



2017

# fostering EXCELLENCE

annual report



**KIDS CENTRAL, INC.**<sup>®</sup>

A COMMUNITY APPROACH TO THE WELFARE OF CHILDREN

*Building Better Lives*

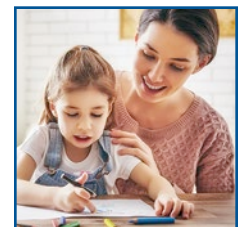


## Our Mission

- **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.



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the Council on Accreditation (COA).

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# a M E S S A G E from the CEO

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



**JOHN COOPER**  
Chief Executive Officer

In so many areas of our lives, we know when we succeed. Victory is defined by a finish line, a defined goal, or the highest score. Success can be either symbolic or literal. Graduation commencement marks the completion of college, a football team scores more points earning a victory, or a job promotion. Caring for Florida’s abused and neglected children within the child welfare system is different; there are many successes, but there is no finish line in child welfare.

Community-Based Care Agencies like Kids Central, the Department of Children and Families, and the Federal government established goals and measures to guide and assess outcomes. However, when children’s lives are involved, there will never be a time when we can say, “We’ve won.” We can’t stop just because we accomplish a goal, meet a measure, or make significant improvements.

Outsourcing of child welfare was predicated on the bold vision of the 1998 Florida Legislature by expanding a pilot created in 1996. The legislature created a dynamic model to be designed in partnership with local communities that are positioned to better understand the local strengths and needs. Community agencies would develop and coordinate a continuum of services to assure child safety and well-being to help rebuild struggling families.

Since the transition to community-based care in 2004, Kids Central set its sights on strengthening performance in several areas. We have facilitated the adoption of more than 170 children annually; nearly three times the number adopted annually prior to transition.

During fiscal year 2017, we recruited and trained a record 100 families to become foster parents; a 250% increase over five years ago. We have also prepared these families to provide homes to older youth coming into care. As a result, 31% (approximately twice the state average) of youth over age 9 were immediately placed in a home-like setting. We’ve also reduced the number of children placed in a group home by 50%. Over the last ten years, we have focused on prevention, working with more than 14,000 families a year to help ensure they don’t become involved with the child welfare system.

Moving forward, we should agree that this model of community partnerships has unleashed the creativity of local thought leaders and produced significant results. To that end, we must refrain from regressing to a one size fits all model managed from Tallahassee.



**D**aily, hundreds of professionals in Northwest Central Florida face ever mounting odds while making decisions regarding the safety of children. While those decisions are sometimes clear cut and easy to make, more often they are based on complicated and complex issues. Those decisions must balance multiple risk factors, and research shows children fare better emotionally, physically, academically and socially when living with their own family. Kids Central continuously strives for better outcomes for the children and families we serve. Not only do we meet and exceed most of the Department of Children and Families' measures, we also benchmark ourselves against national organizations and set performance objectives directly correlated to the welfare of children and families.

Unfortunately, sometimes children cannot safely remain with their own families due to abuse and neglect. Starting in late 2014, the child welfare system in Florida experienced an unprecedented increase to the number of children entering foster care. Northwest Central Florida, particularly Marion, Hernando, Citrus, Sumter and Lake Counties, was one of the hardest hit areas in the state. Since November 2014, the number of children in foster care in Kids Central's five counties has ballooned 70%, from less than 1,000 to nearly 1,700. Kids Central absorbed the increase with no new funding. According to Florida Tax Watch, when accounting for inflation, core funding for CBC lead agencies has decreased almost 13% over the last 10 years.

Despite the challenges of a record increase of children entering foster care, Florida's child welfare funding at the bottom of the national average, and a revolving door of leadership in Tallahassee, the Community-Based Care model driven at a local level has consistently demonstrated results!

As excited and proud as I am about Kids Central's accomplishments, we are not done. There is always room to improve, new goals to accomplish, and innovative practices to discover. Although there is no finish line in child welfare, CBCs are positioned to advance the vision of the local communities and serve as the statewide catalyst to introduce change and set new expectations.

Join Kids Central in our mission by volunteering, donating, fostering, adopting or advocating. Be part of Kids Central's mission: protecting children, supporting families, and engaging communities.

Learn more on our website, [KidsCentralInc.org](http://KidsCentralInc.org), or by calling 352.873.6332.



**JOHN COOPER**  
Chief Executive Officer, Kids Central, Inc.



# our HISTORY

## 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 child abuse investigations. DCF also continues to monitor lead agencies for quality assurance.



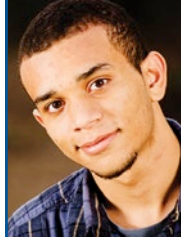
In response to the challenges and opportunities associated with the transition to community-based care, Kids Central was formed by several local providers who pooled their collective resources and expertise to establish the new nonprofit agency. Kids Central was created to develop and manage the community-based 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 driven by one of its core values; the belief that all children have the inalienable right to grow up safe, healthy and fulfilled in families who love and nurture them. Kids Central strives to accomplish this through prevention, diversion, and treatment programs. This report is organized based on these three areas.







# a MESSAGE

## from the Board Chair



**CYRUS ROBINSON**

Board Chair

The mission of Kids Central is protecting children, supporting families, and engaging communities. It is not just words written on a page. It can be seen every day in the passion and commitment of every employee and Board Member of Kids Central.

When I was first introduced to Kids Central, I recognized the services provided by the agency were needed in the community to help children and families in crisis. I initially joined the board because I wanted to be a part of all the good work being done in my local community. When my first term ended on the board, I wanted to continue working with the great people at Kids Central who were strengthening families and building better lives in Central Florida. I accepted the nomination for Board Chairman and I am honored to serve in that capacity.

The past fiscal year, Kids Central wrestled with fiscal issues we have never wrestled with before due to the increased number of children being involved in the child welfare system.

This is not our fight alone; the entire state of Florida faced the same fiscal pitfalls. Despite our challenges, Kids Central still shined by recruiting and licensing more foster homes than any other child welfare agency in the state. This affords the children who come into the foster care system a better opportunity to find a foster home that best meets their individual needs and for siblings to be placed together.

Kids Central also impressively managed to keep over 15,000 children out of the child welfare system through its prevention programming.

I am so pleased to share this year's annual report with our community. We have moved forward rising to the challenges of a new economy while meeting the growing needs of the children and families.

Our report this year shares our progress on all fronts including the children we serve, our partners, our wonderful volunteers, and events. Thank you to our supporters who have helped us reach as many children and families as possible. The need for our work is not going away anytime soon and we appreciate your continued investment in Kids Central and our Central Florida community.

**MAJOR CYRUS ROBINSON**

Board Chair, Kids Central, Inc.





