



# STERLING *A*CHIEVEMENTS

— 2015 ANNUAL REPORT —



KIDS CENTRAL, INC.  
*Building Better Lives*



# ALL ABOUT

## KIDS CENTRAL, INC.

### OUR MISSION

- Protecting Children
- Supporting Families
- Engaging Communities

### OUR 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.



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

Produced with the  
financial assistance of **GOLD**  
Intelligent Imagination™

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## MESSAGE

FROM THE CEO

Almost 20 years ago, the Florida Legislature developed a bold initiative to create an entirely new paradigm of child welfare by outsourcing the responsibilities to entities other than the state. As the transition began to gain momentum in 2003, Community-Based Care was officially launched. The statewide results have been impressive, and that bold initiative is now solidly in place, serving as a foundation for continued improvement.

In 2012, Kids Central embraced an opportunity to elevate strategy, enhance organizational capacity, and continue improving results by applying the Sterling framework and criteria to the organization. Adopting the Sterling management framework helped guide Kids Central in the pursuit of excellence and avoid complacency with our already good performance.

For the last two and half years, Kids Central embarked on the Florida Sterling Journey and, in the fall of 2014, applied for the Governor's Sterling Award (GSA). Organizations with proven results, solid leadership approaches, innovative initiatives, and a track record of outperforming industry standards can apply. The GSA requires a rigorous application process and organizational profile; followed by a week-long site visit by a team of Sterling examiners; and lastly, a team of independent judges evaluate the Sterling examiners' report to issue a final determination.

In May, Kids Central received the prestigious Governor's Sterling Award at the Florida's Sterling Conference in Orlando. Kids Central is Florida's first nonprofit, human services organization and only Community-Based Care lead agency to receive the GSA. For Kids Central, the Florida Governor's Sterling Award is not the finish line but an acknowledgement that we will continuously explore opportunities for improvement to remain, not only competitive, but leaders in our field.



**JOHN COOPER**

Chief Executive  
Officer



STERLING ACHIEVEMENTS





**I**t was an amazing journey and only attainable due to a complete Kids Central team effort!

In addition to the GSA, Kids Central celebrated many other successes. The Out-of-Home Care Department outperformed itself by recruiting, training and licensing more foster homes, including 10 teen-specific foster homes. Human Resources completed the arduous task of redesigning the employee performance process to be fully implemented in 2015. As a cross-departmental team effort, more siblings were kept together when placed in foster care. The organization also increased its net fundraised revenue by 15% over last year.

In May 2015, Kids Central successfully earned its Council on Accreditation (COA) Reaccreditation of the overall organization and Independent Living, Kinship, Foster Care, and Licensing programs. Additionally, Kids Central's Healthy Start Programs serving Alachua and Lake Counties were the first in the state to become COA Accredited. In the Final Accreditation Report provided by the COA, the Quality Management and Utilization Management Departments were both recognized for monitoring and tracking services of external case management agencies and internal program outcomes.

This is just another piece of Kids Central's performance management puzzle. With another incredibly successful year under its belt, Kids Central is even more excited about next year and its future.



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, which is the belief that all children have the irrefutable right to grow up safe, healthy and fulfilled in families that 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.



STEELING AGREEMENTS

# TEN YEARS

OF IMPROVING OUTCOMES



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



Awarded **35 GRANTS**  
Since 2006 Totaling **\$7,669,954.37**

	THEN	NOW
Children in OHC*	1,717	999
- Grandparent	401	261
- Kin	1,210	687
- Group Care	190	82
Diversion Children*	0	3,826
Group Care Cost	\$6,100M	\$3,000M
In-Home Children*	2,490	2,488
Cost/Child	\$4,996	\$4,962
OHC Cost	\$8,388M	\$5,200M
Prevention Children	0	10,000+
Prevention Budget	\$296K	\$1.65M
Removal Rates Per 1,000 Admits	15	5
Total Children Served*	5,596	7,219
Adoptions Per year	60	170
Cost/Adopt Per Worker	30-80:1	10:1

#### FAMILY-CENTERED DIVERSION

- Home to five evidence-based diversion programs: Family Behavioral Therapy, Crisis Response Team, Mentoring/Fostering, Family Group Decision Making and Family Connections

#### CHILD ABUSE PREVENTION

- Home to three national prevention programs: Healthy Start, Kinship-Care and Baby Steps Series
- Annual launch of child abuse prevention campaign, Best Kids' Team
- Cost less: 2% of children engaged in the Healthy Care program were removed care in 18 month period
- Certified as a 40 developmental hour\* course
- Since 2006 over 2,700 children\* in foster care distributed, in addition to providing self-empowering education

#### EDUCATION SERVICES

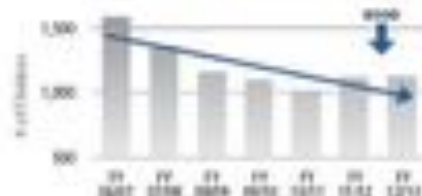
- Trained over 300 professionals on education reform
- Increased education outcomes for 100 youth in foster care
- Hired Educational Coaches to advocate for foster children's academic needs

#### COMMUNITY SUPPORT

- Increased investment in community-based services:
  - Mentoring
  - Community Alliance
- Awarded community-based service grants throughout the counties
- Under the Homeless Prevention and Rapid Re-housing Program, ACJ provided 201 families from housing insecurity, and 59 families who were homeless received rapid re-housing assistance to be re-housed



AVERAGE NUMBER OF CHILDREN IN AND OUT OF HOME CARE



1. Ingram, J (2010). Foundation for Government Accountability. [www.fightforflorida.org](http://www.fightforflorida.org)  
 2. Orphan children ID during fiscal year  
 3. Children served at a single point in time  
 4. Excludes prevention

## MESSAGE

FROM THE BOARD CHAIR

**D**ear Reader,

As the Sheriff of Citrus County, I am committed to serving vulnerable populations, and when I learned of Kids Central, I felt called to serve its mission and sit on its Board of Directors. The work Kids Central does in our community is critical. There are caring and gifted groups of people at Kids Central, as well as our subcontractors, who have dedicated themselves to the plight of building better lives for children who have been abused, neglected or are at risk of abuse and neglect. I am honored to be selected as a board member for Kids Central and am proud to be named its Chairman.

The logistics and business of coordinating the local child welfare system is a challenging one, but Kids Central is devoted to strategic growth. Kids Central is looking at the best ways to recruit, train and license a caring network of resource families. Using customer feedback and process improvement, Kids Central's resource family network is growing faster than it ever has and with the most skilled parents to care for the vulnerable youth.

As Chairman of the Board of Directors, I want to help our community understand Kids Central and gain greater awareness for the programs it offers. Kids Central provides invaluable services to the parents, children, and other caregivers to help them heal and change. They seek to break the cycle of abuse. It is important for the community to understand its role in community-based care, and I vow to provide a presence in the media to assist in accomplishing this goal.

I continue to look forward to Kids Central's improvements and growth, but we cannot do it without the assistance of our community. To ensure the safety and success of every child in Circuit 5, we must do it together. There are many ways in which Kids Central could use your help. Please consider learning more about Kids Central and how you can contribute.

Sincerely,



JEFF DARST  
Citrus County Sheriff





## 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 Lewis  
(Chairman)



Stephen Spring, Esq.  
(Vice Chairman)



Rodney Rickett, Jr.  
(Secretary)



Bobby Jones  
(Treasurer)



Gail Bray



Edward Hancock



Dr. Mike Lewis



Dr. Charles B. Skyles



Matthew B. Drexler



Captain Cyra Robinson



Marshall Schupp



Rebecca Schatt



Erin Swilley



Maria Thomas

## 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 — Deputy Chief of Prevention Services

Thomas Ramey — In-House Counsel

### DIRECTORS

Courtney Barnett — Out-of-Home Care

Perry 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

Kevin Maloney — Operations

Michelle Mongeluzzo — Prevention Services

Hannah Rios — Healthy Start

Nicole Pulcini Mason — Community Affairs

Mandy Weldon — Human Resources





# REVENTION

Child abuse or maltreatment includes physical abuse, sexual abuse, psychologic abuse, and general, medical and educational neglect. In the context of child abuse, prevention is defined as any intervention designed for the purpose of preventing child abuse before it occurs. 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 34,000 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, Family Team Coaching, Kinship Care, After School Funding, Healthy Start, End Kids' Tears, Resource Center, Baby Sleep Basics, and Family Team Conferencing. Two of Kids Central's prevention programs are COA accredited.

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## 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 bassinet). 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 2014 in Circuit 5, 30 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 2014-15, Kids Central accomplished the following:

- Kids Central provided safe sleep education training to almost 300 parents or guardians.
- During the year, 279 pack-n-plays were distributed to caregivers of infants.
- Kids Central expanded training to case managers who can now identify an unsafe sleeping environment when they are home-visiting.
- Healthy Start and Neighborhood Project staff members were trained to provide safe sleep education and equipped to distribute pack-n-plays to appropriate caregivers.

## EDUCATION ADVOCACY

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. Two Educational Liaisons manage 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 have been 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 Liaisons work diligently to advocate for almost 700 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 2014-15, Kids Central accomplished the following:

- Kids Central's Education Program trained 969 professionals on educational advocacy.
- The Educational Liaisons attended over 220 school meetings on behalf of children in out-of-home care.
- Over 450 professionals were provided with resource and direction on youth served by the child welfare system.
- The Education Program worked with 543 youth on improving their educational outcomes.

## 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 2014-15, Kids Central accomplished the following:

- The Healthy Start program received its Council on Accreditation certification. Kids Central's programs are the only programs in Florida to have this prestigious recognition.
- Lake County Healthy Start's annual audit by the Central Florida Healthy Start Coalition yielded no corrective actions making it the only county out of 16 not to receive a correction action plan.
- Healthy Start billed over 51,000 units of services to Medicaid.
- The program increased initial contacts in both programs by 5% over last fiscal year.



