



549 NW Lake Whitney Place Suite 204• Port St. Lucie, FL 34986
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Board of Directors Monthly Meeting January 27th, 2025

Agenda

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|-----------------------------------|----------------|
| 1. Call to Order | Melanie Wiles |
| 2. Board Chair Comments | Melanie Wiles |
| 3. December Minutes | Melanie Wiles |
| 4. Policy Approval for Policy 405 | Carol Deloach |
| 5. CEO Board Report | Carol Deloach |
| 6. Quality Assurance Update | Rusty Kline |
| 7. External Affairs | Dana Anderwald |
| 8. Finance Update | Lauren Hahn |
| • December Financial Approval | |
| 9. Public Comments | Melanie Wiles |
| 10. 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.

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



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Board of Directors Meeting
Communities Connected for Kids Headquarters
December 1st, 2025
3:00 pm

December 2025 Minutes

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

Board members in attendance include: Melanie Wiles, Mark Young, Pat McCoy, Dr. Angie Bailey, Gloria Seidule, and Michelle Miller.

Board members not present: Vanessa Farnes, Leslie Kroger, and Kristy Conway.

Internal staff in attendance include: Elisabeth Eugene, Denise Natalizio, Rusty Kline, Dana Anderwald, Cheri Sheffer, Carol Deloach, Lauren Hahn, Lesa Sims, Katie Vella, Shannon Veilleux, Josie Kirchner, Jill Poole, Suzie Kulscar, Alisa Carter, Evan Hunsberger, Holly Ives, Sara Topmiller, and Caryn Toole.

Guests include: N/A

2) Board Chair Comments- Ms. Wiles presents:

- N/A

3) Approval of October Minutes- Ms. Wiles reports:

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

4) Conflict of Interest – Ms. Deloach presents:

- Ms. Eugene confirms that she sent out the conflict of interest and job description forms last week and again right before the board meeting.
- The deadline for submitting the forms is set for the 12th, but Ms. Eugene emphasizes that the sooner they are returned, the sooner the completed report can be sent to DCF.
- The chair reiterates that these forms are required, that the organization needs them on file, and urges everyone to complete and return them.

5) Bylaws, Board Membership, and Committee Work Group

- Ms. Natalizio explains that after meeting with Ms. Conway and Chair Wiles, they decided to form a work group to review the bylaws.
- Ms. Eugene is assisting with scheduling the work group meetings, and Ms. Natalizio notes that scheduling has been challenging due to the holidays.
- The goal is to hold the first meeting of the Bylaws Work Group in December.



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- The Bylaws Work group will include Ms. Eugene, Ms. Natalizio, Ms. Conway, Ms. Sheffer, Ms. Smith, and Dr. Bailey.
- Chair, Wiles states that more information will follow once the work group begins meeting.
- Chair Wiles reminds the Board that at the last meeting, they discussed nominating potential new board members or suggesting individuals to “put their hats in the ring.”
- She explains that understanding the board matrix and identifying areas of opportunity will be important in assessing future board needs.
- Chair Wiles asks board members to email her any suggestions they have for potential new board members.
- Chair Wiles notes that she and Ms. Deloach identified a specific need for a board member who has lived experience in the foster care system.

5) Approval of Policy 1242 - Ms. Deloach presents:

- CCKids has moved the completion of annual appraisals from November to February.

Ms. Miller made a motion to approve the changes to Policy 1242, and Ms. Bailey seconded. The motion passed unanimously.

9) CEO Report- Ms. Deloach presents:

- As of October 17th, the ESEP contract was executed. It will start on Oct 1st. CCKids is waiting for the settlement agreement, which will cover the months of July, August, and September.
- Ms. Deloach reports that the risk pool application was due today and that the organization has successfully submitted it.
- CCKids is requesting approximately \$3.6 million from the risk pool.
- Ms. Deloach explains that there is only \$3 million available in the risk pool, and many organizations will be applying for these funds.
- She anticipates that the Department may do what it did last year and give each applicant a small percentage of what they requested while relying heavily on “back of the bill” funding.
- Ms. Deloach states that the funding formula’s final report was due to the legislature today, and the Lead Agencies were told they would receive a copy of it.
- She explains that they received a draft version and raised many issues with it, both individually and collectively with other lead agencies.
- The funding formula indicates that at least \$110 million in new money is needed statewide, and under that formula, CCKids would receive approximately \$3.4 million.
- Ms. Deloach notes that while this amount sounds promising, the real question is how the organization will actually receive and retain those funds.
- She explains that the formula includes a fixed cost tier (Tier 1) of \$1.9 million and a per-member-per-month tier, which fluctuates based on the number of clients.
- She outlines that Tier 2 is prevention and currently has no specific funding attached and is grouped with Tier 1.
- Tier 3 is based on per-member-per-month funding, Tier 4 relates to performance measures, and Tier 5 is for innovation, but neither Tier 4 nor Tier 5 currently has funding attached.



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- Ms. Deloach emphasizes that the lead agencies' main request is that the new formula be implemented through proviso language rather than being codified in statute, because they do not yet know how the formula will function in practice.
- She notes that it will be presented to a legislative committee, likely the House Human Services Committee, on December 8th, although that is not confirmed.
- Ms. Deloach has checked and states that if it goes to the Human Services Committee, no one from their delegation is on that committee, but if it goes to the Children and Families Committee, they do have representation.
- Ms. Miller asks whether any representatives from Brevard County (such as Tyler) might be on the relevant committee, and Ms. Deloach says she will check once she knows the committee assignment.
- Ms. Deloach reports that a limited liability bill for lead agencies has been filed in both the House and Senate.
- HB 529 (Rep. Chamberlain) and SB 660 (Sen. McClean) propose granting lead agencies immunity from tort liability for employee actions if specific safeguards are followed.
- These safeguards include regular background checks, verification against disqualifying registries, reporting misconduct allegations, and ensuring required training.
- If all conditions are met, the lead agency would receive liability immunity.
- Ms. Deloach notes the bill is expected to face opposition from trial lawyers due to its broad immunity provisions.
- Ms. Deloach notes that they do not know how far the bill will go, but they are hopeful since it has at least been filed.
- Ms. Deloach explains that the organization's insurance renews in January and that Ms. Hahn is working on obtaining quotes. She notes concern that the organization may be dropped from coverage or face significantly higher premiums, especially since some other lead agencies have lost their insurance or formed self-insurance pools.
- She points out that while the organization has not had claims, there is still uncertainty about future coverage and cost.
- Ms. Deloach reports a sharp increase in shelter placements, including children entering licensed care, relative care, and non-relative placements. She notes that this increase is especially notable in Martin County and Indian River County.
- In Martin County, the number of case managers had dropped to three, so they authorized CHS to add a fourth position to meet caseload requirements.
- In Indian River, there was previously a half-time position handling case management and home studies, and they are converting that into a full-time position.
- Ms. Deloach emphasizes that the organization must maintain the legislatively required 1:14 ratio for case managers to children.
- Ms. Deloach is pleased to report that the IT security breach and related system disruptions are now resolved.
- She confirms that all systems, including the incident reporting system and referrals, are back up and functioning.
- She notes that a few staff members are still experiencing phone issues, but those are being addressed.
- Ms. Deloach shares that during a call with the secretary and the head of IT, Devereux was praised for its quick and effective response to the breach.
- She commends staff, especially IT, for working around the clock to resolve the issue and expresses gratitude that operations are back to normal.



