

CHANGING LIVES

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A N N U A L
R E P O R T



KIDS CENTRAL, INC.®

A COMMUNITY APPROACH TO THE WELFARE OF CHILDREN

Building Better Lives



ALL ABOUT KIDS central

MISSION

- Protecting Children
- Supporting Families
- Engaging Communities

CORE TENETS

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

VISION

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



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

Produced with the
financial assistance of

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TABLE OF CONTENTS

WELCOME

A Message from the CEO.....	1
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HISTORY

History of Kids Central, Inc.	3
Ten Years of Improving Outcomes	4

LEADERSHIP

A Message from the Board Chair.....	5
Board of Directors.....	6
Kids Central Leadership	6

PREVENTION

Neighborhood Projects.....	7
Kinship.....	8
Healthy Start.....	9
Resource Center and Volunteer Program.....	10
Baby Sleep Basics	10
Education.....	11

DIVERSION

Inmate	12
Nurturing Parenting.....	13
Family Group Decision Making	13
Family Connections.....	14
Family Behavior Therapy.....	15

DEPENDENCY

Legislative Changes	16
Our Children 2013 - 2014 Statistics.....	17
Case Management Services.....	18
Foster Care Services.....	20
Recruitment	20
Licensing.....	21
Special Events.....	21
Adoption.....	23
Home for the Holidays	23
Independent Living and Extended Foster Care.....	24
Independent Living Training and Graduation	25

COMMUNITY ENGAGEMENT

Community Affairs.....	26
Tee Off for Kids.....	26
End Kids' Tears.....	28

ADMINISTRATIVE

Strategy	29
2014 Contracted Agencies	31

FINANCIAL INFORMATION

Independent Auditors' Report	32
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a message

FROM THE CEO



JOHN COOPER

*Chief Executive Officer —
Kids Central, Inc.*

As the community-based care lead agency for Circuit 5, Kids Central strives every day to embrace our purpose of building better lives. This is possible through our programs, customer service, quality assurance, and community relations. During the 2013-14 fiscal year, Kids Central continued to concentrate on improving outcomes and achieving results, which in turn allows us to change the lives of the children, family, and communities we serve. By utilizing best practices, evidenced-based programming, strategic planning, and measurements, Kids Central can quantify its impact.

As a result of last year's reengineering of our Diversion Programming, we spent the year installing three new evidenced-based programs. Nurturing Parent, Family Connections, and Family Behavior Therapy joined the current line of up evidence-based and evidence-informed programs, Family Group Decision Making and Family Finding. The utilization of evidence-based services aligned the Diversion Program with family-centered practices replicable in diverse geographic/demographic settings. The transformation provides a roadmap to Child Protective Investigators (CPIs) and Diversion staff, promotes consistency in practice, and aligns the "right" service with a family's identified needs.

My letter in last year's annual report detailed Kids Central's beginning on the Sterling journey. The journey will continue through the next fiscal year. After receiving a grant from the Alliance for Children and Families Strategy Counts initiative in December 2012, Kids Central employed use of the Baldrige Criteria and Six Sigma processes to tackle some of the organization's greatest barriers: community engagement, recidivism, and foster home licensing time. The Sterling model and criteria are the foundation and framework that aligns internal business requirements with a results-oriented roadmap to improve results. It's a balanced approach so we can view Kids Central from seven principled and proven criterions. Focusing on all of the criteria allows us to understand and manage performance across the entire organization and avoid becoming myopic and only focusing on short-term priorities. In short, adopting the Sterling framework helps us avoid complacency!

Foster parents are the backbone of Kids Central. To improve the foster parent licensing process, Kids Central completed a DMAIC project which included data stratification, process mapping and other techniques. The team identified barriers slowing the process down and implemented new policies and procedures.



The team successfully reduced the licensing time, making more foster homes available for children who have been neglected and abused. Licensing time was reduced from 210 days to less than 100 days. Kids Central has seen impressive results, including licensing over 50 new foster homes this year. The results were impressive, and I am looking forward next year.

During this year's annual Florida Sterling Council Conference, Kids Central's team presented in the showcase competition highlighting its results reducing the foster home licensing time. Of the six competing teams in the Sterling Team Showcase, Kids Central was the runner-up. Kids Central was also awarded a Governor's Best Practice Award for Strategic Evidenced-Based Benchmarking by the Florida Sterling Council. In addition, the Kids Central showcase presentation was recognized with an award for the Greatest Customer Impact.

At the closing of the fiscal year, the Kids Central Board of Directors unveiled a new mission statement: **"Protecting children, supporting families, and engaging communities."** The new mission is a more accurate depiction of Kids Central's scope, business model and strategic direction. It gets to the core of why Kids Central exists and why we do what we do.

This short, succinct mission clearly states our fundamental purpose as a community-based organization. It is important to remember that Kids Central's core mission remains caring for the abused, neglected and abandoned children as the lead agency; however, the new mission reflects our broadened responsibility as a community support organization.

I am excited to see the developments and achievements Kids Central will continue to make. Together we are striving to build a stronger system of care for greater community and client impact. Through these initiatives, new programs, and an outcomes focus, Kids Central is Changing Lives. As the organization continues to grow and respond to its customers' needs, I believe Kids Central is recognized as one of the best community based care lead agencies in the State of Florida.



JOHN COOPER
Chief Executive Officer • Kids Central, Inc.

HISTORY

OF KIDS CENTRAL, INC.

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.

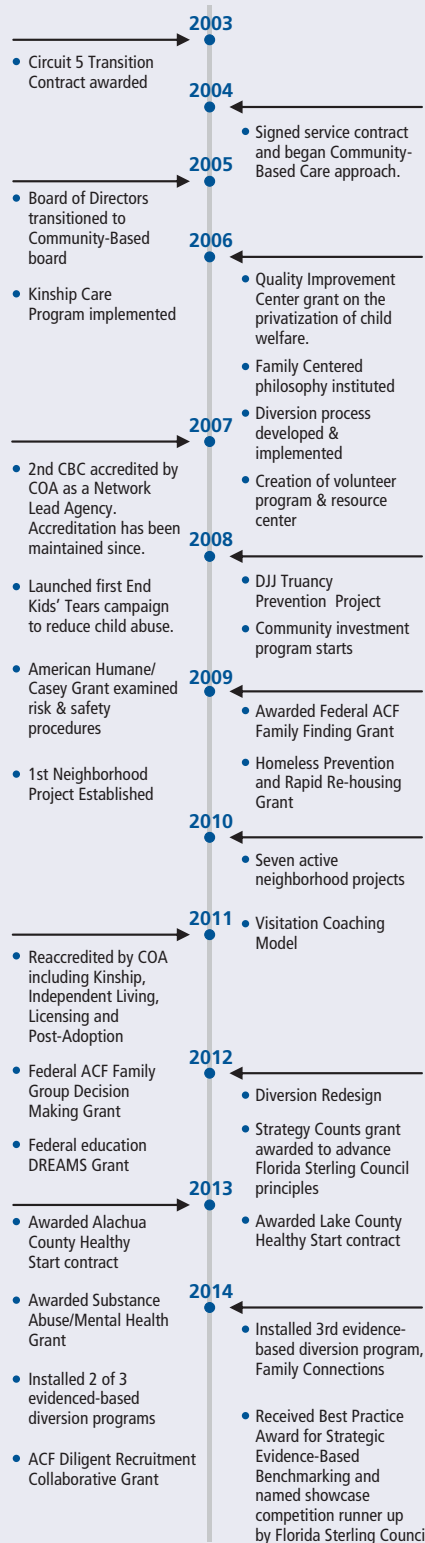


In December 2005, governance of the Kids Central's Board of Directors transitioned from a provider-based board to a local community-based board comprised of representatives from each of the five counties in Circuit 5. This transition allowed Kids Central to design a community-based system of care with the ability to draw upon existing local resources, develop new resources that are 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 inalienable 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.

Ten years

OF IMPROVING OUTCOMES



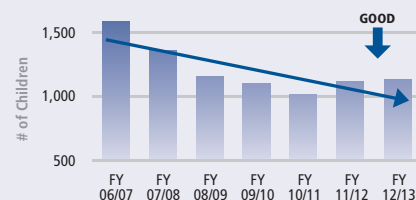
Florida's Community-Based Care Child Welfare System is **Ranked Fourth Nationally**¹

#4

	THEN	NOW
Children in OHC ³	1,717	999
– Licensed	401	261
– Kin	1,210	687
– Group Care	190	82
Diversion Children ²	0	3,826
Group Care Cost	\$6.16M	\$3.04M
In -Home Children ³	2,690	2,488
Cost/Child	\$6,594	\$4,962
OHC Cost	\$8.34M	\$5.24M
Prevention Children	0	10,000+
Prevention Budget	\$396k	\$1.65M
Removal Rates (Per 1,000 children)	15	5
Total Children Served ^{2*}	5,594	7,123
Adoptions (Per year)	60	170
Caseload Per Worker	30-40:1	15:1



AVERAGE NUMBER OF CHILDREN IN AND OUT OF HOME CARE



Awarded
35 Grants
Since 2006 Totaling
\$7,669,954.37

FAMILY-CENTERED DIVERSION

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

CHILD ABUSE PREVENTION

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

EDUCATION SERVICES

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

COMMUNITY SUPPORT

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

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

2. Unique children ID during fiscal year

3. Children served at a single point in time

* Excludes prevention

a message

FROM THE BOARD OF DIRECTORS CHAIR

Looking back on my first year as Chairperson of Kids Central's Board of Directors, I continue to be proud to be part of such a progressive and responsive organization. The work Kids Central does to help children and families is incredible. Over the last year, Kids Central successfully implemented three evidence-based interventions under the leadership of CEO, John Cooper. Furthermore, the completion of four Six Sigma strategic planning projects enables Kids Central to continue to evolve and reach new heights. Every improvement made by Kids Central directly impacts the children and families served, and that is the heart of the matter.

