



549 NW Lake Whitney Place Suite 204• Port St. Lucie, FL 34986
www.cckids.net

Board of Director’s Annual Meeting

May 28th, 2024

Agenda

- | | |
|---|---------------|
| 1. Call to Order | Melanie Wiles |
| 2. Board Chair Comments | Melanie Wiles |
| 3. April Minutes | Melanie Wiles |
| 4. Approval of Policies 109, 114, 115, 116, 117, 142, 309, 1012, 1210, 1234, 1409 | Carol Deloach |
| 5. Election of Officers | Carol Deloach |
| 6. 2023 Risk Management Report | Nicky Smith |
| 7. Strategic Review | Cheri Sheffer |
| 8. CEO Board Report | Carol Deloach |
| 9. Quality Assurance Update*** | Rusty Kline |
| 10. Public Comments | Melanie Wiles |
| 11. Adjournment | Melanie Wiles |

***If time allows

2024 Schedule of Meetings

Meetings are scheduled for the fourth Tuesday of the month at 3 pm. The November and December meetings usually are combined to accommodate the holiday schedule.

June 25th

October 22nd

July 23rd

November 26th***

August 27th

December 24th***

Septemeber 24th



549 NW Lake Whitney Pl Suite 204• Port St. Lucie, FL 34986
www.cckids.net

Board of Directors Meeting
Communities Connected for Kids Headquarters
April 23rd, 2024
3 pm

April 2024 Minutes

1) Call to Order – Ms. Wiles has called the meeting to order at 3:00 p.m.

Board members include: Kathryn Hensley, Michelle Miller, Vanessa Farnes, Melanie Wiles, Mark Young, Dr. Angie Bailey, Kristy Conway, and Pat McCoy.

Absent Board members:

Internal staff Includes: Christine Winter, Holly Ives, Rusty Kline, Suzie Kulscar, Cheri Sheffer, Christina Kaiser, Jill Poole, Sara Topmiller, Lorrene Egan, Carol Deloach, Tammy Tappan, Lauren Hahn, Evan Hunsberger, Alisa Carter, Caryn Toole,

Guest includes: Bob McPartlan

2) March Minutes- Melanie Wiles reports:

Ms. Franes made a motion to approve the March Minutes, and Ms. Angie Bailey seconded. The motion passed unanimously.

3) Board Chair Comments- Ms. Wiles presents:

- The Board's Annual Meeting is in May, and we will meet at the St Lucie Children's Services Council on May 28th at 12 pm. Lunch will be provided.
- The 1K Event will take place this Saturday.
- HIPPA training needs to take place by next week. Tammy Tappan has registered all Board members.

4) Approval of Policies- Ms. Deloach presents policies 1004.4, 1005, 1017, 1018 and 1234

- I want to address two things. Policy 1018 has replaced CBCIH, and we now work with Sunshine. The contract with Sunshine requires us to replace policies with Sunshine's contact information. We now have to do things CBCIH previously did.
- Policy 1234 states that if anyone wants to be licensed within the company, it must be done out of the circuit to avoid conflict. We changed this information to remove issues with the GAL program.

Ms. Miller made the motion to approve policies 1004.4, 1005, 1017, 1018, and policy 1234, and Ms. Franes seconded. The motion passed unanimously.

5) CEO Report- Ms. Deloach presents



549 NW Lake Whitney Pl Suite 204• Port St. Lucie, FL 34986
www.cckids.net

- Our middle granddaughter is graduating, so I will be in New Orleans from May 16 to May 20th. I will send this out, but I wanted to inform the Board beforehand.
- Lauren, Cheri, Josie, and I went to WPB for the ITN negotiation. Our tire blew, and Elisabeth came down and drove us to the ITN meeting. We were only 10 minutes late. We presented the PowerPoint we prepared. There weren't many questions asked. The new contract will be coming out with input from lead agencies. The intent to award was changed from April 15th to May 13th. We have not seen the new contract yet. We are all waiting to receive it and see where we go. We pushed back a lot on what was in the initial contract. I'm a little bit nervous about the timeline. The less time we get, the less time we get to negotiate.
- We submitted a budget approved by the Board showing an unacceptable deficit. We made changes by freezing positions with 4 in case management and stopping all overtime except those related to children.
- The Miami CBC, Citrus, asked for \$4.2M in additional funding, while the speaker of the house is from Miami. He discussed this with the department and was able to find money to support all four of us who asked for additional money. We asked for \$855K, and we got \$558K. We're waiting for an amendment for the nurse-family partnership. We are waiting for the Governor to sign that.
- At the Contract Oversight meeting, we evaluated the state's performance. We were recognized for doing so well. We were encouraged. They addressed some of our concerns. We received our first and second scores. We will drill down at our CQI meeting to validate them.
- We had a call this morning with Lisa Von Seelan from Healthy Start. We have been approved for funding. We told her to advertise for a nurse position and admin personnel.
- We will start at noon for the retreat and then go into discussion after lunch. There is a lot to cover. We want to look at the progress made and changes we may want to consider in year 2. We want to get a report out for the risk report and look at the Bylaws. In 2025, Mark and Michelle need to be looked at for their Board membership if they choose to renew it. The Chair and Vice Chair need to be voted on.
- We have a new MOU with Okeechobee School and are looking at how we transport children.