# our LEADERSHIP

## Kids Central, Inc.

### Board of Directors

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



Major Cyrus Robinson  
— Chairman —



Stephen Spivey, Esq.  
— Vice-Chairman —



Rebecca Schatt  
— Secretary —



Matthew R. Ostrander  
— Treasurer —



Sheriff Jeffrey Dawsy  
— Past Chairman —



Rodney Rocker, Sr.  
— Sumter County —



Gail Burry  
— Lake County —



Mike Jordan, M.D.  
— Marion County —



Christopher Langley  
— Marion County —



Kevin Sheilley  
— Marion County —

### Kids Central Leadership

#### CHIEFS

**John Cooper** — Chief Executive Officer

**John Aitken** — Chief Financial Officer

**Shalonda McHenry-Sims** — Chief of Operations

**Dave DeStefano** — Chief of Strategy

**Debra Wise-Velez** — Deputy Chief of Prevention Services

**Thomas Ranew** — In-House Counsel

#### DIRECTORS

**Kevin Maloney** — Director of Operations

**Courtney Barnett** — Out-of-Home Care

**Penny Beehler** — Training and Professional Development

**Ellen Curtis** — Accounting and Revenue Maximization

**Aimee Gandy** — Strategy and Special Projects

**Sharon Gibbs** — Family Preservation and Independent Living

**Shelly LaFrance** — Finance and Contracts

**Robin Lanier** — Quality and Utilization Management

**Steve Lovely** — IT and General Services

**Michelle Mongeluzzo** — Prevention Services

**Hannah Rios** — Healthy Start

**Nicole Pulcini Mason** — Community Affairs

**Lynn Nault** — Human Resources





# P R E V E N T I O N

The prevention of child abuse and neglect before it starts is the best hope for improving the lives of children and families. Strengthening families and preventing child abuse requires a shared commitment of individuals and organizations in every community. In only the last year, Kids Central served over 14,000 children in child abuse prevention programs.

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

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

- Neighborhood Projects
- Kinship Care
- Healthy Start
- End Kids' Tears
- Resource Center
- Baby Sleep Basics

## Alachua and Marion County MIECHV

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

The program provides the following:

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

When clients participate in the MIECHV program, they can earn free diapers, wipes, educational toys, books and other items that help the child's growth and development. The program is for parents and caregivers with children from birth to 12 months of age. Parent Educators provide this free service in-home.

In fiscal year 2016-17, Kids Central staff served an average of 92 clients a month. Also, the Alachua MIECHV program celebrated its first three program graduates.

During the 2016-17 fiscal year, Kids Central accomplished the following:

- Kids Central was awarded the MIECHV contract for Marion County.
- Alachua MIECHV served 1,172 clients during the year.
- 10 Alachua MIECHV participants graduated from the program.
- 21 MIECHV and Healthy Start Families were given turkeys during Thanksgiving.



## Alachua, Hernando, 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.

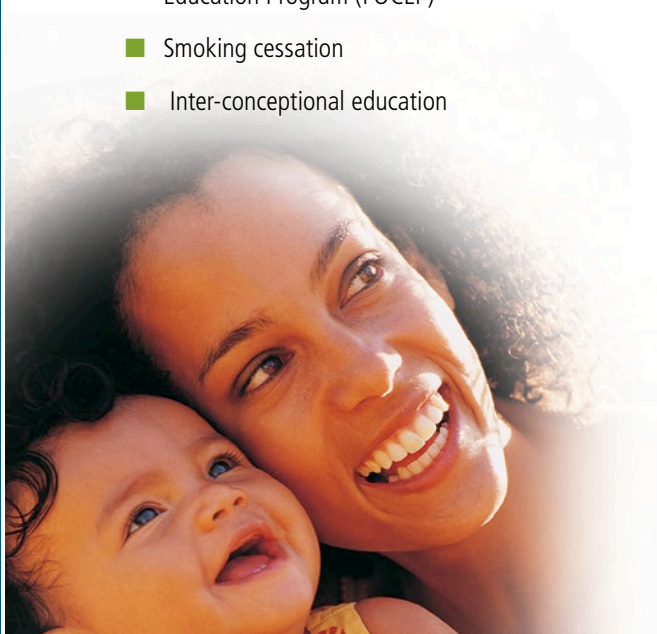
Kids Central is a service provider of Healthy Start services in Lake, Hernando and Alachua Counties. Kids Central's Healthy Start Programs provide a holistic approach to maternal and child health, encompassing service planning, community involvement, funding and provision of services.

Healthy Start trained Care Coordinators 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 the 2016-17 fiscal year, Kids Central accomplished the following:

- Kids Central's Healthy Start programs are the only programs in Florida to have Council on Accreditation (COA) certification.
- Kids Central was awarded the Healthy Start contract for Hernando County.
- Alachua County Healthy Start served an average of 180 clients a month resulting in 2,159 total clients served for the fiscal year.
- Lake County Healthy Start served an average of 172 clients a month resulting in 2,069 total clients served for the fiscal year.
- Hernando County Healthy Start served an average of 72 clients a month starting in October 2016 resulting in 646 total clients served for the fiscal year.
- Alachua County Healthy Start achieved 78% it's projected Medicaid earnings, resulting in over \$184,000 Medicaid earnings.
- Lake County Healthy Start achieved 70% it's projected Medicaid earnings, resulting in over \$192,000 Medicaid earnings.
- Hernando County Healthy Start achieved 72% it's projected Medicaid earnings, resulting in over \$66,000 Medicaid earnings.
- Facilitated two Spanish-speaking breastfeeding groups in Groveland and one childbirth course.
- Lake Healthy Start assisted 30 families with Thanksgiving dinners and turkeys.
- Healthy Start Alachua successfully moved into a new, bigger location.
- Healthy Start Alachua completed Annual Review with a 99.74% Core Performance Measurement.
- Healthy Start Alachua completed a Car Seat Safety Community Fair.





## Baby Sleep Basics

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

The CDC reports the leading cause of injury death in the U.S. for children less than one year old is unintentional asphyxiation (~1,000 infant deaths annually).

In 2017 in Circuit 5, 10 children died from some type of unsafe sleeping circumstance, which is a 17% decrease from 2013. Kids Central is working to stop preventable infant deaths due to co-sleeping by offering the Baby Sleep Basics Program. This program offers safe sleep education and Sudden Infant Death Syndrome (SIDS) information for all parents or guardians that reside in Citrus, Hernando, Lake, Marion, and Sumter Counties.

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

During the 2016-17 fiscal year, Kids Central accomplished the following:

- During the year, 180 safe sleeping environments, an average of 15 each month, were distributed to caregivers of infants.
- Kids Central expanded training to Department of Children and Families Child Protection Investigators who can now identify an unsafe sleeping environment when they are home-visiting.
- Healthy Start and Neighborhood Project staff members were provided safe sleep education and equipped to distribute pack-n-plays to appropriate caregivers.

