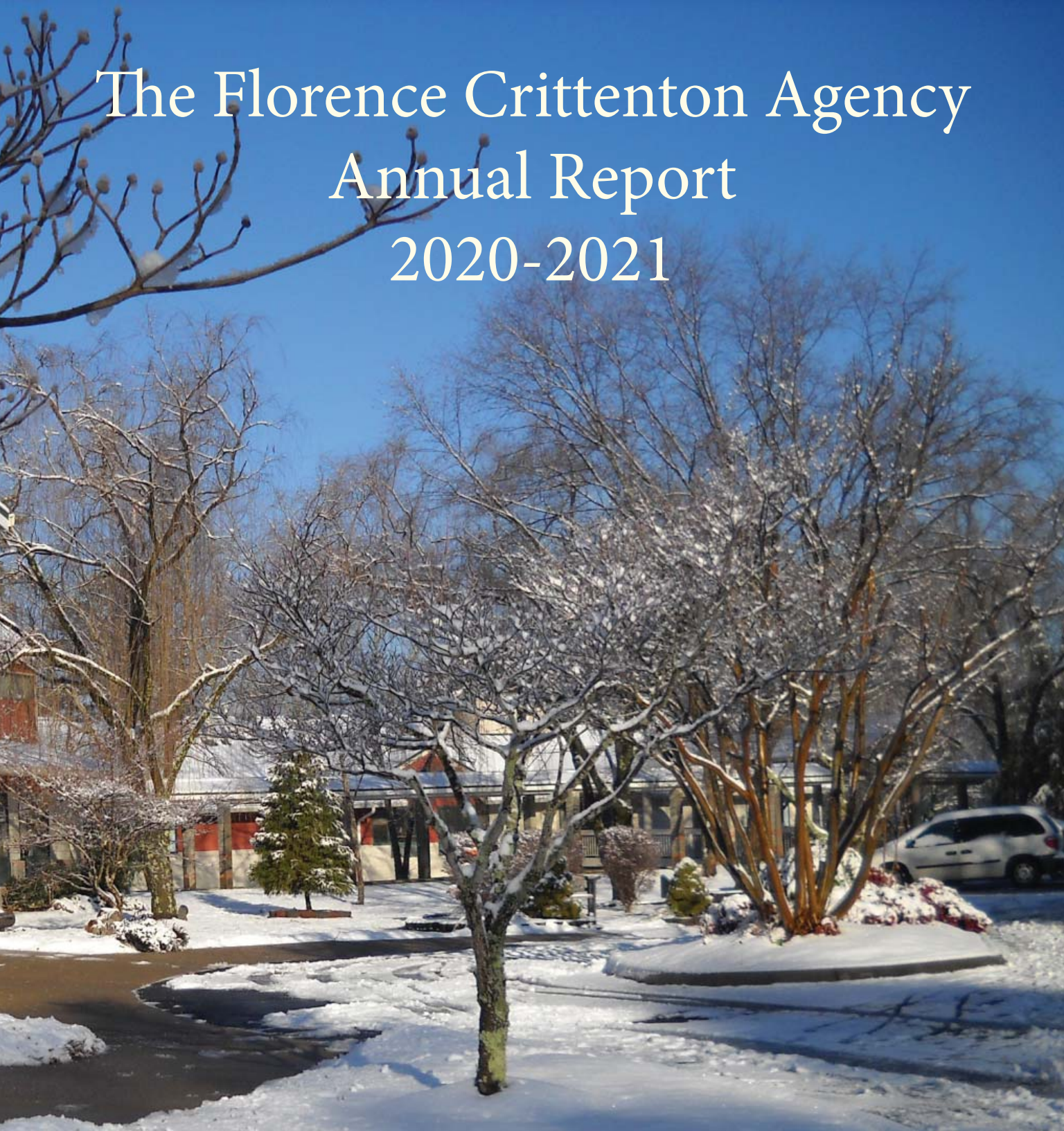


The Florence Crittenton Agency Annual Report 2020-2021



THRIVABILITY GOES BEYOND SUSTAINABILITY



Nancy Christian, President & CEO

In the aftermath of nearly two years of a pandemic, the most significant problem facing agency boards, CEOs, and management teams today is the task of creating organizations capable of thriving and sustaining and addressing the workforce crisis. Staffing and the lack of employees has been a challenge over the past year. However, I must give credit to the staff that we have. They have stepped up made sure to provide the services needed for our youth and have been what I would call Hero's! Some have worked numerous hours of overtime, some have stepped up and filled in, and some have gone above and beyond by always saying yes to the need no matter what that may be. I am so thankful and grateful to the entire staff. Thank you! You are truly servant leaders.

