

from Challenge *to* Opportunity

2016 • ANNUAL REPORT



KIDS CENTRAL, INC.[®]

A COMMUNITY APPROACH TO THE WELFARE OF CHILDREN

Building Better Lives

all About KIDS CENTRAL, INC.

Mission

Protecting Children • Supporting Families • Engaging Communities

Values

INTEGRITY

We are professional and honest in our working relationships, honor our commitments and hold ourselves to the highest standards of ethics and conduct.

ACCOUNTABILITY

As stewards of the public's trust, we are responsible, transparent and dependable in our actions.

EXCELLENCE

We strive for excellence in our work, seek ways to continuously improve and ensure staff and partners have the proper competencies and capacity to exceed customer expectations.

EMPOWERMENT

We empower staff, individuals, families, and communities by respecting their diversity, providing the information and authority necessary to make appropriate decisions, and ensuring they have a voice and choice in their future.

COLLABORATION

We engage community members, partners, stakeholders and service recipients in order to turn vision into action.

INNOVATION

We cultivate a learning, adaptable environment using feedback, data and innovative ideas to improve efficiencies, effectiveness and results.

For the abused, neglected and abandoned children in our community, every day brings great challenges and struggles that adults can often only scarcely understand. Kids Central is responsible for coordinating child welfare services in Circuit 5, which encompasses Citrus, Hernando, Lake, Marion and Sumter Counties. By developing and managing a comprehensive, community-based system of care, we give hope to children and families in need, and we are changing lives every day.

- Services and support for all families including prevention, early intervention and aftercare;
- Services to stabilize families during stressful times and help keep kids safe at home;
- A new approach to foster care recruitment, retention, licensing and relicensing;
- New ways to support relative caregivers;
- Collaborations with Medicaid providers to expand health and behavioral health services for children; and
- Neighborhood-based community resource centers helping families become stronger and more independent.



KIDS CENTRAL, INC.®
A COMMUNITY APPROACH TO THE WELFARE OF CHILDREN
Building Better Lives

Please join us in our mission of Building Better Lives for our community's children and families.

VISIT KIDSCENTRALINC.ORG



a Message

FROM THE CEO

*“There is no
finish line
in child welfare.”*

I have used this phrase hundreds of times, and every day I am reminded of how true it is.

We began the year still reeling from the whirlwind of activities that closed out 2014-15. The last phases of the redesign of our service delivery system were realized as a comprehensive array of evidence-based interventions became available to families and children, months of preparation resulted in a near perfect site review from the Council on Accreditation, and finally, years of planning and system improvements led to Kids Central’s becoming the first CBC Lead Agency to receive the Governor’s Sterling Award.

The new fiscal year also brought new challenges beyond our immediate control. Across Florida, many children and families continued to face serious problems like economic hardship, mental health issues, substance abuse, domestic violence, and human trafficking. Simultaneously, Child Protective Investigators and CBC Lead Agencies sought to understand how to best serve these families in the context of DCF’s updated practice model.

The “perfect storm” of practice change combined with the severity of statewide social problems led to the most dramatic increase in child removals Circuit 5 has ever experienced. As 2015-16 came to a close, the number of children in out-of-home care had climbed by more than 50%. Kids Central was now serving over 1,600 children in foster care every day.

● **JOHN COOPER**
Chief Executive Officer



However, grounded in our core values and guided by our long-term vision to be an industry leader, Kids Central continued to execute its strategy: continuously improve the quality of care for our families. Our clear focus on this strategy and the dedication of our employees were crucial to our success despite the volatile and challenging circumstances we faced. Kids Central is truly blessed with one of the most devoted and passionate workforces I have ever seen.

Through it all, the foster, adoptive and kinship parents who care for the most vulnerable of children 24 hours a day, seven days a week continue to be our unsung heroes. This year, we recruited and licensed 69 new foster homes, which included 139 licensed beds for foster youth. Our Kinship Care program served 416 relative caregivers and 539 children through advocacy and case management services. And 153 youth were adopted into forever families.

I am always amazed by the real and lasting difference Kids Central helps create for children and families, and I eagerly anticipate seeing our team continue to fulfill its mission of *Building Better Lives* amid the challenges and triumphs each new year brings.



JOHN COOPER
Chief Executive Officer • Kids Central, Inc.

History

OF KIDS CENTRAL

The Florida child welfare system is split into designated areas which are serviced by contracted agencies throughout the state. Each is charged with specifically treating its identified community. Through a series of public policy changes, the Department of Children and Families (DCF) transferred the backend of the child welfare system to private organizations. The new agencies assumed responsibility for abuse prevention, case diversion, case management, adoption, and foster care, while DCF maintained responsibility for the child abuse investigations. DCF also continues to monitor the lead agencies for quality assurance.



In response to the challenges and opportunities associated with the transition to community-based care, Kids Central was formed by several local providers who pooled their collective resources and expertise to develop the new nonprofit agency. Kids Central was created to develop and manage the community-based services and continues to support children and families in the five counties of Circuit 5-Citrus, Hernando, Lake, Marion and Sumter Counties. After passing the March 2004 readiness review, Kids Central signed the service contract to provide child welfare services in Circuit 5.

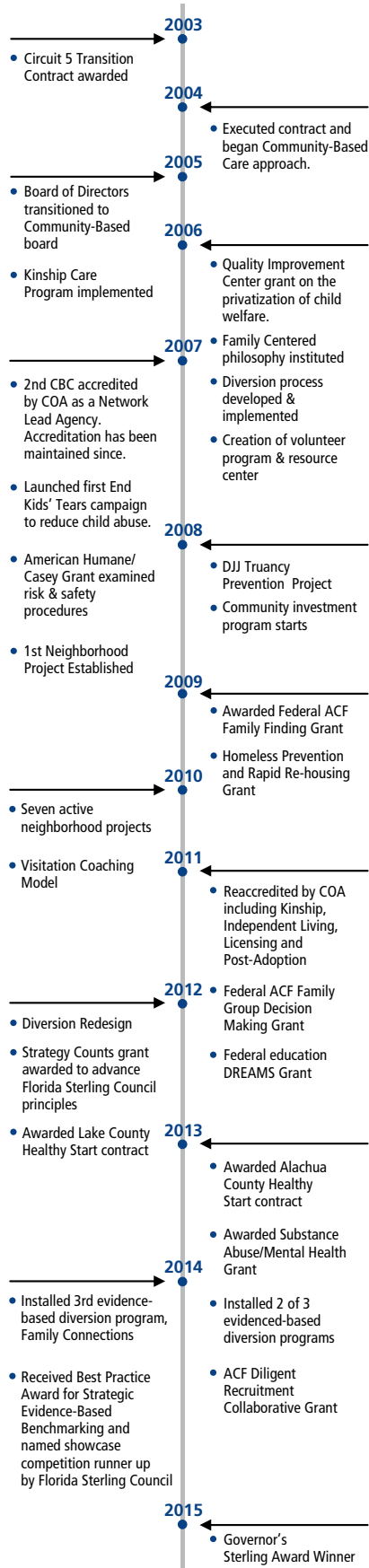


In December 2005, governance of the Kids Central's Board of Directors transitioned from a provider-based board to a local community-based board comprised of representatives from each of the five counties. This transition allowed Kids Central to design a community-based system of care with the ability to draw upon existing local resources, develop new resources responsive to the needs of the community, and effectively support a community-based care approach that consistently exceeds the core expectations of a lead agency.

Kids Central's mission is to protect children, support families and engage communities. This mission is driven by one of its core values, the belief that all children have the inalienable right to grow up safe, healthy and fulfilled in families who love and nurture them. Kids Central strives to accomplish this through prevention, diversion, and treatment programs. This report is organized based on these three areas.

12 Years

OF IMPROVING OUTCOMES



Florida's Community-Based Care Child Welfare System is **Ranked Fourth Nationally**¹



Awarded
30 GRANTS
Since 2006 Totaling
\$9,258,887.84

	THEN	NOW
Children in OHC ³	1,717	1,540
– Licensed	401	570
– Kin	1,210	929
– Group Care	190	130
Diversion Children ²	0	3,826
Group Care Cost	\$6.16M	\$3.42M
In -Home Children ³	2,690	2,488
Cost/Child	\$6,594	\$4,962
OHC Cost	\$8.34M	\$5.24M
Prevention Children	0	14,000+
Prevention Budget	\$396k	\$1.63M
Removal Rates (Per 1,000 children)	15	4.87
Total Children Served ^{2*}	5,594	7,123
Adoptions (Per year)	60	176
Caseload Per Worker	30-40:1	16.5:1

FAMILY-CENTERED DIVERSION

- Home to four evidence-based diversion programs: Family Behavioral Therapy, Crisis Response Team, Nurturing Parenting Program, Family Group Decision Making and Family Connections.

CHILD ABUSE PREVENTION

- Home to three internal prevention programs: Healthy Start, Kinship Care and Baby Sleep Basics.
- Annual launch of child abuse prevention campaign, End Kids' Tears.
- Less than .2% of children engaged in the Kinship Care program were removed over an 18 month period.
- Certified as 40 Developmental Asset® trainers.
- Since 2008, over 2,500 cribs/pack 'n' plays distributed, in addition to providing safe sleeping education.

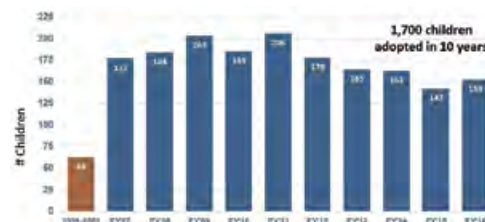
EDUCATION SERVICES

- Trained over 500 professionals on education advocacy.
- Increased education outcomes for 120 youth in foster care.
- Hired Educational Liaisons to advocate for foster children's academic needs.