## Kinship

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

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

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

During the 2016-17 fiscal year, Kids Central accomplished the following:

- Kinship received 228 referrals and served an average of 27 families and 34 children a month.
- The Kinship Care Program served 331 caregivers and 373 children, providing them with case management services.
- Annual funding from Elder Options provides support services for clients 55 years old and older.
- Kinship staff assisted 182 kinship families with ACCESS Florida benefits. Caregivers received \$1,677 in retro ACCESS Florida benefits.
- Over the last seven years, the program has successfully diverted over 98% of participants from the formalized child welfare system.
- Throughout the five-county area, 154 relative caregivers graduated from support groups.
- The Kinship Program supported 60 families with assistance for Thanksgiving.
- The Kinship Program raised \$23,842.02 in cash and in-kind donations.



## 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, or not having special education needs met. Only 40% of youth in foster care graduate from high school, and only 3% of youth in foster care complete post-secondary schooling or college. Kids Central's Education Program provides a collaborative approach for foster children in Circuit 5 (Citrus, Hernando, Lake, Marion, and Sumter Counties) to identify unmet needs affecting school performance. The Educational Liaison supports case managers to advocate for the educational success of children. Further collaboration exists within the Circuit 5 judiciary system and Children's Legal Services. Academic performance is reported to the court during routine court and status hearings when significant academic changes for students occur and ESSA Staffing Forms are sent to CLS.

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. Through data exchange and intensive collaboration by case management, 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 900 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) Designation of a point person from each school district to serve as the primary contact and advocate for students in foster care;
- 4) Provision of comprehensive training and education to case managers;
- 5) Improved coordination and provision of necessary educational and support services to children and families; and
- 6) Enhanced engagement and involvement of parents and caregivers in the education process.

During the 2016-17 fiscal year, Kids Central accomplished the following:

- Kids Central's Education Program trained professionals on educational advocacy.
- The Educational Liaisons attended over 109 school meetings (IEP, expulsion, and other meetings) on behalf of children in out-of-home care.
- Over 404 professionals were provided with resource and direction on youth served by the child welfare system.
- The Education Program worked with 559 youth on improving educational outcomes.



## Neighborhood Projects

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

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

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

In 2016-17, Kids Central coordinated two active Neighborhood Projects located in West Ocala, Marion County and Wildwood, Sumter County.

The Ocala Resource Center has a collaborative partnership with the City of Ocala for the building, College of Central Florida for parking, and various other community partnerships.

The Wildwood Resource Center has a collaborative partnership with the New Covenant United Methodist Church Helping Hands Ministry. The ministry assumed the financial responsibility of the center's rent, provided volunteers, assisted with special events and provided many other resources/assistance.

During the 2016-17 fiscal year, Kids Central accomplished the following:

- The Kids Central Neighborhood Projects served over 6,000 clients.
- Over 360 clients were assisted with ACCESS Florida benefits.
- Helped 60 individuals successfully gain employment.
- Gave 35 families turkeys for Thanksgiving dinner and assisted 361 children for Christmas.
- Helped complete 61 VPK applications.
- Over 2,100 clients utilized the computer lab for employment or educational purposes.
- Between both Neighborhood Projects, almost 1,400 volunteer hours were logged by volunteers.
- Kids Central established ongoing partnerships with Lions Kidsight, Christian 12-Step, Goodwill's Bookworks program, Career Source, Early Learning Coalition, Children's Medical Services, Department of Health, Langley Medical and other community organizations.

### SUCCESS STORY

#### Wildwood

**M**s. Freeman is a relative caregiver to her five grandkids. She originally came into the center seeking help with her grandkids and was referred to the Kinship Program. She recently started a new job as a bus driver to ensure she could be home for the grandkids at night. Ms. Freeman is always extremely grateful for any assistance which helps her to care for her grandkids.



## 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 food.

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

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

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

During the 2016-17 fiscal year, Kids Central accomplished the following:

- The Resource Center received donations from 202 donors.
- Facebook was instrumental in meeting the needs of the families Kids Central served.
- With the help of volunteers, the Resource Center filled over 194 resource requests.
- The volunteers who helped in the Resource Center gave 350 hours helping the children and families by filling requests and processing donations.
- Marion County Law Advisory Group decorated and donated 25 backpacks filled with hygiene items.
- One community member donated 1,200 handmade Christmas stockings.
- Three local quilting clubs made and donated 1,020 handmade items.



## Pregnant Inmate Diversion

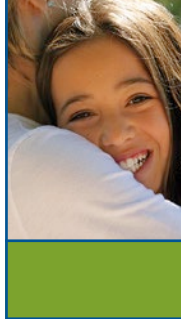
In 2013, Kids Central began a formal partnership with Lowell Correctional Institution and Munroe Regional Medical Center in Marion County to divert children from the formal child welfare system who were born to inmates. All of Florida's pregnant female inmates are transferred to Lowell Correction Center 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 placed for adoption after the parents' rights were terminated. This unfunded program saves Florida millions of dollars and places children safely with family members.

During the 2016-17 fiscal year, Kids Central accomplished the following:

- Through the Pregnant Inmate Diversion Program, 58 women received services.
- Of the 48 babies born, 31 were diverted from the child welfare system and placed with relatives or friends.
- There were 8 infants sheltered, of which four were outside the Fifth Judicial Circuit.





# D I V E R S I O N

**K**ids Central accepted the responsibility to better lives of children by taking a community approach to the welfare of children and families. In order to achieve the vision of minimizing the number of children in care who require Kids Central supervision, a vast array of community diversion resources is maintained. This offers Child Protective Investigators a wide range of effective diversion and intervention services to provide to the families served. 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 diversion services are the families that are deemed "safe" and with a "high" or "very high risk." The diversion cases that are "low risk" are referred to a community provider.

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

A total of 491 cases were diverted to contracted and community-based service providers for the 2016-17 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 being reported to the Florida Abuse Hotline:

- Family Behavior Therapy
- Family Connections
- Family Group Decision Making
- Family Team Conferencing
- Nurturing Parent Program



## Family Behavior Therapy

**F**amily Behavior Therapy is an evidence-based practice model for the treatment of substance abuse and focuses on child safety. The model focuses on “SAFE” children that remain in the home where the parents have an identified primary substance abuse disorder and/or mental health disorder that negatively impacts their ability to safely parent. Substance abuse is the number one reason for children removed from their caregivers in Circuit 5, and during 2016-17 fiscal year, 898 cases, or 38.74%, involved verified findings for substance abuse. 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.

Family Behavior Therapy includes up to 20 intensive treatment sessions and last 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 two service providers to serve Kids Central’s families. In Citrus, Hernando and Marion Counties, The Centers provides FBT, and in Lake and Sumter Counties, LifeStream Behavioral Center provides FBT.