6) External Affairs/Advocacy- Ms. Kaiser presents:

- The volunteer event was held a week ago and was beautiful. Chair Wiles thanked Christina for the great job she did. Thank you to Kathryn, Melanie, Mark, and Kristy, who showed up.
- The 1K Event is this Saturday from 9-12. If you went to the event last year, it will be very different this year, with people showing up and people providing food tents. The focus is on foster care recruitment. Our CPAs will be there, and we have sponsors. Media will capture the event. We will close out the manicure movement that day.
- I want to thank Leslie for making a contribution. Also, thanks to Steve for contributing from Rosenthal Levy and Simon. Melanie will also paint faces that day. You will get more information during the annual retreat. You are free to look at what we have planned this year on our web page. We are sharing campaign material from month to month.
- Thank you to the licensing team for letting me meet with the CPAs. This campaign involves making a commitment, and there is something for everyone. Jerra and I will be on the WPBF news show promoting the 1K event. The campaign will only be as strong as its participation. Caregiver support and outreach are really running with this campaign.



549 NW Lake Whitney Pl Suite 204• Port St. Lucie, FL 34986
www.cckids.net

- The pool party for the foster parents is planned, and I wanted to thank Vanessa and Seacoast for their contributions.

7) QA Committee Report – Mr. Kline reports:

- Our QA Subcommittee met today at 2 pm today.
- We went over the minutes for March, which were approved. We talked about incident reports. 79 last month to 59 this month. There were no trends with missing children and incidents. We discussed the Baker Acts and the trends happening there. We have one current child missing.
- Lisa spoke about our At A Glance report. She will look at the children abused in out-of-home care. We are at about 13% this month, which represents 2 kids. She will look at kids returning to out-of-home care. She will do deeper dives at our CQI meeting tomorrow.
- Our life of case goal is 54, and we are 52. We hope to be at 54, which means we are at the limit of cases we are receiving unless we have reunifications or closed cases.
- Our contract monitoring is continuing with several programs. We moved into four priorities, and the subcommittee needs to meet the Board with program evaluation. We also discussed our case transfer and process and the improvements we made.
- The next meeting is TBD as we have the retreat next month.

8) Finance Committee Report– Ms. Hahn reports:

- I'm glad to say we were awarded an additional \$558K from DCF. This was a meeting that stemmed from the ITN process. They said we want a budget from you. They gave us a number of \$40M for the year, which is \$2M more than we asked for. When they called us to celebrate the amended funds, we then asked about next year. They said they would not increase core funding except for the cost of care living expenses for foster care. That leaves us in a negative place for next year. This year, we should be okay. Our group home costs are about the same. Overtime was reduced last month. We had a decent month with a reduction in expenses, including all the additional money we were given. I brought in interest. DCF says we owe them the money we get in interest. All that revenue is a catch-up. We have a surplus year to date, and it is very small. It will be short-lived as we have 3 months left in the year. The 558K has not been recognized in the budget yet.
- With all the revenues we will receive, we are looking at a \$250K deficit at the end of the year. My concern is for next year. We will not be getting an increase in revenue from DCF.
- We are looking at DCF to help us to get back of the bill funding. The Mercer Project has been scrubbed. There is a new contract with KPMG with an increase in funding. We will have a call next week and a work group to come up with a funding formula. The lead agency will be a part of it so it can be as accurate as possible.
- Kathryn asks how much time and money was spent on the Mercer Project. We can request this information as part of a records request. KPMG will only be contracted for a few months. They hope to have a presentation by October.



549 NW Lake Whitney Pl Suite 204• Port St. Lucie, FL 34986
www.cckids.net

Ms. McCoy made a motion to approve the March finance reports, and Ms. Farnes seconded them. The motion passed unanimously.

- The 990 forms have not changed too much. In preparation with Devereux, this is the information that has been put together. The minimal questions that arise is whether there are any conflicts of interest.
- The tax return is very comprehensive. Nothing is out of the ordinary. Your names are included as Board members. There is nothing to report. The numbers come from the financial audit that had no findings.

Ms. Hensley made a motion to accept the 990 Tax Report, and Ms. McCoy seconded it. The motion passed unanimously.

9) Board Comments – N/A

10) Public Comments – N/A

11) Adjournment – The meeting was adjourned at 3:54 pm.



549 NW Lake Whitney Place, Suite 204* Port St. Lucie, FL 34986
www.cckids.net

CCKids Board Risk Management Report

April 2024

Period Covered: January 2023- December 2023

This report summarizes agency risk issues and complements other Board ongoing risk management strategies. When reviewing this report, Board Members should consider and refer to other reports that address risk issues, such as monthly financial reports, PQI reports, the Business Continuity Plan, and other Data that would help inform discussions and decision-making.

CONTENTS:

Compliance with Legal Requirements.....	3
Insurance and Liability.....	3
Health & Safety.....	3
Human Resources Practices.....	4
Contracting and Compliance.....	5
Client Rights and Confidentiality.....	5
Conflict of Interest.....	6
Financial Risks.....	6
Information Technology Risks.....	6
Conflicts of Interest.....	6
Critical Incidents.....	7

Communities Connected for Kids is a community-based lead agency contracted by the Florida Department of Children and Families. Our mission is to enhance the safety, permanency and well-being for all children in Okeechobee & the Treasure Coast through a community network of family support services. Our vision is to eliminate child abuse, neglect and abandonment in Okeechobee & the Treasure Coast so all children grow to their full potential.



549 NW Lake Whitney Place, Suite 204* Port St. Lucie, FL 34986
www.cckids.net

Public Relations/Branding.....7

Programmatic Response.....8

Communities Connected for Kids is a community-based lead agency contracted by the Florida Department of Children and Families. Our mission is to enhance the safety, permanency and well-being for all children in Okeechobee & the Treasure Coast through a community network of family support services. Our vision is to eliminate child abuse, neglect and abandonment in Okeechobee & the Treasure Coast so all children grow to their full potential.



