



549 NW Lake Whitney Place Suite 204• Port St. Lucie, FL 34986  
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## Board of Directors Monthly Meeting

September 23<sup>rd</sup>, 2025

### Agenda

- |                                      |                |
|--------------------------------------|----------------|
| 1. Call to Order                     | Melanie Wiles  |
| 2. Board Chair Comments              | Melanie Wiles  |
| 3. Approval of August Minutes        | Melanie Wiles  |
| 4. CHS and BBI Contract Approval     | Carol Deloach  |
| 5. Conflict of Interest              | Carol Deloach  |
| 6. CEO Board Report                  | Carol Deloach  |
| 7. Quality Assurance Update          | Rusty Kline    |
| 8. External Affairs                  | Dana Anderwald |
| 9. Finance Update                    | Lauren Hahn    |
| • July and August Financial Approval |                |
| 10. Public Comments                  | Melanie Wiles  |
| 11. Adjournment                      | Melanie Wiles  |

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### 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.*

October 28<sup>th</sup>

November 25<sup>th</sup>\*\*\*

December 23<sup>rd</sup> \*\*\*



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Board of Directors Annual Meeting  
Communities Connected for Kids Headquarters  
August 26<sup>th</sup>, 2025  
12 pm

### August 2025 Minutes

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

**Board members in attendance include:** Vanessa Farnes, Melanie Wiles, Mark Young, Gloria Seidule, Michelle Miller, Kristy Conway and Pat McCoy

**Board members not present:** Dr. Angie Bailey, and Leslie Kroeger

**Internal staff in attendance include:** Alisa Carter, Shearon Demps, Nicky Smith, Denise Natalizio, Holly Ives, Suzie Kulscar, Cheri Sheffer, Lauren Hahn, Carol Deloach, Shannon Davenport, Katie Vella, Lesa Sims, Grace Sayre, Evan Hunsberger, and Dana Anderwald

**Guests include:** Nancy Wall, and Robert McPartland

**2) Board Chair Comments-** Ms. Wiles presents:

- Went to an advocacy meeting lead by Representative Dana Trubulsey. Learned how bills are passed.

**3) Approval of May and July Minutes-** Ms. Wiles reports:

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

**4) Sunshine Superstar-** Ms. Deloach presents:

- Sunshine Health provides our behavioral health and medical services for children in care. Sunshine has created a Sunshine East Superstar Award. Our very own Shearon Demps received the award.
- The award said:  
Shearon is such a team player and is known for her prompt and professional communication. She responds quickly to emails, ensuring that no question goes unanswered and no concern is left unaddressed, reflecting her genuine commitment to supporting post-adoptive families. Her proactive approach exemplifies what it means to be an advocate and a trusted partner. Her unwavering dedication and expertise make her an invaluable asset to our team and the families she serves. For these reasons and more, Shearon Demps is highly deserving of this recognition.

**5) CEO Report-** Ms. Deloach presents

- July 24<sup>th</sup>, Chair Wiles signed the Board approval letter for the FY 25/26 budget. We have not yet received a response from DCF. CCKids also needs a letter from Chair Wiles authorizing Carol to sign contracts.



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- The CHS Case Management and Behavior Basic contracts are still being reviewed by CCK and the potential providers.
- August 7<sup>th</sup> was Stuff the Bus Day at United Way. CCKids staff put together over 150 bags. It was a great time.
- Christina Kasier's last day was the past Friday, August 22<sup>nd</sup>. On the 21<sup>st</sup>, we had a goodbye party for her. Dana Anderwald, her replacement, is getting acclimated. She's doing a great job. Christina did an outstanding job getting Dana prepared for her (Christina's) departure.
- Lauren, Cheri, , and Carol have been working with DCF and the other CBCs on the funding formula. There's a final report due to the legislature by Dec 1<sup>st</sup>. CCKids has been assured that we will get to meet with DCF before we see the formula and be informed of our position regarding gaining or losing money. Hopefully, the lead agencies will see how we can work together on an approach to the proposed changes.
- Two lead agencies have left the FCC, which makes it difficult for the organization to function as a cohesive unit. Some CEO are saying they will not be joining certain meetings. The less we are in sync, the less likely the legislature will consider our input.
- Sept 2<sup>nd</sup> to the 5<sup>th</sup>, there are 12 of us going to the DCF Summit. We have several ad hoc meetings scheduled for the day before the Summit officially starts. Cheri and I will attend the KPMG-DCF meeting to see how the proposed funding model is coming along.
- At our next Board meeting, we will need a thorough examination of how advocacy will be implemented through our advocacy subcommittee. Dana will reach out to Mark Young, the chair of the advocacy committee.
- CCKids is working with DCF on finding funding for the ESEP program. The program was awarded about half of what was requested. This will result in the exhaustion of our current funds by March. We are exploring the possibility of absorbing the costs of ESEP funding into our core funding. The program has saved us far more than its cost.
- We have someone in the community who is posting negative things about CCKids and Carol stating that CCKids has terminated parental rights for 4 of her kids who have been adopted. She is spreading inaccurate information. This matter needed to be brought to the Board's attention, just in case you hear about it. Public record exemptions are pending for staff.
- We have some positions in finance that are vacant. We have two people on FMLA. We are seeking to hire a temporary employee for a six-month period.
- We have seen in July and August a significant increase in children being sheltered. It's very concerning as we are struggling with placement and group care costs. The average removal rate for FL was 3.5 in August, and we were at 4.3. We had over 20 kids sheltered into licensed care alone, not including relative care. Most of the removals are due to substance misuse and domestic violence.

#### **6) Board Membership Renewal-** Ms. Deloach presents

***Ms. Conway made a motion to approve the Board renewal of Mark Young and Michelle Miller, and Ms. Wiles seconded. The motion passed unanimously.***

#### **7) QA Committee Report – Ms. Carter Reports:**



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- We had our QA subcommittee meeting at 2:00 pm today.
- We talked about incident reports in July. No changes in the number of incidents received in the last month.
- We have one missing child, and efforts are being made to find that child.
- We had a change from green to red in the At A Glance Report, and we discussed why that change occurred.
- Suzie Kulscar covered desk reviews.
- We talked about data that evaluates our program evaluation and the peer review implementation process.
- The next subcommittee meeting is on September 23<sup>rd</sup>.

