

**Children's Services Council of Leon County (CSC Leon)**  
**Program Services Committee**  
Tuesday, February 7, 2023, 5:00 p.m.  
CSC Leon Training Room  
2002 Old St. Augustine Rd., Ste. A-50, Tallahassee, FL 32301

*Members of the public can view the meeting via live stream, when available, on this YouTube channel:*  
<https://www.youtube.com/channel/UCc74A9evhLxbHlrH63-clbQ>.

**AGENDA**

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda
- IV. General Public Comment
- V. Review of Strategic Framework
- VI. Discussion on Family Support Services
- VII. Next Meeting Date(s)
  - A. Discussion on standing date/time of meeting
- VIII. Next Meeting Agenda
- IX. Member Comments
- X. Adjourn



FAMILY SUPPORT SERVICES							
Theory of Change Reference: Increase resiliency and reduce the number and consequences of adverse childhood events Baseline Data: Children Experiencing Abuse – 607.1/100,000 (2020) Baseline Data: Youth Self Harm – 38.8/100,000 (2020)							
Objective	Invest in a wide variety of evidence-based programs that reach children, youth and families in their neighborhoods to promote connectivity, better access to resources and increased family functioning.						
Strategy	Description	Timeline	Investment FY22-23	Investment FY23-24	Investment FY24-25	Justification	
		Running Total	\$4,000,000	\$4,900,000	\$6,200,000		
Family Resource Centers (FRCs)	Family Resource Centers (FRCs) are place-based resource hubs where families can access formal and informal supports to promote their health and well-being. Services may include parent skill training, job training, substance abuse prevention, mental health services, housing support, crisis intervention services, literacy programs, and concrete supports such as food or clothing banks. FRCs are distinct in that they are uniquely community-focused, are driven by family needs, and offer a multitude of programs and resources. They operate using a set of nationally recognized standards.	August 2023	\$1,200,000	\$1,200,000	\$1,600,000	Estimate based on the average costs of establishing 2-3 new FRCs	
	Partner/Source: Competitive Procurement; ITN; Single Vendor						
Parent Education/Family Strengthening Programs	Family Strengthening Programs are voluntary programs designed to promote protective factors that counterbalance risk factors. They accomplish this by helping families develop and maintain stable and nurturing caregiver-child relationships; learn effective and appropriate parenting skills to support child development and improve child behavior; enhance family communication and conflict resolution skills; and provide caregivers with social support and linkages to existing community resources. These programs can be implemented using various formats, including home- or center-based, one-on-one, or in a group setting. Existing parent education programs are currently operating in Leon County but providers indicate they could serve more if funding were available.	August 2023	\$600,000	\$800,000	\$1,000,000	Based on extrapolated population to budget comparison of Broward programs	
	Partner/Source: Competitive Procurement, RFA; Multiple programs						
Behavioral Health Services	Investment to increase the availability of mental health specialists in Leon County to serve the unique needs of children and families through family and child assessment, therapeutic intervention, community navigation, and targeted case management; services could also include training and outreach activities to community partners, providers and families	August 2023	\$1,200,000	\$1,400,000	\$1,600,000	Based on an average cost of \$2,800 to diagnose and treat a depressive episode for 350 individuals plus 15% indirect	
	Partner/Source: Competitive Procurement, RFP/ITN; Multiple programs						

## FAMILY SUPPORT SERVICES

*Theory of Change Reference:*

**Increase resiliency and reduce the number and consequences of adverse childhood events**

*Baseline Data: Children Experiencing Abuse – 607.1/100,000 (2020)*

*Baseline Data: Youth Self Harm – 38.8/100,000 (2020)*

Objective	Invest in a wide variety of evidence-based programs that reach children, youth and families in their neighborhoods to promote connectivity, better access to resources and increased family functioning.					
Mentoring Programs	<p>Mentoring programs pair youth with caring, non-parental adults to promote positive youth development in at-risk youth. Creating successful mentoring programs is dependent on both the success of the mentor-mentee relationship and the success of the structure and organization of the mentoring program as a whole. If managed following specific effective practices, mentoring programs show great promise as a low-cost intervention for youth at risk for developing a range of psychological, social, and behavioral problems.</p> <p><i>Partner/Source: Competitive Procurement; RFA; Multiple Programs</i></p>	August 2023	\$400,000	\$600,000	\$800,000	Based on average of \$400 per child to recruit and mentor a single youth in a year; goal to serve 1,000 youth
Childcare (Nontraditional Hours)	<p>Non-traditional Childcare meets needs of families with non-standard work schedules (outside of traditional daytime working hours 6:00 a.m. – 7:00 p.m.), those working multiple jobs, emergency workers, and those who work rotating shifts. Investments in this space could be in the form of direct per child payments to centers and programs who offer non-traditional childcare, similar to the program offered by the Army and Child Care Aware.</p> <p><i>Partner/Source: Competitive Procurement, RFP/ITN; Multiple programs</i></p>	August 2023	\$600,000	\$900,000	\$1,200,000	One approach: \$152 per sq. ft for 4000 sq ft space to attract Bezos = \$608,000; One approach: \$20 per non-traditional hour per child, 8 hours, three days a week for 1/2 the year times 100 kids = \$1,248,000