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- Ms. Deloach notes that November was National Adoption Month.
- She shares that CHS hosted a celebration at the Flying Pig Ranch on November 15th.
- The event included pigs, hayrides, snow cones, and an opportunity to see children who are discussed frequently in out-of-home review meetings.
- She describes the event as a lot of fun and a meaningful experience.
- Ms. Deloach explains that the organization receives an annual “report card” on its performance measures, called the Oranges Report, in which performance is depicted using oranges and arrows.
- She states that there are 13 measures across safety, permanency, and well-being on which lead agencies are evaluated.
- Initially, the department marked any decline from last year as “red,” even if the agency’s performance remained above the state average.
- Ms. Deloach and other lead agencies argued that if an agency is above the state average, it should be considered green even if it declined slightly.
- If this adjustment is adopted, her agency would only be red in two measures: children not abused during in-home services and recurrence of maltreatment within 12 months.
- She explains that these measures are often affected by issues such as relapse in substance abuse or domestic violence, which may cause children to be removed after a safety plan is violated.
- Ms. Deloach promises to send the final Oranges Report to the board as soon as it is officially released.
- Ms. Miller comments that it will be important to see whether there is a correlation between performance declines and funding cuts, especially as the state has reduced funding over time.
- Ms. Deloach agrees that it will be interesting to examine any correlation and notes that some measures have declined even though the organization remains above the state average.
- Ms. Deloach reports that the department is revisiting its Legislative Budget Request in light of the funding formula.
- She says there is discussion about requesting the full \$110 million indicated by the funding formula as needed statewide.
- Ms. Deloach highlights that the department is paying particular attention to the high cost of high-acuity youth, increased group home rates, and the rising numbers of teens entering care.
- Ms. Deloach explains that the organization is preparing to transition to CCWIS, the new system that will replace FISFIN.
- Many staff members are involved in CCWIS-related calls and activities, and she notes that the finance team will be one of the last groups to transition because they must ensure the billing and payment functions work correctly.

10) QA Committee Report – Mr. Kline Reports:

- Mr. Kline reports that the Quality Assurance Committee met at 2:00 p.m. earlier in the day and had a productive discussion.
- The committee reviewed incident reports and discussed increases and decreases across different incident categories.
- They examined data related to missing children, noting that the number of missing kids has decreased by 10, and they further analyzed what that decrease represents.
- Mr. Kline reports that there were no HIPAA violations in October.



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- The committee acknowledged the recent IT security breach but noted that the matter has been resolved and was the primary system-related concern during the period.
- Mr. Kline explains that the QA committee continues to monitor areas of highest risk and works to implement strategies to reduce those risks.
- Mr. Kline states that there is currently one child on the missing list since September 24th, and case management is continuing diligent search efforts.
- Ms. Carter presented the at-a-glance performance data and explained that some measures appear extreme because of very small sample sizes.
- Ms. Carter notes that when looking at a rolling 12-month period, the agency is above the target for that permanency measure by about 3.5 percent.
- Mr. Kline states that they will review these performance numbers again in the upcoming Continuous Quality Improvement (CQI) meeting with case management and providers.
- Ms. Kulscar reported on desk review data, noting that there are 21 out-of-home cases and three in-home cases under review for the second quarter.
- Ms. Topmiller provided an update on the monitoring process, explaining that CCKids case management will be monitored in December.
- Ms. Topmiller notes that Real Life Children's Ranch will have an on-site monitoring visit on December 12th.
- Ms. Sheffer reviewed organizational priorities, including maintaining the community-based care model, supporting early services engagement program, the upcoming CCWIS implementation, and funding model
- Mr. Kline notes that the next QA Committee meeting is scheduled for February 26th, 2026.

11) External Affairs/Advocacy- Ms. Anderwald presents:

- The Christmas holiday drive is in full swing. Sponsors are working on collecting gifts.
- New brochures are in circulation.
- Delegation talking points were distributed.
- The Thanksgiving co-parent lunch is coming up. Pat McCoy, Mark Young, and Melanie Wiles are coming to help. The caregiver support team is leading that. CCKids is looking for additional sponsors for this event.
- Ms. Anderwald reports that she has made good progress in Martin County and that schools there are open to displaying the foster home recruitment banners.
- She has contact information for each school and will reach out to them directly to finalize arrangements.
- She is also working on having the same artwork used for billboards donated by the DeBard family, who own multiple billboards and are prospective foster parents in Martin County.
- Ms. Anderwald is coordinating with Michelle Miller (a different Michelle Miller from the board member) about using some of those donated billboards for foster recruitment.
- She continues to work on the calming bags initiative, which provides essential items and comfort items for children entering care.
- Ms. Anderwald notes that they moved their 1K Story Stroll event to February and that planning for that event has begun.
- Chair Wiles encourages Ms. Anderwald to send any foster recruitment materials or social media assets to the board so members can help share them on social media.
- Michelle suggests that the organization consider placing one of the foster recruitment banners at the county fairgrounds since they already have a Christmas tree there and the fair board is usually supportive.
- Ms. Anderwald agrees to follow up on the fairground opportunity and appreciates the suggestion.



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12) Finance Report – Ms. Hahn reports:

- The first quarter of the year has passed. CCKids is projecting an operating loss of approximately \$750K and a total loss of roughly \$3.6M for the year. The risk pool is coming, and we will take advantage of it by applying.
- The expense line items that are greater than the budget are the foster care and group home costs.
- The KPMG discussion that involves no new money brings such a challenge for CCKids. In each of the last 5 years, there has been about \$20M in back-of-the-bill funding awarded. Unfortunately, DCF is not examining the costs of running child welfare, but instead, they are creating an allocation model. They will reallocate funds among the CBCs rather than focus on providing sufficient funding for the child welfare system.
- Ms. Hahn has an upcoming meeting on Wednesday with DCF and all CFOs to address many concerns.
- DCF is replacing more than just the FSFN system. The FLAIR system, which houses CBC financial data, budgets, and payments, is also being replaced.
- Ms. Hahn reiterates that we must hold an audit committee meeting in late December to review the draft audit report.
- She has confirmed with the auditors that they can accommodate the committee's chosen date as long as the Board provides a few options.
- Chair Wiles requests that Ms. Hahn coordinate with Ms. Eugene to schedule the audit committee meeting and notify the appropriate members.

Ms. Miller made a motion to approve the October finances, and Dr. Bailey seconded. The motion passed unanimously.

13) Board Comments –

- Mr. Young reports that in September, he attended a Cayuga foster parent support event that was held in partnership with the Inner Truth Project.
- Mr. Young also attended a luncheon with 4Kids, where they discussed efforts to increase engagement with the faith-based community across St. Lucie, Martin, and Indian River counties.
- Mr. Young shares that the association has a Christmas tree at the St. Lucie County Fairgrounds for the second year in a row as part of the nonprofit tree display.
- Mr. Young emphasizes that these outreach efforts help support foster parent recruitment and community awareness, which indirectly supports the organization's mission. He thanks the board and staff for their teamwork and dedication and wishes everyone happy holidays.
- Chair Wiles responds by thanking Mr. Young for his work with multiple agencies and acknowledging how important his efforts are to the overall network of care.
- Ms. Miller then suggests that the fairgrounds might also be a good place to display one of the foster recruitment banners that Ms. Anderwald is developing.
- Chair Wiles reminds Board members to send their board nomination suggestions and expresses appreciation to everyone for their hard work.