Looking ahead to the next year as Chairperson, I am excited to see Kids Central continue to achieve results and progress. There are exciting plans on the horizon. To start, in July 2014 Kids Central will bring the Neighborhood Projects, community-specific child abuse prevention programs, under its direct supervision and daily management. Since the projects inception, Kids Central has provided funding and guidance to the Neighborhood Projects. With new management, the Neighborhood Projects' goals and initiatives will be directly aligned with those of Kids Central and the needs of the communities they serve. In December 2014, Kids Central will implement its fourth evidence-based program, Parenting Journey. Parenting Journey is a parenting program for parents involved in the court-ordered dependency system. The difference between Parenting Journey and other parenting programs is its focus on the parent's childhood experiences, how they were parented, effective parenting techniques and child development.

The 2013-2014 fiscal year saw many successes for Kids Central. Kids Central's two Healthy Start contracts in Alachua and Lake Counties continued to show great progress and set new records across the state. As the backbone of child welfare and community-based care organizations like Kids Central, foster parents are vitally important to our success and that of the families served. With the application of targeted market research on Kids Central foster parents, Kids Central experienced a record number of new foster homes and increased beds.

The contract funding Kids Central receives from the Department of Children and Families is specifically allocated to meet the basic needs of the child welfare system; however, the children and families served have additional necessities. Donated funds allow Kids Central to enhance the children's quality of life by providing life-enhancing resources, for example technology, extracurricular activities, and recognition events. Donated funds also assist families outside the formal child welfare system struggling with the basic necessities of food, clothing, bedding, and electricity. In an effort to better care for the children and families, Kids Central continues to raise additional funding. The success of the 2013 Tee Off for Kids golf tournament allowed Kids Central to better the lives of more children and families.

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

Sincerely,



GAIL BURRY

Board of Directors Chair • Kids Central, Inc.

LEADERSHIP

BOARD OF DIRECTORS

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



Gail Burry
(Chair)



Rebecca Schatt
(Vice Chair)



Richard Hancock
(Secretary)



Bobby James
(Treasurer)



Dr. Mike Jordan



Sheriff Jeffrey Dawsy



Dr. Charles R. Mojock



Ryan Pennels



Captain Cyrus Robinson



Rodney Rocker, Sr.



Marshall Schaap



Kevin Sheilley



Stephen Spivey, Esq.

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 Ranew — In-House Counsel

DIRECTORS

Raéann Bacchus — Out-of-Home Care

Penny Beehler — Training and Facilitation

Ellen Curtis — Accounting and Revenue Maximization

Aimee Gandy — Strategy and Special Projects

Sharon Gibbs — Family Preservation

Shelly LaFrance — Finance and Contracts

Robin Lanier — Quality and Utilization Management

Kevin Maloney — Operations

Michelle Mongeluzzo — Prevention Services

Stacy Morgan — Healthy Start

Nicole Pulcini Mason — Community Affairs

Susan Plotts — Human Resources

Steve Lovely — IT and General Services

Prevention

Kids Central believes that 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. Prevention programs include the Neighborhood Projects, Family Team Coaching, Kinship Care, After School Funding, Healthy Start, End Kids' Tears, Resource Center, Baby Sleep Basics, and Family Team Conferencing.

NEIGHBORHOOD PROJECTS

Child abuse and neglect can be profound. The leading causes of child abuse and neglect in Circuit 5 are substance misuse and domestic violence. There are zip codes within the five counties with higher instances of calls to the Florida child abuse hotline from these at-risk neighborhoods. Families are supported and strengthened by collaborating with the community.

In 2006, a network of neighborhood-based prevention projects were developed to strengthen neighborhoods with high rates of child abuse and neglect. The focus of the projects was to address the prevention of abuse and neglect by engaging families in services that promote family wellbeing, safety, and health. Starting in West Ocala, 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. Other Neighborhood Projects were implemented across Kids Central's area in neighborhoods with high rates of abuse. These included West Ocala, Spring Hill, Marion Oaks, Lake Panasoffkee, Carver Heights, Eustis Bates Avenue, and Crystal River. The Neighborhood Projects grew out of Kids Central's focus on child abuse prevention, and after designing the focus of the projects, Kids Central contracted the projects' day-to-day staffing to Devereux Kids. As of July 1, 2014, the Neighborhood Projects daily management and supervision will transition to Kids Central.

During 2013, CHES completed a program evaluation of the Neighborhood Projects. The evaluators stated that the projects successfully increased community trust between and within groups, as well as developing community cohesion through the various activities the projects sponsored. The evaluators recommended that the projects continue to be supported. Comparing 2012 to 2013, significant improvements included the increase in partnerships. Partnerships with local governments, law enforcement, education, youth, agencies, business, social services, faith-based organizations, residents and media all increased during the 2013 evaluation period.

The following was accomplished in the 2013-2014 FY:

- Over 4,800 volunteer hours were logged with a value of \$71,689.
- Projects staff and volunteers served 206 unduplicated families and 229 children.
- The programs served hundreds of families through the year during community events, such as holidays, back to school events, and April Child Abuse Prevention events.



Over 1,200 backpacks were provided by Devereux Florida in Orlando for the families served in Circuit 5.



Children and caregivers hold hands at the Marion County Kinship Back to School Bash.

- The Marion Oaks project successfully helped bring a Community Health Center into the neighborhood, a goal the community had worked towards for many years. The Community Health Center opened in June 2014.
- The West Ocala Resource Center implemented a women's support group that has been very successful. LIFE (*Ladies Inspiring Feminine Empowerment*) Support was developed for women in the hope to foster an environment conducive to change.

KINSHIP

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

In mid-2005, Kids Central convened a Kinship Care Workgroup of various community providers and community entities to identify services and service gaps for relative (*kinship*) caregivers. With encouragement from the community, the Kinship Program was created at Kids Central. A multitude of services are available to kinship families in all five counties: Sumter, Marion, Citrus, Hernando, and Lake Counties.

Kids Central's Kinship Care support services are part of the 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 our five county-area and currently 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.

- In August 2013, Devereux Florida collected and provided 1,293 backpacks for families served in the neighborhoods and by Devereux Kids staff in Circuit 5. The backpacks were primarily distributed by the Neighborhood Projects that hosted annual back to school events for the children in the respective communities.

The following was accomplished in the 2013-2014 FY:

- Kids Central assisted 356 kinship families from our Resource Center with clothing, household items, and food.
- Kids Central's Kinship Program provided case management services to 315 families, which totals 417 relative caregivers and 562 children. 259 relative caregivers graduated and completed 8-10 weeks of Kinship Support Groups. Of the families provided Kinship case management services, 0% ended up in the formalized child welfare system after 6 months of case closure.
- Kids Central's Kinship Program assisted 369 kinship families with ACCESS Florida Benefits and assisted a family with receiving over \$3,400 in retro ACCESS Florida benefits.
- For the holidays, over 40 families were assisted for Thanksgiving with a turkey, and an additional 66 families with 154 children were assisted with food and gifts for the holiday season. Holiday parties were hosted for over 340 relatives and their children.
- The program assisted over 70 families and over 120 children with back to school supplies through the generosity of several community organizations.
- The Kinship Program was able to send 24 children to summer camp programs.



Lake County Healthy Start worked with the mother of this beautiful girl before she was born. Healthy Start helped the mother meet and exceed her parenting goals.



The Healthy Start Stork made her appearance at the baby fairs, Kids Central staff meetings and company Christmas Party.

HEALTHY START

Inattention to healthy practices while pregnant can lead to low birth weight babies. The most effective way to change these unhealthy behaviors is to engage women early in their pregnancies and to find ways to encourage them to make healthy changes in their lives. Healthy Start is a free, voluntary program for pregnant women and infants to identify those at risk of low birth weight, poor prenatal health and child abuse and neglect. 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. The statewide infant mortality rate has been decreasing over the last decade. In 2011, the death rate was 6.4% and decreased to 6.0% in 2012. During 2012, in Lake County the mortality rate is 6.2% and 6.9% in Alachua County.

The program provides a holistic approach to maternal and child health, encompassing service planning, community involvement, funding and provision of services. Also, Healthy Start works with other community agencies to provide wraparound services. The overarching goal of Healthy Start and Kids Central is supporting families to be healthier making them great partners.

Kids Central provides Healthy Start services in two counties, Alachua and Lake. Kids Central began serving clients in Lake County November 2012 and clients in Alachua County in October 2013. Both Healthy Start programs follow an alternative model, mental health and social work service model, compared to Healthy Start programs across Florida.

Also provided by Kids Central Healthy Start in Alachua is the Maternal, Infant and Early Childhood Home Visiting (MIECHV) program. It provides parents and caregivers with the knowledge, skills and tools to assist their children to be healthy, safe, and ready to succeed in school. MIECHV is a federally-funded effort expanding evidence-based home visiting services and yet another reason to participate in Healthy Start.

