



549 NW Lake Whitney Place Suite 204• Port St. Lucie, FL 34986
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Board of Directors Meeting
Communities Connected for Kids
April 22nd, 2024

Agenda

- | | |
|---|------------------|
| 1. Call to Order | Melanie Wiles |
| 2. Board Chair Comments | Melanie Wiles |
| 3. March Board Minutes Approval | Melanie Wiles |
| 4. Policies and Procedures Approval for 807 and 212 | Carol Deloach |
| 5. Annual Board Retreat | Elisabeth Eugene |
| 6. CEO Board Report | Carol Deloach |
| 7. External Affairs/Advocacy | Christina Kaiser |
| 8. QA Committee Report | Rusty Kline |
| 9. Finance Committee Report | Lauren Hahn |
| • Approval of the March Financials | |
| 10. Board Comments | Melanie Wiles |
| 11. Public Comments | Melanie Wiles |
| 12. 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.

May 27th

August 26th

November 25th***

June 24th

September 23rd

December 23rd ***

July 22nd

October 28th



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Board of Directors Annual Meeting
Communities Connected for Kids Headquarters
March 25th, 2025
3 pm

March 2025 Minutes

1) Call to Order – Ms. Wiles has called the meeting to order at

Board members include: Michelle Miller, Melanie Wiles, Dr. Angie Bailey, Mark Young, Gloria Seidule, Leslie Kroeger, Pat McCoy, Vanessa Farnes

Absent Board members:

Internal staff includes: Elisabeth Eugene, Nicky Smith, Holly Ives, Josie Kirchner, Denise Natalizio, Cheri Sheffer, Carol Deloach, Caryn Toole, Rusty Kline, Evan Hunsberger, Lauren Hahn, Sara Topmiller, Lorrene Egan, Andi Poli, Suzie Kulscar.

Guests include: Chrisy Gillis, Robert McPartland, Maria Nistri

2) Board Chair Comments- Ms. Wiles presents:

- N/A

3) February Minutes- Melanie Wiles reports:

Mr. Young made a motion to approve the February 2025 Minutes, and Ms. Bailey, seconded. The motion passed unanimously.

4) CEO Report- Ms. Deloach presents

- Christy Gillis is our guest today. She is here
- We have a new Secretary of DCF. Secretary Harris has gone to ACHA, and Taylor Hatch is the new Secretary of DCF. Her message is that it is a new day, and I want to make some progress.
- We asked for \$1.7M to cover this year's shortfall. They examined the 3 M risk pool proportion and allocated 13% of what they requested to everyone. We will need to depend on the back of the bill to make us whole. We got \$216K and \$225K from the risk pool. In the past, there were 3 CBCs running deficits. This time, there were about 10, with 3 not applying for funds.
- Michelle, "What are we doing legislatively? What are we asking for, and who may be the holdouts?" The KPMG formula we are working on is still pending. The leadership of both chambers states that they will not include the funding formula in statute, but rather in the GAA. They want to monitor it as a pilot and see what the recommended dollars from KPMG, an additional \$29M, can be spread into core funding. The first year will be harmless.
- The ITN for case management and adoptions will be coming out.



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- All lead agencies have been working on what they feel would be added value to the contracts. Cheri has taken that on and built into it. We have 10 items we will be requesting. We are asking for \$3M+. We will see if it has any legs.
- DCF inspector general will be conducting a review of foster care, eligibility policies and procedures, and making sure payments are being made to eligible clients.
- We have received from Nancy a contract amendment that includes the adoption target. We are at 85. Next year's goal is 85 with a stretch goal of 105. We will refine the training for the Board, which we have already done. Nancy Wall is also working on the new ESEP contract. We are hopeful that it will be renewed for another year.
- A project I have been involved with is SINSFINS and the rewrite of chapter 984. There is a Senate bill 1344 and 1405 is the House Bill. It strengthens the positions of the court and schools. Runaway children will be held responsible, and so will parents. We are exploring ways to reach these children earlier. There are a total of 29 bills related to child welfare filed. Grandparent rights, parental rights, investigations, etc., are being examined.
- SB 1618 and HB 415. While there may be some discussion, I don't think anything will happen this session with those bills on limited liability insurance. ANI, our broker and the broker for most lead agencies, has already received letters stating that their insurance is being canceled. Sarasota's insurance and three others were canceled, despite premiums having doubled and being paid. We just renewed ours on January 1st. The prevailing sentiment is to penalize insurance companies because taxpayers fund this insurance, and they are increasing their rates. We're required by statute to have insurance. Sexual liability is an area where insurance companies are paying the most claims. They received \$10 million for premiums and paid \$18 million in claims. ANI has done a lot of work, and they only present the best one to us.

5) External Affairs/Advocacy- Ms. Kaiser presents

- A lot of the springtime work is making a plan. We have several events. April 4th is the volunteer breakfast. Please sign up for that. The manicure movement is in April. We are preparing 50 kits. This is the activity awareness to paint one fingernail blue to represent 1 in 5 kids abused by the time they are 18.
- Press releases in the last month indicate that we achieved the adoption goal was met. We had several shoe donations. Our shoe pantry is great with brand-new shoes. I recently instituted an office day to give people an opportunity to figure out what they need.
- 1K registration is up and available. We have 100 shirts free for the first 100 people who register. We are looking for sponsors. I would like to recognize some of our board members who have supported us, such as Steve. Thank you to Sea Coast and Vanessa for hosting the foster family pool party.

6) QA Committee Report – Mr. Kline reports:

- The subcommittee meeting was at 2 pm today.
- We reviewed our incident report and missing child reports. We had one less this month, from 47 to 46. We had 9 missing kids this month. There were no patterns or trends we needed to look out for or report to the Board.
- Our current missing children are 0.
- CQI is held tomorrow and we will meet with all our providers and where our data is with them.
- We moved from red to green for kids re-entering out-of-home care.



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- We're at 21 of 54 of our desk reviews.
- Our contract monitoring from the QM side is all done for December. We're writing those reports.
- Our current project involves monitoring our IL program, and we're now entering the testing phase.
- Other priorities include sunseting Blossom House and WeCare.