## ALACHUA COUNTY MIECHV

**P**arenting 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 your 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 2014-2015, Kids Central staff served over 100 families and made 726 home visits.

### *Success Story:*

A MIECHV Care Coordinator was working with a Gainesville mother and her infant daughter for almost a year following the child's birth. During a home visit, the mother expressed concerns about her child's language development. Mom said, "She will only say one sound, K."

The Care Coordinator asked the mother if she spoke to the baby while letting her see her lips moving. The mom said, "No, not really."

The mother and the Care Coordinator sat the baby down in front of them and began to slowly repeat, "ma-ma". The baby watched intently as they spoke. Not long after, the baby repeated, "ma-ma," at least three times during the exercise. Her mother was so excited to hear her daughter say momma for the first time, she began to cry.

## KINSHIP

Nearly 375,000 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.

On average, Kinship serves 30 new families a month and over 500 children a year. Over the last seven years, the program has successfully diverted over 95% of participants from the formalized child welfare system.

### Success Story:

Kinship Case Manager, Jessica Cole, worked with an aunt and uncle caring for two nieces and their own two teenagers. Before their nieces came to live with them, the family was in the process of renovating their home. When the children moved in, they had not completed replacing the flooring. With the added stress and financial responsibilities of caring for two more children, the family was not able to continue replacing the flooring.

During fiscal year 2014-15, Kids Central accomplished the following:

- The Kinship Care Program served 289 families and 550 children, providing them with case management services.
- Annual funding from Elder Options provides support services for clients 55 years old and older.
- 96% of the children provided Kinship case management services did not end up in the formalized child welfare system after 6 months of case closure.
- Kids Central's Kinship Program assisted 238 families with ACCESS Florida Benefits and assisted a family with receiving over \$2,152.00 in retro ACCESS Florida benefits.
- Throughout the five county area, 238 relative caregivers graduated from support groups.
- The Kinship Program assisted over 50 families with Thanksgiving turkeys. Furthermore, 77 families and 146 children received food and gifts during the winter holiday season.
- During the holiday season, over 425 relatives and their relative children attended holiday parties hosted by the Kinship Care Department.
- Over 120 families received back-to-school supplies through the generosity of partner community organizations.
- The Kinship Program raised over \$35,000.00 in cash and in-kind donations.

The Kinship Case Manager located two flooring companies to donate wood, carpet and padding materials to the family. This donation and the work of Jessica resulted in two children being able to live with family members instead of with foster parents. The family was so thrilled to put the new flooring down and to have everyone together.

## NEIGHBORHOOD PROJECTS

In 2006, Kids Central invested in the development of a network of neighborhood-based prevention projects to address the prevention of abuse and neglect by engaging families in services that promote family wellbeing, safety, and health. Starting in West Ocala in Marion County, a neighborhood with high rates of abuse, unemployment, drop-out rates, and other risk factors, the project brought together existing resources available in the county.

The Neighborhood 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 works 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' response 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.

Initially, Kids Central contracted with Devereux Kids to manage the Neighborhood Projects. On July 1, 2014 the projects' day-to-day staffing transitioned from Devereux Kids to Kids Central. Since inception, Devereux and the Neighborhood Project Facilitators have assisted Kids Central in expanding each project. They have been successful in increasing community trust between and within groups, as well as developing community cohesion through the Neighborhood Projects activities. Each project developed partnerships in each community resulting in the harnessing of local power and buy-in.

In 2014-2015, Kids Central had two active Neighborhood Projects located in West Ocala, Marion County and Eustis Bates Ave, Lake County. The Ocala Resource Center located in West Ocala has a collaborative partnership with the City of Ocala for the building, College of Central Florida for parking, and various other community partnerships. The Eustis Bates Ave Project had a collaborative partnership with the City of Eustis for the building and many other active members of the community for support. A new partnership was formed with the New Covenant Church Helping Hand Ministry to create a new project in Sumter County in the Wildwood area. The project will be opened in August of 2015.

Kids Central continues to seek funding through community partners, grants and contributions to meet the needs of the clients coming to the resource centers and to expand efforts in Circuit 5.

During fiscal year 2014-15, Kids Central accomplished the following:

- The Kids Central Neighborhood Projects served over 2,500 clients.
- Kids Central strategically aligned all neighborhood projects.
- The Ocala Resource Center partnered with Florida Restoration of Rights Coalition, Equal Employment Opportunity Commission, Families with Loved Ones In Prison & Families with Loved Ones Out of Prison Support Group, American Civil Liberties Union of Florida, Florida Voter's League and Career Source of Marion County to assist 24 residents with felony restoration of rights to allow these residents to find employment.
- Collaborated with Child Development Services to provide 23 mothers with training on becoming a childcare professional.
- Provided over 45 families with Thanksgiving dinners with the generous donations from Frontier Church in Leesburg, Florida.

## NEIGHBORHOOD PROJECTS (Continued)

### Success Story:

Lost and angry, a local Ocala mother found herself in the Ocala Resource Center. She wasn't sure what type of help she needed, but she knew she needed some. After one of life's hiccups, Krystal lost custody of her children. She desperately wanted her children back and knew she needed to accomplish a few things for that to be a possibility. With the guidance of the Resource Center Facilitator, Krystal joined the Center's Women's Support Group, applied for ACCESS benefits and found employment.

To make a long story short, she worked hard, started her own cleaning business, purchased a vehicle, bought a house, and excitingly, she is a mother again to her three lovely children. When she first came into the center, Krystal would rarely have been seen smiling, but now, it's harder to catch her without a smile than with. She is a true example of inspiration.

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

### Success Story:

Six years ago through a small ad in the Ocala Star Banner, an Ocala community member learned of Kids Central and the needs of youth aging out of foster care. From that small article, he committed himself to helping these youth by providing 100 microwaves.

During fiscal year 2014-15, Kids Central accomplished the following:

- The Resource Center received donations from 235 donors.
- With the help of volunteers, the Resource Center filled over 400 resource requests.
- The volunteers who helped in the Resource Center gave 582 hours helping the children and families by filling requests and processing donations.
- The Resource Center expanded access to internal Kids Central program staff members to better serve families and reduce wait times.

Almost every month for the last six years, this donor has given a microwave, toaster oven, and other kitchen supplies to the Resource Center. His donations don't sit on the shelf long. They quickly find homes with our youth, kinship caregivers and other vulnerable families.





# 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 are 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 to them 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 653 cases were diverted to contracted and community-based service providers for the 2014-2015 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.



STERLING ACHIEVEMENTS

## FAMILY BEHAVIOR THERAPY

**F**amily Behavior Therapy is an evidence-based practice model for the treatment of substance abuse. Substance misuse is the number one reason for children to be removed from their caregivers in Circuit 5, and during 2014-15 fiscal year, 1,483 cases, or 37.78%, 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 and Marion Counties, The Centers provides FBT, and in Lake and Sumter Counties, Lifestream Behavioral Center provides FBT. In Hernando County, FBT services are provided by BayCare Behavioral Health and Family Intensive Treatment Team.

During fiscal year 2014-15, Lifestream Behavioral Center accomplished the following:

- The Family Behavior Therapy Team at Lifestream Behavioral Center expanded services into Sumter County. In addition to expanding services, an additional Therapist and Recovery Coaches were added to the staffing pattern.
- With the exciting addition of a second county, the FBT team was able to provide much needed substance abuse treatment to 24 different families in their homes, while also providing child safety and recovery coaching wraparound services.
- As the service area expanded so did the strength of the relationships built between DCF and Children's Home Society with the increase of interdisciplinary staffings, increase in joint visits with CPs and DCMs, and an overall healthy working relationship between agencies.
- FBT successfully graduated 34 families within the fiscal year, all of whom made significant behavioral changes in their lives, maintained sobriety, and kept their families together while in the program.
- FBT substance abuse treatment had a 73% success rate for fiscal year 2014-2015 showing how important it is to provide services to those in need within their own homes and communities.

During fiscal year 2014-15, the Centers accomplished the following:

- The Centers' FBT program provided services to 145 unduplicated families.
- Outcome measures suggest at least 90% of the families who engage and actively participate in services are satisfied with services provided.

## Success Story:

### Lifestream Behavioral Center — Family Behavior Therapy Team

**A**t age 20, Jessica began her use of crack cocaine. She used it off and on over several years. In 2013, she had a daughter. Shortly after giving birth, she spent 70 days in jail. Through a screening process by Lifestream FCST program, her recovery process began while in jail. Unfortunately upon release, she was introduced to IV methamphetamines by the child's father. From there, her life spiraled downhill.

In August 2013, she made an attempt to remove the drugs from her life by Baker Acting herself at Lifestream. Once released, she tried to stay clean but became involved with her daughter's father. He was emotionally and physically abusive. Constantly, she tried to leave him and stop the drugs. After a fight, she mustered the courage to call the police, and he was arrested in July 2014. A restraining order was filed, and she cooperated with the State Attorney leading to his prison sentence. DCF became involved in their lives, and she signed over temporary guardianship of her daughter to a friend while she focused on herself.



In August of 2014, Jessica began Outpatient Substance Abuse Treatment through Crossroads at Lifestream. In November 2014, Jessica became a part of the FBT program. From the first day, she was determined and consistently engaged in FBT services. Within the first two weeks of FBT treatment, she regained complete custody of her daughter. She was working full-time and figuring out how to make it all work.

Jessica showed perseverance and positive behavioral changes. She developed strong protective parenting and worked with Healthy Start as additional support. She met weekly with her FBT therapist and recovery coach, even when her life was hectic. All the while, she maintained sobriety. The program staff watched her confidence and self-control grow. She began to surround herself with positive and safe people, while learning to reach out for help when she needed it.



## 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
- 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, Children's Home Society provides FBT.