During the 2016-17 fiscal year, Family Behavior Therapy programs accomplished the following:

- The Centers served 113 clients through FBT with 72 discharged successfully and no recidivism.
- Over 46% of FBT cases, or 97 cases, served by LifeStream closed successfully.
- On average during 2017, LifeStream clients rated their satisfaction with the FBT services as 4.94 out of a possible score of 5.

## Family Group Decision Making

**F**amily 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 well-being.

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 well-being 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 the 2016-17 fiscal year, the Family Group Decision Making program accomplished the following:

- The program served 108 families.
- Within six months of case closure, the Family Group Decision Making Program had a 0% recidivism rate.
- Satisfaction surveys completed by parents showed 100% satisfaction with the program.

## 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 well-being 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 in advocacy/service facilitation
- Multi-family activities
- Service plan evaluation

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

During fiscal year 2016-17, Family Connections programs accomplished the following:

- Increased Family Connections referrals, maintaining steady caseloads for LifeStream.
- LifeStream engaged community to increase support for clients. For example, Leesburg Lightning hosted a Diaper and Wipe Drive.
- Since 2016, St. James Episcopal Church of Leesburg has "adopted" LifeStream's FCC program providing donated household items and holiday gifts for families.
- Increased service connection within the LifeStream treatment continuum.
- LifeStream staff participated in training certifications: Adult and Child Mental Health First Aid, and QPRT Training.
- LifeStream's Clinical Program Supervisor became a certified QPR Gatekeeper Suicide Prevention Trainer.
- FCC Clinician, Sarah Tedder, and FCC Clinical Program Supervisor, Kristen Hopper, presented at the Marion County Mental Health Summit in May 2017.
- FCC staff participated in Healthy Start's Lake County Baby Shower, Hernando County Baby Shower Planning Committee, and Hernando County Mental Health Summit.
- FCC Clinician, Nicole Leninsky, established connection with Morrian Opportunity Shop in Leesburg to obtain beds, clothing and other household items for FCC Families.
- The Centers Family Connections program developed and maintained a stable staff, including a Clinical Supervisor and five Intervention Specialists providing direct services to all areas of Marion and Citrus Counties.
- An Intervention Specialist position was fully dedicated to serve Citrus County by The Centers.
- Families served by The Centers who completed the program consistently reported "excellent" or "above average" scores on Satisfaction Surveys at a ratio of 95% or higher.
- The Centers' Family Connection provided services to 58 families and 129 children.
- 67% of the families referred to The Centers' program successfully completed the program.







## FAMILY CONNECTIONS SUCCESS STORY

**M**s. Patricia Montello and her family were referred to Family Connection by Kids Central in January 2017, while dealing with her husband who was fighting a chronic battle with cancer, and her grandson, Dylan who was struggling at school dealing with severe mood disorder symptoms. The family was also enduring a major water pipe leak underneath the home which they could not afford to address and needed key HVAC repairs. Financial and emotional stress prevented her from resolving these essential basic needs.

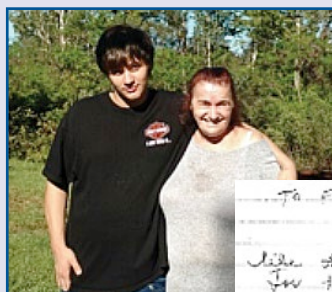
As the result of Family Connections direct in-home support and referral/linkage services, the family was able to engage in mental health outpatient and medication support for Dylan. Today, Dylan is engaged in school, making A's and B's in multiple subjects and working to improve in others.

The plumbing repairs were successfully completed in collaboration with the KCI Flex Fund process resolving this basic need and removing sanitation risks to the home. Bereavement education provided in the home enabled the family to develop coping skills, instilled hope and guided a compassionate transition as her husband lost his battle with cancer in the Spring of 2017.

Today, her grandson is stable, optimistic and consistent with his medication management regimen. The resolution of the plumbing needs enabled the family to address HVAC repairs which have been completed.

Patricia reports they have developed and maintained an informal family and friends support network as a result of the education and coping skills developed in the FCC Program and that grief support in their time of crisis motivated and enabled them to move forward with hope for the future. Dylan is engaged in the Community Action Team Program at the Centers due to referral/linkage initiated in the FCC Program.

The family reports they are extremely grateful to the FCC Program at the Centers and that the program was there for them when it appeared there was nowhere else for them to turn for help and support.



## Nurturing Parenting Program

**N**urturing 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 the 2016-17 fiscal year, the Nurturing Parenting Program accomplished the following:

- The program served 239 families.
- Within six months of case closure, NPP program had a 0% recidivism rate.
- Satisfaction surveys completed with parents showed a 100% satisfaction rate.

## Parenting Journey Program

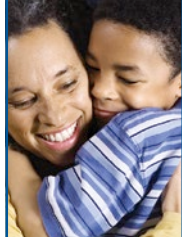
**T**he Parenting Journey Program helps mothers, fathers, and caregivers increase their confidence, capability, and resiliency — as individuals and as parents. While nurturing oneself and their children, each parent lays the groundwork for strong family relationships. In the Parenting Journey Program, a small group of parents and caregivers meet for 2 hours a week for 12 to 14 weeks.

The program includes activities, discussion, a family-style meal, and daycare. During the final session, family and friends are invited to attend a graduation ceremony. At this celebration, we honor the participation, accomplishments, and strengths of each program participant.

During the 2016-17 fiscal year, The Parenting Journey Program accomplished the following:

- The program served 149 parents.
- Within six months of case closure, NPP program had a 0% recidivism rate.
- Satisfaction surveys completed with parents showed a 98% satisfaction rate.





# DEPENDENCY

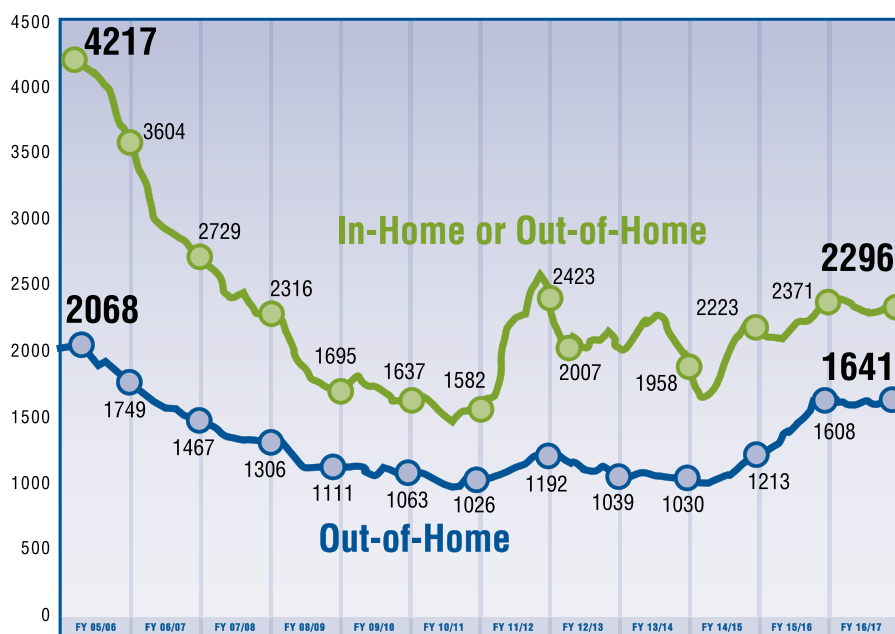
After a DCF Protective Investigator finds child abuse, neglect or abandonment, a team of professionals determines what level of intervention the family needs based on the safety of the children and the complexity of the issues. If the children can safely remain at home while the parents address the concerns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

