



INSPIRING OUTCOMES

2013 | ANNUAL REPORT



KIDS CENTRAL, INC.[®]

A COMMUNITY APPROACH TO THE WELFARE OF CHILDREN

Building Better Lives

ALL ABOUT KIDS CENTRAL



Mission

To develop and manage a child-centered community-based system-of-care for abused, neglected, and abandoned children and their families, and to provide other supportive services to the community and providers in order to strengthen families and prevent them from entering the child welfare system.

Vision

To be the most effective and recognizable lead agency for community-based care, providing child-centered practices that strengthen families and help create, support and maintain a safe environment for children.

Core Tenets

- Assure Child Safety
- Strengthen Families
- Manage Available Resources
- Diversify Funding



The Kids Central network is accredited by the Council on Accreditation (COA).

Kids Central, Inc. is a private, not-for-profit corporation, exempt from federal income tax under chapter 501(c)(3). Kids Central, Inc. is registered with the Florida Department of Agriculture and Consumer Affairs (FDACS2009). A copy of the official registration and financial information may be obtained from the Division of Consumer Services by calling, toll free, 1-800-235-7152, within the state. Registration does not imply endorsement, approval or recommendation by the State.



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A MESSAGE

FROM THE CEO



John Cooper
CEO

My time at Kids Central has flown by, as I have acclimated to the organization, my role, and my team. My first priority was to evaluate and understand the organization, its history, culture, strengths, and challenges. Secondly, together as a leadership team supported by the Board of Directors, the strategic direction and plan was updated to reflect our growth and identify opportunities for new initiatives.

Constant and strategic improvement is an essential component of Kids Central. An organization's ability to adapt to its market ensures its continuity and viability. There is a push for organizations, especially social service organizations, to be data-driven and results-oriented. The ability and foresight to plan for future opportunities and threats while taking into account the organization's strengths and weaknesses postures the organization to thrive.

Beginning in fiscal year 2012-2013, Kids Central advanced its journey through strategic and business planning, using the Baldrige and the Florida Sterling Council Criterion. Through these tools, Kids Central will bring home improved outcomes and demonstrate community impact.

Strategic planning is a tool utilized worldwide by successful organizations, businesses, and governments to deliberately transition and execute chosen strategies. Simply put, a strategic plan is the formalized roadmap outlining how a company executes its chosen mission and ultimate vision. The Sterling Criteria is an innovative and proven criteria for organizational excellence.

As just a start, Kids Central has reduced cycle times, identified barriers, established a competitive advantage, communicated the strategy to staff and stakeholders, prioritized its financial resources, and provided focus and direction to move from plan to action through the targeted, strategic improvement process. A strong foundation allows the organization to efficiently and effectively harness its resources as it grows and progresses into the future bringing improved outcomes this year and future years. This journey has already strengthened the organization, furthered the mission, and refocused our leadership.



John Cooper
Chief Executive Officer — Kids Central, Inc.



HISTORY

OF KIDS CENTRAL, INC.

The Florida child welfare system is split up into designated areas which are covered 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 investigational side of the system. Also, DCF 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 supports for children and families in the five counties of Circuit 5—Citrus, Hernando, Lake, Marion and Sumter Counties.

In April 2003, Kids Central was awarded a Transition Contract to assume responsibility for the provision of child welfare services in Circuit 5. After passing the March 2004 readiness review, Kids Central signed the service contract to provide services in Circuit 5.

In December 2005, governance of the Kids Central's Board of Directors transitioned from a provider-based 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. This approach consistently exceeds the core expectations of a lead agency, including, but not limited to, the development and implementation of:

- 1) An effective system-of-care that meets and exceeds federal and state requirements, laws and expectations;
- 2) A comprehensive quality improvement and management plan based on a continuous improvement model;
- 3) Fiscal management and cost allocation plans that direct the allowable and most effective use of available funding;
- 4) A comprehensive data management and information technology system designed to accurately collect client data and protect client confidentiality;
- 5) A program delivery system that adequately protects, supports, and engages families and children at all phases of their case;
- 6) Ensuring full compliance with licensing regulations and standards;
- 7) The deliverance of adoption services in accordance with a child's permanency plan; and
- 8) A placement process that places children in the most appropriate, least-restrictive setting possible.

History of Kids Central, Inc.

(continued)

Kids Central's mission is to develop and manage a comprehensive, community-based, coordinated system-of-care for abused, neglected, and abandoned children and their families. 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 that love and nurture them. Its core programs include Foster Care, Kinship Care, Having Only Positive Experiences (HOPE) and Independent Living.

The Out-of-Home Care Department recruits, trains, and licenses all foster parents in the Circuit. The department is also responsible for matching the child's needs to an appropriate placement.

Kinship Care is a prevention program focused on keeping relative children being cared for by other family members out of the formal child welfare system. Relative caregivers are provided resources, support groups and case management services.

The HOPE program diverts families from the formal child welfare system after a report to the abuse hotline initiates an investigation. Instead of the family entering the dependency system, they have the option to accept voluntary services to strengthen their family. The HOPE program serves only families experiencing domestic violence.



BOARD OF DIRECTORS

A Message from Stephen Spivey, Outgoing Board Chair

In reflection, I realize that my service as Kids Central Board Chair was unique in two ways: My tenure was extended to 18 months to align officer elections with the budget calendar, and I presided over the first CEO change at Kids Central in many years; I am privileged to have had that honor. Thanks to the tireless efforts of both my fellow board members and Kids Central staff, we survived both.

I marvel at both the flexibility and durability of our organization. In an environment of legislative budget cuts coupled with a State administration that, at times, seemed both uninformed and hostile to the very community service model that has made Florida the envy of child welfare nationwide, we not only endured but prospered. Our delivery of child welfare services that are measured by quantifiable outcomes validates what we have known for some time: community-based care is the superior model.

There are many challenges ahead for our organization and the community-based care model in our state. The legislature is in continuing need of further education; our respective service and legal boundaries with the state must be clarified. We must all continue to remain committed to the best outcomes for children. I am confident that this Board, its new Chair, and our Executive staff are more than up to the challenge.



Stephen Spivey, Esq.



Board of Directors

The community-based Kids Central Board of Directors provides guidance and oversight of the agency. The community champions on our board represent a broad range of professions and interests throughout the circuit.



Gail
Barry



Brent
Jeffrey Dawsey



Richard
Hancock



Bobby
James



Dr. Mike
Jordan



Don
Mitchell



Dr. Charles R.
Mook



Russell
Russo



Captain Cyrus
Robinson



Rodney
Rucker, Sr.



Rebecca
Schatt



Stephen
Spivey, Esq.

Staff Management Team

CHIEFS

John Cooper
Chief Executive Officer

John Aitken
Chief Financial Officer

Shakonda McHenry-Sims
Chief of Operations

Dave DeStefano
Chief of Strategy

Debra Wise
Deputy Chief of Program Operations

Thomas Ranew
In House Counsel

DIRECTORS

Racann Bacchus
Out-of-Home Care

Penny Bechler
Training and Facilitation

Ellen Curtis
Accounting and Revenue Maximization

Sharon Gibbs
Family Preservation

Shelly LaFrance
Finance and Contracts

Robin Lanier
Quality and Utilization Management

Kevin Maloney
*Information Technology
and General Services*

Michelle Mongeluzzo
Prevention Services

Stacy Morgan
Healthy Start

Nicole Pulcini Mason
Community Affairs

Susan Plotts
Human Resources

A Message from Gail Burry, Incoming Board Chair,

I am honored and am looking forward to my year as Kids Central Board of Directors' Chair. Those who have served ahead of me have led our organization in accomplishing so many of our goals. The Board, staff, service providers, community partners, and churches have worked together to strengthen our community-based care model, which is making a difference for the children in the five counties — Citrus, Hernando, Lake, Marion and Sumner Counties.

We continue to implement research-based programs leading to even greater excellence and efficiency in our quest to prevent problems before they start. These programs also allow us to offer state-of-the-art interventions to stop what can be a vicious cycle of abuse and neglect. For example, new approaches in foster care recruitment are leading to an increase in homes to assure the most appropriate placements.

Kids Central is also finalizing plans to implement three new evidenced-based diversion programs in the next fiscal year. In next year's letter, I'm sure to be reporting on those exciting developments.

While achieving great successes, we will continue to experience the societal challenges of alcohol and substance abuse, which are often the root causes bringing many children into care. Correcting inequities in the funding formula for child welfare will be a primary focus this year. Kids Central has always fought, and will continue to fight, for the rights of our children to have adequate funding in order to provide the best care possible utilizing the best programs available.

Thanks to all who are making Kids Central successful and to those who will continue in the future to help our kids enjoy the best childhoods possible.



Gail Burry

PARTNERS IN EXCELLENCE



The Centers

The Centers is contracted through Kids Central to provide dependency services to children and families in Citrus and Marion Counties. During the 2012-2013 fiscal year, the Centers dramatically improved its Florida State scorecard performance. Measures that address contact with birth parent; the rate of re-abuse; and medical, dental and immunization rates all exceeded state expectations. Unit-level monitoring, additional staff, and improved data entry contributed to the success. The Centers built relationships with community health and dental providers to guarantee adequate and timely medical service for clients.

The Centers enjoys a consistently high rate of family reunification. Early engagement at the time of shelter provides families an early access to services and helps build relationships with providers. Birth parents have the opportunity to meet with foster parents in person, on the phone or via telepresence. Foster parents can assure the birth parent they are providing the child with safe and appropriate care. The biological parent has the opportunity to talk to the foster parent about likes and dislikes of the child, allergies and medical needs of the child. This connection can significantly change the frame of mind and misconceptions each have developed. The foster parent views the birth parent in a more human and empathetic light. The biological parent sees the foster parent as a team member caring for their child and supporting them as they work toward reunification.