During fiscal year 2014-15, The Centers accomplished the following:

- Over last year, Family Connections received an increase of 63 referrals, resulting in a total of 81 referrals.
- 62% successful engagement with families served.
- 95% of the families served were contacted within 24 hours of receipt of the referral by the Florida Family Connections Specialist.
- Enhanced service by including families at moderate risk of future abuse or neglect.
- All Florida Family Connections staff participated in Trauma Informed Care trainings provided by Compatico.
- The Centers' Family Connections program consistently ensured children were seen prior to every 30 days in the home, maintaining an average of 100% seen each month.
- Six months after termination of services, 100% of the families had no verified abuse reports.

During fiscal year 2014-15, Children's Home Society accomplished the following:

- Family Connections received a total of 60 new referrals.
- Over 90 families were served during the fiscal year, and of those who remained with the program for more than 30 days, 77% successfully completed the program.
- The program completed its first year of service and was found to have the highest degree of compliance with philosophical practice and principles of the Family Connections model by its creators.
- Over 81% of contracted service outcomes were achieved with a participant satisfaction of 100%.
- During the course of the program, 99% of children and families within the program remained free from verified abuse and neglect.

## Success Story:

### The Centers

Often times grandparents are asked to jump back into the trenches and start parenting a new generation, their grandchildren. Such is the case of a 54-year-old grandmother who stepped up and adopted her three grandchildren, ages ten, seven and five years old. The grandmother gladly undertook the task, but soon realized the world in which she had parented had changed.

The grandchildren previously lived in a home of substance misuse which created a vacuum without positive parent-child interaction. In many ways, the children had parented themselves and developed some pretty bad habits. The grandmother quickly became frustrated, began focusing on the children's negative behaviors and started to burn out. She became captive to the children in her home fearing negative judgement. She could only see the kids' bad behavior, and she almost lost her ability to give the grandchildren a safe and nurturing home; however, she did not give up.

She approached the Family Connections intervention with an open mind. The therapist, using modeling behavior, positive reinforcement and motivational interviewing, helped her see the children in a different light. After some well-planned public activities, she turned her focus from the negative to the positive. The pendulum swung, and the children ceased to be "the children of misbehavior" and became her children. She continues to use the tools she learned, and now a week does not pass without her and her children having happy and productive public adventures that are replicated inside their home.



## FAMILY GROUP DECISION MAKING

Family Group Decision Making (FGDM) is an effective model of practice which addresses the needs and incorporates the strengths of families in relation to child safety, permanency and wellbeing.

The FGDM approach considers family strengths, family engagement, and informed family decision making as core values when working with children and families. FGDM empowers families to take an active and leadership role in developing plans and making decisions to promote the safety, permanency, and wellbeing of their children.

The FGDM service models are considered best practice approaches to serving the needs of families who are at risk of entering the child welfare system. Utilizing a model that supports family involvement over the entire course of the case, as opposed to a one-time event, truly demonstrates actualization of a family-centered, empowerment focused paradigm. Family Group Decision Making is provided by Devereux in Circuit 5.

During fiscal year 2014-15, Devereux accomplished the following:

- Beginning December 2014, Devereux was contracted by Kids Central to assist families with substance abuse issues in both Citrus and Hernando counties with FGDM services.
- Devereux's FGDM cases consisted mainly of High and Very High Risk cases with primary service reason identified as domestic violence and substance abuse.
- Total families referred to FGDM this fiscal year was 128, consisting of 280 children. Of the total FGDM cases, 73 of them were primarily served for domestic violence.
- FGDM served a total of 144 families, which included 322 children, and 75 families with reunification services.

## FAMILY GROUP DECISION MAKING

*(Continued)*

- 100% of participants completing FGDM would recommend the process to another family.
- 100% of participants report satisfaction with the process.
- 97% of participants that successfully completed the FGDM process had no recidivism calls in the 6 months following case closure.
- FGDM had an 86% successful engagement rate this fiscal year.

### Success Story:

#### Devereux

In August 2014, Community Facilitator (CF) Arnt in Hernando County received a Parent Needs Assistance (PNA) referral for a mother. At that time, the mother had lost her job, was facing eviction, had fallen behind on all of her bills, and the father had left the family in the midst of this financial crisis. During the time the PNA was open, the father came back to the home under the influence of methamphetamines, searched for drug money, and physically assaulted her. As a result, the Department of Children and Families became involved, and CF Arnt received the case as a Family Group Decision Making referral.

At the time of the investigation, the mother tested positive for illegal substances. CF Arnt worked alongside Bay Care to provide services for the mother and child. CF Arnt completed a Family Team Conference on where the mother was supported by the maternal grandmother, Bay Care, Devereux, and the Dawn Center.

The mother found fulltime employment, stable housing, and tested free of drugs. CF Arnt also completed a daycare referral for the child, and since the child has been attending daycare fulltime, his speech and socialization skills have improved. The mother continued to engage in services with Bay Care for substance abuse treatment and therapy, as well as work to provide for her and the child.

## 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 2014-15, Devereux accomplished the following:

- The program increased the number of families served by 55, totaling 226 families and 516 children.
- Of the cases that closed, 75% were closed successfully, meaning they did not close as "other unsuccessful" or as "family refused services".
- Successfully closed families completed the program within 140 days, scored within moderate or low risks levels on their post assessments and were able to demonstrate observable change.
- 145 cases were closed successfully, an increase of 65 cases from the previous year.

- The program met all but two of their ten contractual outcome measures, and only 8% of families refused services.
- The program boasts a 0% recidivism rate, and contact was made within two business days with 94% of families.
- 98% of parents that completed services reported that they felt the NPP was beneficial to their families.
- The children served are deemed safe, but the risk level is moderate, high, or very high. This is a change from the past year fiscal year, where all diversion referrals were low risk.
- Another change in 2014-2015 was the requirement of having face-to-face contact in the home with parent and child for all referrals within 48 hours of receiving the referral.
- With the added demand for parenting services, there was an expansion of the existing parenting programs. Four new positions were added and these Parenting Facilitators are responsible for both NPP dependency cases, as well as group facilitation with the Parenting Journey Program (PJF).

### Success Story:

#### Devereux

After making some poor choices and having her children removed, a mother became involved with the Nurturing Parenting Program as part of her case plan. Through her participation, she was able to admit her mistakes and accept accountability for her past actions. The mother became more open in her communication with her 13-year-old son.

They talked through his feelings of resentment, and the mother was honest with him. The mother shared with her son her feelings about how glad she was to have the opportunity to participate in Nurturing Parenting. In the end, the mother felt like the program made a difference in the family coming back together.



## 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 2014-15, Kids Central accomplished the following:

- Through the Pregnant Inmate Diversion Program, 88 women received services.
- Of the 88 babies born, 72 were diverted from the child welfare system.
- There were 58 babies placed with relatives, 12 adopted, five released prior to birth and one miscarriage.
- There were ten infants sheltered, of which nine were placed with relatives and one child was placed in licensed foster care.



# D E P E N D E N C Y

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.

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. The Centers is the contracted CMA for Citrus and Marion Counties, while Children's Home Society provides services to Hernando, Lake, and Sumter Counties. For all five counties, Youth and Family Alternatives provides adoption case management services.

## LEGISLATIVE CHANGES

Coordinated and led by the Florida Coalition for Children, significant legislative changes were made to the statutes which govern the Florida child welfare system.

- **Car insurance:** HB 977 — Effective July 1, 2014, a provision for up to \$800,000 of motor vehicle insurance for children in care will be provided through a three-year pilot program. The program can pay the cost of driver education, licensure and other costs incidental to licensure, and motor vehicle insurance for children in licensed out-of-home care who have successfully completed a driver education program.
- **Definition of sibling:** SB 1666 — Effective July 1, 2014, the definition of "sibling" means a child who shares a birth parent or legal parent with one or more other children or a child who has lived together in a family with one or more other children he or she identifies as siblings.
- **Critical Incident Rapid Response Team (CIRRT):** Effective January 1, 2015 as part of DCF's QA, the Critical Incident Rapid Response Team (CIRRT), will investigate the death of all children who are the subject of a verified report of suspected abuse or neglect during the preceding 12 months in an effort to identify root causes. Child death information is to be published on the DCF website.
- **Lead agency duties:** CBC obligated to provide services supported by research or best child welfare practices.





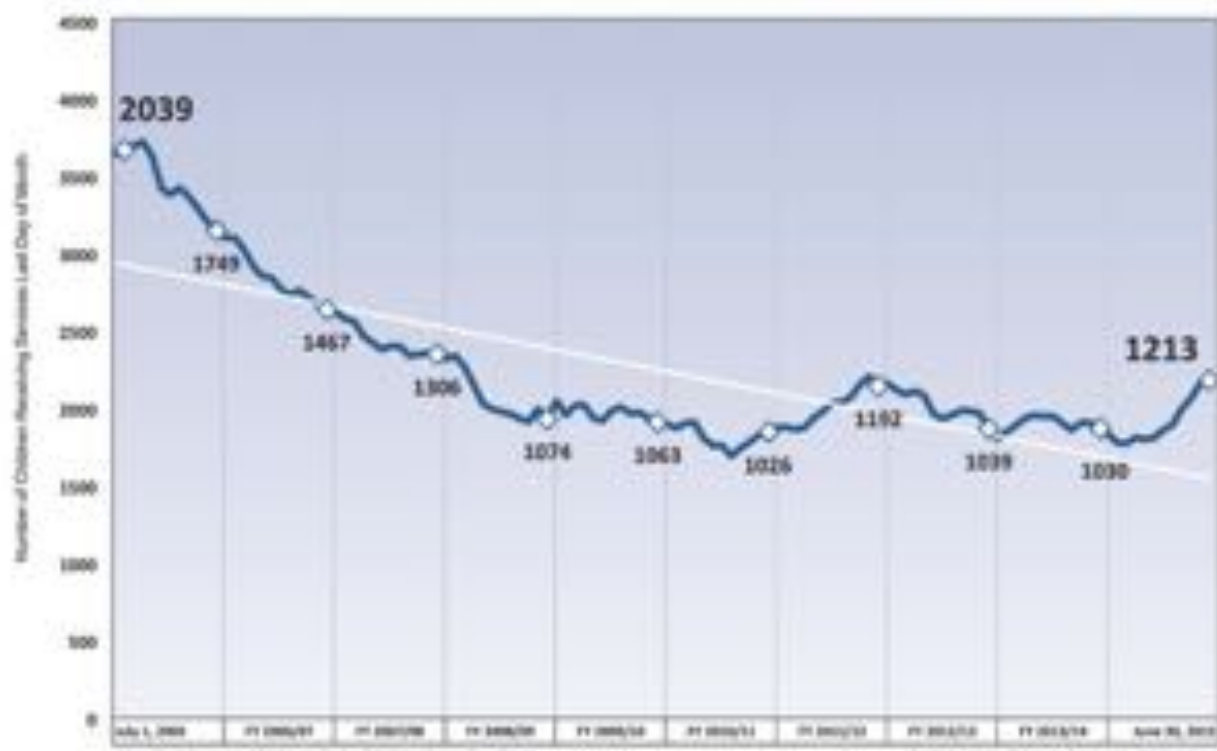
- **Relative caregiver program:** Statute amended to authorize financial assistance for nonrelatives willing to assume custody and care of a dependent child in a substitute parent role after placement under Chapter 39.
- **Rilya Wilson Act:** A child from birth to age of school entry, under court-ordered protective supervision or in the custody of DCF or a CBC, and enrolled in a licensed early education or child care program must attend the program five days a week as part of the child's safety plan or case plan.

