

# 2009-2012 STRATEGIC PLAN

A BLUEPRINT FOR ACTION FOR LAKE COUNTY'S CHILDREN

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# CSC STRATEGIC PLAN

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## INTRODUCTION

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This document is prepared to fulfill the requirement of the Lake County Children's Services Council By-Laws, Article V, which states, the general purpose of the Council is to identify and assess the needs of the children in the county served by the Council and submit to the governing body of the county a written description of:

- a. The activities, services and opportunities that will be provided to children.
- b. The anticipated schedule for providing those activities, services, and opportunities.
- c. The manner in which children will be served, including a description of arrangements and agreements which will be made with community organizations, state and local educational agencies, federal agencies, public assistance agencies, the juvenile courts, foster care agencies, and other applicable public and private agencies and organizations.
- d. The special outreach efforts that will be undertaken to provide services to at-risk, abused, or neglected children.
- e. The manner in which the Council will seek and provide funding for unmet needs.
- f. The strategy which will be used for interagency coordination to maximize existing human and fiscal resources.

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## MISSION STATEMENT

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To improve our quality of life in Lake County by providing support, coordination, and funding for prevention and intervention programs for children, youth and families through collaborative, community-based services.

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## GUIDING PRINCIPLES

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- I. We, the Lake County Children's Services Council, representative of our community, are committed to providing a voice for Lake County children. Too many children of every income level lack time, attention, and guidance from parents and other caring adults.
- II. The Lake County Children's Services Council believes that a strong family structure, which provides a stable and healthy home environment for children, is the most important factor for promoting children's health and well being. Our society depends on highly trained, well educated and healthy youth.
- III. The Lake County Children's Services Council provides leadership and concerted, organized efforts of every sector of our county. Individuals, employers, schools, civic groups, community and faith-based organizations and government at every level must be involved in programs for our youth.
- IV. Services available to individuals and families should be comprehensive and coordinated in order to meet specific needs. The council coordinates existing resources, identifies duplicate services and recommends collaboration of like programs to make them more effective.
- V. Council sponsored initiatives will emphasize prevention and early intervention.
- VI. The Lake County Children's Services Council believes that all children should be:
  - ∞ Protected from harm
  - ∞ Provided with adequate food, clothes and shelter
  - ∞ Provided with necessary medical services
  - ∞ Provided with high quality educational programs
  - ∞ Provided the opportunity for physical, social and emotional development

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## GOALS, OBJECTIVES, ACTIVITIES

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**GOAL 1:** The information of activities, services and opportunities provided to children will be available and accessible to the residents of Lake County.

Objective: To increase the awareness of programs, activities, services and opportunities for children of Lake County on an ongoing basis.

Activity 1: To fulfill this service to Lake County residents, CSC staff will provide an online resource directory of Children and Family Service Providers. This directory will be updated monthly and is accessible to all Lake County residents electronically.

Published versions of the directory will be made available to Lake County residents at health fairs, seminars, County libraries and other events throughout the year.

Activity 2: In order to keep Lake County residents apprised of events for children and families scheduled throughout Lake County, the CSC staff will maintain on its website a monthly events calendar. This calendar will be circulated via email to those who sign up to receive it.

Activity 3: CSC staff will act as a Community Outreach Liaison by utilizing Children's Services email database as an information clearinghouse for distribution of information.

Activity 4: CSC funded agencies, with a website, will post a link to the Children's Services website.

**GOAL 2:** All Lake County children will have access to services needed to maintain health, education and welfare.

Objective: To increase access to resources to identify and prioritize data on the needs of Lake County children.

Activity 1: Analysis of data available from county, agencies and state.

**GOAL 3:** The CSC will identify and evaluate present needs of Lake County children.

Objective 1: To fund the most critical services identified through Goal 3 through local, annual funding provided by the Board of County Commissioners.

Activity: The CSC annually seeks proposals from incorporated private, not-for-profit agencies, organizations or community groups serving children and youth of Lake County, which address enhancement or improvement of children's services in Lake County.

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Innovative effective collaborations addressing prevention and intervention services for children and families are the highest priority to the CSC. Projects funded by CSC are consistent with CSC funding priorities, which focus on youth intervention and prevention programs, emphasizing on identified needs.