The Centers brought hard-to-reach services together under one roof in the new Community Based Care service center. Parenting, anger management, substance abuse and life skills are offered on site at no cost to parents. Also, child visits and staffings are scheduled before and after classes for convenience.

Parents struggling with visitation are offered a parenting support group on site and/or visitation coaching. For these programs, the Visitation Coaching Model was adopted and comprised of two prongs:

1. Education - Parents who are not consistently visiting with their children, have limited contact with their children where the bond is questionable, or who are not demonstrating strong positive parenting skills during visits are referred to this program. This program is geared toward helping the parent understand the importance of visitation and how it impacts their child, some techniques for re-establishing or establishing a relationship with a child, and the expectations of the types of acceptable behaviors or activities during visitation. This education piece does not take the place of standard parenting classes but helps to increase the understanding and commitment of parents to consistent and positive visits with children, which is an indicator of successful reunifications.

The Centers (continued)

2. Coaching - Parents who demonstrate deficiencies or difficulties in parenting the children during visits; demonstrate lack of bonding with children; or generally are unengaged during visits, are referred to the Coaching program. For this program, the agency hired its own "Mary Poppins." The Coach first meets with the parent to talk about expectations and appropriate behaviors during visits. When appropriate, visitations are scheduled at more natural settings, such as parks, parents' homes, or other local child friendly settings. The Coach observes the interactions between the parents and child, only intervening if there is a safety issue. At the end of the visit, the Coach meets with the parent again to discuss what went right with the visit and develop goals with the parent for the next visit. As the coaching progresses, the parent begins to identify what went right with the visit, and goals to improve the upcoming visits aiding in the parents' motivation to continue with consistent visiting.

These programs may never erase the trauma experienced by children in the dependency system. Instead, they are designed to realize the primary goals of the dependency system: to make life safer and to build a strong foundation around the child, thereby increasing the caregiver's ability to make healthy and safe life choices.

When safe reunification with a parent cannot be achieved, the Centers relies on the Family Finding program. As a result, the circuit leads the nation in the adoption of children by family members. Family member adoptions far exceed the number of adoptions by non-family members. These children will grow up in homes with family maintaining the link to their heritage. That result alone is absolutely priceless.

Every child served, whether they are in home with a parent, placed with a relative, or in licensed care, are provided with Christmas assistance. In Citrus County, a private fundraising entity provides this assistance. In Marion County, the staff provides this assistance through fundraisers and sponsorships for children throughout the year. Over the year in Marion alone, over \$5,000 in cash donations were raised and over 300 children sponsored by community members.

BIRTH PARENTS CONTACTED



PERCENTAGE OF CHILDREN SEEN



MEDICAL COMPOSITE



Children's Home Society

The Children's Home Society (CHS), through a contract with Kids Central, provides dependency services to children in Lake, Hernando, and Sumter Counties. On any given day, CHS is responsible for the safety, permanence and wellbeing of 1,000 children, providing services to 600 families. The CHS dependency program serves these children and families through 72 Case Managers and 15 Family Support Workers.

Developing and maintaining connections between children, parents and other family members is an important part of dependency services. Connections are especially important when children, for safety reasons, cannot live in their homes with their parents. A variety of methods are used to strengthen existing connections and develop new ones.

One way connections are preserved is through the Family Support Workers. Every day they transport children to visits with parents and relatives. Most children have weekly visits. Over the past year, the Family Support Workers drove an astonishing 223,000 miles to help preserve connections.



Another way we strengthen relationships is through the Visitation Interaction Program (VIP program). This program works to strength and repair parent-child relationships that have been damaged through abuse and neglect. VIP coaches work with parents to plan for visits with their children and to provide coaching during the visits, making these a positive and child-centered experience.



William Dawson receives the innovation of the year award at the CHS statewide Innovation Symposium.

The VIP program received the CHS innovation of the year award at the CHS statewide Innovation Symposium.

Family finding is another strategy used to find and build connections for children. Family Finding is a structured program that seeks to build connections and forever homes for children in foster care. All too often the longer the child is in the child welfare system the fewer connections they have with relatives, friends and other significant people in their life. The Family Finding program involves an intensive search for family and important people in the child's life and bringing them together to make a commitment to the child. This commitment can be to maintain an ongoing connection to the child or to become the family willing to care for the child.

Children's Home Society

(continued)



Patricia Sowder, recipient of the Dependency Summit Service of Excellence Award

CBS has a small number of skilled Dependency Specialists who provide leadership in Family Finding. This past year, Patricia Sowder, one of the Specialists, received the Service of Excellence Award from the DCF Secretary at the 2012 Dependency Summit. The award was based on her extensive Family Finding efforts.

- She has completed Family Finding for over 300 children
- She connected an estimated 10,800 family members and significant people to children in foster care
- She has been instrumental in establishing approximately 3,600 lifetime commitments for children



INVESTING IN THE STAFF

Dependency case management is a challenging and demanding job. Research shows excessive staff turnover can have a negative impact on timely achievement of permanency for children in the foster care system. This past year CBS has increased its efforts to support and retain staff. We have strengthened the employee appreciation program and implemented a wellness program. To help support new case managers, a structured three month mentoring program was implemented. New case managers are assigned mentors who spend four hours each week for 12 weeks helping new case managers learn the "nuts and bolts" of the job. Already, positive results can be seen from these initiatives. The turnover rate for case managers has reduced to 23%. This is considerably lower than the national average. In addition, several mentors have been promoted to case manager supervisors.

Each year CBS has the opportunity to submit names of youth in foster care who would be good candidates to become Senate Pages during the legislative session. Ebonie Thrower, 17-year-old, was nominated and accepted for the 2012 legislative session, and she spent a week in Tallahassee as a Senate Page. This was a formative and empowering experience for Ebonie. As a result she has become active in the political arena and in January made a presentation to the Senate on the proposed "Normalcy" bill.



Devereux Kids

Contracted by Kids Central, Devereux Kids offers prevention, diversion, shelter, reunification and Family Team Conferences in Circuit 5. Family Team Conferencing (FTC) is a strength-based, solution-focused process of engagement that draws on families' past successes in solving problems and develops the family's vision for a preferred future. This process has been utilized through Devereux Kids since 2005 in Florida's Judicial Circuit 5. The staff known as Community Facilitators worked with families referred by Child Protective Investigators and other child welfare professionals to identify the family's support system, strengths and needs, and then develop a plan with the family addressing their immediate needs and the safety concerns of the referral source.

The Family Team Conference process is used as a "best practice" to connect families to resources in their communities. From July 1, 2012 through June 30, 2013, Community Facilitators conducted 257 Family Team Conferences; of those, 100% of families and providers (*referral sources*) reported they are both satisfied with the process and would recommend it to others.

Youth and Family Alternatives

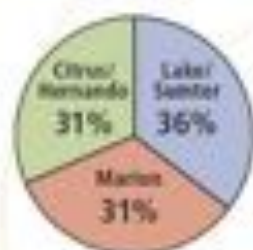
The 2012-2013 fiscal year offered many new successes for the Youth and Family Alternatives (YFA) adoption program. For the fiscal year ending June 30th, 2013, the program received credit for 172 adoptions, with many more of our children adopted in other areas of Florida that we did not receive the adoption credit for.

The program's finalizations are categorized as follows:

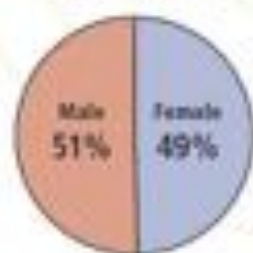
- Of the 172 credited adoptions, 93 children finalized within 24 months of removal.
- Of the 172 credited adoptions, 117 of those were already in their prospective adoptive placements at the time of case transfer.
- From December 2009 to July 2013, the total primary children on the caseload were reduced from 246 children to 115 children.



ADOPTION FINALIZATIONS
— FY 2013 —



ADOPTIONS BY GENDER
— FY 2013 —



Youth and Family Alternatives

(continued)

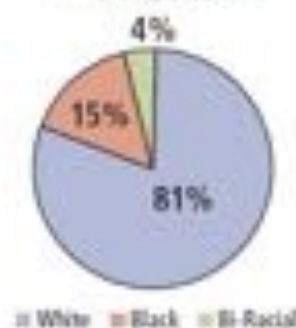
Throughout the year, YFA offered adoption support groups on a monthly basis in Lake, Marion, Hernando, and Citrus Counties. In Sumter County, support groups were offered as needed. The intention of the support groups was to provide an outlet for adoptive parents to share their parenting strategies, learn parenting techniques that work for their specific situation, support others, and develop cooperative respite arrangements. These groups are not intended to be group therapy or a treatment group but rather offer a chance to socialize with other adoptive families. Anyone who has an approved adoption home study or who has adopted through the foster care system was encouraged to join the support groups. Other post-adoption services include information, referrals, advocacy, parent education, crisis intervention, and case management.

In order to reduce adoption dissolutions and offer increased support to adoptive families, YFA implemented a post-placement staffing process for prospective adoptive families. During these staffings, the adoptive placement is assessed to determine how it has been going and determine whether additional services or supports need to be in place prior to an adoption finalizing. If there are issues or concerns raised by the family or if they require additional support prior to adoption, this provides an opportunity to slow down an adoption in order to better meet the needs of the child and family. By meeting with families after the adoptive placement but prior to adoption finalization, these staffings help build a better support system for the adoptive families and lead to successful adoptive outcomes.