As I reflect back over the past year, I am truly amazed by what we have accomplished as an Agency. We have maintained our focus, kept to our vision and mission, and developed a strategic plan to incorporate our goals in our effort to continue to reach young people and families. We have worked hard to exceed our expectations and have put the Agency on a path to becoming 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, staff, and volunteers we were able to exceed our expectations again in our performance outcomes for state

contracts. The Agency has again demonstrated being fiscally responsible, finishing the year with excess revenue over expenses. We have demonstrated being good stewards of the funds we receive by providing quality services with proven outcomes. To give hope to those who are hopeless.

"The capacity for hope is the most significant fact of life. It provides human beings with a sense of destination and the energy to get started." - Norman Cousins

"When that tiny voice inside your head says, give up...hope gives you the courage and strength to tackle that fear and accomplish your goal" - Nancy

By focusing on thriving, as an Agency, we must choose to abandon our fear of the profound changes taking place in our world and instead act to leverage the strategic momentum these changes produce to give our organizations maximum opportunity to reach our full potential.

As an agency, we are looking to the future by enhancing our services, tracking our outcomes, and investing in new and emerging growth areas. In our core business, we revitalized our offerings and made great strides in reducing our administration costs. To ensure that FCA is properly aligned to capture growth opportunities, we made important organizational changes - enhancing our services and programs to take advantage of the tremendous opportunities facing our community. In the area of children services, we focused on trauma informed treatment and made sure that all areas of treatment use evidenced based practice models.

Thank you, to our community partners, board of directors, volunteers, and our dedicated staff. Without your support all of these things would not have been possible. We will continue to focus on collaboration, continuity, integrity, and innovation in moving forward to meet the challenges of thriving, and we will continue to focus on successful outcomes for our clients. Together, we make a difference by offering hope in the communities we serve.

HAVING CHOICE OFFERS HOPE



Bavy U. Lopez, Board Chair

Despite the recent “Snowpocalypse” and winter madness, I hope that this letter finds everybody doing well and enjoying the New Year! The beginning of the year is always a special time for me, as it is for many others. It’s a reset and a restart. A time for evaluating old goals and establishing new. An opportunity to face the New Year, and just like in those old “Choose Your Own Adventure” books, a chance to guide the year in any direction that you choose. I truly feel that having choice offers hope.

In all the years that I’ve served on the Florence Crittenton Agency Board, I’ve always felt that FCA’s true purpose was to offer choice and a renewed sense of hope. Just like the celebration of the New Year, a client’s walk through treatment at FCA affords them the opportunity to evaluate their past experiences and make changes for the better. It is an emotional transformation fraught with obstacles stemming from their own personal histories. This is clearly an understatement considering what many of these youth have experienced; however, the premise still stands – FCA offers choice and, more importantly, hope.

I hate to sound like a broken record, but many of the things I stated in last year’s letter still exist today. Specifically, we still have Covid, quarantine, political divisiveness, social unrest, and loss. Although the fear and anxiety from 2021 has faded, to a degree, we are still dealing with the outcomes stemming from a pandemic. Confusion, uncertainty, and doubt still exist like aftershocks from an earthquake. These are things that we all fervently hope to move past and put behind us.

Despite all the turmoil in 2021, FCA continued to serve as an eye in the storm. Nancy Christian and her staff steadfastly provided compassionate service to their clients. Through times of supply chain struggles, illness, quarantine, and staff shortages, Florence Crittenton continued to uphold the absolute highest standards of care to their clients. No excuses were made, and the quality of care never wavered.