Objective 2: To increase awareness of funding available from local, state, federal, public and private sources to meet the needs of Lake County priority projects.

Activity: Provide available funding opportunities via email.

**GOAL 4:** Lake County will have interagency coordination of children's services to maximize existing resources.

Objective: To increase awareness of Lake County services for children.

Activity: Invite agencies to present an overview of their services at monthly Council meeting.

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## NEEDS PRIORITY LIST

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This list is neither conclusive nor prioritized. Further meetings will be held throughout the year to develop specific objectives for meeting these goals.

1. Community support, adult role models and protection by adults.<sup>1, 6, 7, 9</sup>
2. A need for safe places and activities. <sup>2, 3, 5, 10</sup>
3. Child abuse prevention. <sup>1, 6, 8</sup>
4. Health and wellness. <sup>3, 5, 7</sup>
5. Adequate funding for early learning efforts. <sup>4, 10</sup>
6. Licensure for all child care providers in Lake County. <sup>4, 10</sup>
7. Sex, drugs, fighting and bullying.
8. High crime rate in Clermont and four corners area.
9. Pregnancy prevention and sexually transmitted diseases.
10. Equity funding for community based services.
11. Independent living for kids aging out of foster care.

***Agencies/programs currently funded, or to be funded addressing these needs:***

<sup>1</sup> *Advocating for Kids, Volunteer Recruiter for Guardian ad Litem Program*

<sup>2</sup> *Boys & Girls Clubs of Lake & Sumter Counties, Project Learn*

<sup>3</sup> *City of Minneola, Kids Fit for the Future*

<sup>4</sup> *Early Learning Coalition, Big Blue Bus*

<sup>5</sup> *Easter Seal Camp Challenge*

<sup>6</sup> *Haven of Lake & Sumter Counties, SAVE Kids*

<sup>7</sup> *Lake County Health Department, Lake Children's Dentistry SSE Program*

<sup>8</sup> *Lake Sumter Children's Advocacy Center, Forensic Interview Program*

<sup>9</sup> *Lake Sumter Community College, CROP Program*

<sup>10</sup> *LifeStream Behavioral Center, Child Care Choice Services*

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## THE BENEFITS OF INVESTING IN CHILDREN AND YOUTH (EVERY CHILD MATTERS EDUCATION FUND- HOMELAND INSECURITY\*)

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Parents and grandparents know that investing in children is the right thing to do. Scientific research verifies what we know intuitively about creating opportunities for children: America gains vast benefits from improved educational performance, better trained workers, reduced crime and drug dependency, and more stable families. A few examples follow.

### PRE-KINDERGARTEN EDUCATION

Quality pre-k and early learning benefit children and the U.S. economy. They bring back seven dollars for every dollar invested.<sup>51</sup> Universal preschool would boost long-term economic growth: gross domestic product by 2080 could be higher by 3.5 percent or more than \$2 trillion in today's dollars according to one study.<sup>52</sup>

### EARLY HEAD START

Two-year-olds enrolled in Early Head Start perform better on child development tests, have larger vocabularies and are able to speak in more complex sentences than other impoverished children, according to one study. Early Head Start also appears to benefit the parents of poor children. They were more likely to read to their children and were less likely to resort to spanking.<sup>53</sup>

*51 Reynolds, A.J., et al, Age 21 Cost-Benefit Analysis of the Title I Chicago Child-Parent Center Program, Executive Summary, Handed out for a briefing on Capitol Hill, June 2001. Further publication of this data is pending.*

*52 William T. Dickens, Isabel Sawhill, and Jeffrey Tebbs, "The Effects of Investing in Early Education on Economic Growth," Working Paper (Washington, DC: Brookings Institution, January 2006).*

*53 Michael Fletcher, Washington Post, "Early Head Start Yields Benefits, HHS Study Says", 1/13/2001*

\* Find complete report @

<http://www.everychildmatters.org/images/stories/pdf/homelandinsecurity3.pdf>

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## THE BENEFITS OF INVESTING IN CHILDREN AND YOUTH (EVERY CHILD MATTERS EDUCATION FUND- HOMELAND INSECURITY)