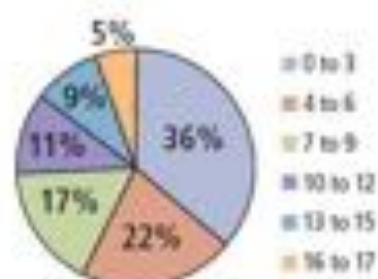
During the previous fiscal year, the Operations and Training Specialist was phased out of the program and replaced by the Assistant Director position. Rick Marzuel, who held the Operations Specialist position, transitioned to the Assistant Director position at the early onset of the fiscal year. Other personnel changes include Ashley Young, who took on the role of Post Adoption Clinical Coordinator, and Jamillah Jenkins, who was selected as the Adoption Supervisor for Lake and Sumter Counties.

Our program also held various adoption appreciation and awareness events throughout the year, including Marion County's "Cowboy Up for Adoption" event, Lake County's annual event at Wooten Park, Hernando County's annual event at the Church in the Wildwood, and Citrus County's annual event at the Homosassa Springs State Wildlife Park.

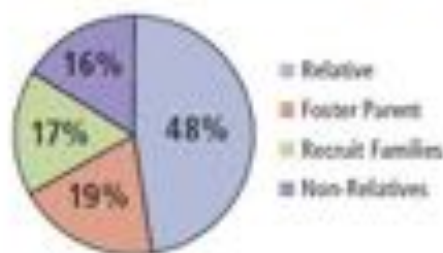
ADOPTIONS BY CHILD'S RACE
— FY 2013 —



ADOPTIONS BY CHILD'S AGE
— FY 2013 —



ADOPTIONS BY ADOPTIVE FAMILY TYPE — FY 2013





2012-2013 Contracted Agencies

FOSTER CARE & PROTECTIVE SUPERVISION CASE MANAGEMENT SERVICES

- The Centers — *Citrus and Marion Counties*
- Children's Home Society of Florida — *Lake, Hernando, and Sumter Counties*

ADOPTION SERVICES

- Youth and Family Alternatives — *CITY 5*

PREVENTION, DIVERSION & EARLY INTERVENTION SERVICES

- Devereux Kids — *Family Team Conferencing*
- Devereux Kids — *Neighborhood Projects Program*
- Devereux Kids — *Community Training*
- Devereux Kids — *Family Group Decision Making*
- CHS Mid Florida Division — *Family Team Coaching*
- CHS Mid Florida Division — *Crisis Response Team*
- The Centers — *Crisis Response Team*
- University of Florida — *CAPP Narrating Program*
- Marion County Children's Alliance
- Camelot Community Care — *CARE Network*
- Early Learning Coalition of Marion County
- Early Learning Coalition of Lake County

SUPERVISED VISITATION

- The Centers — *Best Practices Visitation Program - Citrus and Marion Counties*
- CHS Mid Florida Division — *Best Practices Visitation Program - Lake, Sumter and Hernando Counties*

THERAPEUTIC GROUP CARE

- LifeStream Behavioral Center — *Our Burning Point Ranch*

WILDERNESS CAMPING, RESIDENTIAL

- Eckerd Youth Alternatives — *Camp E-Nite-House*

EMERGENCY SHELTERS

- Arnette House
- Christian Care Center
- Youth and Family Alternatives — *New Beginnings*

RESIDENTIAL GROUP CARE

- Arnette House Group Homes
- Christian Home and Bible School
- Hands of Mercy Everywhere
- Heart of Florida Youth Ranch
- WIN for Kids
- Vision Quest at Rivendell
- Vision of Hope Boys Ranch
- Covenant Children's Home

INTENSIVE IN-HOME COUNSELING

- The Centers, Inc.
- Camelot Community Care

PROFESSIONAL SERVICES

- GORD & Associates, Inc. — *Marketing, Web Hosting and Maintenance*
- J.K. Elder and Associates — *Family Finding Evaluation, Grant Writing, Kinship Evaluation*
- Titus-Hobden Consulting — *Board Development and Community Awareness*
- CHS Solutions — *Neighborhood Project Evaluation*
- Keen Innovations, Inc. — *Adoption Chronicles*
- Key Assets Kentucky — *Foster Parent Recruiting Training Evaluation*
- Jack Farley, Esq. — *Chief Legal Counsel*
- McLaughlin — *Publisher*
- Mindshare — *Dashboard Design*
- Provisi — *Information Technology Risk Assessment*
- Vericks Consulting — *Network/Server Maintenance Services*
- 21st Century Research and Evaluation — *SEC Monitoring Program*
- Tammy Marvin-Kosier — *Mediation Training and Staff Consultation*

STRATEGIC PLANNING

Florida Sterling Council

In December 2012, Kids Central was awarded a grant from the Alliance for Children and Families Strategy Counts Initiative — a multi-year pilot project designed to enhance the social impact of nonprofit organizations by increasing their focus on strategy and its effective deployment. Through a competitive selection process, the Alliance awarded organizations \$100,000 to implement a strategy-focused, transformational project. Selected as one of five 2012 grantees from a pool of more than 70 national applicants, Kids Central became one of 20 organizations funded by the Strategy Counts Grant.



With the grant, Kids Central began undertaking a comprehensive effort to assess organizational capacity and re-evaluate strategic objectives, execution, and performance. In doing so, the organization began pursuit of the Florida Governor's Sterling Challenge. Based on the National Malcolm Baldrige Award Criteria, the Challenge promotes the development of a strategically aligned organization focused on performance improvement and the generation of measurable results. Moreover, the Challenge provides an excellent framework to facilitate organizational maturity and the development of capacity to administer programs in a manner providing the greatest benefit to communities.

Kids Central's strategic efforts had an almost immediate positive impact on the agency's work with families and children. Process maps served to identify and improve procedures. Work processes became more closely aligned with the organizational strategic plan. Many exciting new changes will result from the implementation of the Strategy Counts Grant. The data collected and outcomes achieved will propel Kids Central into the most effective Lead Agency for Community-Based Care. Kids Central plans to be the first Florida Community Based Care Lead Agency to receive the Governor's Sterling Award.





Balanced Scorecard

As a means of promoting performance improvement, Kids Central utilizes a Balanced Scorecard with measures to challenge the organization. The 2012-13 scorecard measures were challenging, and Kids Central earned 49% of the total point value. Many of the goals set by the Board of Directors were accomplished, and other measures were only missed by small margins.

To list just a few of the accomplishments:

- Children in care over two years were reduced by 20%
- Over 70% of siblings in foster care were placed in the same home
- Kids Central created a powerful community forum to advocate for our cause
- Although we just missed the target, almost 90% of children in foster care had two or fewer placements this past year

Kids Central will continue to utilize this powerful tool to drive system-wide performance.



PREVENTION

Neighborhood Projects

The Devereux Neighborhood Projects were developed in 2009 to address concerns that a large percentage of removals were coming from specific zip codes across the Circuit. The decision was made to target zip codes within each county for the development of a community-focused prevention project. A primary goal of these projects is to use facilitation, education, engagement, and coordination strategies to identify, enhance and develop prevention resources; engage the broader community in prevention and support for families; and connect families needing support to community resources, both formal and informal. Kids Central contracted with CHES Group to evaluate the results of the projects. The final report will be released in December 2013, but preliminary data shows great strides have been made towards the accomplishment of the outlined goals.



An analysis of the community mapping strategy demonstrates, since inception, the neighborhood projects have established over 250 partners. Partnerships were identified by the Facilitators; however, the number does not include all of the individual churches, civic organizations and residents. These results are a clear indication of the success in community engagement to promote child safety and wellbeing. Additionally, the CHES Group reports that there was a significant increase in school activities and services over 2012, and there appears to be more participation in all community activities. Parental and family participation in school and community activities is important to increasing social connections, a protective factor for families.

Kinship

Nearly 259,000 children in Florida (7.1 percent of all children in the state) live in grandparent-headed households, and another 86,000 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 (2007 *Grand Factsheets*, AARP/Brookdale Foundation Group/Casey Family Programs/CWLA/Children's Defense Fund/Generations United).

The Kinship Care support services are part of Kids Central's multi-level prevention programming, designed to keep children with family members in safe, nurturing homes. The Kinship Care Program serves kinship families within and outside of the formal child welfare system.



The program continues to evolve to meet the needs of the five county area and provided the following services: monthly support groups, continuation groups, resource direction, ACCESS Florida Assistance, Family Team Coaching, Family Finders, legal services, case management, intergenerational activities, in-home services, educational liaison, holiday assistance, and community navigators.

- During the 2012-2013 fiscal year, the Kinship Care Program served 499 children, and 280 families, providing them with case management services to assist the families with the tools needed to ensure the stability and permanency of the children in their home.
- Annual funding from Elder Options provides support services for clients 55 years old and older through the Kinship Program.
- Between July 2012 and June 2013, over 260 relative caregivers graduated from support groups throughout the five county area. These caregivers received information on topics such as Building Relationships, Money Matters, Internet Safety, 40 Developmental Assets, Coping with Disappointment and Grief, Legal Issues, Discipline and Understanding.
- The Kinship Program provided over 50 families and over 110 children with food and gifts during the holiday season, through the generosity of several community organizations and the staff members of Kids Central.
- During the 2012-2013 fiscal year, the Kinship Program provided over 72 families and 145 children back to school supplies, through the generosity of several community organizations.