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14) Public Comments – N/A

15) Adjournment – The meeting was adjourned at 4:22 p.m.



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CEO Report
January 2025
CEO Report

We hope everyone had a wonderful holiday season! CCKids had our All-Hands Holiday party on December 12th, with a lot of beautiful decorations, fun activities, and good food. We announced the addition for this year of two extra designated holiday days, which was well received.

In the two months since our last meeting, given the holiday breaks, there has been some progress with the CCWIS project and the funding formula.

December 8th and 9th, Cheri Sheffer, Lauren Hahn, Josie Kirchner, and Katie Vella made the trip to Tallahassee for Rally In Tally. They met with Senators Grall, Harrell, and Representative Dana Trabulsky. Our top message was “if you adopt the funding formula, put it on a proviso and not in statute”. It has not been truly tested and three tiers are still to be completed.

The various CCKids CCWIS workgroups continue to meet. We are working on our Circuit’s implementation plan. Much time is dedicated to these activities. There are six C19 leadership positions, which include Cheri Sheffer, Lauren Hahn, Katie Vella as change sponsors, and Denise Natalizio, Caryn Toole, and Stacey Wickett (CHS) as change champions. Focus is on change management and the leadership needed during these times, and of course, data gathering. September 2026 is still the target for conversion from FSFN.

The 2026-27 legislative session has started with quite a few child welfare-related bills having been filed. As the session progresses, we will update the Board on the status of legislation that appears to have feet.

- a) One of particular importance to the CBC’s is HB529/SB660 regarding limited liability for CBCs. They were filed and have been referred to various committees.
- b) HB395/SB996 requires DCF, and the CBCs (separately but in exact duplicate) to convene organizations that focus on empowering children with lived experience. Meetings must be quarterly, with an agenda and minutes, looking at soliciting input on how to address challenges and opportunities for those in foster care. The agenda and minutes must be on DCF’s website and the CBCs. Starting in 2027, DCF and the CBC’s (separately and apart) must publish how the suggestions from the meetings have been adopted. Also included in this bill is the requirement that all children ages 6 to 18 receive a weekly cash allowance, \$1 for every year of age.

On January 12th, DCF presented the proposed funding formula to the Senate Children, Families, and Elders committee. Chad Barrett, Assistant Secretary for Administration, made note that the formula uses what things cost and not what they should cost. The request of the legislature is \$51 million: \$16M for the risk corridor and \$35M to go towards the \$110M the formula shows what is needed for proper funding based on projected expenditures. DCF claims they have the \$71M needed to make up the \$110. These dollars only address Tiers 1



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and 3. Tiers 2,4, and 5 were presented with DCF, just explaining what the tiers are, but no funding request is attached. Senators Grall and Harrell asked quite a few questions, with the committee settling on getting more feedback directly from the CBCs. So more to come.

A Residential Group Care/High Acuity workgroup has been created. Members include CBCs and DCF. Cheri Sheffer represents CCKids. The group will take a close look at the cost and outcomes of residential group care and how to define high acuity and the related costs associated with these children.

While the majority of issues related to connectivity and the Devereux Breach have been resolved, several staff at headquarters and in the field are having connectivity problems either with their phone, or computer or both. Lauren Hahn and Larry Olsen are working on a resolution. Another issue concerns the restriction Devereux has put on employees' ability to access the web. For our staff, especially case management, this is not acceptable. We are working with Devereux to lift the restrictions on CCKids. If they cannot or will not, we will be looking at contracting that service out...hopefully that can be avoided.

As of January 1st, CCKids has engaged Safe Hotline, Inc. to provide a 24/7 365 compliance hotline. Once the number is set up, it will go on our website. The cost is \$450 a year. Anyone can call with a complaint or to report suspected fraudulent activity with confidentiality. The report is transcribed and sent to those we have designated for a particular administrative function (TBD).

CCKids experienced a breach of confidentiality this month when, inadvertently, a licensing home study of one family was sent to another family. The recipient of the email containing the home study has verified she did not open the document and in fact deleted the email. All parties have been spoken to, proper notifications made, and breach notification letters sent to the impacted parties.

We are happy to report that our insurance coverage has been renewed. There have also been changes in the cost of health benefits and retirement. Lauren Hahn will cover these changes in her financial report.

The property manager at Sailfish (our office in Ft. Pierce) has reached out to see if we have any interest in moving staff from the first floor of one building to the 4th of the building next door, where we already have staff. Walk-throughs have conducted with positive results. David Lewenec, Contracts, will negotiate any lease changes.

Departmental reports follow:



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OPERATIONS

Cheri Sheffer, Chief Operating Officer

Despite two months with removals more than doubling the removals during the same period the prior fiscal year, we have continued to reduce the number of children under supervision. In-home services account for more than 90% of the reduction. Circuit 19 has experienced four consecutive fiscal years in which youth aged 13-17 made up an increasing proportion of children being sheltered. Historically, teens have accounted for no more than 15% of shelters. In the last four fiscal years, 19% of shelters have consisted of youth aged 13-17. For a small CBC, this is impactful.

ST LUCIE COUNTY

Katie Vella, St Lucie County Director

St. Lucie Case Management:

The average turnover rate within St. Lucie County case management for 2025 is 12.24% in comparison to 23% in 2024. Focus on quality improvement remains the top priority, given that the workforce has stabilized, and case loads remain manageable.

Monthly training for internal departments started in October 2025 to help improve efficiencies The trainings are proving to debunk workflow barriers and improve communication.

Early Services Engagement and Preservation Program (ESEP):

The ESEP program surpassed their annual goal of 57 families served. As of December 2025, ESEP officially outpaced referral numbers for the first year. The program's success continues to rise as more families are being served and kids remain safe in the home.

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

- 2026 Rally in Tally
- FCC Board Meeting
- Statewide CCWIS committee
- FCC Legal Issues Council
- FCC Case Management Subcommittee
- FCC Licensing and Placement Subcommittee
- C19 Surviving Sibling Staffing



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MARTIN COUNTY

Denise Natalizio, MS, Martin County Director

Martin County Case Management

Our former supervisor, Mary, was recently promoted to Program Director for Martin County, and her previous position will be filled. In response to the increase in cases(65), an additional DCM position was approved, and our new DCM began in January.

Level I Licensing (Relatives and Non-Relatives)

Our team is currently supporting 125 families, with a target to license 40% of them. In December, we saw encouraging momentum, increasing our licensing rate from the 30s to approximately 41–45%. Thanks to the team's continued dedication, we will remain at or exceed our goal.

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

-For the 25/26 fiscal year, we have a net loss of 2 homes and 5 beds.

-We received 6 inquiries for the statewide Florida Foster Information Center (FFIC), and 1 home was licensed.

-Child Placing Agencies (CPAs) currently have approximately 27 homes in progress toward licensure.

Kinship Navigator Program

In December, we extended our services to 14 additional kinship caregiver families; our fiscal year total is 78.