Throughout the challenges of 2021, Nancy continued to manage her staff, keep the Agency in the black, and provide care to those in need. She made hard calls, worked incessantly, and kept FCA’s mission at the forefront of her mind. 2021 could have gone in a very different direction without her passion and drive. I would be remiss if I did not recognize the hard work and long hours from the staff. They dutifully held the line and made many sacrifices to go above and beyond for the clients that they served. Florence Crittenton has high standards for its staff, and these staff members set the bar even higher.

In closing, I hope that 2022 is a year of less fear, less anxiety, and less doubt and a year of more joy, more compassion, and more cooperation. I pray that we can resolve our unrest and discontent. I’m not sure what normalcy means anymore but let us at least honor the Golden Rule. If nothing else, I hope that we can follow the examples that the Florence Crittenton Agency has set - hard work, high standards, heartfelt care, and boundless compassion. I, sincerely, wish you all a very Happy New Year and appreciate your continued support of FCA and its very important mission.



Outpatient Programs

Crittenton Foster

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.

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.

Residential Programs

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.

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.

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.

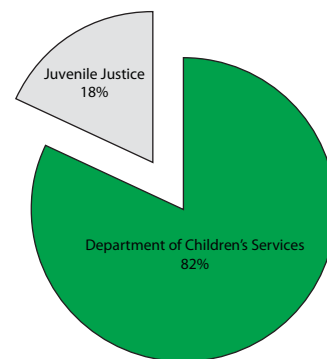
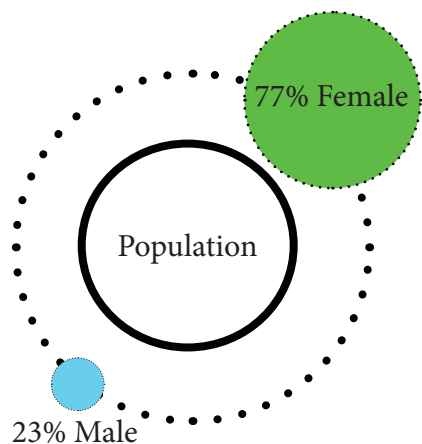
New Pathways Academy

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.

Client SNAPSHOT

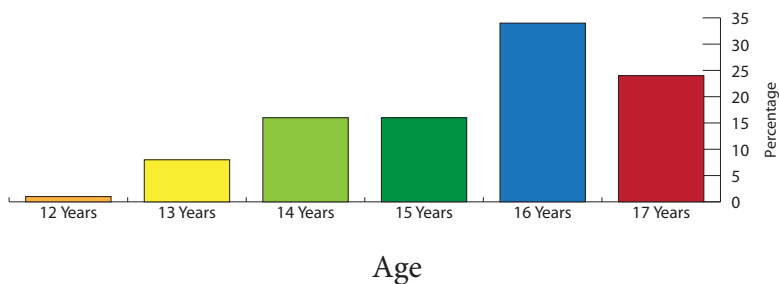
for 2020-2021

The Florence Crittenton Agency is dedicated to collecting data to further improve services for our clients and to collect data for funders and community members.