- **Community alliance:** DCF to establish community alliances in each county composed of stakeholders, community leaders, client representatives, and funders of human services to provide a local point for community participation and governance of community-based services.
- **Lead agency procurement:** DCF has to produce a schedule for CBC competitive procurements and provide the schedule to the community alliances and post the schedule on the DCF website. DCF's procurement team must include individuals from the community alliance in the area to be served under the contract.

## OUR CHILDREN

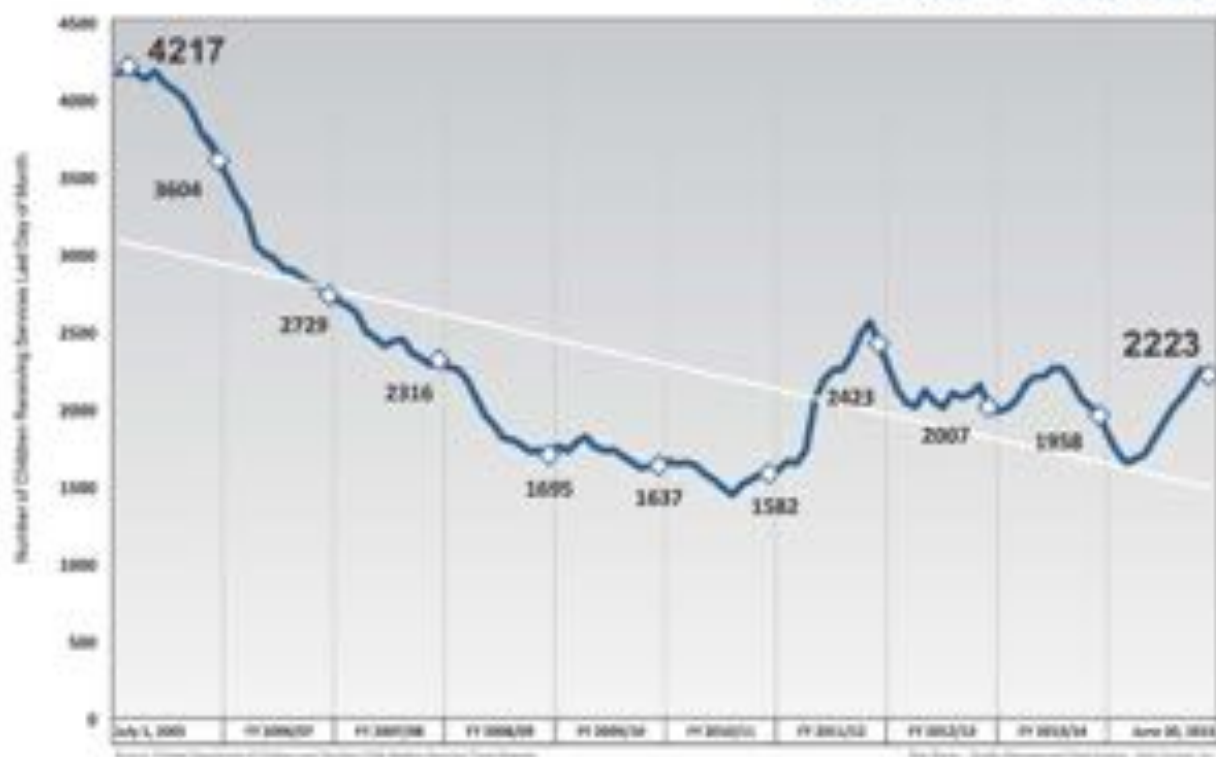
### NUMBER OF CHILDREN RECEIVING OUT-OF-HOME-CARE:

JULY 2005 – JUNE 2015



NUMBER OF CHILDREN RECEIVING IN-HOME OR OUT-OF-HOME-CARE:

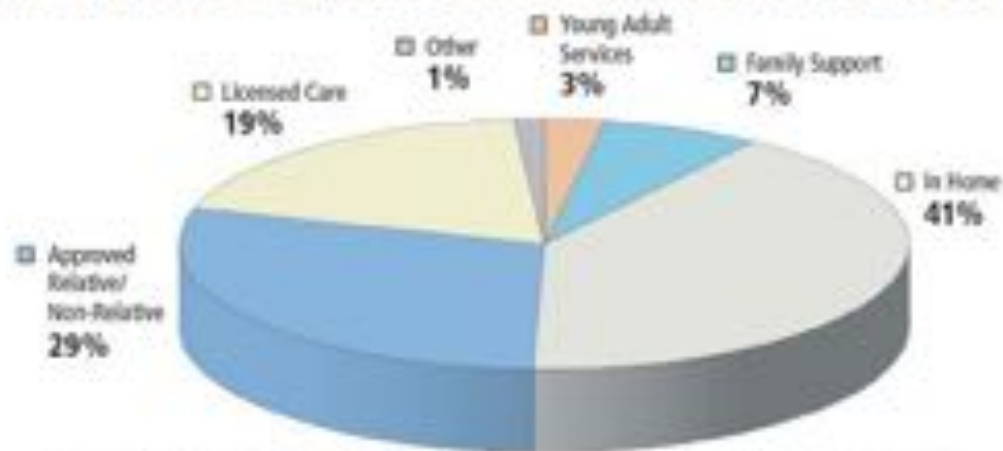
JULY 2005 – JUNE 2015



CHILDREN AND YOUNG ADULTS ACTIVE BY COUNTY: AS OF JUNE 30, 2015

County	In Home	Out of Home									Total	Young Adult Services	Case Management Total	Family Support Services	Grand Total	
		Foster Care			Group Care			Other Settings								
		Private	Public	Total	Private	Public	Total	Residential	Therapeutic	Other						Total
Clatsop	127	251	81	332	56	12	68	0	1	7	8	238	21	420	38	697
Washouli	107	98	26	124	66	15	81	0	0	12	12	218	8	331	8	340
Lake	242	104	17	121	79	12	91	0	1	0	1	207	18	467	81	506
Multnomah	399	197	36	233	118	39	156	0	1	2	3	493	38	830	73	961
Sussex	109	12	39	51	12	6	18	0	1	2	3	81	0	271	0	352
<b>WIA Central</b>	<b>995</b>	<b>575</b>	<b>109</b>	<b>684</b>	<b>310</b>	<b>60</b>	<b>434</b>	<b>0</b>	<b>4</b>	<b>18</b>	<b>22</b>	<b>1177</b>	<b>87</b>	<b>2099</b>	<b>199</b>	<b>3077</b>

CHILDREN AND YOUNG ADULTS ACTIVE: AS OF JUNE 30, 2015



## CASE MANAGEMENT SERVICES

### The Centers, Inc.

The Centers provides a variety of services to families in both Marion and Citrus Counties, including mental health, substance abuse, and child welfare case management to children and adults. The Centers has provided dependency case management since the onset of privatization in 2004, and supervises over 1,000 children between Marion and Citrus Counties. Safety is a primary focus of the approximately 70 Family Care Managers and 14 Supervisors overseeing these families and children.

Healthy and safe visitation with parents is a key component for emotional wellbeing. Frequent and consistent visitation is a key indicator for successful and sustained reunification. Through The Center's Visitation Coaching Program, parents demonstrating decreased capacities of parent-child interaction, bonding and inconsistent visitation are provided one-on-one guidance and visit coaching. Using pre- and post-briefings, parents identify and overcome barriers that impeded their visitations. Teaching the tools of planning and self-evaluation empower the parents to develop strategies and skills they in turn apply to parenting, coping and problem solving.

During fiscal year 2014 – 2015, Family Care Managers each spent four hours shadowing foster parents. This allowed the Family Care Managers to gain more insight and understanding into the challenges foster families encounter. Likewise, the foster parents were able to discuss in detail with the Family Care Managers roles, responsibilities and shared goals. This team building project has resulted in a demonstrated increase in satisfaction with service and collaboration as captured through this year's Foster Parent Survey.

Retention of experienced knowledgeable staff positively impacts the level of services and engagement for children and families served. The Centers achieved a 33% reduction of newly hired staff needing to enter pre-service training.

Utilization of the Florida Children's Coalition video and more comprehensive scenario-based interview questions to identify individuals possessing skills, aptitudes and higher levels of empathy has resulted in the hiring of individuals who view case management as a calling rather than a job.

