Communities Connected for Kids

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

Board of Directors Meeting
Communities Connected for Kids
February 25th, 2024

Agenda

1. Call to Order	Melanie Wiles
2. Board Chair Comments	Melanie Wiles
3. January Board Minutes Approval	Melanie Wiles
4. Approval of Policy 701 & 702	Cheri Sheffer
5. CEO Board Report	Carol Deloach
6. External Affairs/Advocacy	Christina Kaiser
7. QA Committee Report	Rusty Kline
8. Finance Committee Report	Lauren Hahn
• Approval of the January Financials	
9. Board Comments	Melanie Wiles
10. Public Comments	Melanie Wiles
11. Adjournment	Melanie Wiles

2025 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.

March 25th	July 22nd	November 25th***
April 22nd	August 26th	December 23rd ***
May 27th	September 23rd	
June 24th	October 28th	

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Board of Directors Annual Meeting
Communities Connected for Kids Headquarters
January 28th, 2025
3 pm

January 2025 Minutes

1) Call to Order – Ms. Wiles has called the meeting to order at 3:00p
Board members include: Melanie Wiles, Kristy Conway, Michelle Miller, Mark Young, Pat McCoy, Gloria Seidule, and Vanessa Farnes.

Absent Board members: Leslie Kroeger and Dr. Angie Bailey

Internal staff Includes: Elizabeth Kaiser, Carol Deloach, Elisabeth Eugene, Josie Kirchner, Suzie Kirchner, Lauren Hahn, Nicky Smith, Sara Topmiller, Rusty Kline, Holly Ives, Alisa Carter, Denise Natalizio, Catherine Lozada, Evan Hunsberger, Caryn Toole, Cheri Sheffer, Jill Poole, Andi Poli, Lesa Sims, Lorrene Egan, and Grace Sayre.

Guests include: N/A

2) Board Chair Comments- Ms. Wiles presents:

- N/A

3) November Minutes- Melanie Wiles reports:

Ms. Miller made a motion to approve the November 2025 Minutes, and Ms. Farnes, seconded. The motion passed unanimously.

4) GEM Awards- Ms. Kaiser presents:

- We had many nominations, all in one category. We had all ruby nominations. So, we will recognize two people in the Ruby category. Christina Kaiser nominated Keri. She helped tremendously with Christmas. Keri called and pushed (firmly but respectfully and with good humor) all case managers and supervisors who were scheduled to pick up gifts over two days to come in a single day-giving me back an entire day to catch up on non-Christmas projects and giving the guardians enough time to get moved out of their borrowed space. She coordinated with DCMS to help those who couldn’t come early, while she and Michelle used their own cars for bikes and for Emma’s very large courtesy load. They also knew cases and were able to help the guardians ID kids whose gifts had been separated from the case manager's name. On top of all that, she’s just a pleasure to be around. Family support workers provide such a critical service; Keri is one of the best.
- Catherine Lozada- She has been with the CCKids Data department since before we were CCKids! She transitioned over from United for Families in a role that she does with excellence. Cathy recently retired from full-time work and returned to CCKids as a part-time Data Management Specialist, to continue to assist her team for a while longer. That’s dedication!

5) Child Welfare Overview- Ms. Deloach presents:

- HB 7089, which concerns board responsibility and training, was passed last year. The department wanted us to address more of the Child Welfare process and systems.
- Your packet includes two flow charts: one is a road map, and the other is a step-by-step process of how the child welfare process works.
- A call comes into the hotline. The hotline accesses for abuse, and a matrix defines the criteria for accessing, meeting the criteria for abuse and abandonment. If accepted, they assign a response time.
- The referral comes to the circuit and gets assigned a private investigator (PI). They assess risk and determine what next steps need to take place. They could also recommend a nonjudicial case, a judicial in-home case, or a shelter. If the case is a lockout where parents refuse to pick kids up, we will do a KFC to see how we can help the family.
- The private investigator does a family function assessment. They see if services can be implemented to remediate the situation or if they think a shelter is the only choice. All in-home cases and shelters come to our agency.
- We determine the least restrictive placement for the kid for shelter. We also do a family assessment. We have staffings and permanency meetings.
- We have judicial reviews every 5 to 6 months. Parents, attorneys, and the judge contribute to these reviews to assess progress.
- All in-home cases and shelters come to us for case management.
- If we shelter, an MDT is held, and a child placement assessment is done to determine the best but least restrictive placement. Can we place the child with relatives, or do we need licensed care? Our placement unit then finds a placement.
- The goal is to achieve permanent status within 12 months. We consider the Conditions for Return (CFR), which are built on danger threats and improving the lack of protective capacities.
- Case management completes ongoing case plans and progress updates at 90-day intervals.
- Can we reach permanency in 12 months? i.e., Reunification, Permanent Guardianship, Adoption, or APPLA.
- If the child ages out, our independent living program takes over. They usually start working with kids in out-of-home care at age 13.
- During this time of services, we are working with the children, parents, caregivers, courts, DCF, guardian ad litem, Department of Juvenile Justice, and other community providers involved with or referred for the family.

6) CCKids Annual Risk Report- Ms. Deloach presents:

- The annual report, which is nine pages long and covers the period from January 2024 to December 2024, was sent with the Board packet.
- Compliance and Legal Requirements: Our licensing took place in October, and there were no corrective actions. We received our license.
- The audit was presented to the Board in December. We had no findings.
- The CCKids annual tax return was filed on April 27th.

- We are currently waiting for our workers' compensation and premiums, which have decreased. We haven't had any claims.
- Our insurance policies have dramatically increased.
- All fire inspections were done, and everything was up to date. Fire drills are done monthly. There were no staff injuries reported last year.
- Human Resources practices follow all regular screening checks. All managers in the hiring process were trained in supervisor training.
- Cost of living adjustments were passed for all employees processed at a 2% increase.
- We recognize employees for their service, and 10 employees have reached 10 years. 32% have been with CCKids for more than 10 years. We talked about succession planning, and we are working on a plan to present it to SMT and the board.
- The annual satisfaction survey was completed, and a recap was sent to senior management. Staff mentioned they want to communicate with senior management more, so I recommend we do suggestion box items.
- Our contract department's risk level is determined by multiple factors, including awarded dollar amounts, number of items on the corrective action plans, clients served, etc. All performance measures are reviewed quarterly. Monthly meetings are held for all providers. Contract monitoring was conducted quarterly except CHS, which is monitored monthly.
- CCKids IT department has been collecting data for the annual risk assessment. It has seen an overall assessment showing improvement, with high risk levels dropping from 42% to 14%. We are continuing to work on those areas.
- No grievances have been filed for client rights. In 2024, we had 2 HIPPA breaches. One was closed as unintentional, and the other was intentional, involving a foster parent. The department is reviewing both, and we may remove the license of that home.
- No conflict of interest has been reported from the Board or CCKids
- The financial risk is discussed at every board meeting. We applied for the risk pool. We got some money to cover our debt. We are still in a debt position. We applied to the risk pool. There was a $21M ask with only $3M in the pool. We are looking at the back of the bill as well. We will need to work with our delegation on why the back of the bill is needed. The funding methodology may not be moving forward. If we get what we got, we will continue to be in a world of hurt. The FCC will present it on our behalf, and we have a responsibility to discuss with our delegation the importance.
- Critical incidents We had one dependency case that included 2 incidents where a father kidnapped a child and the same child had an incident with both parents. We are terminating the parental rights of both parents.
- The state license allows us to get community donations.
- Programmatic risk for kids with high acuity: Nine kids experienced an overnight lack of placement.
- Our two senators did a great job of asking questions about the funding model, and we got a lot of support from them in the last session. We were very proud.