- The Kinship Program was able to send 11 children of relative caregivers to summer camp programs.
- The Kinship Program has incorporated the 40 Developmental Assets and The Power of One trainings into its Kinship Curriculum.
- During the Holiday Season, over 340 relatives and their relative children attended holiday parties hosted by the Kinship Care Department. The holiday parties were potluck events with all of the relatives bringing a dish to share. There was even a surprise visit from Santa.



Ely Lalita passes gifts out to children at the Kinship Christmas party.

The Kinship Program had the privilege of making presentations on Kinship issues at several organizations throughout Circuit 5. The presentations provided the opportunity to provide information about the unique issues that kinship families face and the services that the Kinship Program provides to the relative caregivers.



Healthy Start

When John Cooper attended the August 2012 Lake County Shared Services Network Executive Roundtable and heard that the Lake County Health Department could no longer manage the Healthy Start program, he thought Kids Central could step in.



Healthy Start is a comprehensive program promoting optimal prenatal health and developmental outcomes for all pregnant women and babies in Florida. Healthy Start is a universal access program that provides screenings for pregnant women and infants to identify those at risk of low birth weight, poor birth outcomes, or child abuse and neglect. 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. Making them great partners, the overarching goal of Healthy Start and Kids Central is supporting families to be healthier.

Instead of allowing such a valuable service to disappear from Lake County, John Cooper stepped in and responded to an RFP to manage Healthy Start. Kids Central was awarded the contract and became the official provider on October 1, 2012. In conjunction with Debra Wise and the Prevention Services Department, an alternate service model was written into the RFP. The new model was a mental health and social service model compared to a medical model previously used in Lake County.

As part of the Healthy Start program, the Healthy Start Family Support Coordinators assess the risk of each mother referred to the program. Mothers are screened by hospitals, obstetrician offices, or the health department. In addition to engaging mothers and assessing risk, the coordinators can educate families on smoking cessation, breastfeeding, parenting, and provide childbirth education referrals. Healthy Start works with other community agencies, such as Healthy Families, Department of Children and Families, and Children's Home Society to provide wraparound services. The services are available to pregnant women, infants, and children up to three years of age. Access to services is based on needs, not income or health insurance.

In March 2013, Kids Central held an open house and ribbon-cutting ceremony at the Leesburg Healthy Start Office. More than 75 guests attended the event. During the first contract period, the program received 1,564 referrals. Program staff was very successful in reaching participants and enrolling them in Healthy Start Services. The rate of initial contact completion rose from 38.95% to 94.74% for the same month during the prior contract year. Care Coordinators managed an average caseload between 40-50 cases. Other successes include helping parents get resources to ensure safe sleep practices, supporting exclusive breastfeeding, and helping parents reach self sufficiency and quit smoking.



Phil Scarpelli, Gail Barry, Stacy Morgan, Debra Wise, John Cooper, and Miss Leesburg, Ashlynn, cutting the ribbon at Healthy Start.

Resource Center and Volunteer Program

Since its creation, the Resource Center has grown tremendously, now filling a suite and five off-site storage units. The Resource Center is an exclusive resource available to help stabilize families served by Kids Central and its partners. The center accepts, stores, and distributes clothing, household items, furniture, food, and personal care items. All items are provided to the families at no charge. Predominantly, Kids Central volunteers spend their time accepting, inventorying and distributing items in the Resource Center. During the fiscal year, 2,229 volunteer hours were logged, resulting in a contribution of over \$42,000.



The Show-Crest Needlers visited Kids Central with their beautiful creations in January.

RESOURCE CENTER HIGHLIGHTS

PARTNER	DONATION
Soma Intimates, The Villages	Over 900 Bras
Show-Crest Needlers	123 Quilts
Country Road Quilters	19 Quilts
Sewing Bees of On Top of The World	37 Quilts and Pillows
Meadowbrook Church of Ocala	Groceries and Cash Donation
Faith Network Committee Diaper Drive	1,358 Diapers and 1,284 Wipes
St. Jude's Women's Group	396 New Baby Items
CVS, Hwy 200 and 60th Ave.	2,020 Food, Toiletry, and Toy Items

HOURS DONATED BY OUR INVALUABLE KIDS CENTRAL VOLUNTEERS



D I V E R S I O N

HOPE

Domestic violence is the willful intimidation, physical assault, battery, sexual assault, and/or other abusive behavior perpetrated by an intimate partner against another. It is an epidemic affecting individuals in every community, regardless of age, economic status, race, religion, nationality or educational background. Violence against women is often accompanied by emotionally abusive and controlling behavior, and thus is part of a systematic pattern of dominance and control. Domestic violence results in physical injury, psychological trauma, and sometimes death. The consequences of domestic violence can cross generations and truly last a lifetime.

Did You Know?

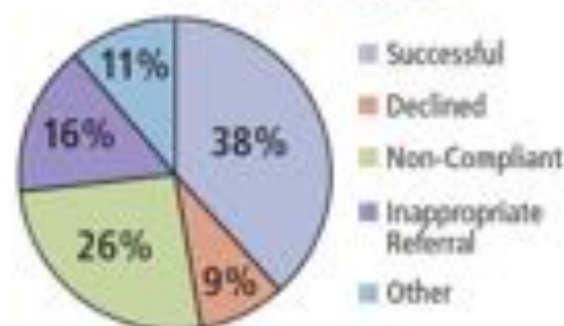
- One in every four women will experience domestic violence in her lifetime.¹
- An estimated 1.3 million women are victims of physical assault by an intimate partner each year.²
- Females who are 20-24 years of age are at the greatest risk of nonfatal intimate partner violence.³
- Witnessing violence between one's parents or caretakers is the strongest risk factor of transmitting violent behavior from one generation to the next.⁴
- Boys who witness domestic violence are twice as likely to abuse their own partners and children when they become adults.⁵
- 50% to 60% of perpetrators of intimate partner violence also abuse children in the household.⁶

The HOPE Program uses a strength-based Family Team Conferencing (FTC) approach to address the strengths, needs and barriers of each family. The goal of the team process is to ensure the safety of the children, allow families to have a voice in the planning process and to ensure families are supported and connected with community resources so they do not enter the formal child welfare system. HOPE Coordinators are assigned to the families to link them to services, monitor progress on their plans and to help support and empower the families to reach their optimal level of success. The key to this program is that no decision is made without the families' input.



Over the fiscal year, the IHVPE Program served 211 families and 378 children. The program continues to work on the engagement of families, as many victims of domestic violence either deny that they are in a domestic violence situation or minimize the effects of the domestic violence. The chart shows case closures by type.

TYPES OF CLOSURES



1. Tjebkes, Patricia & Thoennes, Nancy. National Institute of Justice and the Centers for Disease Control and Prevention, "Extent, Nature and Consequences of Intimate Partner Violence: Findings from the National Violence Against Women Survey" (2000).
2. Costs of Intimate Partner Violence Against Women in the United States, 2003. Centers for Disease Control and Prevention, National Centers for Injury Prevention and Control, Atlanta, GA.
3. U.S. Department of Justice, Bureau of Justice Statistics, "Intimate Partner Violence in the United States," December 2000.

4. Break the Cycle. (2006). Starting Statistics. http://www.breakthecycle.org/health/2006/01_04_statistics.htm.
5. Straus, Gelles, and Smith, "Physical Violence in American Families: Risk Factors and Adaptations to Violence" in 8,149 Families. Transaction Publishers (1996).
6. Edleson, J.L. (2002). "The Overlap Between Child Maltreatment and Women Battering." *Violence Against Women*, 7:134-154.

Family Group Decision Making

In 2011, Kids Central, in partnership with Devereux Kids, the Butler Institute, and J.K. Elder and Associates, was the recipient of a three year federal demonstration project funded by the Children's Bureau, Administration for Children and Families, Health and Human Services (grant #20-CF-003).

The purpose of the award was to build upon the Family Team Conference (FTC) process offered to families in Circuit Five and extend Post-FTC services to assist families to successfully implement and execute the plan they and their supports (informal and formal) developed during the FTC. This holistic approach to delivering integrated services, consisting of offering a family both a FTC and case coordination, is referred to as Family Group Decision-Making (FGDM).

Case coordination services are provided to families by trained professionals, known as Diversion Care Coordinators (DCCs), who advocate for and provide practical experience and support to families. DCCs assist families in identifying and utilizing their unique strengths to create long-term sustainable solutions that endure outside of the formal child welfare system.

Statistically, from April 1, 2012 through July 29, 2013, 486 cases were referred for FGDM services. Of the 486 cases referred, 157 received both an FTC and case coordination which were closed successfully. With regard to "verified" findings and removals within a six-month period after successful closure, data gleaned from October 1, 2012 through March 31, 2013 evidenced only 1 out of 56 cases resulted in a "verified" finding, and no cases resulted in a child being removed from the home within that time frame.