During fiscal year 2014-15, The Centers accomplished the following:

- The Centers consistently ensured children are seen prior to every thirty days in the home maintaining an average of 99.7% seen each month.
- In an effort to reduce transportation barriers and increase parental participation, Case Workshops, drug screening, parenting, life skills classes and anger management classes were brought on site.
- Telehealth therapy for substance abuse and co-occurring therapy was available.
- Through the use of Productive Living Plans, transitional planning, intensive in-home parenting programs and gradual reunification, families received increased supports, resulting in reduced incidents of abuse after reunification and termination of services. The Centers achieved a 96% success rate of no verified maltreatment within six months of termination of services.
- To ensure children receive the preventative medical and dental care, Quality Assurance staff established relationships with local medical and dental providers to provide blocks of times and days set aside specifically to provide for the children under supervision.
- Four units in Marion County have stepped forward to pilot paperless case transfer and ongoing case data maintenance.

- Moral and team building activities are utilized, as well as, rapid response vicarious trauma intervention with staff to decrease stress and improve overall job performance.
- All Family Care Managers, Supervisors, Assistant Directors and Directors participated in Trauma Informed Care trainings provided by Cenpatico.

- The Centers Family Support Coordinator, Ronda Hodges, became certified as a Child Passenger Safety Technician. She trained all staff on how to properly install and use children's car seats.
- Leadership staff participated in Yellow Belt training, as well as, specialized training brought in by Kids Central to enhance supervisory skills.

## Children's Home Society

Children's Home Society (CHS), through a contract with Kids Central, provides dependency services to children in Lake, Hernando and Sumter Counties. CHS is responsible for providing case management services to the children and families involved in the formal dependency system, as well as in-home non-judicial cases. This includes completing regular visits with children, parents and caregivers; completing service referrals; following up with service providers; gathering case documentation; and completing court documents. Working with parents and caregivers, case managers strive to ensure the safety, permanency and wellbeing of the children they serve. During the 2014-15 fiscal year, CHS focused specifically on three key areas: children's safety, children's health, and customer service.

On any given day, CHS provides services to some 1,000 children and 600 families. Each day the CHS case managers go "above and beyond" to support families and keep children safe. CHS strives for success and uses measures set by the Department of Children and Families, Kids Central, and CHS's Balanced Scorecard to better care for the families it serves.

During fiscal year 2014-15, Children's Home Society accomplished the following:

### Children's Safety

- 97.9% of children reunified with their families were not verified for maltreatment within six months of reunification, exceeding the target of 97%.
- 98.8% of children receiving in-home services were kept safe and were not verified for maltreatment during services, exceeding the target of 95%.

### Children's Health

- Case managers, parents and caregivers worked to ensure children received proper medical and dental health care with the support of two agency nurses.
- 99.4% of children in out-of-home care received their immunizations timely, exceeding the performance target of 98%.
- 91% of children age 3-17 in out-of-home care received dental service within less than seven months.

### Customer Satisfaction

- Through early engagement and follow-up, CHS received high marks from parents for the service they provide.
- A strong working relationship between case managers and foster parents resulted in well-cared-for children. To strengthen the partnership, all CHS case managers and supervisors spend a half-day shadowing a foster parent.

### Support Services

- Transporting children to medical and dental appointments, parent/child visits and sibling visits takes a lot of time and a great deal of driving, resulting in 225,000 miles driven and 2,040 supervised visits.



## Success Story: Children's Home Society

**A**t birth, a baby named Elah was released to her maternal aunt in March 2014. Elah's mother and father were unable to care for her due to their struggle with substance abuse. Elah would spend the next five months in and out of the hospital due to complications with her liver. In early August 2014, Elah was referred to Jackson Memorial in Miami for an in-patient evaluation by the Liver Transplant Team. At that time, Elah's aunt made the difficult decision to have Elah placed in medical foster care. With two small children of her own, it was impossible for her to go with Elah to Miami and continue to care for her needs.

Elah's doctor was unable to give an exact timeframe she would be in the hospital and explained that someone would need to be with her during the evaluations. Without a second thought, the assigned Dependency Case Manager, Kelly Thompson, knew what needed to be done. Kelly volunteered to stay with Elah and helped care for her while she was in the hospital. With the help of CHS's nurses, Sandra Palermo and Cathy Norcia, the three of them took turns staying with Elah 24 hours a day for almost two weeks.

The Transplant Team determined Elah needed a liver transplant. The team hoped Elah would continue to be a fighter and continue to grow and gain weight prolonging the transplant. On March 25, 2015, Elah, who was now one year old, received a new liver; however, there were complications. Elah's father was able to visit her in the hospital since CHS assisted him with bus transportation from Orlando to Miami. Elah continued to have complications until mid-May when the doctors reported she was doing well and could be discharged soon.

On May 22, 2015, Elah was released back to her medical foster home in Miami. The foster parents have been a blessing to Elah. They have opened their home to Elah's maternal aunt so that she can visit and continue to bond with Elah. The foster mother updates the father regularly on Elah's condition and has gone out of her way to help allow the father to spend time with Elah. Her battle is not over. She will need to take medication for the rest of her life; however, she is strong and has an amazing group of people who love her and are willing to put their own differences aside for her wellbeing.

## 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. Foster care is intended to be 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. Reunification is the primary goal whenever children are removed from the custody of their parents. 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 market our recruitment strategies based on extensive market research.

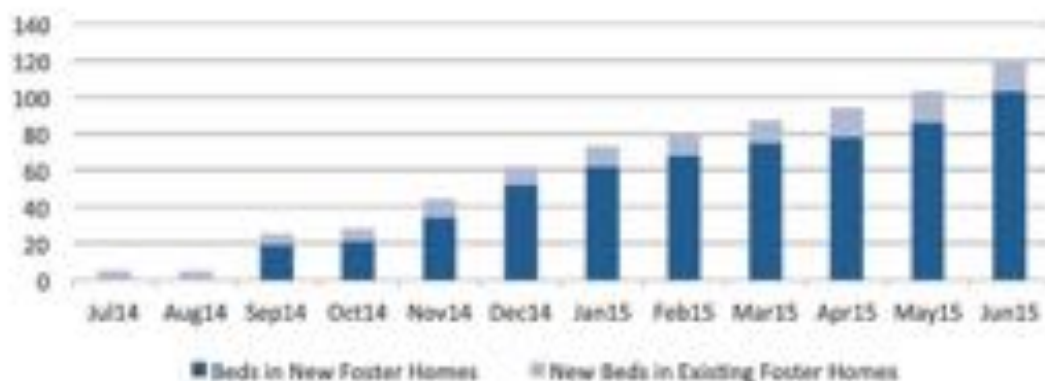
Kids Central continued to host "Open Your Heart," faith-based recruitment events circuit-wide. Additionally, Kids Central has partnered with local print media on a series of articles highlighting the need for foster homes – specifically homes that are open to taking teens and/or sibling groups. A new initiative – "Just Take One" – encourages currently licensed foster homes to consider taking one teen child into their home in an effort to boost teen placement in foster families as opposed to group home placement.

Initial and Relicensing Specialists guide foster families through the initial and relicensing process. These specialists complete home visits, home studies, and answer the families' questions along the way. It is Kids Central's responsibility for due diligence to make sure the foster families it licenses are suitable and prepared to care for the vulnerable children we serve.

During fiscal year 2014-15, Kids Central accomplished the following:

- In the last year, Out-of-Home Care placed 533 children into safe and loving foster homes.
- The foster care team licensed 54 new homes, averaging over 4 new homes a month.
- Additionally, the team relicensed 148 existing foster homes, totaling 189 licenses for the year.
- Kids Central held six Fostering Futures courses throughout the circuit. During the fiscal year, 60 families completed the course resulting in 54 new foster families and 508 new beds.

### NEW FOSTER BEDS: FY 2014-2015



## HALO AWARDS AND FOSTER PARENT TRAINING

Each year Kids Central holds a unique educational conference to address the emotional and practical challenges foster parents face when caring for abused and neglected children. Excitingly, the 2015 event unveiled new and unique features the foster parents adored. In addition to the valuable educational component, Kids Central introduced the HALO Awards to recognize and reward the dedicated foster parents. *Helping And Loving Others* describes perfectly what the HALO Awards and Training Night symbolize for Kids Central and the foster families. It is vitally important to provide these unsung heroes with the training and recognition they need and deserve. With nearly 2,000 children who have been removed from their homes due to abuse, neglect or abandonment, foster parents are crucial partners in the treatment of child abuse. The inaugural HALO Awards were held at the Savannah Theatre in The Villages on May 30, 2015.

Beginning with a red carpet walk and photo op at the Kids Central HALO Awards backdrop, the families entered the theatre decorated in black, silver and gold with a full stage and lighting looming ahead. The first stop for the guests was checking out the amazing gift baskets prepared for the foster families by the Kids Central departments, case management agencies and other partners.

A full slate of speakers and entertainment was in store for the guests. After being welcomed by Kids Central CEO, John Cooper, Keynote Speaker, Lucas Boyce of The Orlando Magic, wowed the crowd with his story of growing up in foster care, being adopted and creating a successful life in the world of high profile public and governmental relations. The audience was moved to tears and laughter. As an added treat, each foster family received a signed copy of his book, *Living Proof*.

Special guests for the evening included State Representatives Dennis Basley, H. Marlene O'Toole, and Charlie Stone, as well as, DCF Regional Managing Director, Bill D'Aiuto, Lt. Colonel Frank Rasbury (ret.) and several Kids Central Board Members.

A new highlight this year was having Teen Ambassadors attend. A group of more than 20 teens, who were all in foster care or were adopted through foster care, was on hand to meet and greet guests, act as ushers, and help with stage management. Since the HALO Awards, several families reached outside their comfort zone and agreed to take older children.

It was a special treat this year to have the distinguished guests presenting the Foster Parent of the Year Awards. No one will forget Lt. Col. Rasbury saluting our Call of Duty Award winners as the father had recently returned from a tour in the Middle East with the Marines! And as the Lifetime Achievement Award was presented, former DCF head of licensing and recruiting in Marion County, Patti Gilman, took the stage to do the honors with John Cooper. Her letter to the foster parents brought the audience to tears, and her special brand of humor was heartwarming.