7) Approval of Policies- Ms. Deloach presents:
Policies 136, 137, 146, 301, 314, 308, 319, 407, 503, 803, 809, 811, 901, 1228, 1234, 1246, 1301, 1302, 1303, 1304, 1305, 1306, and 1510

- 136 had legal changes due to the changes in our contract.
- 811, we added a statute reference.
- 1234 If there is a conflict within our circuit for child placement, etc., procedural changes will go through another circuit.
- 1510 office hours was changed from 9-5. No after-hours use unless Carol approves.

Ms. Farnes made a motion to approve* Policies 136, 137, 146, 301, 314, 308, 319, 407, 503, 803, 809, 811, 901, 1228, 1234, 1246, 1301, 1302, 1303, 1304, 1305, 1306, and 1510, *Ms. Miller, seconded. The motion passed unanimously.

8) CEO Report- Ms. Deloach presents

- On November 15th, we learned that the district court in Texas blocked the salary increase, which would have affected us by $167K.
- Our ASO contract with Devereux is still pending. Devereux keeps coming back because the department wants Devereux to sign these forms. Devereux can't always sign the forms because they are a national company.
- The contracts department is busy working on requests for proposals. Anything over $250K has to be put out for bid. Our most significant contract is with CHS. Our proposal will come out in March. Those include group homes. This change comes from HB 7089.
- Various members of our placement unit and I are on calls for transition placements with DJJ.
- We presented in all four county delegation meetings. We had the same message to look at the funding and allocation model. We are also asking for our ESEP program to be funded for a second year.
- We privately met with Representative Trabulsy and Senator Harrell to support our ESEP application for year 2. Senator Grall also offered to sponsor us.
- Lauren secured our bond coverage, which cost us $10K. That was a requirement of HB 7089. Our premiums went up 100%, and all lead agencies saw this increase. As a coalition, we are seeking limited liability. We are doing the department's work to look at reducing our exposure to lawsuits.
- We are waiting on the funding model from KPMG. There is a lot that is questionable. Senator Grall and Harrell did a great job at the hearing to ask questions. We will see if we hear anything more.

9) External Affairs/Advocacy- Ms. Kaiser presents

- Our external affairs committee will meet on February 15th, and we will cover all our Spring events starting with our caregiver support breakfast. I will follow up with an email.
- Our 25 by 25 campaign. We have the same goal of 25 new homes by the end of the year. We ended just shy of our goal with 23 new homes from May to December. We want to create awareness so our CPA can do the real recruitment work.
- We have seen an increase in engagement on social media and on our website.

10) QA Committee Report – Mr. Kline reports:

- Incident reports had no incidents that needed to be reported to the Board. We talked about 2 missing kids. All efforts are being made by case management to do what is needed to recover those children.
- We have CQI tomorrow and cover all our data.
- At A Glance, we had 4 areas we are in the red in. We have 8 kids that came back into care. 100% of those cases are substance abuse relapse. CFSR work is being worked on. We were at 12 cases, climbing to 52. Now that the hurricane is over and people are in the office, we are seeing them come in faster. CBCs were offered to do a side-by-side for the desk review. We opted into that to create our metric grading. We have one more that we were assigned to.
- In three areas, we maintained 100% for the entire year.
- We have completed our internal RTS monitoring.
- In April, May, and June, we will do our case management monitoring.
- We also covered the project of peer reviews using the tool of 50 plus questions to 10-12 targeted questions.
- We discussed the organization's priorities. I will invite everyone to the next meeting in February.

11) Finance Report – Ms. Hahn reports:

- With the financial data presented, we can combine some of the information for both months.
- We are trending in the right direction with the first six months completed. In December, we had a small surplus. We have a year-to-date loss of 42%. That isn't bad with everything going on. Many of the expenses where we budgeted cuts are in full swing, and we will see more of those in the remainder of the year.
- Overall, our lead agency costs are in line with our budget. I'm really proud of that.
- In addition, we have surpluses in the ESEP and Independent Living departments.
- The deficit is in the DCF contract sitting in the group care and foster care areas. We may have budgeted lower, but those are out of our control. As a reminder, with all the losses and funding we have received in the past, we ended the fiscal year with a carry-forward.
- We're in line with where we think we will be. My conservative nature says we will land at a $1.7M deficit.

Ms. Conway made a motion to approve the November and December 2024 financials, and Ms. Farnes seconded. The motion passed unanimously.

- We received an unmodified opinion for the audit. Everything was filed timely.
- We did receive a second amendment. We were given an additional $150k and $100k for our housing specialist. Those dollars will come through every month for the rest of the year.
- Stay tuned for the Risk Pool and Back of the bill.
- Stay tuned for the funding model from KPMG. Most CFOs are in the same boat: They are not getting that favorable response. The genuine concern is that the model states additional funds are needed, but they must be earned. If we don't get this model through, we don't know what we will get in the interim.

- The premium for sexual misconduct had a 100% increase.

Ms. Farnes made a motion to accept the 2024 CCKids Audit, and Ms. Miller seconded. The motion passed unanimously.

12) **Board Comments –** N/A

13) **Public Comments –** N/A

14) **Adjournment –** The meeting was adjourned at 4:26p.

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CEO Report
February 2025

There has not been much change since the last Board meeting in January. The Lead Agencies continue to have calls amongst themselves and with DCF regarding the funding allocation. Committee week at the Capitol has begun with several presentations so far from DCF on topics involving CBCs and child welfare. CCKids financial picture remains the same.

There continues to be major disagreement among CBCs on the KPMG formula vs the Adequacy Model. Given no consensus and that the legislature seems not to be ready to embrace KMPG, we may need more time to work with DCF and amongst ourselves before going back before the legislature.

Several of us will have traveled to Tallahassee from February 17th to the 19th for Rally in Tally. There, there will be an FCC Board meeting and an opportunity to meet with House and Senate members.

To date, DCF has presented four presentations to the House and Senate committees. The first was to examine the implementation of HB7089, addressing the training and fiduciary responsibilities of Lead Agency Boards as well as major changes in how and when a CBC must contract out services. DCF then presented the KMPG funding model to Senator Grall's committee. Many questions were asked, ending with the direction that much more work had to be accomplished. The third was a presentation to Senator Grall's committee on the new computer system CCWIS began to develop. And finally, again, Senator Grall's committee was a discussion of high acuity children in care: demographics and cost. Hopefully, this will ultimately result in increased funding for high-cost placements.