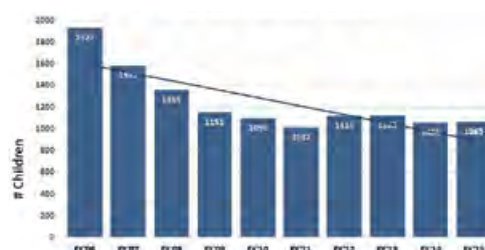
COMMUNITY SUPPORT

- Enhanced investment in community-based services.
 - Aftercare
 - Community Alliances
- Awarded community-based service grants throughout five counties.
- Under the Homeless Prevention and Rapid Re-Housing Program, KCI prevented 281 families from becoming homeless, and 59 families who were homeless received rapid re-housing assistance to be re-housed.

ADOPTION FINALIZATIONS



AVERAGE NUMBER OF CHILDREN IN OUT-OF-HOME CARE



1. Ingram, J (2014). Foundation for Government Accountability. www.Rightsforkids.org

2. Unique children ID during fiscal year

3. Children served at a single point in time

* Excludes prevention

a Message

FROM THE BOARD CHAIR

“Community support is vital to our success and the care of children.”

● JEFFREY DAWSY

Board Chair



I joined the Kids Central Board of Directors in June 2015 after learning about the significant need for foster parents in Citrus County. At the time, I was the elected Citrus County Sheriff, and in addition to the vow I took to serve and protect, I felt it was my duty to do everything I could to help care for the abused and neglected children in Citrus County but also the surrounding areas. Since becoming involved with Kids Central, the number of foster homes in Citrus County has grown significantly. The more homes a county has, the more children can stay in their familiar environments, school districts and communities. It is vitally important for each area to have an abundance of foster homes in order to best care for these children in their times of need.

I officially started my tenure as Board Chair on July 2015, so I thank immediate past-chair Gail Burry for her dedication and work guiding the Kids Central Board of Directors. Over the year, Kids Central continued to closely watch the rise in child removals. The increase in children coming into care has rippling effects across Kids Central and our system of care: more foster homes are utilized, more relative caregivers are needed, higher caseloads for case managers, additional cases on the dockets of judges and magistrates, and greater budgetary strains on our already tight resources.

It has never been more important than now for Kids Central to be conservative and deliberate with its resources, and community support is vital to our success and the care of children. Over the fiscal year, Kids Central raised over \$116,000.

We call fundraised dollars green money, because these dollars are unrestricted giving Kids Central the ability to spend them on the needs unfunded by other contract funding. These dollars are what give Kids Central the ability to be better than just good; it's what makes them great. Donations give Kids Central the capacity to help struggling families, assist parents with obtaining educational goals, and making sure children have quintessential childhood experiences.

Not everyone can donate financially. There are other ways to help. Over 180 unique donors gave in-kind donations to Kids Central's resource center. These are new and gently used clothing, household items, and furniture. Community members and groups also organize resource drives helping the resource center keep its shelves stocked with food, diapers, cleaning supplies, hygiene products, and undergarments.

Please consider how you can best impact the children in your community. There are many ways to get involved: foster, adopt, volunteer, or donate. Learn more by contacting Kids Central or visiting www.KidsCentralinc.org.

JEFFREY DAWSY

Board Chair • Kids Central, Inc.

Board of DIRECTORS

The community-based Kids Central Board of Directors provides governance of the agency. These community champions represent a broad range of professions and interests throughout the circuit. It is important for each county served by Kids Central to have representation.



Sheriff Jeffrey Dawsy
(Chairman)



Stephen Spivey, Esq.
(Vice Chairman)



Rodney Rocker, Sr.
(Secretary)



Bobby James
(Treasurer)



Gail Burry



Dr. Mike Jordan



Matthew R. Ostrander



Captain Cyrus Robinson



Marshall Schaap



Rebecca Schatt



Kevin Sheilley



Marisa Thames



Kids Central LEADERSHIP

CHIEFS

John Cooper — Chief Executive Officer

John Aitken — Chief Financial Officer

Shalonda McHenry-Sims — Chief of Operations

Dave DeStefano — Chief of Strategy

Debra Wise-Velez — Deputy Chief of Prevention Services

Thomas Ranew — In-House Counsel

DIRECTORS

Courtney Barnett — Out-of-Home Care

Penny Beehler — Training and Facilitation

Ellen Curtis — Accounting and Revenue Maximization

Aimee Gandy — Strategy and Special Projects

Sharon Gibbs — Family Preservation

Shelly LaFrance — Finance and Contracts

Robin Lanier — Quality and Utilization Management

Steve Lovely — IT and General Services

Kevin Maloney — Operations

Michelle Mongeluzzo — Prevention Services

Hannah Rios — Healthy Start

Nicole Pulcini Mason — Community Affairs

Lynn Nault — Human Resources



Prevention

The prevention of child abuse and neglect before it starts is the best hope for improving the lives of children and families. This prevention is the best hope for reducing child abuse and neglect and improving the lives of children and families.

Strengthening families and preventing child abuse requires a shared commitment of individuals and organizations in every community. In only the last year, Kids Central served over 14,000 children in child abuse prevention programming.

Kids Central believes investing in families up front, before a call to the abuse hotline, reduces the likelihood the children will be abused or neglected and need help later.

Kids Central provides a number of prevention programs to meet the needs of the families served:

- Neighborhood Projects;
- Kinship Care;
- After School Program Funding;
- Healthy Start;
- End Kids' Tears;
- Resource Center;
- Baby Sleep Basics; and
- Family Team Conferencing.



● LEARN MORE

Discover how Kids Central's Prevention programs help the children and families of your community in the enclosed information sheets.

Children involved in the child welfare system are at risk of not graduating due to: school mobility, being academically behind, lack of attention to the child's education by an adult, and not having special education needs met. Only 40% of youth in foster care graduate from high school. Only 3% of youth in foster care complete post-secondary schooling or college. Kids Central's Education Program provides a collaborative approach for foster children in Circuit 5 (Citrus, Hernando, Lake, Marion, and Sumter Counties) to identify unmet needs affecting school performance. The Educational Liaison manages all aspects of the collaborative team around the child's academic success. Further collaboration exists within the Circuit 5 judiciary system, as academic performance is reported to the court during routinely scheduled court hearings, as well as status hearings when significant academic changes for students occur.

A data exchange system and policies and procedures for professionals and caretakers were developed to further increase awareness and identify areas of focus needed by all. Ongoing training is being provided to schools, child welfare professionals, caregivers, biological parents, foster parents, and judiciary professionals. Through data exchange and intensive collaboration, professionals and caretakers become knowledgeable and connected to all academic, medical and mental health service provisions to drive the students' academic success.



The Educational Liaison works diligently to advocate for almost 850 school-aged children in Circuit 5. Kids Central's multi-faceted solution to improving educational outcomes for youth in foster care includes:

- 1) Creation of specific policies, procedures and protocols to promote cross-system collaboration that addresses barriers to confidentiality and ensures that appropriate services are provided to students in foster care;
- 2) Implementation of an automated, web-based data extraction and reporting system to facilitate information sharing;
- 3) Collocation of educational facilitators in the targeted school districts;
- 4) Designation of a point person from each school to serve as the primary contact and advocate for students in foster care;
- 5) Provision of comprehensive training and education to stakeholders;
- 6) Improved coordination and provision of necessary educational and support services to children and families; and
- 7) Enhanced engagement and involvement of parents and caregivers in the educational process.

During fiscal year 2015-16, Kids Central accomplished the following:

- Kids Central's Education Program trained professionals on educational advocacy.
- The Educational Liaisons attended over 194 school meetings on behalf of children in out-of-home care.
- Over 442 professionals were provided with resources and direction on youth served by the child welfare system.
- The Education Program worked with 702 youth on improving their educational outcomes.

PREVENTION

BABY SLEEP BASICS

In the state of Florida, more children die from asphyxiation than drowning. Asphyxiation is due to co-sleeping and/or an unsafe sleep environment (e.g., placing an infant to sleep on a couch, futon, adult bed or sleeping arrangement other than crib or bassinette). The CDC reports the leading cause of injury death in the U.S. for children less than one year old is unintentional asphyxiation (~1,000 infant deaths annually).

In 2015 in Circuit 5, 10 children died from some type of unsafe sleeping circumstance, which is a 17% decrease from 2013. Kids Central is working to stop preventable infant deaths due to co-sleeping by offering the Baby Sleep Basics Program. This program offers safe sleep education and Sudden Infant Death Syndrome (SIDS) information for all parents or guardians that reside in Citrus, Hernando, Lake, Marion, and Sumter Counties.

If the parents or guardian have an infant under the age of one or are in their third trimester of pregnancy and meet income requirements, the parent or guardian may qualify for a pack-n-play upon completion of the educational training. Educational trainings are provided once monthly in each of the counties, or as needed on a case by case basis.

During fiscal year 2015-16, Kids Central accomplished the following:

- During the year, 304 safe sleeping environments were distributed to caregivers of infants.
- Kids Central expanded training to Department of Children and Families Child Protection Investigators who can now identify an unsafe sleeping environment when they are home-visiting.
- Healthy Start, Kinship, and Neighborhood Project staff members provided safe sleep education and are equipped to distribute pack-n-plays to appropriate caregivers.

