



*Building the future*

**JACKSONVILLE CHILDREN'S COMMISSION**  
**2010-2011 ANNUAL REPORT**



# Message from Our Chairman

The Board of Directors and staff of the Jacksonville Children's Commission are proud to present this 2010-2011 Annual Report for your review.

While many in our community have felt the bite of tough economic times in the past year, none have faced more challenges than our youngest citizens. Fully a quarter of Jacksonville's residents are children younger than 18 - a higher percentage than most communities in Florida and our nation - and as I write this, 22.6 percent of those children live in poverty.

These numbers offer both a challenge and an opportunity for us as stewards of Jacksonville's future. We know that if our community is to thrive and prosper in a rapidly changing world, we must grow the workforce and leaders of tomorrow. We know that children who receive appropriate physical, mental, emotional and educational support are more likely to stay in school, out of trouble, and reach their potential. And we also know that every child who succeeds and becomes a contributing member of the community is an investment in the safe, dynamic and prosperous future we all desire.

Seventeen years ago during the administration of Mayor Ed Austin, the founding members of this commission had the insight to understand the challenges facing Jacksonville's children and the foresight to create a comprehensive, semi-autonomous organization tasked with yielding measureable, positive outcomes for those youngest and most vulnerable residents. In the years since its founding, the Jacksonville Children's Commission has grown and refined its services, and its unique governance structure utilizing a community-based board has ensured broad and deep support for its efforts in the business and nonprofit communities. Through grants administered by the Commission, parents and caregivers can get help when they need it, including childcare tuition assistance; afterschool, summer enrichment and early learning programs; nutritious snacks and meals; mental health and mentoring programs; and help for children with special needs. The Commission also provides professional development opportunities for childcare workers, as well as parenting and grandparenting workshops and resources.

I am proud to have the honor of working with the exceptional professional staff and administrators of our Children's Commission, who are acknowledged on a regular basis for their development and implementation of outstanding programs. Your Children's Commission has been recognized this year by the nationally prominent Wallace Foundation for making Jacksonville one of 27 cities in the nation who lead in afterschool care. Our executive director and staff are frequently invited to speak throughout the U.S. about how this community promotes the healthy development of all its children. Individuals on the staff have also been recognized for excellence. Just one example is Program Associate Sylvester Pinckney, who received the 2011 Award of Excellence from the Florida Afterschool Alliance - a statewide competition that acknowledged him as one of the best in his field.

The Board of Directors is grateful to each of our staff members for their passionate commitment to Jacksonville's children. We are grateful to have an exceptional group of public and private providers who, in spite of decreasing resources, still find ways to implement programs in a quality manner for the children who need them most. Finally, we are thankful to our elected officials and other advocates throughout the community for their continued support in a challenging economic landscape.

I invite you to read this report and learn about what your Jacksonville Children's Commission is doing - with your help - to build a bright future for our children and our city. Please feel free to contact me or anyone else at the Commission if you have questions about our programs. Better yet, pay us a visit and see for yourself the great work being done by the Commission and its providers for the children of Jacksonville!



Ken Wilson, Chairman

## Board of Directors

Ken Wilson, Chairman  
*Gate Petroleum Company*

John A. Balog, Ph.D., Vice-Chairman  
*Jacksonville University*

William Mason III, Ed.D., Treasurer  
*Community Volunteer*

Jill R. Smith, Secretary  
*Community Volunteer*

Anne T. Egan, M.D.  
*Carithers Pediatric Group*

Catrina T. Graham, Pharm.D.  
*UF & Shands Jacksonville*

Elder Lee Harris, Pastor  
*Mt. Olive Primitive Baptist Church*

Thomas J. Majdanics  
*KIPP Jacksonville Schools*

Glorden J. Norris  
*Duval County Public Schools (retired)*

Paul Saffell  
*Pace Construction*

Cathie Shimp  
*Duval County Public Schools*

## Ex Officio Members

The Honorable Dr. Johnny Gaffney  
*Jacksonville City Council*

The Honorable David Gooding, Judge  
*Fourth Judicial Circuit Court, Juvenile Division*

The Honorable Tommy Hazouri  
*Duval County School Board*

Bryan Hensley  
*Florida Department of Children and Families, Circuit IV*

Connie Hodges  
*United Way of Northeast Florida*

## Advisory Members

Dr. Donnie Horner, Education Commissioner  
*Office of the Mayor*

Susan Main  
*Early Learning Coalition of Duval*

Laurie Price  
*Hope Haven Children's Clinic and Family Center*

## Executive Director/CEO

Linda M. Lanier

# Building the future

## As the Aftershocks of the Worst Economic Crisis in Generations Continued Over the Past Year, Many of Jacksonville's Children Faced Significant Challenges.

**The recession and ongoing high rates of unemployment and underemployment increased the stress on the most vulnerable families, while adding to the ranks of households struggling, and in many cases failing, to make ends meet.** With 49 percent of the city's youngest residents living in low-income households – and nearly 23 percent living below the poverty line – the need for children's services was great, even as government and private funding declined.

Against this backdrop of change and challenge, the Jacksonville Children's Commission continued its work on behalf of the city's at-risk youth with an unwavering focus on improving outcomes, getting the most for every funding dollar and building the city's future one child at a time.

"A vast body of research has proven that children who receive appropriate guidance and support tend to stay in school, join the workforce and become contributing members of society," said Executive Director Linda Lanier. "The reverse is also true, so everything we do at the Children's Commission is aimed at providing Jacksonville's most vulnerable children with the resources they need to succeed. By improving the odds for kids, we are literally growing assets for the future of this community we share."

In fiscal year 2010-11, the Children's Commission sponsored a continuum of research-based programs to help ensure that children from birth to age 18 had stable, nurturing families; were prepared to enter kindergarten and succeed in school; had support and guidance afterschool and in the summer; and got extra help when they needed it.

The programs – assisting with everything from nutrition and parenting skills to early learning, mentoring, afterschool programs and case management services for children with multiple challenges or special needs – served more than 36,000 children and were stringently monitored for quality and effectiveness.

Maximizing benefits to the community, the Commission was able to leverage local funds to attract additional state and federal dollars. In 2010-11, \$19,366,896 million in local dollars was generated and combined with \$33,915,292 million in other local, federal and state dollars to provide needed services to children through Commission-sponsored organizations. In an age of tight philanthropy budgets, Commission staff cultivated public-private partnerships with corporate citizens, securing \$57,000 in new and renewed sponsorships for the JaxKids Book Club (formerly the Mayor's Book Club), making that program independent of taxpayer funding. The Commission once again played a pivotal role in *The Jacksonville Journey* crime prevention initiative through early learning, afterschool and out-of-school suspension programs, as well as TEAM UP programs at 15 sites around the city.

From encouraging stable families and increasing school readiness to providing enhanced afterschool and summer learning opportunities and supporting timely and appropriate interventions for children experiencing difficulties, the Jacksonville Children's Commission supports vital services to encourage success and independence in the adults of tomorrow, reduce crime and poverty, and build the workforce our city needs to compete in the global economy. This annual report illustrates for the people of Jacksonville the integral role their Children's Commission is playing today to build a bright, successful and prosperous future.



# Jacksonville Children's Commission

## Vision

**CHILDREN HAVE STABLE,  
NURTURING FAMILIES**



**CHILDREN ENTER KINDERGARTEN  
PREPARED TO LEARN**



## Goals

Parents and caregivers have the resources, knowledge and skills to keep their children safe and healthy, raising them in stable, nurturing home environments.

Young children receive developmentally appropriate early learning care as well as screening for problems that could interfere with their learning ability.