CCKids' request for second-year continued funding for the Early Services Engagement Program (ESEP) has been submitted through Representative Trabulsy and Senator Harrell. The House has already published our application. The Request number is 1151. Senate Appropriations is reviewing our submission, and once done, Senator Harrell's office will publish it and send us our application number. All special requests are published on the House and Senate website.

House Bill 415 and companion SB 618 have been filed to address the issue of limited liability for lead agencies and our subcontractors of foster care services. The House and Senate bills were filed by members from Marion County. Both propose to limit our liability from $1 million per occurrence and $3 million aggregate limit down to $500,00 and $1 million respectively. In addition, $1.5 million for a maximum claim. Attorney fees would be limited to no more than 25% of the judgement or settlement amount. If something is not done to reduce liability insurance companies are threatening to pull out of the market.

As of this writing (February 13th), there has been no decision from DCF on the risk pool funding; Back of the Bill figures seem to have been finalized. Lauren Hahn will go over these as part of the financials.

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Departmental reports follow:

CHIEF OPERATING OFFICER
Cheri Sheffer

Our contracts team is developing the competitive procurement process for our subcontracted case management and adoption services, scheduled for publication later this spring.

As of January 30, 2025, we are serving 20% fewer children under supervision than on January 30, 2024. In the last two weeks, we have noted a significant uptick in shelters, primarily into licensed care. We continue to monitor this uptick to identify any trends or service needs that may better support diversion opportunities.

In late January, we were notified of the closure of a community mental health provider that completes our contractually required Comprehensive Behavioral Health Assessments for children entering care. Thanks to the excellent relationships we maintain with local providers, we were able to quickly identify another local provider with the appropriate Medicaid certifications required to complete these, and enter into an agreement with them.

ST LUCIE COUNTY
Lorrene Egan, St Lucie County Director

At the beginning of February 2025, the number of St. Lucie case management children served was at an all-time low of 285 children open for supervision. However, there has been a big uptick in the number of children being sheltered and open for supervision who are/will be transferred to case management over the next month or so in St. Lucie.

We have also seen an increase in the number of Keeping Families Connected staffings over the past few weeks across the Circuit. The majority recently have been regarding parents/caregivers refusing to pick up their children from mental health facilities (following a Baker Act and/or Residential Mental Health Hospitalization).

The Early Services Engagement Program (ESEP) has continued to successfully serve the families referred. As of the end of January the ESEP program has served 24 families and 69 children. 97% of the children have successfully remained in their homes!

Director Egan attended the following community meetings in January :

- C 19 CADR Child Abuse Death Review Committee
- C19 Surviving Sibling DCF Staffing

MARTIN COUNTY

Denise Natalizio, MS, Martin County Director

In January, I participated in the Martin County Interagency Coalition and board meetings, the MC (CHIP) Community Health Improvement Plan Council meetings, the Martin County Legislative Delegation, and the C19 (CADR) Child Abuse Death Review Committee.

Martin County Case Management
Fortunately, MC continues to have a very low number of families currently open. With approximately 40 children, the caseload ratios remain low.

Level I Licensing (Relatives and Non-Relatives)
The team is working with 135 families. Our goal is to license 40% of this population and we have been fluctuating between 41-44%.

Level II-V Licensing (traditional/therapeutic/medical)
While we have a current net loss of 3 foster homes for the 2024/2025 fiscal year, we have a net gain of 24 beds as several homes have increased their capacities. Our CPAs (Child Placing Agencies) have a combined 35 homes in the licensing process.

Kinship Navigator Program
We are engaging with kinship caregivers to provide support and needed resources; the team served 22 new families in December and 98 this fiscal year.

INDIAN RIVER & OKEECHOBEE COUNTY

Caryn Toole, Okeechobee, and Indian River Director

Road to Success Program:

EFC = 15 (+ 15 EFC Out of County Services)
Aftercare/PESS =24
Under 18 minors served =56

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

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.

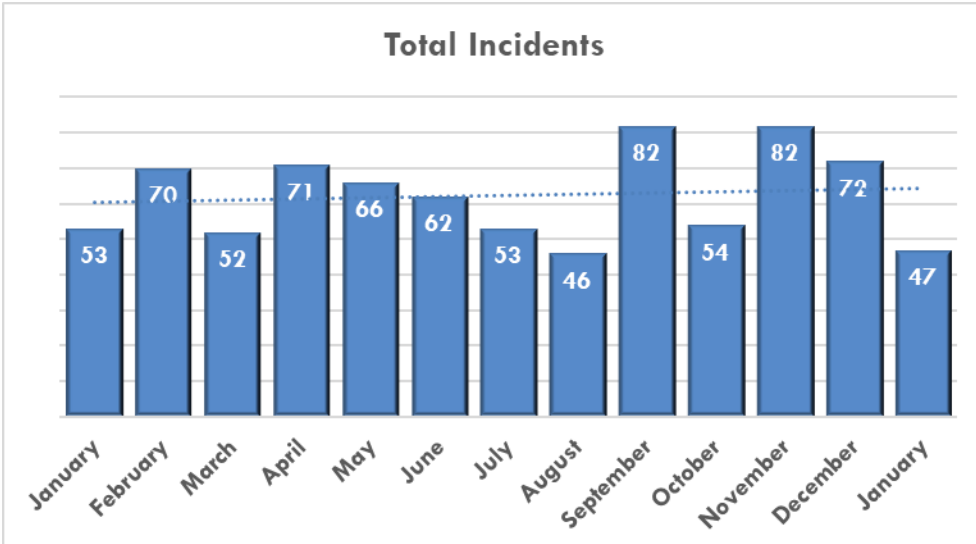
Indian River:
County Manager Caryn Toole is a member of the United Way of Indian River County Board of Directors, she attended her monthly board meeting. Caryn is also a member of the Samaritan Center (a transitional living program for Homeless Families) Advisory Board and attended their monthly board 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.