ALACHUA COUNTY MIECHV

Parenting can be tough! Learning to parent positively by understanding a child's development and how to deal with the ups and downs of parenting is key. With funding from the Healthy Start North Coalition, Kids Central's Healthy Start of Alachua County offers a free parenting program through the Maternal, Infant, and Early Childhood Visiting (MIECHV) program. The parenting program is an evidenced-based program called Parents as Teachers.

The program provides the following:

- Teaches child development
- One-on-one parenting support
- Connection with other parents and resources
- Addresses developmental delays and/or health issues
- Access to books and educational toys for your child

When clients participate in the MIECHV program, they can earn free diapers, wipes, educational toys, books and other items that help the child's growth and development. The program is for parents and caregivers with children from birth to 12 months of age. Healthy Start Care Coordinators go to the home to provide this free service. In fiscal year 2015-16, Kids Central staff served an average of 92 clients a month. Also, the Alachua MIECHV program celebrated its first three program graduates.



ALACHUA AND LAKE HEALTHY START

For more than 20 years, Healthy Start programs have assisted pregnant women, inter-conception women, infants, and children up to age three years old to obtain the health care and social support needed to reduce the risks for poor maternal and child health outcomes. Healthy Start promotes optimal prenatal health and developmental outcomes for all pregnant women and babies in Florida. The fundamental goals of the Healthy Start Program are to reduce infant mortality, reduce the number of low birth weight babies and improve health and developmental outcomes.

Healthy Start programs offer universal risk screenings for all Florida pregnant women and infants to ensure early care is directed to those families where there is the best chance of preventing or minimizing adverse outcomes. Services provided are client-centered, risk-based, voluntary and free with no waiting lists. Initial risks are determined by the prenatal or infant Healthy Start screen completed by the medical provider.

Kids Central is a service provider of Healthy Start services in Lake and Alachua Counties. Kids Central's Healthy Start Programs provide a holistic approach to maternal and child health, encompassing service planning, community involvement, funding and provision of services. Healthy Start works with other community agencies to provide wraparound services.

Healthy Start trained Care Coordinators to provide support and education on:

- Parenting — Parents As Teachers or FSU Partners for Healthy Babies curriculum
- Breastfeeding
- Childbirth education — Florida Outreach Childbirth Education Program (FOCEP)
- Smoking cessation
- Inter-conceptual education

During fiscal year 2015-16, Kids Central accomplished the following:

- Kids Central's Healthy Start programs are the only programs in Florida to have Council on Accreditation certification.
- Alachua County Healthy Start served an average of 134 clients a month resulting in 1,608 total clients served for the fiscal year.
- Lake County Healthy Start served an average of 145 clients a month resulting in 1,742 total clients served for the fiscal year.
- Alachua County Healthy Start exceed its projected Medicaid earnings by over \$108,000 resulting in \$236,117 Medicaid earnings.
- Lake County Healthy Start exceed its projected Medicaid earnings by over \$144,000 resulting in \$287,754 Medicaid earnings.



PREVENTION

KINSHIP

Nearly 355,000 children in Florida (7.1% of all children in the state) live in grandparent-headed households, and another 122,000 children live in households headed by other relative caregivers. The children living in nearly 45% of these Kinship Care households do so without the presence of either parent (2014 Grand FactSheets, AARP/ Brookdale Foundation Group/Casey Family Programs/ CWLA/ Children's Defense Fund/Generations United).

To meet the need of the over 14,000 children cared for by relatives in Circuit 5, a comprehensive Kinship Program was created. Kids Central's Kinship Care support services are part of multi-level prevention programming designed to keep children with family members in safe, nurturing homes. Kinship families are served in and out of the formal child welfare system. The program continues to evolve to meet the needs of the area.

Currently, the Kinship Program provides the following services: monthly support groups, continuation groups, resource direction, ACCESS Florida Assistance, Family Team Coaching, Family Finding, legal services, case management, intergenerational activities, in-home services, educational advocacy, holiday assistance, community navigators and peer mentoring.

During fiscal year 2015-16, Kids Central accomplished the following:

- Kinship received 310 referrals and served an average of 34 families and 45 children a month.
- The Kinship Care Program served 416 caregivers and 539 children, providing them with case management services.
- Annual funding from Elder Options provides support services for clients 55 years old and older.
- Over the last seven years, the program has successfully diverted over 97% of participants from the formalized child welfare system.
- Kids Central's Kinship Program assisted 185 families with ACCESS Florida Benefits.
- Throughout the five county area, 217 relative caregivers graduated from support groups.
- The Kinship Program supported families with assistance for Thanksgiving, Christmas, and back-to-school.
- The Kinship Program raised over \$27,000 in cash and in-kind donations.

PREGNANT INMATE DIVERSION

In 2013, Kids Central began a formal partnership with Lowell Correctional Institution and Munroe Regional Medical Center in Marion County to divert children born to inmates from the formal child welfare system. All of Florida's pregnant female inmates are transferred to Lowell Correction Center in Marion County.

Lowell identifies expectant inmates and a Kids Central Family Preservation Specialist assists the mother with identifying temporary or permanent caregivers available to safely care for the infant. Historically, these babies were born and then placed in foster care or put up for adoption after the parents' rights were terminated. This unfunded program saves Florida millions of dollars and places children with family members.

During fiscal year 2015-16, Kids Central accomplished the following:

- Through the Pregnant Inmate Diversion Program, 81 women received services.
- Of the 81 babies born, 60 were diverted from the child welfare system.
- Of the infants diverted from care, there were 40 babies placed with relatives, 20 diverted to adoptions, six released prior to birth and two miscarriages.
- There were 18 infants sheltered, of which eight were outside the Fifth Judicial Circuit. Of the 10 sheltered infants in Circuit 5, six were placed in foster care, three with relatives and one adopted privately.

PREVENTION

NEIGHBORHOOD PROJECTS

The Neighborhood Projects, a network of neighborhood-based prevention projects, involve residents, families, and resources from the community to assist families to reach their full potential. The goal is to strengthen families and build strong neighborhoods.

The Neighborhood Projects each have a Community Facilitator who works with community residents within an asset-based community development framework to create more support resources for families; to increase access to services by engaging community partners in the coordination of services; and to bring services closer to the people who need them. Staff also work to enhance resources by reducing duplication and encouraging community partners to work together to address local needs. All of the services and activities are endorsed by community residents but guided by research on the development of protective factors in parents and/or developmental assets of youth.

Each project reflects the assets and challenges of their respective neighborhoods. Their strategies reflect the communities' responses to issues of isolation, poverty, unemployment, lack of education and single-parent households that were determined in the initial research (on factors in families with children coming into care) that informed the first project in West Ocala.

In 2015-16, Kids Central coordinated two active Neighborhood Projects located in West Ocala, Marion County and Wildwood, Sumter County.

The Ocala Resource Center has a collaborative partnership with the City of Ocala for the building, College of Central Florida for parking, and various other community partnerships. While the Wildwood Resource Center has a collaborative partnership with the New Covenant United Methodist Church Helping Hands Ministry. The ministry assumed the financial responsibility of the center's rent, provided volunteers, assisted with special events and provided many other resources/assistance.

During fiscal year 2015-16, Kids Central accomplished the following:

- The Kids Central Neighborhood Projects served over 6,400 clients.
- Over 740 clients were assisted with ACCESS Florida benefits
- Over 2,100 clients utilized the computer lab for employment or educational purposes.
- Between both Neighborhood Projects, almost 2,000 volunteer hours were logged by volunteers.
- Kids Central established ongoing partnerships with Goodwill's Bookworks program, Career Source, Early Learning Coalition, Children's Medical Services and other community organizations.



RESOURCE CENTER

Many of the families served by Kids Central and its partners struggle with meeting concrete needs, such as food and clothing. The Kids Central Resource Center was created at the corporate facility to help families and children going through difficult times. Through community support and private donors, the Resource Center is filled with new and gently-used donated items, including housewares, furniture, linens, clothing, hygiene products, baby care items, and pantry food.

Staffed almost entirely by volunteers and stocked with carefully selected donated items, the Kids Central Resource Center is a community effort. Kids Central seeks donations, especially non-perishable food items, kitchen supplies, beds, dressers, bedding, hygiene products, and diapers. Donations can be made at the corporate office during business hours. Donations are tax deductible, and the items are passed on to clients at no charge.

Kids Central's Resource Center collaborated with the following partners to meet the needs of families: Junior League of Ocala, Florida Registered Nurses Association, Martial Arts Studio of Ocala, Druid Hills UMC. In addition, SADD Clubs and Forest High School held drives for the Resource Center.

By donating to the Kids Central Resource Central, you're a part of the effort in building better lives!

During fiscal year 2015-16, Kids Central accomplished the following:

- The Resource Center received donations from 188 donors.
- With the help of volunteers, the Resource Center filled over 370 resource requests.
- The volunteers who helped in the Resource Center gave 400 hours helping the children and families by filling requests and processing donations.
- Scholastic Books donated 750 new books and Kids Wish Network donated 1200 new toys for the holidays.
- Three local quilting clubs and sewing groups made and donated 820 handmade items.
- A pajama program donated over 800 pairs of pajamas.
- Kids Central is appreciative of the generosity of one of its anonymous donors who has met his goal this fiscal year of donating 100 microwaves and 125 toaster ovens over the course of seven years.



Diversion

Kids Central accepted the responsibility to better lives of children by taking a community approach to the welfare of children and families. In order to achieve the vision of minimizing the number of children in care who require Kids Central supervision, a vast array of community diversion resources is maintained. This offers Child Protective Investigators a wide range of effective diversion and intervention services to the families they serve. This community approach allows Kids Central and its partners to put family support services in place without separating the family and admissions to the child welfare system can be avoided.