The following was accomplished in the 2013-2014 FY:

- Lake County Healthy Start served 2,080 clients and Alachua County Healthy Start served 2,780.
- In Lake County, a local church provided Christmas gifts for 20 clients.
- Walgreens helped the Lake County office provide an Easter Group which included an appearance by the Easter Bunny and complimentary photos with him.
- In Alachua County, Trinity United Methodist Church provided Thanksgiving meals to 10 families.
- The Just Between Friends Sale selected the Alachua County Healthy Start as its charity to support providing the remaining merchandise to clients.
- Over the last year, Lake Healthy Start focused on certifying its care coordinators in Childbirth Education to offer childbirth groups to expectant families.



The Junior League of Ocala held a diaper and wipe drive resulting in a donation of 4,386 wipes and 1,644 diapers

RESOURCE CENTER AND VOLUNTEER PROGRAM

Kids Central's corporate facility is home to a Resource Center created to assist clients served by Kids Central or partnering agencies. Families receive assistance after a request is made by a staff member from Kids Central or one of our partner agencies. The center is filled with new and gently-used donated items, including housewares, furniture, linens, clothing and pantry food. All of the items are passed on to clients at no charge. The Resource Center is not open to the public.

The following was accomplished in the 2013-2014 FY:

- The Resource Center served 356 families with necessities in their time of crisis.
- Kids Central had over 2,000 hours of volunteer service.
- A new partnership was established with Castro Convertibles. The company donated 38 new beds to families.
- Three local quilting clubs and sewing groups donated 319 handmade items.
- Several civic and faith-based organizations held donation drives and helped stock the Resource Center with diapers, wipes, cleaning supplies, toiletries and baby shower items.

BABY SLEEP BASICS

In the state of Florida, more children die from asphyxiation than drowning. Asphyxiation is due to co-sleeping and/or an unsafe sleep environment (e.g. placing an infant to sleep on a couch, futon, adult bed or sleeping arrangement other than crib or bassinette.) The CDC reports that 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).

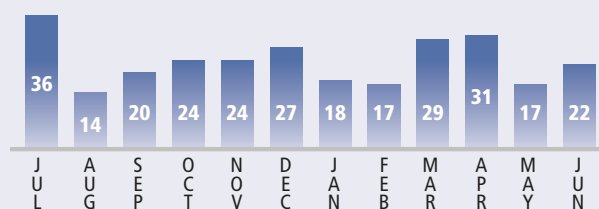
In Circuit 5 during 2014, eight children died from some type of unsafe sleeping circumstance. Kids Central is working to stop preventable infant deaths due to co-sleeping by offering the Baby Sleep Basics Program since 2008. This program offers safe sleep education and SIDS information for all parents or guardians that reside in Marion, Lake, Sumter, Citrus or Hernando counties. If the parents or guardians 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.

The following was accomplished in the 2013-2014 FY:

- Kids Central Baby Sleep Basics provided safe sleeping education and pack-n-plays to almost 300 people.
- Participated in baby fairs across the five counties.
- Garnered media attention for safe sleeping with two media stories in Marion County.

BABY SLEEP BASICS

— Pack-N-Play Distributed 2013-2014 —



EDUCATION

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 County*) 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 with the Circuit 5 Judiciary system as academic performance is reported to the court during routinely scheduled court hearings as well as status the court 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.

Our 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.

The following was accomplished in the 2013-2014 FY:

- Kids Central served 411 children in the education program
- Education program staff completed 37 community trainings consisting of 972 attendees
- Administered 336 hours of tutoring
- The Education Liaisons routinely monitored an average of 150 children at any time for major concerns threatening educational outcomes
- Kids Central's Education Program established single points of contact in each county's school system to facilitate the flow of two-way communications

D I V E R S I O N

With the reduction of children served by the formal child welfare system, Kids Central has reinvested significant resources into neighborhood engagement projects designed to address family and community-specific needs that potentially contribute to instances of abuse and neglect. By providing Child Protective Investigators with a wide range of effective diversion and intervention services upfront available to the families they serve, admissions to the child welfare system can be avoided.

A total of 1,701 cases were diverted to contracted and community-based service providers for the 2013-14 fiscal year. Each of the identified cases was diverted to at least one diversionary service. The diversion of families from the dependency system relies on community-based services that offer timely, appropriate and flexible services that ensure the safety of the child within the family's home. The following diversion services are offered by Kids Central's contracted providers to prevent children from being removed from their home after a call was received at the Florida abuse hotline:

I N M A T E

All of Florida's pregnant female inmates are transferred to Lowell Correction Center in Marion County. Historically, these babies were born and then placed in foster care or put up for adoption after the parents' rights were terminated. Kids Central works in collaboration with Lowell Correctional Institution and Munroe Regional Medical Center to provide services that divert children born to inmates from entering foster care. This unfunded program saves Florida millions of dollars and places children with family members.

Lowell Correction Center 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.

The following was accomplished in the 2013-2014 FY:

- Family Preservation Specialists made 168 documented visits with the inmates.
- There were 74 women who received services during the time period.
- Of the 90 babies born, 64 were successfully diverted. There were six inmates released prior to their scheduled delivery. There were 12 infants sheltered and two born stillborn.

NURTURING PARENTING

The Nurturing Parenting Program began accepting referrals through the Fifth Judicial Circuit's Community-Based Staffing process as of July 2013. This was a new evidenced-based in-home parenting program. Initially, the program only accepted referrals from Child Protective Investigators for cases deemed low risk. During the course of the year, the program began accepting referrals for intermediate risk families, Kinship Care, and dependency case managers through Kids Central's Utilization Management Department.

The following was accomplished in the 2013-2014 FY:

- Nurturing Parenting served 216 families, of which, 112 closed successfully.
- 99% of the Nurturing Parenting cases closed successfully showing an increase in at least two of the five constructs on the AAPI assessment tool.
- 100% of the successful closures occurred within the 120 day program guideline.
- Accepted 235 referrals with an 80% engagement rate and 0% recidivism rate within 6 months of successful case closure.

SUCCESS STORY

Nurturing Coach, Jessica Gagne, worked with one blended family for about two months. In this time, the family accomplished many things. The family is doing all things necessary to continue the positive changes. In this short time, the family developed family rules that can be accomplished. With direction by Jessica, the family began prioritizing quality family time and individual parent-child time to mend relationships. One of the suggested family activities was sidewalk chalk.



After participating in Nurturing Parent, the father spent quality time with his children creating chalk art.

FAMILY GROUP DECISION MAKING

In 2011, Kids Central, in partnership with Devereux Kids, American Humane Association, and J.K. Elder & Associates, the evaluator, submitted a proposal in response to Family Connection Grants: Using Family Group Decision-Making to Build Protective Factors for Children and Families, HHS02011-ACF-ACYF-CF-0181.

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

(continued)

The following was accomplished in the 2013-2014 FY:

- 226 families referred to FGDM this fiscal year for all maltreatments.
- FGDM staff presented at the National FGDM Conference in Vail, Colorado on the project.
- The following were findings by the FGDM independent evaluation team of JK Elder and Associates and/or Mindshare reports:
 - Fidelity to the FGDM Model was at 91% as of March 2014.
 - 100% of participants completing FGDM would recommend the process to another family.
 - 100% of participants report satisfaction with the FGDM process.
 - There was no recidivism for cases closed successfully to FGDM within 6 months.
 - FGDM has had an 85% successful engagement rate and a 72% successful closure rate with cases receiving facilitation and coordination this fiscal year.

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 BEHAVIOR THERAPY

Family Behavior Therapy is an evidence-based practice model for the treatment of substance abuse. From July 1, 2013 to June 30, 2014, Circuit 5 had 1,493 cases, or 37.78%, with verified findings for substance misuse. Kids Central is working closely with the model developer to institute Family Behavior Therapy. It has 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. A single therapist usually implements Family Behavior Therapy in the home, or when substance abuse is severe and children are involved two therapists provide the intervention. One therapist assumes primary responsibility with the adults and the other treats the children.

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.

The following was accomplished in the 2013-2014 FY:

- Kids Central approved 27 referrals for FBT services for Dependency Cases.

DEPENDENCY

After a DCF Child 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 their 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.

CS/SB 1666 – Child Welfare: Made numerous changes to how child welfare conducts its business and addresses accountability through a number of oversight groups, greater emphasis on QA, and creation of a results-oriented accountability system; further professionalizes CPI staff and creates an Institute for Child Welfare.

Major provisions of the bill include the following:

- Appointment of Assistance Secretary for Child Welfare
- Specialized training to conduct Medical Neglect investigations
- New requirements and increased level of services for medically complex children
- Expands definition and requires tracking and reporting on sibling groups
- Creates Critical Incident Rapid Response Teams and an Advisory Committee
- Requires public disclosure of reported child deaths on the Department's website
- Defines medical neglect, present danger, impending danger, and safety plans
- Expands Relative Caregiver Program to include non-relatives

- Makes changes to the Rilya Wilson Act – lowering the age from 3 years to birth for reporting purposes
- Makes changes to grounds for TPR
- Requires State Child Abuse Death Review Committee to review all child deaths reported to the Hotline
- Establishes a Child Protection and Child Welfare Personnel Tuition Exemption Program and Student Loan Forgiveness Program

CS/CS/HB 561 – Attorneys for Dependent Children with Special Needs: Requires appointment of an attorney to represent a dependent child who meets certain criteria and requires the Department to develop procedures to identify eligible children and request that the court appoint an attorney.

CS/CS/HB 7171 – Human Trafficking: Requires the Department in consultation with other agencies to employ screening and assessment instruments and to certify safe houses and safe foster homes.

