



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

## Board of Directors Monthly Meeting

April 28<sup>th</sup>, 2026

### Agenda

- |                                                                 |                |
|-----------------------------------------------------------------|----------------|
| 1. Call to Order                                                | Melanie Wiles  |
| 2. Board Chair Comments                                         | Melanie Wiles  |
| 3. February & March Minutes                                     | Melanie Wiles  |
| 4. ESEP- Martin County Children Services Council Grant Approval | Carol Deloach  |
| 5. Board Bylaws                                                 | Carol Deloach  |
| 6. Board Term Limits                                            | Carol Deloach  |
| 7. Board Matrix                                                 | Carol Deloach  |
| 8. Board Committees                                             | Carol Deloach  |
| 9. CEO Board Report                                             | Carol Deloach  |
| 10. Quality Assurance Update                                    | Rusty Kline    |
| 11. External Affairs                                            | Dana Anderwald |
| 12. Finance Update                                              | Lauren Hahn    |
| • February & March Financial Approval                           |                |
| 13. Public Comments                                             | Melanie Wiles  |
| 14. Adjournment                                                 | Melanie Wiles  |

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### 2026 Schedule of Meetings

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

May 26 <sup>th</sup>	August 25 <sup>th</sup>	November 24 <sup>th</sup> ***
June 23 <sup>rd</sup>	September 22 <sup>nd</sup>	December 22 <sup>nd</sup> ***
July 28 <sup>th</sup>	October 27 <sup>th</sup>	



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Board of Directors Meeting  
Communities Connected for Kids Headquarters  
March 24th, 2026  
3:00 pm

### March 2026 Minutes

**1) Call to Order – Vice Chair** Conway called the meeting to order at 3:01 p.m.

**Board members in attendance:** Melanie Wiles, Mary Young, Kristy Conway

**Board members not present:** Leslie Kroeger, Gloria Seidule, Pat McCoy, Michelle Miller, Gloria Seidule and Vanessa Farnes.

**Internal staff in attendance:** Carol Deloach, Cheri Sheffer, Lauren Hahn, Josie Kirchner, Nicky Smith, Rusty Kline, Holley Ives, Jill Poole, Alisa Carter, Shannon Davenport, Suzie Kulscar, Katie Vella, Sara Topmiller, Evan Hunsberger, Shannon Villieux, Grace Sayre

**Guests in attendance:** Nancy Wall, Christy Gillis, and Bob McPartland.

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

- N/A

**3) Approval of February Minutes** -

*No quorum*

**4) Recognition of Josie Kirchner** – Ms. Deloach

- Carol Deloach read a recognition sent in by Sunshine Health for Josie.

**5) Board Bylaws** – Ms. Deloach

- Board Bylaws were tabled due to not having a quorum. At the next meeting, there will be a high-level overview presentation focusing on changes to the bylaws.

**6) Board Committees** – Carol Deloach

- It was noted that 6 BOD members' terms expire in August and will need to seek recommitments or find replacements.
- Mrs. Deloach discussed reviewing the Board matrix with legal, and a change was made based on our attorney's recommendation, which will be reviewed at the next meeting.



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## 7) CEO Report - Ms. Deloach

- FL Legislative session is over. Many bills died, including limited liability, funding formula & carry forward, and there will need to be a conference for the budget.
- COU completed their review, and for the first time in our history, there were no findings!
- CCKids was one of only 4 CBCs that completed the IV-E Random Moment Sampling at 100% statewide.
- Molina is taking over the CMS health plan and sent over a BAA agreement. This was reviewed by legal, and the BAA was sent back with some suggestions for change. We are waiting to hear back from Molina.
- Sunshine audit begins 4/9.
- Sailfish contract is signed, and renovations are set to begin 4/1. We'll be gaining a shower and a washer/dryer to do laundry. David Lewenec was recognized for excellent negotiation skills and building good business relationships that impacted a favorable deal.
- A HIPAA breach occurred when one foster parent's document was sent to another foster parent. QM handled the reporting and follow-up.
- CCKids intends to apply for a grant in Martin County to fund ESEP service there.
- Gratitude was expressed to Mark Young for permitting the use of his church for CCWIS training.
- New Pre-service curriculum is coming out.
- COA reaccreditation is coming up in 2027. CCKids is considering whether to continue pursuing it due to the cost and resources that go into the readiness for the review, considering all the other projects. DCF no longer requires this level of accreditation. Nicky Smith is inquiring with Social Current whether the review can be delayed for a year.
- In-person Contract Oversight Team meeting occurred on 3/12. DCF representatives were impressed with our internal monitoring and recognized it as a "best practice".
- This may create an unfunded mandate.