7) Finance Report – Ms. Hahn reports:

- We have another amendment forthcoming, which will have financial implications. FFTA dollars will include \$216K and \$254K from the risk pool. We have an adjustment for the guardian assistance subsidies and adoption subsidies. We need to pay back some of that money at about \$400K. The FFTA dollars weren't expected, and we are grateful they are coming.
- February is great to present as there are fewer days in the month, so salaries, etc., are lower.
- Our lead agencies' costs are within budget year to date.
- We had a surplus this month, so that reduces our deficit for the month.

Ms. Miller made a motion to approve the February 2025 financials, and Mr. Kroeger seconded. The motion passed unanimously.

- The 990 is being presented. Nothing has changed. The formula remains the same, and the numbers originate from the audit, so nothing is unique to highlight. The data comes from the June 30th, 2024 report.

Ms. Kroeger made a motion to acknowledge the 990 Draft Report, and Ms. Miller seconded. The motion passed unanimously.

8) Board Comments – N/A

9) Public Comments – Lorrene- As of July 4th, I will be retiring from CCKids.
Thank you for all your years of service!- Mark.
These will be incredibly hard shoes to fill. -Carol

10) Adjournment – The meeting was adjourned at 4:02



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CEO Report
April 2025

On April 4th during the bi-weekly call with the Lead Agency DEOs and DCF leadership, we had our first opportunity to hear from Taylor Hatch, the new DCF Secretary. Her message was clear: DCF and the provider community need to be agile, based on data, look at what is working, and expand on that while assessing what is not working, and with agility, changing direction. She believes in transparency and in working together in partnership while acknowledging that we will not always have agreement.

Amendment 3 to our DCF contract is routing. This will add the agreed-upon adoption goal of 75 for the fiscal year we are in (24/25). At the end of February, that goal had already been surpassed. We have negotiated a new goal for FY 25/26 of 84 finalizations. It also includes the updated Board training language for onboarding vs annual requirements. As a reminder, the Board needs to complete Fraud, Waste, and Abuse as well as HIPAA training and send the certificates to Nicky Smith or to me, and I will get them to her.

Amendment 4 is currently being routed at DCF. This amendment will add the Family First Transition Act (FFTAA) and Risk Pool dollars. The FFTAA is \$216,193, and the Risk Pool award is \$225,042, leaving \$1,313,065 for our Back of the Bill request.

The case management ITN for Indian River, Martin, and Okeechobee Counties was released on March 28th. It is posted on the FCC website, and notices were sent to all local providers. Sealed proposals are due on the 9th of May. Oral presentations are June 5th and 6th, with posting of the intent to award on June 25th. After negotiations, the contract start date is anticipated as October 1, 2025.

Since the last Board meeting, the House and Senate have released their GAA bill (SB2500 and HB5000) and implementing bills (SB2502 and HB5001). For Core funding, the Senate has CCKids at \$39 million while the House has us at \$24 million. There is no detail, but we believe the \$39 million includes all the pass-throughs, which, if subtracted out, will probably be closer to the \$24 million. The Senate bill clearly states that core services funding will be allocated as provided in the GAA. It includes a very expanded version of the KMPG model for beta testing during FY25/26. By December 1, 2025, a report of the findings is due to the Governor, House Speaker, and Senate President in time for the January 2026 session. This expanded KMPG model is not in the House's GAA, so much negotiation to come. Through the FCC CEO Council, we have submitted a lengthy list of questions to DCF concerning what has been included in the Senate version. DCF has assured us it was not them who developed this expanded KMPG model.

Funding for our ESEP program is included in the House budget but not yet in the Senate. A call was made to Senator Harrell's office, and we were assured (as we had been last year) everything will work out.



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To comply with our Sunshine Contract, board members must complete fraud, waste, abuse, and HIPAA training. Once completed, the certificate and attestation need to be emailed back to Elisabeth Eugene. She will forward them to Nicky Smith, Training Director. The training is available on My FL Learn.

As of this writing, no further information has been forthcoming, nor have requests for additional information been made under the Public Records Request from Florida Children's First. CCKids has also heard nothing further from DCF regarding the funding needed for the additional services exercise.

SB1344, the revision of the CINS/FINS chapter 984, has moved through several committees as it is doing in the House. Through the FCC the Lead Agencies have provided questions and few suggested changes. The Senator is very receptive to our input. If enacted as currently written the Courts will have more options in handling children who are truant, ungovernable and runners. In addition, the bill strengthens the children's and parents' accountability in accessing voluntary and court-ordered services.

The advertisement for Lorrene Egan's County Director position has been posted. There will be two levels of interviewing, the first of which hopefully will start no later than the week of April 21st.

CCKids has learned that Cayuga Centers, one of our child placing agencies (CPA), is closing programs throughout Florida. This includes our CPA contact in C19. They say they are operating in the red and that cannot continue. Cayuga will be submitting a budget to us showing what it would take to keep them operating in C19. If the budget is something we cannot meet, we will look to 4KIDS and Camelot to pick up Cayuga's current homes and homes in the process of being licensed.

Upcoming activities: On April 17th, I will participate in the Parent Council call. Hopefully, we can garner additional participation. On April 21, CCKids will receive an in-person visit from Christy Gillis, the Acting Southeast Region Community Development Director, and Tami Gonyea, the Director of Partnerships and Prevention. The idea is to get to know each other better.

Finally, I want to thank and recognize Vanessa Farnes, CCKids Corporate Volunteer of the Year, for all the help she and Seacoast Bank do to further our efforts. And to Clerk Michelle Miller, who, despite not feeling well, went to such lengths to help us get a packet via priority mail to the Court in Kansas, allowing two children to be returned to their home state.

Departmental reports follow:



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ST LUCIE COUNTY

Lorrene Egan, St Lucie County Director

The overall caseload for St. Lucie case management has continued to be around 250 children. Case management retention has improved significantly over the past six months, allowing us to have more seasoned dedicated staff and lower caseloads per case manager.

ESEP continues to do well. As of the end of March, it had served 37 families and 90 children. Ninety percent of those children remained in their homes.

During the month of March, Director Egan attended the following:

- FCC Legal Council Committee
- C19 Local Review Team
- C 19 DCF Surviving Sibling Staffing

MARTIN COUNTY

Denise Natalizio, MS, Martin County Director

In March, I participated in the Martin County Interagency Coalition and board meetings.

Martin County Case Management

Fortunately, MC continues to have a very low number of families currently open. With approximately 45 children, the caseload ratios remain low.