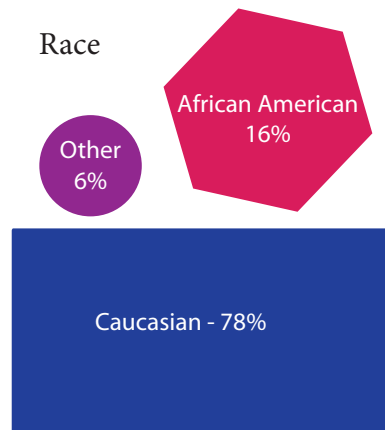


Referral Source

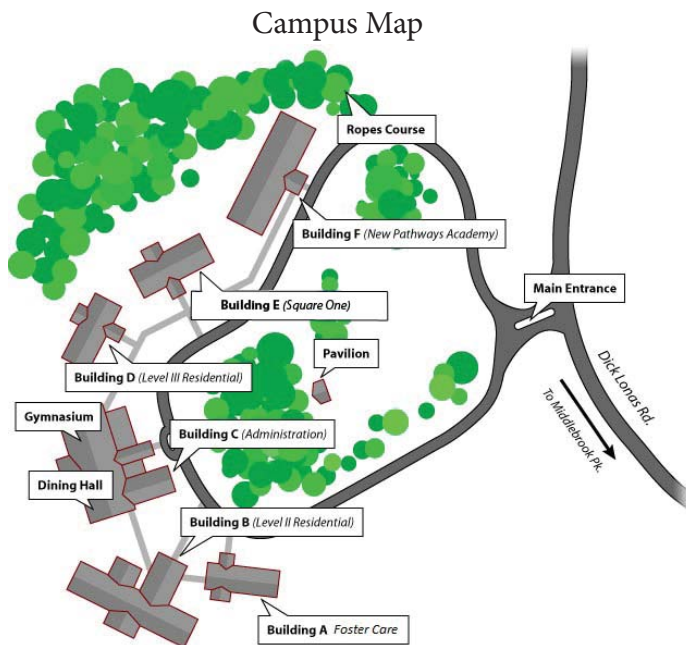
Client Demographics



Race



238 youth and their families served
Average Length of stay was 82 days
443,760 hours of service
389 high school credit hours earned
18,490 bed nights provided



Outputs and Outcomes

90% of participants gained knowledge and skills within structured out-of-school activities

82% of participants advanced academically to the next grade level

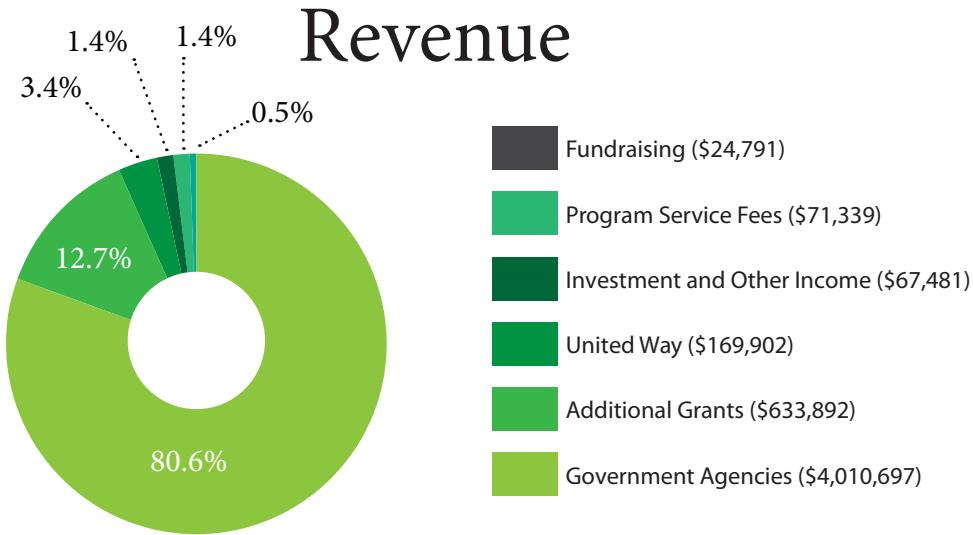
95% of participants engaged in volunteer or other non-academic activities

100% of pregnant teens improved their health and the health of their babies

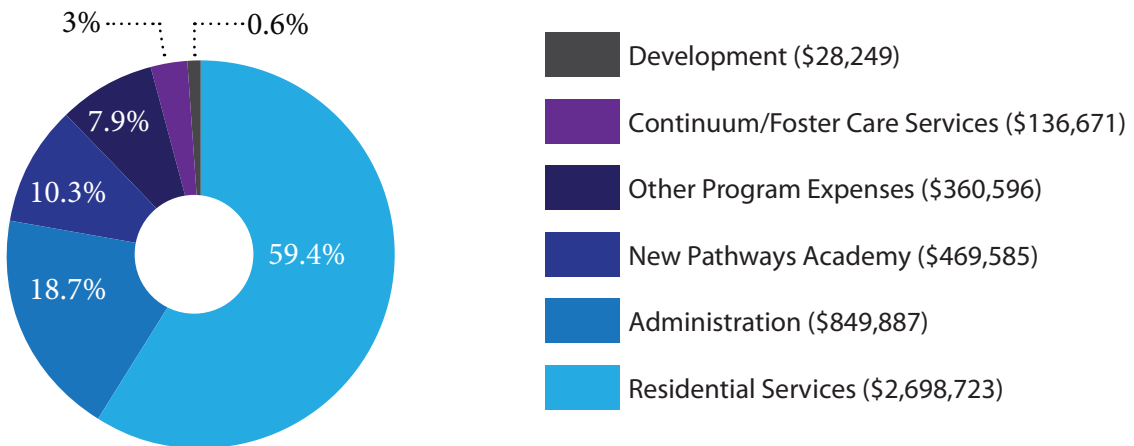
93% of participants decreased chronic absenteeism