**8) External Affairs/Advocacy-** Ms. Anderwald presents

- Dana introduced herself and is honored to fill very big shoes left by Christina Kaiser. She started on August 4th . She and Christina worked together every day until Christina's departure.. Christina went over everything in detail, and Dana will continue her projects.
- We had 20 people from CCKids at the United Way, where we assembled almost 200 backpacks. We are compiling our Christmas wish list. The primary priority at the moment is the Christmas initiative.
- Dana will also strengthen the advocacy committee's outreach.

**9) Finance Report –** Ms. Hahn reports:

- The April financials needed to be presented. For Board approval Nothing of note to present for the month of April.
- A great deal happens at the end of the year, when we also receive some amendments regarding the risk pool and the back-of-the-bill funding. All of that is thrown into the June financials. It does get us to a year-to-date total. With that, we are put in a surplus position.
- DCF looks at specific OCAs during the year and sees what wasn't used and asks for those funds back. All of this happens in June. Some unused funds for the Independent Living program will have to be paid back
- We have a \$661K loss in carry forward from prior years. Our surplus from this year will not cover that.
- We had a slight funding increase going into the 25/26 fiscal year. Those increases are due to pass-throughs and cost-of-living adjustments.
- The KPMG model has been resurrected. Carol and Cheri will be stepping in during Lauren's time off. The other CFOs will also advocate for what we discuss in the CFO subcommittee.
- Sept 1<sup>st</sup>, we need to submit all our information to DCF and KPMG. KPMG will come up with some funding numbers. They need to present to DCF by Oct 1<sup>st</sup>. DCF will review and share the results with the CBCs in mid-October. Based on the proposed funding, we are approximately \$25M-\$35M short for the CBC system statewide.
- We applied for a special appropriation in the amount of \$882,660 to the legislature for ESEP, and we were awarded \$500K.

***Ms. Farnes made a motion to approve the April, May, and June financials, and Mr. Young seconded. The motion passed unanimously.***



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**10) Board Comments –**

- Mark Young presents- Shearon Demps is very helpful. I can attest as a foster parent, as I speak with her every month. Welcome Dana!

**11) Public Comments – N/A**

**12) Adjournment –** The meeting was adjourned at 3:55p



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**CEO Report**  
**September 2025**  
CEO Report

Since our last meeting, Chair Wiles and CCKids have received the letter from DCF approving our FY25/26 Spending Plan. This ties in with the financial viability plan that COO Sheffer submitted to DCF on September 11<sup>th</sup>. There are three major goals: 1) increase in-home cases while reducing entries into out-of-home care through continuation of our ESEP program and increase in family preservation staffings; 2) decrease group care while increasing relative/non-relative care and foster home capacity; and 3) continue our practices targeting permanency.

CCKids' focus on increasing foster home capacity is also an initiative taken on by DCF. This past legislative session, DCF was charged with developing (in conjunction with the CBCs) a recruitment campaign for foster parents and guardian ad Litem volunteers. \$1 1Million is non-recurring funds that were appropriated. A baseline is being established to measure those who complete respective training to number who actually get approved.

Our Early Services Engagement Project contract is still pending with DCF. Our invoice has had to be resubmitted several times as DCF keeps changing their minds as to which months they want us to bill for. We are also going to need a settlement contract since the actual contract is so delayed in executing.

The entire first week of September went by very quickly. Tuesday, the 2<sup>nd</sup>, Cheri Sheffer, Josie Kirchner, Katie Vella, and I left for Orlando and a day of ad hoc meetings scheduled the day prior to the start of the Summit. On the 2<sup>nd</sup>, from 1pm to 5 pm, there was a DJJ/DCF/CBC Statewide Dually Served collaborative meeting. From 2 to 3:30 a joint CBC/Managing Entity CEO meeting with DCF was held, and from 3:45m to 5:45 the Child Wellbeing Funding methodology meeting was held with DCF and KMPG. The first two meetings included much discussion and attempts at planning how we can work together to better serve our mutual clients. The meeting with KMPG and DCF was focused on continuing the discussion about the funding formula. Possibly some progress was made in a re-think of the per-member-per-month Tier. Cheri Sheffer and I took advantage of a one-on-one discussion with Chad Barrett, DCF Assistant Secretary of Administration, where we voiced our concerns about several parts of the formula. A two-year hold harmless, inverse incentive structure, and prevention funding were included.

CCKids filed a complaint with the Inspector General's office regarding a case manager who appeared to have committed falsification. A referral was also made to the Florida Certification Board. The employee was terminated with no re-hire designation.

In preparation for the roll-over from our FSFN computer system to the new CCWIS system in 2026, DCF is holding change management sessions, starting with CBC leadership and expanding out to all potential CCWIS users prior to activation.



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The week of September 15 is Staff Appreciation week. We will be hosting treat carts at headquarters and at Sailfish, with a special celebration at our All Hands on the 19<sup>th</sup>.

*Departmental reports follow:*

## **OPERATIONS**

*Cheri Sheffer, Chief Operating Officer*

We are in final negotiations for our competitive procurements for case management and family support services, with contract start dates targeted for October 1.

We were notified by Boystown, a subcontract provider of prevention services, that they are closing their Treasure Coast operations. This provider was jointly funded by CCKids and by the Martin County Children's Services Council. As the program maintained a low caseload, we are not anticipating a significant impact to our overall capacity to deliver prevention services.

Additionally, Hibiscus' prevention program, Safe Care, lost funding from the Indian River Children's Services Advisory Council for their Indian River operations. We are assessing the impact that loss may have on our local prevention capacity.

## **ST LUCIE COUNTY**

*Katie Vella, St Lucie County Director*

### **St. Lucie Case Management:**

Case management retention has continued to improve, allowing staff to have lower caseloads per case manager. The average turnover rate within St. Lucie County case management for 2025 is 12.24% in comparison to 23% in 2024. There was a slight increase in caseloads at the end of August and September; however, the ratio remains 10:1.