Level I Licensing (Relatives and Non-Relatives)

The team is working with 122 families. Our goal is to license 40% of this population, but we have been fluctuating between 39% and 41%.

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 22 beds as several homes have increased their capacities. Our CPAs (Child Placing Agencies) have a combined 30 homes in the licensing process.

Kinship Navigator Program

We are engaging with kinship caregivers to provide support and needed resources; the team served 12 new families in December and 128 this fiscal year.



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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 =58

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

Okeechobee:

This month, County Director Caryn Toole participated in the Health and Human Services and Department of Juvenile Justice Council meetings. 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

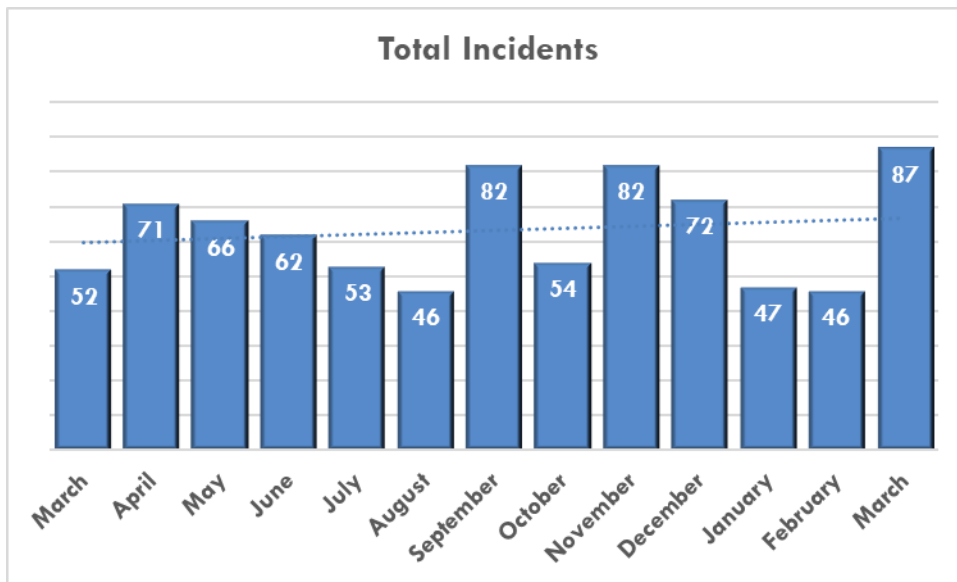
Quality Management/Risk Management:

The data highlighted below represents incident reports received during March 2025. They will be presented to CCKids Senior Management, County Directors, Program Directors, and Case Manager Supervisors.



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87 incidents were reported during the month of March 2025. Of the 87 incidents, 5 were listed as secondary categories in conjunction with other incidents. These reports listed 39 individual children, 4 parents, and one employee as active participants. Nine of the 39 children are placed in Circuit 19 by another CBC agency and are only receiving courtesy supervision services from CCKids. Of the 39 children involved, 18 were named as participants in more than one incident report and/or incident type.

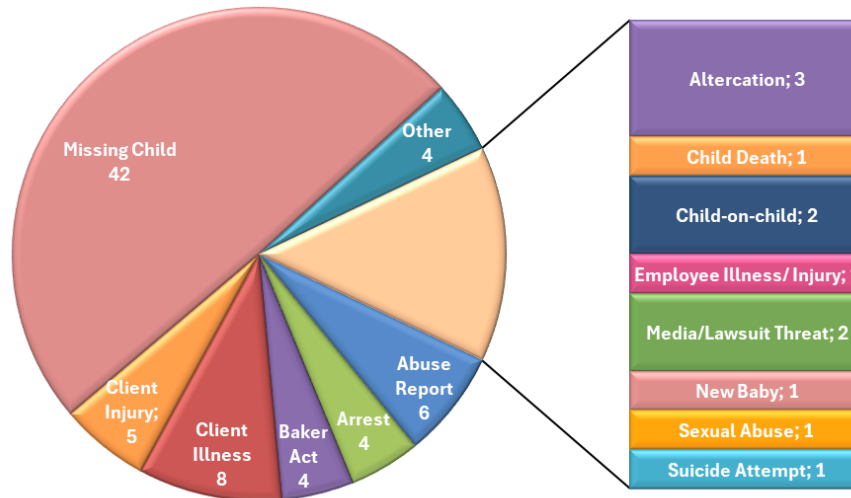


The total number of incidents reported increased significantly from February to March and is well above the average (61) for the last 12 months.



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INCIDENT REPORTS BY CATEGORY



TRAINING AND DEVELOPMENT

Nicky Smith, Director of Training and Development

The next cycle of Pre-Service Training for Case Managers and Licensing staff is scheduled to begin May 5, 2015. 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 Supervising for Excellence and Facilitation Skills Training.

I continue to participate in the monthly meeting with representatives from DCF, and the Florida Certification Board to discuss collaboration and share information about training issues across the state. I continue to participate in the monthly collaborative forum as we plan for the roll-out of the new Academy. I continue to participate in the Florida Certification Board Advisory Council and on the ethics subcommittee, where 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 in the FCC 2025 Conference Planning Committee, which meets on a monthly basis.

The CCKids Compliance Committee continues to meet quarterly. There have been no FWA incidents or incident reports that needed to be reported to Sunshine Health. The annual HIPAA and FWA training has been assigned to the CCKids Board and Staff. The next Compliance meeting is scheduled for 4/28/25.



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FINANCE

Lauren Hahn, CFO

Nine months into our fiscal year, we have seen some significant impacts on our year-to-date deficit. In the first 3 months of the fiscal year, we experienced an operating deficit of approximately \$420,000. In the last six months, we have experienced only \$17,000 in operating deficits, keeping the year-to-date deficit flat at approximately \$438,000.

Although salaries are slightly above budget, the company has done a tremendous job in cutting OT in half!

Foster care administration and group care remain the line items putting us in a deficit position.

All activities under our DCF contract operated at a \$959,000 deficit for the first nine months of the fiscal year. This is an improvement over our original estimate of a \$1,754,300 deficit for the year—our risk pool ask.

Kudos to the Independent Living and Early Services Engagement programs, which are both operating surpluses. This is having a tremendous impact on reducing our overall deficit.