## 8) QA Committee Report – Mr. Kline Reports:

- Subcommittee meeting discussion that occurred immediately prior to the BOD meeting was reviewed.
- There were a total of 36 incident reports for February
- At-a-glance:
  - In red in placement moves per 1000 days—this is the first time in over a year we've been below the measure—we have one child who moved 11 times, and it comes down to on 12/100<sup>th</sup> of a day in the calculation. We will review in CQI tomorrow.
- CFRS: We're seeing improvement in measures 9 & 13 due to the discussion QM and DCMs are having.
- We completed monitoring of HCC Village & Shelter, Blossom House & We Care. Reports are in draft.
- Nicky Smith discussed HIPAA training.
- Cheri Sheffer gave CCWIS overview.
- ESEP data were discussed; approximately 258 children have been diverted from licensed foster care because of the ESEP program.
- Next meeting is 4/28.



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**9) External Affairs/Advocacy - Ms. Anderwald presents:**

- Manicure Movement is in full planning mode.
  - CCKids is securing community engagements for Family Fun Fair at Fenn Center on 4/11 and CAC's Pinwheel Planting on 4/11.
  - All Hands Meeting on 4/17 will host a manicure activity for staff.
- 4/1 is Wear Blue Day.
- Volunteer appreciation breakfast is 4/16: BOD should have received invitations.

**10) Finance Report – Ms. Hahn**

- There are no funding updates to report. However, we anticipate risk pool funding & additional information on back of the bill to be combined toward the end of the fiscal year.
- Operationally, February was more favorable because there are fewer days.
- ESEP has \$475K in expenditures thus far, and grant funding is on track to be exhausted before the end of March. Will need to apply expenses for the rest of the fiscal year to our DCF contract, which will contribute to the overall loss.
  - Chair Wiles inquired about plans for funding ESEP next year. Mrs. Hahn suggested the grant being applied for will help. Mrs. Deloach further explained how the funding formula is based on what is spent and that ESEP expenses will be included moving forward.
- Cash flow will get tight in April; however, the timing of invoicing and expenses helps to ease the squeeze felt.
- Form 990 is due to be filed by 5/15/26 and will be discussed at the next BOD meeting.

**No Quorum.**

**11) Board Comments –**

- Mark Young reported on being invited to a Cayuga parent training course to discuss FAPA.
- 4Kids came to FAPA to discuss EPIC training. CCKids is coming next time to discuss “normalcy”
- Camelot is using the church for foster parent support training.
- American Heritage donations were received for the shelter and for WaveCREST.

**12) Public Comments – N/A**

**13) Adjournment – The meeting was adjourned at 4:02 p.m.**



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Board of Directors Meeting  
Communities Connected for Kids Headquarters  
February 24<sup>th</sup>, 2026  
3:00 pm

### February 2026 Minutes

**1) Call to Order – Vice Chair** Conway called the meeting to order at 3:00 p.m.

**Board members in attendance:** Michelle Miller, Kristy Conway, Mark Young, Vanessa Farnes, and Dr. Angie Bailey.

**Board members not present:** Leslie Kroeger, Gloria Seidule, Pat McCoy, and Meanie Wiles.

**Internal staff in attendance:** Elisabeth Eugene, Chyna Degginger, Holly Ives, Suzie Kulscar, Lesa Sims, Cheri Sheffer, Carol Deloach, Nicky Smith, Rusty Kline, Lauren Hahn, Maribel Torres, Denise Natalizio, Shannon Davenport, Evan Hunsberger, and Andi Poli.