In December, Director Natalizio remained actively engaged in community leadership and collaboration efforts. Her key activities included:

- Continued service on the CCKids Succession Planning Team
- Continued service as a champion on the CCWIS Change Management Team
- Participated in the following meetings and events:
 - Martin County Interagency Coalition (member and board meetings)
 - Martin County Children's Services Council meeting
 - Project Lift Community Resources Roundtable

INDIAN RIVER & OKEECHOBEE COUNTY

Caryn Toole, Okeechobee, and Indian River Director

Road to Success Program:

EFC = 16 (+20 EFC Out of County Services)

Aftercare/PESS =25

Under 18 minors served =67

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



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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's 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 chairman 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.

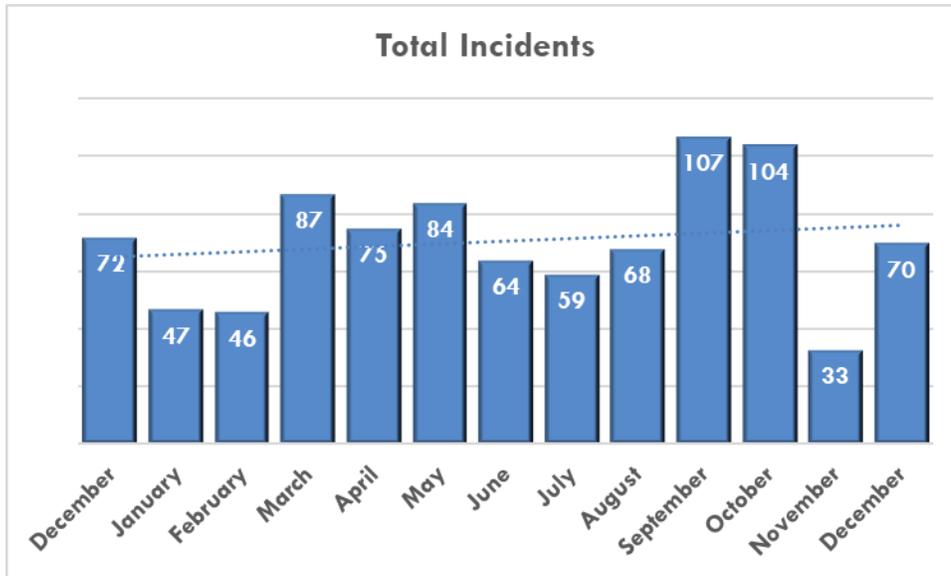
QUALITY MANAGEMENT

Rusty Kline, Director of Quality Management

Quality Management/Risk Management:

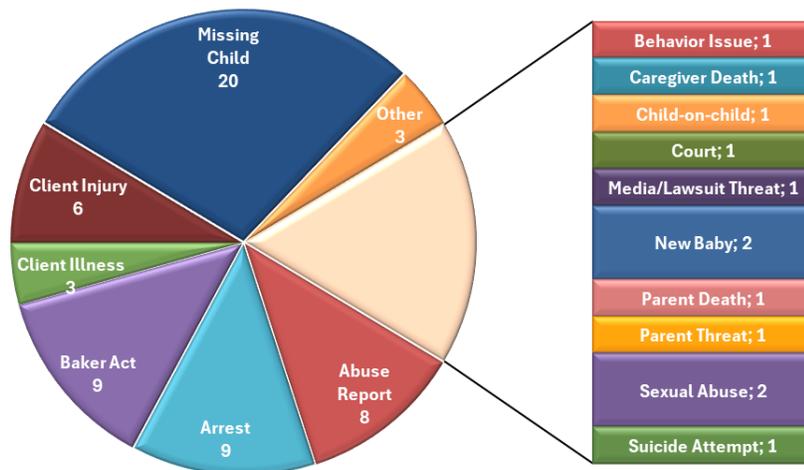
The data highlighted below represents incident reports received during the month of December 2025 and will be presented to CCKids Senior Management, County Directors, Program Directors, and Case Manager Supervisors.

70 incidents were reported during the month of December 2025. Of the 70 incidents, 7 were listed as secondary categories in conjunction with other incidents. These reports listed 37 individual children and 5 parents as active participants. Five of the 37 children are placed in Circuit 19 by another CBC agency and are only receiving courtesy supervision services from CCKids. Of the 37 children involved, 12 were named as participants in more than one incident report and/or incident type.



The total number of incidents reported increased significantly from November to December and is consistent with the average (70) for the last 12 months.

INCIDENT REPORTS BY CATEGORY





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TRAINING AND DEVELOPMENT

Nicky Smith, Director of Training and Development

The next cycle of Pre-Service Training for Case Managers and Licensing staff starts on February 16, 2026. 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, CPR/First Aid, and Calming Bags & Regulation Stations for All Ages.

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 continue to meet monthly to plan the 2026 conference, which will take place at the Sunseeker Resort, July 19-21, 2026.

The CCKids Compliance Committee continues to meet on a quarterly basis. The Compliance Committee has begun the annual review of policies in anticipation of the annual Sunshine audit in spring 2026. There have been no incidents of FWA or Positive sanction screening results to report. The quarterly QFAAR report was submitted on 1/2/2026. The annual HIPAA training required for the CCKids Board and staff will be assigned on March 1, 2026, in My FL Learn.

FINANCE

Lauren Hahn, CFO

We are halfway into the fiscal year, and operations are going as expected. When comparing our budget, the residential group care line continues to stick out the most with the largest unfavorable variance. The losses are expected to continue throughout the rest of the year. As a result, we are taking advantage of all the opportunities for additional funds through the risk pool process, back of the bill, and heavy involvement in the funding model development and analysis.

Some additional factors have affected December's performance. Devereux reported to us that there have been several very expensive claims related to health care, and as a result, we were hit with a \$50,000 expense to cover. The experience a year ago was more favorable and we received a \$35,000 credit in June 2025. However, the tide has turned during the first six months of this year.



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Also, our retirement expense this year of approximately \$411,000 has increased 12% from approximately \$356,000 last year. This increase is due to higher wages and an increase in the number of participants.

On a positive note, we renewed our general liability insurance as of 1/1/2026. Our overall premiums will be \$145,693, which is approximately \$100,000 less than the premiums from last fiscal year! The reason for this is that FIT has entered the child welfare space here in Florida and is providing some competition for ANI, forcing prices down. It is our broker's understanding that FIT wants to be a prominent provider here in Florida. We chose to stay with ANI since their premiums were about \$44,000 lower than FIT. FIT required a \$250,000 refundable deductible payment, and FIT did not offer any payment plans, meaning we would have to pay the entire policy up front.

The final draft of the KPMG funding model has been presented to the legislature by the CFO of DCF. The model does call for an additional \$111M to be infused into the system of care to cover expected FY2026 expenses. DCF reported that there is a current surplus of \$39M (total funding less expenses) and there is an additional \$36.1M in appropriations available to DCF. This leaves a gap of \$52.2M unfunded, which represents the legislative ask by DCF to the legislature.

During the Appropriations Meeting held earlier this month, legislators raised questions about the current deficits and the undeveloped tiers of the model. DCF believes the model and risk corridor will be sufficient for the CBCs, and the remaining tiers continue to be developed.

The audit for FY2025 is going smoothly. We will hold an audit committee meeting on January 28, 2026, at 10:00 am to review the draft report.