There is no news yet, but we will continue to pursue “Back of the Bill” funding for funds not awarded through the risk pool.

Unfortunately, we have no news on the status of the funding model. Language has been proposed in the implementation bill (SB 2502), and the CBCs are working with DCF to understand this new or revised model and its implications.

Stay tuned.



AT-A-GLANCE

Scorecard/Contract Performance Measures		February	March	Target	% Change
SAFETY	Children Not Abused in OOHC	0.00	9.05	9.07	▶ 9.05
	No Abuse during In-Home Services	97.76%	97.22%	98.00%	▶ -0.54%
	Children with No Recurrence of Verified Abuse within 12 Months	96.15%	96.23%	90.30%	▶ 0.07%
WELL-BEING	Kids Seen Every 30 Days	100.00%	99.99%	99.50%	▶ -0.01%
PERMANENCY	Placement Moves per 1000 Days in OOHC	4.17	4.48	4.50	▶ 0.31
	Kids Exiting OOHC to a Permanent Home w/In 12 Months of Removal	51.52%	25.00%	35.20%	▶ -26.52%
	Kids in OOHC 12-23 Months who Exit to a Permanent Home	70.78%	73.24%	44.00%	▶ 2.46%
	Kids Who do Not Re-enter OOHC within 12 Months of Exit*	93.23%	94.44%	94.40%	▶ 1.21%
	Percentage of Children in OOHC Placed with Relative/Non-Relatives	46.88%	45.32%	60.00%	▶ -1.55%
	Sibling Groups Placed Together in OOHC	64.47%	60.53%	65.00%	▶ -3.95%
	Number of Finalized Adoptions (YTD)	77	85	76	▶ 8

CFSR Desk Review Data
Qualitative Metrics

	CFSR items	September 2024	December 2024	January 2025	February 2025	March 2025	April 2025
	Number of Cases	<u>5</u> 1: In Home 4: Foster Care	<u>8</u> 3: In Home 5: Foster Care	<u>12</u> 5: In Home 7: Foster Care	<u>16</u> 6: In Home 10: Foster Care	<u>21</u> 8: In Home 13: Foster Care	<u>25</u> 10: In Home 15: Foster Care
Safety	Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment Purpose of Assessment	100%	100%	100%	100%	100%	100%
	Item 2: Services to prevent removal	80%	83%	80%	82%	79%	78%
	Item 3: Risk and Safety Assessment and Management	80%	63%	58%	63%	62%	56%
Permanency	Item 4: Stability of Foster Care Placement	75%	80%	86%	80%	77%	73%
	Item 5: Permanency Goal for the Child	100%	100%	100%	100%	100%	93%
	Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	100%	100%	86%	80%	77%	73%
	Item 7: Placement with Siblings	100%	100%	100%	75%	80%	83%
	Item 8: Visiting with Parents and Siblings in Foster Care	50%	60%	43%	38%	45%	42%
	Item 9: Preserving Connections	0%	20%	14%	10%	15%	13%
	Item 10: Relative Placement	50%	60%	71%	70%	62%	67%
	Item 11: Relationship of Child in Care with Parents	25%	40%	33%	33%	33%	36%
Well-Being	Item 12: Needs and Services of Child, Parents, and Foster Parents	0%	13%	17%	13%	10%	8%
	Item 12A: Needs Assessment and Services to Children	80%	75%	67%	63%	67%	60%
	Item 12B: Needs Assessment and Services to Parents	20%	38%	33%	31%	22%	18%
	Item 12C: Needs Assessment and Services to Foster Parents	75%	80%	71%	67%	58%	57%
	Item 13: Child and Family Involvement in Case Planning	40%	50%	33%	33%	25%	25%
	Item 14: Caseworker Visits with the Child	20%	13%	33%	38%	38%	36%
	Item 15: Caseworker Visits with Parents	40%	38%	25%	23%	17%	18%
	Item 16: Educational Needs of the Child	50%	33%	40%	29%	44%	39%
	Item 17: Physical Health of the Child	60%	67%	56%	58%	60%	65%
	Item 18: Mental/Behavioral Health of the Child	100%	100%	67%	50%	25%	20%
	Is an Immediate Child Safety Action Required?	0%	0%	0%	0%	0%	0%

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

Cash in Bank	<u>\$ 7,585,576</u>
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Total Assets	\$ 10,956,952
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Total Liabilities	\$ 8,997,314
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Total Net Assets	\$ 1,959,638
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Current Assets (a)	\$ 7,714,878
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Current Liabilities (b)	\$ 5,694,519	1.35 Current Ratio [a/b]
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	<u>Current Month</u>	<u>Year-to-Date</u>
Total Revenues	\$ 3,377,633	\$ 30,141,598
Total Expenses	\$ 3,389,650	\$ 30,070,237
Net Surplus (Deficit)	<u>\$ (12,017)</u>	<u>\$ 71,360</u>

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

	Mar-25						
	(C) DCF Child Welfare Core Plus (ZJ002)	(D) DCF Child Welfare - Independent Living (ZJ002)	(E) Total DCF Child Welfare (ZJ002)	(F) DCF ESEP (ZJ001)	(G) Sunshine	(H) Other	(I) TOTAL All Programs
Revenue:							
DCF Core Services	2,025,569		2,025,569				2,025,569
DCF IL	-	101,887	101,887				101,887
DCF Other	61,303		61,303				61,303
ESEP	-		-	80,799			80,799
DCF Total	2,123,798	101,887	2,225,685	80,799	-	-	2,306,484
Sunshine State Health Plan	-		-		24,066		24,066
Other	(3)		(3)			107	104
Total Revenue	2,123,795	101,887	2,225,682	80,799	24,066	107	2,330,654
Expenses							
Lead Agency Expenses							
Salaries & Wages							
Salaries	600,288	39,425	639,713	38,485	6,463		684,661
Overtime	9,270	3,160	12,431	410	-		12,840
Total Salaries & Wages	609,559	42,585	652,144	38,895	6,463	-	697,502
Employee Benefits	161,295	10,663	171,958	9,820	1,769		183,547
Occupancy							
Rent	70,998	1,641	72,639	2,712	234		75,584
Utilities	1,939	660	2,599	124	5		2,729
Phone	14,357	427	14,784	1,130	93		16,007
Equipment rental	7,626	423	8,049	12	55		8,116
Repairs and maintenance	9,010	383	9,393	155	48		9,596
Total Occupancy	103,930	3,534	107,464	4,132	435	-	112,031
Insurance	(3,596)	8,605	5,009	10,267	1,078		16,354
Office/Travel/Other							
Office expense	7,156	81	7,236	6	-		7,242
Travel	18,865	278	19,144	685	-		19,829
Legal	2,919		2,919		-		2,919
Audit	-		-		-		-
PR, Conferences, Trainings	256	-	256		-		256
Total Office/Travel/Other	29,196	359	29,555	691	-	-	30,246
Administrative/IT	47,471	8	47,478	14	1		47,493
Total Lead Agency Costs	947,854	65,754	1,013,608	63,819	9,746	-	1,087,173