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

## Our Children – 2017

### CHILDREN RECEIVING IN-HOME OR OUT-OF-HOME SERVICES

— JULY, 2005 THROUGH JUNE, 2017 —



Source: Florida Department of Children and Families Child Welfare Services Trend Reports Stan Baran – Quality Management Data Analyst – Kids Central, Inc.

### OUR CHILDREN – RECEIVED

	In-Home			Out-of-Home															Clients Primary Case Mgmt,	Family Support	Clients Primary	Clients Out-of County	Clients Out-of County or Primary	Total Clients Assign'd	Total Cases Assign'd	
	Non- Judicial	Judicial	Total In-Home	APPROVED CARE			LICENSED CARE			OTHER SETTINGS																Total Out-of- Home
				Relative	Non- Relative	Apprvd. Care	Foster Home	Group or RTC	Licensd, Care	Adoptn,	Missing Child	DJJ,Jail or Prison	Medical Mental	Respite	Visit	Other	Other Settings		Young Adults							
Kids Central	135	514	649	716	160	876	520	143	663	28	4	8	4		1	3	48	1587	43	2280	367	2647	591	2877	2923	1682
The Centers	61	232	293	268	64	332	201	53	254	7	2	2	2			2	15	601	1	896	5	901	185	1080	1103	639
LSBC	52	101	153	160	46	206	108	48	156	9		3	1			1	14	376		529		529	209	731	735	434
YFA	22	180	202	288	50	338	211	42	253	12	2	2	1		1		19	610	1	813		813	197	978	1000	592
Ev. Based		1	1																	1	229	230		230	239	107
FGDM																					66	66		66	67	32
Ind. Living																			41	41		41	1	42	103	103
Kinship																					65	65		65	68	44



## Case Management Services

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

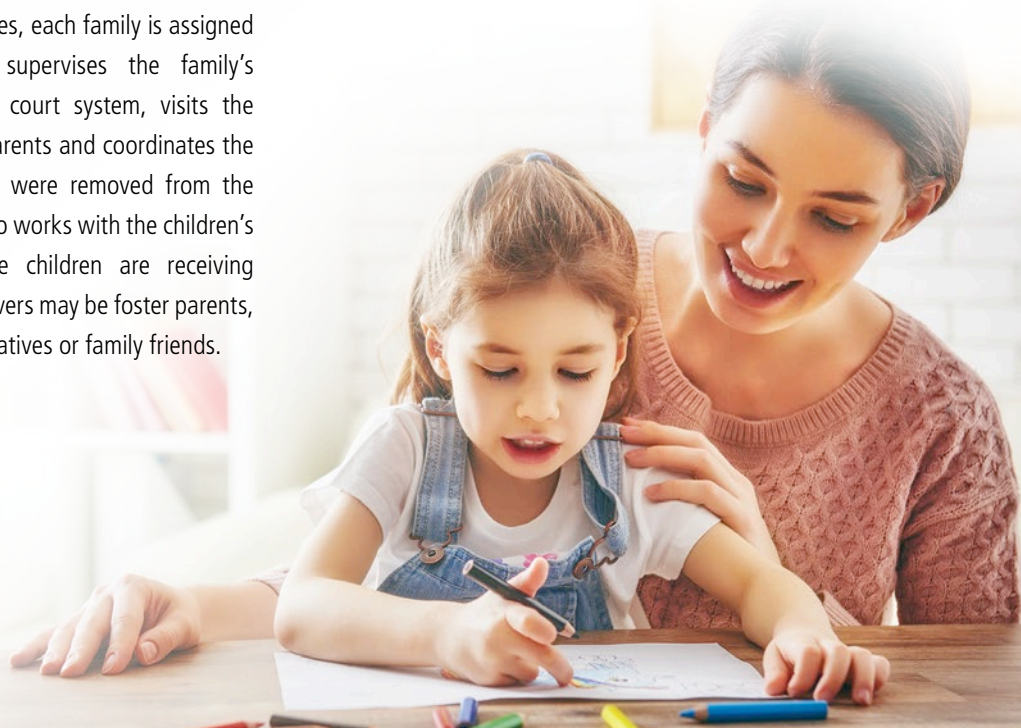
After abuse, neglect or abandonment has been determined by the Department of Children and Families (DCF) and an open service case is determined to be the course of action, DCF transfers the case to the local case management agency contracted with Kids Central. The CMA works with the family, their support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

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

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

During the 2016-17 fiscal year, Kids Central accomplished the following:

- 42.14% of children exiting foster care to a permanent home within 12 months of entering care
- 86% of young adults aged out of foster care completed or enrolled in secondary, vocational, adult education, or training, which is 6% over the statewide goal
- 94.8% of children with no verified maltreatment within 6 months following termination of dependency supervision
- 86.38% of children did not re-enter foster care within 12 months of moving to a permanent home
- 99.75% of children under supervision were seen every 30 days
- 96.4% of children in foster care received medical services in the last 12 months
- 72.1% of sibling groups were placed together, which is higher than the state average of 65%





## Foster Care Services

There are many reasons parents may be unable to safely care for their children, such as illness, incarceration, substance abuse, a violent home life, abandonment, sexual abuse or serious neglect.

At these times, the children may be removed from home and placed in foster care if relatives are not available to care for them. Foster care is intended to be a temporary shelter for children until they can be reunited with their family. Foster families are trained and licensed by Kids Central to care for children during their most vulnerable moment. When safely possible, reunification is the primary goal. Parents are given the opportunity to make life changes that will enable them to care for their children in a safe and loving environment. During the time it takes for them to make these adjustments, the children stay in foster care.

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

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

During the 2016-17 fiscal year, Kids Central accomplished the following:

- Recruited and licensed 28 new foster beds designated for teenagers, a traditionally difficult population to place.
- Recruited and licensed 10 new foster homes in Citrus County, a community in great need of more foster homes with the increase of children coming into foster care.
- Successfully kept 74% of siblings together while in foster care.
- Reduced the number of children in out-of-home care by 60 youth, 12 aged out, 42 adopted and 6 reunified.
- As part of the FIRP grant, Kids Central spent over \$41,000 on marketing.