**Guests in attendance:** Nancy Wall and Christy Gillis.

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

- N/A

**3) Approval of January Minutes** -

*Ms. Miller made a motion to approve the January 2026 Minutes, and Ms. Farnes seconded. The motion passed unanimously.*

**4) Annual Risk Report** – Ms. Deloach

- Ms. Deloach reported on the annual risk report, approximately ten pages in length, was attached. She gave a synopsis of the report and sent what she read from.
- Ms. Deloach reported that CCKids remains in compliance with all laws and regulations.
- CCKids successfully completed its CPA review with no corrective action required, allowing the child placing license to remain active and operations to continue.
- The fiscal audit was completed, and the Form 990 was submitted in a timely manner.
- CCKids maintained the required insurance coverage, noting that it was touch-and-go, but Ms. Hahn secured coverage at a reduced cost.
- Monthly facility inspections and fire drills were completed, and CCKids continues working with the landlord to resolve any pending issues.
- The Sunshine compliance audit was completed in May with no findings, and special recognition was given to Ms. Kirchner, who will be formally recognized at the next board meeting.
- Monthly sanction screenings were completed with no positive hits.
- Ongoing monitoring of subcontracted providers continued in partnership with Quality Management.



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- A security incident involving Devereaux impacted operations, IT staff worked to restore systems and continue implementing measures to reduce future risk.
- Ms. Deloach reported continued focus on the funding formula and the CCWIS system transition, noting ongoing monthly calls, work groups, and deadlines.
- Any fiscal risks are addressed monthly with the Board at the Board meeting.
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#### 5) CEO Report - Ms. Deloach

- Ms. Deloach thanked Board members for sending letters to legislative committees requesting that the funding formula remain in the implementing bill rather than statute, and reported that the formula is currently in the implementing bill.
- House Bill 5003 (Implementing) was filed on February 19 and adopted by the Senate on February 20.
- The bill provides that between July 2026 and November 2026, the Department and lead agencies will finalize the funding formula, with a final report due December 1, including recommendations and adjustments.
- Three tiers of the funding model still require work, including prevention, per-member-per-month adjustments, and performance measures.
- A carry-forward provision in the implementing bill would require all carry-forward funds as of July 1, 2026, to return to DCF and then to general revenue by September 30, 2026, but only for one year.
- There is currently approximately \$92 million in carry-forward statewide, while the back of the bill requests a total of approximately \$35 million, leaving \$54 million to go back into general revenue. Bill 2518 contains alternative language allowing carry-forward up to an 8% of the annual contract amount.
- The Limited Liability bill progressed in the House but remains stalled in the Senate.
- Senate Bill 996 and House Bill 395 require quarterly meetings with youth-serving local providers to include youth with lived experience. The measure is currently on the special order calendar.
- House Bill 763 addresses foster youth cash allowance, which is proposed at a higher rate than it is currently. This may create an unfunded mandate.

#### 6) QA Committee Report – Mr. Kline Reports:

- Mr. Kline reports that the Quality Assurance Committee met at 2:00 p.m.
- Incident report: There were 3 security breaches. Someone left a phone in a foster parent's home. The phone was closed. There was also a form with a name on it, but no other information was shared.
- Twenty-eight missing child incidents were reported, all of which were resolved, with no children currently missing.
- At A Glance - Same two areas we're usually red in: Percentage of children in OOH placed with relative/non-relative, and siblings placed together. There are 79 sibling groups, and 49 are grouped together.

#### 7) External Affairs/Advocacy - Ms. Anderwald presents:



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- Ms. Anderwald reported that the 1K event had a strong turnout and created increased awareness of the need for foster homes. Ms. Wisecup and Ms. Poole were recognized for all their involvement and help with the event.
- The manicure movement initiative to bring awareness to child abuse prevention is launching soon.
- Planning is underway for the April Volunteer Appreciation Breakfast, with sponsorships already being secured.

#### **8) Finance Report – Ms. Hahn**

- The Audit Committee met on February 17<sup>th</sup> to review audit findings.
- Ms. Hahn reported that the audit resulted in no findings, comments, or adjustments.
- The audit opinion was unmodified, representing the highest level of assurance.
- There were no disagreements between auditors and management.
- A draft audit was distributed, and the final report is expected by the end of the week.
- The Audit Committee recommended approval of the audit.