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

	Mar-25						
	(C) DCF Child Welfare Core Plus (ZJ002)	(D) DCF Child Welfare - Independent Living (ZJ002)	(E) Total DCF Child Welfare (ZJ002)	(F) DCF ESEP (ZJ001)	(G) Sunshine	(H) Other	(I) TOTAL All Programs
Contracted Services							
CM/Adoption							
Case management	268,392		268,392				268,392
Adoption services	78,895		78,895				78,895
Total CM/Adoption	347,288	-	347,288	-	-	-	347,288
Prevention and intervention	26,402		26,402	-			26,402
Diversion services	49,507		49,507				49,507
Foster care recruitment	155,265		155,265	-			155,265
Total Contracted Services	578,461	-	578,461	-	-	-	578,461
Out of Home Care							
Foster home	98,329		98,329				98,329
Residential group care	469,813		469,813				469,813
Clothing	300		300				300
Total Out of home care	568,442	-	568,442	-	-	-	568,442
Independent Living							
Room and board	(0)	13,511	13,511				13,511
PESS and Aftercare Services	-	24,497	24,497				24,497
Total Independent Living	(0)	38,008	38,008	-	-	-	38,008
Client support services							
Children's mental health wraparound services	29,608		29,608				29,608
Lab services	13,375	-	13,375	-			13,375
Other services	43,385	13	43,398	205	950	(628)	43,924
Total Client support services	86,368	13	86,381	205	950	(628)	86,907
Total Operating Expenses	2,181,126	103,774	2,284,900	64,024	10,696	(628)	2,358,992
Other Expenses	3,299		3,299				3,299
Total Expenses	2,184,425	103,774	2,288,200	64,024	10,696	(628)	2,362,291
Operating surplus (decifit)	(60,630)	(1,888)	(62,518)	16,775	13,370	735	(31,638)

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

	Mar-25						
	(C) DCF Child Welfare Core Plus (ZJ002)	(D) DCF Child Welfare - Independent Living (ZJ002)	(E) Total DCF Child Welfare (ZJ002)	(F) DCF ESEP (ZJ001)	(G) Sunshine	(H) Other	(I) TOTAL All Programs
Maintenance Subsidies							
Revenue - Adoption	863,558		863,558				863,558
Revenue - Level 1 Licensed Care	79,301		79,301				79,301
Revenue - Guardianship Assistance	63,814		63,814				63,814
Revenue - Child Care Subsidies	40,306		40,306				40,306
Total Revenue - Subsidies	1,046,979	-	1,046,979	-	-	-	1,046,979
Expense - Adoption	853,333		853,333				853,333
Expense - Level 1 Licensed Care	67,205		67,205				67,205
Expense - Guardianship Assistance	76,763		76,763				76,763
Expense - Child Care Subsidies	30,057		30,057				30,057
Total Expense - Subsidies	1,027,358	-	1,027,358	-	-	-	1,027,358
Net Subsidies	19,621	-	19,621	-	-	-	19,621
Gross Revenue	3,170,774	101,887	3,272,661	80,799	24,066	107	3,377,633
Expenses (incl MAS)	3,211,784	103,774	3,315,558	64,024	10,696	(628)	3,389,650
Net surplus (decifit)	(41,010)	(1,888)	(42,897)	16,775	13,370	735	(12,017)

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

	YTD						
	(C) DCF Child Welfare Core Plus (ZJ002)	(D) DCF Child Welfare - Independent Living (ZJ002)	(E) Total DCF Child Welfare (ZJ002)	(F) DCF ESEP (ZJ001)	(G) Sunshine	(H) Other	(I) TOTAL All Programs
Revenue:							
DCF Core Services	18,333,017		18,333,017				18,333,017
DCF IL	-	916,982	916,982				916,982
DCF Other	367,099		367,099				367,099
ESEP	-		-	727,169			727,169
DCF Total	18,847,819	916,982	19,764,800	727,169	-	-	20,491,969
Sunshine State Health Plan	-		-		215,796		215,796
Other	-		-			11,021	11,021
Total Revenue	18,847,819	916,982	19,764,800	727,169	215,796	11,021	20,718,787
Expenses							
Lead Agency Expenses							
Salaries & Wages							
Salaries	5,185,889	326,111	5,511,999	239,281	55,998	-	5,807,278
Overtime	93,348	10,411	103,759	2,271	-	-	106,030
Total Salaries & Wages	5,279,237	336,522	5,615,758	241,552	55,998	-	5,913,308
Employee Benefits	1,565,479	103,321	1,668,800	63,584	16,351	700	1,749,435
Occupancy							
Rent	660,537	15,466	676,004	13,559	4,076		693,638
Utilities	21,987	3,806	25,793	474	73		26,340
Phone	108,834	4,792	113,626	3,401	690		117,717
Equipment rental	38,502	2,398	40,900	57	319		41,276
Repairs and maintenance	75,459	2,660	78,119	471	531		79,121
Total Occupancy	905,320	29,122	934,442	17,961	5,689	-	958,092
Insurance	149,470	8,605	158,075	10,267	1,078		169,420
Office/Travel/Other							
Office expense	90,211	377	90,588	1,365	23	(783)	91,193
Travel	110,619	4,847	115,466	1,496		387	117,349
Legal	15,795		15,795				15,795
Audit	53,227		53,227				53,227
PR, Conferences, Trainings	19,808	806	20,614	99			20,713
Total Office/Travel/Other	289,660	6,030	295,691	2,960	23	(396)	298,278
Administrative/IT	424,742	75	424,817	64	20		424,900
Total Lead Agency Costs	8,613,908	483,674	9,097,582	336,389	79,158	304	9,513,433