# 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. In addition to the valuable educational component, Kids Central hosts the HALO Awards to recognize and reward dedicated foster parents. It is vitally important to provide these unsung heroes with the training and recognition they need and deserve.

More than 300 foster parents attended the HALO Awards on June 24, 2017 at the Circle Square Cultural Center in Ocala, FL. Hosted again by Rosey Moreno-Jones and Pastor Chris Johnson, the HALO Awards is an educational conference coupled with a unique award ceremony. This year's keynote speaker, Michael Williams, revisited his teen experiences in foster care to provide foster parents and social workers with valuable insight, thanks to his hindsight and understanding. When a teen, it's hard to understand (let alone explain) your actions, emotions and motives; however, when you've grown up and processed your past, you can gain perspective. Michael Williams utilized his perspective to educate, providing a voice and understanding to the actions of his teen self and so many others like him in care. He can now explain his past behaviors and decisions, providing foster parents and social workers a greater understanding of teens.

Years of service were recognized for those in attendance who had fostered for 5, 10, 15 and 20 years. Others fall into these categories, but these are the foster parents whom were recognized.

## ■ 5 YEARS OF SERVICE

Wanda & Mario Cambronne  
Yomarie & Michael Cottom  
Kimberly & Santos Escobedo  
Marquise & Alain Guillaumette  
Kimberly & Eric Spitler

## ■ 10 YEARS OF SERVICE

Shawn & Jacque Provencher

## ■ 15 YEARS OF SERVICE

Debra King

## ■ 20 YEARS OF SERVICE

Rauzette Dorleans

Throughout the evening awards were given to some of Kids Central's outstanding and special foster parents. These are just a few of the amazing people who care for our children. We have hundreds of others who give selflessly to our vulnerable families.

**The Angel of Adoption Award** honors a family who has made an extraordinary contribution to our children by, not only fostering, but also adopting. — Wendy Mabie

**The Enchanted Award** recognizes a family who works diligently to mentor biological parents, and strives to reunify families, while going above and beyond supporting the children. — Luke and Kristin Brear

**Mission Impossible** goes to a family who, when called and told, "Your mission, should you choose to accept it is..." always say, YES. — Michael and Destiny Hardaway

**Stand By Me** is awarded to foster parents of the year for their unconditional love and service to the children. — Connie Gordon

**That Thing You Do Award** is modeled after a great little film that highlights a young singing group in the 60s. It is about the special little things that someone does to make a big difference. — Marsha and Steven Foster

**The Incredibles Award** is named for how important it is for successful foster and adoptive parents to be flexible. — Brian and Erin Power

The event couldn't have been possible without the support of our donors, would not only to HALO specifically, but to Kids Central. Many of the funds donated throughout the year or via Casino Royale support HALO and the care of our children and families. HALO sponsors included Village Toyota, Circle Square Commons, Jim & Gail Burry, Youth and Family Alternatives, Kids Central's employee contribution fund, Homosassa Marina, Service Master of Citrus County, The Mojo Grill, Party Time, Pixel Perfect Photography, Devereux, Lollygaggers, Crystal Aero Group, Suncoast Dermatology and John Cooper. Additionally, internal departments and external partners donated a plethora of beautiful gift baskets raffled throughout the evening to foster parents.



## Adoption

**K**ids Central recruits, trains and licenses adoptive homes who are interested in adopting children from the child welfare system. Kids Central contracts with The Centers, LifeStream, and Youth and Family Alternatives. to provide adoption services for the counties in Circuit 5.

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

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

During the 2016-17 fiscal year, Kids Central and its partners accomplished the following:

- 173 children's lives were changed by adoption this year in Circuit 5.
- Kids Central approved 23 pre-adoptive homes.
- Received over 1,100 post-adoption resource request calls.

## Independent Living and Extended Foster Care

**K**ids 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, education 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 assistance, as well as emotional support.

Following 2014 legislation to improve the opportunities for success, 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, obtain a job or participate in a program designed to give them job skills, the youth are welcome to stay in foster care beyond their 18th birthday. Kids Central has identified host homes to provide extended foster care services to these youths.

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

During the 2016-17 fiscal year, Kids Central accomplished the following:

- Kids Central sponsored 18 youth to attend Florida Sheriffs Youth Camp for Token Economy Life Skills Training
- Hosted a computer camp where 20 youth learned Word, Excel and PowerPoint. At the end of the camp, each youth received a complimentary laptop, computer bag, thumb drive and Microsoft Office
- Hosted the annual IL Graduation in June 2017, where 20 youth were honored for academic achievement
  - 1 Bachelor of Science
  - 1 Associate of Arts
  - 3 Vocational/Technical Certificates
  - 7 High School Diplomas
  - 8 General Education Diplomas



# community E N G A G E M E N T

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

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

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

In regard to fundraising events, Kids Central organized a Non-Golf Golf Tournament in lieu of the annual Tee Off for Kids golf tournament. It hosted its 3rd annual Casino Royale event. Through these events and other avenues, Kids Central celebrated a successful year in fundraising.

During fiscal year 2016-17, Kids Central accomplished the following:

- Exceeded Balanced Scorecard fundraising measure netting over \$63,000 fundraised.
- Harnessed social media, including Facebook advertisements, to recruit foster parents and communicate with stakeholders.
- 2017 Casino Royale resulted in over \$31,000 in revenue, netting \$18,412.
- Executed mail fundraising campaign, Non-Tournament Golf Tournament, resulting in \$2,330
- Finalized corporate videos, available on YouTube.



# Casino Royale – Vegas Baby!

During its third annual Casino Royale – Vegas Baby! fundraiser on May 5th, Kids Central brought the fun and excitement of Vegas casino games to the ballroom in the Ocala Hilton. Complete with the iconic Welcome to Vegas sign, there was a hint of that classic vintage Vegas style throughout the room and crowd.

Guests walked the red carpet, and had their photos taken with a lovely showgirl. The evening began with a complimentary cocktail hour sponsored by Tito's Vodka, hor d'oeuvres and photo booth fun. At 7:30 pm, the showgirl swung the doors open to reveal the ballroom full of casino games and Elvis on stage.

The night was not solely an evening of frivolity, but an event with a purpose, to raise awareness and funds for Kids Central's families. With the help of board member, Kevin Sheilley, Kids Central raised money for the unfunded needs of children affected by abuse.

Approximately 200 attendees participated in the evening. Kids Central's dedicated sponsors provided an estimated \$25,000 in sponsorships. The event was a success but only because of community involvement, attendees and generous donors.

## 2017 CASINO ROYALE SPONSORS

### — Event Sponsors —



### — Event Media Sponsors —



### — Gold Sponsors —



David Destefano

Sumter Building 1, LLC

### — "Sahara" Friends Supporters —



DAVIS DINKINS ENGINEERING, P.A.