***Ms. Miller made a motion to approve the January 2026 finances, and Ms. Farnes seconded. The motion passed unanimously.***

- Ms. Hahn reported that January financials were in line with expectations.
- Salaries reflected a negative cash flow due to improved recruitment and retention.
- Insurance expenses have decreased due to lower premiums.
- Residential group care remains the primary cost driver, contributing to a projected annual deficit of approximately \$3.2 million.
- The ESEP program is fully operational, though only \$500,000 was granted, with anticipated overages requiring internal funding.
- Cash flow remains stable.
- Continue to stay tuned on the KPMG model.
- There's a monthly meeting tomorrow for CFOs with DCF.

***Ms. Farnes made a motion to approve the Draft Audit Report, and Ms. Miller seconded. The motion passed unanimously.***

#### **9) Board Comments –**

- N/A

#### **10) Public Comments – N/A**

#### **11) Adjournment – The meeting was adjourned at 3:51 p.m.**



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**CEO Report**  
**April 2026**  
CEO Report

We are told by DCF that they are working behind the scenes with the legislature to ensure Back of the Bill is funded. Our \$3.6 M ask is included in the total. There is still no word on core funding, and it will not be until the budget is finalized. We are told that it could be in June. There will be more meetings to hopefully finalize the funding formula.

The CFSR (Children and Family Services Review) process is being replaced with a new Federal initiative, “A Home for Every Child.” The idea is to eliminate the Performance Improvement Plan, most states have been on for years, with no major improvement, and replace it with meaningful measures looking at the goal of ensuring there is a home for every child that comes into care. Several measures are non-negotiable as they are from the Feds and applicable to all states that opted in to the new process. Other measures can be submitted by each state for Federal approval. The CBCs are working with DCF on developing Florida-specific measures.

CCWIS, the state’s new computer system replacing FSN, is on track to roll out in September. There are various levels of training that will take place over the summer, including train-the-trainer and testing by groups of staff for weeks at a time on the various functions within CCWIS, such as finance, case management, Extended Foster Care, Placement, etc. We must develop scripts and run real-life scenarios. Since this is over the summer, when most people take vacation, we are offering a 40-hour leave buyback, which is budget-neutral. There are parameters, and commitment is time-sensitive and final.

Another new initiative is Continue the Mission. Enacted into statute last year, DCF is required to develop a recruitment campaign to attract investigators and case managers. DCF has hired Accenture to develop the campaign. There is a screening form to be completed by DCF staff in Tallahassee and then forwarded down to the CBC point of contact, which is our case, HR Director Evan Hunsberger. Should we receive any inquiries, Evan will direct the person to our normal application process. The target population is those with public service experience. There will be tracking and reporting from the CBCs to DCF, who, in turn, must deliver a report to the legislature.

We continue our application to the Martin County Children’s Services Council for grant funding that will allow us to expand our Early Services Engagement Program to Martin County. In just this fiscal year, from July through March, the program has served 141 children in Saint Lucie County, diverting 120 from entering out-of-home care; a potential savings of \$ 1.1 million.

In preparation for the Board’s Annual May meeting, we will be covering several topics. These include a) Revised by-laws (red-line and final draft, reviewed by Glen Torcivia, b) a copy of the current CCKids Board Composition Matrix and the proposed revised matrix, c) the Board term limit tracking document, and d) continuation of COA. May’s meeting starts at noon on May 26<sup>th</sup> with lunch at the Martin County Children’s Services Council.





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*Departmental reports follow:*

## **OPERATIONS**

*Cheri Sheffer, Chief Operating Officer*

We are currently evaluating the impact of ESEP on the overall numbers of children served. The vast majority of families served in ESEP are closing safe, without entering out of home care or requiring ongoing case management services. While the Circuit overall has experienced a 22% decrease in children under supervision, SLC contributed 81% of the decrease, and Okeechobee 18% , while Indian River and Martin county experienced an **increase** in children under supervision. The majority of the decreases are occurring in In home services, which currently makes up only 20% of children under supervision compared to 34% in October 2024. This appears to confirm ESEP as a strong contributor to the reduction in the number of children under supervision.

## **ST LUCIE COUNTY**

*Katie Vella, St Lucie County Director*

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

St. Lucie County dependency case management has remained stable without any staff leaving in the last quarter of the year. Focus on quality improvement remains the top priority given the workforce has stabilized and case loads remain manageable.

Monthly training for internal departments started in October 2025 to help improve efficiencies; the training is proving to debunk workflow barriers and improve communication.