OUR CHILDREN

2012-2013

REDUCTION OF CHILDREN IN THE FORMAL CHILD WELFARE SYSTEM: JULY 2005 – JUNE 2013



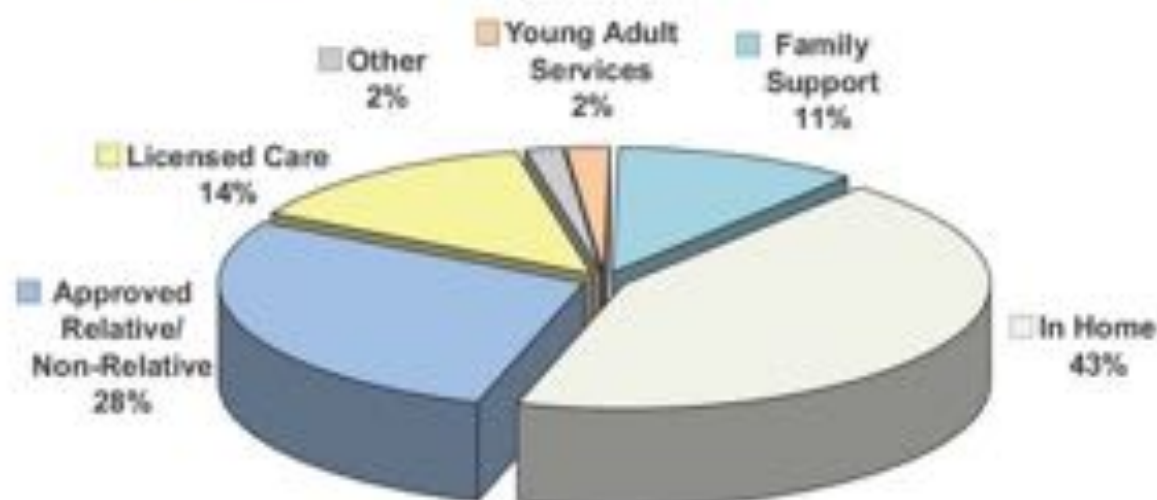
Source: Florida Department of Children and Families (FDCY) Child Welfare Services Data System.
 Florida Department of Children and Families (FDCY) Child Welfare Services Data System.
 Florida Department of Children and Families (FDCY) Child Welfare Services Data System.
 Florida Department of Children and Families (FDCY) Child Welfare Services Data System.

CHILDREN AND YOUNG ADULTS ACTIVE BY COUNTY: AS OF JUNE 30, 2013

County	In Foster Care	Out of Home											Young Adult Services	Case Management Total	Family Support Services	Grand Total				
		Residential Treatment			Treatment Foster Care			Other Settings												
		Residential Treatment	Residential Treatment	Residential Treatment	Treatment Foster Care	Treatment Foster Care	Treatment Foster Care	Other Settings	Other Settings	Other Settings	Other Settings	Other Settings								
Alachua	238	87	11	112	17	8	40	0	0	0	0	0	0	0	0	0	0	0	0	
Brevard	162	100	18	174	50	11	71	0	0	0	10	11	0	0	0	0	0	0	0	0
Lake	111	125	24	149	61	27	30	0	0	0	0	0	0	0	0	0	0	0	0	0
Marion	433	181	14	214	64	19	30	1	7	11	19	0	0	0	0	0	0	0	0	0
Sumter	81	11	1	11	11	1	11	0	0	0	0	0	0	0	0	0	0	0	0	0
Wakulla	88	100	11	142	101	11	100	1	11	11	11	0	0	0	0	0	0	0	0	0

Source: Florida State Family Network "Children and Young Adults Active in Case Dependency" reports.
 Florida Department of Children and Families (FDCY) Child Welfare Services Data System.
 Florida Department of Children and Families (FDCY) Child Welfare Services Data System.
 Florida Department of Children and Families (FDCY) Child Welfare Services Data System.

CHILDREN AND YOUNG ADULTS ACTIVE: AS OF JUNE 30, 2013



Source: Austin Child Family Network, Foster Care and Group Home/Other Report. Data Source: Quality Management Data System. All Rights Reserved.

Independent Living

In April 2007, Kids Central's Independent Living program was re-designed to work in collaboration with the youth, the caregiver, the case manager and community partners in order to develop a continuum of services to support foster youth, ages 13 - 22. As they transition to adulthood, the philosophy, "Nothing about Me without Me," is embraced. This philosophy means staff works very closely to engage the youth in every aspect of planning for his/her future.

The 2012-2013 fiscal year was a very full year for the Independent Living Program. In January of 2013, Kids Central's Independent Living (IL) program welcomed a new supervisor, former Family Finding Coach, Hannah Ross. The program had a successful year and achieved several important goals:

- Enhancement and continued provision of supportive services that allow a child to grow, develop emotionally, and learn key skills that will enable them to live independently. Through monthly Life Skills classes taught in-home and in group settings, an evidenced-based curriculum was used to teach the youth about a variety of life topics including: Staying Healthy, Effective Communication, Values and Morals, Excellence in Employment, Importance of Education, Financial Literacy, How to Build a Support System and Healthy Relationships.
- Active engagement of the youth in the development of their programmatic plan which embodies IL's philosophy of "Nothing about Me without Me." The staffings take place in the youth's home around the youth's schedule, not the professional's. Professionals advocate for the youth to attend court when at all possible and encourage them to have a voice in their future.



Independent Living

(continued)

- Coordination and provision of high quality, relevant education regardless of the placement setting of the child. When necessary, Life Skills Facilitators engaged Kids Central's Educational Liaisons to ensure youth who may be struggling academically receive the attention needed. The Life Skills Facilitators assisted with tutoring referrals and amended school meetings with the Educational Liaison to ensure that the youth's educational needs were met.
- Offering information related to employment choices, including exposure to the "world of work," provision of structured internships that allow youth to tap into career options, and a strong linkage to both Workforce Development and community-based employers. In June 2013, IL partnered with CLM Workforce Connection to provide a one day information session for young adults which allowed them to interact with job coaches, receive instructions on how to search for and apply for jobs, and information on all of the tools and services available for them through Workforce Connection.
- Opportunities to develop social, civic and leadership skills that allow youth to feel valued in the community. The Youth Advisory Council was resurrected in November 2012. Foster youth and young adults who have aged out of the system came together monthly to discuss their experiences in care, share their vision for how to improve the system, and use their voices to enhance the lives of other youth in similar circumstances. The youth identified one of their main goals is the need to raise awareness in the community of the needs of youth in foster care.

While working together to plan fundraising events and create an awareness campaign, they encouraged and supported each other as they recognized the role they have in enhancing the lives of other foster youth.

In May 2013, Myron Rolle — Rhodes Scholar, Motivational Speaker and former NFL player — provided a workshop for the youth and young adults, ages 15-23. Myron touched on the core elements of his tool belt for success: Education, Values, Experience and Relationships.



PJ Williams, FSU football player (farthest left), and Myron Rolle, Rhodes Scholar, motivational speaker, and former NFL player (center), pose with Kids Central's Independent Living staff after speaking to the youth.

- Connection to a caring adult that can mentor a child and the interaction of youth with peers in a safe, supporting environment. Perhaps the program's proudest moment this year was the Independent Living Training and Graduation Celebration, where we recognized the educational accomplishments of 36 youth who graduated with four AA degrees, four GEDs, four vocational certificates and 24 High School Diplomas. Youth came dressed in their best and were honored with an awards ceremony that included an inspirational message by key note speaker Lucas Boyce.

Lucas is an author and former foster youth. Furthermore, a blessing and encouraging words were given by State Representative Dennis Baxley, and certificates of accomplishment were presented by the Kids



Central Independent Living Team and Michael Dunlavy, former foster youth and motivational speaker.

Family Preservation

Kids Central has accepted the responsibility to better lives for children by taking a community approach to their welfare. In order to achieve our vision of minimizing the number of children in care who require Kids Central Supervision, we maintain a vast array of community prevention resources. Kids Central acts as a catalyst to identify, coordinate, and promote development of additional prevention programs while effectively providing services for those families in need.

As a key component of Family Preservation, Kids Central utilizes internal and contracted diversion programs to divert families from the formal child welfare system. This community approach allows Kids Central and its partners to put family support services in place without separating the family. A total of 2,176 cases were diverted to service providers for the 2012/13 fiscal year. The diversion of families from the dependency system relies on community-based services that offer timely, appropriate and flexible services that ensure the safety of the child in the family.

Kids Central embarked upon a new partnership with Lowell Correctional Institution and Monroe Regional Medical Center in Marion County to divert children born to inmates from entering foster care. Lowell identifies expectant inmates and a Family Preservation Specialist assists the mother to identify caregivers available to safely care for the infant. From July 1, 2012 through June 30, 2013, there were 171 documented visits with the inmates and 69 women received services. Of the 69 babies born, 57 were kept out of foster care, two inmates were released prior to birth, 11 infants were sheltered and one born stillborn.

Kids Central partnered with Casey Programs to implement the Permanency Roundtable (PRT) program across Circuit 5. The Permanency Roundtable staffings were developed to target the following children:

1. Youth with an Another Planned Permanent Living Arrangement (APPLA) permanency goal;
2. Youth who will "age out" within a year;
3. The "longest waiting" youth, those who have spent the most time in care;
4. Youth who are under 17 years of age with a poor to marginal permanency rating, as determined by the Permanency Action Plan;
5. All youth who have been in care for more than 18 months;
6. The youth who have spent the longest time in care; and
7. Youth whose cases are identified by their case managers as being the most difficult or stuck.

In 2011, Kids Central concluded the three year Children's Bureau Fostering Connections Family Finding grant; however, the Family Finding practices continue to be embedded in Kids Central's practices. As Kids Central developed a sustainability plan, it was the agency's goal to ensure the Training Department incorporated the Family Finding curriculum into Pre-Service Training for all new case management employees. The Training Department also implemented a mandatory Family Finding Supervisory Roundtable Training for all supervisors in Circuit 5. By creating an environment in which Family Finding has become the way we do work, the skills and competencies acquired through this research demonstration process continued beyond the funded grant support.