AT-A-GLANCE

Scorecard/Contract Performance Measures		November	December	Target	% Change
SAFETY	Children Not Abused in OOHC	0.00	0.00	9.07	0.00
	No Abuse during In-Home Services	99.19%	100.00%	98.00%	▶ 0.81%
	Children with No Recurrence of Verified Abuse within 12 Months	92.31%	95.65%	90.30%	▶ 3.34%
WELL-BEING					
WELL-BEING	Kids Seen Every 30 Days	99.97%	99.96%	99.50%	▶ -0.02%
PERMANENCY					
PERMANENCY	Placement Moves per 1000 Days in OOHC	4.43	4.33	4.50	▶ -0.10
	Kids Exiting OOHC to a Permanent Home w/In 12 Months of Removal	20.00%	50.00%	35.20%	▶ 30.00%
	Kids in OOHC 12-23 Months who Exit to a Permanent Home	65.52%	63.54%	44.00%	▶ -1.98%
	Kids Who do Not Re-enter OOHC within 12 Months of Exit*	94.55%	95.58%	94.40%	▶ 1.03%
	Percentage of Children in OOHC Placed with Relative/Non-Relatives	47.53%	50.56%	60.00%	▶ 3.03%
	Sibling Groups Placed Together in OOHC	66.25%	62.50%	65.00%	▶ -3.75%
	Number of Finalized Adoptions (YTD)	50	59	84	▶ 9

**CFSR Desk Review Data
2025-2026
Qualitative Metrics**

	CFSR items	Quarter 1 July 1, 2025 - September 30, 2025	Quarter 2 October 1, 2025 - December 31, 2025	Quarter 3 January 1, 2026 - March 31, 2026	Fiscal Year July 1, 2025 - June 30, 2026
	Number of Cases	18 3: In Home 15: Foster Care	10 2: In Home 8: Foster Care	2 2: In Home 0: Out of Home	30 7: In Home 23: Foster Care
Safety	Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment Purpose of Assessment	83.33%	100.00%	NA	84.62%
	Item 2: Services to prevent removal	78.57%	50.00%	0.00%	70.59%
	Item 3: Risk and Safety Assessment and Management	66.67%	70.00%	0.00%	63.33%
Permanency	Item 4: Stability of Foster Care Placement	86.67%	100.00%	NA	91.30%
	Item 5: Permanency Goal for the Child	100.00%	75.00%	NA	91.30%
	Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	46.67%	50.00%	NA	47.83%
	Item 7: Placement with Siblings	57.14%	100.00%	NA	66.67%
	Item 8: Visiting with Parents and Siblings in Foster Care	35.71%	100.00%	NA	43.75%
	Item 9: Preserving Connections	20.00%	37.50%	NA	26.09%
	Item 10: Relative Placement	53.33%	57.14%	NA	54.55%
	Item 11: Relationship of Child in Care with Parents	18.18%	50.00%	NA	23.08%
Well-Being	Item 12: Needs and Services of Child, Parents, and Foster Parents	22.22%	40.00%	0.00%	26.67%
	Item 12A: Needs Assessment and Services to Children	88.89%	70.00%	50.00%	80.00%
	Item 12B: Needs Assessment and Services to Parents	7.14%	20.00%	0.00%	9.52%
	Item 12C: Needs Assessment and Services to Foster Parents	75.00%	60.00%	0.00%	70.59%
	Item 13: Child and Family Involvement in Case Planning	35.29%	25.00%	0.00%	29.63%
	Item 14: Caseworker Visits with the Child	38.89%	80.00%	0.00%	50.00%
	Item 15: Caseworker Visits with Parents	7.14%	20.00%	0.00%	9.52%
	Item 16: Educational Needs of the Child	44.44%	75.00%	0.00%	58.82%
	Item 17: Physical Health of the Child	62.50%	62.50%	0.00%	62.50%
	Item 18: Mental/Behavioral Health of the Child	42.86%	80.00%	100.00%	61.54%
	Is an Immediate Child Safety Action Required?	0.00%	0.00%	0.00%	0.00%

	Change between Q1 & Q2	Change between FY 24-25 & FY 25-26
	Higher Percentage from Quarter 1 Reviews	Higher Percentage from FY 24-25 Reviews
	Lower Percentage from Quarter 1 Reviews	Lower Percentage from FY 24-25 Reviews
	No change from Quarter 1 Reviews	No change from FY 24-25 Reviews

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

Cash in Bank	\$ 7,365,499	
Total Assets	\$ 8,772,637	
Total Liabilities	\$ 7,820,698	
Total Net Assets	\$ 951,939	
Current Assets (a)	\$ 6,371,108	
Current Liabilities (b)	\$ 5,340,623	1.19 Current Ratio [a/b]

	<u>Current Month</u>	<u>Year-to-Date</u>
Total Revenues	\$ 3,367,085	\$ 20,050,821
Total Expenses	\$ 3,603,662	\$ 21,170,509
Net Surplus (Deficit)	<u>\$ (236,577)</u>	<u>\$ (1,119,687)</u>

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

	Dec-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	2,061,343		2,061,343				2,061,343
DCF IL	-	104,982	104,982				104,982
DCF Other	32,711		32,711				32,711
ESEP	-		-	41,667			41,667
DCF Total	2,094,053	104,982	2,199,035	41,667	-	-	2,240,702
Sunshine State Health Plan	-		-		23,282		23,282
Other	-		-			5,933	5,933
Total Revenue	2,094,053	104,982	2,199,035	41,667	23,282	5,933	2,269,917
Expenses							
Lead Agency Expenses							
Salaries & Wages							
Salaries	583,468	43,158	626,625	43,309	6,601		676,535
Overtime	6,961	370	7,331	9	-		7,340
Total Salaries & Wages	590,429	43,528	633,956	43,319	6,601	-	683,875
Employee Benefits	202,260	15,388	217,649	15,897	2,081		235,626
Occupancy							
Rent	74,080	1,796	75,876	2,793	227		78,896
Utilities	4,562	75	4,636	101	11		4,748
Phone	11,830	766	12,596	625	70		13,291
Equipment rental	7,651	479	8,130	12	60		8,202
Repairs and maintenance	8,490	376	8,866	138	47		9,051
Total Occupancy	106,613	3,492	110,105	3,669	416	-	114,189
Insurance	31,680	1,764	33,443	1,960	402		35,805
Office/Travel/Other							
Office expense	40,152	-	40,152	-	-		40,152
Travel	15,243	1,146	16,389	283	-		16,672
Legal	-		-		-		-
Audit	4,000		4,000		-		4,000
PR, Conferences, Trainings	212	-	212		-		212
Total Office/Travel/Other	59,607	1,146	60,753	283	-	-	61,036
Administrative/IT	81,523	-	81,523	27	-		81,550
Total Lead Agency Costs	1,072,112	65,318	1,137,429	65,154	9,499	-	1,212,082