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## Proposed Service Line: Family Resource Centers

Initial Investment: \$1,200,000 - \$1,600,000 over 2 years

Family Resource Centers (FRCs) are place-based resource hubs where families can access formal and informal supports to promote their health and well-being. Services may include, but not be limited to: parent skills training, job training, substance

misuse prevention, mental health services, housing support, crisis intervention services, literacy programs, and referral services. Additional services can include concrete supports, such as food or clothing banks. FRCs are distinct in that they are uniquely community-focused, are driven by family needs, and offer a multitude of programs and resources. They operate using a set of nationally recognized quality standards that focus on collaborating with families to solve problems using a strengths-based approach instead of a risk-factor focus. Successful FRCs offer a variety of programming often in collaboration with community partners. Many focus on a particular age group, such as families with children ages 0-8; however, there can be programming made available for those with older children, adolescents, and teenagers, as well.

### Justification for Investment

- Evolving research and evaluation indicate that FRCs are promising strategies to help addressing such issues as:
  - ✓ Child abuse and neglect
  - ✓ Substance abuse
  - ✓ Family violence
  - ✓ Family instability
  - ✓ Juvenile violence and crime
  - ✓ Welfare to work/employment
  - ✓ Community unity
  - ✓ Family isolation
  - ✓ Family and community health
  - ✓ Educational outcomes
- Case studies show that for every \$1 invested in an FRC, from \$2.92 - \$3.65 is saved for the child welfare system (Orange County, CA, and Teller County, CO, respectively).
- A 2014 analysis found that the Alabama Network of FRCs provided a return on investment of \$4.93 per dollar spent to the State of Alabama (Omni, 2021). At this time, no comparable study is available in Florida; however, anecdotally, FRCs are very successful in both Hillsborough and Alachua Counties.

### Core Elements of Family Resource Centers ([\*Family Resource Centers – Vehicles for Change\*](#)):

1. Parent Education (such as classes, support groups, peer-to-peer)
2. Child Development Activities (such as Play & Grow, Mommy & Me)
3. Resource and Referral (links to community resources and services)
4. Drop-in Availability (a comfortable place for confidential conversations, neighbor-to-neighbor meetings)
5. Peer-to-Peer Supports (such as support groups, mentoring)
6. Life Skills Advocacy (such as anger management classes, communication skills, budgeting, cooking classes, etc.)

### Comprehensive Elements of Family Resource Centers

1. Case Management (integrated multidisciplinary team approach)
2. Child Abuse/Neglect Treatment Services (family support, emergency resources, counseling)
3. Family Health and Wellness (health & dental services, medical home, onsite outreach, mental health programs, health insurance assistance/Medicaid)
4. Family Economics and Self Sufficiency (job prep & search, employment board)
5. Family Literacy and Education Support (ESL, tutoring, GED prep, technology center)
6. Substance Abuse Treatment (counseling, self-help groups)
7. Youth Development (mentoring, after school activities, community service, family fun events)
8. Community Development Activities (advocacy, housing, employment, capacity building)

### Potential Outcomes

- ✓ Increased family resiliency
- ✓ Increased concrete supports (referrals for receipt of direct services)
- ✓ Reduction in child abuse or neglect
- ✓ Better school outcomes/academic progress
- ✓ Increased social supports
- ✓ Increased access to community resources
- ✓ Reduced caregiver stress



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## Proposed Service Line: Parent Education/Family Strengthening

Initial Investment: \$600,000 - \$1,000,000 over 2 years

Family Strengthening Programs (Parent Education) are voluntary programs designed to promote protective factors that counterbalance risk factors. They accomplish this by helping

families develop and maintain stable and nurturing caregiver-child relationships; learn effective and appropriate parenting skills to support child development and improve child behavior; enhance family communication and conflict resolution skills; and provide caregivers with social support and linkages to existing community resources. These programs can be implemented using various formats, including home- or center-based, one-on-one, or in a group setting. Existing parent education programs are currently operating in Leon County but providers indicate they could serve more if funding were available.