As a key component of Family Preservation, Kids Central utilizes internal and contracted diversion programs to divert families from the formal child welfare system. In addition, Kids Central acts as a catalyst to identify, coordinate, and promote development of additional diversion programs in the circuit while effectively monitoring and providing services for those families in need. The reduction of diversion cases can be attributed to the implementation of Safety Methodology with the Department of Children and Families. The only families qualifying for diversionary services are the families that are deemed "safe" but with the risk being "high or very high." The diversion cases that are "low risk" are referred to a community provider.



Each case identified for diversion receives at least one evidenced-based service provided voluntarily. The key to diverting these families from the dependency system relies on service being timely, appropriate and flexible to ensure the safety and wellbeing of the child or children within the family's home.

A total of 614 cases were diverted to contracted and community-based service providers for the 2015-16 fiscal year.

The following diversion services are offered by Kids Central, or its contracted providers to prevent children from being removed from their home after a call was received at the Florida Abuse Hotline:

- Family Behavior Therapy;
- Family Connections;
- Family Group Decision Making; and
- Nurturing Parent Program.

● LEARN MORE

See how Kids Central's Diversion programs aid both investigators and families in the following information sheets.



FAMILY BEHAVIOR THERAPY

Family Behavior Therapy is an evidence-based practice model for the treatment of substance abuse. Substance misuse is the number one reason for children removed from their caregivers in Circuit 5, and during 2015-16 fiscal year, 898 cases, or 38.74%, involved verified findings for substance misuse. FBT demonstrated effectiveness in achieving outcomes related to drug and alcohol use, depression, family relationship problems, employment and/or school problems, and conduct disorder symptoms. The California Evidenced-based Clearinghouse for Child Welfare rated the program "High" for child welfare system relevance.

Family Behavior Therapy includes up to 20 intensive treatment sessions and lasts 4 – 6 months. The model combines behavioral contracting with contingency management. FBT involves the parent along with at least one significant other as a cohabiting partner. When therapy is initiated in homes, the therapist assumes primary responsibility for the adults and the recovery coach serves as a peer leader who encourages, motivates and assists the parent with establishing and/or strengthening his or her recovery. This combination of having a therapist and recovery coach is referred to as the Family Behavior Therapy Team.

The child-focused treatments are designed to increase the reinforcement value of children, thereby decreasing their risk of child neglect and increasing the desire of parents to spend more time in activities with the children. Several positive parenting treatments are included to teach parents how to differentially reinforce desired behaviors and manage noncompliant behaviors.

FBT is provided by three service providers to serve Kids Central's families. In Citrus, Hernando and Marion Counties, The Centers provides FBT, and in Lake and Sumter Counties, LifeStream Behavioral Center provides FBT.

During fiscal year 2015-16, Family Behavior Therapy programs accomplished the following:

- LifeStream's FBT program provided services to over 100 families in Lake and Sumter Counties.
- A total of 98% of families served by LifeStream were satisfied with the program, and 93.5% of families reported that FBT services assisted them in obtaining community-based mental health and substance abuse support services for ongoing recovery.
- This year, several previously served families with closed cases reached back out to LifeStream for assistance or ongoing recovery. This demonstrates the strong relationships established with families.
- The Centers served 57 clients through FBT with 37 discharged successfully and no recidivism.

Success Story: LifeStream

In December 2015, a young mother with two daughters were referred to LifeStream for Family Behavioral Therapy after domestic violence was reported in the home. During a home visit, the mother's paramour became very aggressive and screamed at the children. The mother tried to be proactive but was thwarted by her boyfriend. Ultimately, he refused to allow her and the children to participate in FBT services. Unfortunately, they did not engage fully and the case was closed unsuccessfully.

After FBT closure, the mother continued put up with the boyfriend's abusive and controlling behavior for about a month before leaving him. She took her daughters and moved in with her father, and she reached back out to her primary FBT therapist. She needed assistance accessing services for her children, four- and five-year-olds.

She was connected to LifeStream's Children's Case Management, Children's Clinical Onsite Services, and she followed up with Family Intervention Services to assist her in maintaining her own sobriety.

As of November 2016, the children remain involved with children's services, the mother continued to engage with FIS services, she was employed and had housing. Her therapist checked on her weekly and provided her with support. The mother put in the work, and it has paid off. In December 2016, she celebrated her four-year anniversary of sobriety from IV Morphine. She is a 23-year-old survivor who has learned to stand on her own two feet. She is a true example of how FBT makes a difference in lives.

FAMILY CONNECTIONS

Wraparound services continue to receive a great deal of attention. Family Connections is a multi-faceted, community-based service program that works with families in their homes and in the context of their neighborhoods. Family Connections offers linkage and referral, case management, in-home intervention, and service plans using an evidenced-based family assessment.

The goal of Family Connections is to help these families meet the basic needs of their children and reduce the risk of child neglect. Nine practice principles guide Family Connections interventions: community outreach, individualized family assessment, tailored interventions, helping alliance, empowerment approaches, strengths perspective, cultural competence, developmental appropriateness, and outcome-driven service plans. Individualized family intervention is geared to increase protective factors, decrease risk factors, and target child safety and wellbeing outcomes.

Family Connections is based on several core components including:

- Extensive outreach and engagement
- Emergency and concrete service provision
- Utilization of a comprehensive family assessment
- Development of outcome-driven service plans
- Change focused interventions n Advocacy/service facilitation
- Multi-family activities
- Service plan evaluation

Family Connections is provided by two service providers to serve Kids Central's families. In Citrus and Marion Counties, The Centers provides Family Connections, and in Hernando, Lake, and Sumter Counties, LifeStream provides Family Connections.

During fiscal year 2015-16, Family Connections programs accomplished the following:

- The Centers' Family Connections program provided services to 88 families and 299 children, who received comprehensive support.
- All Family Connections staff were provided formal education in relevant clinical services delivery, motivation interviewing techniques, SMART Goals development, clinical documentation, customer service skills and continuous quality improvement on a routine and continuing basis to ensure program fidelity.

Success Story: The Centers

The Ackron family was referred to The Centers' Family Connection program in February 2016. The mother, Kenyatta, has five children: a 16-year-old son, a 17-year-old daughter, and three younger daughters between ages one and eleven. Kenyatta is a single parent, was unemployed due to a serious chronic health condition, and the family was residing in a dilapidated modular home in rural Marion County. Her eldest daughter suffered from the effects of trauma she experienced early in her childhood, and she had never received therapy or treatment for it. When the family was referred, she was withdrawn, suffering from the effects of severe bipolar depression, and suspended from school as a result of chronic absenteeism.

The family actively engaged in Family Connections and received housing assistance from the Marion County Housing Alliance. The family relocated to a modern duplex in Ocala which provided a safe and clean living environment for the family.

The eldest daughter received individualized counseling for trauma and received medication management support services. Today, she is a happy, talkative, teen who smiles a lot and is a model student at school. She expresses hope for her future and is considering a future career as a medical doctor.

Kenyatta is also doing well. Her health has stabilized, in part due to a reduction in stress. She has learned coping skills through Family Connections, and she will soon enroll in school to pursue her goal of earning her GED. Her son is happily enrolled in high school and earned As on his report card. All of Kenyatta's children are happy and healthy.

The Family Connections program also assisted the family with some much needed major vehicle repairs in 2016. Having a reliable, working vehicle enables the family to maintain their independence and access required medical services. Kenyatta expressed sincere gratitude with The Centers, Family Connection staff, and Kids Central for the significant positive change in her family's life and a foundation of hope for their future.

NURTURING PARENTING PROGRAM

Nurturing Parenting Programs® (NPP) is a set of evidence-based curricula for prevention, intervention and treatment of child abuse and neglect. This in-home parenting program uses a strength-based, research-derived approach designed to ensure families receive the education and tools they need to replace negative patterns with new, positive, nurturing patterns, thus honoring the emotional, physical and spiritual health of the young ones in their care. The philosophy and approach of NPP incorporates the protective factors and aligns with the missions of Kids Central and Devereux Kids.

The program is family-centered, age-specific, assessment-based, and proven. It focuses on five parenting constructs: age-appropriate expectations, empathy, the use of alternatives to corporal punishment, proper family roles, and the empowerment and independence of children. Referrals are received both through the Department of Children and Families and case management entities, and services are provided by Devereux Kids. Children must reside in the home with the parents. Parenting sessions are held in the home on a weekly basis for a minimum of 12 sessions and a maximum of 20 weeks.

During fiscal year 2015-16, the Nurturing Parenting Program accomplished the following:

- A total of 96% of children in families served were not neglected or abused while receiving services.
- A total of 96% of families served had no new substantiated or verified maltreatments within six months of case closure.
- 81% of the NPP cases closed successfully.
- 98% of families scored four or higher in each of the five AAPI parenting constructs at case closure.
- Two positions were added to serve families using the NPP model.
- Staff secured \$123,875 in in-kind donations for the Devereux's Nurturing Parenting Program.

Success Story:

A family, composed of a mother, father, grandmother, and six-year-old autistic girl named Natasha, were referred to the Nurturing Parenting Program following an allegation of physical abuse by the father of his daughter.

The family quickly engaged in the NPP visits, and each time the Parenting Facilitator, Cheryl Concklin, would come out for a visit to work with the family, they were prepared and engaged. They never missed an appointment and worked together to ensure they were caring for and parenting Natasha to the best of their abilities.