Cocktail Hour

Tito's



Handmade VODKA

### — Platinum Sponsors —



### — White-Gold Sponsors —



Dr. Michael Jordan

### — Silver Sponsors —



acclaim strategies



The Floor Shoppe







## Volunteer Program

**V**olunteers have an enormous impact on the health and wellbeing of communities. Studies have shown that 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 generosity of volunteers donating their time makes a tremendous impact at Kids Central where volunteers are essential in carrying out the mission and helping staff increase efficiency while decreasing organizational costs.

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

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

During the 2016-17 fiscal year, Kids Central accomplished the following:

- Twenty-five volunteers and interns contributed 2,500 hours performing 22 job assignments.
- Generated community partnerships for Resource Center drives.
- Increase in partnerships in the community resulting in increased volunteer participation







# ADMINISTRATIVE

## Strategy Department

The Strategy Department is involved with the development of Kids Central's long — and short-term strategic plans and annual Balanced Scorecard. As one of Kids Central's core business processes, strategic planning serves to keep staff focused on sustaining and improving performance by acting as the guide to both organizational and system success. In addition, the Strategy Department manages special projects that impact the long-term success of the organization and the system of care. Significant effort continues to be focused on managing the statewide Florida Intelligent Recruitment Project (FIRP) grant.

The project's overarching goal is to establish and implement a strategic recruiting process that will allow children to be placed in the least restrictive setting possible while facilitating long-term permanency efforts, specifically for older youth in out-of-home care.

The project's secondary goal is to provide evidence-based guidance surrounding the implementation of a segmented market-based approach to recruiting foster and adoptive parents. In its fourth year, the project has not only led Kids Central to excel in the recruitment of foster homes but has expedited permanency for some of our most difficult to place children.

Kids Central's strategic focus on recruitment led to more than 100 foster homes being licensed and continued to generate a significant return on investment. In the face of the continued statewide increase to the number of children entering out-of-home care, Kids Central's ability to place children in foster homes rather than residential group care generated savings in excess of \$1.5 million.



# 2016 - 2017 Contracted Agencies

## FOSTER CARE & PROTECTIVE SUPERVISION CASE MANAGEMENT SERVICES

- The Centers — Marion County
- LifeStream Behavioral Center —  
Lake and Sumter Counties
- Youth and Family Alternatives —  
Citrus and Hernando Counties

## ADOPTION SERVICES

- The Centers — Marion County
- LifeStream Behavioral Center —  
Lake and Sumter Counties
- Youth and Family Alternatives —  
Citrus and Hernando Counties

## SUPERVISED VISITATION

- The Centers — Marion County
- LifeStream Behavioral Center —  
Lake and Sumter Counties
- Youth and Family Alternatives —  
Citrus and Hernando Counties

## PREVENTION/DIVERSION/ EARLY INTERVENTION SERVICES

- Devereux Kids —  
Domestic Violence and Reunification Program
- Devereux Kids —  
Nurturing Parenting and Parenting Journey Program
- LifeStream Behavioral Center —  
Family Connections Collaborative
- The Centers — Family Connections Collaborative

## THERAPEUTIC GROUP CARE

- LifeStream Behavioral Center —  
Our Turning Point Ranch
- Aspire Health Partners — Oasis

## WILDERNESS CAMPING, RESIDENTIAL

- Eckerd Youth Alternatives; Camp E-Nini-Hassee

## EMERGENCY SHELTERS

- Arnette House
- Florida Baptist Children's Home
- Youth and Family Alternatives — New Beginnings

## RESIDENTIAL GROUP CARE

- Arnette House Group Homes
- Hands of Mercy Everywhere
- Heart of Florida Youth Ranch
- WIN for Kids
- Covenant Children's Home
- CHOICES House, Inc. —  
Glory House, Honor House, Shiloh House
- Florida United Methodist Children's Home, Inc.
- Panama Youth Services, Inc.
- Florida Sheriffs Youth Ranch —  
Bartow, Live Oak and Safety Harbor

## INTENSIVE IN-HOME COUNSELING

- Camelot Community Care

## PROFESSIONAL SERVICES

- GOLD & Associates, Inc. —  
Marketing, Diligent Recruitment
- J.K. Elder and Associates — Diligent Recruitment
- Mindshare — Dashboard Design
- Dave Destefano — Chief of Strategy/Consultant
- Heartland for Children — Diligent Recruitment
- Big Bend — Diligent Recruitment
- Our Kids — Diligent Recruitment  
(July – September 2016)
- Chris Johnson —  
Foster/Adoptive Parent Recruiter
- Rosey Moreno-Jones —  
Foster/Adoptive Parent Recruiter
- Speakwrite-Transcription Service







# financial INFORMATION

## Statements of Financial Position

JUNE 30, 2017 AND JUNE 30, 2016

KIDS CENTRAL, INC. ■ OCALA, FLORIDA

### ASSETS

	2017	2016
<b>Current Assets</b>		
Cash and Cash Equivalents	\$ 3,576,955	\$ 6,893,414
Restricted Cash - Client Trust Funds	307,677	183,335
Grants and Provider Receivable	1,694,339	210,050
Unbilled Grants Receivable	554,509	522,910
Prepaid Expenses	46,863	124,358
Other Receivable	3,523	3,224
<b>Total Current Assets</b>	<u>6,183,866</u>	<u>7,937,291</u>
<b>Property and Equipment Temporarily Restricted for Federal and State Programs, Net of Accumulated Depreciation</b>	703,491	1,198,743
<b>Noncurrent Assets</b>		
Other Assets	232,678	232,678
<b>Total Noncurrent Assets</b>	<u>936,169</u>	<u>1,431,421</u>
<b>Total Assets</b>	<u>7,120,035</u>	<u>9,368,712</u>

### LIABILITIES AND NET ASSETS

<b>Current Liabilities</b>		
Accounts Payable - Operating	3,349,812	4,261,262
Accounts Payable - DCF	587,762	235,497
Accrued Payroll and Related Expenses	843,594	769,586
Deferred Revenue	356,890	2,002,070
Master Trust Liability	307,677	183,335
<b>Total Current Liabilities</b>	<u>5,445,735</u>	<u>7,451,750</u>
<b>Total Liabilities</b>	<u>5,445,735</u>	<u>7,451,750</u>
<b>Net Assets</b>		
Temporarily Restricted:		
Property and Equipment	703,491	1,198,743
Unrestricted:		
Undesignated Net Assets	970,809	718,219
<b>Total Net Assets</b>	<u>1,674,300</u>	<u>1,916,962</u>
<b>Total Liabilities and Net Assets</b>	<u>\$ 7,120,035</u>	<u>\$ 9,368,712</u>