**Healthy Families Home Visits For At-Risk Mothers & Babies – 1,477 children served**  
*Provide support and education for high-risk mothers with newborns.*

**Kidcare Health Insurance for Uninsured Children – 10,357 children served**  
*Ensure that every eligible child has access to health insurance through KidCare and Medicaid.*

**Childcare Tuition Assistance For Working & Student Parents – 10,399 children served**  
*Provide childcare tuition assistance for parents who are working or attending school.*

**Refugee Services Grant – 76 children served**  
*Provide childcare assistance to children of refugee families through a Refugee Services Grant funded by the Florida Department of Children and Families (DCF).*

**New Town Success Zone (Jacksonville Baby University) – 64 parents & caregivers served**  
*In partnership with The Community Foundation in Jacksonville and the Northeast Florida Healthy Start Coalition, provide parents of children up to age three, along with expectant parents, with information they need to promote healthy development of their children. Classes taught by Shands and St. Vincent's Hospital professionals include child development, health and wellness, appropriate discipline, and safety.*

**Quality Support for Early Learning Centers – 179 early education centers served**  
*Transform day care from a custodial model to high-quality early learning care; assist early learning centers in pursuing a quality star rating through Guiding Stars of Duval so that parents can easily identify high-quality preschool education for their children.*

**JaxKids Book Club for 4-Year-Old Preschool Children – 10,219 book club members served; 143,066 books distributed**  
*Promote early literacy for all 4-year-olds in Duval County through book club.*

**Health & Developmental Screening – 5,554 children served**  
*Provide developmental, vision, hearing and language screening for children receiving childcare tuition assistance.*

## Strategies

# Formula for Success

**CHILDREN GROW & DEVELOP  
DURING OUT-OF-SCHOOL TIME**

+

**CHILDREN GET SPECIAL HELP  
WHEN THEY NEED IT**

=

**JACKSONVILLE'S  
CHILDREN ARE SAFE,  
HEALTHY AND PREPARED  
TO SUCCEED**

**Children learn positive values and stay safe and healthy in high-quality programs during out-of-school hours.**

**Children who encounter barriers to their success find help through timely and appropriate services.**

**Five-Day Academically-Enriched Afterschool Programs – 9,982 students served**

*Provide academically enhanced afterschool care in 42 TEAM UP programs at schools and 20 community-based programs at various locations.*

**Provide Nutritious Meals & Snacks in all TEAM UP programs – 868,397 meals/snacks provided**

**Training & Workforce Development – 6,724 trained**

*Provide professional development training for workers serving youth, including childcare providers.*

**Summer Camps – 5,919 campers served**

*Provide four to six weeks of full-time, high-quality, academically enhanced summer camps to keep children safe and reduce summer learning loss.*

**Summer Nutrition Programs – 422,527 meals/snacks provided.**

*Provide nutritious summer lunches and snacks for children in Commission-supported summer camps and low-income neighborhoods.*

**Services For Homeless, Runaway & Throwaway Children – 199 children served**

*Provide developmental screening, case management and supportive services to homeless children living in shelters or independent living facilities.*

**Mental Health Care – 2,225 children served**

*Provide behavioral and mental health services through Full Service Schools or community-based outpatient care.*

**Alternative School for Girls – 447 girls served**

*Provide case management services and alternative education to teens to help them remain in school and avoid teen pregnancy.*

**Individual and Family Counseling for Teens and Runaways – 170 children served**

*Youth Crisis Center & Family Connections provide individual and family counseling for runaways and teens in crisis.*

**Mentoring Programs & College Scholarships – 1,402 youth served**

*Link elementary, middle and high school children with a caring adult through mentoring programs; one of the programs, Take Stock in Children, provides college scholarships for students who maintain good grades and complete the program.*

**Developmental Services for Children with Special Needs – 387 children served**

*Provide therapy, behavioral health and self-help skills training to children with special needs.*

**Juvenile Crime Prevention Counseling Programs – 403 children served**

*Provide counseling and mental health services for children at risk for criminal or antisocial behavior.*

**Out-of-School Suspension Program – 10,123 days of service provided to students**

*Provide an alternative to out-of-school suspension that keeps children safe and engaged in their school work and also links them to special services.*

**Provide Housing and Life Skills Training for Teens Aging Out of Foster Care – 16 teens served**

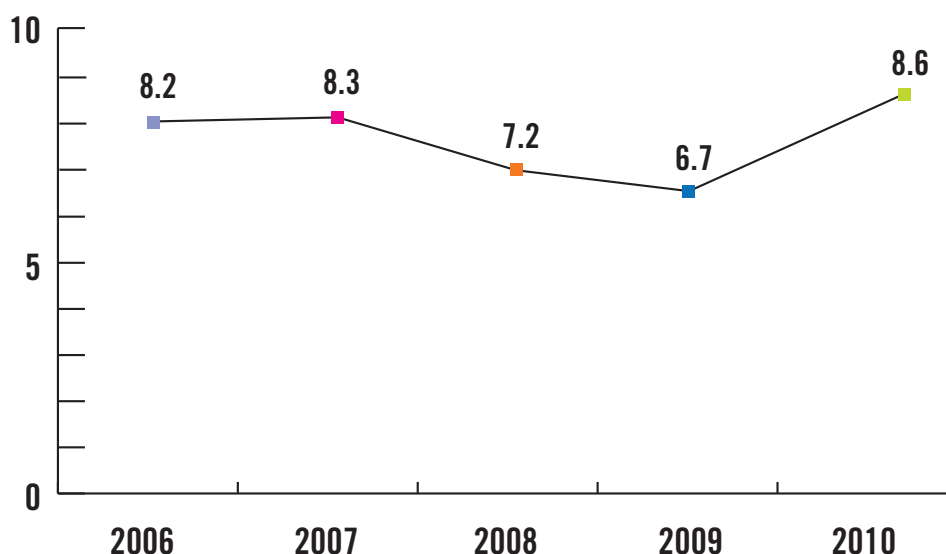
*Through Daniel's Project Prepare, teens aging out of foster care are provided with valuable skills and housing assistance to help them live successfully as adults.*

**Jacksonville System of Care Initiative – Planning**

*The Commission secured a \$9 million, six-year grant from the Substance Abuse and Mental Health Services Administration to transform a system of care for children with, or at risk for, Severe Emotional Disturbance. Planning and infrastructure development took place in 2011 and services will commence in 2012.*

# Encouraging Stable & Nurturing Families

Verified Reports of Child Abuse per 1,000 Children, Jacksonville



Source: Quality of Life Progress Report 2010, Jacksonville Community Council Inc.

## The Story Behind the Trend Line

We know that being raised in a stable, nurturing family helps children succeed in school and in life. Unfortunately, not all children are raised in families that are stable and nurturing. In 2010, the number of children per 1,000 who were found to be abused or neglected in Jacksonville increased from 6.7 to 8.6 after having decreased every year since 2004.

A verified report of abuse or neglect means that the child's situation has reached a level that is visible to teachers, neighbors or other adults in the community. While the rise in reports last year may be partially ascribed to an increase in parental stress during tough economic times, it also directly tracks with a 20.6 percent decrease in funding for local child abuse prevention efforts through Healthy Families Jacksonville. Funding for the program available through the Jacksonville Children's Commission and its partner, the Ounce of Prevention Fund of Florida, has decreased steadily over the past four years. However, last year's reduction of \$520,116 was the most dramatic. The decreased funds resulted in 387 fewer children being served than the previous year.