QUALITY MANAGEMENT
Rusty Kline, Director of Quality Management

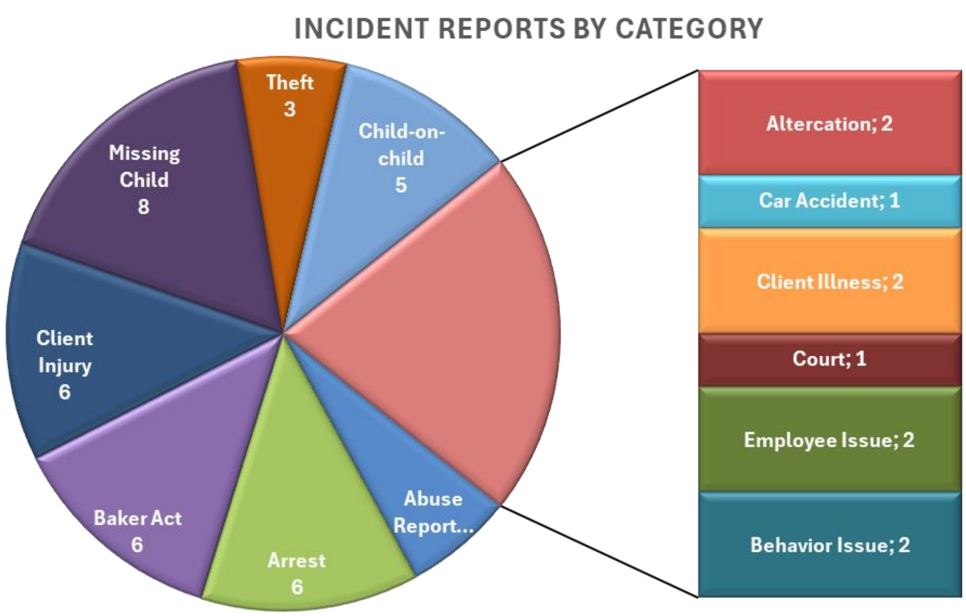
Quality Management/Risk Management:

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

47 incidents were reported during the month of January 2024. Of the 47 incidents, 8 were listed as secondary categories in conjunction with other incidents. These reports listed 37 individual children, one parent, and 2 employees as active participants. Five of the 37 children are placed in Circuit 19 by another CBC agency and are only receiving courtesy supervision services from CCKids. Of the 37 children involved, 13 were named as participants in more than one incident report and/or incident type.



The total number of incidents reported decreased from December to January and is well below the average (64) for the last 12 months.



TRAINING AND DEVELOPMENT
Nicky Smith, Director of Training and Development

The latest cycle of Pre-Service Training for Case Managers and Licensing staff started on February 3, 2025. The training team is continuing to provide individual mentoring and coaching support for recent graduates who are working to attain their case manager certification. Upcoming In-service training includes topics related to Quality Home Assessments, Safety Planning, and Case Work Practice Workshops.

I continue to participate in monthly meetings with representatives from the DCF training department and the Florida Certification Board to discuss collaboration and share information about training issues across the state. I continue to participate in the monthly steering group as we plan for the rollout of the new Academy. I continue to participate on the Florida Certification Board Advisory Council and on the ethics sub-committee, we meet monthly to review ethics complaints from across the state. I continue facilitating the monthly FCC Quality & Training Sub-committee and participating in the monthly FCC Systems Operations meeting. In addition, I continue to participate on the FCC Conference Planning Committee which meets monthly.

FINANCE
Lauren Hahn, CFO

As we pass the halfway point of our fiscal year, we are starting to see real reductions in our year-to-date deficit. We had a small operating deficit in the month of January, much smaller than that of the first 3 months of the fiscal year. We are working diligently to minimize our deficit by year-end.

We applied to the risk pool again this year, requesting $1,754,300. The total amount of risk pool funds available to all applying CBCs is $3 million. As such, we asked for “Back of the Bill” funding for funds not awarded through the risk pool. In the meantime, we wait to hear from DCF, on both counts.

DCF held a couple of sessions to help CBCs understand how FY2025 data would play out with the model. Unfortunately, the results are not as favorable as DCF proclaims - our CBC would have to pay back funds that are not earned under the model, as well as funds not eligible for IV-E claiming. We don’t know at this time whether the KPMG funding model will go into effect. We are unsure whether legislators will pass it. If not, additional funding is not likely.

AT-A-GLANCE

	Scorecard/Contract Performance Measures	December	January	Target	% Change
SAFETY	Children Not Abused in OOHC	0.00	8.40	9.07	8.40
	No Abuse during In-Home Services	97.62%	100.00%	95.00%	2.38%
	Children with No Recurrence of Verified Abuse within 12 Months	86.89%	95.35%	90.30%	8.46%
WELL-BEING	Kids Seen Every 30 Days	99.37%	99.75%	99.50%	0.38%
PERMANENCY	Placement Moves per 1000 Days in OOHC	4.12	3.94	4.50	-0.18
	Kids Exiting OOHC to a Permanent Home w/In 12 Months of Removal	45.45%	34.62%	35.20%	-10.84%
	Kids in OOHC 12-23 Months who Exit to a Permanent Home	63.64%	68.59%	44.00%	4.95%
	Kids Who do Not Re-enter OOHC within 12 Months of Exit*	93.70%	92.74%	94.40%	-0.96%
	Percentage of Children in OOHC Placed with Relative/Non-Relatives	51.11%	49.86%	60.00%	-1.25%
	Sibling Groups Placed Together in OOHC	66.25%	65.38%	65.00%	-0.87%
	Number of Finalized Adoptions (YTD)	55	70	76	15

CFSR Desk Review Data
Qualitative Metrics

	CFSR items	September 2024	December 2024	January 2025	February 2025
	Number of Cases	**5** **1: In Home** **4: Foster Care**	**8** **3: In Home** **5: Foster Care**	**12** **5: In Home** **7: Foster Care**	**16** **6: In Home** **10: Foster Care**
Safety	Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment Purpose of Assessment	100%	100%	100%	100%
	Item 2: Services to prevent removal	80%	83%	80%	82%
	Item 3: Risk and Safety Assessment and Management	80%	63%	58%	63%
Permanency	Item 4: Stability of Foster Care Placement	75%	80%	86%	80%
	Item 5: Permanency Goal for the Child	100%	100%	100%	100%
	Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	100%	100%	86%	80%
	Item 7: Placement with Siblings	100%	100%	100%	75%
	Item 8: Visiting with Parents and Siblings in Foster Care	50%	60%	43%	38%
	Item 9: Preserving Connections	0%	20%	14%	10%
	Item 10: Relative Placement	50%	60%	71%	70%
	Item 11: Relationship of Child in Care with Parents	25%	40%	33%	33%
Well-Being	Item 12: Needs and Services of Child, Parents, and Foster Parents	0%	13%	17%	13%
	Item 12A: Needs Assessment and Services to Children	80%	75%	67%	63%
	Item 12B: Needs Assessment and Services to Parents	20%	38%	33%	31%
	Item 12C: Needs Assessment and Services to Foster Parents	75%	80%	71%	67%
	Item 13: Child and Family Involvement in Case Planning	40%	50%	33%	33%
	Item 14: Caseworker Visits with the Child	20%	13%	33%	38%
	Item 15: Caseworker Visits with Parents	40%	38%	25%	23%
	Item 16: Educational Needs of the Child	50%	33%	40%	29%
	Item 17: Physical Health of the Child	60%	67%	56%	58%
	Item 18: Mental/Behavioral Health of the Child	100%	100%	67%	50%
	Is an Immediate Child Safety Action Required?	0%	0%	0%	0%

Communities Connected for Kids, Inc.
Financial Dashboard
as of January 31, 2025
(unaudited and for internal purposes only)

Cash in Bank	$ 4,236,627		
Total Assets	$ 7,735,048		
Total Liabilities	$ 5,871,416		
Total Net Assets	$ 1,863,632		
Current Assets (a)	$ 4,492,974		
Current Liabilities (b)	$ 2,568,620	1.75	Current Ratio [a/b]