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### CHILD ABUSE PREVENTION

Nurse partnership programs allow nurses to conduct home visits with low-income, first-time mothers from pregnancy through the child's second birthday. The program focuses on behaviors to improve pregnancy outcomes, parenting skills to improve child health and development, and plans for the mother's life. Studies show economic benefits ranging from \$2 to \$6 for every dollar invested.<sup>54</sup> They also show dramatic reductions in child abuse and neglect.<sup>55</sup>

### CHILDREN'S HEALTH

Improved health outcomes begin with coverage for every child. A study in Montana shows that the state would receive a positive economic payback of more than \$2.50 for every state dollar spent on insuring every child. Other returns include better school performance, with more than 20% gains in attention and concentration in the classroom compared to the child's performance before insurance.<sup>56</sup>

### CHILDREN'S HEALTH

After-school programs are cost-effective. After-school programs keep youth busy during the hours they are most likely to get into trouble. They provide access to caring adults who provide the support they need to succeed, whether it's homework help or learning how to say no to drugs. Children and youth who attend quality after-school programs have better grades and conduct in school, are more likely to graduate, and experience less drug-use, violence and pregnancy.<sup>57</sup> Every dollar invested saves taxpayers approximately \$3.<sup>58</sup>

*54 Julia Isaacs, Brookings Institute, "Research Brief #5: Nurse Home Visiting", [http://www.brookings.edu/papers/2008/~media/Files/rc/papers/2008/09\\_early\\_programs\\_isaacs/09\\_early\\_programs\\_brief5.pdf](http://www.brookings.edu/papers/2008/~media/Files/rc/papers/2008/09_early_programs_isaacs/09_early_programs_brief5.pdf)*

*55 Source: Olds, D., Henderson, C., Tatelbaum, R., and Chamberlin, R., "Preventing Child Abuse and Neglect: a randomized trial of nurse visitation," *Pediatrics*, (1986) vol. 78, pp. 65-78.*

*56 Steve Seninger, Montana Business Quarterly, "Economic Returns for Investing in Children's Health", <http://www.entrepreneur.com/tradejournals/article/183489957.html>*

*57 Afterschool Alliance, "Afterschool Programs: A Wise Public Investment", [http://www.afterschoolalliance.org/issue\\_22\\_cost.cfm#\\_edn7](http://www.afterschoolalliance.org/issue_22_cost.cfm#_edn7)*