### **Early Services Engagement and Preservation Program (ESEP):**

The ESEP program in August received 12 referrals, which nearly doubled the prior month's referrals. ESEP served 32 children in August 2025.

During the Month of August, Director Vella attended the following:

- C19 DCF Surviving Sibling Staffing
- Statewide CCWIS committee
- FCC Legal Issues Council
- FCC Case Management Subcommittee



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## **MARTIN COUNTY**

*Denise Natalizio, MS, Martin County Director*

### Martin County Case Management

We've seen an increase in both in-home and out-of-home cases recently. To support coverage, a CHS case manager from Okeechobee is assisting Martin County case management while one staff member is in training and another is on maternity leave. With approximately 55 children, caseloads remain manageable.

### Level I Licensing (Relatives and Non-Relatives)

Our team is currently working with 130 families, with a goal to license 40% of them. Recent months have shown a 28–33% fluctuation. We have a new staff member starting on 9/15, and an additional position has been added to the team. With these staffing updates and targeted efforts, we're working to increase our numbers and remain focused on achieving our 40% licensing goal.

### Level II-V Licensing (traditional/therapeutic/medical)-FY summary

-For the 25/26 fiscal year, we have a net loss of 1 home.

-We received 16 referrals for the statewide Florida Foster Information Center (FFIC).

-Child Placing Agencies (CPAs) currently have 32 homes in progress toward licensure. Two of the three child placing agencies have recently onboarded new supervisors and all three have new licensing staff. While this staffing transition has contributed to delays, our caregiver support team is working closely with each CPA to provide guidance, resources, and consistent support. These collaborative efforts are focused on helping families move forward despite the instability.

### Kinship Navigator Program-FY summary

In August, we extended our services to 14 additional kinship caregiver families, our fiscal year total is 30.

During the month of August, Director Natalizio attended the following:

- Martin County Interagency Coalition meeting
- Martin County Interagency Coalition board meeting
- Martin County Children's Services Council meeting
- Martin County United Way Community Conversation

## **INDIAN RIVER & OKEECHOBEE COUNTY**

*Caryn Toole, Okeechobee, and Indian River Director*

### Road to Success Program:

EFC = 15 (+ 17 EFC Out of County Services)

Aftercare/PESS =24





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Under 18 minors served =62

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 Okeechobee Children's Services monthly meeting. Ms. Toole attended 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 Director 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.

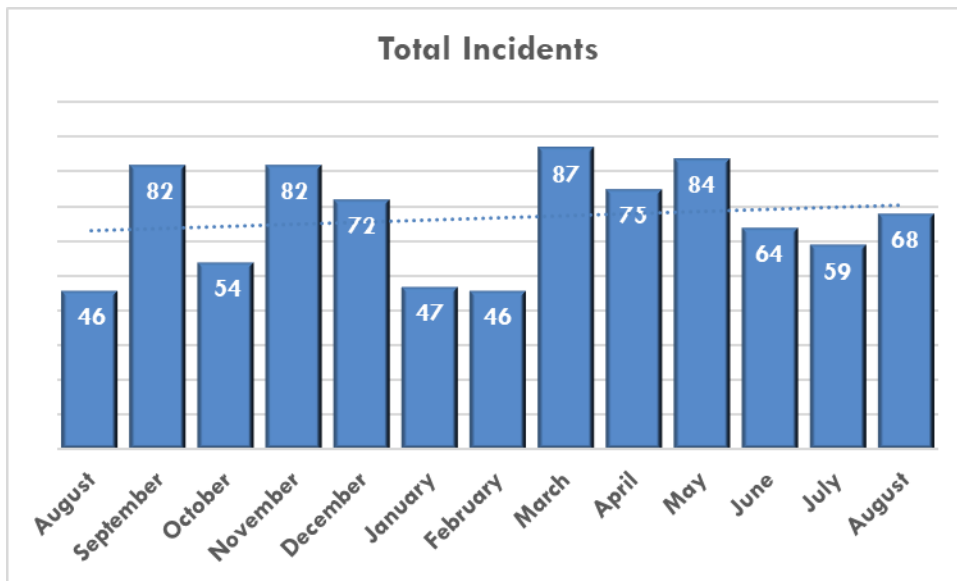
### **QUALITY MANAGEMENT**

*Rusty Kline, Director of Quality Management*

#### **Quality Management/Risk Management:**

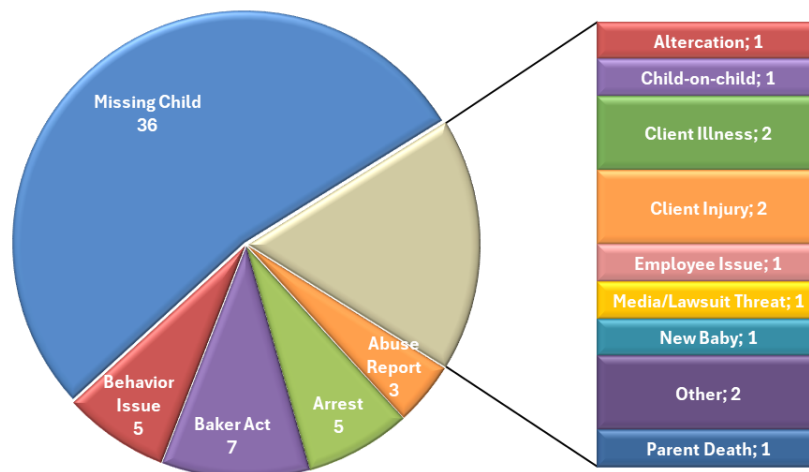
The data highlighted below represents incident reports received during the month of August 2025 and will be presented to CCKids Senior Management, County Directors, Program Directors, and Case Manager Supervisors.