Out-of-Home Care

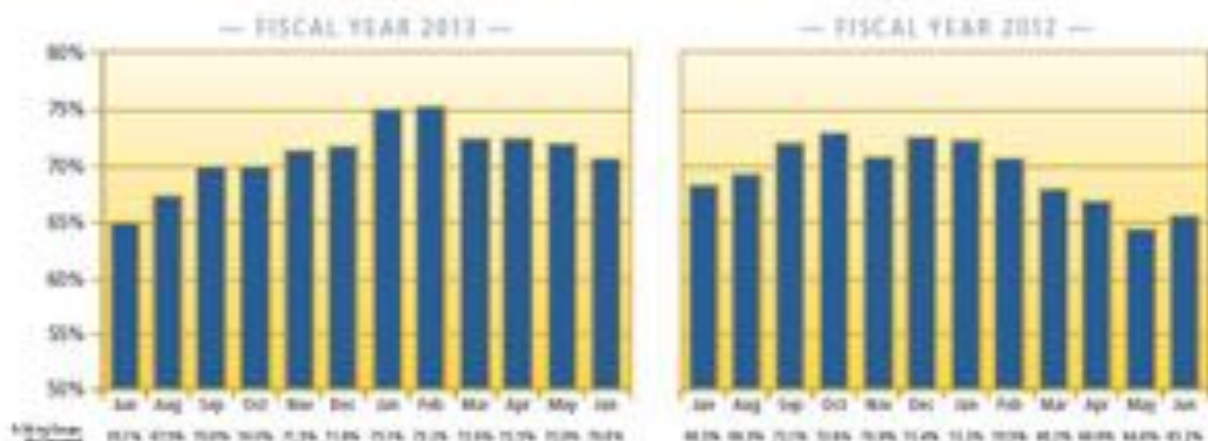
Kids Central's foster parent recruitment initiatives moved into high gear beginning in 2012. A new position was added to Out-of-Home Care, Foster Parent Recruiter. The recruiter works in partnership with the Foster Parent Navigator and the Community Affairs Department to take the message of the need for foster homes to the five counties served. The recruiter has joined forces with local media outlets, community organizations and faith based institutions to raise awareness of the needs surrounding foster children.

Also, with the help of GOLD & Associates, a strategic marketing plan was developed to recruit the most appropriate foster parents for the children cared for. Lastly, in May 2013 Kids Central was selected as the Lead Community-based Care organization for a diligent foster/adoptive recruitment grant.

Collaborating with Key Assets, Kids Central developed a new and intuitive foster parent training curriculum, *Fostering Futures*. Historically, MAPP was used to train new foster parents. Foster parents reported that MAPP was too strict and didn't provide an accurate depiction of fostering. Responding to these needs, the new curriculum was developed to allow flexibility for attendees, ensuring the syllabus was not written in a sequential manner. If a class session is missed, the attendee progresses to the next session with the ability to make up any missed sessions at the end. The new curriculum offers new foster parents an in-depth look at ways to parent a child who has been a victim of trauma and how to accommodate their behaviors. The Out-of-Home Care Department, the Training Department, and other employees will be trained on the new curriculum in the new fiscal year. The new curriculum is expected to begin in October of 2013.

During the year, Out-of-Home Care shifted its focus to the needs of siblings. The department focused more on reunifying and keeping siblings together when safely possible. Fortunately, Kids Central saw a positive increase in sibling groups kept intact. The fiscal year ended with 70.8% of the sibling groups together. This was a 5% increase from the year before.

PERCENTAGE OF SIBLING GROUPS NOT SEPARATED



Foster Parent Training Night

The rain was coming down in buckets on the evening of June 8, 2013, but it didn't stop Kids Central and the foster parents from celebrating the wonderful miracle of families at the Annual Foster Parent Training Night. With the theme, *Plant a Seed...Grow a Family*, the rain couldn't do anything but help us nurture those seeds.



Almost 200 guests attended the lavish affair, traveling from across Circuit 5. Though many had to brave the torrential downpour, they were not disappointed entering Laurel Manor's Lincoln Theatre in The Villages. They were met by Frank and Ellen Curtis of Nature Coast Photography who were on hand to take their photos on the lovely grand staircase, and then it was into the grand ballroom for food and fellowship as the evening kicked off in style.

After a welcome from Foster Parent Recruiter, Rosey Moreno-Jones, various speakers took the stage reminding the foster parents that their mission is a special one and everything they do each day helps children grow through love and guidance. Kids Central CEO, John Cooper, urged foster parents to "step down out of the stadium to help our children cross the finish line" by relating the tale of athlete Derck Redmond, whose father came down to the track to help his injured son finish a race in the 1992 Olympics.



Dr. John DeGarmo signing books for the foster parents to take with them.

Noted foster parent trainer, author and speaker, Dr. John DeGarmo, gave the keynote speech and education presentation. Delivered with his own special style of wit and emotion, Dr. DeGarmo took everyone on an inspirational journey that ranged from tears to laughter, but always centered back on what's important — never giving up on the children placed in care. All of the foster families received a copy of one of Dr. DeGarmo's training books, *Fostering Love*, as part of the goody bags.



Joy Foreman, Kids Central Foster Parent Navigator and foster parent, and Jack Foreman watch the program.

Among the special guests was Florida Coalition for Children CEO, Kurt Kelly, who reminded foster parents that raising children is indeed like planting seeds: the first year they sleep, the second year they creep, the third year they leap and the reaping comes beyond that.

Foster Parent Training Night

(continued)

One of the highlights of the evening was the recognition of Foster Parent of the Year nominees. From all five counties, 19 families were nominated. The culmination came with the naming of the Foster Parents of the Year Award recipients from each county and the CEO Circle of Excellence Award recipients.

CONGRATULATIONS TO:

- Joyce Rostin —
Citrus County Foster Parent of the Year
- Donald & Nancy Lawson —
Hernando County Foster Parents of the Year
- Mario & Warda Cambroune —
Lake County Foster Parents of the Year
- Dann & Victoria Herrin —
Marion County Foster Parents of the Year
- Joe & Karen Maddox —
Sumter County Foster Parents of the Year
- Tracy Eiswert & Julie Stinson —
CEO Circle of Excellence Award

The event was a wonderful example of teamwork, dedication and commitment on everyone's part. Towards the end, there was even a little bit of time for dancing to the tunes of DJ Tom Yueling in the Lincoln Theatre.



THANK YOU SPONSORS:

Jenkins Auto Group, The Marion County YMCA, Devereux, MRMC Children's Emergency Dept., Regions Bank, Youth & Family Alternatives, Bouchard Insurance, Community Bank & Trust of Florida, Chick-Fil-A, Health Ease - a Staywell Company, Hampton Inn - The Villages, Key Assets Florida, Nature Coast Photo, DJ Tom Yueling, Golden Flake and Renaissance Printing.

Open Your Heart at Love Week

It was with trepidation and anticipation that community providers, church members and Kids Central staff and volunteers arrived at The Father's House in Leesburg the morning of February 23, 2013 for Kids Central's first large scale recruitment event. Open Your Heart was designed and launched to spread the word about the need for foster and adoptive homes in Lake County. In contrast to other recruitment events, Open Your Heart featured those that live the life instead of the professionals. Foster and adoptive families volunteered to come and share their experiences during one-on-one conversations.

Families also presented on stage, sharing their experiences, dispelling myths and spreading truth. The presentations grabbed hold of the audience's attention and immersed it in the world of foster care and adoption.

Pastor Chris Johnson, long time foster parent and adoptive parent many times over, took on the challenge of relating why people should consider fostering and adopting. He addressed common excuses, including the grief that comes when a foster child is reunified with his parents. His presentation was truly valuable and enlightening.



Antron McCullough, former foster child, independent living youth, and intern at Kids Central, shared his inspiring journey and successes. Additional speakers included foster parent, Lesa Roe; adoptive child, Krisinda; adoptive parent, Paul Campbell; and the adoptive family, the Roberts. Only a few staff members took the stage introducing the audience to Kids Central, explaining other ways to become involved, and covering the licensing process. After the presentations, the audience was encouraged to mingle with the families and vendors to get the questions they still had answered.



Antron McCullough shares with the audience how he focused on success while being in foster care.

In total, over 250 people attended the event, 105 being foster or adoptive family members, 52 volunteers, professionals or vendors; and 70 community members. Over 21 community members took action and pursued the next steps associated with fostering, adopting and volunteering. Of those, ten entered the licensing process to become foster parents, and several acquired full licensure. In addition, the family who spoke on the importance of adoption was revitalized and pursued adoption for a second time.



A "chosen" child and her "blessed" mother

Open Your Heart, the brainchild of John Cooper, was made possible by the planning of the Foster Care Steering Committee; the amazing volunteers who donated four hours or more on a Saturday; the dedicated foster and adoptive families that brought their entire families to participate; the knowledgeable vendors; and those that sponsored the event. WellCare, Chick-fil-A of The Villages, the Lake/Sumter Foster Parent Association, Nicole Pulcini Mason and Jack Foreman donated food and beverages. Brittany Perko donated her photography services last minute at the recommendation of a foster parent in Lake County. Most importantly, The Father's House of Leesburg spearheaded the development of the event and hosted it at the church. It is inspirational how many people from various organizations and affiliations came together for the common mission of assisting and caring for the children in the child welfare system.



DREAMS

The DREAMS project provided a collaborative approach for foster children from ages 10-13 in Marion and Citrus County to identify unmet needs affecting school performance. Our multi-faceted solution to improving educational outcomes for youth in foster care included:

- 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 liaisons 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.

Two Educational Facilitators played a critical role in managing the collaborative team (including but not limited to caregivers, case managers, biological parents, school designers, guidance counselors) focusing on each child's academic success. Therefore, the educational facilitators were proactive in assisting youth, versus being reactive to situations.