Regional Conflict Council social workers have partnered with Communities Connected for Kids and look forward to future collaboration.

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

The ESEP program surpassed their annual goal of 57 families served. The program served 11 families in March and total of 79 for the fiscal 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 March, Director Vella attended the following:

- Statewide CCWIS committee



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- FCC Case Management Subcommittee
- FCC Residential Subcommittee
- C19 Surviving Sibling Staffing
- Alliance Meeting

## **MARTIN COUNTY**

*Denise Natalizio, MS, Martin County Director*

### Martin County Case Management

Caseloads remain manageable with approximately 60 children.

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

March carried forward the strong finish we saw last year, with licensing rates holding steady at 44–46% and comfortably exceeding our 40% goal. We are currently engaged with 107 families.

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

-For the 25/26 fiscal year, we have a net loss of 7 homes and 2 beds.

-We received 8 inquiries for the statewide Florida Foster Information Center (FFIC) and 3 homes were licensed.

-Child Placing Agencies (CPAs) currently have approximately 29 homes in progress toward licensure.

#### Kinship Navigator Program

In March, we extended our services to 21 additional kinship caregiver families, our fiscal year total is 124.

In March, Director Natalizio remained active in community leadership, continuing her roles on the CCKids Succession Planning Team and the CCWIS Change Management Team while attending key community meetings, including the Martin County Interagency Coalition meeting and board meeting.

## **INDIAN RIVER & OKEECHOBEE COUNTY**

*Caryn Toole, Okeechobee, and Indian River Director*

### Road to Success Program:

EFC = 18 (+22 EFC Out of County Services)

Aftercare/PESS =25

Under 18 minors served =68

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

### Okeechobee:



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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 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.