	Current Month	Year-to-Date
Total Revenues	$ 3,376,585	$ 23,385,476
Total Expenses	$ 3,358,962	$ 23,410,121
Net Surplus (Deficit)	$ 17,622	$ (24,645)

Communities Connected for Kids, Inc.
Statement of Activities by Program
For the Month and Fiscal Year-to-Date ending January 31, 2025
(unaudited and for internal use only)

	Jan-25					
	(C) DCF Child Welfare Core Plus (ZJ002)	(D) DCF Child Welfare - Independent Living (ZJ002)	(F) DCF ESEP (ZJ001)	(G) Sunshine	(H) Other	(I) TOTAL All Programs
Revenue:						
DCF Core Services	2,025,569					**2,025,569**
DCF IL	-	101,887				**101,887**
DCF Other	61,303					**61,303**
ESEP	-		80,797			**80,797**
DCF Total	2,123,798	101,887	80,797	-	-	**2,306,482**
Sunshine State Health Plan	-			22,680		**22,680**
Other	-				444	**444**
Total Revenue	2,123,798	101,887	80,797	22,680	444	**2,329,606**
Expenses						
Lead Agency Expenses						
Salaries & Wages						
Salaries	592,355	39,928	37,095	6,377		**675,755**
Overtime	8,751	3,437	204	-		**12,392**
Total Salaries & Wages	601,107	43,365	37,299	6,377	-	**688,147**
Employee Benefits	183,234	12,227	9,562	1,999	200	**207,222**
Occupancy						
Rent	67,967	1,641	2,712	234		**72,553**
Utilities	2,908	84	119	12		**3,124**
Phone	12,859	658	596	69		**14,182**
Equipment rental	14,153	758	12	97		**15,020**
Repairs and maintenance	6,793	376	22	47		**7,239**
Total Occupancy	104,680	3,517	3,461	459	-	**112,118**
Insurance	16,278	-				**16,278**
Office/Travel/Other						
Office expense	7,836	46	342	5		**8,230**
Travel	13,569	1,120	196	-		**14,884**
Legal	397			-		**397**
Audit	13,200			-		**13,200**
PR, Conferences, Trainings	5,410	140	99	-		**5,649**
Total Office/Travel/Other	40,411	1,306	637	5	-	**42,360**
Administrative/IT	47,128	8	-	1		**47,138**
Total Lead Agency Costs	992,839	60,423	50,959	8,842	200	**1,113,262**

Communities Connected for Kids, Inc.
Statement of Activities by Program
For the Month and Fiscal Year-to-Date ending January 31, 2025
(unaudited and for internal use only)

	Jan-25					
	(C) DCF Child Welfare Core Plus (ZJ002)	(D) DCF Child Welfare - Independent Living (ZJ002)	(F) DCF ESEP (ZJ001)	(G) Sunshine	(H) Other	(I) TOTAL All Programs
Contracted Services						
CM/Adoption						
Case management	267,910					**267,910**
Adoption services	79,674					**79,674**
Total CM/Adoption	347,584	-	-	-	-	**347,584**
Prevention and intervention	77,587		-			**77,587**
Diversion services	46,063					**46,063**
Foster care recruitment	143,683		-			**143,683**
Total Contracted Services	614,917	-	-	-	-	**614,917**
Out of Home Care						
Foster home	96,523					**96,523**
Residential group care	454,037					**454,037**
Clothing	300					**300**
Total Out of home care	550,860	-	-	-	-	**550,860**
Independent Living						
Room and board	0	20,720				**20,720**
PESS and Aftercare Services	-	22,777				**22,777**
Total Independent Living	0	43,497	-	-	-	**43,497**
Client support services						
Children's mental health wraparound services	4,998					**4,998**
Lab services	10,887	-	-			**10,887**
Other services	37,659	-	237	350	320	**38,566**
Total Client support services	53,544	-	237	350	320	**54,450**
Total Operating Expenses	2,212,160	103,919	51,196	9,192	520	**2,376,986**
Other Expenses	2,236					**2,236**
Total Expenses	**2,214,396**	**103,919**	**51,196**	**9,192**	**520**	**2,379,223**
Operating surplus (decifit)	**(90,598)**	**(2,032)**	**29,601**	**13,488**	**(76)**	**(49,617)**

Communities Connected for Kids, Inc.
Statement of Activities by Program
For the Month and Fiscal Year-to-Date ending January 31, 2025
(unaudited and for internal use only)

	Jan-25					
	(C) DCF Child Welfare Core Plus (ZJ002)	(D) DCF Child Welfare - Independent Living (ZJ002)	(F) DCF ESEP (ZJ001)	(G) Sunshine	(H) Other	(I) TOTAL All Programs
Maintenance Subsidies						
Revenue - Adoption	863,558					**863,558**
Revenue - Level 1 Licensed Care	79,301					**79,301**
Revenue - Guardianship Assistance	63,814					**63,814**
Revenue - Child Care Subsidies	40,306					**40,306**
Total Revenue - Subsidies	1,046,979	-	-	-	-	**1,046,979**
Expense - Adoption	842,159					**842,159**
Expense - Level 1 Licensed Care	41,430					**41,430**
Expense - Guardianship Assistance	65,938					**65,938**
Expense - Child Care Subsidies	30,213					**30,213**
Total Expense - Subsidies	979,740	-	-	-	-	**979,740**
Net Subsidies	67,239	-	-	-	-	**67,239**
Gross Revenue	**3,170,777**	**101,887**	**80,797**	**22,680**	**444**	**3,376,585**
Expenses (incl MAS)	**3,194,136**	**103,919**	**51,196**	**9,192**	**520**	**3,358,962**
Net surplus (decifit)	**(23,359)**	**(2,032)**	**29,601**	**13,488**	**(76)**	**17,622**

Communities Connected for Kids, Inc.
Statement of Activities by Program
For the Month and Fiscal Year-to-Date ending January 31, 2025
(unaudited and for internal use only)