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

	YTD						
	(D) DCF Child		(E) Total	(F) DCF	(G)	(H)	(I) TOTAL All
	(C) DCF	Welfare -	DCF Child	ESEP	Sunshine	Other	Programs
	Child Welfare	Independent	Welfare	(ZJ001)			
	Core Plus	Living	(ZJ002)				
	(ZJ002)	(ZJ002)	(ZJ002)	(ZJ001)			
Contracted Services							
CM/Adoption							
Case management	2,364,980		2,364,980				2,364,980
Adoption services	610,665		610,665				610,665
Total CM/Adoption	2,975,645	-	2,975,645	-	-	-	2,975,645
Prevention and intervention	671,231		671,231	8,186			679,417
Diversion services	437,445		437,445				437,445
Foster care recruitment	1,573,987		1,573,987				1,573,987
Total Contracted Services	5,658,309	-	5,658,309	8,186	-	-	5,666,494
Out of Home Care							
Foster home	888,838		888,838				888,838
Residential group care	4,087,449		4,087,449				4,087,449
Clothing	72,540		72,540				72,540
Total Out of home care	5,048,827	-	5,048,827	-	-	-	5,048,827
Independent Living							
Room and board	-	121,919	121,919				121,919
PESS and Aftercare Services	-	246,066	246,066				246,066
Total Independent Living	-	367,985	367,985	-	-	-	367,985
Client support services							
Children's mental health wraparound services	90,185		90,185				90,185
Lab services	124,727	243	124,970	570			125,540
Other services	314,848	2,080	316,928	1,180	-	6,660	324,768
Total Client support services	529,760	2,323	532,083	1,749	-	6,660	540,493
Total Operating Expenses	19,850,804	853,982	20,704,786	346,324	79,158	6,964	21,137,232
Other Expenses	19,165		19,165				19,165
Total Expenses	19,869,968	853,982	20,723,951	346,324	79,158	6,964	21,156,396
Operating surplus (decifit)	(1,022,150)	62,999	(959,150)	380,845	136,638	4,057	(437,610)

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

	YTD						
	(D) DCF Child		(E) Total	(F) DCF	(G)	(H)	(I) TOTAL All
	(C) DCF	Welfare -	DCF Child	ESEP	Sunshine	Other	Programs
	Child Welfare	Independent	Welfare	(ZJ001)			
	Core Plus	Living					
	(ZJ002)	(ZJ002)	(ZJ002)				
Maintenance Subsidies							
Revenue - Adoption	7,772,024		7,772,024				7,772,024
Revenue - Level 1 Licensed Care	713,708		713,708				713,708
Revenue - Guardianship Assistance	574,328		574,328				574,328
Revenue - Child Care Subsidies	362,751		362,751				362,751
Total Revenue - Subsidies	9,422,811	-	9,422,811	-	-	-	9,422,811
Expense - Adoption	7,570,765		7,570,765				7,570,765
Expense - Level 1 Licensed Care	498,109		498,109				498,109
Expense - Guardianship Assistance	588,601		588,601				588,601
Expense - Child Care Subsidies	256,366		256,366				256,366
Total Expense - Subsidies	8,913,841	-	8,913,841	-	-	-	8,913,841
Net Subsidies	508,970	-	508,970	-	-	-	508,970
Gross Revenue	28,270,630	916,982	29,187,611	727,169	215,796	11,021	30,141,598
Expenses (incl MAS)	28,783,809	853,982	29,637,791	346,324	79,158	6,964	30,070,237
Net surplus (decifit)	(513,179)	62,999	(450,180)	380,845	136,638	4,057	71,360

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

	Mar-25			YTD			75.00%	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)	18,333,017	18,415,332	(82,315)	74.7%	24,553,776
DCF IL	101,887	101,887	-	916,982	916,982	-	75.0%	1,222,642
DCF Other	61,303	45,917	15,386	367,099	413,256	(46,157)	125.5%	292,529
ESEP	80,799	80,796	3	727,169	727,163	6	75.0%	969,551
DCF Total	2,306,484	2,274,748	31,736	20,491,969	20,472,733	19,237	75.1%	27,296,977
Sunshine State Health Plan	24,066	24,500	(434)	215,796	220,500	(4,704)	73.4%	294,000
Other	104	1,250	(1,146)	11,021	11,250	(229)	73.5%	15,000
Total Revenue	2,330,654	2,300,498	30,155	20,718,787	20,704,483	14,304	75.1%	27,605,977
Expenses:								
Lead Agency / System of Care Expense								
Salaries and wages								
Salaries	684,661	630,594	(54,067)	5,807,278	5,675,350	(131,928)	76.7%	7,567,134
Overtime	12,840	12,500	(340)	106,030	112,500	6,470	70.7%	150,000
Total Salaries & Wages	697,502	643,094	(54,407)	5,913,308	5,787,850	(125,458)	76.6%	7,717,134
Employee benefits	183,547	184,875	1,328	1,749,435	1,663,872	(85,563)	78.9%	2,218,496
Occupancy								
Rent	75,584	79,563	3,978	693,638	716,064	22,426	72.7%	954,752
Utilities	2,729	3,750	1,021	26,340	33,750	7,410	58.5%	45,000
Phone	16,007	17,215	1,208	117,717	154,938	37,221	57.0%	206,584
Furniture and equipment	8,116	5,000	(3,116)	41,276	45,000	3,724	68.8%	60,000
Repairs and maintenance	9,596	7,500	(2,096)	79,121	67,500	(11,621)	87.9%	90,000
Total Occupancy	112,031	113,028	997	958,092	1,017,252	59,160	70.6%	1,356,336
Insurance	16,354	19,167	2,813	169,420	172,500	3,080	73.7%	230,000
Office/Travel/Other								
Office expense	7,242	8,411	1,168	91,193	75,696	(15,497)	90.4%	100,928
Travel	19,829	19,920	91	117,349	179,280	61,931	49.1%	239,040
Legal	2,919	1,667	(1,252)	15,795	15,000	(795)	79.0%	20,000
Audit	-	4,583	4,583	53,227	41,250	(11,977)	96.8%	55,000
Other (PR, Conf, Training)	256	7,500	7,244	20,713	67,500	46,787	23.0%	90,000
Total Office/Travel/Other	30,246	42,081	11,834	298,278	378,726	80,448	59.1%	504,968
Administrative / management	47,493	45,833	(1,660)	424,900	412,500	(12,400)	77.3%	550,000
Total Lead Agency Costs	1,087,173	1,048,078	(39,095)	9,513,433	9,432,700	(80,732)	75.6%	12,576,934