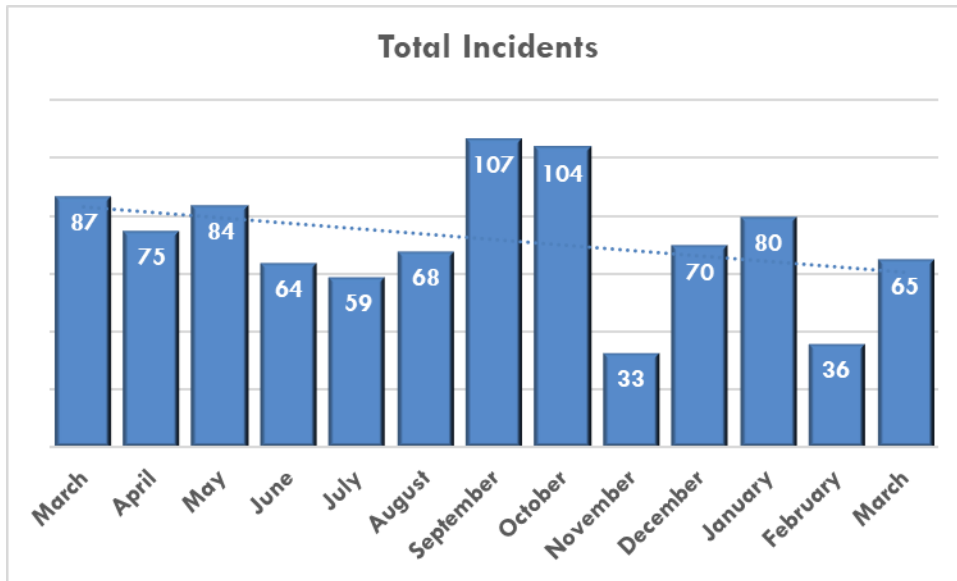
**QUALITY MANAGEMENT**

*Rusty Kline, Director of Quality Management*

**Quality Management/Risk Management:**

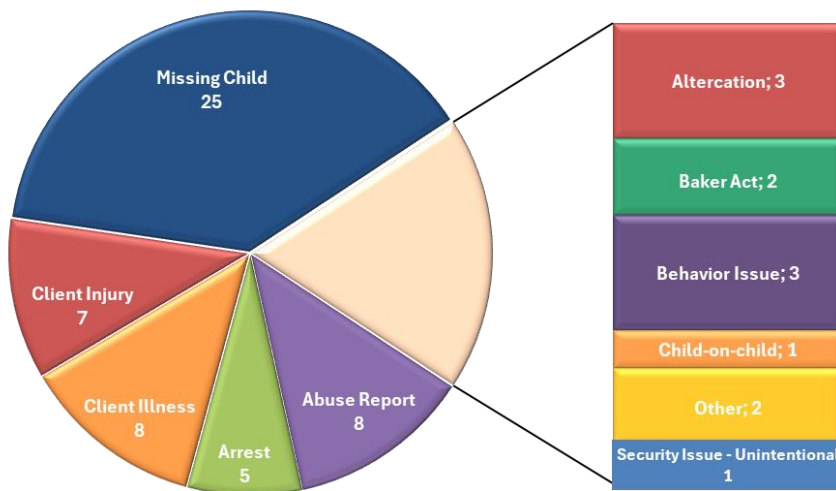
The data highlighted below represents incident reports received during the month of March 2026 and will be presented to CCKids Senior Management, County Directors, Program Directors, and Case Manager Supervisors.

65 incidents were reported during the month of March 2026. Of the 65 incidents, 4 were listed as a secondary category in conjunction with another incident. These reports listed 44 individual children, one employee, and one parent as active participants. Six of the 44 children are placed in Circuit 19 by another CBC agency and are only receiving courtesy supervision services from CCKids. Of the 44 children involved, 13 were named as participants in more than one incident report and/or incident type.



The total number of incidents reported increased from February to March and is slightly below the average (73) for the last 12 months.

### INCIDENT REPORTS BY CATEGORY



### TRAINING AND DEVELOPMENT



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*Nicky Smith, Director of Training and Development*

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 refresher training, Calm Bag training, and De-escalation training. The training team has started preparing for the upcoming rollout of the new Florida Academy training curriculum. The Train-the-trainer sessions will take place the last week of May and the first week of June, with an anticipated start date of June 22, 2026, for the new Academy training curriculum. One of the training specialists continues to participate as a super user and in user acceptance testing (UAT) as part of the CCWIS implementation.

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 and the biannual training managers' meeting as we plan the rollout of the new Academy and CCWIS. 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 quarterly. The Compliance Committee has begun the annual review of policies in anticipation of the annual Sunshine audit, tentatively scheduled to start on April 9, 2026. There have been no incidents of FWA or Positive sanction screening results to report. 100% of CCKids Board and staff have completed the annual Fraud, Waste, and Abuse training. The CCKids Annual Compliance and Code of Conduct training will be assigned on May 1, 2026.

## **FINANCE**

*Lauren Hahn, CFO*

For March, our operating loss is \$192,014. Year-to-date, we are experiencing an operating loss of \$2,189,800. We continue to expect a deficit of approximately \$3.6 million at June 30, 2026.

During March, our year-to-date expenses for the ESEP program in St. Lucie County totaled \$537,716, exceeding the fiscal year grant award of \$500,000. ESEP program costs are allowed to be reimbursed under our main DCF contract. As such, all costs above the grant amount—and any additional costs going forward—will be charged to the DCF contract instead.

We expect to spend about \$200,000 more on this program before the end of the fiscal year, and that amount is already included in our overall projected deficit.

As of March 31, 2026, our dashboard reports that our ability to meet current liabilities remains at roughly break-even. We continue to keep a close eye on the cash flows.

There are no further updates on the risk pool and the back of the bill.



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There are no further updates on the KPMG funding model.

Form 990 will be filed shortly after this board meeting, but before the due date of 5/15/26.

Now that audit season and tax season are over, it is time for budget season. (Who said Florida doesn't have seasons?) Unfortunately, we know that there is no additional funding for CCKids in the coming fiscal year, so putting together a budget-neutral product will be a challenge. More to come.

**BYLAWS COMMUNITIES CONNECTED FOR KIDS, INC.  
(A FLORIDA NOT-FOR-PROFIT CORPORATION)**

**ARTICLE I**

**IDENTITY**

The following Bylaws shall govern the operation of COMMUNITIES CONNECTED FOR KIDS, INC., a not-for-profit corporation, organized and existing under the laws of the State of Florida (the "Corporation").