549 NW Lake Whitney Place, Suite 204* Port St. Lucie, FL 34986
www.cckids.net

Compliance and Legal Requirements:

1. CCKids annual DCF (Department of Children and Families) licensing review took place on October 22, 2023. There were no reported concerns or needed corrective actions.
2. The Annual Financial Audit for FY2022-2023 was completed and presented to the Board on March 26, 2024, and subsequently filed with DCF and the federal and state government agencies on March 29, 2024. CCKids received an unmodified opinion. No findings were reported.
3. CCKids annual tax return, Form 990 for FY2021-2022, was filed on April 27, 2023. Form 990 for FY2022-2023 will be filed by May 15, 2024.

Insurance and Liability

CCKids continues to maintain coverage that meets the contractual requirements with DCF.

Our annual workers' compensation audit for the 12-month period ending October 31, 2023, was finalized at \$380,000 with no adjustments. Our premiums for the subsequent year decreased from \$84,410 to \$66,561, and our experience rating improved by approximately 0.18%.

Our general liability insurance, which includes general liability, professional liability, improper sexual conduct liability, business auto, and umbrella insurance, was maintained during FY2022-2023 with an 18.2% increase in premiums. Property and flood insurance is also maintained with minor increases in premiums. Cyber insurance is also maintained through Devereux's insurance policies. We are unaware of any claims to date.

Health insurance continues to increase by approximately 5% per year due to increased claims.

Health & Safety:

The annual fire Inspections were completed on:

- Lake Whitney Offices- July 27, 2023.
- Indian River Service Center- April 13, 2023
- Martin Service Center- December 18, 2023
- Sailfish Service Center – December 27, 2023
- Okeechobee – January 24, 2023

Communities Connected for Kids is a community-based lead agency contracted by the Florida Department of Children and Families. Our mission is to enhance the safety, permanency and well-being for all children in Okeechobee & the Treasure Coast through a community network of family support services. Our vision is to eliminate child abuse, neglect and abandonment in Okeechobee & the Treasure Coast so all children grow to their full potential.



549 NW Lake Whitney Place, Suite 204* Port St. Lucie, FL 34986
www.cckids.net

No issues were reported. Each office/service center is inspected monthly in addition to the monthly fire drill. A support ticket is completed for any needed repairs.

Hurricane supplies are available at each service center. Call trees are updated annually at the June all-hands meeting.

Incident reports are reviewed monthly by the Board of Directors and the Risk and Safety Committee. Staff injury/accidents are reviewed monthly by the Risk and Safety Committee. CCKids recorded one injury for calendar year 2023. The summary notice was posted in the CCKids Lake Whitney office from February 1 to April 30 per OSHA (Occupational Safety and Health Administration) guidelines.

Human Resources Practices:

CCKids continues to comply with all local, state, and federal hiring regulations, screenings, and background checks. CCKids also continues to comply with all FLSA requirements relating to pay and overtime for all non-exempt personnel. Our in-house Director of Human Resources maintains a focus on risk prevention and enhanced support of operations. All agency directors, managers, and supervisors involved in the hiring process completed training in Effective and Lawful Interview Skills. All new CCKids directors, managers, and supervisors will also provide this training.

In December 2022, the Board of Directors approved a 3% COLA increase for all employees for the 2023 calendar year. A formal remote work policy was also introduced in September of 2023. This was implemented due to the positive response to the hybrid work setting that was introduced during the COVID-19 pandemic. The availability of hybrid and remote work is a valuable tool to support CCKids' efforts to reward, engage, and retain our current workforce.

CCKids has COVID-19 guidelines regarding office usage, personal protective equipment, and client screenings in place to ensure the health and safety of all CCKids employees, clients, and visitors. Human Resources updates the guidelines based on the Center for Disease Control (CDC) protocols and recommendations when needed.

Communities Connected for Kids is a community-based lead agency contracted by the Florida Department of Children and Families. Our mission is to enhance the safety, permanency and well-being for all children in Okeechobee & the Treasure Coast through a community network of family support services. Our vision is to eliminate child abuse, neglect and abandonment in Okeechobee & the Treasure Coast so all children grow to their full potential.



549 NW Lake Whitney Place, Suite 204* Port St. Lucie, FL 34986
www.cckids.net

CCKids celebrated a big milestone in November of 2023, with 40 employees reaching 10 years with the agency. As of December 2023, 67% of personnel have been employed with CCKids for more than two years, 53% for five to ten years, and 30% for more than 10 years.

The annual employee satisfaction survey was completed in August 2023. A recap of the results, including scores and comments, was distributed to the senior management team (SMT) to identify and address any areas of concern.

Contracting and Compliance

Contract management – an annual risk assessment was conducted, and contract monitoring was conducted for all contracts that met the monitoring threshold. Mechanisms are in place to ensure that all subcontracted providers remain actively licensed, with required insurance and attention to expected outcomes. Subcontract monitoring processes have been implemented to emphasize focus on real-time reporting, providing greater opportunity for detection and correction of outcomes and areas needing improvement.

Compliance:

The Annual HIPAA Training was distributed in March 2023, and the Fraud, Waste, and Abuse training was distributed in September 2023.

Client Rights and Responsibilities:

1. There have been no Grievances filed in relation to client rights during the last fiscal year.
2. During 2023, there was one (1) incident that resulted in HIPAA Breach notifications per Communities Connected for Kids policy and procedure.

Communities Connected for Kids is a community-based lead agency contracted by the Florida Department of Children and Families. Our mission is to enhance the safety, permanency and well-being for all children in Okeechobee & the Treasure Coast through a community network of family support services. Our vision is to eliminate child abuse, neglect and abandonment in Okeechobee & the Treasure Coast so all children grow to their full potential.