68 incidents were reported during the month of August 2025. Of the 68 incidents, 4 were listed as secondary categories in conjunction with other incidents. These reports listed 30 individual children, 3 parents, and one employee as active participants. Six of the 30 children are placed in Circuit 19 by another CBC agency and are only receiving courtesy supervision services from CCKids. Of the 30 children involved, 15 were named as participants in more than one incident report and/or incident type.



The total number of incidents reported increased from July to August but remains close to the average (66) for the last 12 months.

**INCIDENT REPORTS BY CATEGORY**





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## **TRAINING AND DEVELOPMENT**

*Nicky Smith, Director of Training and Development*

The current cycle of Pre-Service Training for Case Managers and Licensing staff started on August 11. In 2025, trainees will take their post-test on October 15, 2025. The training team continues to provide individual mentoring and coaching support for recent graduates who are working to attain their case manager certification. Upcoming In-service training includes Case Work Practice, Car Seat safety and Installation Training, Quality Home Assessments, and facilitation skills training. The next CCKids quarterly In-service training, "Wellness on the Go," took place on September 18 at the Mid-Florida Event Center.

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 rollout of the new Academy. CCKids is currently scheduled to implement the Academy starting in the summer of 2026. I continue to participate in the Florida Certification Board Advisory Council and on the ethics sub-committee, where we meet monthly to review ethics complaints from across the state. I continue to facilitate the monthly FCC Quality & Training Sub-committee and participate in the monthly FCC Systems Operations meeting. The FCC Conference planning Committee meetings reconvene to plan the 2026 conference, which will take place at the Sunseeker Resort.

The CCKids Compliance Committee continues to meet on a quarterly basis. There have been no incidents of FWA or incident reports that needed to be reported to Sunshine Health in the last month.

## **FINANCE**

*Lauren Hahn, CFO*

Our year-end numbers with DCF have not yet been finalized – we normally don't see those until mid-October. That is when we will get the final revenues and paybacks.

The revenue for the first two months of this year is slightly lower than the budget, as this is based on the cash invoiced and received. The latest amendment changed the payment amounts for the last 10 months of the year, in which we will catch up and equal the budget. In addition, our original budget included \$925,000 for ESEP, for which we were only awarded \$500,000. We can amend the budget at a future date.

Regarding expenses, group care remains high, exceeding the budget. And we are experiencing a surplus in pass-throughs, as we do in the first few months of every year because the beginning of the year is lowest, and gradually increases by the end of the year.

The audit is currently underway. We were quoted \$500 less this year than the previous year. In the past we experienced increases in the audit fees, but I am glad to report that they have leveled off this year.



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The KPMG funding model has kept us very busy. KPMG and DCF are at the very end of their data-gathering phase. This includes general ledger detail for the two years, including FY2024 and FY2025, and census data for 13 groups of care (GOCs). Once all requested data has been received, they will compile rates for the various groups of care, which they expect to share with CBCs by mid-October. One encouraging note is that DCF and KPMG seem to be going away from a blended PCPM rate, and looking at funding based on the rates of the individual groups of care. This is a more favorable approach in that the funding is more closely aligned to the actual costs of the child's placement and needs. There is still more work to be done – it is uncertain where specific expenses will land in terms of Tier 1 (mostly fixed) and Tier 3 (mostly variable and used to develop the per-client-per-month rates), and prevention (Tier 2) is one area that DCF and KPMG are struggling to define and develop a funding strategy, which may cause this tier to be put on hold.



# AT-A-GLANCE

Scorecard/Contract Performance Measures		July	August	Target	% Change
SAFETY	Children Not Abused in OOHC	51.39	20.68	9.07	▶ -30.71
	No Abuse during In-Home Services	98.15%	100.00%	98.00%	▶ 1.85%
	Children with No Recurrence of Verified Abuse within 12 Months	92.45%	97.53%	90.30%	▶ 5.08%
WELL-BEING	Kids Seen Every 30 Days	99.98%	99.96%	99.50%	▶ -0.03%
PERMANENCY	Placement Moves per 1000 Days in OOHC	3.69	3.33	4.50	▶ -0.36
	Kids Exiting OOHC to a Permanent Home w/In 12 Months of Removal	62.50%	26.09%	35.20%	▶ -36.41%
	Kids in OOHC 12-23 Months who Exit to a Permanent Home	62.93%	66.39%	44.00%	▶ 3.46%
	Kids Who do Not Re-enter OOHC within 12 Months of Exit*	95.45%	96.00%	94.40%	▶ 0.55%
	Percentage of Children in OOHC Placed with Relative/Non-Relatives	47.18%	46.85%	60.00%	▶ -0.33%
	Sibling Groups Placed Together in OOHC	64.79%	68.35%	65.00%	▶ 3.57%
	Number of Finalized Adoptions (YTD)	14	20	84	▶ 6

**CFSR Desk Review Data**  
**Qualitative Metrics**

	CFSR items	Quarter 1 July 1 - September 30th	Change from prior reporting period
	Number of Cases	11 3: In Home 11: Foster Care	
Safety	Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment Purpose of Assessment	75%	-
	Item 2: Services to prevent removal	90%	-10%
	Item 3: Risk and Safety Assessment and Management	64%	14%
Permanency	Item 4: Stability of Foster Care Placement	91%	-9%
	Item 5: Permanency Goal for the Child	100%	0%
	Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	36%	-14%
	Item 7: Placement with Siblings	60%	10%
	Item 8: Visiting with Parents and Siblings in Foster Care	30%	-20%
	Item 9: Preserving Connections	27%	-23%
	Item 10: Relative Placement	64%	14%
	Item 11: Relationship of Child in Care with Parents	0%	0%
Well-Being	Item 12: Needs and Services of Child, Parents, and Foster Parents	29%	29%
	Item 12A: Needs Assessment and Services to Children	79%	4%
	Item 12B: Needs Assessment and Services to Parents	10%	10%
	Item 12C: Needs Assessment and Services to Foster Parents	78%	-22%
	Item 13: Child and Family Involvement in Case Planning	31%	31%
	Item 14: Caseworker Visits with the Child	43%	18%
	Item 15: Caseworker Visits with Parents	10%	10%
	Item 16: Educational Needs of the Child	43%	-7%
	Item 17: Physical Health of the Child	58%	-9%
	Item 18: Mental/Behavioral Health of the Child	67%	-33%
	Is an Immediate Child Safety Action Required?	0%	-