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

	Dec-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	250,313		250,313				250,313
Adoption services	70,082		70,082				70,082
Total CM/Adoption	320,395	-	320,395	-	-	-	320,395
Prevention and intervention							
Diversion services	53,087		53,087	-			53,087
Foster care recruitment	46,571		46,571	-			46,571
Total Contracted Services	105,558	-	105,558	-	-	-	105,558
Total Contracted Services	525,612	-	525,612	-	-	-	525,612
Out of Home Care							
Foster home	87,912		87,912				87,912
Residential group care	585,930		585,930				585,930
Clothing	-		-				-
Total Out of home care	673,842	-	673,842	-	-	-	673,842
Independent Living							
Room and board	-	7,040	7,040				7,040
PESS and Aftercare Services	-	31,323	31,323				31,323
Total Independent Living	-	38,363	38,363	-	-	-	38,363
Client support services							
Children's mental health wraparound services	33,715		33,715				33,715
Lab services	11,606	-	11,606				11,606
Other services	30,706	-	30,706	101	(150)	5,695	36,352
Total Client support services	76,027	-	76,027	101	(150)	5,695	81,673
Total Operating Expenses	2,347,592	103,681	2,451,273	65,256	9,349	5,695	2,531,572
Other Expenses	3,280		3,280				3,280
Total Expenses	2,350,873	103,681	2,454,554	65,256	9,349	5,695	2,534,853
Operating surplus (decifit)	(256,819)	1,301	(255,519)	(23,589)	13,933	239	(264,936)

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

	Dec-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	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	901,348		901,348				901,348
Expense - Level 1 Licensed Care	49,406		49,406				49,406
Expense - Guardianship Assistance	86,767		86,767				86,767
Expense - Child Care Subsidies	31,288		31,288				31,288
Total Expense - Subsidies	1,068,809	-	1,068,809	-	-	-	1,068,809
Net Subsidies	28,359	-	28,359	-	-	-	28,359
Gross Revenue	3,191,221	104,982	3,296,203	41,667	23,282	5,933	3,367,085
Expenses (incl MAS)	3,419,682	103,681	3,523,362	65,256	9,349	5,695	3,603,662
Net surplus (decifit)	(228,460)	1,301	(227,160)	(23,589)	13,933	239	(236,577)

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

	YTD						
	(D) DCF Child						
	(C) DCF Child Welfare Core Plus (ZJ002)	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	12,214,432		12,214,432				12,214,432
DCF IL	-	629,890	629,890				629,890
DCF Other	196,266		196,266				196,266
ESEP	-		-	250,000			250,000
DCF Total	12,410,697	629,890	13,040,587	250,000	-	-	13,290,587
Sunshine State Health Plan	-		-		171,044		171,044
Other	-		-			6,183	6,183
Total Revenue	12,410,697	629,890	13,040,587	250,000	171,044	6,183	13,467,814
Expenses							
Lead Agency Expenses							
Salaries & Wages							
Salaries	3,519,301	238,788	3,758,089	250,094	38,792	-	4,046,975
Overtime	49,040	10,690	59,730	2,381	-	-	62,111
Total Salaries & Wages	3,568,341	249,478	3,817,818	252,476	38,792	-	4,109,086
Employee Benefits	1,068,500	76,226	1,144,726	74,780	10,980		1,230,486
Occupancy							
Rent	443,504	10,660	454,164	16,759	1,374		472,296
Utilities	23,695	571	24,265	1,022	40		25,327
Phone	63,333	4,038	67,371	3,625	362		71,359
Equipment rental	21,729	1,182	22,911	70	152		23,132
Repairs and maintenance	41,782	2,335	44,117	323	294		44,735
Total Occupancy	594,042	18,786	612,828	21,799	2,222	-	636,849
Insurance	115,940	6,455	122,395	7,172	1,470		131,037
Office/Travel/Other							
Office expense	72,287	30	72,317	234	1		72,553
Travel	61,370	5,003	66,373	2,257			68,631
Legal	9,782		9,782				9,782
Audit	14,540		14,540				14,540
PR, Conferences, Trainings	7,135	675	7,810	-			7,810
Total Office/Travel/Other	165,114	5,709	170,823	2,492	1	-	173,316
Administrative/IT	322,060	39	322,099	96	6		322,200
Total Lead Agency Costs	5,833,997	356,692	6,190,688	358,815	53,471	-	6,602,974

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

	YTD						
	(D) DCF Child		(E) Total DCF Child Welfare	(F) DCF ESEP (ZJ001)	(G) Sunshine	(H) Other	
(C) DCF Child Welfare Core Plus (ZJ002)	Welfare - Independent Living (ZJ002)	Welfare					Welfare
Contracted Services							
CM/Adoption							
Case management	1,650,915		1,650,915				1,650,915
Adoption services	461,515		461,515				461,515
Total CM/Adoption	2,112,430	-	2,112,430	-	-	-	2,112,430
Prevention and intervention							
Diversion services	322,117		322,117				322,117
Foster care recruitment	307,071		307,071				307,071
Total Contracted Services	988,456	-	988,456	-	-	-	988,456
Total Contracted Services	3,730,074	-	3,730,074	-	-	-	3,730,074
Out of Home Care							
Foster home	499,215		499,215				499,215
Residential group care	3,361,453		3,361,453				3,361,453
Clothing	56,600		56,600				56,600
Total Out of home care	3,917,268	-	3,917,268	-	-	-	3,917,268
Independent Living							
Room and board		75,470	75,470				75,470
PESS and Aftercare Services		181,327	181,327				181,327
Total Independent Living	-	256,797	256,797	-	-	-	256,797
Client support services							
Children's mental health wraparound services	120,450		120,450				120,450
Lab services	70,588	242	70,829	311			71,141
Other services	194,249	747	194,997	322	(1,000)	4,516	198,835
Total Client support services	385,286	989	386,276	633	(1,000)	4,516	390,425
Total Operating Expenses	13,866,626	614,478	14,481,103	359,448	52,471	4,516	14,897,538
Other Expenses	20,683		20,683				20,683
Total Expenses	13,887,309	614,478	14,501,787	359,448	52,471	4,516	14,918,221
Operating surplus (deficit)	(1,476,612)	15,412	(1,461,200)	(109,448)	118,573	1,667	(1,450,407)

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

	YTD						
	(D) DCF Child		(E) Total	(F) DCF	(G)	(H)	(I) TOTAL All
	(C) DCF Child Welfare Core Plus (ZJ002)	Welfare - Independent Living (ZJ002)	DCF Child Welfare (ZJ002)	ESEP (ZJ001)	Sunshine	Other	Programs
Maintenance Subsidies							
Revenue - Adoption	5,278,314		5,278,314				5,278,314
Revenue - Level 1 Licensed Care	475,806		475,806				475,806
Revenue - Guardianship Assistance	588,168		588,168				588,168
Revenue - Child Care Subsidies	240,720		240,720				240,720
Total Revenue - Subsidies	6,583,007	-	6,583,007	-	-	-	6,583,007
Expense - Adoption	5,360,413		5,360,413				5,360,413
Expense - Level 1 Licensed Care	220,265		220,265				220,265
Expense - Guardianship Assistance	508,558		508,558				508,558
Expense - Child Care Subsidies	163,051		163,051				163,051
Total Expense - Subsidies	6,252,287	-	6,252,287	-	-	-	6,252,287
Net Subsidies	330,720	-	330,720	-	-	-	330,720
Gross Revenue	18,993,704	629,890	19,623,594	250,000	171,044	6,183	20,050,821
Expenses (incl MAS)	20,139,596	614,478	20,754,074	359,448	52,471	4,516	21,170,509
Net surplus (decifit)	(1,145,892)	15,412	(1,130,480)	(109,448)	118,573	1,667	(1,119,687)