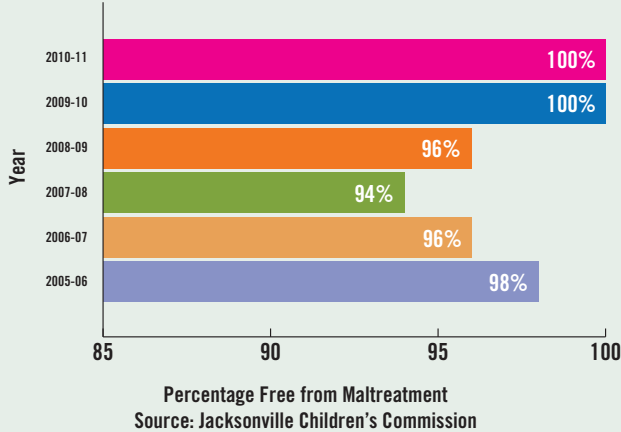
## Our Role

The Healthy Families program – part of the nationally accredited Healthy Families Florida system – is a powerful tool for reducing child abuse and neglect. Consisting of 33 community-based organizations, including the Jacksonville Children's Commission, Healthy Families provides home visits in targeted areas within 55 of Florida's 67 counties. This approach, and Healthy Families' success, has been proven by a rigorous independent five-year evaluation and follow-up study.

Parents who are expecting, or who have newborns up to three months of age, are referred to Healthy Families by Healthy Start and other community service providers. Families whose children are at high risk for abuse and neglect (as determined by multiple research-based factors) are given the opportunity to receive intensive home visiting services in an effort to encourage good parenting and prevent possible maltreatment. After 12 years, Healthy Families Jacksonville continues to achieve outstanding results:

- Healthy Families Jacksonville served 772 families and 1,477 children in 2010-11.
- 98 percent of children in families participating in Healthy Families for at least six months during 2010-11 stayed free from maltreatment.
- 70 families completed the program (which might take up to five years) in 2009-10, and 12 months later, the children of all 70 remained free from maltreatment.
- 89 percent of Healthy Families children were fully immunized by age 2 in 2010, exceeding the 75.2 percent immunization rate for all Jacksonville 2-year-olds that year.

### Percentage of Healthy Families Children Free from Maltreatment One Year Later



The Jacksonville Children's Commission supports a number of strategies to ensure that Jacksonville's children grow up in stable, nurturing families. The Commission conducts or funds parent education classes and workshops, provides childcare tuition assistance and information about other community resources for families, and holds free community and informational events such as JaxKids Day.

One strategy that has proven effective is the Commissions' partnership with Urban Jacksonville to support the Relatives as Parents Program, known as GRANDS/RAPPJAX. Sixty grandparents and other non-parent relatives raising children came to the Children's Commission for training, resources and mutual support in 2010-11.

### Pearlye's Story

Pearlye, who had been raising her granddaughter, Carmen, attended The Kinship Conference in Tampa as a result of her involvement with GRANDS/RAPPJAX. After learning during the conference that her granddaughter was entitled to receive a waiver for her college tuition, she was able to send Carmen to FSCJ and then to UNF, where she obtained her bachelor's degree in psychology.

As any parent knows, the cost of medical care for young children can be prohibitive without adequate health insurance. Fortunately, the Children's Commission is able to help facilitate free and low-cost health insurance through the Florida Healthy Kids program, which helps families get free and low-cost health coverage through KidCare and Medicaid. The Children's Commission provided \$60,000 in matching funds to make this program available in 2010-11, providing health insurance for approximately 10,357 local children.

Through the Children's Commission, the State of Florida provides childcare assistance to families caught between the essential obligations of paid work and childcare. Under contract with the Early Learning Coalition of Duval, the Children's Commission supports childcare tuition assistance for eligible families. In 2010-11, 10,399 children received a childcare tuition voucher through this process.

Childcare assistance was also provided under a \$832,3432 Refugee Services Grant from the Florida Department of Children and Families. These funds allowed the Commission to support childcare services for children of eligible refugee families for three years. The 76 children served in fiscal year 2010-11 live with parents who have been in the U.S. for less than five years and are participating in a work or educational program.

Another tool for helping Jacksonville's families raise healthy, successful children is JaxKids Day, an annual event that showcases dozens of family-serving agencies partnering with the Children's Commission and provides information about their services. The November 2010 event, which was free to all, offered hearing and speech screenings, injury prevention workshops and dyslexia screenings, along with information on various resources for families and children and fun activities.

### Ashley's Story

During her teen years, Ashley was depressed and seemed to be a magnet for trouble. As a result, her family sent her to a Job Corps program in Homestead, Fla. to complete high school. Following graduation, she returned home, enrolled in FSCJ and joined the Army National Guard to help finance her education.

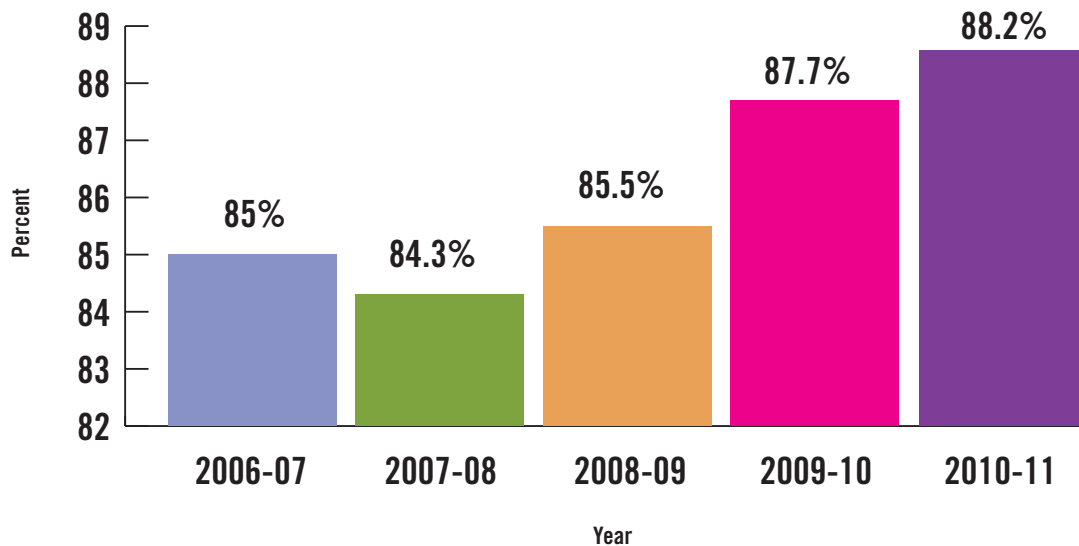
Ashley became pregnant while in college and was referred to Healthy Families by her medical provider. She has found the program to be extremely helpful.

"One of my goals was to have a healthy baby," Ashley said, "so I started eating healthy and attended all of my prenatal appointments."

Since the birth of her son, Ashley has continued to improve her parenting skills. She reads to her baby three times a week to help build his language skills. She's learned body language cues about how her son is feeling, and she is already thinking about how to build his character in the years to come. She's also kept all her baby's medical appointments and chosen a childcare program that features early learning. This dynamic young mom is doing well and intends to complete a bachelor's degree in forensic science and get a professional job to provide a good life for her son.

# Getting Children Ready to Learn

**Percentage of Children Ready for Kindergarten, Jacksonville**



Source:  
Early Learning  
Coalition of Duval  
Report 2010-11,  
prepared by the  
Florida Institute of  
Education at the  
University of North  
Florida

## The Story Behind the Trend Line

Each year, Jacksonville kindergarteners are screened for school readiness using the Florida Kindergarten Readiness Screener. In 2010-11, the screening showed the highest percentage of school readiness in kindergarteners since 2006, when screening began.