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

	Mar-25			YTD			75.00%	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	268,392	292,846	24,454	2,364,980	2,635,615	270,635	67.3%	3,514,153
Adoption services	78,895	75,000	(3,895)	610,665	675,000	64,335	67.9%	900,000
Total CM/Adoption	347,288	367,846	20,558	2,975,645	3,310,615	334,970	67.4%	4,414,153
Prevention and Intervention services	26,402	39,987	13,585	679,417	359,880	(319,537)	141.6%	479,840
Diversion services	49,507	50,000	493	437,445	450,000	12,555	72.9%	600,000
Foster care administration	155,265	147,277	(7,988)	1,573,987	1,325,494	(248,493)	89.1%	1,767,325
Total Contracted Services	578,461	605,110	26,648	5,666,494	5,445,989	(220,505)	78.0%	7,261,318
Out of Home								
Foster home	98,329	108,333	10,004	888,838	975,000	86,162	68.4%	1,300,000
Residential group care	469,813	378,051	(91,762)	4,087,449	3,402,459	(684,989)	90.1%	4,536,613
Clothing	300	7,917	7,617	72,540	71,250	(1,290)	76.4%	95,000
Total Out of Home Care	568,442	494,301	(74,141)	5,048,827	4,448,709	(600,118)	85.1%	5,931,613
Independent Living								
Room and board	13,511	29,167	15,655	121,919	262,500	140,581	34.8%	350,000
Services	24,497	25,833	1,337	246,066	232,500	(13,566)	79.4%	310,000
Total Independent Living	38,008	55,000	16,992	367,985	495,000	127,015	55.8%	660,000
Client support services								
Children's mental health wraparound service	29,608	21,108	(8,500)	90,185	189,976	99,790	35.6%	253,301
Lab services	13,375	17,917	4,542	125,540	161,250	35,710	58.4%	215,000
Other services	43,924	25,125	(18,799)	324,768	226,125	(98,643)	107.7%	301,500
Total Client support services	86,907	64,150	(22,757)	540,493	577,351	36,858	70.2%	769,801
Total Operating Expenses	2,358,992	2,266,639	(92,353)	21,137,232	20,399,749	(737,482)	77.7%	27,199,665
Other Expenses	3,299	2,500	(799)	19,165	22,500	3,335	63.9%	30,000
Total Expenses	2,362,291	2,269,139	(93,153)	21,156,396	20,422,249	(734,147)	77.7%	27,229,665
Net operating surplus (deficit)	(31,638)	31,359	123,308	(437,610)	282,234	(748,451)	-116.3%	376,312

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

	Mar-25			YTD			75.00%	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	-	7,772,024	7,772,024	-	75.0%	10,362,698
Revenue - Level 1 Licensed Care	79,301	79,301	-	713,708	713,708	-	75.0%	951,611
Revenue - Guardianship Assistance Program	63,814	63,814	-	574,328	574,328	-	75.0%	765,771
Revenue - Child Care Subsidies	40,306	40,306	-	362,751	362,751	-	75.0%	483,668
Total Revenue - Subsidies	1,046,979	1,046,979	-	9,422,811	9,422,811	-	75.0%	12,563,748
Expense - Maintenance Adoption Subsidies	853,333	863,558	10,225	7,570,765	7,772,024	201,259	73.1%	10,362,698
Expense - Level 1 Licensed Care	67,205	79,301	12,096	498,109	713,708	215,599	52.3%	951,611
Expense - Guardianship Assistance Program	76,763	63,814	(12,949)	588,601	574,328	(14,272)	76.9%	765,771
Expense - Child Care Subsidies	30,057	40,306	10,249	256,366	362,751	106,385	53.0%	483,668
Total Expense - Subsidies	1,027,358	1,046,979	19,621	8,913,841	9,422,811	508,970	70.9%	12,563,748
Net surplus (deficit) subsidies	19,621	-	19,621	508,970	-	508,970		-
Gross Revenue	3,377,633	3,347,477	(30,155)	30,141,598	30,127,294	(14,304)	75.0%	40,169,725
Expenses	3,389,650	3,316,118	(73,532)	30,070,237	29,845,060	(225,177)	75.6%	39,793,413
Net surplus (deficit)	(12,017)	31,359	(43,376)	71,360	282,234	(210,873)	19.0%	376,312

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

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-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	2,025,569	2,025,569	18,333,017
DCF IL	101,887	101,887	101,887	101,887	101,887	101,887	101,887	101,887	101,887	916,982
DCF Other	24,377	24,377	24,377	24,377	24,377	61,303	61,303	61,303	61,303	367,099
ESEP	80,796	80,796	80,796	80,796	80,796	80,796	80,797	80,798	80,799	727,169
DCF Total	2,253,208	2,253,208	2,253,208	2,253,208	2,253,208	2,306,481	2,306,482	2,306,483	2,306,484	20,491,969
Sunshine State Health Plan	24,486	24,906	24,949	23,631	23,086	23,604	22,680	24,388	24,066	215,796
Other	-	631	3,530	247	4,569	858	444	639	104	11,021
Total Revenue	2,277,694	2,278,745	2,281,687	2,277,086	2,280,863	2,330,942	2,329,606	2,331,510	2,330,654	20,718,787
	-	-	-	-	-	-	-	-	-	-
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	620,900	684,661	5,807,278
Overtime	12,289	10,262	10,332	13,462	9,461	11,759	12,392	13,233	12,840	106,030
Total Salaries & Wages	637,530	638,592	638,736	673,704	638,929	666,037	688,147	634,132	697,502	5,913,308
Employee benefits	179,526	180,807	207,302	188,727	207,513	205,229	207,222	189,561	183,547	1,749,435
Occupancy										
Rent	75,120	78,400	77,250	76,783	77,033	77,133	72,553	83,782	75,584	693,638
Utilities	3,304	4,112	4,191	3,964	1,465	1,625	3,124	1,826	2,729	26,340
Phone	11,706	12,927	13,164	13,394	8,243	18,244	14,182	9,849	16,007	117,717
Furniture and equipment	5,193	5,375	(3,720)	5,410	4,624	630	15,020	628	8,116	41,276
Repairs and maintenance	6,696	14,731	9,493	6,696	7,032	9,825	7,239	7,814	9,596	79,121
Total Occupancy	102,019	115,545	100,377	106,248	98,398	107,457	112,118	103,899	112,031	958,092
Insurance	16,420	16,420	16,420	16,420	36,176	18,580	16,278	16,354	16,354	169,420
Office/Travel/Other										
Office expense	19,211	2,171	24,439	6,200	194	6,517	8,230	16,988	7,242	91,193
Travel	7,989	16,763	13,058	13,051	9,345	15,273	14,884	7,158	19,829	117,349
Legal	228	1,870	1,600	3,994	142	57	397	4,589	2,919	15,795
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	404	256	20,713
Total Office/Travel/Other	30,647	22,212	39,252	36,252	22,077	46,092	42,360	29,139	30,246	298,278
Administrative / management	46,885	46,953	47,097	46,948	44,729	50,203	47,138	47,454	47,493	424,900
Total Lead Agency Costs	1,013,027	1,020,530	1,049,184	1,068,298	1,047,823	1,093,598	1,113,262	1,020,539	1,087,173	9,513,433