As the facilitator worked with the family, she taught them new techniques for how to cope with Natasha's behaviors. On one visit, the father shared a personal example of how he applied the new parenting techniques. He shared the story of how he became frustrated with Natasha's behaviors and almost "popped" her on the behind. Instead of doing so, he employed the use of the calming counting down from ten and the accompanying breathing technique.

Throughout the remaining sessions, the family was very open and discussed the challenges of handling Natasha's behaviors. At the close of the case, the family gave a thank you note to their facilitator which said, "Thank you for all of the guidance you have given us these five months. We've learned a lot. There'll be lots of, 'Remember Cheryl Said'. We have learned a lot about ourselves."



Dependency

After a DCF Protective Investigator finds child abuse, neglect or abandonment, a team of professionals determines what level of intervention the family needs based on the safety of the children and the complexity of the issues. If the children can safely remain at home while the parents address the concerns of DCF, the family may be referred to the court to receive an In-Home Dependency Case.

If the children cannot safely remain with the parents, the children will be relocated to live with a family member, non-relative or licensed foster family, and the case is filed with the court as an Out-of-Home Dependency Case.

Our Children

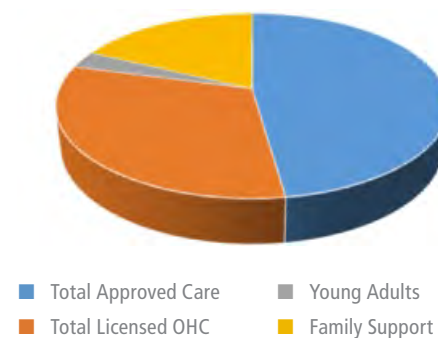
Children Receiving In-Home or Out-of-Home Services

July, 2005 – June, 2016



Children and Young Adults Active

As of June 30, 2016



Children And Young Adults Active By County: June, 2016

	In Home	Out-Of-Home								Young Adults	Case Mgmt. Total	Family Support	Total
		Approved Caregiver			Licensed Care			Other Settings					
		Relative	Non-Relative	Total AC	Foster Home	Facility	Total Licensed Care	OHC Other Settings	Total OHC				
Circuit	747	817	155	972	473	137	610	43	1625	58	2430	351	2781
Citrus	95	159	33	192	85	17	102	2	296	5	396	53	449
Hernando	139	185	38	223	123	34	157	16	396	5	540	51	591
Lake	152	126	29	155	88	34	122	9	286	16	454	72	526
Marion	290	287	38	325	153	47	200	14	539	29	858	135	993
Sumter	71	60	17	77	24	5	29	2	108	3	182	40	222
Kids Central	711	780	149	929	440	130	570	41	1540	58	2309	348	2657

LEARN MORE

Find out more about Kids Central's Dependency programs, and the progress we've made in the enclosed informations sheets.

CASE MANAGEMENT SERVICES

As the nonprofit, lead community-based care agency, Kids Central contracts with local, human service nonprofits to provide case management services to families involved in the dependency system. Each case management agency (CMA) is responsible for providing services to designated counties. In an effort to improve services and outcomes for children and families, case management service areas were redefined. Kids Central identified two areas of opportunity for improvement. First, the continuity of care for children and family from case inception to case closure including adoption services. Secondly, realigning CMA geographic service areas based on natural community boundaries. The Centers is the contracted CMA in Marion County, while Youth and Family Alternatives serves Citrus and Hernando Counties, and LifeStream provides services to Lake and Sumter Counties.

After abuse, neglect or abandonment has been determined by the Department of Children and Families (DCF) and an open service case is determined to be the course of action, DCF transfers the case to the local case management agency contracted with Kids Central. The CMA works with the family, their support system, and other professionals to identify and implement appropriate services designed to strengthen the family. The structure of service delivery varies. Professionals may work with the family unit while they live together, with just the parents, with only the children, or individually. The location also varies depending on the needs of the family. Some services are provided in home while others may be in an office setting. No two families are the same.

As part of case management services, each family is assigned a Family Case Manager who supervises the family's dependency case, reports to the court system, visits the children, communicates with the parents and coordinates the necessary services. If the children were removed from the family, the Family Case Manager also works with the children's placement providers ensuring the children are receiving the necessary care. For example, caregivers may be foster parents, residential group care providers, relatives or family friends.

Finally, case managers and permanency specialists strive to help children find a permanent, safe living arrangement preferably within 24 months. Most families involved with the dependency system are reunified, and the children go back home; however, this is not always possible. Many other children find permanency with a relative or close family friend, while the remaining children are adopted by foster families or community members. It is vitally important that every child, despite age, sex or race, finds a place they can call home.

During fiscal year 2015-16, Kids Central accomplished the following:

- Following the geographical boundary realignment, Youth and Family Alternatives (YFA) transitioned two large counties and approximately 1,000 children receiving dependency services.
- In Citrus County, YFA improved percentage of children receiving timely dental appointments by over 16% since assuming its new role as a CMA.
- LifeStream was awarded the Dependency and Adoptions contract for case management services for Lake and Sumter Counties.
- Dependency Family Care Manager Supervisor for Life Stream, Kelly Thompkins, was awarded the National Veronica Award for her outstanding performance and dedication to the field of social work.
- The Centers expanded service provision in Marion County with the addition of a case management unit, a visitation coach, and additional support positions.
- The Centers met or exceeded the monthly goal to see children under supervision every 30 days.
- Each month the percentage of young adults who have aged out of foster care enrolled in school is measured. The Centers met or exceeded the monthly goal.
- The Centers met or exceeded the monthly target of 65% siblings placed together.

FOSTER CARE SERVICES

There are many reasons parents may be unable to safely care for their children, such as illness, incarceration, substance misuse, a violent home life, abandonment, sexual abuse and serious neglect. At these times, the children may be removed from home and placed in foster care if relatives are not available to care for them.

Foster care is intended to be a temporary shelter for children until they can be reunited with their family. Foster families are trained and licensed by Kids Central to care for children during their most vulnerable moment. When safely possible, reunification is the primary goal. Parents are given the opportunity to make life changes that will enable them to care for their children in a safe and loving environment. During the time it takes for them to make these adjustments, the children stay in foster care.

Kids Central's Out-of-Home Care Department (OHC) is responsible for the placement of children in foster homes when they come into care, as well as the recruitment, training, and licensing of foster parents. In order to best match the children coming into care with the foster family best suited to meet their needs, Kids Central needs a ratio of three families for every set of siblings entering care. To expand Kids Central's capacity, the agency created new partnerships, launched a strategic recruitment plan, and coordinated targeted recruitment events.

Through a targeted marketing campaign, tailored events and the receipt of The Florida Intelligent Recruitment Project Grant (FIRP), Kids Central has been able to target our marketing recruitment strategies based on extensive market research.

During fiscal year 2015-16, Kids Central accomplished the following:

- Recruited and licensed 28 new foster beds designated for teenagers, a traditionally difficult population to place.
- Recruited and licensed 10 new foster homes in Citrus County, a community in great need of more foster homes with the increase of children coming into foster care.
- Successfully kept 74% of siblings together while in foster care.
- Reduced the number of children in out-of-home care by 60 youth, 12 aged out, 42 adopted and six reunified.
- As part of the FIRP grant, Kids Central spent over \$41,000 on marketing.

New Homes and Beds by Month for Fiscal Year 2015-16

County	Citrus	Hernando	Lake	Marion	Sumter
New Foster Homes	22	30	52	36	3
New Foster Beds	10	12	28	20	1



	Jul. '15	Aug. '15	Sep. '15	Oct. '15	Nov. '15	Dec. '15	Jan. '16	Feb. '16	Mar. '16	Apr. '16	May '16	Jun. '16
Homes	2	1	9	9	2	15	4	2	2	15	2	4
Beds	5	2	17	17	6	30	10	6	5	32	4	5

HALO AWARDS AND FOSTER PARENT TRAINING

The HALO, Helping and Loving Others, Foster Parent Awards and Training gets better each year. The 2016 HALO Awards and Training unveiled many new features including a new venue, the addition of a photo booth, a change in entertainment, length of service awards and the addition of time to dance.

For 2016, the event was relocated to the Circle Square Cultural Center at On Top of the World. The large venue offered a large stage, great banquet room, and perfect reception area. The foster parents and guests walked the red carpet in front of the step-and-repeat where the photographer, Sarah Lankester, snapped pictures.

After their fill of photos, it was time to indulge in the tasty food provided by Mojo's. Everyone filled their plates and found their seats. The large room was split by a dance floor with beautifully decorated tables on both sides of the room. Each table was exquisitely set and included a black and gold centerpiece provided by Mojo's and photos of Kids Central children.

Rosey Moreno-Jones and Pastor Chris Johnson, foster and adoptive parent recruiters, opened the show and welcomed the guests with their fun banter. Next, Rosey introduced The Summit, a Rat Pack tribute group, and welcomed them to the stage. The three members of The Summit pay tribute to the three iconic members of the Rat Pack, Frank Sinatra, Sammy Davis Jr., and Dean Martin.

Kids Central welcomed George Duvall, motivational speaker and trainer, to speak to the foster parents and guests. George shared his positive message of success through personal stories and comedic relief. He spent 15 years of his life in foster care and youth facilities, and now he speaks to audiences about the importance of education, fun, family and fatherhood using humor, telling his own unique journey from struggle to success. The audience seemed to appreciate the light-hearted but important presentation.