This achievement is due to an unprecedented, communitywide focus on early literacy that is planned, executed and sustained through state and local funds. Multiple strategies are implemented through a combination of public-private partnerships, improving the literacy rate and school readiness of First Coast children, with a special emphasis on reaching those in low-income households.

## Partners

The Jacksonville Children's Commission and the people of our community owe a debt of gratitude to all the partners in this historic effort. Along with parents and early education center directors, staff and teachers, the following organizations have played an integral role in getting our city's children ready to learn: Duval County Public Schools, Early Learning Coalition of Duval, Episcopal Children's Services, Florida Institute of Education, Florida State College at Jacksonville, Jacksonville University, Jacksonville Urban League, United Way of Northeast Florida and the University of North Florida.

Other partners in the business and nonprofit sectors have provided financial support throughout the life of the initiative. In 2010-11, that support became even more crucial as one

component, the JaxKids Book Club, moved to a completely private funding model. On behalf of all who have participated in the literacy initiative, the Commission would like to thank the partners who provided more than \$57,000 for the Book Club in these challenging economic times:

- Blue Cross Blue Shield of Florida/Florida BLUE
- The Boeing Company
- CSX Transportation
- Early Learning Coalition of Duval
- Jacksonville Jaguars, LLC
- JM Family Enterprises/Southeast Toyota Distributors, LLC
- Ramco-Gershenson Properties Trust, Inc./River City Marketplace





## Our Role

No single organization or initiative is responsible for the positive trend line in kindergarten readiness. Through its Children's Commission, however, the City of Jacksonville has played a pivotal role in funding and coordinating the efforts of participants.

One key component of the effort has been the JaxKids Book Club. The Book Club is a free early literacy program for all 4-year-olds in Jacksonville that operates under the auspices of the Children's Commission. The club gets high-quality books into the homes of Jacksonville's 4-year-olds and provides parents with practical tools and advice to help their children prepare for kindergarten.

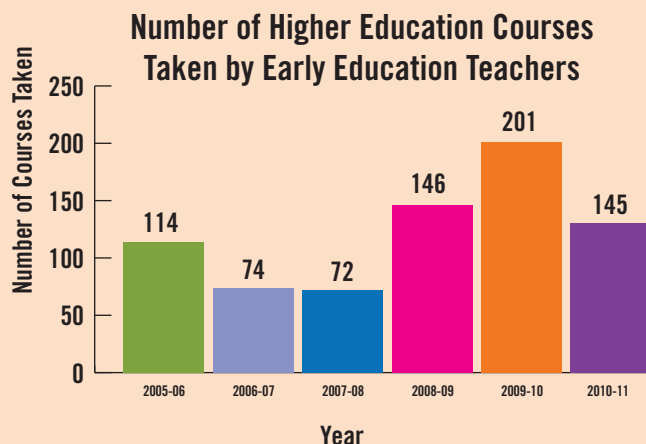
Since 2008, the program has cut costs in conjunction with an effort to support the local economy. Books and materials are now printed locally, on recycled paper; an online registration system saves time and expense; staffing has been reduced to one person; and active fundraising continues. As mentioned earlier, the staff raised \$57,500 to support Book Club costs and completely eliminate taxpayer funding in 2011.

In FY 2010-11, 10,219 children were members of the Book Club. More than 75,000 children have participated in this innovative and nationally-recognized program since its inception in 2004.

Another major force in preparing Jacksonville's children to enter kindergarten has been the Early Learning Coalition of Duval. With support from the Commission, the ELC created and implemented Guiding Stars of Duval, a quality rating and improvement system for childcare centers. Guiding Stars has introduced the idea of quality teaching to hundreds of early education centers in Jacksonville, providing better options for thousands of families.

The Children's Commission funds the placement of early learning coaches into childcare centers participating in Guiding Stars of Duval. In 2010-11, Commission support provided 139 centers with one-on-one literacy coaching, learning materials and lesson plans. In addition, two literacy coaches supported teachers in 42 Head Start classrooms managed by the Jacksonville Urban League.

Yet another initiative improving early learning care is *The Jacksonville Journey* Early Learning Program, administered through the Children's Commission in partnership with the ELC. In fiscal year 2010-11, the program placed early learning coaches in 40 centers located in Health Zone 1, an area where many families struggle to provide for their families.



The Children's Commission is also working to enhance the education and professional development of childcare workers. Commission funding allowed 173 childcare workers to participate in a Childhood Development Associate course taught by instructional coaches in 2010-11. Teachers in the coaching program took 145 development classes at local colleges and universities. The number of classes being taken is significant. It is not only improving the quality of care in Jacksonville's early learning centers; it's also creating professional development and career path opportunities for workers.

One of the most powerful ways to ensure children are ready for school is to influence their first teachers: parents. The Commission funds workshops on brain development and "teachable moments" for parents in the workplace. Last year, 2,325 parents attended these Born Learning workshops.



## Building the Future of Early Learning

Since early learning directors are the key to continued development of quality care for many children, a Directors Leadership series was developed to increase training directly related to the Florida early learning standards and The Guiding Stars of Duval. The course's message: "It is all about leadership."

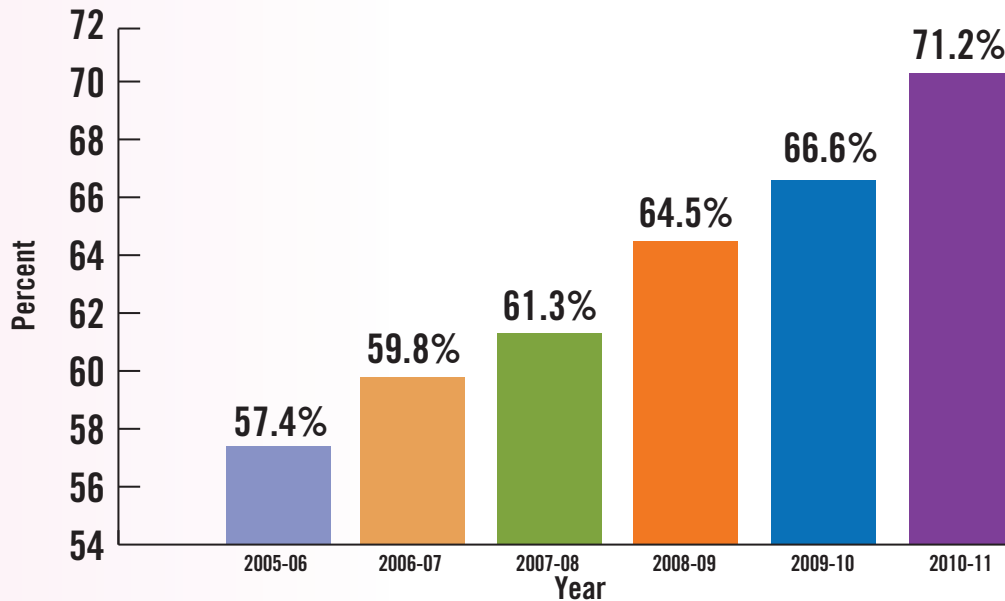
Topics included leading the staff, professional development, re-directing the children, and

handling administrative necessities. Comments from participating directors were overwhelmingly positive:

- "These...workshops inspired me, encouraged me, empowered me, and equipped me with new knowledge and resources beyond measure!"
- "This effective training series raises the bar for all of us...I feel better prepared than ever!"
- "What an effective way of achieving lasting change!"