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

Cash in Bank	\$ 6,469,572
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Total Assets	\$ 9,084,948
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Total Liabilities	\$ 6,074,361
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Total Net Assets	\$ 3,010,586
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Current Assets (a)	\$ 5,840,420
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Current Liabilities (b)	\$ 2,771,752
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2.11 Current Ratio [a/b]

	Current Month	Year-to-Date
Total Revenues	\$ 3,284,158	\$ 6,568,330
Total Expenses	\$ 3,465,034	\$ 6,988,145
Net Surplus (Deficit)	\$ (180,876)	\$ (419,815)

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

	Jul-24	Aug-24	Total
<b>Revenue:</b>			
DCF Core Services	1,984,531	1,984,531	3,969,062
DCF IL	104,982	104,982	209,963
DCF Other	32,711	32,711	65,422
ESEP	41,667	41,667	83,333
DCF Total	2,163,890	2,163,890	4,327,780
Sunshine State Health Plan	23,114	23,100	46,214
Other	-	-	-
Total Revenue	2,187,004	2,186,990	4,373,994
	-	-	-
<b>Expenses:</b>			
Lead Agency / System of Care Expense			
Salaries and wages			
Salaries	704,218	683,302	1,387,520
Overtime	2,906	11,980	14,886
Total Salaries & Wages	707,124	695,282	1,402,407
Employee benefits	202,571	200,322	402,894
Occupancy			
Rent	79,090	78,270	157,360
Utilities	6,498	2,493	8,992
Phone	5,797	12,970	18,767
Furniture and equipment	761	3,975	4,736
Repairs and maintenance	6,696	424	7,120
Total Occupancy	98,843	98,132	196,974
Insurance	26,529	15,966	42,494
Office/Travel/Other			
Office expense	20,280	533	20,813
Travel	2,642	10,958	13,600
Legal	-	-	-
Audit	-	-	-
Other (PR, Conf, Training)	3,125	847	3,972
Total Office/Travel/Other	26,048	12,338	38,385
Administrative / management	46,898	48,716	95,614
Total Lead Agency Costs	1,108,012	1,070,756	2,178,768



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

	Jul-24	Aug-24	Total
<b>Contracted Services</b>			
<b>Case Management/Adoption</b>			
Case management	285,000	285,000	570,000
Adoption services	74,190	71,190	145,381
<b>Total CM/Adoption</b>	<b>359,190</b>	<b>356,190</b>	<b>715,381</b>
<b>Prevention and Intervention services</b>	47,040	50,691	97,731
Diversion services	50,000	50,000	100,000
Foster care administration	184,324	186,581	370,905
<b>Total Contracted Services</b>	<b>640,554</b>	<b>643,462</b>	<b>1,284,016</b>
<b>Out of Home</b>			
Foster home	78,204	79,142	157,345
Residential group care	561,169	524,325	1,085,493
Clothing	57,300	(1,600)	55,700
<b>Total Out of Home Care</b>	<b>696,672</b>	<b>601,866</b>	<b>1,298,538</b>
<b>Independent Living</b>			
Room and board	16,102	20,827	36,929
Services	17,617	24,080	41,697
<b>Total Independent Living</b>	<b>33,718</b>	<b>44,907</b>	<b>78,626</b>
<b>Client support services</b>			
Children's mental health wraparound services	1,146	18,239	19,385
Lab services	-	11,099	11,099
Other services	27,612	37,804	65,415
<b>Total Client support services</b>	<b>28,758</b>	<b>67,141</b>	<b>95,900</b>
<b>Total Operating Expenses</b>	<b>2,507,715</b>	<b>2,428,133</b>	<b>4,935,848</b>
<b>Other Expenses</b>	3,406	3,576	6,982
<b>Total Expenses</b>	<b>2,511,120</b>	<b>2,431,710</b>	<b>4,942,830</b>
<b>Net operating surplus (deficit)</b>	<b>(324,116)</b>	<b>(244,719)</b>	<b>(568,836)</b>
<b>Maintenance Subsidies</b>			
Revenue - Maintenance Adoption Subsidies	879,719	879,719	\$ 1,759,438
Revenue - Level 1 Licensed Care	79,301	79,301	158,602
Revenue - Guardianship Assistance Program	98,028	98,028	196,056
Revenue - Child Care Subsidies	40,120	40,120	80,240
<b>Total Revenue - Subsidies</b>	<b>1,097,168</b>	<b>1,097,168</b>	<b>2,194,336</b>
Expense - Maintenance Adoption Subsidies	868,955	887,179	1,756,134
Expense - Level 1 Licensed Care	32,070	27,941	60,011
Expense - Guardianship Assistance Program	88,167	88,078	176,245
Expense - Child Care Subsidies	22,800	30,126	52,926
<b>Total Expense - Subsidies</b>	<b>1,011,991</b>	<b>1,033,324</b>	<b>2,045,315</b>
<b>Net Income - Subsidies</b>	<b>85,177</b>	<b>63,843</b>	<b>149,020</b>
<b>Gross Revenue</b>	<b>3,284,172</b>	<b>3,284,158</b>	<b>6,568,330</b>
<b>Expenses (incl MAS)</b>	<b>3,523,111</b>	<b>3,465,034</b>	<b>6,988,145</b>
<b>Net Income (loss)</b>	<b>(238,939)</b>	<b>(180,876)</b>	<b>(419,815)</b>