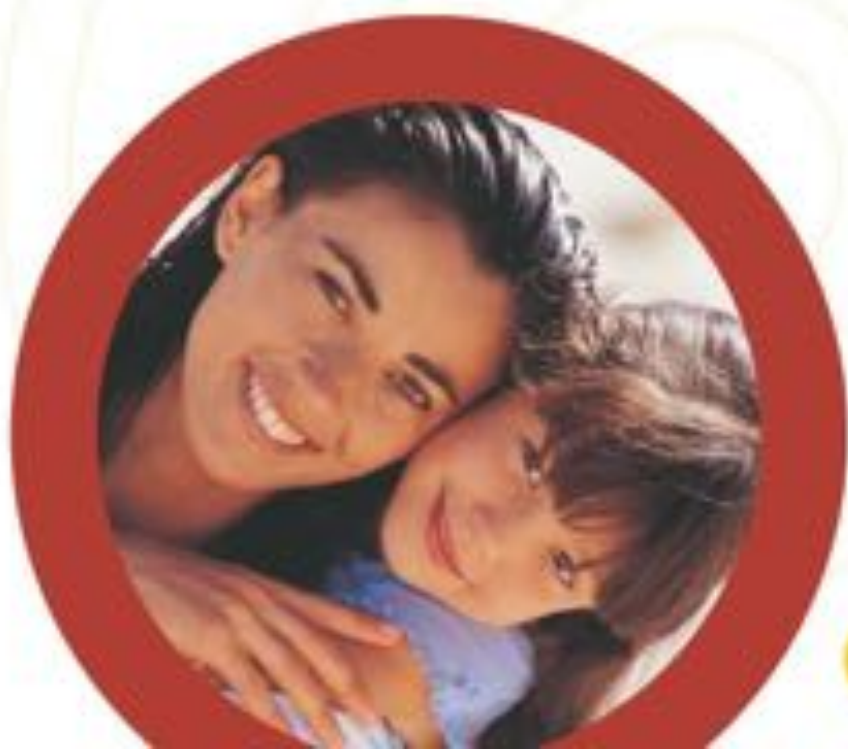
Further collaboration occurred with the Circuit 5 Judiciary system as academic performance was reported to the court during routinely scheduled court hearings. A data exchange system and policies and procedures for professionals and caretakers were developed to further increase awareness and identify areas of focus needed for the children involved in the project. Ongoing training was provided to schools, child welfare professionals, caregivers, biological parents, adoptive and foster parents, Kinship families, Guardian ad Litem, Children's Legal Services and judiciary professionals.



DREAMS had a substantial impact at the organizational level, as expected of a capacity building grant project. Interagency agreements, policies and procedures related to supporting the academic success for youth in out-of-home care have been established. Quarterly interagency meetings occurred *(with some exceptions due to scheduling conflicts)*. Educational Facilitators fulfilled their role, making monthly contact with school designees *(a specific point person at each school)*, participating in critical school meetings involving youth *(e.g., IEP meetings)*, advocating for youth and working with case workers in ensuring that youths' educational needs are being addressed and outcomes documented.

Through Endless Dreams and DREAMS project awareness trainings/ outreach, staff and collaborative partners have demonstrated increased awareness of strategies for supporting the success of foster youth and their role in the process, as well as increased attention to educational outcomes *(e.g., Judges and General Magistrates are now requesting to see the K-12 Education Report card during judicial reviews)*.

Not only have system and staff objectives set forth in the project charter been met, but groundwork for the expansion of the DREAMS project across the full 5-county catchment area of Judicial Circuit 5 for all grades K-12 are set in place for the next fiscal year. Although youth outcomes as measured by the Florida K-12 report card have not yet improved, other measures of youth outcomes have shown some benefits of involvement *(e.g., increased overall GPA and gains in Language and Reading in comparison to foster youth in the non-participating counties)*.



COMMUNITY

OUTREACH/AWARENESS

Steak and Polo Night For Kids



The guests enjoy their conversation while the players took the field.

It was with great excitement that Steak and Polo for Kids was planned and executed with success. The fantastic Grand Oaks staff ensured the event went smoothly. It was touching to see the regular supporters of Kids Central come out to the Grand Oaks Resort in Weirsdale, but also to have new persons attend as well. Over 100 tickets were sold.

After arriving, guests visited the Kids Central information table and confirmed their registration. Three staff volunteers assisted guests and answered questions.

The inside of the restaurant and bar were beautifully decorated, but the outside walkway was breathtaking. The ancient oaks that shade the walkway framed the ivy and white light covered trellis. Guests took their seats under the oak canopy to watch the fast-paced game of arena polo. Two teams of three players fought upon horseback to move the ball down the field and hit it between goal posts to score.



The support of the Board and staff was greatly appreciated. Kids Central thanks the following supporters: Reg and Trudy Holden, Stephen Spivey, Laura Lynch, Dick Hancock, Gail Buery, Becky Schutt, Keith Gold, John Cooper, Danielle Damato Doty, Kim Averra, and Nicole Pucini Mason.

End Kids' Tears

Every April across the nation, the topic of child abuse along with blue pinwheels pop up. Florida and Circuit 5 is no exception. As part of the recognition, Kids Central launches End Kids' Tears, its child abuse prevention campaign, in acknowledgment of Child Abuse Prevention Month. With 2012's successful abuse education campaign through social media, End Kids' Tears 2013 continued to educate followers through Facebook, Twitter and the website. County-specific abuse sheets were also been created and posted on the website to demonstrate the level and effect of child abuse on each of the counties served.

As a new addition to the campaign, Kids Central partnered with Devereux and the Department of Children and Families in the execution of two large-scale pinwheel gardens planted in Ocala. Both Cunningham Funeral Home in West Ocala and Simon Property Management owner of the Paddock Mall, donated use of public space on their properties for the pinwheel gardens. Over 300 were planted at Cunningham Funeral Home and a total of 1,600 were planted at the Paddock Mall. Furthermore, there were two gardens at the mall. One was by the entrance to the food court under the metal horses, and the second was on display along SR 200 by the mall entrance across from CF. The planting ceremonies were held on April 15, 2013 at both locations, and a great number of supporters turned out for both.



Students and community members planting the Cunningham pinwheel garden.



Lee Deutscher (Devereux), John Cooper, Charlene Robinson (Devereux), Mayor Guinn, Dave DeStefano, and Shalonda McHenry-Sims at the large garden at The Paddock Mall.

To extend the campaign, Kids Central staff engaged in community activities in full force. Taking a proactive role in events focused on Children's Week and abuse prevention, staff attended events across the five counties including county proclamations and children-focused events. All five counties held proclamations related to the awareness of abuse. Each Board of County Commissioners made a dedication to the protection of children. Furthermore, the community alliance groups and other organizations coordinated child-focused community events to build awareness for the issues facing children and, at the same time, celebrate children.

For the first year, the End Kids' Tears campaign received monetary support from individuals and sponsors. The money raised helped support the initiative. Thank you to the United Way of Lake and Sumner Counties and Florida Mentor for becoming corporate sponsors. The individuals that donated via Causes.com online are also greatly appreciated. In addition, valuable in-kind donations were also received.

The gardens could not have been planted without the donation of land by Cunningham Funeral Home and Simon Property Management. GOLD & Associates designed, printed and donated a new vinyl banner specific to the campaign.

Tee Off For Kids



The prestigious Black Diamond Quarry Course hosted the fourth annual Tee Off For Kids Golf Tournament on Columbus Day, October 8, 2012. Proceeds from the tournament will be used to meet specific, short-term needs of carefully screened families, relieving situations that could otherwise lead to abuse and neglect.

Participating golf foursomes enjoyed a continental breakfast and lunch, in addition to playing Golfweek's 15th Best Residential Course in the United States. Golfers also received a gift bag, Black Diamond golf shirt, and other gifts.

For the first time, two foursomes were donated to allow staff and volunteers of Kids Central and the CMAs to participate. Golfing for Kids Central were Geraldo Guzman, Chris Kraft, Garry Krueger, Maric Bergeman, Audrey O'Connell, and Dave DeStefano. The Kids Central team came home with the trophy for highest score.

A new feature to the tournament this year was an Acura TSX for the hole-in-one prize, provided by Jenkins Acura in Ocala. A celebrity guest, Ron Zook of CBS Sports (*former head football coach at the University of Florida and University of Illinois*), welcomed players and took photos with each team.

Thanks to the support of the sponsors, volunteers, Kids Central Community Development staff and Black Diamond, the fourth annual Tee Off For Kids golf tournament was a great success. In addition to raising nearly \$8,000, Kids Central drew attention to the issues families in our communities are facing.



Couch Ron Zook, celebrity guest, visited and took a photo with every foursome at Black Diamond during Tee Off for Kids. (Pictured Above: Mike DiBriizzi, Rick Bouchard, Coach Ron Zook, Dave Lomaha, and Eric Beck.)

LUNCHEON SPONSOR

- Wind FM

PUTTING CONTEST SPONSOR

- Munroe Regional Medical Center

TEAM FOURSOME SPONSORS

- Actna
- Bouchard Insurance
- GOLD & Associates
- Law Office of Christopher Alan Doty
- Reg & Trudy Holden

BEVERAGE STATION SPONSORS

- Andy's Signs, Inc.
- Berry's Pharmacy
- Crystal Motor Car Company
- Dennis Damato,
Citrus County Commissioner
- Windstream

FLAG SPONSORS

- Senalosa Group
- Law Office of Clark A. Stillwell, LLC
- Mindshare Technology
- Schatt Realty

TEE/HOLE SPONSORS

- Access Storage
- Brad & Donna Thorpe
- Camelot Community Care
- Ocala Integrative Medicine
- Wise Way Auto Sales, Inc.