# Providing Guidance & Support During Out-of-School Time

**Graduation Rate, Duval County Public Schools**



Source: Duval County Public Schools

Duval County's graduation rate is calculated by tracking ninth-grade students to determine the percentage who successfully complete high school four years later. For years, those numbers told a discouraging tale, with Jacksonville ranking at or near the bottom in the state's graduation numbers. Over the past five years, however, graduation rates have increased nearly 14 percentage points – 4.6 points in the last year.

This improvement has come about for a number of reasons, including efforts within the Duval County Public Schools and support and involvement from business, community and higher education leaders, along with parents and philanthropists determined to improve the statistics. While Jacksonville still lags behind other urban school districts in Florida, these results reflect the kind of progress that can occur when stakeholders join together to effect positive change.

The Children's Commission estimates that between birth and age 18, children spend only 10 percent of their time in school. What they do with the remaining 90 percent of their time can enormously influence their personal and educational success.

Out-of-school time in the summer can result in significant learning loss as students get out of the habit of studying and forget lessons learned in the preceding months. Out-of-school time in the afternoon – afterschool time – spent with no direction can result in young people getting involved in undesirable, or even illegal, activities or spending time in unsafe surroundings.

Conversely, summer camps and afterschool programs can make an enormous difference in learning and retention, reduce dropout rates

and foster academic success. Participating in organized activities after school makes an impact. While the Duval County school system is working to improve the quality of in-school learning and experience, the Jacksonville Children's Commission has worked again this year to help make the most of learning opportunities out-of-school. Commission-supported programs in homes, community centers, clubs, faith institutions and camps are helping to positively influence the community's graduation rate.

The Jacksonville Children's Commission wants *all* children to have a choice of compelling out-of-school opportunities.

## Community Partners

The Jacksonville Children's Commission partners with Duval County Public Schools, United Way of Northeast Florida, The Community Foundation in Jacksonville, the Jacksonville Public Education Fund, the *Learning to Finish* Collaborative and other youth-serving agencies, parents and students to improve educational outcomes in Duval County.

## Our Role

One of the earliest initiatives of the Jacksonville Children's Commission was developing quality afterschool programs for low-income families. The Commission's signature afterschool program, now in place for 17 years, is TEAM UP, which operates in 42 public schools, 15 of them under the aegis of *The Jacksonville Journey*. Based on a unique partnership between the Children's Commission, Duval County Public Schools and various youth-serving agencies, TEAM UP is part of both the city's *Learning to Finish* initiative and the Duval County Public Schools' five-year strategic plan to increase graduation rates.

Most of the local students attending TEAM UP programs are from one parent, female-headed households, and are living in high-crime and/or needy neighborhoods. TEAM UP students have better attendance and promotion rates than non-TEAM UP students attending the same school.

Also, the longer TEAM UP students are enrolled in the program, the better their promotion rate – and the less likely they are to be retained or held back a grade.

The Commission also funds community-based afterschool programs operated by youth agencies throughout the community. Children from 5 to 18 years old are playing sports, enjoying the arts and getting help with homework at 20 sites around Jacksonville. On average, 93 percent of youth attending 60 or more days of afterschool programming during the school year were promoted to the next grade. Seventy-six percent of them attended school regularly and were absent less than 10 days during the school year.

In addition to TEAM UP and community-based afterschool programs, the Commission funds summer camps for low-income children throughout Jacksonville.

### Out-of-School Time Programs Funded, Jacksonville Children's Commission, 2010-11

#### Number of Participants

Afterschool	9,982
Summer Camp	5,919

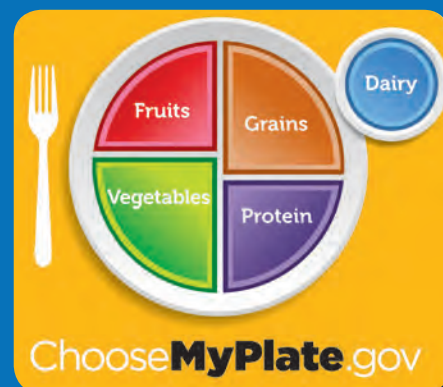
## Child Nutrition Program

The Children's Commission secured funds from the U.S. Department of Agriculture to feed Jacksonville's youth all year. During 2010-11 the Children's Commission provided 592,599 suppers and 275,803 nutritious snacks to children attending afterschool programs at 46 sites.

In summer 2011, 190,714 snacks and 231,813 lunches were served at 167 sites, including faith institutions, non-public schools, apartment complexes, early education centers, city parks and summer camps.

According to the 2011 Youth Risk Behavior Survey, 26 percent of Jacksonville middle school students range from slightly to very overweight. To provide local children with good information about nutrition and exercise, the Children's Commission's Child Nutrition Program educated 478 students on the importance of healthy food choices and 60 minutes of daily physical activity at five elementary and middle schools.

More than 500 summer lunch volunteers and 72 staff were educated on the use of the USDA's new MyPlate and Dietary Guidelines for Americans.



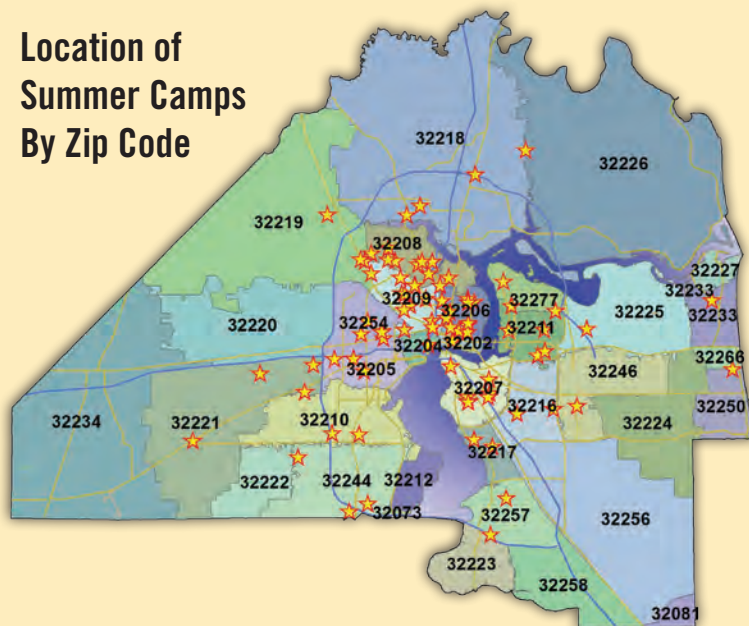
## Summer Camp

Historically, low-income students are less likely to participate in adult-supervised summer activities that provide opportunities for cognitive and social development. This presents an academic challenge and perpetuates the achievement gap, according to researchers at Johns Hopkins University, who have found that “summer learning loss [can] be blamed for roughly two-thirds of the achievement gap separating income groups.”

To address this important issue in 2010-11, the Children's Commission provided 5,919 youth with four to six weeks of summer camp – a 10 percent increase over the previous year in the number of children served. These neighborhood-based camps offered a mix of high-quality activities focused on learning, recreation and culture.

As with afterschool programs, summer camps are located in low-income neighborhoods. The map featured here shows 2010-11 summer camp locations by ZIP Code. Fifty percent were located in Health Zone 1, which covers ZIP Codes 32202, 32204, 32206, 32208, 32209 and 32254.

### Location of Summer Camps By Zip Code





# Ensuring That Children get Help When They Need It

Early intervention, defined as reaching out to young people at the first signs of social, emotional or mental difficulty, is a valuable tool in the continuum of care supported by the Jacksonville Children's Commission. For a child experiencing mental illness, conflict at home, or academic or emotional issues, appropriate and timely intervention is like the cavalry arriving in the nick of time – it can spell the difference between a short-lived skirmish and an all-out battle to get back on track.