549 NW Lake Whitney Place, Suite 204* Port St. Lucie, FL 34986
www.cckids.net

Conflicts of Interest:

There have been no reports of any potential conflicts among the Board or Senior management. Board members report annually any potential conflicts. None have been reported for fiscal year 22/23.

Financial Risks:

CCKids has inherent risk in that more than 99% of its revenues come from its contract with DCF. Since the inception of CCKids, management has demonstrated exemplary fiscal responsibility, as evidenced by the accumulation year-over-year of carryforward dollars totaling over \$2.5 million through 6/30/22. CCKids has strong internal controls and sufficient segregation of duties to minimize fraud and abuse risks. Many checks and balances are in place, including monthly financial reporting and analyses, quarterly budgets, and financial viability plan updates.

However, beginning in FY2023, CCKids experienced a dramatic increase in expenses related to those in foster and group care. This is due to the increase in the number of children coming into care, a lower number of exits, and a greater cost per child due to increased acuity. These costs outside of our control put us in a deficit position, requiring the use of our entire carryforward in FY2022-2023 to cover these costs.

We applied to the Risk Pool in May 2023 and again in November 2023, asking DCF for additional funds. We were awarded a total of \$2,931,378, part of which covered our deficit for FY2022-2023 and left us with the remaining \$2,195,829 as carryforward into FY2023-2024.

Information Technology and Systems Risks:

Monthly And quarterly security checks are conducted in-house, complementing Devereux's work. We continue to invest in upgrading our equipment on a four-year rotating schedule.

Policies have been updated and continue to be reviewed to ensure compliance as well as appropriateness in our current environment.

Communities Connected for Kids is a community-based lead agency contracted by the Florida Department of Children and Families. Our mission is to enhance the safety, permanency and well-being for all children in Okeechobee & the Treasure Coast through a community network of family support services. Our vision is to eliminate child abuse, neglect and abandonment in Okeechobee & the Treasure Coast so all children grow to their full potential.



549 NW Lake Whitney Place, Suite 204* Port St. Lucie, FL 34986
www.cckids.net

Critical Incidents:

Four (4) incidents included some form of media exposure. The media exposures were the result of parents in dependency cases not agreeing with case decisions, one (1) of which required law enforcement intervention with a parent. An additional category of risk was identified regarding youth in unlicensed placements. The Risk & Safety Committee established a Children In Unlicensed Placement sub-group that included CCKids and CHS staff to review concerns and develop guidelines to ensure consistency across both agencies for staff providing supervision.

Public Relations/Branding:

Solicitation of Contributions is renewed annually, every February 4. This state license gives CCKids the clearance to pursue and capture community donations and resources.

CCKids maintains policies that ensure written permission is obtained for the use of images, information, and creative works provided by children, families, and young adults served by our organization; employee consent is also covered through these policies.

Likewise, CCKids also maintains and regularly updates a policy outlining employees' reasonable use of social media, including overseeing our company's social media platforms/channels. Our social media policy and practice limit access to management of our social media accounts and ensure frequent monitoring of our accounts to quickly identify and effectively address all public comments, particularly those that pose a potential risk to our brand or reputation.

CCKids maintains a policy that ensures a donor's right to privacy, which is in accordance with best practices. The policy also ensures that donors who wish to remain anonymous can do so and that donor information will not be shared with other organizations or individuals.

Out of consideration for our local providers who rely heavily on local fundraising, CCKids has made a strategic decision not to compete for those dollars through its own fundraising activity. However, our organization has created – and uses when appropriate – an event-assessment tool that gauges the efficacy of each activity. This tool is regularly used when prioritizing local education and awareness activities and can be applied to future fundraising events.

Finally, CCKids' Office of Community Relations maintains a donation database. This database tracks gifts, donations, volunteer hours, and resources and creates reports that can be used to assess areas of outreach health, such as community engagement. The addition of a new staff person in the department during this year supports a greater community engagement reach and provides additional strengthening of our activities in this area.

Communities Connected for Kids is a community-based lead agency contracted by the Florida Department of Children and Families. Our mission is to enhance the safety, permanency and well-being for all children in Okeechobee & the Treasure Coast through a community network of family support services. Our vision is to eliminate child abuse, neglect and abandonment in Okeechobee & the Treasure Coast so all children grow to their full potential.



549 NW Lake Whitney Place, Suite 204* Port St. Lucie, FL 34986
www.cckids.net

Programmatic Response:

There were 26 children who were placed in a CCKids Service Center. The risk to the agency includes increased costs due to overtime incurred for supervision, impacts on child well-being, and risk of DCF contract non-compliance.

Communities Connected for Kids is a community-based lead agency contracted by the Florida Department of Children and Families. Our mission is to enhance the safety, permanency and well-being for all children in Okeechobee & the Treasure Coast through a community network of family support services. Our vision is to eliminate child abuse, neglect and abandonment in Okeechobee & the Treasure Coast so all children grow to their full potential.



549 NW Lake Whitney Place, Suite 204• Port St. Lucie, FL 34986
www.cckids.net

Strategic Plan Fiscal Year 23-24 Report

Leadership Strategies

L-1. Assess workforce recruitment and retention strategies and cultivate personal and organizational growth opportunities for the next generation of leaders at all levels.

L-2. Identify opportunities to educate stakeholders and partners on the success of the Community-based care model, and our role in the child welfare system in Circuit 19.

L-3. Engage in board recruitment and development activities to ensure BOD membership actively represents all facets of the Circuit 19 community.