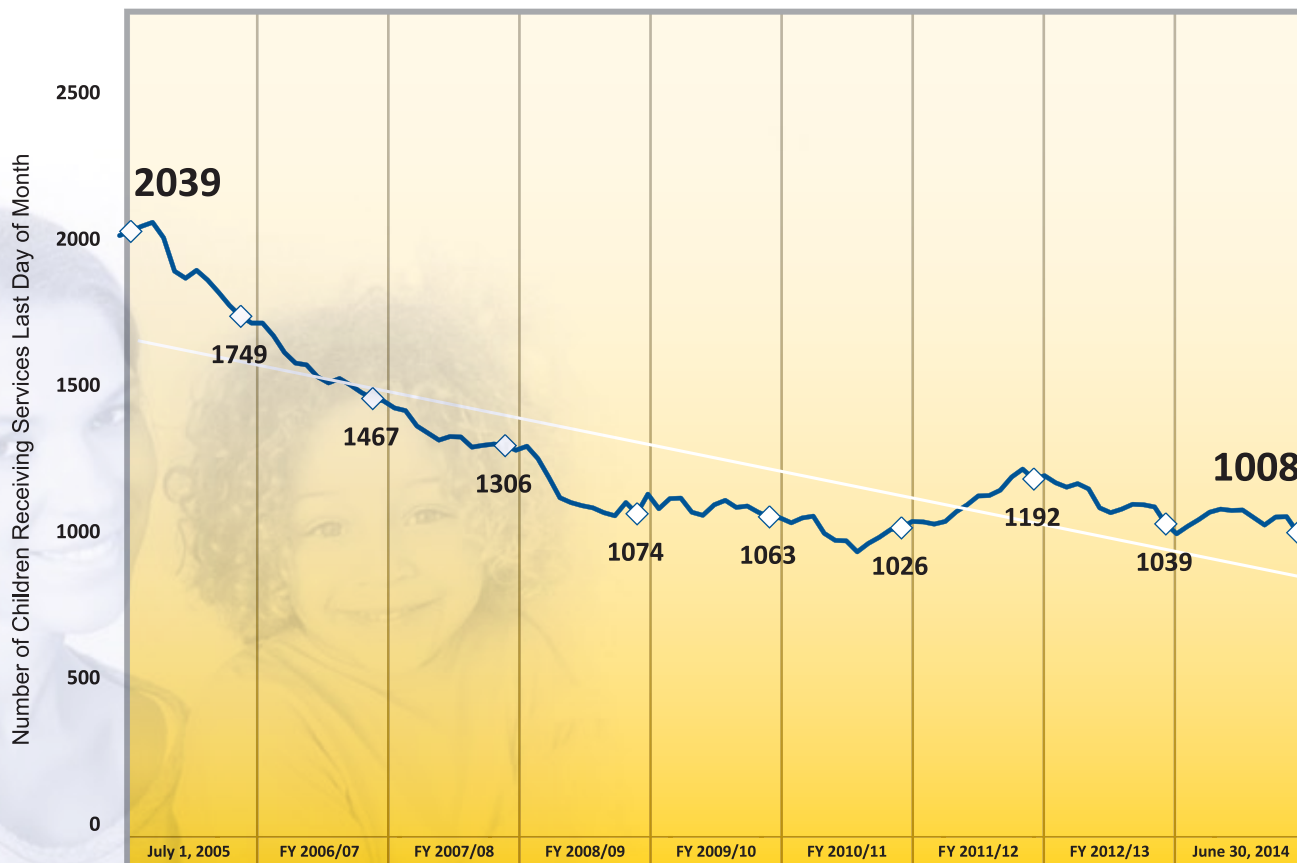
CS/HS 977 – Motor Vehicle Insurance and Driver Education for Children in Care: The bill continues emphasis on normalcy requiring the Department through a contract with a non-profit entity to establish a statewide pilot program to pay specified costs of driver's education, of obtaining a driver's licenses, and motor vehicles insurance for a child in licensed out-of-home care on a first come, first serve basis.

our CHILDREN

2013 - 2014

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

JULY 2005 – JUNE 2014



Source: Florida Department of Children and Families Child Welfare Services Trend Reports

Stan Baran - Quality Management Data Analyst - Kids Central, Inc.

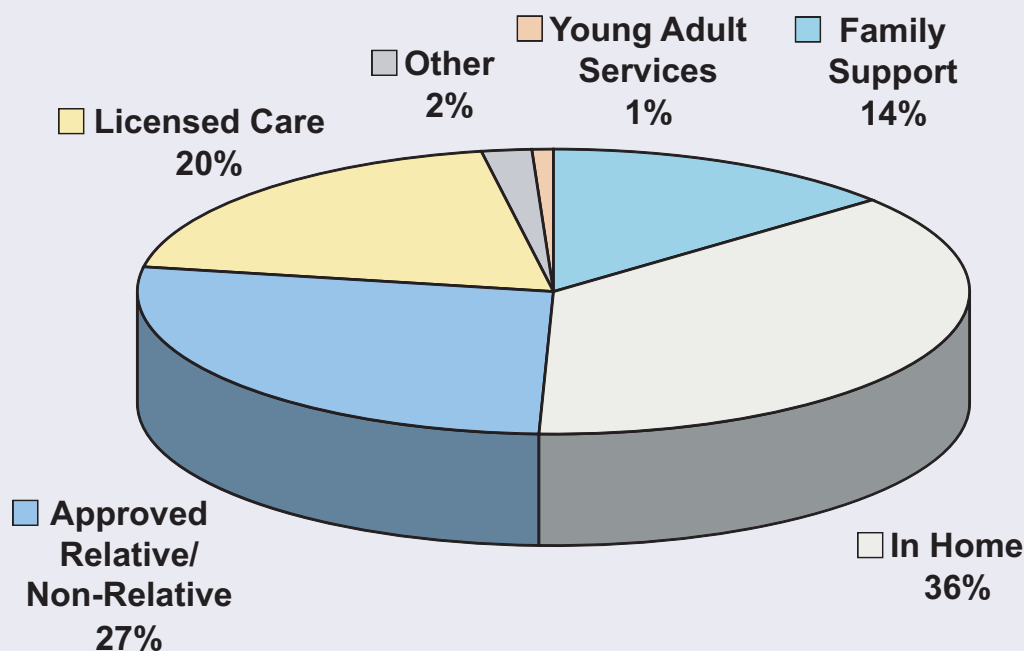
CHILDREN AND YOUNG ADULTS ACTIVE BY COUNTY: AS OF JUNE 30, 2014

	In Home	Out of Home										Total	Young Adult Services	Case Management Total	Family Support Services	Grand Total
		Approved Caregiver			Licensed Care			Other Settings								
		Relative	Non Relative	Sub-Total	Foster Home	Res. Group Care	Sub-Total	Runaway, Abscond, Abducted	Correctional Placement	Other	Sub-Total					
Citrus	114	93	21	114	67	9	76	0	1	3	4	194	0	308	36	344
Hernando	113	114	17	131	63	22	85	1	1	12	14	230	0	343	56	399
Lake	121	91	33	124	75	23	98	0	2	0	2	224	1	346	64	410
Marion	387	158	24	182	89	41	130	1	9	8	18	330	20	737	122	859
Sumter	23	9	4	13	15	2	17	0	0	0	0	30	0	53	8	61
Kids Central	758	465	99	564	309	97	406	2	13	23	38	1008	21	1787	286	2073

Source: Florida Safe Family Network "Children and Young Adults Active as Case Dependents" reports

Stan Baran - Quality Management - Kids Central, Inc.

CHILDREN AND YOUNG ADULTS ACTIVE: AS OF JUNE 30, 2014



Source: Florida Safe Family Network "Children and Young Adults Active" Report

Stan Baran - Quality Management - Kids Central, Inc.

CASE MANAGEMENT SERVICES

THE CENTERS – CITRUS AND MARION COUNTIES

The Centers, Inc. 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. In an average month during 2014, almost 800 children's safety was supervised.

The Centers paired with private providers, as well as the County Health Departments in Citrus and Marion Counties, to ensure the medical and dental needs of children involved in the dependency system were met timely. Quality Assurance monitoring of weekly tracking reports documenting children's individual needs, the Centers' nurse obtaining immunization records, and the establishment of separate Medical and Dental Days were all instrumental in this success.

Healthy and safe visitation with parents is also a key component for emotional wellbeing. Using pre- and post-briefings helped parents identify and overcome barriers that impeded their visitations with their children. Teaching the tools of planning and self-evaluation empowered the parents to pinpoint specific areas of concern and develop a strategy to meet those concerns. Then, the parents utilize skills learned through this program and apply them to other areas of parenting, coping and problem solving.

The third focus of child welfare case management is permanency for all children. From the inception of the case through closure, the Family Care Manager actively works with the parent(s) toward safe and permanent reunification. A two-stage reunification staffing process was instituted to assure that children were properly transitioned back to their parents and to allow the parents an opportunity to identify and request any additional services.

THE CENTERS (continued)

To supplement the funding provided by Kids Central, The Centers fundraises to meet the additional needs of the families it serves. For example, funds are raised for holiday assistance, extra-curricular activities, expenses related to sports and senior photos. The Centers held several fundraisers, including ZUMBathon, Penny Drive, Silent Auction, Pancake Breakfast, and Bingo Event.

The following was accomplished in the 2013-2014 FY:

- Two visitation coaches worked with 90 families who experienced issues that prevented positive visitation.