The Commission is committed to helping young people get the help they need to prevent a crisis and remain on the path to self-sufficiency and full participation in our community. Toward that end, the Commission invests in a full range of early intervention strategies that include mentoring, extra help for homeless children, case management services, out-of-school suspension alternatives that provide academic assistance and a safe environment, and assistance for disabled children. Teen pregnancy prevention, support for young people aging out of foster care and engaging the families of runaways are also supported. All of these contracted early intervention services measure changes in client behavior and satisfaction, with metrics specific to the service provided.

## Full Service Schools of Jacksonville

One of the most effective early interventions is Full Service Schools of Jacksonville, managed by United Way of Northeast Florida. Full Service Schools provide free physical and mental health support and social services to participating students.

Through its involvement in this innovative program, the Commission has become Jacksonville's largest funder of free, school-based behavioral and mental health services for children. In 2010-11, the Children's Commission provided funds for approximately one-third of the total budget for Full Service Schools. That same year, Commission-funded services assisted 1,226 children at these schools.

Many children who use the services provided are experiencing depression or anxiety, while others exhibit disruptive behaviors.

Outcome evaluations conducted by United Way of Northeast Florida demonstrate the effectiveness of early intervention in these cases: they found that the average number of school conduct violations for participating students is reduced by half once treatment is completed.

## Other Interventions

In addition to the services mentioned above, the Children's Commission contracts with local behavioral and mental health agencies to provide outpatient care to children in need of intervention. In 2010-11, those agencies provided treatment for 999 children through Commission funding.

Another crucial intervention is mentoring. A large body of evidence shows that the presence of a caring adult in a child's life carries a host of benefits and can make the difference between success and failure. A Public/Private Ventures study of Big Brothers Big Sisters showed that students who regularly meet with mentors are 52 percent less likely to skip a day of school and 37 percent less likely to skip a class than their peers. The study also showed that, compared with their peers, mentored students are 46 percent less likely to start using illegal drugs and 27 percent less likely to start drinking.

In 2010-11, the Children's Commission funded an array of mentoring programs that reached youth both in and out of schools. A total of 1,402 children were mentored through five different Commission-supported mentoring programs.

One of the most successful early intervention strategies in Jacksonville is the PACE Center for Girls, a delinquency prevention program that serves 12- to 18-year-old girls who have been identified as dependent, truant, runaway, delinquent or in need of academic skills. Girls may be referred by the juvenile justice system, the Department of Children and Families, school personnel, community agencies, family members or enter the program on their own. Last year, Commission funds supported 176 girls attending PACE.





## Brittany's Story

Brittany was referred to Daniel's Project Prepare by a guidance counselor at Wolfson High School. At that time, Brittany was a senior at Wolfson, living between the home of her mom, who tended to disappear for days on end, and a friend whose home offered a little more stability. In spite of her precarious situation, this enterprising young lady worked to maintain good grades, find a job and take care of her own business, and the guidance counselor knew that she would be a good fit for the program.

Once enrolled in Project Prepare, Brittany began attending community service and groups at Daniel's Independent Living Village. The program has allowed her to take care of medical and dental needs that had previously been neglected and provided valuable life skills training. An enthusiastic participant in Junior Achievement, Brittany graduated from Wolfson with honors, earning the Economics Club Award and the Principal's Award for maintaining 3.5 GPA throughout high school. She is now living in Miami, where she is a student at Florida International University, as well as a shining example of how timely and strategic intervention can positively affect the life of a young person.

Another successful early intervention is the Alternative to Out-of-School Suspension program. Out-of-school suspension, a disciplinary measure used with students who are disruptive, puts students outside the school environment for a day or more. While school officials must maintain discipline, in many cases, out-of-school suspension increases the students' disengagement and works against their academic success.

The five ATOSS centers funded through the Jacksonville Children's Commission provide a safe, stable and directed environment in which students can keep up with their schoolwork and receive guidance to improve behavior and study skills. In 2010-11, a total of 10,123 service days were provided to students attending these centers.

Families who are stressed by economic, emotional or mental health issues without receiving adequate support frequently experience crisis situations, all-too-often resulting in runaway children. In 2010-11, the Commission underwrote services for 170 children, including runaways, through the Family Connections program, which provides immediate help to families and young people in crisis.

The Children's Commission also reached out to 618 homeless children in 2010-11, an increase of 112 percent over last year. These numbers reflect the difficult conditions facing many families in challenging economic times. Services included:

- Independent living assistance for 16 teens aging out of foster care;
- Case management services provided at school for 403 teens; and
- Developmental screening, one-on-one tutoring and other assistance for 199 children living for a time at the Sulzbacher Center.

The Children's Commission also provides assistance to families raising children with physical and cognitive disabilities. In 2010-11, a total of 10,123 service days were provided to students attending these centers.





# Sharing Knowledge

In addition to serving as a major provider of youth services, the Jacksonville Children's Commission is a leader in professional development and training for childcare workers and professionals.

In 2010-11, 6,724 youth workers and other area professionals attended training provided under the auspices of the Commission, learning about early childhood education, best practices in youth development, health-related issues such as nutrition and asthma management and various other topics. On average, 30 training sessions are scheduled at the Children's Commission each month, and youth-serving professionals can register online and earn continuing education units for attending. In 2010-11, the Children's Commission Workforce Development division awarded area professionals 320 CEUs, which equates to 3,200 training hours.

The Commission also offers its facility as a welcoming and practical meeting location for youth-serving organizations. In 2010-11, 13,200 people attended youth-related meetings, training and conferences at the facility, free of charge. This service provided invaluable support for the 232 community agencies who utilized the space, along with the scheduling and training services offered by the Workforce Development division.



## Corey's Story

Employed in an afterschool program funded by the Jacksonville Children's Commission, 24-year-old Corey attended a Commission-sponsored *Advancing Youth Development* training session. During the seven-session training, instructor Lissette Maldonado got to know Corey quite well, learning that he dreamed of attending college but was discouraged by the cost, which seemed out of his reach.

Impressed with Corey's determination to build a better future, she connected Corey with Family Support Services, who helped with the paperwork needed. Corey received the scholarship and is currently attending FSCJ, pursuing a degree in computer systems networking and technology. He stays in touch with his friends in the Children's Commission Training Department and has reached out to serve young people in the community as a volunteer.