84% of youth decreased the risk of continued substance abuse

Finances



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.

Amber's Story



Amber's home life was traumatic, chaotic, uncertain, and extremely detrimental to her development. For as long as she could remember, her mother abused drugs and frequently left her with acquaintances for months at a time without any notice or communication. Her father abused alcohol and was absent for most of her life due to frequent jail time. Her older sister ran away from home and ended up in jail. Before coming to the Florence Crittenton Agency, Amber had no permanent place to live; she had been to six different treatment facilities with no success and lived in five different households within eight years. Moving from place to place created abandonment issues and introduced her to many negative influences. With no one to support her, Amber began skipping school, abusing substances, and eventually running away from her temporary living situations.

Like many of the youth we serve, Amber was lost. Without the Florence Crittenton Agency, she could have been lost forever. She had been living on the streets for over three months when she was picked up as a runaway. Amber was diagnosed as a runaway teen with co-occurring mental health and substance abuse problems.

The Florence Crittenton Agency's staff worked with Amber to address and treat her substance abuse and mental health problems and to create goals for a healthy and productive future. She also completed life skills courses to help her build a resume, search for jobs, access transportation, manage budgets, participate in healthy eating and physical activities, and gain additional skills to improve her life after leaving our facility. She successfully completed our 20-session substance abuse treatment program and attended individual, group, and family therapy sessions. Amber also attended our school in order to recover her grades and get back on track to graduate from high school and attend college. Upon leaving our program, she had successfully recovered eight high school credits and enrolled in high school where she only needs three credits to graduate. Amber took the ACT and is scheduled for at least one college visit.

The Florence Crittenton agency helped Amber find a foster home just a few miles from her aunt's house, a teacher and positive role model in her life. Our staff continues to follow up with Amber, and she reports that family counseling at the Florence Crittenton Agency helped them communicate better, get the assistance they needed, and reunite as a strong family unit. She reports complete abstinence from substance abuse and says that she has no desire to use drugs or alcohol. Before coming to our facility, Amber was a young female searching for land across a vast sea of trials and tribulations. We threw her a life raft, brought her ashore, and taught her how to successfully navigate the waters to a positive destination.

Contributors and Friends

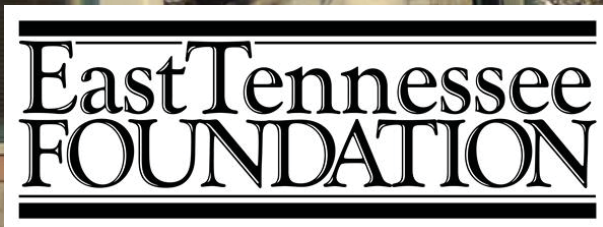
100 Women Who Care
AKIMA Club
Amazon Smile
Annie Stiles
Anonymous Donations
Associated Fire Services, LLC
Bavy Lopez
Bearden United Methodist Church
BGT Recruiting
Bill and Kelly Cremins
Bob and Diane Shepard
Bobcat of Knoxville/Chattanooga
Box Tops for Education
Camille Wheeler
Charles and Lisa Chambers
Council on Accreditation
Cynthia Walker
Dale Wortham
Donna Trimble
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Good 360
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Sherry Parker Lee
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 Methodist Women - CUMC
United States Department of Agriculture
United Way of Blount County
United Way of Greater Knoxville
Volunteer Mechanical
William or Donna Trimble
Women of the Moose

Thank you so much
for your continued
support!



Current Board Chair, Bavy Lopez
and
Previous Board Chair, Kim Ciukowski



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