Throughout the evening, foster parents were honored for their excellence. The HALO Awards interwove a movie theme, and the 2016 honorees were:

- Melanie & David Stimmell — *Angels of Adoption*
- Matt & Janna Bartoli — *Meet the Parents*
- Mark & Bobbie Caruso — *The Incredibles*
- Christine Kriley — *Mission Impossible*
- Tomyka & Diondra Pinckney — *Call of Duty*
- Vernon & Bridgett Brown — *Stand by Me*
- Linda & Patrick Hoins — *25 years of service*
- Sue & Gerald Armstrong — *25 years of service*

It was an amazing evening. To see all the selfless, dedicated people in one room who care for the abused and neglected children was awe inspiring. Being able to honor and celebrate these families was motivational.

The night would not have been possible without the support of leadership, the Out-of-Home Care staff, and the guidance of the event planning committee which included Joy Foreman, Rosey Moreno-Jones, Carla James, Nicole Pulcini Mason, Tiarra Alexander, Kimberly Siple, and Gail Burry. Additionally, Kids Central would like to thank its esteemed guests, Florida State Representatives Dennis Baxley and Jimmie Smith, US Congressman Daniel Webster, Lt. Col. Frank Rasbury, and Board Members, Dr. Mike Jordan and Kevin Sheilley.

The night would not have been possible without the support of its sponsors: The Centers, Children's Home Society, Regions Bank, Circle Square Cultural Center, Youth and Family Alternatives, Zone Health and Fitness, Gail and Jim Burry, Florida State Representative Charlie Stone, Duke Energy, Florida Express Environmental, Gateway Bank, Jonesmore Hill Arabians, MindShare, Camelot Community Care, Sarah Lankester Photography, The Mojo Grill, Party Time Rentals and the Kids Central employee contribution fund. Additionally, John Cooper raised funds specifically for gifts for the foster parent awardees via the Release the Beast fundraiser.



• Foster parents traveled from all five counties to have good time at HALO

ADOPTION

Kids Central is charged with providing adoption services for all five counties in Circuit 5 and contracts with its case management agencies to also provide adoption services. The Centers, LifeStream, and Youth and Family Alternatives recruit, train and license adoptive homes who are interested in adopting children from the child welfare system. They are also responsible for case management services to children available for adoption.

Kids Central continues to provide oversight and final approval for all the Adoption Subsidy files, Separation of Sibling Staffings, Post-Placement Staffings, and the Adoption Applicant Review Committee Meetings. The Post-Placement staffing is held 30 to 45 days after a child is placed in an adoptive home to assess the placement both from the adoptive family's view and the child's view. Any issues arising during the staffing can be addressed prior to finalization of the adoption.

Together with these community partners, Kids Central worked to ensure the number of minority adoptions increased over the 2015-16 fiscal year since black children disproportionately need permanent living situations.

Each year, the Department of Children and Families sets a goal for Kids Central for the number of adoptions finalizations.

During fiscal year 2015-16, Kids Central and its partners accomplished the following:

- 15 teens now have parents who will help launch them into adulthood with a greater chance of success.
- 36 children were minorities.
- 54 were adopted within 24 months of removal.
- 62 children were part of sibling groups being adopted together.
- 60 children (39%) were adopted by relatives, which will help them grow up with a healthy knowledge of their biological roots.
- 153 children's lives were changed by adoption this year in Circuit 5.



INDEPENDENT LIVING AND EXTENDED FOSTER CARE

Kids Central and its partners provide Independent Living (IL) services to youth and young adults in the foster care system. These services prepare the youth for adulthood and life after foster care. For youth aging out of the system (those turning 18 years old without returning to the care of their parents or being adopted), it is a requirement to have the basic life skills to function successfully on their own. Training includes, but is not limited to: financial literacy training, household management, educational and career planning.

Each year, youth age out of foster care without reunification or finding a permanent home. Rather than leave these children cut-off and alone, Kids Central taps state, federal, community and donated resources to provide them with critical tools for a successful transition to adulthood. Once a youth turns 18, there are several services that he or she can access if certain requirements are met. These services include: transportation, housing and housing assistance, as well as emotional support.

Following 2014 legislation to improve the opportunities for success of foster care youth, youth turning 18 years of age may continue to remain in extended foster care until the age of 21. As long as the youth is making progress toward an agreed upon plan, whether that is to continue their education or obtain a job or participate in a program designed to give them job skills, the youth are welcome to stay in foster care beyond their 18th birthday. Kids Central has identified host homes to provide extended foster care services to these youths.

The Youth Advisory Council (YAC) is composed of teens and young adults and led by Rashad Jones, Founder/ Director of EPIC Youth Services. The YAC strives to improve the foster care system throughout Circuit 5. Driven by their personal experiences in the foster care system, YAC holds fundraisers, offers peer support, and seeks ways to empower other youth in care.

During fiscal year 2015-16, Kids Central accomplished the following:

- All Independent Living Coordinators were certified as Independent Living Specialists (ILS) through Daniel Memorial.
- Staff members and two IL youth attended the Daniel Memorial National Conference in Kansas City, MO.
- Hosted the annual IL Graduation in June 2016 where 20 youth were honored for academic achievement:
 - 3 Associate of Arts
 - 6 Vocational/Technical Certificates
 - 8 High School Diplomas
 - 3 General Education Diplomas.
- The Youth Advisory Council (YAC) hosted two community nursing home visits for the winter holidays.
- Community Event to Skateway South in March.
- 14 youth and 3 coordinator.
- Held various fundraisers over the fiscal year resulting \$445.
- Hosted first IL Car Show fundraiser in May 2016 resulting in 59 vehicle entries, \$830 worth of in-kind donations, and \$1,959 in gross revenue.

Youth Served by IL Programs on June 2016

	PESS	RTI	EFC
Total	34	3	15
Post-Secondary Education	34	2	
GED		1	4
High-School Diploma			11
Licensed Home			2
Supervised Living			10
Arrangement			
Group Home			3



● *The Independent Living Graduation is important to recognize youth's accomplishments.*

Community

ENGAGEMENT

As the lead community-based care organization, Kids Central is dedicated to building and sustaining relationships with local community groups, businesses, and residents. The Community Affairs Department serves as a liaison between the community and Kids Central by disseminating organizational information and returning community information to the agency. Community Affairs continued to oversee website content management, social media management, media relations, public meeting coordination, and newsletters. To directly communicate with its marketing constituents, Kids Central launched its blog, Kids Central Discussion, in November 2013 which Community Affairs oversees and publicizes.

As part of its community engagement, Kids Central hosts annual prevention and awareness campaigns, as well as annual fundraising events. Through circuit-wide partnerships, Kids Central continued its annual child abuse prevention campaign, End Kids' Tears, launched each April.

Additionally, Kids Central helped raise awareness for the need for foster parents in May, adoptive parents in November and the prevalence of domestic violence in October.

In regard to fundraising events, Kids Central hosted its 7th annual Tee Off for Kids golf tournament and its 2nd annual Casino Royale event. Through these events and other avenues, Kids Central celebrated a successful year in fundraising.

During fiscal year 2015-16, Kids Central accomplished the following:

- Increased external fundraising by \$88,209 over 2014-15 amount of funds raised.
- Instituted bi-weekly faith-based foster parent recruitment blog written by Pastor Chris Johnson and Rosey Moreno-Jones.
- Harnessed social media, including Facebook advertisements
- Established partnership for Citrus County Chronicle to help recruit foster families in Citrus County resulting in six articles in two days.



● LEARN MORE

In this folder, find out how Kids Central's Community Outreach keeps the public informed, and inspired to help our children.

COMMUNITY ENGAGEMENT

CASINO ROYALE

The second annual Casino Royale was held on April 8th at the Ocala Hilton. Vintage-Vegas was recreated in the Hilton's ballroom complete with the Rat Pack, Frank Sinatra, Sammy Davis Jr., and Dean Martin, performed by The Summit; the famous Vegas welcome sign, showgirl and action packed casino games. Guests walked the red carpet, stopped under the Vegas sign and had their photos taken with the lovely showgirl. The evening began with a complimentary cocktail hour sponsored by Tito's Vodka, hors d'oeuvres and photo booth fun. At 8 o'clock sharp, the showgirl swung the doors open to reveal the ballroom full of casino games and the Rat Pack on stage.

The night was not solely an evening of frivolity, but an event with a purpose, to raise awareness and funds for the families Kids Central cares for. With the help of local auctioneer, Jim Payton, and The Summit, Kids Central raised money for the unfunded needs children affected by abuse or neglect may have and to give them the childhood experiences they deserve.

Approximately 200 attendees participated in the evening. Kids Central's dedicated sponsors provided just under \$10,000 in sponsorships, while ticket sales were just over \$9,000. The event was a success but only because of the community, attendees and generous donors.



● The Summit, a Rat Pack tribute group, entertained Casino Royale guests.

Sponsors and Supporters



Dave DeStefano



Kevin Gompers
Frank DeLuca



Bobby James



Margaret Watts



COMMUNITY ENGAGEMENT

END KIDS' TEARS

What began as a grassroots campaign, blue pinwheels became a national symbol for child abuse and neglect prevention in 2008. Seven years later, Kids Central's child abuse prevention and awareness campaign, End Kids' Tears, continued its trend of expansion. The shining, spinning pinwheels serve as a reminder that all children deserve to have a safe, healthy, and abuse free childhood.



● *Community partners played a significant role in End Kids' Tears 2015 by planting pinwheel gardens.*



As a community-inclusive project, specific events and projects were tailored to each county and its participants. Gardens of pinwheels sprung up across the circuit, predominantly in Marion and Citrus Counties. Kids Central partnered with Ocala Health again to plant pinwheel gardens at West Marion Community Hospital and Ocala Regional Hospital.