2023 Leadership Action Plan Steps	Owner	Start Date	Target Completion date	Status	Update
Conduct functional analysis of administrative staff positions and align within job descriptions	COO, CFO	Aug-23	Dec-23	Initiated	Completion barriers include changing requirements of FSFN and upcoming CCWIS implementation.
Conduct agency-wide alignment of job descriptions to reflect current expectations of each position.	Human Resources Director, SMT	Jul-23	May-24	Initiated	67% of job descriptions are updated, with the remaining on track to complete before November 2024.
Review agency-wide succession plans and identify gaps for mission critical positions.	Executive management team	Dec-23	Feb-24	Completed	Assessment conducted to identify any departments without identified direct reports expressing interest in advancement. Succession planning gaps for director-level positions were identified in Human Resources and Finance.
Identify legislative champions for child welfare including sponsorship of agency-specific appropriation request	CEO, BOD	Jul-23	Sep-23	Completed	Senator Harrell and Representative Trabulsy supported our appropriation request for the ESEP program (currently pending Governor's signature)
Evaluate board membership opportunities for inclusion of client voice.	BOD Chair and CEO	Jul-23	Ongoing	Initiated	Interest being assessed for identified parent who successfully reunified.

Communities Connected for Kids is a community-based lead agency contracted by the Florida Department of Children and Families. Our mission is to enhance the safety, permanency and well-being for all children in Okeechobee & the Treasure Coast through a community network of family support services. Our vision is to eliminate child abuse, neglect and abandonment in Okeechobee & the Treasure Coast so all children grow to their full potential.



549 NW Lake Whitney Place, Suite 204• Port St. Lucie, FL 34986
www.cckids.net

Finance Strategies

- F-1. Develop resource diversification, maximization, and enhancement plan in alignment with the lead agency role in the child welfare system.
- F-2. Conduct ongoing assessment of resources needed to ensure successful deployment of the organization’s strategic priorities.
- F-3. Identify opportunities to engage in cost diversion or cost-sharing opportunities at the local, state, and federal levels.

2023 Finance Action Plan Steps	Owner	Start Date	Projected Completion date	Status	Update
Complete Specific Appropriation request for top identified system need	Executive Management team	Jul-23	Sep-23	Completed	ESEP specific appropriation completed and submitted- pending governor's signature.
Evaluate potential IV-E funding gaps and develop mitigation plan to fund prevention and placement services	CFO, COO and Contract Director	Jul-23	Ongoing	Completed	23/24 efforts focused on statewide and local need for IVE eligible placement settings. Local efforts underway to increase group settings for higher acuity youth, and neighborhood family foster homes for siblings to reduce expenditures in non-IVE eligible settings.
Map resources that are currently leveraged through partnerships or subcontract match plans to illustrate CBC model impact	CFO and Contract Director	Jul-23	Dec-23	Completed	This action lines up with emphasis of DCF procurement on leveraging community funding. Estimated leveraging of \$2.5 million in local community funding and resources.
*Complete Risk Pool applications to mitigate deficit	CFO and COO	May 2023	April 2024	Completed	Two Risk Pool applications and one executive discussion resulting in \$ 3,489,378 for FY 23-24.
*Complete grant applications for Fatherhood initiative and Prevention grant dollars	COO	May 2023	February 2024	Completed	Both grants awarded, resulting in \$384,490 in grant revenue. For 23-24/ 24-25.

*not in original 2023-2024 strategic plan scope

Communities Connected for Kids is a community-based lead agency contracted by the Florida Department of Children and Families. Our mission is to enhance the safety, permanency and well-being for all children in Okeechobee & the Treasure Coast through a community network of family support services. Our vision is to eliminate child abuse, neglect and abandonment in Okeechobee & the Treasure Coast so all children grow to their full potential.



549 NW Lake Whitney Place, Suite 204• Port St. Lucie, FL 34986
www.cckids.net

Operations Strategies

- O-1. Ensure services and interventions provided in the System of Care are trauma-responsive and directly aligned with federal and state outcomes relating to safety, permanency and well-being.
- O-2. Conduct Continuous Quality Improvement activities to ensure direct and contracted services are effective and positively impacting performance.

2023 Action Plan Steps	Owner	Start Date	Projected Completion date	Status	updates
Align prevention subcontract processes and activities with Fidelity oversight and FFPSA prevention claiming requirements.	COO, Contract Director, and QA Director	Oct-23	Jul-24	Initiated; stalled	ESEP specific appropriation includes funding for a Prevention Director to deepen our focus on front end services. However, statewide implementation of prevention claiming has stalled.
Develop and implement foster home and EFC recruitment and training plan designed to meet the needs of the current and projected population.	COO and Licensing Director, EFC Supervisor	Jul-23	Ongoing	Completed foster home plan	October 2023 Foster home contracts include placement targets aligned with the foster home needs estimator conducted in the spring of 2023. EFC plan is dependent upon resources.
Identify gaps in system resource needs and develop prioritized plan to address.	SMT	Jul-23	Ongoing	completed FY 23-24	Needs include increased foster homes for teens and sibling groups, and front-end services to reduce removal rate. Activities initiated as outlined above.
Identify performance gaps in DCF contract measures and develop prioritized plan to address.	QA Director, Training Director and County Directors	Jul-23	Ongoing	completed FY 23-24	Developed scorecard for Qualitative measures and are focusing on strategies to address child well-being metrics.

Communities Connected for Kids is a community-based lead agency contracted by the Florida Department of Children and Families. Our mission is to enhance the safety, permanency and well-being for all children in Okeechobee & the Treasure Coast through a community network of family support services. Our vision is to eliminate child abuse, neglect and abandonment in Okeechobee & the Treasure Coast so all children grow to their full potential.