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

	Dec-25			YTD			50.00%	YTD
	Actual	Budget	Fav (Unfav) Variance	Actual	Budget	Fav (Unfav) Variance	% of Actual To Total Budget	Approved Budget FY25-26
Revenue:								
DCF Core Services	2,061,343	2,048,541	12,802	12,214,432	12,291,245	(76,813)	49.7%	24,582,489
DCF IL	104,982	104,982	-	629,890	629,890	-	50.0%	1,259,779
DCF Other	32,711	32,711	-	196,266	196,265	1	50.0%	392,529
ESEP	41,667	77,083	(35,417)	250,000	462,500	(212,500)	27.0%	925,000
DCF Total	2,240,702	2,263,316	(22,615)	13,290,587	13,579,899	(289,312)	48.9%	27,159,797
Sunshine State Health Plan	23,282	24,000	(718)	171,044	144,000	27,044	59.4%	288,000
Other	5,933	1,250	4,683	6,183	7,500	(1,317)	41.2%	15,000
Total Revenue	2,269,917	2,288,566	(18,649)	13,467,814	13,731,399	(263,584)	49.0%	27,462,797
Expenses:								
Lead Agency / System of Care Expense								
Salaries and wages								
Salaries	676,535	610,973	(65,562)	4,046,975	3,665,839	(381,136)	55.2%	7,331,679
Overtime	7,340	12,500	5,160	62,111	75,000	12,889	41.4%	150,000
Total Salaries & Wages	683,875	623,473	(60,402)	4,109,086	3,740,839	(368,247)	54.9%	7,481,679
Employee benefits	235,626	198,004	(37,622)	1,230,486	1,188,026	(42,460)	51.8%	2,376,052
Occupancy								
Rent	78,896	80,304	1,408	472,296	481,826	9,530	49.0%	963,651
Utilities	4,748	3,049	(1,699)	25,327	18,295	(7,033)	69.2%	36,590
Phone	13,291	14,050	759	71,359	84,301	12,942	42.3%	168,601
Furniture and equipment	8,202	4,705	(3,498)	23,132	28,228	5,096	41.0%	56,457
Repairs and maintenance	9,051	9,631	579	44,735	57,785	13,050	38.7%	115,570
Total Occupancy	114,189	111,739	(2,450)	636,849	670,434	33,585	47.5%	1,340,868
Insurance	35,805	28,335	(7,470)	131,037	170,010	38,972	38.5%	340,019
Office/Travel/Other								
Office expense	40,152	10,000	(30,152)	72,553	60,000	(12,553)	60.5%	120,000
Travel	16,672	16,667	(6)	68,631	100,000	31,369	34.3%	200,000
Legal	-	2,083	2,083	9,782	12,500	2,718	39.1%	25,000
Audit	4,000	4,667	667	14,540	28,000	13,460	26.0%	56,000
Other (PR, Conf, Training)	212	6,250	6,038	7,810	37,500	29,690	10.4%	75,000
Total Office/Travel/Other	61,036	39,667	(21,370)	173,316	238,000	64,684	36.4%	476,000
Administrative / management	81,550	51,250	(30,300)	322,200	307,500	(14,700)	52.4%	615,000
Total Lead Agency Costs	1,212,082	1,052,468	(159,614)	6,602,974	6,314,809	(288,165)	52.3%	12,629,618

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

	Dec-25			YTD			50.00%	YTD
	Actual	Budget	Fav (Unfav) Variance	Actual	Budget	Fav (Unfav) Variance	% of Actual To Total Budget	Approved Budget FY25-26
Contracted Services								
Case Management/Adoption								
Case management	250,313	266,084	15,770	1,650,915	1,596,502	(54,414)	51.7%	3,193,003
Adoption services	70,082	68,500	(1,583)	461,515	410,997	(50,518)	56.1%	821,994
Total CM/Adoption	320,395	334,583	14,188	2,112,430	2,007,499	(104,932)	52.6%	4,014,997
Prevention and Intervention services								
Diversion services	53,087	57,075	3,988	322,117	342,451	20,334	47.0%	684,901
Foster care administration	46,571	50,000	3,429	307,071	300,000	(7,071)	51.2%	600,000
Total Contracted Services	105,558	169,574	64,016	988,456	1,017,445	28,989	48.6%	2,034,890
Total Contracted Services	525,612	611,232	85,621	3,730,074	3,667,394	(62,680)	50.9%	7,334,788
Out of Home								
Foster home	87,912	122,338	34,425	499,215	734,026	234,811	34.0%	1,468,052
Residential group care	585,930	372,642	(213,288)	3,361,453	2,235,851	(1,125,602)	75.2%	4,471,701
Clothing	-	6,250	6,250	56,600	37,500	(19,100)	75.5%	75,000
Total Out of Home Care	673,842	501,229	(172,613)	3,917,268	3,007,377	(909,892)	65.1%	6,014,753
Independent Living								
Room and board	7,040	13,750	6,710	73,347	82,500	9,153	44.5%	165,000
Services	31,323	27,083	(4,240)	181,327	162,500	(18,827)	55.8%	325,000
Total Independent Living	38,363	40,833	2,470	254,674	245,000	(9,674)	52.0%	490,000
Client support services								
Children's mental health wraparound services	33,715	21,108	(12,606)	120,450	126,651	6,201	47.6%	253,301
Lab services	11,606	10,722	(885)	71,141	64,331	(6,810)	55.3%	128,661
Other services	36,352	35,019	(1,333)	200,958	210,114	9,156	47.8%	420,228
Total Client support services	81,673	66,849	(14,824)	392,548	401,095	8,547	48.9%	802,190
Total Operating Expenses	2,531,572	2,272,612	(258,960)	14,897,538	13,635,675	(1,261,863)	54.6%	27,271,350
Other Expenses	3,280	2,500	(780)	20,683	15,000	(5,683)	68.9%	30,000
Total Expenses	2,534,853	2,275,112	(259,740)	14,918,221	13,650,675	(1,267,546)	54.6%	27,301,350
Net operating surplus (deficit)	(264,936)	13,454	241,091	(1,450,407)	80,724	(1,003,962)	-898.4%	161,447

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	Dec-25			YTD			50.0%	YTD
	Actual	Budget	Fav (Unfav) Variance	Actual	Budget	Fav (Unfav) Variance	% of Actual To Total Budget	Approved Budget FY25-26
Maintenance Subsidies								
Revenue - Maintenance Adoption Subsidies	879,719	879,719	-	5,278,314	5,278,314	-	50.0%	10,556,628
Revenue - Level 1 Licensed Care	79,301	79,301	-	475,806	475,806	-	50.0%	951,611
Revenue - Guardianship Assistance Program	98,028	98,028	-	588,168	588,168	-	50.0%	1,176,335
Revenue - Child Care Subsidies	40,120	40,120	-	240,720	240,720	-	50.0%	481,440
Total Revenue - Subsidies	1,097,168	1,097,168	-	6,583,007	6,583,007	-	50.0%	13,166,014
Expense - Maintenance Adoption Subsidies	901,348	879,719	(21,629)	5,360,413	5,278,314	(82,099)	50.8%	10,556,628
Expense - Level 1 Licensed Care	49,406	79,301	29,895	220,265	475,806	255,541	23.1%	951,611
Expense - Guardianship Assistance Program	86,767	98,028	11,261	508,558	588,168	79,609	43.2%	1,176,335
Expense - Child Care Subsidies	31,288	40,120	8,832	163,051	240,720	77,669	33.9%	481,440
Total Expense - Subsidies	1,068,809	1,097,168	28,359	6,252,287	6,583,007	330,720	47.5%	13,166,014
Net surplus (deficit) subsidies	28,359	-	28,359	330,720	-	330,720		-
Gross Revenue	3,367,085	3,385,734	18,649	20,050,821	20,314,406	263,584	49.4%	40,628,811
Expenses	3,603,662	3,372,280	(231,381)	21,170,509	20,233,682	(936,827)	52.3%	40,467,364
Net surplus (deficit)	(236,577)	13,454	(250,031)	(1,119,687)	80,724	(1,200,411)	-693.5%	161,447