During fiscal year 2015-16, Kids Central accomplished the following:

- Coordinated pinwheel gardens in all five counties.
- Expanded campaign into Hernando County with the participation of the Fire Department Stations 2, 3, 4 and 11.
- Florida Community Bank's Central Region continued to support End Kids' Tears collecting donations on behalf of Kids Central.
- Continued community awareness campaign via social media — predominately on Facebook.

VOLUNTEER PROGRAM

Volunteers have an enormous impact on the health and wellbeing of communities. Studies have shown that volunteering helps people who donate their time feel more socially connected, thus warding off loneliness and depression. A growing body of evidence suggests that people who give their time to others might also be rewarded with better physical health—including lower blood pressure and a longer lifespan. Kids Central continuously recruits service volunteers.

As needs in the community grow and resources decrease, the only way the growing needs can be met is through the generosity of volunteers. Kids Central believes volunteers are essential in carrying out the mission and helping staff increase efficiency while decreasing organizational costs.

Kids Central's volunteer program was established in February 2010. Since its inception, 194 unique volunteers have contributed more than 23,000 hours. These volunteers assisted Kids Central with 120 jobs, including the Resource Center, Neighborhood Projects, internal departments and at community events.

The program prides itself on recruiting quality volunteers and strives to be flexible when accommodating volunteers' schedules.

During fiscal year 2015-16, Kids Central accomplished the following:

- Fifty volunteers and interns contributed 4,844 hours performing 22 job assignments.
- The volunteer program created and completed a volunteer handbook for Kids Central.
- Established partnerships with businesses brought in more new items compared to gently used items.
- Facebook was instrumental in meeting the needs of the families Kids Central served.
- Networking in the community increased awareness and allowed Kids Central to meet many more needs of the families.

TEE OFF FOR KIDS

The 7th Annual Tee Off for Kids charity golf tournament benefiting Kids Central was held on November 9, 2015 at Golden Ocala Golf and Equestrian Club. This was its first year in Ocala. The first six years were spent at Black Diamond Quarry Course in Citrus County, but with Kids Central's corporate presence in Ocala, it made sense to relocate the tournament to the area.

The golfers began arriving as early as 7:30 am with a shotgun start scheduled for 9:00 am. All of Golden Ocala's golf carts were reserved and the course was full with 116 golfers registered. Following registration, golfers had a chance to participate in the putting contest or warm up on the driving range.

Just before 9:00 am, the golfers filled their assigned golf carts and awaited the shotgun start. Additional changes included the inclusion of three hole-in-one prizes on the course. A Nissan Sentra, courtesy of Pearson Nissan; a Carolina Skiff, courtesy of Millers Boating Center; and a high-end golf cart, courtesy of Ocala Golf Cart, were placed throughout the 18 holes. On hole 5, DeWald Gous, Charity International professional long driver, entertained and astounded players with his 400 yard drives. For a donation, DeWald would make their initial drive, and if the golfer sunk their ball in one shot, they would win a vacation. This year, there were no winners; however, DeWald raised an additional \$1,500.

Around 1:30 pm the players began finishing up, and everyone gathered in the upstairs ballroom for the lunch buffet and awards ceremony. Through a generous donation by Cheney Brothers, all of the food products were donated and prepared by Golden Ocala.

Douglas LaMay, concerned citizen and First Tee golf tournament organizer, was a tremendous help organizing the event. Community Affairs, the Community Development Committee and the planning committee made this event a success raising over \$30,000 and selling out the tournament for the first time. The volunteers were crucial helping ensure everything was covered and ran smoothly.

Also, board members, Gail Burry and Dr. Mike Jordan, attended and volunteered to watch prize holes while board members, Kevin Sheilley and Marisa Thames, raffled off prizes and gave out award trophies. Becky Schatt, longtime board member, involved her son's law firm, Schatt, Hesser, and McGraw, by including them in a corporate foursome. The involvement and support of board members is very important.

There are many people and businesses who made the 7th Annual Tee Off for Kids a success, including 20 volunteers and over 30 sponsors. Many dedicated sponsors, including Aetna, Bouchard, FloorMasters, Verteks, Jim and Gail Burry, MindShare, Purvis and Gray, Youth and Family Alternatives and Devereux, from years past continued to support the event, while several new partners, including Yard Stop, Ivy House, Carolyn and Paul Humphrey, Brown and Brown, and Natural Form Bedding, joined the roster.

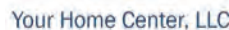
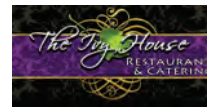


● The 2015 Tee Off for Kids winning team consisted of Danny Schofield, Travis Sanders, Vincent Schofield, and John Brantley, Sr.

COMMUNITY ENGAGEMENT

TEE OFF FOR KIDS

Sponsors and Supporters



Strategy

DEPARTMENT

The Strategy Department is involved with the development of Kid Central's long- and short-term strategic plans through a 12-step Strategic Planning Process. As one of Kids Central's key business processes, strategic planning serves as the guide to both organizational and system success. The process is directed by an owner through the use of a control system with schedules, measures, and targets to ensure it is effective, evaluated and improved each year. The process is benchmarked against Council on Accreditation (COA) standards, as well as Sterling and Baldrige Award recipients. In addition, the Strategy Department manages special projects that impact the long-term success of the organization.

In 2013, the Department of Children and Families was awarded the Florida Intelligent Recruitment Project (FIRP) grant. The Department of Children and Families partnered with four community-based-care lead agencies, Kids Central, Big Bend, Our Kids, and Heartland for Children; the marketing firm, GOLD & Associates; and an evaluator, J.K. Elder & Associates. FIRP demonstrates the impact of using proven marketing strategies to identify resource families for children and youth most in need of permanency. Kids Central's Strategy Department is responsible for managing the grant on behalf of the Department of Children and Families. The project's overarching goal is to establish and implement a strategic recruiting process that will permit every child to have a permanent home.

The project's secondary goal is the development of a model site that can provide significant evidence-based programmatic guidance to:

- Develop and implement a strategic marketing-based model for diligent recruitment;
- Improve permanency planning options and outcomes with diligent recruitment programs;
- Strengthen/improve training for newly recruited perspective resource families; and
- Enhance the pool of perspective resource families to reflect each lead agency's out-of-home care needs.



During Fiscal Year 2015-16, Kids Central's involvement in the FIRP grant began to generate a significant return on investment, and Kids Central accomplished the following:

- Kids Central licensed more homes than in any prior year.
- Previous year's work process streamlining allowed staff to efficiently handle the increased inquiries volume while maintaining strong retention of prospective foster and adoptive parents.
- Of all the individuals/families who made inquiries about becoming a foster or adoptive parent during the first half of the year, Kids Central successfully converted 30% of them, licensing them as foster or adoptive parents. For the year as a whole, the conversion rate was close to 10%.
- Segmented marketing efforts allowed Kids Central to double the number of licensed foster homes in Citrus County.
- Most importantly, the number of children in out-of-home care increased dramatically across the entire state. While Circuit Five experienced one of the largest increases, efforts related to Diligent Recruitment allowed Kids Central to maintain one of the strongest foster home placement rates in the state. Without these efforts, the cost of out-of-home care would likely have been as much as \$1.7 million more than it was during the year.

● LEARN MORE

Information about the agencies and vendors that aid Kids Central can be found in the pocket folder.

2015-2016 CONTRACTED AGENCIES

FOSTER CARE & PROTECTIVE SUPERVISION CASE MANAGEMENT SERVICES

The Centers — *Citrus and Marion Counties (July 2015 – March 2016);
Marion County only (April 2016 – June 2016)*

Children's Home Society of Florida — *Lake, Hernando and Sumter Counties
(July 2015 – March 2016);
Lake and Sumter Counties only
(April 2016 – June 2016)*

Youth and Family Alternatives — *Citrus and Hernando Counties
April 2016–June 2016*

ADOPTION SERVICES

The Centers — *Marion County (April 2016-June 2016)*

Children's Home Society of Florida — *Lake and Sumter Counties
(April 2016-June 2016)*

Youth and Family Alternatives — *All Counties (July 2015-March 2016);
Citrus and Hernando Counties only
(April 2016-June 2016)*

PREVENTION/DIVERSION/EARLY INTERVENTION SERVICES

Devereux Kids — *Family Team Conferencing*

Devereux Kids — *Family Group Decision Making*

Devereux Kids — *Nurturing Parenting and Parenting Journey Program*

CHS Mid-Florida Division — *Family Connections Collaborative*

The Centers — *Family Connections Collaborative*

The Centers — *Family Behavioral Therapy*

LifeStream Behavioral Center — *Family Behavioral Therapy*

Marion County Children's Alliance

Early Learning Coalition of Marion County

Early Learning Coalition of Lake County

Early Learning Coalition of Nature Coast

SUPERVISED VISITATION

The Centers: Best Practices Visitation Program —
*Citrus and Marion Counties (July 2015-March 2016);
Marion County only (April 2016-June 2016)*

CHS Mid-Florida Division: Best Practices Visitation Program —
*Lake, Hernando and Sumter Counties (July 2015-March 2016);
Lake and Sumter Counties only (April 2016-June 2016)*

Youth and Family Alternatives —
Citrus and Hernando Counties (April 2016-June 2016)

THERAPEUTIC GROUP CARE

LifeStream Behavioral Center — *Our Turning Point Ranch*

WILDERNESS CAMPING, RESIDENTIAL

Eckerd Youth Alternatives — *Camp E-Nini-Hassee*

EMERGENCY SHELTERS

Arnette House

Florida Baptist Children's Home

Youth and Family Alternatives — *New Beginnings*

RESIDENTIAL GROUP CARE

Arnette House Group Homes

Hands of Mercy Everywhere

Heart of Florida Youth Ranch

WIN for Kids

Covenant Children's Home

CHOICES House, Inc. — *Glory House, Honor House, Shiloh House*

Florida United Methodist Children's Home, Inc.