While evidence- and research-based parent education programs tend to focus on maltreatment prevention, some can address general needs of the family, such as breastfeeding support, financial literacy, and job training.

### Justification for Investment

- CSC Broward calculated their Return on Investment in "Family Supports" for 2018-2019 as follows:
  - \$3,450 (Average CSC cost per family in a Family Support program)
  - \$60,742 (Average cost per child for foster care in Broward County)
  - \$839,928 = Lifetime costs per child maltreatment survivor (*Peterson, et al.,*)
  - **\$17.61 Cost Savings per dollar invested per year OR 1,600% ROI for one year**
- Strategies that promote safe, stable, and nurturing relationships can help prevent maltreatment. These include improving parent-child relationships by teaching positive parenting skills, appropriate discipline, and response to children's physical and emotional needs, as well as providing parents with social support (*CDC, 2014*).
- Prevention and intervention programs that limit child abuse or neglect have the potential to make long-term contributions to reductions in crime, prison construction, and criminal justice costs (*WSIPP, 2016*).
- Fewer than 10% of children ages 0-5 are reached by any kind of preventive service, such as home visiting or parent education (*Strengthening Families 101, n.d.*)
- Child maltreatment is a key social determinant that has the potential to disrupt health and prosperity (*Henry et al., 2018*), which is why the focus is on primary prevention (i.e., prior to the occurrence of maltreatment).

### Potential Client Outcomes (Program Dependent)

- Develop and maintain stable and nurturing caregiver-child relationships (long-term)
- Learn effective and appropriate parenting skills to support child development and improve child behavior (short- and long-term)
- Enhance family communication and conflict resolution skills (short- and long-term)
- Provide caregivers with social support and linkages to existing community resources (home-, center- or group setting-based) (short-term)
- Reduce the number of children and youth at risk of or experiencing homelessness

### Potential Community Outcomes

- Reduce the incidence of child maltreatment
- Develop and improve parenting skills
- Enhance conflict resolution skills within family unit
- Reduce incidence of domestic violence
- Increase and enhance effectiveness of referrals to support services



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## **Proposed Service Line: Behavioral Health Services**

**Initial Investment: \$1,200,000 - \$1,800,000 over 2 years**

Behavioral health is an umbrella term that includes mental health and well-being. Examples of behavioral health conditions include depression, anxiety, attention deficit disorder, substance use disorder, and more. Investments are needed in programs that

expand the supply, diversity and cultural competency of our behavioral health workforce and incentives for them to practice in Leon County, with a dedicated focus on children and youth. Additional investments are needed to expand early childhood and school-based intervention services and supports such as family and child assessments, therapeutic interventions, community navigation, and targeted case management. Services may also include training and outreach activities to community partners, providers and families.

### **Justification for Investment**

Behavioral health conditions can affect us across our lives (*HRSA, 2021*).

- Nearly 1 in 5 children have a mental or behavioral disorder.
- Fifty percent of all lifelong mental disorders begin by age 14.
- Suicide is the second leading cause of death for people ages 10-24.
- Over 60% of adults have experienced trauma or adversity during childhood. This can have long-term effects on health, well-being, and opportunity.
- Maternal mental health conditions are the most common complications of pregnancy and one of the leading causes of pregnancy-related death. They affect 1 in 5 women.

Statistics provided in the CSC Leon Needs Assessment to support this need are as follows:

- The 2020 suicide rate among youth ages 10-19 was roughly twice the state rate; updated metrics show Leon County's suicide rate among youths (12.6/100,000) to be lower than the state's rate (13.1/100,000).
- In 2020, the domestic violence incidence rate in Leon County was 40.3% higher than the state rate (824.6/100,000 vs. 492.2/100,000), which directly impacts the youth mental health/youth trauma rate.

### **Recommended Investments (per the Needs Assessment)**

1. Mental health services should be included as part of all funded programs
2. Implementing a mental health campaign(s) in partnership with other funders and key stakeholders
3. Fund selective and indicated prevention programs for youth (suicide, depression, anxiety reduction, etc.)