CHILDREN'S HOME SOCIETY – HERNANDO, LAKE AND SUMTER COUNTIES

The 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. 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. CHS focused on three key areas during the 2013-14 fiscal year, family reunification, family visitation, and psychotropic medication prescriptions, to better the lives they serve and to further improve their services.

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.

The following was accomplished in the 2013-2014 FY:

- Created and implemented meetings to evaluate the families' readiness for reunification.
 - CHS established a goal of having three or more informal family support members participate in 50% of all staffings, and the goals was exceeded by 13%.
- Developed and utilized relapse prevention plans for families being reunited with their children.
 - CHS set a goal for FY 2013-14 to complete relapse prevention plans in 90% of reunification cases, and this goal was almost met with relapse prevention plans developed in 85% of cases.

- Greater than 97% of the Marion and Citrus County children in out-of-home dependency care were current in having their dental and medical needs met.
- 485 children were provided holiday assistance, hopefully giving them something to smile about for the holidays.
- This year in Marion alone, over \$5,000.00 in cash donations were raised and over 300 children sponsored by community members.

- DCF monitors the reabuse of children previously reunified with their parents within 12 months. The combined results for the three counties serviced by CHS was 10.4% with Sumter at 3.13% and Hernando at 5.04%, both exceeding the target of 9.9%.
- To ensure continuity of medication management and ensure children are not over medicated, CHS obtained the services of a child psychiatrist.
 - As of June 2014, the child psychiatrist helped reduce the number of children on psychotropic medications. 30 children are no longer on psychotropic medication, and 19 are no longer taking two or more psychotropic medications.

SUCCESS STORY

The Lake County dependency team had a very challenging case involving five children, ranging from six years old to 17 years old. Several of the children exhibited severe behaviors. They were living in four separate group homes, in four different counties, and two of the homes were out of district (*Volusia and Indian River Counties*). Each parent had court-ordered supervised visitation for two hours each week, and the visits had to occur separately. While school was in session, the visits needed to be conducted after school to reduce interference with their education. To accomplish this, it required four staff to transport the children to and from visits with their parents. A combined time of 18 hours per week was required to transport the children and supervise the weekly visits.

FOSTER CARE SERVICES

Some parents are unable to safely care for their children. There are many reasons parents may be unable to 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 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.

RECRUITMENT

Kids Central partnered with GOLD & Associates, a marketing agency, to strategically recruit new foster families. Through a targeted marketing campaign and tailored events, Kids Central honed its recruitment strategies. Continuing the previous year's success of Open Your Heart, a faith-based recruitment event, four Open Your Hearts were held throughout the area. The concerted efforts produced amazing results breaking all previous records.

The following was accomplished in the 2013-2014 FY:

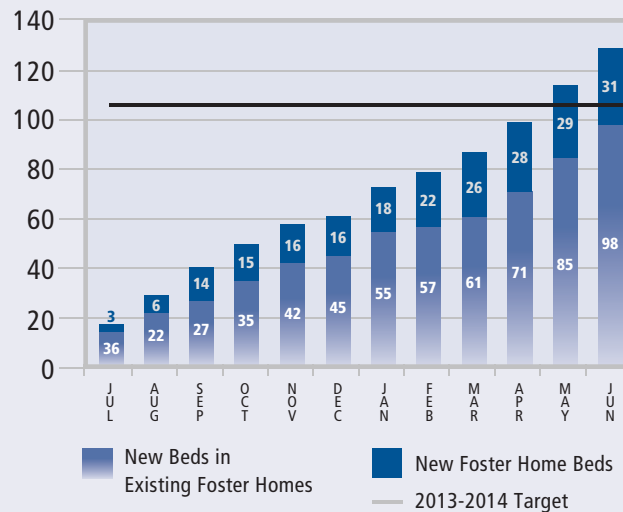
- The new foster families added 97 new beds to Kids Central's capacity while some existing foster families increased their homes' capacity resulting in 31 new beds – totaling 128 new beds
- Open Your Heart Marion held on September 28, 2013 at the Marion County YMCA
- Open Your Heart Citrus held on November 16, 2013 at the Crystal River Mall
- Open Your Heart Lake/Sumter held on February 15, 2014 at the Father's House in Leesburg
- Open Your Heart Hernando held on April 12, 2014 at First United Methodist Church of Spring Hill



Two brothers take part in the 2013 Marion County Open Your Heart event at the YMCA.

TOTAL NEW HOME BEDS

— By Month: FY 2013-14 —



LICENSING

Initial and Relicensing Specialists guide foster families through their initial and relicensing. These specialists complete home visits, home studies, and answer the families' questions along the way. It is Kids Central's responsibility to do due diligence to make sure the foster families it licenses are suitable and prepared to care for the vulnerable children. During the fiscal year, Kids Central implemented its new foster parent training curriculum, *Fostering Futures*.

Developed with Key Assets, *Foster Futures* focuses on how to care for traumatized children. Furthermore, it is more flexible and accommodating to the busy lives of the families.

The following was accomplished in the 2013-2014 FY:

- In total, over 50 people were trained using *Fostering Futures* and 50 new foster homes were licensed.
- Seven potential foster parent orientations held.

SPECIAL EVENTS

FOSTER PARENT TRAINING AND FOSTER PARENTS OF THE YEAR

On the evening of May 17, 2014, the Foster Parent Training was held at the Laurel Manor Lincoln Theatre in The Villages. The Kids Central foster parents began their evening enjoying the music of Shema Freeman and an appetizer buffet. Suddenly, the room went dark, and behind the big screen the rousing music of *The Edge Effect* began as these five talented singers were silhouetted for the first several bars of the song. Then they burst onto the stage and the entertainment began!

The *Edge Effect* are five young men who sing completely a cappella, meaning all the music in the program is created by the human voice, with no instrumental accompaniment, and you would never know it. They graciously donated half of their performance fee to Kids Central in order to make the magical evening happen.

The theme this year was "Building Better Lives." Foster parents were honored and recognized for their great work with children. They were given an evening of education, as well for their annual training requirements.

Pastor Chris Johnson gave the keynote speech; he is a wonderful foster/adoptive parent. He focused on getting back to the basics, the building blocks of foster parenting, and reminding everyone why they became involved in this field in the first place. Throughout the evening, we honored the Foster Parents of the Year, held the great gift basket drawings and continued to enjoy *The Edge Effect*.

At the end of the evening, the group hit the lobby for a meet and greet and photo opportunity with all guests. They also donated ten percent of CD sales the back to Kids Central to further show their support for the cause.

Special guests for the evening included State Representatives Dennis Baxley, Jimmie Smith and Charlie Stone, as well as DCF Regional Managing Director Bill D'Aiuto among others. Their time was well spent meeting and chatting with foster parents as they showed their support for all they do for the children of Florida.

Highlights of the evening included the Foster Parent of the Year Awards featuring all of the nominees and the naming of the Foster Parents of the Year in each county.

FOSTER PARENTS OF THE YEAR

Citrus County — David and Lauren Moore
Hernando County — Sam and Marilyn Martin
Lake County — Joseph and Sabrina Ciceri
Marion County — Bill and Judy Moorehead
Sumter County — Elaine Boyd-Anderson
Special Recognition Award — Eva Plummer

And once again, the gift baskets wowed everyone. This year, 24 baskets were donated and created by the Kids Central departments and the partner agencies. Basket themes included everything from arts and crafts to family movie nights, money trees and even a beach getaway.



The Edge Effect takes the stage at 2014 Foster Parent Training Night

At the end of the evening, there was even time for dancing to the Motown tunes of Shema Freeman again. It was just a wonderful end to a wonderful evening.

The event wouldn't have been possible without the generous sponsors: Gold Donors: Bouchard Insurance, The Centers, Gateway Bank of Central Florida, and Youth and Family Alternatives.

OPEN YOUR HEART

Open Your Heart events are a unique recruitment effort targeting prospective foster and adoptive parents through faith-based partnerships. Instead of listening to child welfare specialists and professionals, guests interact directly with those who know the most about the children, those who live the life, the current foster and adoptive parents. Speakers cover the challenges and the joys of working with communities' most vulnerable children with a special emphasis on the need for families who will care for teens and sibling groups.

Teen and child speakers are now being included as well. Their perspective is extremely poignant for the guests. The events also serve as a refresher and rejuvenating event for current foster and adoptive families. Speakers include Paul Campbell, Jocelyn Gindling, Victoria Herrin, Linda Hoins, Chris and Ethan Johnson, Ashley and Jon Kennen, Rachel, Gloria and Andrew Lawson, Donna Magill, Marilyn Martin, Austin, and Kathy Young.

Participation by child welfare partners was vital. Partner Agencies include the Department of Children and Families, Children's Home Society, Youth and Family Alternatives, Children's Medical Services, Children's Legal Services, Camelot Community Care, Children's Legal Services, Florida Mentor, Guardian Ad Litem.



A beloved foster parent takes home a beautiful raffle basket.

Silver Donors: Chick-fil-A – The Villages, Mid Florida Agencies – Wayne Tutt, Agent, The Hampton Inn – The Villages, and Party Time Rentals. Bronze Donors: Camelot Community Care, Citrus Memorial Hospital, Lorraine Gerrity, First Impressions Printing, Crystal River United Methodist Church, Nature Coast Unitarian Universalists, Ocala/Marion County Chamber and Economic Partnership, Nature Coast Photography, Golden Flake, The Ranch Fitness/Spa, Ocala Civic Theatre, and BJ Trophies.