SPECIAL THANKS

- Jenkins Acura for donating hole-in-one prize
- First Impressions Printing for donating program printing
- B-J Trophies for donating player awards
- Kids Central volunteers
- Black Diamond Golf Club staff



FINANCIAL INFORMATION

The following Statements of Financial Position, Statements of Activities and Statement of Functional Expenses were independently audited by Purvis Gray & Company, LLP. The complete Independent Auditors' Report is available on Kids Central's website, www.kidscentralinc.org.

STATEMENTS OF FINANCIAL POSITION

JUNE 30, 2013 AND JUNE 30, 2012
 KIDS CENTRAL, INC. • OCALA, FLORIDA

	2013	2012
ASSETS		
Current Assets		
Cash and Cash Equivalents	\$ 7,551,745	\$ 8,528,822
Restricted Cash - Client Trust Funds	135,260	198,614
Grants and Provider Receivable	154,887	177,782
Unbilled Grants Receivable	587,885	713,633
Prepaid Expenses	381,167	372,532
Total Current Assets	<u>8,810,953</u>	<u>9,391,383</u>
Property and Equipment Temporarily Restricted for Federal and State Programs, Net of Accumulated Depreciation	1,324,533	930,464
Noncurrent Assets		
Other Assets	45,084	45,084
Total Noncurrent Assets	<u>1,370,617</u>	<u>975,548</u>
Total Assets	<u>10,181,570</u>	<u>10,927,931</u>
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts Payable - Operating	5,212,417	5,240,378
Accrued Payroll and Related Expenses	525,161	634,084
Deferred Revenue	2,388,645	3,354,925
Master Trust Liability	135,260	208,614
Total Current Liabilities	<u>8,261,492</u>	<u>9,438,001</u>
Long-term Liabilities		
Long-term Debt, Net of Current Portion	0	0
Total Liabilities	<u>8,261,492</u>	<u>9,438,001</u>
Net Assets		
Temporarily Restricted:		
Property and Equipment	1,324,533	930,464
Unrestricted:		
Undesignated Net Assets	595,545	559,466
Total Net Assets	<u>1,920,078</u>	<u>1,489,930</u>
Total Liabilities and Net Assets	<u>\$ 10,181,570</u>	<u>\$ 10,927,931</u>

STATEMENTS OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2013 AND JUNE 30, 2012
 KIDS CENTRAL, INC. • OCALA, FLORIDA

	<u>2013</u>	<u>2012</u>
Revenues		
State and Federal Revenues		
DCF Contracts:		
DCF Services Contract	\$ 46,537,616	\$ 45,587,729
Grants - Other	820,838	783,545
Total State and Federal Revenues	<u>47,358,454</u>	<u>46,371,274</u>
Other Revenues		
Donations	53,047	69,984
Interest Income	285	356
Contractual Service Revenue	279,983	125,827
Other Revenue	47,547	95,082
Total Other Revenues	<u>380,862</u>	<u>291,249</u>
Total Revenues	<u>47,739,316</u>	<u>46,662,523</u>
Expenses		
Programs		
Foster Care	2,631,706	2,508,397
Residential Group Care and Emergency Shelter	2,701,226	2,508,096
Adoption	9,172,188	8,713,766
Case Management	19,229,359	19,819,348
Recruitment and Licensing	1,082,404	931,767
Independent Living	1,555,545	1,675,973
Diversion and Prevention	7,237,375	7,507,954
Other Grants	1,095,818	921,696
Fund-raising	14,270	12,236
Total Programs	<u>44,719,891</u>	<u>44,599,233</u>
Management and General	<u>2,589,277</u>	<u>2,451,352</u>
(Total Expenses)	<u>(47,309,168)</u>	<u>(47,050,585)</u>
Change in Net Assets	430,148	(388,062)
Net Assets, Beginning of Year	<u>1,489,930</u>	<u>1,877,992</u>
Net Assets, End of Year	<u>\$ 1,920,078</u>	<u>\$ 1,489,930</u>

STATEMENTS OF FUNCTIONAL EXPENSES

FOR THE YEAR ENDED JUNE 30, 2013
 KIDS CENTRAL, INC. • OCALA, FLORIDA

	2013 Program Expenses					
	Footer Care	Residential Group Care and Emergency Shelter	Adoption	Case Management	Recruitment and Licensing	Independent Living
Salaries and Benefit Expenses						
Salaries	\$ 0	\$ 0	\$ 173,958	\$ 2,322,802	\$ 583,181	\$ 369,111
Benefits	0	0	34,600	525,385	137,298	98,128
Total Salaries and Benefit Expenses	<u>0</u>	<u>0</u>	<u>208,558</u>	<u>2,848,187</u>	<u>720,479</u>	<u>467,239</u>
Other Expenses						
Out-of-Home Care Payments	2,545,884	2,694,821	6,800,674	1,725	0	906,113
Contracted Services	0	6,405	2,020,771	15,008,321	4,670	0
Flex Funds	0	0	0	1,725	0	0
Staff Recruitment	0	0	0	340	0	0
Training	0	0	274	13,208	1,157	1,868
Travel	189	0	862	57,962	22,198	19,813
Occupancy and Utilities	0	0	12,053	194,446	57,615	33,588
Telephone and Data Lines	376	0	50,502	211,474	18,106	13,686
Supplies	154	0	392	7,844	2,150	1,359
Postage	0	0	1,140	4,759	1,934	1,182
Professional Fees	43	0	19,558	124,763	14,724	7,616
Consultants	0	0	975	169,249	170,719	0
Insurance	0	0	6,966	96,296	28,432	18,089
Minor Equipment and Maintenance	0	0	5,824	73,815	15,274	9,498
Other Expenses	85,060	0	8,310	108,778	15,094	59,313
Total Other Expenses	<u>2,631,706</u>	<u>2,701,226</u>	<u>8,928,301</u>	<u>16,074,695</u>	<u>352,073</u>	<u>1,072,125</u>
Total Expenses Before Depreciation	<u>2,631,706</u>	<u>2,701,226</u>	<u>9,136,859</u>	<u>18,922,882</u>	<u>1,072,552</u>	<u>1,539,364</u>
Depreciation	<u>0</u>	<u>0</u>	<u>35,329</u>	<u>306,477</u>	<u>9,852</u>	<u>16,181</u>
Total Expenses	<u>\$ 2,631,706</u>	<u>\$ 2,701,226</u>	<u>\$ 9,172,188</u>	<u>\$ 19,229,359</u>	<u>\$ 1,082,404</u>	<u>\$ 1,555,545</u>

Program Expenses

<u>Diversion and Prevention</u>	<u>Other Grants</u>	<u>Fundraising</u>	<u>Total</u>	<u>Management and General</u>	<u>Combined Total</u>
\$ 551,575	\$ 349,837	\$ 1,807	\$ 4,352,271	\$ 1,379,364	\$ 5,731,635
126,277	73,508	213	995,409	363,219	1,358,628
<u>677,852</u>	<u>423,345</u>	<u>2,020</u>	<u>5,347,680</u>	<u>1,742,583</u>	<u>7,090,263</u>
24,559	0	0	12,973,776	0	12,973,776
5,985,199	321,416	0	23,346,782	0	23,346,782
47,900	0	0	49,625	0	49,625
0	0	0	340	1,340	1,680
2,274	436	0	19,217	9,063	28,280
26,875	17,346	1	145,246	21,735	166,981
45,661	32,756	21	376,140	95,822	471,962
16,975	6,349	8	317,476	35,196	352,672
2,721	1,585	12,137	28,342	14,053	42,395
1,194	1,534	1	11,744	3,058	14,802
41,285	3,666	5	211,660	88,559	300,219
155,596	271,745	0	768,284	358,479	1,126,763
24,439	7,940	58	182,210	48,279	230,489
14,200	6,392	19	125,022	51,377	176,399
144,184	650	0	421,389	58,374	479,763
<u>6,533,062</u>	<u>671,815</u>	<u>12,250</u>	<u>38,977,253</u>	<u>785,335</u>	<u>39,762,588</u>
<u>7,210,914</u>	<u>1,095,160</u>	<u>14,270</u>	<u>44,324,933</u>	<u>2,527,918</u>	<u>46,852,851</u>
<u>26,461</u>	<u>658</u>	<u>0</u>	<u>394,958</u>	<u>61,359</u>	<u>456,317</u>
<u>\$ 7,237,375</u>	<u>\$ 1,095,818</u>	<u>\$ 14,270</u>	<u>\$ 44,719,891</u>	<u>\$ 2,589,277</u>	<u>\$ 47,309,168</u>

BUILDING BETTER LIVES

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 DCF 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 create *Inspiring Outcomes*.

- 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;
- New ways to support relative caregivers;
- A new approach to contracting for foster care recruitment, retention, licensing and relicensing;
- Collaborations with Medicaid and ADM providers to expand health and behavioral health services for children; and
- Links to community resources ensuring that families feel supported by their communities.



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

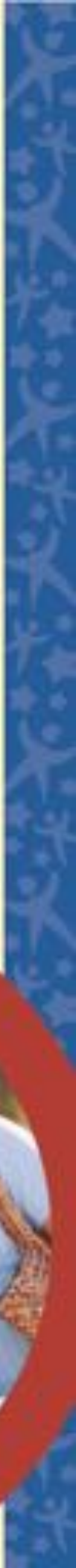
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