549 NW Lake Whitney Place, Suite 204• Port St. Lucie, FL 34986
www.cckids.net

Community Engagement Strategies

- C-1. Develop awareness and relationship building activities with the legislative, business and philanthropic communities in the four-county area that align with individual Board member’s expertise and circles of influence.
- C-2. Evaluate community relationships for deepened engagement opportunities with formal and informal system partners.

;2023 Action Plan Steps	Owner	Start Date	Projected Completion date	Status	Update
Develop annual calendar of events for BOD participation.	Community Relations Director	1-Jul	Ongoing each year	Completed	As a result of the calendar Board members have received more consistent, more frequent invitations to participate and contributed to enhanced involvement. In the past month (April) alone, two Board members have participated as sponsors, one has underwritten the upcoming foster family pool party, three attended a community volunteer event and one served as an event volunteer.
Engage Shared Services Alliance in opportunities to deepen statutory role regarding child welfare.	CEO, COO, BOD members	1-Jul-23	Ongoing	Initiated	C19 Alliance participated in the Statewide Alliance project identifying the top priorities for Collective impact on and improvement of the CW system. Report published in September 2023.
Map current stakeholder engagement and CBC knowledge base and develop plan to strengthen.	SMT	1-Jul-23	Ongoing each year	Initiated	Georgetown crossover project survey detected needs for DJJ staff and community stakeholder. Training of front line staff in DJJ CW and GAL planned for June 2024. Additional stakeholder assessment/engagement will be ongoing.

Communities Connected for Kids is a community-based lead agency contracted by the Florida Department of Children and Families. Our mission is to enhance the safety, permanency and well-being for all children in Okeechobee & the Treasure Coast through a community network of family support services. Our vision is to eliminate child abuse, neglect and abandonment in Okeechobee & the Treasure Coast so all children grow to their full potential.



549 NW Lake Whitney Place Suite 204• Port St. Lucie, FL 34986
www.ckids.net

CEO Report
May 28th, 2024

Since our last Board meeting, CCKids has held the 1K Foster Care Awareness/ 20 by 2025 campaign and the Foster Parent appreciation event at Sailfish Splash Park. Both events were successful, with great weather and wonderful turnouts.

We are working on developing position descriptions for the Housing Specialist (who will support Road to Success young adults aging out of care). Once completed, we will post the position. Hopefully, we can attract a candidate who has some experience with housing, landlords, etc. There will be quite a few tracking and reporting requirements that will go along with this funding, which is recurring. The Nurse-Family Partnership contract with Healthy Start has been executed. Lisa Von Selan is moving forward with advertising, as well as setting up any needed tracking systems needed for reporting on outcomes.

There have been three calls with KPMG, and the company DCF has engaged to develop an actuarially sound funding model. Tiers 1 (fixed costs), 2 (PMPM), and 3 (Incentives) have been covered. There is much more work to be done by the October 15th deadline, but we are hopeful this time will result in a product we all can support. KPMG has engaged us in the discussion that seems to indicate a better understanding of our needs and challenges than we experienced with Mercer. We have had several of our Senior Management staff participate in the calls, and hopefully, more opportunities will come.

HB 5001 (appropriations) is still pending. In hopes CCKids will receive the ESEP funding, we have begun to create the positions that support the program and possibly advertise noting "pending receipt of funding." The contract has been drafted and is being routed; the job descriptions and interview questions for the Program Director's position have been finalized. More items may have been completed in my absence.

DCF has released the newest version of the proposed Standard Contract and Exhibit A (embodies the DCF and Lead Agency programmatic, fiscal, and administrative responsibilities). We were given a deadline of May 24th at noon to send our comments. The announcement of contract award has been pushed out again, now scheduled for June 10th.

Departmental reports follow:

CHIEF OPERATING OFFICER

Cheri Sheffer

In Carol's absence I was able to participate in the May 16 Lead agency CEO meeting with DCF Secretary Harris. There was significant discussion initiated by the secretary regarding the need for strategies to ensure that lead agencies are able to perform core functions within funding allotments. The discussion acknowledged the



549 NW Lake Whitney Place Suite 204• Port St. Lucie, FL 34986
www.ckids.net

impact of the practices of other state agencies, including AHCA, DJJ and APD and provided a venue to discuss policy and statute changes that would be needed to systemically address those agencies contributing to prevention of child welfare involvement as well as cost of care for dually served youth. DCF intends to refine and strengthen their involvement in escalation of individual situations for urgent resolution with other state agencies. The conversation was encouraging and we look forward to concrete actions that will provide some relief.

We continue to experience a downward trend in shelters; however, the trend that began in FY 21/2022 with an increasing percentage of shelters being teens continues. While we continue to perform strongly with exits from care, teens are more likely to remain in care longer. Consequently, the number of teens in out of home care has increased from 24% to 27% over the past 12 months. We've seen some increase in the number of teens placed in foster homes, the number placed with relatives has decreased, and the number placed in group has increased.

ST. LUCIE COUNTY

Lorrene Egan, Director of St. Lucie County

St. Lucie case management continues to serve between 375-400 children per month. We have 2 case managers in training and are looking for hire a few more for the next class to be fully staffed. We continue to work on improving our performance particularly with regards to Life of Case reviews. Our quality management department has worked with us and provided refresher guidance for each unit on how to best meet the standards, particularly in areas we have struggled with.

During the month of April, Director Egan attended the following community meetings:

- Healthy St. Lucie
- St. Lucie DJJ Council
- St. Lucie Council of Social Agencies
- Foster Parent Association Meeting
- Local Review Team
- Circuit 19 Death Review Committee

MARTIN COUNTY

Denise Natalizio, MS, Martin County Director

In April, County Director Natalizio participated in the following community meetings/activities;

- Martin County Interagency Coalition general and board meetings
- Martin County Health Improvement Plan committee



549 NW Lake Whitney Place Suite 204• Port St. Lucie, FL 34986
www.ckids.net

- Martin County United Way Community Conversation
- Tutoring students in reading at a Martin County Elementary school

Martin County Case Management

Fortunately, MC continues to have a very low number of families currently open, and there are two dependency case manager position vacancies. With approximately 55 children, the caseload ratios still remain low.