	YTD					
	(C) DCF Child Welfare Core Plus (ZJ002)	(D) DCF Child Welfare - Independent Living (ZJ002)	(F) DCF ESEP (ZJ001)	(G) Sunshine	(H) Other	(I) TOTAL All Programs
Revenue:						
DCF Core Services	14,281,879					**14,281,879**
DCF IL	-	713,208				**713,208**
DCF Other	244,493					**244,493**
ESEP	-		565,572			**565,572**
DCF Total	14,600,223	713,208	565,572	-	-	**15,879,003**
Sunshine State Health Plan	-			167,342		**167,342**
Other	-				10,278	**10,278**
Total Revenue	14,600,223	713,208	565,572	167,342	10,278	**16,056,623**
Expenses						
Lead Agency Expenses						
Salaries & Wages						
Salaries	4,042,193	252,116	163,712	43,697	-	**4,501,717**
Overtime	72,730	5,824	1,403	-	-	**79,957**
Total Salaries & Wages	4,114,923	257,940	165,115	43,697	-	**4,581,674**
Employee Benefits	1,237,715	81,448	43,559	12,905	700	**1,376,327**
Occupancy						
Rent	510,344	12,185	8,135	3,608		**534,272**
Utilities	20,305	1,157	263	60		**21,785**
Phone	83,541	5,861	1,905	553		**91,861**
Equipment rental	30,273	1,964	33	262		**32,532**
Repairs and maintenance	59,106	1,888	283	433		**61,711**
Total Occupancy	703,569	23,055	10,620	4,917	-	**742,162**
Insurance	136,712	-	-			**136,712**
Office/Travel/Other						
Office expense	66,149	271	1,306	18	(783)	**66,962**
Travel	85,216	4,116	643		387	**90,363**
Legal	8,288					**8,288**
Audit	53,227					**53,227**
PR, Conferences, Trainings	19,148	806	99			**20,053**
Total Office/Travel/Other	232,028	5,193	2,048	18	(396)	**238,893**
Administrative/IT	329,849	51	37	16		**329,954**
Total Lead Agency Costs	6,754,797	367,688	221,379	61,554	304	**7,405,721**

Communities Connected for Kids, Inc.
Statement of Activities by Program
For the Month and Fiscal Year-to-Date ending January 31, 2025
(unaudited and for internal use only)

	YTD					
	(C) DCF Child Welfare Core Plus (ZJ002)	(D) DCF Child Welfare - Independent Living (ZJ002)	(F) DCF ESEP (ZJ001)	(G) Sunshine	(H) Other	(I) TOTAL All Programs
Contracted Services						
CM/Adoption						
Case management	1,826,588					**1,826,588**
Adoption services	462,300					**462,300**
Total CM/Adoption	2,288,888	-	-	-	-	**2,288,888**
Prevention and intervention	556,625		8,186			**564,811**
Diversion services	341,875					**341,875**
Foster care recruitment	1,248,273					**1,248,273**
Total Contracted Services	4,435,661	-	8,186	-	-	**4,443,847**
Out of Home Care						
Foster home	702,378					**702,378**
Residential group care	3,181,796					**3,181,796**
Clothing	72,240					**72,240**
Total Out of home care	3,956,414	-	-	-	-	**3,956,414**
Independent Living						
Room and board	-	92,638				**92,638**
PESS and Aftercare Services	-	193,633				**193,633**
Total Independent Living	-	286,271	-	-	-	**286,271**
Client support services						
Children's mental health wraparound services	54,830					**54,830**
Lab services	94,556	243	570			**95,369**
Other services	252,645	1,572	962	(150)	7,288	**262,319**
Total Client support services	402,031	1,816	1,532	(150)	7,288	**412,518**
Total Operating Expenses	15,548,903	655,775	231,096	61,404	7,592	**16,504,771**
Other Expenses	13,881					**13,881**
Total Expenses	**15,562,784**	**655,775**	**231,096**	**61,404**	**7,592**	**16,518,651**
Operating surplus (decifit)	**(962,561)**	**57,433**	**334,476**	**105,938**	**2,686**	**(462,028)**

Communities Connected for Kids, Inc.
Statement of Activities by Program
For the Month and Fiscal Year-to-Date ending January 31, 2025
(unaudited and for internal use only)

	YTD					
	(C) DCF Child Welfare Core Plus (ZJ002)	(D) DCF Child Welfare - Independent Living (ZJ002)	(F) DCF ESEP (ZJ001)	(G) Sunshine	(H) Other	(I) TOTAL All Programs
Maintenance Subsidies						
Revenue - Adoption	6,044,907					**6,044,907**
Revenue - Level 1 Licensed Care	555,106					**555,106**
Revenue - Guardianship Assistance	446,700					**446,700**
Revenue - Child Care Subsidies	282,140					**282,140**
Total Revenue - Subsidies	7,328,853	-	-	-	-	**7,328,853**
Expense - Adoption	5,868,335					**5,868,335**
Expense - Level 1 Licensed Care	387,658					**387,658**
Expense - Guardianship Assistance	434,815					**434,815**
Expense - Child Care Subsidies	200,662					**200,662**
Total Expense - Subsidies	6,891,470	-	-	-	-	**6,891,470**
Net Subsidies	437,383	-	-	-	-	**437,383**
Gross Revenue	**21,929,076**	**713,208**	**565,572**	**167,342**	**10,278**	**23,385,476**
Expenses (incl MAS)	**22,454,254**	**655,775**	**231,096**	**61,404**	**7,592**	**23,410,121**
Net surplus (decifit)	**(525,178)**	**57,433**	**334,476**	**105,938**	**2,686**	**(24,645)**

Communities Connected for Kids, Inc.
Statement of Activities
For the Month and Fiscal Year-to-Date ended January 31, 2025
(unaudited and for internal use only)

	Jan-25			YTD			58.33%	YTD
	Actual	Budget	Fav (Unfav) Variance	Actual	Budget	Fav (Unfav) Variance	% of Actual To Total Budget	Approved Budget FY24-25
Revenue:								
DCF Core Services	2,025,569	2,046,148	(20,579)	14,281,879	14,323,036	(41,157)	58.2%	24,553,776
DCF IL	101,887	101,887	-	713,208	713,208	-	58.3%	1,222,642
DCF Other	61,303	45,917	15,386	244,493	321,421	(76,928)	83.6%	292,529
ESEP	80,797	80,796	1	565,572	565,571	1	58.3%	969,551
DCF Total	2,306,482	2,274,748	31,734	15,879,003	15,923,237	(44,234)	58.2%	27,296,977
Sunshine State Health Plan	22,680	24,500	(1,820)	167,342	171,500	(4,158)	56.9%	294,000
Other	444	1,250	(806)	10,278	8,750	1,528	68.5%	15,000
Total Revenue	2,329,606	2,300,498	29,108	16,056,623	16,103,487	(46,864)	58.2%	27,605,977
Expenses:								
Lead Agency / System of Care Expense								
Salaries and wages								
Salaries	675,755	630,594	(45,160)	4,501,717	4,414,161	(87,556)	59.5%	7,567,134
Overtime	12,392	12,500	108	79,957	87,500	7,543	53.3%	150,000
Total Salaries & Wages	688,147	643,094	(45,053)	4,581,674	4,501,661	(80,013)	59.4%	7,717,134
Employee benefits	207,222	184,875	(22,347)	1,376,327	1,294,123	(82,204)	62.0%	2,218,496
Occupancy								
Rent	72,553	79,563	7,009	534,272	556,939	22,667	56.0%	954,752
Utilities	3,124	3,750	626	21,785	26,250	4,465	48.4%	45,000
Phone	14,182	17,215	3,033	91,861	120,507	28,647	44.5%	206,584
Furniture and equipment	15,020	5,000	(10,020)	32,532	35,000	2,468	54.2%	60,000
Repairs and maintenance	7,239	7,500	261	61,711	52,500	(9,211)	68.6%	90,000
Total Occupancy	112,118	113,028	910	742,162	791,196	49,034	54.7%	1,356,336
Insurance	16,278	19,167	2,889	136,712	134,167	(2,546)	59.4%	230,000
Office/Travel/Other								
Office expense	8,230	8,411	181	66,962	58,875	(8,087)	66.3%	100,928
Travel	14,884	19,920	5,036	90,363	139,440	49,077	37.8%	239,040
Legal	397	1,667	1,270	8,288	11,667	3,379	41.4%	20,000
Audit	13,200	4,583	(8,617)	53,227	32,083	(21,144)	96.8%	55,000
Other (PR, Conf, Training)	5,649	7,500	1,851	20,053	52,500	32,447	22.3%	90,000
Total Office/Travel/Other	42,360	42,081	(279)	238,893	294,565	55,672	47.3%	504,968
Administrative / management	47,138	45,833	(1,305)	329,954	320,833	(9,120)	60.0%	550,000
Total Lead Agency Costs	1,113,262	1,048,078	(65,184)	7,405,721	7,336,545	(69,176)	58.9%	12,576,934