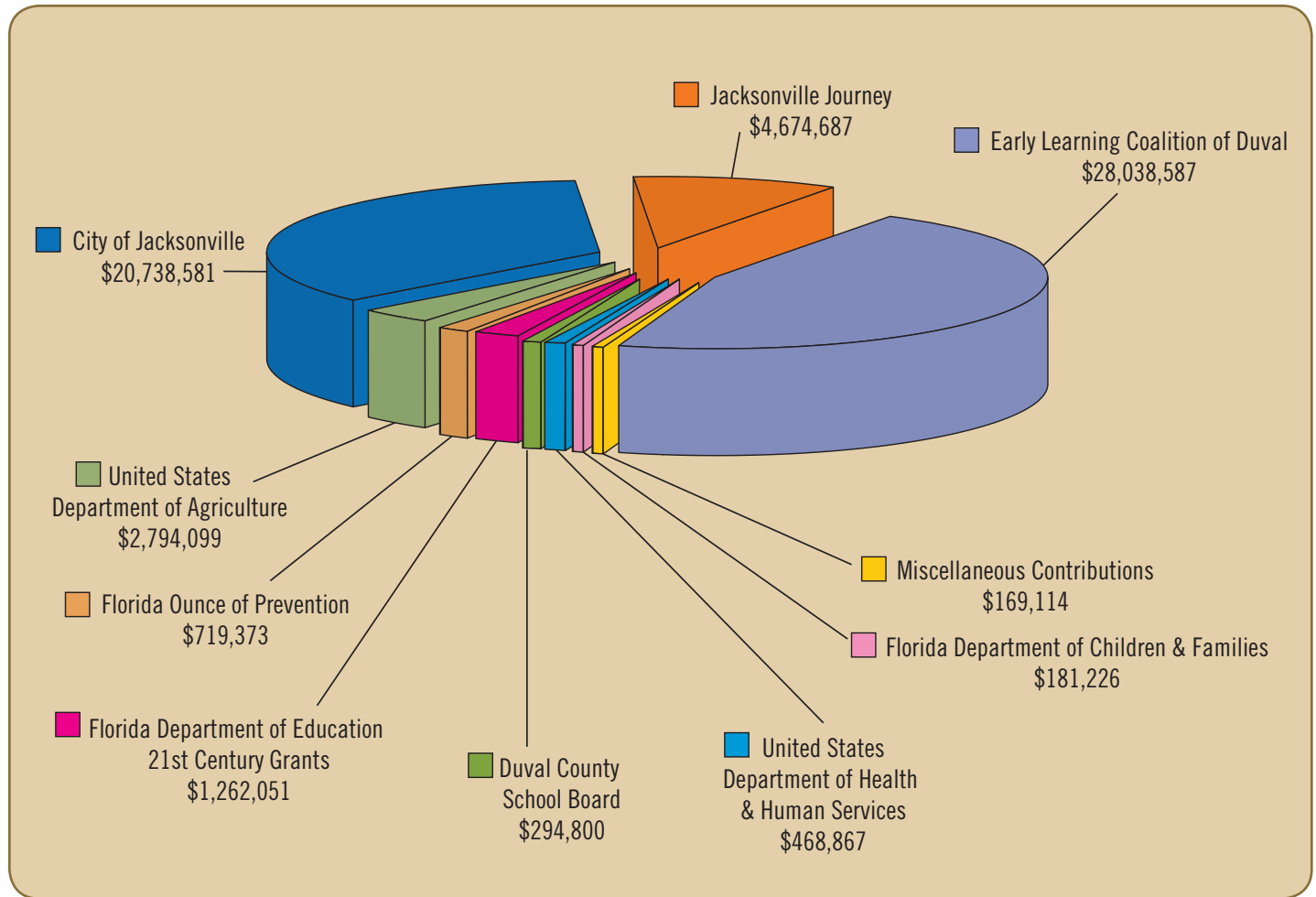
## Jacksonville System of Care Initiative

In September 2010, the Jacksonville Children's Commission received a \$9 million dollar, six-year grant from the Substance Abuse and Mental Health Services Administration. The Commission contracted with the nonprofit agency, Managed Access to Child Health, to plan and implement multiple grant activities.

The funds will be used to establish a replicable and sustainable system of care that will integrate mental health and primary care services for youth and families. These services will be delivered based on the following system of care core values: family-guided, youth driven and cultural/linguistically competent manner. Using a strengths-based approach, individualized prevention, diagnostic and treatment services for children with, or at risk of, Severe Emotional Disturbance (SED), this grant will allow systems transformation. The populations of focus are children from birth to age 23, who are involved in the juvenile justice, homeless, child welfare, and subsidized adult day care systems.

During fiscal year 2010-11, the Commission provided a 10 percent match of \$100,000 along with office space for staff, telephone and internet access, one part-time employee and services from the Commission's finance director. Additional matching funds were provided from Family Support Services and the Early Learning Coalition. Stakeholders from the community have partnered with the Commission to ensure community collaboration and accountability. At the end of 2011, strategic plans, goals, baseline metrics, and a governance board were established.

# Total Revenue: \$59,341,385



Nearly 44 percent – or \$25.9 million – of Jacksonville Children's Commission revenue comes from local sources.

## How do Youth-Serving Agencies Stretch City Dollars?

The Jacksonville Children's Commission, a semi-autonomous agency of the city government, contracts with nonprofit organizations to improve the lives of children and teens in Duval County. The Commission invests \$23,178,845 in programs seeking to ensure that all children have stable, nurturing families, are prepared to learn when they enter kindergarten, have guidance and academic support during out-of-school time and get help when they need it.

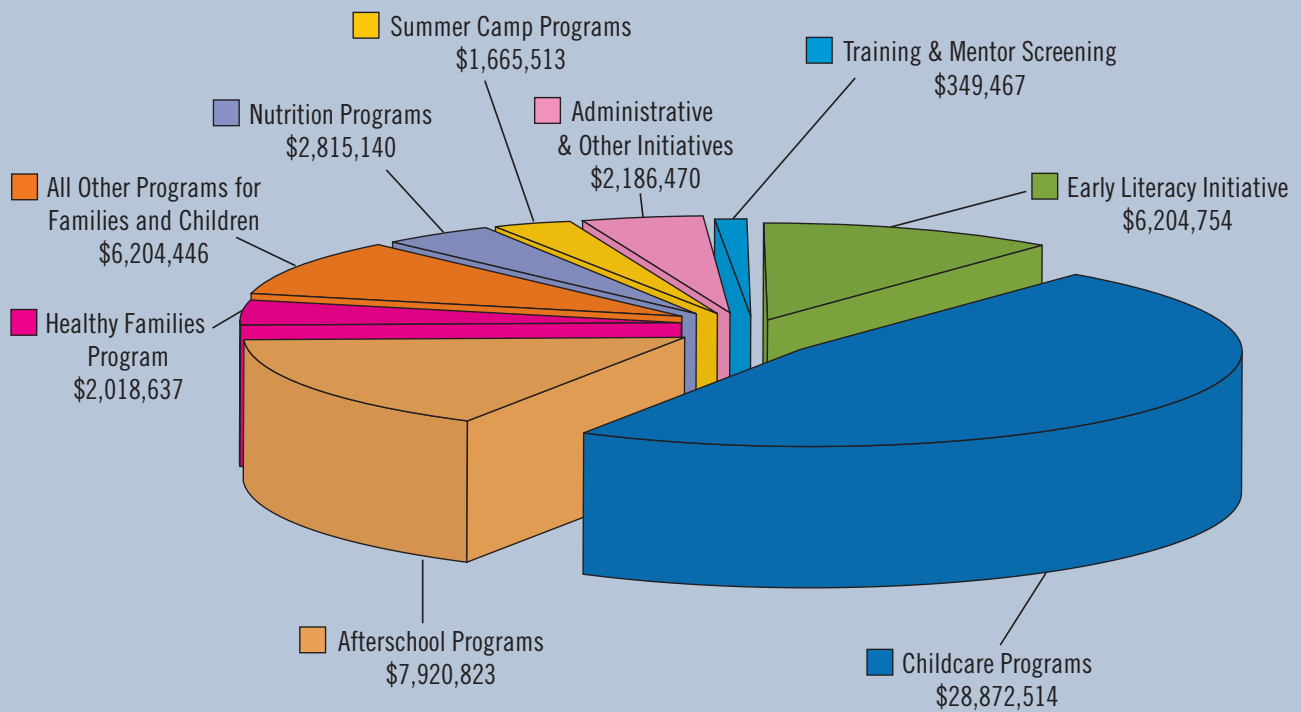
One of the benefits of this collaborative, goal-oriented and stringently measured approach to serving our city's children is the fact that taxpayer dollars are used by the Commission and its contracted agencies to leverage additional government and private funds.