On February 15, 2014, volunteers, staff and speakers returned to the Father's House in Leesburg, where it all began a year before to hold the Second Annual Open Your Heart Lake/Sumter. Partnering with the Father's House in conjunction with Love Week created a wonderful and powerful event. Fourteen families came out to learn more about fostering and adoption, and of those, ten families filled out paperwork to move forward in the process. Just four days after that event, four families from the Open Your Heart event were able to attend the February 19, 2014 Fostering Futures class. These families completed Fostering Futures in April and were on their way to licensure.

April 12, 2014 took our Open Your Heart event into Hernando County for the first time. It was the culmination of Children's Week and a great way to share the need for more foster families in the southernmost area of Circuit 5. The event was held at the First United Methodist Church of Spring Hill. A total of seventeen families attended, and nine families moved forward by completing packets.

These events bring much needed attention to the need for foster and adoptive families throughout the area served and the state.

ADOPTION

Youth and Family Alternatives is the contracted provider of Kids Central charged with providing adoption services for all five counties of Circuit 5. YFA recruits, trains and approves adoptive homes to adopt children from the child welfare system. YFA is also responsible for case management services to children available for adoption.

Each year, the Department of Children and Families sets a goal of adoption finalizations for each lead agency. Kids Central continues to provide oversight and final approval for all the Adoption Subsidy files, Separation of Sibling Staffing and the Adoption Applicant Review Committee Meetings held throughout Circuit 5. Programmatic changes for YFA include the creation and implementation of Post-Placement Staffing, which requires a staffing be held within 30 to 45 days after a child is placed in an adoptive home in order to assess the placement both from the adoptive family's view and the child's view. This helps to ensure everything is in place prior to moving towards an adoption finalization.

The following was accomplished in the 2013-2014 FY:

- YFA exceeded its goal of 150 adoption finalizations by 11 resulting in 161 children finding forever families.
- There were 91 children adopted with relatives, 18 with non-relatives and 52 children adopted through foster/recruit efforts.
- Also met by YFA includes the goal of placing 40% of children with high-level needs in a permanent adoptive homes. YFA achieved 52.3%.



*An adoptive family standing before Judge Robbins at the 2013 Home for the Holidays.**

HOME FOR THE HOLIDAYS

Today in America there are more than 100,000 children in foster care waiting for permanent, loving homes. The annual Home for the Holidays event is a way Marion County celebrates and honors families who adopt. The event also helps raise awareness about the needs of children in foster and relative care, encourages others to provide children with permanent homes through adoption, and builds collaborative partnerships among local adoption agencies, courts and advocacy organizations.



*Papa Noel makes an appearance at 2013 Home for the Holidays**

The 2013 Home for the Holidays honored the multi-cultural and multi-ethnic communities in Marion County by celebrating holidays from around the world. The event included displays, decorations, food, and children's entertainment from a number of holiday observations. Also Papa Noel, a Haitian holiday personage, made a special visit giving a pair of new shoes, gifts and joy to the children.

On December 20, 2013 at the Marion County Judicial Center 19 children received permanent loving families as their adoptions were finalized during a very special hearing presided by Honorable Judge Sue Robbins. The hearing itself was brief and informal, but the effects of what was done will last for generations. The children who were adopted received the best holiday gift of all, a forever family.

**Photos by Doug Engle — Ocala Star-Banner, December 20, 2013*

INDEPENDENT LIVING AND EXTENDED FOSTER CARE

This year was an exciting and challenging one for Kids Central's Independent Living program. In June 2013, Florida Governor Rick Scott signed into law the Nancy C. Detert Common Sense and Compassion Independent Living Act. This new law completely restructured the entire Independent Living program. Some of the most notable changes were:

- The extension of foster care for eligible young adults ages 18-21 or 22 with a disability.
- Postsecondary Educational Services and Support (*PESS/18-22 yrs old*) – Youth are only eligible if they have achieved their high school diploma or equivalent and are enrolled in approved colleges or vocational programs.
- The requirement for Independent Living Coordinators to be certified case managers.
- New guidelines for how to prepare 17-year-olds for independence through extensive Transition Planning.
- The transfer of the responsibility of life skills instruction from the IL team to the caregivers.
- The termination of Subsidized Independent Living and Transitional Support Services.

While many of these items are welcomed changes, implementation of new programs built from the ground up can be quite a challenge. Kevin Maloney assumed the role of Director of Operations in October, 2013, and together with his IL team, faced these challenges head-on.

The following was accomplished in the 2013-2014 FY:

- Secured appropriate housing for the Extended Foster Care (*EFC*) population by working collaboratively with the Contracts Department to create a Request for Proposal (*RFP*) to recruit new transitional housing and host homes.
- To ensure community partners were aware of the law changes and newly available services for mutual clients, Kids Central provided training to case management agencies, GAL programs, Homeless Coalition and other community providers throughout Circuit 5.
- Eligible IL staff went through case management pre-service training to become certified case managers, and succession planning allowed us to fill vacancies with qualified coordinators.
- Kids Central Leadership attended several statewide workshops to provide input for the DCF team that was tasked with writing administrative code for the new programs.
- Worked closely with Children's Legal Services Attorneys to ensure court documents were created for the new Extended Foster Care program.
- A workgroup of IL Coordinators was assembled to create a transition plan covering what is filed with the court, along with a process and timeline for completing these documents with the youth.
- Kids Central exceeded its Balanced Scorecard educational target of 65% of youth receiving a GED or diploma with 80% of youth receiving either a GED or diploma.

INDEPENDENT LIVING TRAINING AND GRADUATION

Graduating from high school or other academic programs is a lifetime milestone for every youth, especially those facing the unique challenges afforded them by experiencing abuse, neglect or abandonment. When children experience adverse conditions and are placed in foster care, they are more likely to struggle educationally. The overall graduation rate for 2011/12 in Florida was 74.5%.

Moreover, over a third of young adults who aged out of foster care reported having five or more school changes, and only about 3% of youth obtain a bachelor's degree within a few years of emancipation. Experiencing trauma, instability and stress significantly affects these youth, so when they succeed it's very important to celebrate.

And celebrate we did. On June 20th, community partners, local leaders, Kids Central staff and friends came together to acknowledge, commend and celebrate the educational accomplishments of 18 local foster youth. The event was held at Rondo's Ocala Ballroom in downtown Ocala. Decorated in a vintage inspired Hollywood theme complete with a red carpet, the ballroom made the young adults truly feel like stars.

Laymon Hicks, the keynote speaker, shared his passion to empower the students to reach for their dreams. This dynamic and engaging speaker made the youth reflect on their lives, dreams and future. His overarching message was that the youth should not define themselves by others' opinions and beliefs. He drove home that they can accomplish their dreams through hard work and dedication because nothing comes to those who wait.

Called to the stage one by one, the graduates were individually recognized. Each student received a certificate of accomplishment, a unique commemorative coin, and a goodie bag filled with gift cards and other donated items.

Closing the program, Shalonda McHenry-Sims, Chief of Operations, spoke from her heart and addressed the graduates. Like Laymon, she too focused on the importance of diligence, strength and hard work. She also encouraged and challenged the attending 17-year-olds to return next year as graduates. After the close of the program, the DJ kicked up the tunes for everyone to dance.

The event wouldn't have been possible without the dedication of the Independent Living Department and the donors. The support of Mojo's Grille, (en•ve), Harry's Seafood, Dr. Jones Orthodontics, Shannon Roth Collection, Olivia and Co. Kids, Toñy Sushi, Massage by Jolene, Marley Mae Designs, Regina A. Lanzi, Hannah Oglesby, Andrea Davis, Flora McLean, Darlene Bell-Alexander, Deanna Doyle, Interfaith Emergency Services, Guardian ad Litem, Voices for Children of North Central Florida, and SmallCakes helped make the event very special.



*Two young ladies enjoy the Independent Living Training and Graduation.**

**Photo by Bruce Ackerman — Ocala Star-Banner, June 23, 2014*

COMMUNITY

Engagement

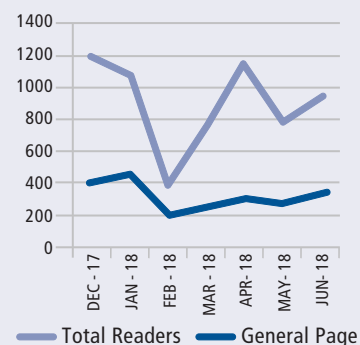
COMMUNITY AFFAIRS

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 and public meeting participating coordination. To directly communicate with its constituents, Kids Central launched its blog, Kids Central Discussion, in November 2013.

The following was accomplished in the 2013-2014 FY:

- The Kids Central Discussion blog had an average of 886 readers per month from December 2013 to June 2014.
- 90% of stories pitched to media outlets were printed or covered.
- Kids Central received \$85,140.67 in monetary donations and \$295,374.68 of in-kind donations.

BLOG READERSHIP



5TH ANNUAL TEE OFF FOR KIDS

On Veterans Day, November 11, 2013, a crowd of 77 golfers descended upon The Black Diamond Quarry Course to *Compete so Our Children Win!* The 5th Annual Tee Off for Kids sought veterans to come and celebrate Veterans Day while raising money for Kids Central's unfunded prevention programs. The event grossed over \$34,000 in cash and \$105,000 of in-kind products and services. Kids Central's honored guest, retired Lt. Col. Frank Rasbury, played the course and spoke to the guests. This year, Tee Off had more sponsors and supporters than ever before, including local legislators. United States Congressman Richard Nugent, his Chief of Staff, Justin Grabelle, and Florida Representative, Jimmie Smith, attended the closing ceremonies and cocktail reception. Congressman Nugent has been a long-time friend and supporter of Kids Central dating back to his days as Hernando Sheriff. Kids Central's CEO, John Cooper, was joined by several members of the Board of Directors who attended the event.