### **Potential Outcomes**

- Increase resiliency
- Reduce the number of adverse childhood events (ACEs)
- Reduce the impact of negative consequences of ACEs
- Improve caregiver response to the needs of at-risk youth through enhanced support and education



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## **Proposed Service Line: Mentoring Services**

**Initial Investment: \$400,000 - \$800,000 over 2 years**

Mentoring programs that pair youth with caring, non-parental adults promoting positive youth development are an increasingly popular early intervention strategy for at-risk youth, often designed specifically to reduce juvenile justice involvement or

recidivism. Creating successful mentoring programs is dependent on both the success of the mentor-mentee relationship and the success of the structure and organization of the mentoring program as a whole. If managed following specific effective practices, mentoring programs show great promise as a low-cost intervention for youth at risk for developing a range of psychological, social, and behavioral problems.

### **Research Justification for Investment**

- Recent research has highlighted the positive impact of one-on-one mentoring relationships for children and adolescents who show externalizing behaviors such as aggression (*Jolliffe and Farrington 2007*), substance use (*Rhodes et al. 2005*), and other delinquent behaviors (*Tolan et al. 2008*).
- A recent study assessed the influence of mentoring relationships on a wide range of youth outcomes and showed particularly potent effects for mentoring on youth depressive symptoms (*Herrera et al. 2013*).
- Evidence- and research-based mentoring programs show positive effects for a broad array of youth outcomes including violence, school grade point average, or parent-child relationship quality.
- Many youths who are referred to mentoring programs are already experiencing sub-clinical levels of difficulties and symptoms, and thus, present greater room for improvement on outcome assessments than youth in primary prevention programs.
- In a recent meta-analysis of 70 evidence- or research-based mentoring interventions, statistically significant effects were observed across all outcome domains assessed, including school, cognitive, health, psychological, and social outcomes.
- Larger effects were observed for programs that served a higher percentage of male youth, showing that programs serving more than 50% males had stronger effects (*DuBois et al. 2011*). Mentoring also had a larger impact in samples that had a higher percentage of male mentors.

### **Potential Outcomes**

- Enhanced/improved mental health
- Reduced involvement with Department of Juvenile Justice/criminal justice system
- Enhanced academic outcomes
- Improved parental relationships and communication
- Reduction in risky behaviors

### **Justification for Investment from the CSC Leon Needs Assessment**

- During focus groups, providers referenced challenges associated with youth-aging-out-of-foster care. Providers found that transitional youth require supportive housing, life-coaching, and mentoring.
- Protective Factors that reduce risk for adverse outcomes among youth include connecting youth to caring adults and activities. Mentoring is one such activity.





## Children's Services Council of Leon County

### Proposed Service Line: Non-traditional Childcare

**Initial Investment: \$600,000 - \$1,200,000 over 2 years**

Non-traditional Childcare meets needs of families with non-standard work schedules (outside of traditional daytime working hours 6:00 a.m. – 7:00 p.m.), those working multiple jobs,

emergency workers, and those who work rotating shifts. Investments could be in the form of direct per child payments to centers and programs who offer non-traditional childcare, similar to the program offered by the Army and Child Care Aware.

### Justification for Investment

- Nationally, only 8% of center-based providers offer childcare during non-standard hours. For evening hours and overnight care, those numbers drop to 2% and 6%, respectively.
- About 43% of all children younger than age 18 in the United States have at least one parent who works an irregular schedule. Parents of these children are primarily low-income families of color.
- At present, Leon County does not have any licensed childcare providers that offers nontraditional hours on a consistent basis.
- The COVID-19 pandemic made a weak, disjointed system deteriorate further. Parents struggle to find accessible, affordable, quality child care, while the corresponding workforce is steadily shrinking due to decades of low pay and a lack of respect regarding the critical nature of this work (*Child Care Affordability Analysis 2021.Pdf, 2021*).
- The average cost of childcare in Florida (*Child Care Affordability Analysis 2021.Pdf, 2021*) is as follows:
  - Median Single Parent Household Income - \$31,192
  - Cost per Infant - \$10,774 (percentage of income: 34.5%)
  - Cost per Toddler - \$9,508 (percentage of income: 30.5%)
  - Cost for a 4-year old - \$7,907 (percentage of income: 25.3%)

### Potential Outcomes

- Enhanced economic self-sufficiency
- Increased standard of living and fewer families living in poverty
- Less likelihood of abuse, neglect and childhood trauma
- Reduced burden on social services
- Better mental health outcomes, and lower stress for children and parents
- Enhanced economic development by increasing the availability of workers