A 23-agency survey conducted by the Commission in February 2011 revealed that these child-serving organizations raised an annual total of \$30,685,022 in individual, corporate, foundation and United Way donations and more than \$3.7 million in in-kind assistance to serve their clients. Additionally, the agencies secured \$83,987,031 in state contributions and \$30,144,516 in federal dollars, much of it as matching funds to dollars initially secured from the Children's Commission.

Working with its contracting agencies, the Jacksonville Children's Commission has a far-reaching effect on the ability of local nonprofits and child-serving organizations to provide our city's children with needed assistance.



# Total Expenditures: \$58,237,764



## Program Changes

The developmental screening contract performed by the Jacksonville Children's Commission in partnership with the Duval County Health Department and funded by the Early Learning Coalition ended in June 2011.

Previously, this contract provided for screening of young children to determine any problems with vision, hearing or speech and provide early intervention to assist their development. Before the contract ended last year, 5,554 young children were screened for developmental delays. In addition, inclusion specialists observed 316 children in early education classrooms, referring 187 for further help.

## Our Partners and Contracted Agencies

The following is a list of the Jacksonville Children's Commission's financial sponsors, partners and contracted agencies:

### Financial Sponsors

Action News WAWS FOX30/  
WTEV CBS 47

Blue Cross Blue Shield of Florida/  
Florida BLUE

The Boeing Company

CSX Transportation

JM Family Enterprises/Southeast  
Toyota Distributors, LLC

Jacksonville Jaguars, LLC

Ramco-Gershenson Properties  
Trust, Inc.

Early Steps: Florida's Early  
Intervention System

Edward Waters College

Family Support Services  
of North Florida

FDLRS – Child Find

Firehouse Subs

Florida Children's Services Councils

Florida Department of Children  
and Families

Florida Department of Education

Florida Department of Health

Florida State College at Jacksonville

Florida Institute of Education

Gander Mountain

GITTO (Get Into the Outdoors)

Health Care Coalition

Health Planning Council  
of Northeast Florida

Healthy Families Florida

Healthy Start Coalition  
of Northeast Florida

Jacksonville Jaguars  
ROAR Cheerleaders

Jacksonville Kennel Club

### Partners

Baptist Health of Northeast Florida

Blue Bell Creameries

Books-A-Go-Go

City of Jacksonville

The Community Foundation  
in Jacksonville

The Cummer Museum of Art  
and Gardens

Duval County Health Department

Duval County Public Schools

Early Learning Coalition of Duval

Jacksonville Kids Coalition

The Jacksonville Museum of  
Science and History (MOSH)

Jacksonville Public Education Fund

Jacksonville Public Library

Jacksonville Sheriff's Office

Jacksonville University

Jacksonville Young Democrats

Jax-4-Kids.com

JaxParks

Jessie Ball duPont Fund

Junior League of Jacksonville

Keep Jacksonville Beautiful  
Commission

Kohl's

Museum of Contemporary Art  
Jacksonville

NAS Jacksonville Child  
Development Center

National League of Cities

NS Mayport Child Development  
Center

Nemours BrightStart!

Nonprofit Center  
of Northeast Florida

Ounce of Prevention Fund  
of Florida

Reach Out and Read

Regal Cinemas

The Ritz Theatre and Museum

Roy Green

St. Johns Riverkeeper

St. Vincent's Healthcare

Safe Kids of Northeast Florida

Solantic Walk-In Urgent Care

Starbucks Coffee Company

The Therapy Closet, Inc.

United States Department  
of Agriculture

United States Department of  
Health and Human Services

United Way of Northeast Florida

University of North Florida

Vision is Priceless Council

Volunteer Jacksonville

WJCT – Ready to Learn

Whole Foods Market

Wolfson Children's Hospital  
Red Wagon Parade

WorkSource

## Contracted Agencies

Big Brothers Big Sisters of  
Northeast Florida

Boys and Girls Clubs  
of Northeast Florida

The Bridge of Northeast Florida

Chartwells Dining Services

Child Guidance Center

Communities in Schools  
of Jacksonville

Community Connections  
daniel

DLC Nurse and Learn

Episcopal Children's Services

G.A. Food Services, Inc.

Hope Haven Children's Clinic  
and Family Center

Jacksonville Urban League –  
Head Start

MaliVai Washington  
Kids Foundation

Mental Health Resource Center

New Heights of Northeast Florida

Northwest Behavioral  
Health Services

PACE Center for Girls

Police Athletic League  
of Jacksonville, Inc.

Speech and Hearing Center  
of Jacksonville

Sulzbacher Center

United Way of Northeast Florida

Wayman Community Development  
Corporation

YMCA of Florida's First Coast

Youth Crisis Center



# To Learn More...

**2011 KIDS COUNT Data Book.** The Annie E. Casey Foundation. <http://datacenter.kidscount.org/databook/2011/>.

**Building Systems of Care: A Primer.** Sheila A. Pires. National Technical Assistance Center for Children's Mental Health at Georgetown University, 2002. <http://gucchd.georgetown.edu/72377.html>.

**Even Very Low Levels of Food Insecurity Found to Harm Children's Health** [Policy Action Brief.] John T. Cook, Ph.D., Elizabeth L. March, MCP and Stephanie deCuba, MPH. Children's HealthWatch, 2009. [http://www.childrenshealthwatch.org/upload/resource/chwbrief\\_FL.pdf](http://www.childrenshealthwatch.org/upload/resource/chwbrief_FL.pdf).

**In Brief: The Impact of Early Adversity on Children's Development.** National Scientific Council on the Developing Child at Harvard University. [http://www.developingchild.harvard.edu/download\\_file/-/view/65/](http://www.developingchild.harvard.edu/download_file/-/view/65/).

**Key Messages of the Position Statement** [excerpted from **Developmentally Appropriate Practice in Early Childhood Programs Serving Children from Birth through Age 8, Third Edition.**] Carol Copple & Sue Bredekamp, eds. National Association for the Education of Young Children, 2009. <http://www.naeyc.org/files/naeyc/file/positions/KeyMessages.pdf>.

**Mapping Child Well-Being in Duval County, FL, Summary Report.** Mikyung Baek, So-young Lee and Samir Gambhir. Kirwan Institute for the Study of Race and Ethnicity, 2011. [http://www.coj.net/Departments/Childrens-Commission/Docs/summary\\_report\\_2011\\_0324.aspx](http://www.coj.net/Departments/Childrens-Commission/Docs/summary_report_2011_0324.aspx).

**Municipal Leadership for Afterschool: Citywide Approaches Spreading Across the Country.** The Wallace Foundation, 2011. <http://www.wallacefoundation.org/knowledge-center/after-school/coordinating-after-school-resources/Documents/Municipal-Leadership-for-Afterschool.pdf>.

**The Timing and Quality of Early Experiences Combine to Shape Brain Architecture: Working Paper No. 5.** National Scientific Council on the Developing Child at Harvard University, 2007. [http://developingchild.harvard.edu/index.php/resources/reports\\_and\\_working\\_papers/working\\_papers/wp5/](http://developingchild.harvard.edu/index.php/resources/reports_and_working_papers/working_papers/wp5/).

**Year-Round Learning: Linking School, Afterschool, and Summer Learning to Support Student Success.** Sarah Deschenes and Helen Janc Malone. Harvard Family Research Project, 2011. <http://www.hfrp.org/publications-resources/browse-our-publications/year-round-learning-linking-school-afterschool-and-summer-learning-to-support-student-success>

**Why, and How, Does Wraparound Work: A Theory of Change.** J.S. Walker. National Wraparound Initiative, Portland State University, 2008. <http://nwi.pdx.edu/pdf/howandwhywraparound.pdf>.







Jacksonville  
Children's  
Commission

*Helping Jacksonville Grow Great Kids*