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

	Aug-25			YTD			16.67%	YTD
	Actual	Budget	Fav (Unfav) Variance	Actual	Budget	Fav (Unfav) Variance	% of Actual To Total Budget	Approved Budget FY25-26
<b>Revenue:</b>								
DCF Core Services	1,984,531	2,048,541	(64,010)	3,969,062	4,097,082	(128,019)	16.1%	24,582,489
DCF IL	104,982	104,982	-	209,963	209,963	-	16.7%	1,259,779
DCF Other	32,711	32,711	-	65,422	65,422	-	16.7%	392,529
ESEP	41,667	77,083	(35,417)	83,333	154,167	(70,833)	9.0%	925,000
DCF Total	2,163,890	2,263,316	(99,426)	4,327,780	4,526,633	(198,853)	15.9%	27,159,797
Sunshine State Health Plan	23,100	24,000	(900)	46,214	48,000	(1,786)	16.0%	288,000
Other	-	1,250	(1,250)	-	2,500	(2,500)	0.0%	15,000
Total Revenue	2,186,990	2,288,566	(101,576)	4,373,994	4,577,133	(203,139)	15.9%	27,462,797
<b>Expenses:</b>								
Lead Agency / System of Care Expense								
Salaries and wages								
Salaries	683,302	610,973	(72,329)	1,387,520	1,221,946	(165,574)	18.9%	7,331,679
Overtime	11,980	12,500	520	14,886	25,000	10,114	9.9%	150,000
Total Salaries & Wages	695,282	623,473	(71,809)	1,402,407	1,246,946	(155,460)	18.7%	7,481,679
Employee benefits	200,322	198,004	(2,318)	402,894	396,009	(6,885)	17.0%	2,376,052
Occupancy								
Rent	78,270	80,304	2,034	157,360	160,609	3,249	16.3%	963,651
Utilities	2,493	3,049	556	8,992	6,098	(2,893)	24.6%	36,590
Phone	12,970	14,050	1,080	18,767	28,100	9,333	11.1%	168,601
Furniture and equipment	3,975	4,705	730	4,736	9,409	4,673	8.4%	56,457
Repairs and maintenance	424	9,631	9,207	7,120	19,262	12,142	6.2%	115,570
Total Occupancy	98,132	111,739	13,607	196,974	223,478	26,504	14.7%	1,340,868
Insurance	15,966	28,335	12,369	42,494	56,670	14,175	12.5%	340,019
Office/Travel/Other								
Office expense	533	10,000	9,467	20,813	20,000	(813)	17.3%	120,000
Travel	10,958	16,667	5,709	13,600	33,333	19,733	6.8%	200,000
Legal	-	2,083	2,083	-	4,167	4,167	0.0%	25,000
Audit	-	4,667	4,667	-	9,333	9,333	0.0%	56,000
Other (PR, Conf, Training)	847	6,250	5,403	3,972	12,500	8,528	5.3%	75,000
Total Office/Travel/Other	12,338	39,667	27,329	38,385	79,333	40,948	8.1%	476,000
Administrative / management	48,716	51,250	2,534	95,614	102,500	6,886	15.5%	615,000
Total Lead Agency Costs	1,070,756	1,052,468	(18,288)	2,178,768	2,104,936	(73,832)	17.3%	12,629,618

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

	Aug-25			YTD			16.67%	YTD
	Actual	Budget	Fav (Unfav) Variance	Actual	Budget	Fav (Unfav) Variance	% of Actual To Total Budget	Approved Budget FY25-26
<b>Contracted Services</b>								
<b>Case Management/Adoption</b>								
Case management	285,000	266,084	(18,916)	570,000	532,167	(37,833)	17.9%	3,193,003
Adoption services	71,190	68,500	(2,691)	145,381	136,999	(8,382)	17.7%	821,994
<b>Total CM/Adoption</b>	356,190	334,583	(21,607)	715,381	669,166	(46,215)	17.8%	4,014,997
<b>Prevention and Intervention services</b>	50,691	57,075	6,384	97,731	114,150	16,419	14.3%	684,901
<b>Diversion services</b>	50,000	50,000	-	100,000	100,000	-	16.7%	600,000
<b>Foster care administration</b>	186,581	169,574	(17,007)	370,905	339,148	(31,756)	18.2%	2,034,890
<b>Total Contracted Services</b>	643,462	611,232	(32,230)	1,284,016	1,222,465	(61,552)	17.5%	7,334,788
<b>Out of Home</b>								
Foster home	79,142	122,338	43,196	157,345	244,675	87,330	10.7%	1,468,052
Residential group care	524,325	372,642	(151,683)	1,085,493	745,284	(340,210)	24.3%	4,471,701
Clothing	(1,600)	6,250	7,850	55,700	12,500	(43,200)	74.3%	75,000
<b>Total Out of Home Care</b>	601,866	501,229	(100,637)	1,298,538	1,002,459	(296,080)	21.6%	6,014,753
<b>Independent Living</b>								
Room and board	20,827	13,750	(7,077)	36,929	27,500	(9,429)	22.4%	165,000
Services	24,080	27,083	3,003	41,697	54,167	12,470	12.8%	325,000
<b>Total Independent Living</b>	44,907	40,833	(4,074)	78,626	81,667	3,041	16.0%	490,000
<b>Client support services</b>								
Children's mental health wraparound service	18,239	21,108	2,870	19,385	42,217	22,832	7.7%	253,301
Lab services	11,099	10,722	(377)	11,099	21,444	10,345	8.6%	128,661
Other services	37,804	35,019	(2,785)	65,415	70,038	4,623	15.6%	420,228
<b>Total Client support services</b>	67,141	66,849	(292)	95,900	133,698	37,799	12.0%	802,190
<b>Total Operating Expenses</b>	2,428,133	2,272,612	(155,521)	4,935,848	4,545,225	(390,623)	18.1%	27,271,350
<b>Other Expenses</b>	3,576	2,500	(1,076)	6,982	5,000	(1,982)	23.3%	30,000
<b>Total Expenses</b>	2,431,710	2,275,112	(156,597)	4,942,830	4,550,225	(392,605)	18.1%	27,301,350
<b>Net operating surplus (deficit)</b>	(244,719)	13,454	55,021	(568,836)	26,908	(189,466)	-352.3%	161,447