Communities Connected for Kids, Inc.
Statement of Activities
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(unaudited and for internal use only)

	Jan-25			YTD			58.33% YTD	
	Actual	Budget	Fav (Unfav) Variance	Actual	Budget	Fav (Unfav) Variance	% of Actual To Total Budget	Approved Budget FY24-25
Contracted Services								
Case Management/Adoption								
Case management	267,910	292,846	24,936	1,826,588	2,049,923	223,335	52.0%	3,514,153
Adoption services	79,674	75,000	(4,674)	462,300	525,000	62,700	51.4%	900,000
Total CM/Adoption	347,584	367,846	20,262	2,288,888	2,574,923	286,035	51.9%	4,414,153
Prevention and Intervention services	77,587	39,987	(37,600)	564,811	279,907	(284,904)	117.7%	479,840
Diversion services	46,063	50,000	3,937	341,875	350,000	8,125	57.0%	600,000
Foster care administration	143,683	147,277	3,594	1,248,273	1,030,940	(217,333)	70.6%	1,767,325
Total Contracted Services	614,917	605,110	(9,807)	4,443,847	4,235,769	(208,078)	61.2%	7,261,318
Out of Home								
Foster home	96,523	108,333	11,810	702,378	758,333	55,955	54.0%	1,300,000
Residential group care	454,037	378,051	(75,986)	3,181,796	2,646,357	(535,439)	70.1%	4,536,613
Clothing	300	7,917	7,617	72,240	55,417	(16,824)	76.0%	95,000
Total Out of Home Care	550,860	494,301	(56,559)	3,956,414	3,460,107	(496,307)	66.7%	5,931,613
Independent Living								
Room and board	20,720	29,167	8,447	92,638	204,167	111,528	26.5%	350,000
Services	22,777	25,833	3,057	193,633	180,833	(12,800)	62.5%	310,000
Total Independent Living	43,497	55,000	11,503	286,271	385,000	98,729	43.4%	660,000
Client support services								
Children's mental health wraparound service	4,998	21,108	16,111	54,830	147,759	92,929	21.6%	253,301
Lab services	10,887	17,917	7,030	95,369	125,417	30,048	44.4%	215,000
Other services	38,566	25,125	(13,441)	262,319	175,875	(86,444)	87.0%	301,500
Total Client support services	54,450	64,150	9,700	412,518	449,051	36,533	53.6%	769,801
Total Operating Expenses	2,376,986	2,266,639	(110,347)	16,504,771	15,866,472	(638,299)	60.7%	27,199,665
Other Expenses	2,236	2,500	264	13,881	17,500	3,619	46.3%	30,000
Total Expenses	2,379,223	2,269,139	(110,084)	16,518,651	15,883,972	(634,680)	60.7%	27,229,665
Net operating surplus (deficit)	(49,617)	31,359	139,191	(462,028)	219,515	(587,816)	-122.8%	376,312

Communities Connected for Kids, Inc.
Statement of Activities
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(unaudited and for internal use only)

	Jan-25			YTD			58.33%	YTD
	Actual	Budget	Fav (Unfav) Variance	Actual	Budget	Fav (Unfav) Variance	% of Actual To Total Budget	Approved Budget FY24-25
Maintenance Subsidies								
Revenue - Maintenance Adoption Subsidies	863,558	863,558	-	6,044,907	6,044,907	-	58.3%	10,362,698
Revenue - Level 1 Licensed Care	79,301	79,301	-	555,106	555,106	-	58.3%	951,611
Revenue - Guardianship Assistance Program	63,814	63,814	-	446,700	446,700	-	58.3%	765,771
Revenue - Child Care Subsidies	40,306	40,306	-	282,140	282,140	-	58.3%	483,668
Total Revenue - Subsidies	1,046,979	1,046,979	-	7,328,853	7,328,853	-	58.3%	12,563,748
Expense - Maintenance Adoption Subsidies	842,159	863,558	21,399	5,868,335	6,044,907	176,572	56.6%	10,362,698
Expense - Level 1 Licensed Care	41,430	79,301	37,871	387,658	555,106	167,448	40.7%	951,611
Expense - Guardianship Assistance Program	65,938	63,814	(2,123)	434,815	446,700	11,885	56.8%	765,771
Expense - Child Care Subsidies	30,213	40,306	10,093	200,662	282,140	81,477	41.5%	483,668
Total Expense - Subsidies	979,740	1,046,979	67,239	6,891,470	7,328,853	437,383	54.9%	12,563,748
Net surplus (deficit) subsidies	67,239	-	67,239	437,383	-	437,383		-
Gross Revenue	**3,376,585**	**3,347,477**	(29,108)	**23,385,476**	**23,432,340**	46,864	58.2%	40,169,725
Expenses	**3,358,962**	**3,316,118**	(42,845)	**23,410,121**	**23,212,825**	(197,297)	58.8%	39,793,413
Net surplus (deficit)	**17,622**	**31,359**	**(13,737)**	**(24,645)**	**219,515**	**(244,160)**	-6.5%	376,312

Communities Connected for Kids, Inc.
Monthly Statement of Activities
For the Fiscal Year-to-Date ended January 31, 2025
(unaudited and for internal use only)