Everything from weekend getaways, beach baskets, arts and crafts baskets and money trees were available for the foster parents to win. A few of the teen ambassadors helped with the basket drawing. After the basket raffle, Edge Effect took the stage with NexGen Band performing a duet of "Happy" which had the audience dancing and singing for the finale of a truly wonderful night to remember.

### Award Winners

Rookie Family of the Year:	Danny & Jamie Esquibel
Team for Teens:	Patrick & Josephine Hansen
6th Man Motivation Award:	Jim & Theresa Grantman
Best Supporting Families:	Chris & Alicia Johnson David & Melanie Stimmel
Call of Duty Award:	Andrew & Laura Davis
Lifetime Achievement Award:	Rozette Dorleans
Foster Parents of the Year:	Tony & Vanessa Seward

## ADOPTION

Youth and Family Alternatives (YFA) is the contracted provider of Kids Central charged with providing adoption services for all five counties in Circuit 5. YFA recruits, trains and licenses adoptive homes who are interested in adopting children from the child welfare system. YFA is 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 and the Adoption Applicant Review Committee Meetings. This fiscal year, the Post-Placement staffing was implemented. 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 Youth and Family Alternatives, Kids Central will work to ensure the number of minority adoptions is 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. YFA Adoption North was given a DCF goal to have 140 children adopted in 2014-2015. In the end, Circuit 5 received credit of 147 adoptions by DCF; however, YFA helped an additional 40 children find permanent homes.

During fiscal year 2014-15, Youth and Family Alternatives accomplished the following:

- 14 teens now have parents who will help launch them into adulthood with a greater chance of success.
- 29 children were minorities.
- 45 were adopted within 24 months of removal.
- 60 children were part of sibling groups being adopted together.

- 63 children (59.4%) were adopted by relatives, which will help them grow up with a healthy knowledge of their biological roots.
- 188 children's lives were changed by adoption this year in Circuit 5.
- A total of 23,986 days were spent in foster care between these children. Before those 23,986 days, all of them lived with abuse and neglect. Now they get to spend the remainder of their days in forever, loving homes.

### Success Story:

Melanie and her partner have wanted to build a family since they've been together. They looked into the different options. After some time, they found Youth and Family Alternatives and met Ms. Maria Buckley. She helped them sign up for MAPP classes and has been there for them ever since.

After completing adoption parenting training, Melanie was sent a child study on a boy named Zackery. That afternoon, his case worker and foster mother called them. Zackery was diagnosed with medical complexities, and the couple researched each. Five days later, everyone involved with Zackery gathered in his foster family's home, including Zackery.





"This beautiful little 4-year-old boy stole our hearts immediately," Melanie shared.

They were taught how to administer his medication and about his routine. After Zackery stayed with the family a few times, and after the third weekend, he never left. His adoption has since finalized.

Life has been a whirlwind ever since. Coming from another county, his medical care was established with new doctors. He has since received a new kidney that he named Tom.

Zackery's new parents have maintained contact with some of the birth family. He has an 11-year-old sister that means the world to him, and the family is planning a trip to see her in South Carolina. Because of this relationship, they have received baby pictures of him. They have also maintained contact with his former foster mother and case worker.

They have all become part of the family. Zackery has the most amazing outlook on life and the biggest little personality you have ever seen. He went from being this shy, soft spoken, scared little boy to being an outspoken, dare-devilish life of the party.

## HOME FOR THE HOLIDAYS

Youth and Family Alternatives together with the Florida Guardian ad Litem program and the 5th Judicial Court in Marion County hosts a very special adoption ceremony every year, Home for the Holidays. The event is one way Marion County celebrates and honors adoptive families while raising awareness of the need for adoptive parents. Hosted by Judge Robbins, Home for the Holidays is a collaborative celebration of local adoption agencies, courts and advocacy organizations finalizing the process that changes the lives of children and enriches the lives of the adoptive family.

Sixteen children received a gift for Christmas that they will embrace every day for the rest of their lives — a forever home. While some found home with their grandmothers and other relatives, others found home with people who were once unknown; however, they all have one thing in common: a passion to provide stability to a child from foster care. One of the children adopted during Home for the Holidays came into foster care at birth and spent 1,352 days in care before being adopted. While two other children were adopted after their parents were tragically killed.

This year's celebration was filled with the magic of snow in a courtroom decked with shimmering decorations, while families and community members were serenaded by the St. John's Handbell Choir.

After the 16 adoptions were finalized, Frosty the Snowman came to life and began dancing around with all of the children as bubbles floated through the air. Afterwards, a winter feast was provided in the Jury Assembly Room of the courthouse. Musical guests, the NexGen band, played a number of holiday carols. The NexGen Band is a group of youth affected by the foster care system, including individuals adopted themselves, siblings of foster children, or children in foster care.

Each child has a unique story and journey and now, has experienced the gift of a forever home.



## ADOPTION SPOTS

In recent years, agencies have turned to more modern online technology to showcase children available for adoption. Kids Central embarked on its own ingenious way to give potential adoptive parents a way to get to know a child: by giving each child a Spot of their own. In their Adoption Spot, what makes the child unique is showcased giving prospective adoptive families a chance to see what makes each child so special.

Kids Central knows every child is unique and expresses themselves in their own special way. The "Adoption Spots™" website provides an intimate look at the children available for adoption in the Fifth Circuit and offers visitors an opportunity to view photographs and videos of the child along with personal expressions of art, drawings or poems and other personal information.

Each Spot is intended to be a unique presentation to give greater insight into the child's personality. Information contained on each Spot is customized for the child based on collaborative input from the foster parents, case managers, and the children. The more information shared on a Spot, the greater the opportunity a potential adoptive parent has to make a connection with that special child!

The first Adoption Spot video was filmed in June 2014 and more than 20 children have been included on the website. Adoption Spots can also be found on Facebook, YouTube, and Twitter. Interested adoptive parents contact Kids Central through a dedicated Adoption Spots phone number and email address.



## 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 recent legislation to improve the opportunities for success of foster care youth, beginning January 1, 2014, 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 youth.



■ Kids Central Independent Living and Youth Advisory Council visited a local assisted living facility to help bring a brighter holiday season to residents.

During fiscal year 2014-15, Kids Central accomplished the following:

- The Director of Operations and two IL Coordinators accompanied two youth from the IL program to the National Independent Living Conference in Denver Colorado.
- One IL youth was submitted to participate in the Florida Youth Leadership Academy which focused on developing general leadership and advocacy skills useful in many settings and outside of foster care awareness.
- In April 2015, seven youth in Lake County wrote essays to compete for the Howey-in-the-Hills Garden and Civic Club Incentive Scholarship. All seven received a \$500.00 scholarship to assist them in their post-secondary education endeavors.
- In May 2015, the IL Program received reaccreditation with the Council on Accreditation and received high marks for program standards.
- Created toolbox of resources to reduce the risk of three areas: homelessness, co-sleeping, and sexual offenders.

- On June 19, 2015, the Independent Living Department hosted its annual Independent Living Graduation and Training Event to recognize 16 graduates. Of the 16 graduates, two youth received Associate of Arts degrees, four received vocational certificates, three received General Education Diplomas and seven received High School Diplomas.
- Two local community businesses came forward to support IL fundraising efforts. They plan on holding several events where a part of the proceeds will come straight to the IL Program. This steady flow of donations will help offset costs to support the program for which federal or state money cannot be used.
- The percentage of young adults aged out of foster care completed/enrolled in secondary/vocational/adult education/training ended with a measure of 85%. This is 5% above the CBC required measure for success.

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.

- Continued involvement of the Youth Advisory Council:
  - On average 12-20 youth attended YAC meetings
  - During the YAC's Thanksgiving celebration, the members identified a service project to give back to the community: for Christmas, instead of having something for themselves, they wanted to make homemade Christmas cards and deliver them to Assisted Living Facility (ALF) residents who did not have any family visiting them for the holidays.
  - In all, 27 youth and coordinators visited ALF residents in Lake and Marion Counties. The feedback from the youth was invaluable. Some of the youth reconciled their own plight with those residents who have been abandoned by their children and left in these facilities by themselves.

# 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 bringing back 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 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 6th annual Tee Off for Kids golf tournament and its first Casino Royale event. Through these events and other avenues, Kids Central had a successful year in fundraising.

The following was accomplished by Kids Central in the 2014-15 FY:

- Kids Central's blog, Kids Central Discussion, was read by an average of almost 800 readers each month.
- Kids Central successfully received 85% earned or organic media coverage (media pitched versus media landed).
- Raised almost \$130,000 additional funding to help support the families Kids Central serves.
- Raised over \$230,000 worth of in-kind donations.
- The Kids Central website was visited an average of almost 9,000 times each month by an average of 4,700 unique visitors.



## CASINO ROYALE

A new tradition is born at Kids Central with the execution of Casino Royale. On May 29, 2015, the evening began with a walk down the red carpet, past the Verteks ice sculpture, under a Vegas-style casino sign and into the Golden Ocala Ballroom. The extravagant decor inherent to Golden Ocala and the gaming tables throughout the ballroom provided a ready-made backdrop to Casino Royale.

Billed with a Bond, James Bond theme, the guests came ready to party Bond-style. A cross section of Ocala movers and shakers came dressed to impress in evening gowns and tuxedos. The crowd coupled with the location served to transport you into a James Bond frame of mind. The event even boasted a celebrity guest, Drayton Florence, who spent most of his time playing poker with John Cooper, John Aitken, and several other gentlemen.

Sponsors and guests enjoyed the food, drink and gaming. Golden Ocala laid out an impressive spread of flatbreads, crab, shrimp, and other goodies, while the bar served complimentary specialty drinks made with Tito's Vodka. Verteks helped put the event over the top by donating a custom made ice sculpture of 007 over top of the Verteks logo.

In the middle of the evening, the guests took a break from the casino games provided by Ocala Party Planners to judge the costume contest and bid on live auction items. Guests competed in three categories: best bond, best bond villain, and best bond girl.



■ Casino Royale costume winners display their prizes.



■ Elaine Schmidt, Sonia Meyer, and Michelle Gilling having fun at Casino Royale.