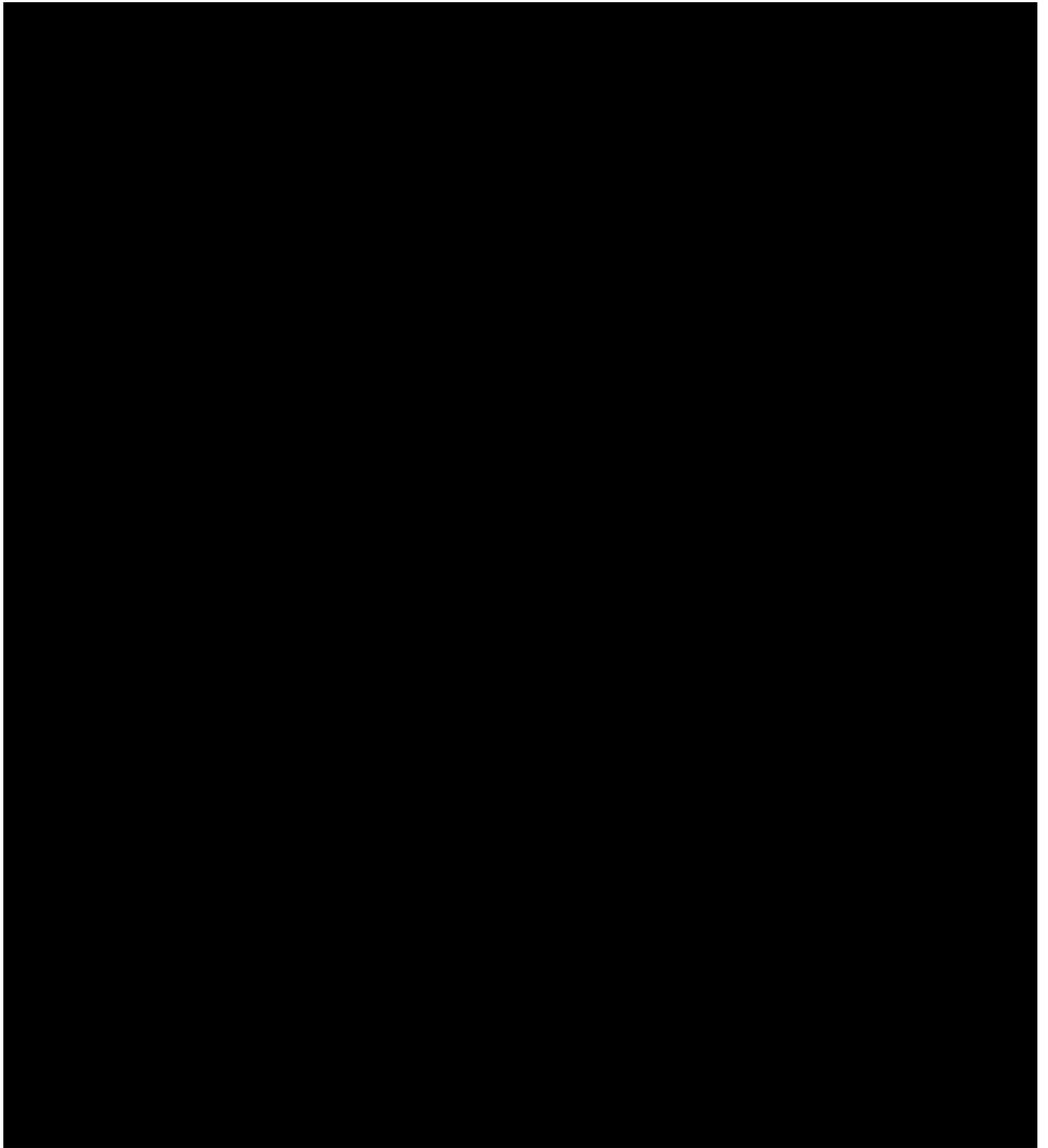
*58 Brown et. al, The Costs and Benefits of After School Programs: The Estimated Effects of the After School Education and Safety Program Act of 2002, The Rose Institute of Claremont-McKenna College, September 2002.*