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Total
Revenue:								
DCF Core Services	2,046,148	2,046,148	2,046,148	2,046,148	2,046,148	2,025,569	2,025,569	**14,281,879**
DCF IL	101,887	101,887	101,887	101,887	101,887	101,887	101,887	**713,208**
DCF Other	24,377	24,377	24,377	24,377	24,377	61,303	61,303	**244,493**
ESEP	80,796	80,796	80,796	80,796	80,796	80,796	80,797	**565,572**
DCF Total	2,253,208	2,253,208	2,253,208	2,253,208	2,253,208	2,306,481	2,306,482	**15,879,003**
Sunshine State Health Plan	24,486	24,906	24,949	23,631	23,086	23,604	22,680	**167,342**
Other	-	631	3,530	247	4,569	858	444	**10,278**
Total Revenue	2,277,694	2,278,745	2,281,687	2,277,086	2,280,863	2,330,942	2,329,606	**16,056,623**
	-	-	-	-	-	-	-	**-**
Expenses:								
Lead Agency / System of Care Expense								
Salaries and wages								
Salaries	625,241	628,330	628,403	660,242	629,468	654,278	675,755	**4,501,717**
Overtime	12,289	10,262	10,332	13,462	9,461	11,759	12,392	**79,957**
Total Salaries & Wages	637,530	638,592	638,736	673,704	638,929	666,037	688,147	**4,581,674**
Employee benefits	179,526	180,807	207,302	188,727	207,513	205,229	207,222	**1,376,327**
Occupancy								
Rent	75,120	78,400	77,250	76,783	77,033	77,133	72,553	**534,272**
Utilities	3,304	4,112	4,191	3,964	1,465	1,625	3,124	**21,785**
Phone	11,706	12,927	13,164	13,394	8,243	18,244	14,182	**91,861**
Furniture and equipment	5,193	5,375	(3,720)	5,410	4,624	630	15,020	**32,532**
Repairs and maintenance	6,696	14,731	9,493	6,696	7,032	9,825	7,239	**61,711**
Total Occupancy	102,019	115,545	100,377	106,248	98,398	107,457	112,118	**742,162**
Insurance	16,420	16,420	16,420	16,420	36,176	18,580	16,278	**136,712**
Office/Travel/Other								
Office expense	19,211	2,171	24,439	6,200	194	6,517	8,230	**66,962**
Travel	7,989	16,763	13,058	13,051	9,345	15,273	14,884	**90,363**
Legal	228	1,870	1,600	3,994	142	57	397	**8,288**
Audit	-	-	-	7,027	12,000	21,000	13,200	**53,227**
Other (PR, Conf, Training)	3,219	1,408	155	5,980	397	3,245	5,649	**20,053**
Total Office/Travel/Other	30,647	22,212	39,252	36,252	22,077	46,092	42,360	**238,893**
Administrative / management	46,885	46,953	47,097	46,948	44,729	50,203	47,138	**329,954**
Total Lead Agency Cos	1,013,027	1,020,530	1,049,184	1,068,298	1,047,823	1,093,598	1,113,262	**7,405,721**

Communities Connected for Kids, Inc.
Monthly Statement of Activities
For the Fiscal Year-to-Date ended January 31, 2025
(unaudited and for internal use only)

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Total
Contracted Services								
Case Management/Adoption								
Case management	272,359	236,773	273,122	239,038	252,446	284,941	267,910	**1,826,588**
Adoption services	79,813	66,409	60,347	55,730	48,637	71,690	79,674	**462,300**
Total CM/Adoption	352,172	303,182	333,469	294,767	301,083	356,631	347,584	**2,288,888**
Prevention and Intervention services	88,813	83,970	98,823	49,914	89,216	76,488	77,587	**564,811**
Diversion services	54,305	53,699	49,365	46,190	46,063	46,190	46,063	**341,875**
Foster care administration	248,696	255,174	250,739	97,443	106,997	145,541	143,683	**1,248,273**
Total Contracted Services	743,985	696,025	732,396	488,314	543,359	624,850	614,917	**4,443,847**
Out of Home								
Foster home	96,844	97,448	99,622	106,013	99,826	106,103	96,523	**702,378**
Residential group care	469,549	453,517	400,738	477,141	458,568	468,245	454,037	**3,181,796**
Clothing	-	69,100	1,250	1,590	-	-	300	**72,240**
Total Out of Home Care	566,393	620,065	501,610	584,744	558,394	574,349	550,860	**3,956,414**
Independent Living								
Room and board	8,183	14,719	8,301	13,731	15,484	11,501	20,720	**92,638**
Services	24,293	26,217	34,817	26,217	29,657	29,657	22,777	**193,633**
Total Independent Living	32,475	40,935	43,117	39,948	45,140	41,158	43,497	**286,271**
Client support services								
Children's mental health wraparound s	8,277	14,322	9,817	9,059	2,929	5,428	4,998	**54,830**
Lab services	6,174	19,039	12,368	19,163	8,400	19,338	10,887	**95,369**
Other services	36,549	49,197	36,778	49,534	26,286	25,409	38,566	**262,319**
Total Client support services	51,000	82,559	58,963	77,756	37,615	50,175	54,450	**412,518**
Total Operating Expenses	2,406,881	2,460,113	2,385,270	2,259,060	2,232,330	2,384,130	2,376,986	**16,504,771**
Other Expenses	1,896	2,045	1,937	1,915	1,915	1,936	2,236	**13,881**
Total Expenses	2,408,777	2,462,158	2,387,207	2,260,975	2,234,245	2,386,066	2,379,223	**16,518,651**
Net operating surplus (deficit)	(131,083)	(183,413)	(105,520)	16,111	46,618	(55,124)	(49,617)	**(462,028)**
Maintenance Subsidies								
Revenue - Maintenance Adoption Subsid	863,558	863,558	863,558	863,558	863,558	863,558	863,558	**$ 6,044,907**
Revenue - Level 1 Licensed Care	79,301	79,301	79,301	79,301	79,301	79,301	79,301	**555,106**
Revenue - Guardianship Assistance Progra	63,814	63,814	63,814	63,814	63,814	63,814	63,814	**446,700**
Revenue - Child Care Subsidies	40,306	40,306	40,306	40,306	40,306	40,306	40,306	**282,140**
Total Revenue - Subsidies	1,046,979	1,046,979	1,046,979	1,046,979	1,046,979	1,046,979	1,046,979	**7,328,853**
Expense - Maintenance Adoption Subsidi	838,787	843,135	835,566	836,561	833,087	839,040	842,159	**5,868,335**
Expense - Level 1 Licensed Care	60,362	59,076	60,584	57,866	57,188	51,152	41,430	**387,658**
Expense - Guardianship Assistance Progra	57,616	59,327	51,403	64,552	67,101	68,879	65,938	**434,815**
Expense - Child Care Subsidies	37,903	7,077	32,447	31,083	31,020	30,920	30,213	**200,662**
Total Expense - Subsidies	994,668	968,614	979,999	990,062	988,395	989,991	979,740	**6,891,470**
Net Income - Subsidies	52,311	78,365	66,980	56,917	58,584	56,988	67,239	**437,383**
Gross Revenue	**3,324,673**	**3,325,724**	**3,328,666**	**3,324,065**	**3,327,842**	**3,377,921**	**3,376,585**	**23,385,476**
Expenses (incl MAS)	**3,403,445**	**3,430,772**	**3,367,206**	**3,251,038**	**3,222,640**	**3,376,057**	**3,358,962**	**23,410,121**
Net Income (loss)	**(78,772)**	**(105,048)**	**(38,540)**	**73,027**	**105,201**	**1,864**	**17,622**	**(24,645)**