Each winner took home a signed and framed photo of a famous character from their category donated by Gold and Associates. The live auction consisted of sports memorabilia also donated by Gold and Associates. Excitingly, the live auction brought in \$925 in less than 7 minutes!

After the evening was over and it was time for the guests to go home, many expressed how much fun they had, how they couldn't wait until next year, and that they did not want to leave. The air was a buzz. When it was all said and done, Kids Central raised almost \$14,000 resulting in a net of about \$5,500 and over \$4,000 was donated in-kind. Kids Central owes sincere thanks to the volunteers who helped at the event, the involved board members, but above all else, Kids Central appreciates the support of the sponsors.

### Sponsors and Supporters



Five Star  
Entertainment  
★★★★★



Drayton  
Florence  
FOUNDATION



GOLDEN OCALA  
RESORT & ENTERTAINMENT CLUB



GAIL & JIM BURRY  
JAMIE & REBECCA  
SCHATT



Tito's  
Handmade  
VODKA



## 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. 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.

For April 2015, the Community Alliance of Citrus County, along with several community partners, celebrated their first "Pinwheel Crazy Contest" with a number of entries from agencies and a few businesses. For the Small Garden Division (100 or under), the Mid-Florida Homeless Coalition took 2nd place with the Crystal River Woman's Club placing 1st.

In the Large Garden Division of over 100 pinwheels, Jessie's Place took 2nd and the Citrus County Health Department earned 1st place. The awards were presented at the Child Abuse Prevention Luncheon held at the historic courthouse on April 14, 2015 in Inverness, with proclamations following at the County Commission meeting. A special thanks goes to the United Way of Citrus County and the Citrus County Chamber of Commerce for helping promote awareness in the county for the contest.

An increased push to expand community awareness was made. As in previous years, the social media and web aspect of End Kids' Tears continued and expanded into the Kids Central Discussion blog, local radio, magazine, and newspapers to draw more attention and awareness.



■ A large group of local community members came to support the Citrus County Commission's Child Abuse Prevention Proclamation.

The following was accomplished in the 2014-2015:

- Five County Commissions performed Child Abuse Awareness and Prevention Proclamations where representatives from across child welfare attended the meetings and stood up to receive the proclamations.
- Events throughout the circuit: Citrus County Family Fun Day, Hernando County Children's Week Kick-off, Lake County Healthy Kids Day, Marion County Child Abuse Prevention Month Kick-off, and Sumter County Literacy and Child Abuse Awareness Night.
- Gardens were planted at Ocala Regional Medical Center, The Centers, Kids Central, Department of Health of Marion County, two gardens at the Marion County Sheriff's Office, Ocala Police Department, Ocala/Marion County Chamber and Economic Partnership, The Vines Hospital, and Busy Bees.
- Hands were decorated by kids at Childhood Development Services and hung in the Marion County Courthouse.



■ Mid-Florida Homeless Coalition's pinwheel garden

## TEE OFF FOR KIDS

On November 10, 2014, Kids Central welcomed 72 golfers to compete in our premiere annual golf tournament fundraiser. The 6th Annual Tee Off for Kids raised money for children and families in crisis and was hosted by the prestigious Black Diamond in Lecanto, Citrus County. The event took place on the renowned quarry course and grossed over \$31,000 in cash and \$100,000 from in-kind products and services.

There were a great deal of wonderful sponsors and supporters returning from last year, including Youth and Family Alternatives, Jenkins Auto Group and Verteks. Florida Representatives Jimmie Smith and Dennis Baxley attended the Closing Ceremonies. Chief of Staff, Justin Grabelle from US Congressman Richard Nugent's office played alongside two veterans and provided an American flag that was flown over the United States Capitol as a special raffle for veterans.

The event had a stunning silent auction that brought in over \$6,000 and one lucky golfer attempted a \$1 Million Dollar Hole-In-One shot! There was a putting contest worth \$5,000, and LOVE Florida had a brand new Honda Civic placed on Hole #17.

A major attraction this year was entertainment on hole #14 provided by Charity Golf International. Dewald Gouws gave an amazing performance with long drives and trick shots while also raising money for the kids. Guests and players received a commemorative Tee Off for Kids 2014 golf medal.



■ Kids Central provided volunteers to help serve lunch to the golfers



■ Dewald Gouws, professional long driver, helped raise \$1,000.

## Sponsors and Supporters



### Sponsors

ABC Wine & Spirits  
Above All Promotions  
Aquatica Seaworld WaterPark  
Adams Resort  
Black Diamond  
BI Trophies  
Boulder Brands  
CDW  
Callaway Golf Products  
Charity Golf International  
Cheney Brothers  
Citi's  
Citi Skis

### Supporters

Greco Electric, Inc.  
Compass-USA.com  
Dancing Duggs  
Dennis Blaney  
Don Sergio Ramer Cyans  
Dunkin Donuts  
Edin Foods  
Elite Island Resorts  
Foghat Cellars  
G Tee  
Global Sporting Sales, Inc.  
GOO and Associates  
GolfKid  
Gumpers Photography

### Partners

GoumesGolfBooks.com  
Great Bay Beer Distributors  
Fly Indoor Skydiving  
Fundraising Riders  
Individual Promotional Products  
John Traubts  
Just Bats  
Keri Graham Portraits  
Ladies and Gentlemen  
Loudmouth Golf  
LOVE Honda  
Martini Tees  
Maurano  
The Whiting Pot

### Staff

Michael's  
Miji's Grill  
Myron Promotional Products  
N&I Heritage  
Gouws/Paton  
Offshore Tailing  
Peters Email  
Pink Curls  
Racetrac  
Redbox  
Ritz-Carlton Grand Lakes Resort  
Scott's Mobile Headlight  
Restoration Service  
SeaWorld Parks & Resorts

### Other

Sheryl Cross  
Sports Authority  
SweetLeaf Tobacco  
Tampa Bay Rays  
Territorial Seed Company  
Tito's Handmade Vodka  
Tournament Pros  
Toni2 Foundation  
Tuscany on the Meadow  
White Star Charters  
Wines for Humanity  
Woland Worldwide  
Xtreme Indoor Karting



## VOLUNTEER PROGRAM

**V**olunteers 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, 126 unique volunteers have contributed more than 17,400 hours. These volunteers assisted Kids Central with 113 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.

The knowledge, skills, and abilities of the volunteers have contributed the following during the 2014-2015 fiscal year, and allowed Kids Central to achieve:

- The Volunteer Program enlisted 33 volunteers who contributed 9158.75 hours.
- Of the 33 volunteers, three were volunteers who contributed approximately 600 hours serving in 18 different jobs.
- Five volunteers contributed 40 hours per week.
- With the addition of the Neighborhood Projects, volunteers gave over 9,000 hours.



- Volunteers provide valuable assistance to Kids Central and its families



## STRATEGY DEPARTMENT

Since 2003, Kids Central has demonstrated an unwavering commitment to developing a community-driven approach to child welfare. During its first ten years of service, innovative services and ideas were researched, implemented and evaluated. The resulting system-of-care dramatically reduced the number of youth in out-of-home care, allowed families to remain intact when safely possible, supported reunification of children with their caregivers, achieved permanency for youth in need of a forever family, and addressed emerging needs of the entire community.

In June 2015, these achievements were acknowledged, as Kids Central became a 2015 Governor's Sterling Award (GSA) recipient. Based on the Baldrige Management Criteria, the Florida Sterling Council awards organizations demonstrating continued performance excellence, recognizing them as a role models. To be considered, applicants complete a lengthy self-assessment, implement continuous improvement strategies, benchmark and compare performance to nationally recognized standards, submit a comprehensive written application, and participate in an arduous on-site examination.

Over the course of four months, a team of GSA examiners from diverse educational and professional backgrounds evaluated Kids Central's application, strengthened their understanding of Kids Central, reviewed outcome data and benchmarks, requested additional information, gathered supporting documentation, and compiled preliminary results based on the GSA Criteria. The process culminated with a five-day on-site review, during which examiners validated and refined their initial findings.

The award endorses the strength of the Florida Community Based Care model, but more importantly, it serves as a testament to the local continuum of services capable of achieving the best possible outcomes for children and families.

Kids Central stands out, not only as a role model among Florida's Community Based Care Lead Agencies, but also as the first Florida nonprofit human service organization to receive the GSA. Furthermore, Kids Central is the first child welfare agency in the nation to be awarded a state-level, Baldrige-based award.

Though Kids Central is honored to be a GSA winner, the need to evaluate performance, engage stakeholders, and strengthen outcomes continues to drive organizational strategy. In FY 2014-15, alignment between long-term objectives and annual business goals was emphasized. Additionally, supporting in-process and outcome metrics were integrated into Balanced Scorecards for staff and subcontractors. The Balanced Scorecards were used as a tool to focus efforts, support ongoing monitoring efforts, and ultimately, incentivize staff and subcontractor performance. While there are many outcomes to be highlighted, the Strategy Department focused on providing support to all agency departments. While past efforts have generated positive results and strengthened performance, the need to prioritize ongoing improvement efforts, address remaining challenges and identify emerging issues remains a key objective.