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## FUNDING HISTORY

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	\$	15,000.00	Golden Triangle Y.M.C.A.: Black Youth Achievers
	\$	2,500.00	Hospice-Lake & Sumter: Operation Santa
	\$	54,500.00	C.A.C. (Lake/Sumter Children's Advocacy Center
	\$	2,400.00	Reach Ministries: Right Choices (Paid \$2,400, Rescinded \$2,400)
	\$	5,000.00	South Lake Angels of Mercy: New Attitudes
	\$	9,200.00	South Lake YMCA: Summer Enrichment
	\$	9,800.00	Stuckey's Kids: After School Enrichment
	\$	4,000.00	Sunrise ARC: After School for Special Needs Kids
	<b>\$</b>	<b>197,400.00</b>	<b>2000 - 2001 Total Grant Funding</b>
<hr/>			
<b>2001 - 2002</b>	\$	11,000.00	Boys & Girls Clubs-Lake/Sumter, Arts Program
	\$	20,000.00	Childhood Development Services, Inc., Subsidized Child Care
	\$	30,000.00	Children's Home Society, Fatherhood Specialist
	\$	12,250.00	City of Mount Dora, After School Program (CCC approved 01/16/02)
	\$	8,400.00	First United Methodist - Umatilla, After School Program
	\$	10,000.00	Golden Triangle YMCA, Tavares Skate Park, Equipment
	\$	11,000.00	Golden Triangle YMCA, Youth Achievers-MTOMBA!! Village
	\$	5,000.00	Hospice -Lake/Sumter, Children's Bereavement Program
	\$	15,000.00	Lake County School Readiness Coalition, Inc., Child Care Training
	\$	11,000.00	Lake County Schools, S.T.A.R. (Stop Truancy and Adolescent Risk)
	\$	30,000.00	Lake-Sumter Children's Advocacy Center, Child Abuse Assessment/Counseling
	\$	18,750.00	LifeStream Behavioral Center, Inc., Leesburg After School Program
	\$	15,000.00	Stuckey's Kids, After School Enrichment Program
	<b>\$</b>	<b>197,400.00</b>	<b>2001-2002 Total Grant Funding</b>
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<b>2002 - 2003</b>	\$	7,535.00	Alee Academy, Read-n-Serve
	\$	23,500.00	Boys and Girls Clubs, Teen Outreach Initiative
	\$	23,500.00	Childhood Development Services, Inc., Subsidized Child Care
	\$	23,500.00	Children's Home Society, Fatherhood Specialist
	\$	14,105.00	Christian Care Center, Pregnancy Care Center
	\$	12,530.00	City of Eustis, Bates Avenue Safe Haven (BASH)
	\$	9,410.00	Creative Juices, Summer Camp Scholarships
	\$	11,290.00	Golden Triangle YMCA, Teen Development
	\$	18,425.00	Haven, Domestic Violence Intervention & Prevention
	\$	17,865.00	Lake-Sumter Children's Advocacy Center, Forensic Interviewer
	\$	15,980.00	MAD DADS, After School Diversion
	\$	17,865.00	South Lake Community Foundation, Stuckey's Kids After School
	\$	1,895.00	Total Women of America, Sole Support
	<b>\$</b>	<b>197,400.00</b>	<b>2002-2003 Total Grant Funding</b>
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<b>2003 - 2004</b>	\$	16,000.00	Alee Academy, Read-n-Serve
	\$	7,456.00	Boys and Girls Clubs, Teen Outreach Initiative
	\$	12,500.00	Central Fla. YMCA, Golden Triangle and South Lake YMCAs
	\$	22,100.00	Childhood Development Services, Inc., Subsidized Child Care
	\$	20,000.00	Children's Home Society, Fatherhood Specialist
	\$	10,000.00	City of Mount Dora, Say No to Drugs & Gangs-Theater Art
	\$	19,595.00	Haven-Lake/Sumter, Domestic Violence Prevention/Intervention
	\$	15,000.00	Jeppesen VisionQuest, Reach Out Program
	\$	15,000.00	Lake County School Readiness, Mobile Resource Unit
	\$	1,500.00	Lake County Schools, Education for Teen Parents
	\$	9,386.00	Lake County Schools, Lake Loves Literacy
	\$	17,860.00	Lake-Sumter Children's Advocacy Center, Forensic Interviewer
	\$	2,500.00	Lake/Sumter Comm. College, CCAMPIS-Child Care Access Means Parents in School
	\$	6,743.00	LifeStream Behavioral Center, radKids (Resist Aggression Defensively)
	\$	3,500.00	Natl. Heritage Foundation, Kristina House, Care for Disabled Children
	\$	18,000.00	South Lake Community Foundation, Stuckey's Kids After School
	<b>\$</b>	<b>197,140.00</b>	<b>2003-2004 Grant Funding</b>
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<b>2004 - 2005</b>	\$	20,000.00	Boys and Girls Clubs, Pledges
	\$	12,500.00	Children's Home Society, Health Families
	\$	12,290.00	Christian Care Center, Pregnancy Care - Parenting
	\$	5,000.00	First Baptist Church of Leesburg, One to One for Fatherless Boys