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

	Aug-25			YTD			16.67%	YTD
	Actual	Budget	Fav (Unfav) Variance	Actual	Budget	Fav (Unfav) Variance	% of Actual To Total Budget	Approved Budget FY25-26
<b>Maintenance Subsidies</b>								
Revenue - Maintenance Adoption Subsidies	879,719	879,719	-	1,759,438	1,759,438	-	16.7%	10,556,628
Revenue - Level 1 Licensed Care	79,301	79,301	-	158,602	158,602	-	16.7%	951,611
Revenue - Guardianship Assistance Program	98,028	98,028	-	196,056	196,056	-	16.7%	1,176,335
Revenue - Child Care Subsidies	40,120	40,120	-	80,240	80,240	-	16.7%	481,440
Total Revenue - Subsidies	1,097,168	1,097,168	-	2,194,336	2,194,336	-	16.7%	13,166,014
Expense - Maintenance Adoption Subsidies	887,179	879,719	(7,460)	1,756,134	1,759,438	3,304	16.6%	10,556,628
Expense - Level 1 Licensed Care	27,941	79,301	51,360	60,011	158,602	98,591	6.3%	951,611
Expense - Guardianship Assistance Program	88,078	98,028	9,950	176,245	196,056	19,811	15.0%	1,176,335
Expense - Child Care Subsidies	30,126	40,120	9,994	52,926	80,240	27,314	11.0%	481,440
Total Expense - Subsidies	1,033,324	1,097,168	63,843	2,045,315	2,194,336	149,020	15.5%	13,166,014
Net surplus (deficit) subsidies	63,843	-	63,843	149,020	-	149,020		-
Gross Revenue	3,284,158	3,385,734	101,576	6,568,330	6,771,469	203,139	16.2%	40,628,811
Expenses	3,465,034	3,372,280	(92,754)	6,988,145	6,744,561	(243,584)	17.3%	40,467,364
Net surplus (deficit)	(180,876)	13,454	(194,330)	(419,815)	26,908	(446,723)	-260.0%	161,447

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

	Aug-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
<b>Revenue:</b>							
DCF Core Services	1,984,531		1,984,531				1,984,531
DCF IL	-	104,982	104,982				104,982
DCF Other	32,711		32,711				32,711
ESEP	-		-	41,667			41,667
DCF Total	2,017,242	104,982	2,122,223	41,667	-	-	2,163,890
Sunshine State Health Plan	-		-		23,100		23,100
Other	-		-				-
Total Revenue	2,017,242	104,982	2,122,223	41,667	23,100	-	2,186,990
<b>Expenses</b>							
Lead Agency Expenses							
Salaries & Wages							
Salaries	598,140	37,576	635,717	41,064	6,522		683,302
Overtime	10,419	1,238	11,657	323	-		11,980
Total Salaries & Wages	608,559	38,815	647,374	41,387	6,522	-	695,282
Employee Benefits	175,899	11,757	187,655	10,849	1,818		200,322
Occupancy							
Rent	73,453	1,796	75,250	2,793	227		78,270
Utilities	2,217	133	2,350	143	-		2,493
Phone	11,489	717	12,206	703	61		12,970
Equipment rental	3,719	216	3,935	12	28		3,975
Repairs and maintenance	400	6	406	16	1		424
Total Occupancy	91,278	2,869	94,147	3,667	317	-	98,132
Insurance	14,126	786	14,913	874	179		15,966
Office/Travel/Other							
Office expense	557	(24)	533	-	-		533
Travel	8,981	1,592	10,573	384	-		10,958
Legal	-		-		-		-
Audit	-		-		-		-
PR, Conferences, Trainings	847	-	847		-		847
Total Office/Travel/Other	10,386	1,568	11,953	384	-	-	12,338
Administrative/IT	48,701	-	48,701	14	1		48,716
Total Lead Agency Costs	948,949	55,795	1,004,744	57,175	8,837	-	1,070,756

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

	Aug-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
<b>Contracted Services</b>							
<b>CM/Adoption</b>							
Case management	285,000		285,000				285,000
Adoption services	71,190		71,190				71,190
<b>Total CM/Adoption</b>	356,190	-	356,190	-	-	-	356,190
Prevention and intervention	50,691		50,691	-			50,691
Diversion services	50,000		50,000				50,000
Foster care recruitment	186,581		186,581	-			186,581
<b>Total Contracted Services</b>	643,462	-	643,462	-	-	-	643,462
<b>Out of Home Care</b>							
Foster home	79,142		79,142				79,142
Residential group care	524,325		524,325				524,325
Clothing	(1,600)		(1,600)				(1,600)
<b>Total Out of home care</b>	601,866	-	601,866	-	-	-	601,866
<b>Independent Living</b>							
Room and board	-	20,827	20,827				20,827
PESS and Aftercare Services	-	24,080	24,080				24,080
<b>Total Independent Living</b>	-	44,907	44,907	-	-	-	44,907
<b>Client support services</b>							
Children's mental health wraparound services	18,239		18,239				18,239
Lab services	11,056	-	11,056	43			11,099
Other services	37,007	601	37,608	-	196		37,804
<b>Total Client support services</b>	66,301	601	66,902	43	196	-	67,141
<b>Total Operating Expenses</b>	2,260,578	101,303	2,361,882	57,219	9,033	-	2,428,133
<b>Other Expenses</b>	3,576		3,576				3,576
<b>Total Expenses</b>	2,264,155	101,303	2,365,458	57,219	9,033	-	2,431,710
<b>Operating surplus (decifit)</b>	(246,913)	3,679	(243,234)	(15,552)	14,067	-	(244,719)