**ARTICLE II**

**PURPOSE**

Section 1. Purpose. The Corporation has been created for the primary purpose of acting as the Lead Agency for community- based child welfare services in accordance with Section 409.1671, Florida Statutes. The organization is organized exclusively for charitable, educational, and scientific purposes under section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code. The Corporation shall not have members and shall not issue membership certificates.

**ARTICLE III**

**BOARD OF DIRECTORS**

Section 1. General Powers. The governance of the Corporation shall be the key responsibility of the Board of Directors (the "Directors"). The Directors establishes mission and direction, ensures the necessary resources, and develops guiding principles for the Corporation following FL Statute 409.87.

Section 2. Composition Board membership shall consist of no less than **five (5)** and no more than **fifteen (15)** board members whose membership shall meet the minimum requirements of Section 409.987(4)(b), F.S., which requires at least 75 percent of the membership of the board of directors be composed of persons residing in the State of Florida, and at least 51 percent of the membership of the board of directors composed of persons residing within the service area of the Lead Agency. The directors and officers of the Lead Agency shall have no business or financial ties to the Lead Agency, any of the providers that are part of the Lead Agency's provider network, or any suppliers that result in a personal financial gain to any director or officer. Board composition shall reflect the demographics of the Circuit 19 Community and shall be sufficiently diverse in strength and capabilities to plan and deliver appropriate services to its' defined community.

Section 3. Responsibilities The members of the Board of Directors shall have a fiduciary duty to act in the best interest of the Lead Agency and its stakeholders, and in so doing, they shall adhere to the highest standards of care, loyalty, and good faith. The Board shall exercise diligent oversight and approval of the Lead Agency's annual budget and spend plan. This oversight shall include but not be limited to, a review and approval process, which may involve meetings, discussions, and analysis of financial data. The Board shall ensure the approval process is compliant with section 409.987 F.S. and

provides for long-term financial stability of the Lead Agency. The Board shall exercise sound judgment in their decision-making related to the Lead Agency's financial and business operations, taking into consideration the Lead Agency's financial health and viability, direct services to children and families, and overall functioning of the system of care. The Board shall represent the interest of the Circuit 19 community and serve as a link between the organization and the community. Directors are further responsible for fulfilling duties as outlined in the Board member Job description.

If there is a situation where there is a conflict between the Statute and the Contract, the Board will adhere to the requirement which is the most stringent.

Directors shall be elected for a term of three (3) years. Term of service shall commence the first day of the first month following the meeting at which Director was elected and expire three years later on the following June 30th. In the year in which a Director's term expires, such Elected Director may request to be considered for an additional (3) year term and may be re-elected to serve such additional three (3) year term provided that a majority of the remaining Directors present, vote in favor of said Director's re-election.

### Section 3. Conflicts of Interest.

A. In the event that any Director has a conflict of interest that might properly limit such Director's fair and impartial participation in Board deliberations or decisions, such Director shall inform the Board as to the circumstances of such conflict. If those circumstances require the nonparticipation of the affected Director, the Board may nonetheless request from the Director any appropriate non-confidential information which might inform its decisions. "Conflict of Interest," as referred to herein, shall include but shall not be limited to, any transaction by or with the Corporation in which a Director has a direct or indirect personal interest or any transaction in which a Director is unable to exercise impartial judgment or otherwise act in the best interests of the Corporation.

B. No Director shall cast a vote, nor take part in the final deliberation in any matter in which he or she, members of his or her immediate family or any organization to which such Director has allegiance, has a Personal interest that may be seen as competing with the interest of the Corporation. Any Director who believes he or she may have such a conflict of interest shall so notify the Board prior to deliberation on the matter in question, and the Board shall make the final determination as to whether any Director has a conflict of interest in any matter. The minutes of the Board meeting shall reflect disclosure of any conflict of interest and the recusal of the interested Director.

Section 4. Board Decisions. An act of a majority of the Directors present, either in person or by communication media technology at a meeting at which a quorum is present either in person or by communication media technology shall be an act of the Board of Directors, unless the act of a greater number is required by law or by these Bylaws. The following actions shall require consent of two-thirds (66.7%) (Rounded to the nearest whole number) of the Directors present for the vote:

- A. Adoption, amendment, or repeal of the Corporation's Articles of Incorporation or these Bylaws.
- B. Approval of revenue contracts,
- C. The hiring or discharge of the Chief Executive Officer, including the approval of the terms and conditions of employment.