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	\$	11,154.00	Golden Triangle YMCA, Summer Health Addition
	\$	25,000.00	Haven of Lake and Sumter
	\$	20,000.00	Jeppesen VisionQuest, Inc., Full screening
	\$	15,000.00	Lake County Health Department, Leesburg Health/Development Center
	\$	20,000.00	Lake County School Readiness Coalition, Big Blue Bus
	\$	25,000.00	Lake-Sumter Children's Advocacy Center, Kids CAN - Play Therapy
	\$	7,000.00	Lake-Sumter Community College, CCAMPS (Child Care for Students)
	\$	25,000.00	LifeStream Behavioral Center, Inc., Child Care Choice Services
	<b>\$</b>	<b>197,944.00</b>	<b>2004-2005 Tentative Grant Funding</b>
<b>2005 - 2006</b>	\$	25,000.00	Boys and Girls Clubs, FIT Program
	\$	25,000.00	Central Florida YMCA - Golden Triangle/South Lake, Health Collaboration
	\$	20,240.00	Christian Care Center, Pregnancy Care - Parenting Classes
	\$	20,459.00	Community Foundation of So. Lake, Stuckey's Kids
	\$	25,000.00	Early Learning Coalition, Big Blue Bus Mobile Unit
	\$	25,000.00	Haven of Lake and Sumter, Domestic Violence Prevention/Intervention
	\$	20,000.00	Jeppesen VisionQuest, Inc., Full screening, Eustis Heights & Beverly Shores
	\$	25,000.00	Lake-Sumter Children's Advocacy Center, Play Therapy Expansion
	\$	7,500.00	Lake-Sumter Community College, CCAMPS
	\$	14,250.00	Leesburg Art Center, Arts Enrichment Initiative
	\$	25,000.00	LifeStream Behavioral Center, Inc., Child Care Choice Services
	\$	15,096.00	Take Stock in Children, 100% Match Scholarship
	<b>\$</b>	<b>232,449.00</b>	<b>2005-2006 Grant Funding</b>
<b>2006 - 2007</b>	\$	25,000.00	Boys and Girls Clubs, FIT Program
	\$	14,040.00	Central Florida YMCA - Golden Triangle, Youth Achievers Performing Arts Program
	\$	21,362.00	Christian Care Center, Pregnancy Care - Parenting Classes
	\$	25,000.00	Early Learning Coalition, Big Blue Bus Mobile Unit
	\$	25,000.00	Haven of Lake/Sumter, SAVE Kids
	\$	10,000.00	Jeppesen VisionQuest, Inc., Full screening, Eustis Heights & Beverly Shores
	\$	25,000.00	Lady Lake Police Department, 25th Annual Children's Holiday Program
	\$	25,000.00	Lake/Sumter Children's Advocacy Center, Play Therapy Expansion
	\$	5,000.00	Lake/Sumter Community College, Single Parent Project
	\$	11,084.00	Leesburg Art Center, Arts Enrichment Initiative
	\$	25,000.00	LifeStream Behavioral Center, Inc., Child Care Choice Services
	\$	23,574.00	Stuckey's Kids
	\$	18,940.00	Take Stock in Children, Scholarship Program
	<b>\$</b>	<b>254,000.00</b>	<b>2006-2007 Grant Funding</b>
<b>2007 - 2008</b>	\$	25,000.00	Boys and Girls Clubs, Project Learn
	\$	25,000.00	Early Learning Coalition, Big Blue Bus Mobile Unit
	\$	20,000.00	Florida VisionQuest, Inc., Lake County Full Screening
	\$	25,000.00	Haven of Lake/Sumter, SAVE Kids
	\$	25,000.00	Lake/Sumter Children's Advocacy Center, Expansion of Forensic Interview Program
	\$	7,500.00	Lake/Sumter Community College, Single Parent Project
	\$	18,000.00	Leesburg Art Center, Arts Enrichment Initiative
	\$	25,000.00	LifeStream Behavioral Center, Inc., Child Care Choice Services
	\$	22,000.00	Spring Creek Elementary School, Inc., Soccer League
	\$	25,000.00	Youth Reach - PACT: Parents & Children Together
	<b>\$</b>	<b>217,500.00</b>	<b>2007-2008 Grant Funding</b>
<b>2008 - 2009</b>	\$	11,510.00	Advocating for Kids, Inc., Volunteer Recruiter for Lake County Guardian ad Litem Program
	\$	25,000.00	Boys and Girls Clubs, Project Learn
	\$	17,395.00	Early Learning Coalition, Big Blue Bus Mobile Unit
	\$	25,000.00	Haven of Lake/Sumter, SAVE Kids
	\$	25,000.00	Lake/Sumter Children's Advocacy Center, Expansion of Forensic Interview Program
	\$	25,000.00	LifeStream Behavioral Center, Inc., Child Care Choice Services
	<b>\$</b>	<b>128,905.00</b>	<b>2008-2009 Grant Funding</b>
	<b>\$</b>	<b>2,659,318.00</b>	<b>Grand Total Since CSC Formed</b>

Revised 05.07.09

*The child must know that he is a miracle, that since the beginning of the world there hasn't been, and until the end of the world there will not be, another child like him.*

*~ Pablo Casals ~*

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