# Statements of Activities

FOR THE YEAR ENDED JUNE 30, 2017 AND JUNE 30, 2016

KIDS CENTRAL, INC. ■ OCALA, FLORIDA

	2017	2016
<b>Revenues</b>		
<b>State and Federal Revenues</b>		
DCF Contracts:		
DCF Services Contract	\$ 51,066,840	\$ 47,795,114
Grants - Other	452,602	298,127
<b>Total State and Federal Revenues</b>	<u>51,519,442</u>	<u>48,093,241</u>
<b>Other Revenues</b>		
Donations	105,451	136,749
Interest Income	541	330
Contractual Service Revenue	1,899,257	1,506,169
Other Revenue	103,700	121,885
<b>Total Other Revenues</b>	<u>2,108,949</u>	<u>1,765,133</u>
<b>Total Revenues</b>	<u>53,628,391</u>	<u>49,858,374</u>
<b>Expenses</b>		
<b>Programs</b>		
Foster Care	5,376,427	4,417,881
Residential Group Care and Emergency Shelter	6,560,673	4,119,796
Adoption	9,294,886	10,015,639
Case Management	20,746,020	19,847,919
Recruitment and Licensing	1,075,666	1,111,301
Independent Living	1,371,662	1,429,481
Diversion and Prevention	5,094,048	5,263,552
Other Grants	1,877,981	1,717,958
Fundraising	13,926	36,920
<b>Total Programs</b>	<u>51,411,289</u>	<u>47,960,447</u>
<b>Management and General</b>	<u>2,459,764</u>	<u>2,345,790</u>
<b>(Total Expenses)</b>	<u>(53,871,053)</u>	<u>(50,306,237)</u>
<b>Change in Net Assets</b>	(242,662)	(447,863)
<b>Net Assets, Beginning of Year</b>	<u>1,916,962</u>	<u>2,364,825</u>
<b>Net Assets, End of Year</b>	<u>\$ 1,674,300</u>	<u>\$ 1,916,962</u>

# Statements of Functional Expenses

FOR THE YEAR ENDED JUNE 30, 2017

KIDS CENTRAL, INC. ■ OCALA, FLORIDA

	2017 Program Expenses				
	Foster Care	Residential Group Care and Emergency Shelter	Adoption	Case Management	Recruitment and Licensing
<b>Salaries and Benefit Expenses</b>					
Salaries	\$ 0	\$ 0	\$ 234,612	\$ 2,516,662	\$ 637,288
Benefits	0	0	50,751	578,912	168,789
<b>Total Salaries and Benefit Expenses</b>	<u>0</u>	<u>0</u>	<u>285,363</u>	<u>3,095,574</u>	<u>806,077</u>
<b>Other Expenses</b>					
Out-of-Home Care					
Payments	5,161,898	6,515,694	8,081,881	320	0
Contracted Services	5,556	43,479	828,509	16,095,354	0
Flex Funds	0	0	0	4,658	0
Staff Recruitment	0	0	0	0	0
Training	0	0	1,149	6,484	1,684
Travel	0	0	2,169	49,580	34,145
Occupancy and Utilities	0	0	13,918	174,305	46,575
Telephone and Data Lines	152	0	11,335	322,455	40,282
Supplies	0	0	703	10,978	2,805
Postage	0	0	598	7,527	1,803
Professional Fees	0	0	7,685	179,828	13,786
Consultants	0	0	0	91,975	43,668
Insurance	38,501	0	10,801	114,995	34,874
Minor Equipment and Maintenance	12,500	0	2,309	60,238	7,666
Other Expenses	157,820	1,500	25,596	154,761	35,645
<b>Total Other Expenses</b>	<u>5,376,427</u>	<u>6,560,673</u>	<u>8,986,653</u>	<u>17,273,458</u>	<u>262,933</u>
<b>Total Expenses Before Depreciation</b>	<u>5,376,427</u>	<u>6,560,673</u>	<u>9,272,016</u>	<u>20,369,032</u>	<u>1,069,010</u>
<b>Depreciation</b>	<u>0</u>	<u>0</u>	<u>22,870</u>	<u>376,988</u>	<u>6,656</u>
<b>Total Expenses</b>	<u>\$ 5,376,427</u>	<u>\$ 6,560,673</u>	<u>\$ 9,294,886</u>	<u>\$ 20,746,020</u>	<u>\$ 1,075,666</u>



**2017**  
**Program Expenses**

<b>Independent Living</b>	<b>Diversion and Prevention</b>	<b>Other Grants</b>	<b>Fundraising</b>	<b>Total</b>	<b>Management and General</b>	<b>Combined Total</b>
\$ 399,679	\$ 596,851	\$ 969,300	\$ 1,343	\$ 5,355,735	\$ 1,464,105	\$ 6,819,840
84,531	147,111	240,434	153	1,270,681	333,628	1,604,309
484,210	743,962	1,209,734	1,496	6,626,416	1,797,733	8,424,149
701,443	4,756	0	0	20,465,992	0	20,465,992
143	3,787,372	149,264	0	20,909,677	298	20,909,975
0	33,027	0	0	37,685	0	37,685
0	0	0	0	0	166	166
625	1,704	13,072	0	24,718	6,094	30,812
15,521	16,693	70,159	0	188,267	15,934	204,201
27,605	47,624	89,312	54	399,393	105,409	504,802
24,802	31,594	51,438	32	482,090	65,031	547,121
3,952	2,772	20,462	12,227	53,899	31,311	85,210
1,215	876	3,299	(1)	15,317	3,769	19,086
7,557	79,770	70,115	62	358,803	83,243	442,046
0	56,125	121,308	0	313,076	122,429	435,505
22,425	16,161	41,034	39	278,830	68,156	346,986
23,885	21,034	18,501	9	146,142	67,302	213,444
53,463	230,067	3,000	3	661,855	56,762	718,617
882,636	4,329,575	650,964	12,425	44,335,744	625,904	44,961,648
1,366,846	5,073,537	1,860,698	13,921	50,962,160	2,423,637	53,385,797
4,816	20,511	17,283	5	449,129	36,127	485,256
\$ 1,371,662	\$ 5,094,048	\$ 1,877,981	\$ 13,926	\$ 51,411,289	\$ 2,459,764	\$ 53,871,053



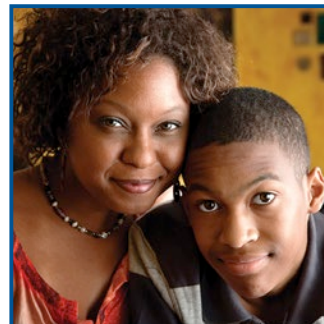
# fostering E X C E L L E N C E

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 Florida's Fifth Judicial Circuit, 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.

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

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



Visit [KidsCentralInc.org](http://KidsCentralInc.org) to Learn More



**KIDS CENTRAL, INC.®**

A COMMUNITY APPROACH TO THE WELFARE OF CHILDREN

*Building Better Lives*









**KIDS CENTRAL, INC.**<sup>®</sup>

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*Building Better Lives*

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