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

	Aug-25						
	(C) DCF						
	Child Welfare	(D) DCF Child Welfare -	(E) Total DCF Child Welfare	(F) DCF ESEP	(G) Sunshine	(H) Other	(I) TOTAL All Programs
	Core Plus (ZJ002)	Independent Living (ZJ002)	Welfare (ZJ002)	(ZJ001)			
<b>Maintenance Subsidies</b>							
Revenue - Adoption	879,719		879,719				879,719
Revenue - Level 1 Licensed Care	79,301		79,301				79,301
Revenue - Guardianship Assistance	98,028		98,028				98,028
Revenue - Child Care Subsidies	40,120		40,120				40,120
Total Revenue - Subsidies	1,097,168	-	1,097,168	-	-	-	1,097,168
Expense - Adoption	887,179		887,179				887,179
Expense - Level 1 Licensed Care	27,941		27,941				27,941
Expense - Guardianship Assistance	88,078		88,078				88,078
Expense - Child Care Subsidies	30,126		30,126				30,126
Total Expense - Subsidies	1,033,324	-	1,033,324	-	-	-	1,033,324
Net Subsidies	63,843	-	63,843	-	-	-	63,843
Gross Revenue	3,114,410	104,982	3,219,391	41,667	23,100	-	3,284,158
Expenses (incl MAS)	3,297,479	101,303	3,398,782	57,219	9,033	0	3,465,034
Net surplus (decifit)	(183,069)	3,679	(179,391)	(15,552)	14,067	-	(180,876)

**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Fiscal Year-to-Date ending August 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
<b>Revenue:</b>							
DCF Core Services	3,969,062		3,969,062				3,969,062
DCF IL	-	209,963	209,963				209,963
DCF Other	65,422		65,422				65,422
ESEP	-		-	83,333			83,333
DCF Total	4,034,484	209,963	4,244,447	83,333	-	-	4,327,780
Sunshine State Health Plan	-		-		46,214		46,214
Other	-		-			-	-
Total Revenue	4,034,484	209,963	4,244,447	83,333	46,214	-	4,373,994
<b>Expenses</b>							
Lead Agency Expenses							
Salaries & Wages							
Salaries	1,217,781	76,218	1,293,999	80,477	13,044	-	1,387,520
Overtime	10,010	4,313	14,323	563	-	-	14,886
Total Salaries & Wages	1,227,791	80,531	1,308,322	81,041	13,044	-	1,402,407
Employee Benefits	353,930	23,918	377,847	21,435	3,611		402,894
Occupancy							
Rent	147,834	3,474	151,308	5,586	466		157,360
Utilities	8,288	318	8,606	381	4		8,992
Phone	16,706	1,012	17,717	958	92		18,767
Equipment rental	4,463	220	4,683	23	30		4,736
Repairs and maintenance	6,226	764	6,991	33	96		7,120
Total Occupancy	183,517	5,788	189,305	6,982	687	-	196,974
Insurance	37,598	2,093	39,692	2,326	477		42,494
Office/Travel/Other							
Office expense	20,785	(24)	20,761	53	-		20,813
Travel	11,565	1,650	13,216	384			13,600
Legal	-		-				-
Audit	-		-				-
PR, Conferences, Trainings	3,297	675	3,972	-			3,972
Total Office/Travel/Other	35,647	2,302	37,948	437	-	-	38,385
Administrative/IT	95,578	8	95,585	27	1		95,614
Total Lead Agency Costs	1,934,061	114,639	2,048,700	112,248	17,820	-	2,178,768



**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Fiscal Year-to-Date ending August 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
<b>Contracted Services</b>							
<b>CM/Adoption</b>							
Case management	570,000		570,000				570,000
Adoption services	145,381		145,381				145,381
<b>Total CM/Adoption</b>	715,381	-	715,381	-	-	-	715,381
<b>Prevention and intervention</b>	97,731		97,731				97,731
<b>Diversion services</b>	100,000		100,000				100,000
<b>Foster care recruitment</b>	370,905		370,905				370,905
<b>Total Contracted Services</b>	1,284,016	-	1,284,016	-	-	-	1,284,016
<b>Out of Home Care</b>							
Foster home	157,345		157,345				157,345
Residential group care	1,085,493		1,085,493				1,085,493
Clothing	55,700		55,700				55,700
<b>Total Out of home care</b>	1,298,538	-	1,298,538	-	-	-	1,298,538
<b>Independent Living</b>							
Room and board	(8,900)	45,829	36,929				36,929
PESS and Aftercare Services	-	41,697	41,697				41,697
<b>Total Independent Living</b>	(8,900)	87,526	78,626	-	-	-	78,626
<b>Client support services</b>							
Children's mental health wraparound services	19,385		19,385				19,385
Lab services	11,012	-	11,012	87			11,099
Other services	65,964	601	66,565	-	(1,150)		65,415
<b>Total Client support services</b>	96,361	601	96,962	87	(1,150)	-	95,900
<b>Total Operating Expenses</b>	4,604,077	202,766	4,806,843	112,335	16,670	-	4,935,848
<b>Other Expenses</b>	6,982		6,982				6,982
<b>Total Expenses</b>	4,611,059	202,766	4,813,825	112,335	16,670	-	4,942,830
<b>Operating surplus (decifit)</b>	(576,575)	7,197	(569,378)	(29,001)	29,544	-	(568,836)

**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Fiscal Year-to-Date ending August 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
<b>Maintenance Subsidies</b>							
Revenue - Adoption	1,759,438		1,759,438				1,759,438
Revenue - Level 1 Licensed Care	158,602		158,602				158,602
Revenue - Guardianship Assistance	196,056		196,056				196,056
Revenue - Child Care Subsidies	80,240		80,240				80,240
Total Revenue - Subsidies	2,194,336	-	2,194,336	-	-	-	2,194,336
Expense - Adoption	1,756,134		1,756,134				1,756,134
Expense - Level 1 Licensed Care	60,011		60,011				60,011
Expense - Guardianship Assistance	176,245		176,245				176,245
Expense - Child Care Subsidies	52,926		52,926				52,926
Total Expense - Subsidies	2,045,315	-	2,045,315	-	-	-	2,045,315
Net Subsidies	149,020	-	149,020	-	-	-	149,020
Gross Revenue	6,228,819	209,963	6,438,782	83,333	46,214	-	6,568,330
Expenses (incl MAS)	6,656,374	202,766	6,859,140	112,335	16,670	0	6,988,145
Net surplus (decifit)	(427,555)	7,197	(420,357)	(29,001)	29,544	-	(419,815)