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

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Total
Contracted Services										
Case Management/Adoption										
Case management	272,359	236,773	273,122	239,038	252,446	284,941	267,910	270,000	268,392	2,364,980
Adoption services	79,813	66,409	60,347	55,730	48,637	71,690	79,674	69,469	78,895	610,665
Total CM/Adoption	352,172	303,182	333,469	294,767	301,083	356,631	347,584	339,469	347,288	2,975,645
Prevention and Intervention services	88,813	83,970	98,823	49,914	89,216	76,488	77,587	88,205	26,402	679,417
Diversion services	54,305	53,699	49,365	46,190	46,063	46,190	46,063	46,063	49,507	437,445
Foster care administration	248,696	255,174	250,739	97,443	106,997	145,541	143,683	170,449	155,265	1,573,987
Total Contracted Services	743,985	696,025	732,396	488,314	543,359	624,850	614,917	644,186	578,461	5,666,494
Out of Home										
Foster home	96,844	97,448	99,622	106,013	99,826	106,103	96,523	88,131	98,329	888,838
Residential group care	469,549	453,517	400,738	477,141	458,568	468,245	454,037	435,840	469,813	4,087,449
Clothing	-	69,100	1,250	1,590	-	-	300	-	300	72,540
Total Out of Home Care	566,393	620,065	501,610	584,744	558,394	574,349	550,860	523,971	568,442	5,048,827
Independent Living										
Room and board	8,183	14,719	8,301	13,731	15,484	11,501	20,720	15,769	13,511	121,919
Services	24,293	26,217	34,817	26,217	29,657	29,657	22,777	27,937	24,497	246,066
Total Independent Living	32,475	40,935	43,117	39,948	45,140	41,158	43,497	43,706	38,008	367,985
Client support services										
Children's mental health wraparound s	8,277	14,322	9,817	9,059	2,929	5,428	4,998	5,747	29,608	90,185
Lab services	6,174	19,039	12,368	19,163	8,400	19,338	10,887	16,796	13,375	125,540
Other services	36,549	49,197	36,778	49,534	26,286	25,409	38,566	18,524	43,924	324,768
Total Client support services	51,000	82,559	58,963	77,756	37,615	50,175	54,450	41,068	86,907	540,493
Total Operating Expenses	2,406,881	2,460,113	2,385,270	2,259,060	2,232,330	2,384,130	2,376,986	2,273,469	2,358,992	21,137,232
Other Expenses	1,896	2,045	1,937	1,915	1,915	1,936	2,236	1,985	3,299	19,165
Total Expenses	2,408,777	2,462,158	2,387,207	2,260,975	2,234,245	2,386,066	2,379,223	2,275,454	2,362,291	21,156,396
Net operating surplus (deficit)	(131,083)	(183,413)	(105,520)	16,111	46,618	(55,124)	(49,617)	56,056	(31,638)	(437,610)

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

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Total
Maintenance Subsidies										
Revenue - Maintenance Adoption Subsidies	863,558	863,558	863,558	863,558	863,558	863,558	863,558	863,558	863,558	\$ 7,772,024
Revenue - Level 1 Licensed Care	79,301	79,301	79,301	79,301	79,301	79,301	79,301	79,301	79,301	713,708
Revenue - Guardianship Assistance Program	63,814	63,814	63,814	63,814	63,814	63,814	63,814	63,814	63,814	574,328
Revenue - Child Care Subsidies	40,306	40,306	40,306	40,306	40,306	40,306	40,306	40,306	40,306	362,751
Total Revenue - Subsidies	1,046,979	1,046,979	1,046,979	1,046,979	1,046,979	1,046,979	1,046,979	1,046,979	1,046,979	9,422,811
Expense - Maintenance Adoption Subsidies	838,787	843,135	835,566	836,561	833,087	839,040	842,159	849,096	853,333	7,570,765
Expense - Level 1 Licensed Care	60,362	59,076	60,584	57,866	57,188	51,152	41,430	43,246	67,205	498,109
Expense - Guardianship Assistance Program	57,616	59,327	51,403	64,552	67,101	68,879	65,938	77,023	76,763	588,601
Expense - Child Care Subsidies	37,903	7,077	32,447	31,083	31,020	30,920	30,213	25,647	30,057	256,366
Total Expense - Subsidies	994,668	968,614	979,999	990,062	988,395	989,991	979,740	995,012	1,027,358	8,913,841
Net Income - Subsidies	52,311	78,365	66,980	56,917	58,584	56,988	67,239	51,967	19,621	508,970
Gross Revenue	3,324,673	3,325,724	3,328,666	3,324,065	3,327,842	3,377,921	3,376,585	3,378,489	3,377,633	30,141,598
Expenses (incl MAS)	3,403,445	3,430,772	3,367,206	3,251,038	3,222,640	3,376,057	3,358,962	3,270,466	3,389,650	30,070,237
Net Income (loss)	(78,772)	(105,048)	(38,540)	73,027	105,201	1,864	17,622	108,023	(12,017)	71,360