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	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Total
Revenue:							
DCF Core Services	1,984,531	1,984,531	2,061,342	2,061,343	2,061,343	2,061,343	12,214,432
DCF IL	104,982	104,982	104,982	104,982	104,982	104,982	629,890
DCF Other	32,711	32,711	32,712	32,711	32,711	32,711	196,266
ESEP	41,667	41,667	41,667	41,667	41,667	41,667	250,000
DCF Total	2,163,890	2,163,890	2,240,702	2,240,702	2,240,702	2,240,702	13,290,587
Sunshine State Health Plan	23,114	23,100	23,212	54,634	23,702	23,282	171,044
Other	-	-	-	250	0	5,933	6,183
Total Revenue	2,187,004	2,186,990	2,263,914	2,295,586	2,264,404	2,269,917	13,467,814
Expenses:							
Lead Agency / System of Care Expense							
Salaries and wages							
Salaries	704,218	683,302	665,057	670,501	647,363	676,535	4,046,975
Overtime	2,906	11,980	8,786	17,048	14,051	7,340	62,111
Total Salaries & Wages	707,124	695,282	673,842	687,549	661,413	683,875	4,109,086
Employee benefits	202,571	200,322	200,166	202,363	189,437	235,626	1,230,486
Occupancy							
Rent	79,090	78,270	79,055	78,680	78,305	78,896	472,296
Utilities	6,498	2,493	3,713	5,009	2,866	4,748	25,327
Phone	5,797	12,970	16,752	13,425	9,123	13,291	71,359
Furniture and equipment	761	3,975	4,628	4,589	976	8,202	23,132
Repairs and maintenance	6,696	6,809	7,389	6,852	7,937	9,051	44,735
Total Occupancy	98,843	104,517	111,537	108,555	99,208	114,189	636,849
Insurance	26,529	15,966	15,966	21,157	15,616	35,805	131,037
Office/Travel/Other							
Office expense	20,280	533	3,118	2,699	5,770	40,152	72,553
Travel	2,642	10,958	10,963	19,988	7,408	16,672	68,631
Legal	-	-	-	7,460	2,323	-	9,782
Audit	-	-	-	5,300	5,240	4,000	14,540
Other (PR, Conf, Training)	3,125	847	1,788	1,677	160	212	7,810
Total Office/Travel/Other	26,048	12,338	15,869	37,124	20,901	61,036	173,316
Administrative / management	46,898	48,716	48,006	50,034	46,995	81,550	322,200
Total Lead Agency Costs	1,108,012	1,077,141	1,065,386	1,106,782	1,033,570	1,212,082	6,602,974

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	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Total
Contracted Services							
Case Management/Adoption							
Case management	285,000	285,000	252,548	327,771	250,283	250,313	1,650,915
Adoption services	74,190	71,190	70,829	100,452	74,771	70,082	461,515
Total CM/Adoption	359,190	356,190	323,377	428,223	325,054	320,395	2,112,430
Prevention and Intervention services							
Diversion services	47,040	50,691	69,916	50,691	50,692	53,087	322,117
Foster care administration	50,000	50,000	50,000	50,000	60,500	46,571	307,071
Total Contracted Services	184,324	186,581	182,611	175,281	154,102	105,558	988,456
Total Contracted Services	640,554	643,462	625,904	704,195	590,348	525,612	3,730,074
Out of Home							
Foster home	78,204	79,142	81,081	89,430	83,447	87,912	499,215
Residential group care	561,169	524,325	540,043	506,911	643,076	585,930	3,361,453
Clothing	57,300	(1,600)	1,200	-	(300)	-	56,600
Total Out of Home Care	696,672	601,866	622,324	596,341	726,223	673,842	3,917,268
Independent Living							
Room and board	16,102	20,827	8,226	9,435	11,717	7,040	73,347
Services	17,617	24,080	44,720	32,210	31,377	31,323	181,327
Total Independent Living	33,718	44,907	52,946	41,645	43,094	38,363	254,674
Client support services							
Children's mental health wraparound serv	1,146	18,239	33,753	25,923	7,674	33,715	120,450
Lab services	-	11,099	17,424	13,804	17,207	11,606	71,141
Other services	27,612	37,804	49,594	21,136	28,460	36,352	200,958
Total Client support services	28,758	67,141	100,771	60,863	53,342	81,673	392,548
Total Operating Expenses	2,507,715	2,434,518	2,467,332	2,509,825	2,446,576	2,531,572	14,897,538
Other Expenses	3,406	3,576	3,601	3,426	3,394	3,280	20,683
Total Expenses	2,511,120	2,438,095	2,470,933	2,513,251	2,449,970	2,534,853	14,918,221
Net operating surplus (deficit)	(324,116)	(251,104)	(207,019)	(217,666)	(185,566)	(264,936)	(1,450,407)
Maintenance Subsidies							
Revenue - Maintenance Adoption Subsidies	879,719	879,719	879,719	879,719	879,719	879,719	\$ 5,278,314
Revenue - Level 1 Licensed Care	79,301	79,301	79,301	79,301	79,301	79,301	475,806
Revenue - Guardianship Assistance Program	98,028	98,028	98,028	98,028	98,028	98,028	588,168
Revenue - Child Care Subsidies	40,120	40,120	40,120	40,120	40,120	40,120	240,720
Total Revenue - Subsidies	1,097,168	1,097,168	1,097,168	1,097,168	1,097,168	1,097,168	6,583,007
Expense - Maintenance Adoption Subsidies	874,843	892,820	908,160	893,317	889,926	901,348	5,360,413
Expense - Level 1 Licensed Care	32,070	27,941	32,884	38,787	39,178	49,406	220,265
Expense - Guardianship Assistance Program	82,279	82,437	86,352	78,662	92,063	86,767	508,558
Expense - Child Care Subsidies	22,800	30,126	24,312	27,652	26,874	31,288	163,051
Total Expense - Subsidies	1,011,991	1,033,324	1,051,707	1,038,417	1,048,040	1,068,809	6,252,287
Net Income - Subsidies	85,177	63,843	45,461	58,751	49,128	28,359	330,720
Gross Revenue	3,284,172	3,284,158	3,361,082	3,392,754	3,361,572	3,367,085	20,050,821
Expenses (incl MAS)	3,523,111	3,471,419	3,522,639	3,551,668	3,498,010	3,603,662	21,170,509
Net Income (loss)	(238,939)	(187,261)	(161,558)	(158,915)	(136,438)	(236,577)	(1,119,687)