For the first time, the 5th Annual Tee Off for Kids offered the chance for three lucky golfers to attempt a \$1 Million Hole-in-One shot! In addition, golfers participated in a putting contest worth \$5,000 and attempted to win a brand new Honda Fit on Hole #17 sponsored by LOVE Honda. Guests and golfers also received gifts of appreciation including a commemorative golf medal.



Ret. Lt. Col. Frank Rasbury and John Cooper at the Tee Off for Kids golf tournament.



Winning foursome (L-R): Ben Johnson, John Kieras, Tom Wirbel, and Ryan Chapdelaine.

TEE OFF FOR KIDS (continued)

Entertainment for the event was provided by Karl Oestreich, Mariah Dixon and Joey Morrow, three talented musicians performing as *Ladies and Gentlemen*. Their music was the perfect backdrop for the event and the performance was the talk of the room, especially when joined with the beautiful voice of Frank Rasbury's wife, Naida, singing a patriotic song.

The winning foursome was registered by veteran Tom Wirbel, President and founder of Powerhouse Two, a manufacturing company in the Orlando area.



Guests enjoyed entertainment provided by *Ladies and Gentlemen*.

Other players in the winning foursome were John Kieras, Ryan Chapdelaine and Ben Johnson. The 5th Annual Tee Off for Kids was enjoyed by everyone in attendance. Kids Central greatly appreciates the contributions from sponsors, donors, volunteers and supporters who made this event such a huge success.

CASH SPONSORS



PROUD IN-KIND SUPPORTERS

- | | | |
|------------------------------|--------------------------------------|---------------------------------|
| ABC Wine & Spirits | Guayaki Coffee | Orlando Magic |
| Above Par Promotions | GOLD & Associates, Inc. | Panera Bread |
| Access Records Storage | Golfsmith Events & Promotions | Paradise Golfers Club |
| Alex & Ani | GourmetGiftBaskets.com | Pinkcalyx.com |
| Andre Agassi | Jennifer Aldrich | Premier Cancun Vacations |
| Arabian Nights — Orlando | Jacksonville Jaguars | Racetrac |
| Arnold Palmer | John Mellencamp | Redbox |
| AutoZone | John Travolta | Ritz-Carlton Grand Lakes Resort |
| Birds Underwater | Keurig | Sheryl Crow Collectibles |
| Black Diamond Golf Club | Kevin Gompers Photography | St. Augustine Wildlife Reserve |
| Bobby Goldsboro | Kevin Maloney | Susan Sarandon |
| Busch Gardens — Tampa | Kennedy Space Center Visitor Complex | SweetLeaf Tobacco |
| Chelsea Piers Management, NY | Loudmouth Golf | Tampa Bay Rays |
| Callaway Golf Products | LOVE Honda | Timex |
| Clearwater - Total Wine | Magnolia Bakery — New York | Tito's Handmade Vodka |
| Dennis Baxley | Martini Tees | Total Wine |
| Dinosaur World | Maururu | WIND-FM |
| Don Sergio Ramar Cigars | Mojo's Grill | WYKE TV 47 |
| Elite Island Resorts | Nantahala Outdoor Center | Whoopi Goldberg |
| First Impressions Printing | Ocala Magazine | WonderWorks — Orlando |
| Florida Panthers | Ocean Potion | Your True Nature |
| Gatorland | Offshore Sailing | |

END KIDS' TEARS

End Kids' Tears 2014, Kids Central's child abuse prevention and awareness campaign, continued its trend of expansion. As a community-inclusive project, specific events and projects were tailored to each county and its participants. The community alliances took a strong lead across the Circuit and Kids Central made sure to play a strong role in every area.

Blue pinwheels are the prominent symbol of Child Abuse Prevention Month. The shining, spinning pinwheels serve as a reminder that all children deserve to have a safe, healthy, and abuse free childhood. Gardens of pinwheels sprung up across the Circuit. Kids Central partnered with Ocala Health to plant a large scale pinwheel garden in front of West Marion Community Hospital. The garden was in the shape of a pinwheel. It truly commanded notice with the sun shining on the blue and silver pinwheels.

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 and newspapers to draw more attention and awareness.

The following was accomplished in the 2013-2014 FY:

- Eight County and City Commissions performed Child Abuse Awareness and Prevention Proclamations, at which representatives from across child welfare attended the meetings and stood up to receive the proclamations.
- Furthering the outreach, Citrus, Hernando, Lake, and Marion Counties held kickoff or children's events to raise awareness for child abuse and healthy children.
- In conjunction with Child Abuse Prevention Awareness month, Open Your Heart Hernando was held at the Spring Hill Methodist.
- Partners with Ocala Health to plant a large scale pinwheel garden at the West Marion Community Hospital and another smaller garden at Monroe Regional Medical Center.
- Gardens were also planted at Monroe Regional Medical Center, Howard Academy, Cunningham Funeral Home, The Centers, Kids Central, Marion County Department of Health, Blessed Trinity, Childhood Development Services and others.
- With the help of board members, letters to the editors were written tailored to each county and its paper appearing in Ocala Star Banner, Hernando Today, and Orlando Sentinel.
- Articles also appeared in the Hernando Today covering the Open Your Heart event and in the Ocala Star Banner covering the Ocala kickoff at West Marion Community Hospital.



The Department of Health in Marion County partnered with Kids Central to plant gardens and raise awareness.



Ocala Health was the home of End Kids' Tears largest pinwheel garden.



The large scale pinwheel garden in the shape of a pinwheel in front of West Marion Community Hospital.

administrative

STRATEGY

Fiscal Year 2013 – 2014 was a year of significant change for Kids Central's Strategy Department. Driven by a two-year "Strategy Counts" grant from the Alliance for Children and Families, a newly designed annual strategic planning process resulted in continued change and improvement across the system-of-care, and Kids Central positioned themselves to pursue the Governor's Sterling Award.

Organizational capacity and strategic objectives assessed and compared to client and systemic needs within Circuit 5's communities. Information collected through internal assessments and external evaluations was combined with outcome data as well as feedback from key stakeholders. These data were reviewed and used to inform the development of an updated Annual Business Plan and Balanced Scorecard for Kids Central. Objectives and performance targets were aligned with identified needs and then cascaded to partnering case management and service provider organizations.

Kids Central staff, partners, and stakeholders received trainings and began to use Six Sigma tools as a means to improve internal processes. Several key initiatives were developed and implemented as a result of these efforts:

- Diversion services available to families were better aligned with the needs of these families and a continuum of evidence-based interventions selected and implemented. In the coming year, this transition should improve the ability for families to remain together and reduce recidivism.
- The new foster home recruiting and licensing procedures resulted in a significant reduction to "licensing cycle time" (*the length of time it takes a family to move through the licensing process and begin caring for children*).
- Healthy Start continued to improve outcomes for expectant mothers in Lake County and expanded its service area through the acquisition of a contract in Alachua County.

Additionally, processes enhancements generated using Six Sigma improvement strategies led to improvements across several other Kids Central departments.



Together, these efforts formed the basis of our application for the 2014 Governor's Sterling Award (GSA). Based on the rigorous Baldrige Management Criteria, this award from the Florida Sterling Council recognizes organizations for continued performance excellence and as role models in their field. Most applicants prepare for several years and fewer than 90% of applicants receive the award as a result of their first application. Kids Central prepared their application in less than 18 months, and after spending nearly six full days with a nine-person team of Sterling Examiners, scored extraordinarily well.

Though the Sterling Council did not award Kids Central a 2014 GSA, Kids Central did receive an award for Innovations in Best Practice related to the implementation of evidence-based diversion services. Kids Central also competed in the Annual Sterling Showcase during the FL Sterling Council's Annual Conference, presenting the impact of efforts to reduce foster home licensing cycle time. As one of six teams competing for this award, Kids Central again fared very well for our first effort, out of the six competing teams. Kids Central came in second place and was also recognized as the competitor having the Greatest Customer Impact. Encouraged by these results, Kids Central will compete for the GSA again in 2015.

Finally, during fiscal year 2013-14, Kids Central led the implementation of a statewide initiative designed to improve recruitment of foster and adoptive homes. Funded by the Administration for Children and Families – Children's Bureau, this five-year, \$1.9 million grant provides the opportunity for Kids Central, in collaboration with the Florida Department of Children and Families, Big Bend Community Based Care, Heartland for Children, Our Kids of Miami-Dade/Monroe, GOLD & Associates, and J.K. Elder & Associates, to examine barriers to recruiting permanent homes for older children who have been in foster care for more than two years and create strategic marketing plans addressing these barriers.



Kids Central's team at the Annual Sterling Showcase.



Customer Impact Award from the 22nd Annual Sterling Conference.