## 2014-2015 CONTRACTED AGENCIES

### DEPENDENCY CASE MANAGEMENT SERVICES

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

### DEPENDENCY SUPPORT SERVICES

- Camelot Community Care – Intensive Reunification Program
- Devereux Kids-Parenting Journey Program

### ADOPTION CASE MANAGEMENT SERVICES

- Youth and Family Alternatives – Circuit 5

### PREVENTION/DIVERSION/ EARLY INTERVENTION SERVICES

- Devereux Kids – Family Team Conferencing
- Devereux Kids – Neighborhood Projects Program
- Devereux Kids – Family Group Decision Making
- Devereux Kids – Nurturing Parenting Program
- Children's Home Society – Family Connections Collaborative
- The Centers – Family Connections Collaborative
- The Centers – Family Behavioral Therapy
- Lifestream Behavioral Center – Family Behavioral Therapy
- Marion County Children's Alliance – After-School Programs

### VISITATION SERVICES

- The Centers – Best Practices Visitation Program – Citrus and Marion Counties
- Children's Home Society – Best Practices Visitation Program – Lake, Hernando and Sumter Counties

### THERAPEUTIC GROUP CARE

- Lifestream Behavioral Center – Our Turning Point Ranch

### WILDERNESS CAMPING

- Eckerd Youth Alternatives – Camp E-Nini-Hassee

### EMERGENCY SHELTERS

- Arnette House
- Christian Care Center
- Youth and Family Alternatives – New Beginnings Youth Shelter

### RESIDENTIAL GROUP CARE

- Arnette House
- Christian Home and Bible School
- Hands of Mercy Everywhere
- Heart of Florida Youth Ranch
- WIN for Kids
- Covenant Children's Home
- CHOICES House, Inc.
- Florida United Methodist Children's Home, Inc.
- Panama Youth Services, Inc.
- Salvation Army

### PROFESSIONAL SERVICES

- GOLD B Associates, Inc. – Marketing, Web Maintenance, Diligent Recruitment Grant
- J.K. Elder & Associates – Diligent Recruitment Grant
- Mindshare – Dashboard Design
- SpeakWrite – Transcription Services
- 21st Century Research and Evaluation – SEC Mentoring Program
- Dave DeStefano – Chief of Strategy/Consultant
- ACTION for Child Protection – Training/Technical Assistance for Family Connections Collaborative
- Heartland for Children – Diligent Recruitment Grant
- Our Kids – Diligent Recruitment Grant
- Big Bend – Diligent Recruitment Grant

# FINANCIAL INFORMATION

## STATEMENTS OF FINANCIAL POSITION

JUNE 30, 2015 AND JUNE 30, 2014  
KIDS CENTRAL, INC. • OCALA, FLORIDA

	<u>2015</u>	<u>2014</u>
<b>Current Assets</b>		
Cash and Cash Equivalents	\$ 6,604,924	\$ 6,778,576
Restricted Cash - Client Trust Funds	171,198	218,440
Grants and Provider Receivable	282,573	394,880
Unbilled Grants Receivable	462,146	577,525
Prepaid Expenses	354,156	333,746
Other Receivable	3,115	3,620
<b>Total Current Assets</b>	<u>7,878,112</u>	<u>8,306,787</u>
<b>Property and Equipment Temporarily Restricted for Federal and State Programs, Net of Accumulated Depreciation</b>	1,682,113	1,049,969
<b>Noncurrent Assets</b>		
Other Assets	40,174	46,084
<b>Total Noncurrent Assets</b>	<u>1,722,287</u>	<u>1,096,053</u>
<b>Total Assets</b>	<u>9,600,399</u>	<u>9,402,840</u>

## LIABILITIES AND NET ASSETS

<b>Current Liabilities</b>		
Accounts Payable - Operating	3,506,032	4,760,210
Accrued Payroll and Related Expenses	621,641	577,935
Deferred Revenue	2,936,703	2,156,898
Master Trust Liability	171,198	218,440
<b>Total Current Liabilities</b>	<u>7,235,574</u>	<u>7,713,483</u>
<b>Total Liabilities</b>	<u>7,235,574</u>	<u>7,713,483</u>
<b>Net Assets</b>		
Temporarily Restricted:		
Property and Equipment	1,682,113	1,049,969
Unrestricted:		
Undesignated Net Assets	682,712	639,388
<b>Total Net Assets</b>	<u>2,364,825</u>	<u>1,689,357</u>
<b>Total Liabilities and Net Assets</b>	<u>\$ 9,600,399</u>	<u>\$ 9,402,840</u>

## STATEMENTS OF FUNCTIONAL EXPENSES

FOR THE YEAR ENDED JUNE 30, 2015  
 KIDS CENTRAL, INC. • OCALA, FLORIDA

	Foster Care	Residential Group Care and Emergency Shelter	Adoption	Case Management	Recruitment and Licensing
<b>Salaries and Benefit Expenses</b>					
Salaries	\$ 0	\$ 0	\$ 155,063	\$ 2,520,073	\$ 609,735
Benefits	0	0	26,776	596,843	158,982
<b>Total Salaries and Benefit Expenses</b>	<u>0</u>	<u>0</u>	<u>181,839</u>	<u>3,116,916</u>	<u>768,717</u>
<b>Other Expenses</b>					
Out-of-Home Care Payments	3,451,266	3,028,237	7,480,662	1,200	0
Contracted Services	516	1,602	2,027,600	14,583,991	0
Flex Funds	0	0	0	0	0
Staff Recruitment	0	0	0	0	0
Training	250	0	736	24,503	4,934
Travel	696	0	3,668	69,929	30,213
Occupancy and Utilities	0	0	15,073	189,646	58,704
Telephone and Data Lines	245	0	86,180	258,767	17,141
Supplies	138	0	1,100	18,107	3,084
Postage	0	0	320	5,564	1,617
Professional Fees	0	0	24,579	170,018	21,959
Consultants	10,000	4,442	16,074	166,670	5,300
Insurance	0	0	7,435	113,084	32,581
Minor Equipment and Maintenance	0	0	9,419	66,434	31,601
Other Expenses	143,424	8,430	12,173	105,219	14,146
<b>Total Other Expenses</b>	<u>3,606,535</u>	<u>3,042,711</u>	<u>9,685,019</u>	<u>15,773,132</u>	<u>221,280</u>
<b>Total Expenses Before Depreciation</b>	<u>3,606,535</u>	<u>3,042,711</u>	<u>9,866,858</u>	<u>18,890,048</u>	<u>989,997</u>
Depreciation	0	0	33,654	270,624	15,092
<b>Total Expenses</b>	<u>\$ 3,606,535</u>	<u>\$ 3,042,711</u>	<u>\$ 9,900,512</u>	<u>\$ 19,160,672</u>	<u>\$ 1,005,089</u>



Independent Living	Diversion and Prevention	Other Grants	Fundraising	Total	Management and General	Combined Total
\$ 341,530	\$ 596,895	\$ 793,285	\$ 4,669	\$ 5,021,250	\$ 1,389,930	\$ 6,411,180
95,501	159,557	203,551	628	1,241,838	428,286	1,670,124
437,031	756,452	996,836	5,297	6,263,088	1,818,216	8,081,304
839,695	3,481	0	0	14,804,541	0	14,804,541
0	4,088,386	78,302	0	20,780,397	(36)	20,780,361
0	36,564	0	0	36,564	0	36,564
0	0	0	0	0	2,290	2,290
6,697	1,140	18,581	0	56,841	17,069	73,910
20,117	21,071	53,600	0	199,294	23,823	223,117
33,079	32,858	54,559	330	384,249	101,407	485,656
13,815	15,491	18,593	87	410,319	34,577	444,896
1,850	3,317	81,154	19,896	128,646	24,684	153,330
981	668	3,889	11	13,050	2,844	15,894
12,367	74,256	4,610	229	308,018	85,685	393,703
0	232,427	247,792	0	682,705	228,310	911,015
19,253	18,568	27,578	209	218,708	56,832	275,540
7,178	20,883	14,833	574	150,922	104,027	254,949
20,245	154,902	3,395	0	461,934	120,049	581,983
975,277	4,704,012	606,886	21,336	38,636,188	801,561	39,437,749
1,412,308	5,460,464	1,603,722	26,633	44,899,276	2,619,777	47,519,053
11,955	24,001	11,022	0	366,348	33,279	399,627
\$ 1,424,263	\$ 5,484,465	\$ 1,614,744	\$ 26,633	\$ 45,265,624	\$ 2,653,056	\$ 47,918,680

## STATEMENTS OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2015 AND JUNE 30, 2014  
KIDS CENTRAL, INC. • OCALA, FLORIDA

	<u>2015</u>	<u>2014</u>
<b>Revenues</b>		
<b>State and Federal Revenues</b>		
DCP Contracts:		
DCP Services Contract	\$ 46,835,854	\$ 45,834,934
Grants - Other	435,959	1,014,818
<b>Total State and Federal Revenues</b>	<u>47,271,813</u>	<u>46,849,752</u>
<b>Other Revenues</b>		
Donations	104,224	86,362
Interest Income	279	247
Contractual Service Revenue	1,192,305	804,649
Other Revenue	25,527	0
<b>Total Other Revenues</b>	<u>1,322,335</u>	<u>891,258</u>
<b>Total Revenues</b>	<u>48,594,148</u>	<u>47,741,010</u>
<b>Expenses</b>		
<b>Programs</b>		
Foster Care	3,606,535	2,673,847
Residential Group Care and Emergency Shelter	3,042,711	3,045,573
Adoption	9,900,512	9,449,193
Case Management	19,160,672	19,099,164
Recruitment and Licensing	1,005,089	1,035,080
Independent Living	1,424,263	1,578,737
Diversion and Prevention	5,484,465	6,847,800
Other Grants	1,614,744	1,728,216
Fund-raising	26,633	19,398
<b>Total Programs</b>	<u>45,265,624</u>	<u>45,477,008</u>
<b>Management and General</b>	<u>2,653,056</u>	<u>2,494,723</u>
<b>(Total Expenses)</b>	<u>(47,918,680)</u>	<u>(47,971,731)</u>
<b>Change in Net Assets</b>	675,468	(230,721)
<b>Net Assets, Beginning of Year</b>	<u>1,689,357</u>	<u>1,920,078</u>
<b>Net Assets, End of Year</b>	<u>\$ 2,364,825</u>	<u>\$ 1,689,357</u>

# CHANGING 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 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;
- New ways to support relative caregivers;
- A new approach to foster care recruitment, retention, licensing and relicensing;
- Collaborations with Medicaid 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.

VISIT [KIDSCENTRALINC.ORG](http://KIDSCENTRALINC.ORG) TODAY TO LEARN MORE.





KIDS CENTRAL, INC.<sup>®</sup>

A COMMUNITY APPROACH TO THE WELFARE OF CHILDREN

*Building Better Lives*

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