Level I Licensing (Relatives and Non-Relatives)

The team is working with 147 families. Our goal is to license 40% of this population and we have been fluctuating between 44-48%.

Level II-V Licensing (traditional/therapeutic/medical)

We have a net fiscal year loss of (4) homes. Our CPAs (Child Placing Agencies) have a combined 26 homes in the licensing process.

Kinship Navigator Program

We are engaging with kinship caregivers to provide support and needed resources; the team served 15 new families in April, for a total of 146 since July.

The Fatherhood Initiative

We have worked with 46 fathers since beginning this collaboration with Healthy Start in July 2023. Currently we have 27 fathers enrolled, 9 have completed the program and we have no verified reports of abuse post closure. The feedback from fathers has been very positive and we look forward to increasing our work engaging fathers.

INDIAN RIVER & OKEECHOBEE COUNTY

Caryn Toole, Okeechobee, and Indian River Director

Road to Success Program:

EFC = 15 (+ 12 EFC Out of County Services)

Aftercare/PESS =23

Under 18 minors served = 90

The Road to Success staff continue to work with our our clients from 13-23 on all aspects of available programming.



549 NW Lake Whitney Place Suite 204• Port St. Lucie, FL 34986
www.cckids.net

Okeechobee:

This month County Director Caryn Toole participated in the Health and Human Services meeting and the Department of Juvenile Justice Council meeting. Caryn attended the Okeechobee Sexual Assault Recovery Team monthly meeting.

The service center is currently advertising for one open DCM position.

Indian River:

County Manager Caryn Toole is a member of the United Way of Indian River County Board of Directors, she attended her monthly board meeting. Caryn is also a member of the Samaritan Center (a transitional living program for Homeless Families) Advisory Board and attended their monthly board meeting. Caryn participated in the Healthy Start of Indian River County Community Action team studying Infant Mortality and participated in both bi-monthly meetings. This month Caryn also participated in the IRC Children's Services Council Grant subcommittee monthly meeting, the IRC Executive Roundtable meeting, and the IRC School and Health Advisory team meeting. Caryn also attended a School District of Indian River County Community impact meeting.

The service center is currently hiring for one open DCM position.

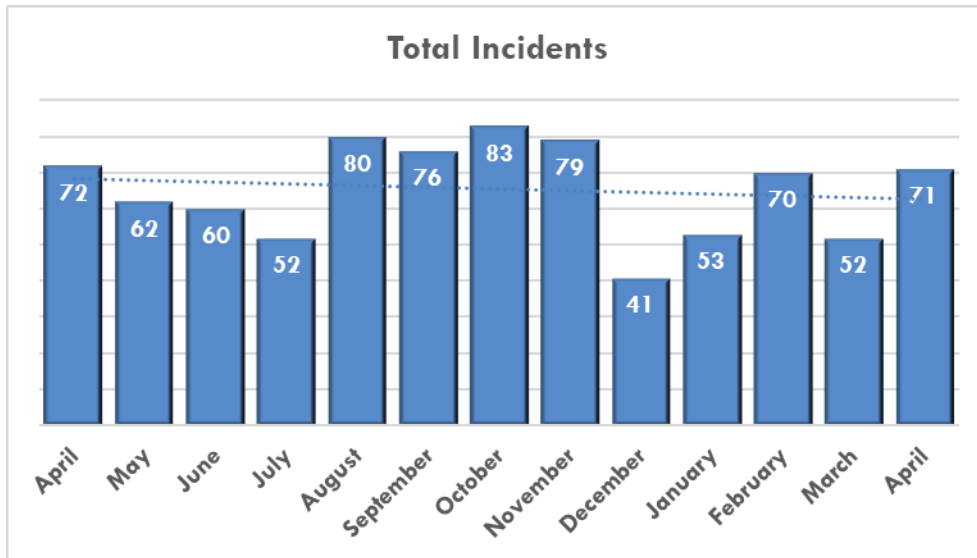
QUALITY MANAGEMENT

Rusty Kline, Director of Quality Management

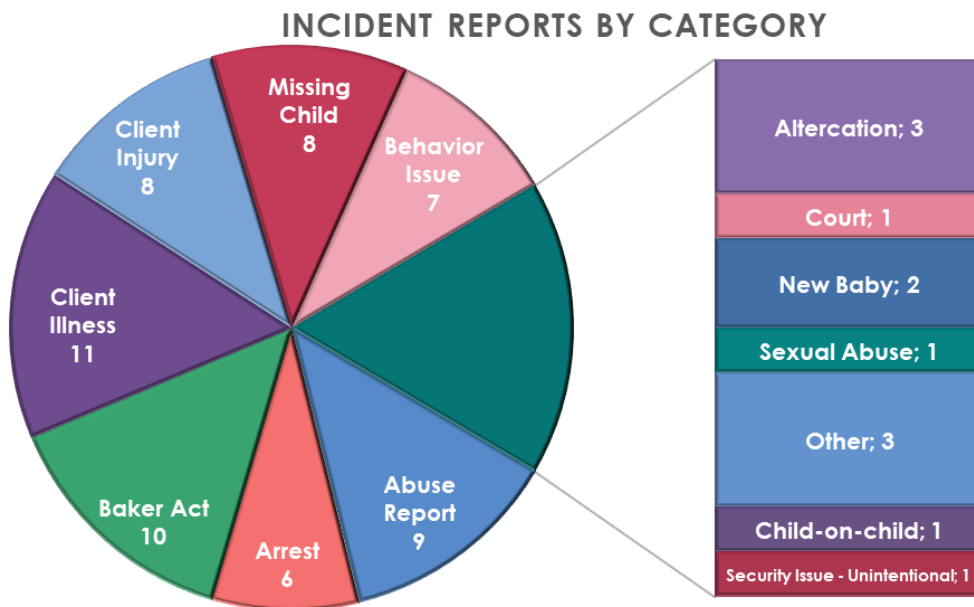
Quality Management/Risk Management:

The data highlighted below represents incident reports received during the month of April 2024 and will be presented to CCKids Senior Management, County Directors, Program Directors, and Case Manager Supervisors.

71 incidents were reported during the month of April 2024. Of the 71 incidents, 8 were listed as secondary categories in conjunction with other incidents. These reports listed 55 individual children, 2 employees, 2 caregivers, and 5 parents as active participants. Five of the 55 children are placed in Circuit 19 by another CBC agency and are only receiving courtesy supervision services from CCKids. Of the 55 children involved, 15 were named as participants in more than one incident report and/or incident type.



The total number of incidents reported increased from March to April and is slightly above the average (65) for the last 12 months.





549 NW Lake Whitney Place Suite 204• Port St. Lucie, FL 34986
www.ckkids.net

TRAINING AND DEVELOPMENT

Nicky Smith, Director of Training and Development

The current cycle of Pre-Service Training for Protective Investigators, and Case Managers started on April 29, 2024. The trainees will take their test on June 28, 2024. The training team is continuing to provide individual mentoring and coaching support for recent graduates who are working to attain their case manager certification. Planning is underway for the next CCKids In-service training, scheduled to take place on August 15, 2024. This training will focus on situational awareness.

I continue to participate in the monthly meeting with representatives from DCF training department, and the FCB to discuss collaboration and share information about training issues across the state. I continue to participate in the bi-weekly steering group as we plan for the roll out of the new Academy. I continue to participate on the Florida Certification Board Advisory Council and on the ethics sub-committee, we continue to meet monthly to review ethics complaints from across the state. Monthly meetings continue to plan the 2024 FCC Conference Planning Committee. The 2024 conference is scheduled to take place in Jacksonville July 21-23, 2024. I continue to facilitate the monthly FCC Quality & Training Sub-committee and participate in the monthly FCC Systems Operations meeting.



AT-A-GLANCE

Scorecard/Contract Performance Measures		March	April	Target	% Change
SAFETY	Children Not Abused in OOHC	13.81	27.04	9.07	▶ 13.23
	No Abuse during In-Home Services	99.60%	99.59%	98.00%	▶ -0.01%
	Children with No Recurrence of Verified Abuse within 12 Months	96.05%	88.16%	90.30%	▶ -7.89%
WELL-BEING					
WELL-BEING	Kids Seen Every 30 Days	99.74%	99.82%	99.50%	▶ 0.08%
PERMANENCY					
PERMANENCY	Placement Moves per 1000 Days in OOHC	4.18	3.89	4.50	▶ -0.29
	Kids Exiting OOHC to a Permanent Home w/In 12 Months of Removal	17.39%	37.50%	35.20%	▶ 20.11%
	Kids in OOHC 12-23 Months who Exit to a Permanent Home	58.27%	58.59%	44.00%	▶ 0.33%
	Kids Who do Not Re-enter OOHC within 12 Months of Exit*	91.47%	91.27%	94.40%	▶ -0.20%
	Percentage of Children in OOHC Placed with Relative/Non-Relatives	52.85%	51.88%	60.00%	▶ -0.97%
	Sibling Groups Placed Together in OOHC	67.89%	66.35%	65.00%	▶ -1.54%
	Number of Finalized Adoptions (YTD)	61	71	76	▶ 10

Qualitative At a Glance

Life of Case Review Data

	CFSR items	March 2024	April 2024	May 2024	Metric Score
	Number of Cases	39	42	43	
Safety	Item 2: Services to prevent removal	82.98%	75.00%	76.19%	3
	Item 3: Risk and Safety Assessment and Management	74.29%	68.75%	70.20%	3
Permanency	Item 4: Stability of Foster Care Placement	0.00%	25.00%	25.00%	1
	Item 5: Permanency Goal for the Child	97.97%	99.28%	100.00%	5
	Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	78.26%	83.33%	73.17%	3
	Item 7: Placement with Siblings	91.43%	93.33%	93.33%	5
	Item 8: Visiting with Parents and Siblings in Foster Care	54.00%	70.21%	71.11%	3
	Item 9: Preserving Connections	93.62%	88.37%	78.57%	3
	Item 10: Relative Placement	82.98%	92.68%	92.50%	5
	Item 11: Relationship of Child in Care with Parents	37.50%	40.54%	41.67%	1
Well-Being	Item 12: Needs and Services of Child, Parents, and Foster Parents	61.52%	61.48%	60.05%	2
	Item 13: Child and Family Involvement in Case Planning	39.61%	38.13%	37.89%	1
	Item 14: Caseworker Visits with the Child	39.13%	44.21%	44.79%	1
	Item 15: Caseworker Visits with Parents	52.17%	57.14%	58.49%	1
	Item 16: Educational Needs of the Child	79.63%	78.85%	80.00%	4
	Item 17: Physical Health of the Child	91.47%	91.10%	92.43%	5
	Item 18: Mental/Behavioral Health of the Child	79.52%	75.00%	81.58%	4