Panama Youth Services, Inc.

Salvation Army — *Sallie House and Children's Village*

INTENSIVE IN-HOME COUNSELING

Camelot Community Care

PROFESSIONAL SERVICES

GOLD & Associates, Inc. — *Marketing, Graphic Design and
Diligent Recruitment*

J.K. Elder and Associates — *Diligent Recruitment*

MindShare — *Dashboard Design*

Dave Destefano — *Chief of Strategy/Consultant*

Heartland for Children — *Diligent Recruitment*

Our Kids — *Diligent Recruitment*

Big Bend — *Diligent Recruitment*

Chris Johnson — *Foster/Adoptive Parent Recruiter*

Rosey Moreno-Jones — *Foster/Adoptive Parent Recruiter*

Speakwrite — *Transcription Service*

FINANCIAL INFORMATION

STATEMENTS OF FINANCIAL POSITION

FOR THE YEAR ENDED JUNE 30, 2016 — KIDS CENTRAL, INC. • OCALA, FLORIDA

ASSETS

	2016	2015
Current Assets		
Cash and Cash Equivalents	\$ 6,893,414	\$ 6,604,924
Restricted Cash - Client Trust Funds	183,335	171,198
Grants and Provider Receivable	210,050	282,573
Unbilled Grants Receivable	522,910	462,146
Prepaid Expenses	124,358	354,156
Other Receivable	3,224	3,115
Total Current Assets	<u>7,937,291</u>	<u>7,878,112</u>
Property and Equipment Temporarily Restricted for Federal and State Programs, Net of Accumulated Depreciation	1,198,743	1,682,113
Noncurrent Assets		
Other Assets	232,678	40,174
Total Noncurrent Assets	<u>1,431,421</u>	<u>1,722,287</u>
Total Assets	<u>9,368,712</u>	<u>9,600,399</u>

LIABILITIES AND NET ASSETS

Current Liabilities		
Accounts Payable - Operating	4,261,262	3,506,032
Accounts Payable - DCF	235,497	0
Accrued Payroll and Related Expenses	769,586	621,641
Deferred Revenue	2,002,070	2,936,703
Master Trust Liability	183,335	171,198
Total Current Liabilities	<u>7,451,750</u>	<u>7,235,574</u>
Total Liabilities	<u>7,451,750</u>	<u>7,235,574</u>
Net Assets		
Temporarily Restricted:		
Property and Equipment	1,198,743	1,682,113
Unrestricted:		
Undesignated Net Assets	718,219	682,712
Total Net Assets	<u>1,916,962</u>	<u>2,364,825</u>
Total Liabilities and Net Assets	<u>\$ 9,368,712</u>	<u>\$ 9,600,399</u>

FINANCIAL INFORMATION

STATEMENTS OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2016 — KIDS CENTRAL, INC. • OCALA, FLORIDA

	2016	2015
Revenues		
State and Federal Revenues		
DCF Contracts:		
DCF Services Contract	\$ 47,795,114	\$ 46,835,854
Grants - Other	298,127	435,959
Total State and Federal Revenues	<u>48,093,241</u>	<u>47,271,813</u>
Other Revenues		
Donations	136,749	104,224
Interest Income	330	279
Contractual Service Revenue	1,506,169	1,192,305
Other Revenue	121,885	25,527
Total Other Revenues	<u>1,765,133</u>	<u>1,322,335</u>
Total Revenues	<u>49,858,374</u>	<u>48,594,148</u>
Expenses		
Programs		
Foster Care	4,417,881	3,606,535
Residential Group Care and Emergency Shelter	4,119,796	3,042,711
Adoption	10,015,639	9,900,512
Case Management	19,847,919	19,160,672
Recruitment and Licensing	1,111,301	1,005,089
Independent Living	1,429,481	1,424,263
Diversion and Prevention	5,263,552	5,484,465
Other Grants	1,717,958	1,614,744
Fund-raising	36,920	26,633
Total Programs	<u>47,960,447</u>	<u>45,265,624</u>
Management and General	<u>2,345,790</u>	<u>2,653,056</u>
(Total Expenses)	<u>(50,306,237)</u>	<u>(47,918,680)</u>
Change in Net Assets	(447,863)	675,468
Net Assets, Beginning of Year	<u>2,364,825</u>	<u>1,689,357</u>
Net Assets, End of Year	<u>\$ 1,916,962</u>	<u>\$ 2,364,825</u>

FINANCIAL INFORMATION

STATEMENTS OF FUNCTIONAL EXPENSES

FOR THE YEAR ENDED JUNE 30, 2016 — KIDS CENTRAL, INC. • OCALA, FLORIDA

	2016					
	Program Expenses					
	Foster Care	Residential Group Care and Emergency Shelter	Adoption	Case Management	Recruitment and Licensing	Independent Living
Salaries and Benefit Expenses						
Salaries	\$ 0	\$ 0	\$ 184,923	\$ 2,705,163	\$ 647,697	\$ 385,823
Benefits	0	0	37,014	650,534	171,068	96,093
Total Salaries and Benefit Expenses	0	0	221,937	3,355,697	818,765	481,916
Other Expenses						
Out-of-Home Care						
Payments	4,229,168	4,116,851	7,742,413	1,800	0	797,844
Contracted Services	4,171	61	1,815,235	14,827,712	0	0
Flex Funds	0	0	0	6,014	3	0
Staff Recruitment	0	0	0	0	0	0
Training	0	0	908	47,852	3,922	8,579
Travel	(70)	0	3,581	83,129	38,060	25,332
Occupancy and Utilities	0	0	13,538	203,606	57,205	33,618
Telephone and Data Lines	216	0	93,047	251,389	20,370	15,263
Supplies	5	33	644	22,770	3,454	1,572
Postage	0	0	432	6,297	1,812	1,068
Professional Fees	0	0	27,031	168,919	17,637	9,823
Consultants	0	0	1,050	87,400	70,131	0
Insurance	0	0	7,319	106,805	31,615	18,707
Minor Equipment and Maintenance	16,621	0	2,434	98,907	8,696	5,094
Other Expenses	167,770	2,851	29,116	143,311	23,897	18,101
Total Other Expenses	4,417,881	4,119,796	9,736,748	16,055,911	276,802	935,001
Total Expenses Before Depreciation	4,417,881	4,119,796	9,958,685	19,411,608	1,095,567	1,416,917
Depreciation	0	0	56,954	436,311	15,734	12,564
Total Expenses	\$ 4,417,881	\$ 4,119,796	\$ 10,015,639	\$ 19,847,919	\$ 1,111,301	\$ 1,429,481

FINANCIAL INFORMATION

STATEMENTS OF FUNCTIONAL EXPENSES

FOR THE YEAR ENDED JUNE 30, 2016 — KIDS CENTRAL, INC. • OCALA, FLORIDA

	Program Expenses					
	Diversion and Prevention	Other Grants	Fundraising	Total	Management and General	Combined Total
Salaries and Benefit Expenses						
Salaries	\$ 658,358	\$ 943,692	\$ 3,977	\$ 5,529,633	\$ 1,323,866	\$ 6,853,499
Benefits	167,046	245,066	483	1,367,304	375,406	1,742,710
Total Salaries and Benefit Expenses	825,404	1,188,758	4,460	6,896,937	1,699,272	8,596,209
Other Expenses						
Out-of-Home Care						
Payments	3,500	0	0	16,891,576	0	16,891,576
Contracted Services	3,798,184	29,145	0	20,474,508	4,450	20,478,958
Flex Funds	36,652	0	0	42,669	0	42,669
Staff Recruitment	0	0	0	0	245	245
Training	4,143	25,289	77	90,770	12,142	102,912
Travel	19,828	80,158	1	250,019	23,448	273,467
Occupancy and Utilities	40,161	69,624	179	417,931	101,137	519,068
Telephone and Data Line	21,754	30,297	50	432,386	40,125	472,511
Supplies	4,122	74,200	30,371	137,171	21,767	158,938
Postage	508	4,295	7	14,419	3,496	17,915
Professional Fees	71,849	46,192	53	341,504	127,039	468,543
Consultants	96,087	115,000	0	369,668	126,038	495,706
Insurance	17,680	29,106	110	211,342	47,961	259,303
Minor Equipment and Maintenance	21,777	12,181	18	165,728	53,051	218,779
Other Expenses	276,645	249	1,594	663,534	33,940	697,474
Total Other Expenses	4,412,890	515,736	32,460	40,503,225	594,839	41,098,064
Total Expenses Before Depreciation	5,238,294	1,704,494	36,920	47,400,162	2,294,111	49,694,273
Depreciation	25,258	13,464	0	560,285	51,679	611,964
Total Expenses	\$ 5,263,552	\$ 1,717,958	\$ 36,920	\$ 47,960,447	\$ 2,345,790	\$ 50,306,237

Learn More

ABOUT KIDS CENTRAL



Read more about the challenges faced and opportunities created by Kids in the 2015-2016 Fiscal Year.

In this pocket folder, you'll find in-depth information on each department's accomplishments and accolades, outreach projects and events, financial disclosures and more!

For more information on how Kids Central is Building Better Lives, or would like to learn how you can help, please visit our website today.



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