2014 CONTRACTED AGENCIES

FOSTER CARE & PROTECTIVE SUPERVISION CASE MANAGEMENT SERVICES

The Centers — Citrus and Marion Counties

Children's Home Society of Florida —
Lake, Hernando, and Sumter Counties

ADOPTION SERVICES

Youth and Family Alternatives — Circuit

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

CHS Mid Florida Division — Family Team Coaching

CHS Mid Florida Division — Crisis Response Team/
Family Connections Collaborative

The Centers — Crisis Response Team/
Family Connections Collaborative

The Centers — Family Behavioral Therapy

Lifestream Behavioral Center — Family Behavioral Therapy

Marion County Children's Alliance

Camelot Community Care — CARE Network

Early Learning Coalition of Marion County

Early Learning Coalition of Lake County

Early Learning Coalition of Nature Coast

SUPERVISED VISITATION

The Centers — Best Practices Visitation Program —
Citrus and Marion Counties

CHS Mid Florida Division — Best Practices Visitation
Program — Lake, Sumter and Hernando Counties

THERAPEUTIC GROUP CARE

Lifestream Behavioral Center — Our Turning Point Ranch

WILDERNESS CAMPING, RESIDENTIAL

Eckerd Youth Alternatives; Camp E-Nini-Hassee

EMERGENCY SHELTERS

Arnette House

Christian Care Center

Youth and Family Alternatives — New Beginnings

RESIDENTIAL GROUP CARE

Arnette House Group Homes

Christian Home and Bible School

Hands of Mercy Everywhere

Heart of Florida Youth Ranch

WIN for Kids

Vision of Hope Boys Ranch

Covenant Children's Home

INTENSIVE IN-HOME COUNSELING

The Centers, Inc.

Camelot Community Care

PROFESSIONAL SERVICES

GOLD & Associates, Inc. — Marketing, Web Hosting
and Maintenance

J.K. Elder and Associates — Family Finding Evaluation,
and Family Group Decision Making Evaluation

CHES Solutions — Neighborhood Project Evaluation

Key Assets Kentucky — Foster Parent Recruiting
Training Evaluation

McLaughlin — Pollster

Mindshare — Dashboard Design

Verteks Consulting — Network/Server
Maintenance 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

Financial

INFORMATION

STATEMENTS OF FINANCIAL POSITION

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

ASSETS

	2014	2013
Current Assets		
Cash and Cash Equivalents	\$ 6,778,576	\$ 7,551,745
Restricted Cash - Client Trust Funds	218,440	135,269
Grants and Provider Receivable	394,880	154,887
Unbilled Grants Receivable	577,525	587,885
Prepaid Expenses	333,746	381,167
Other Receivable	3,620	0
Total Current Assets	<u>8,306,787</u>	<u>8,810,953</u>
Property and Equipment Temporarily Restricted for Federal and State Programs, Net of Accumulated Depreciation	1,049,969	1,324,533
Noncurrent Assets		
Other Assets	46,084	46,084
Total Noncurrent Assets	<u>1,096,053</u>	<u>1,370,617</u>
Total Assets	<u>9,402,840</u>	<u>10,181,570</u>

LIABILITIES AND NET ASSETS

Current Liabilities		
Accounts Payable - Operating	4,760,210	5,212,417
Accrued Payroll and Related Expenses	577,935	525,161
Deferred Revenue	2,156,898	2,388,645
Master Trust Liability	218,440	135,269
Total Current Liabilities	<u>7,713,483</u>	<u>8,261,492</u>
Total Liabilities	<u>7,713,483</u>	<u>8,261,492</u>
Net Assets		
Temporarily Restricted:		
Property and Equipment	1,049,969	1,324,533
Unrestricted:		
Undesignated Net Assets	639,388	595,545
Total Net Assets	<u>1,689,357</u>	<u>1,920,078</u>
Total Liabilities and Net Assets	<u>\$ 9,402,840</u>	<u>\$ 10,181,570</u>

STATEMENTS OF FUNCTIONAL EXPENSES

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

	Foster Care	Residential Group Care and Emergency Shelter	Adoption	Case Management	Recruitment and Licensing
Salaries and Benefit Expenses					
Salaries	\$ 0	\$ 0	\$ 162,787	\$ 2,527,090	\$ 567,500
Benefits	0	0	32,626	575,547	142,421
Total Salaries and Benefit Expenses	<u>0</u>	<u>0</u>	<u>195,413</u>	<u>3,102,637</u>	<u>709,921</u>
Other Expenses					
Out-of-Home Care Payments	2,565,689	3,039,767	7,142,754	6,748	0
Contracted Services	1,212	5,806	1,944,931	14,772,118	8,741
Flex Funds	0	0	0	0	0
Staff Recruitment	0	0	0	0	0
Training	0	0	242	9,799	834
Travel	300	0	4,132	71,172	24,604
Occupancy and Utilities	0	0	11,986	183,420	53,396
Telephone and Data Lines	311	0	78,241	239,270	16,855
Supplies	0	0	491	11,881	3,868
Postage	0	0	351	5,174	1,517
Professional Fees	0	0	22,890	154,339	14,237
Consultants	9,696	0	0	48,929	114,863
Insurance	0	0	8,120	113,130	31,117
Minor Equipment and Maintenance	0	0	3,223	45,160	27,693
Other Expenses	96,639	0	11,114	101,387	15,272
Total Other Expenses	<u>2,673,847</u>	<u>3,045,573</u>	<u>9,228,475</u>	<u>15,762,527</u>	<u>312,997</u>
Total Expenses Before Depreciation	<u>2,673,847</u>	<u>3,045,573</u>	<u>9,423,888</u>	<u>18,865,164</u>	<u>1,022,918</u>
Depreciation	<u>0</u>	<u>0</u>	<u>25,305</u>	<u>234,000</u>	<u>12,162</u>
Total Expenses	<u>\$ 2,673,847</u>	<u>\$ 3,045,573</u>	<u>\$ 9,449,193</u>	<u>\$ 19,099,164</u>	<u>\$ 1,035,080</u>

Independent Living	Diversion and Prevention	Other Grants	Fundraising	Total	Management and General	Combined Total
\$ 350,872 95,115	\$ 578,467 146,412	\$ 501,602 113,625	\$ 2,290 335	\$ 4,690,608 1,106,081	\$ 1,322,867 388,606	\$ 6,013,475 1,494,687
445,987	724,879	615,227	2,625	5,796,689	1,711,473	7,508,162
914,295	9,078	0	0	13,678,331	0	13,678,331
0	5,503,911	805,671	0	23,042,390	300	23,042,690
0	55,395	0	0	55,395	0	55,395
0	0	0	0	0	2,869	2,869
1,576	2,689	11,660	1	26,801	17,199	44,000
12,917	26,434	33,598	0	173,157	23,796	196,953
33,018	35,698	35,299	101	352,918	85,229	438,147
13,542	14,045	11,608	23	373,895	38,549	412,444
1,256	2,198	44,069	16,046	79,809	27,969	107,778
1,136	1,069	3,529	3	12,779	2,572	15,351
8,808	14,023	3,569	26	217,892	122,121	340,013
500	253,748	139,796	0	567,532	239,553	807,085
20,372	23,171	10,650	73	206,633	54,770	261,403
5,248	13,109	7,278	19	101,730	57,634	159,364
107,515	144,212	3,324	481	479,944	83,159	563,103
1,120,183	6,098,780	1,110,051	16,773	39,369,206	755,720	40,124,926
1,566,170	6,823,659	1,725,278	19,398	45,165,895	2,467,193	47,633,088
12,567	24,141	2,938	0	311,113	27,530	338,643
<u>\$ 1,578,737</u>	<u>\$ 6,847,800</u>	<u>\$ 1,728,216</u>	<u>\$ 19,398</u>	<u>\$45,477,008</u>	<u>\$ 2,494,723</u>	<u>\$47,971,731</u>

STATEMENTS OF ACTIVITIES

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

	2014	2013
Revenues		
State and Federal Revenues		
DCF Contracts:		
DCF Services Contract	\$ 45,834,934	\$ 46,537,616
Grants - Other	1,014,818	820,838
Total State and Federal Revenues	<u>46,849,752</u>	<u>47,358,454</u>
Other Revenues		
Donations	86,362	53,047
Interest Income	247	285
Contractual Service Revenue	804,649	279,983
Other Revenue	0	47,547
Total Other Revenues	<u>891,258</u>	<u>380,862</u>
Total Revenues	<u>47,741,010</u>	<u>47,739,316</u>
Expenses		
Programs		
Foster Care	2,673,847	2,631,706
Residential Group Care and Emergency Shelter	3,045,573	2,701,226
Adoption	9,449,193	9,172,188
Case Management	19,099,164	19,229,359
Recruitment and Licensing	1,035,080	1,082,404
Independent Living	1,578,737	1,555,545
Diversion and Prevention	6,847,800	7,237,375
Other Grants	1,728,216	1,095,818
Fund-raising	19,398	14,270
Total Programs	<u>45,477,008</u>	<u>44,719,891</u>
Management and General	<u>2,494,723</u>	<u>2,589,277</u>
(Total Expenses)	<u>(47,971,731)</u>	<u>(47,309,168)</u>
Change in Net Assets	(230,721)	430,148
Net Assets, Beginning of Year	<u>1,920,078</u>	<u>1,489,930</u>
Net Assets, End of Year	<u>\$ 1,689,357</u>	<u>\$ 1,920,078</u>

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

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 DCF Circuit 5, which encompasses Citrus, Hernando, Lake, Marion and Sumter Counties. By developing and managing a comprehensive, community-based system of care, we give hope to children and families in need, and we are changing lives everyday.

- Services and support for all families including prevention, early intervention and aftercare;
- Services to stabilize families during stressful times and help keep kids safe at home;
- New ways to support relative caregivers;
- A new approach to contracting for foster care recruitment, retention, licensing and relicensing;
- Collaborations with Medicaid 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 TODAY TO LEARN MORE.



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



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