- D. Approval of a loan or contribution of additional capital or operating funds by any person or entity.
- E. The removal of an Elected Director
- F. A proposal to sell, lease, convey, exchange, transfer, or otherwise dispose of, or to mortgage, deed in trust, or otherwise encumber, all or substantially all of the property or assets of the Corporation.
- G. A proposal to merge or consolidate with another corporation.
- H. A proposal to wind up and dissolve the Corporation.
- I. A decision to file an action in bankruptcy or other reorganization that could affect the creditors of the Corporation.
- J. Approval of the Budget.

Section 5. Vacancies. Any vacancy occurring on the Board of Directors that causes the number of Directors to fall below the minimum as set forth in Section 2 above shall be filled by an Interim Director appointed by the Executive Committee. The appointment of said Interim Director shall be ratified by the Board at the next regular meeting of the Board of Directors or by mail or electronic mail in such a manner as the Board of Directors shall determine. The Directorship of an Interim Elected Director shall terminate on June 30 following appointment, with said term of appointment not to exceed 12 months overall. In the year in which such Interim Elected Director's term expires, such Interim Elected Director may be nominated by the Chair to be considered for an elected Directorship in accordance with Section 2 above

Section 6. Compensation. Members of the Board of Directors shall not be paid trustees, agents, clients or employees (excluding the Chief Executive Officer), of the Corporation or receive a fee for services rendered to the Corporation. The business or professional firm of a Director may be involved in business transactions with the Corporation only if there is no conflict of interest and upon full disclosure to, and approval by, a majority of the Board of Directors.

Section 7. Resignation. Any Director may resign at any time by giving written notice to the Chief Executive Officer and the Chair of the Board of Directors. Such resignation shall take effect at the time specified therein, or, if no time is specified, at the time of acceptance thereof as determined by the Chief Executive Officer and the Chair of the Board of Directors.

Section 8. Removal. Any Elected Director may be removed, with or without cause, by a two-thirds vote of the Directors present at any regular, annual or special meeting.

Section 9. Advisory Board Member. The Board, by resolution adopted by the Board, may establish one or more advisory boards and designate and appoint Advisory Board Members whose responsibility will be to advise and support the work of the Corporation and serve as ambassadors to the community. The Advisory Board Member is someone who is willing to provide critical assistance as an advisor and supplement the work of the Board and staff members but may otherwise have limited time available to serve as an active member of the Board. The Advisory Board Member shall have no decision-making power a typically no board responsibilities. The Advisory Board Member may be assigned multiple tasks at the discretion of the Board and is expected to follow the same ethical guidelines and

values as Board and staff members. An Advisory Board Member will be invited to make recommendations, provide consultation and/or give advice to Board and staff members. In addition, the Advisory Board Member may be asked to:

- A. Provide oversight and accountability for projects, programs and services;
- B. Raise money for unrestricted use or for a specific program;
- C. Serve as an advocate, facilitating access to policy makers and helping shape public policy that benefits the organization;
- D. Review, monitor or assess a specific program;
- E. Enlist help from others without enlarging the existing governing Board;
- F. Provide technical expertise;
- G. Gather input from or serve as a liaison with key constituencies;
- H. Incorporate additional layers of diversity and new perspectives within the Corporation
- I. Provide whatever additional services necessary to support the Corporation's Mission and Vision.

The number of Advisory Board Members will be determined by the Board based on the needs of the Corporation. An appropriate orientation and a written description of applicable rules and responsibilities will be provided to each Advisory Board Member. The Board shall have the right to remove any Advisory Board member at any time for any reason.

Section 10. Arrests or Other Proceedings. A Board Member who is arrested during their tenure as a Board Member for the Corporation for any offense that could potentially place the Corporation in a negative light must report that arrest to the Board Chair immediately. In addition, if a Board Member, during their tenure as a Board Member for the Corporation, becomes the subject of an investigation by a State Agency or Licensing Board of the State that could place the Corporation in a negative light, that Board Member will report that investigation to the Board Chair immediately upon knowing of the investigation. If a Board Member, during their tenure, becomes the subject of an Abuse and/or Neglect investigation by the Department of Children and Families, Department of Elder Affairs, Agency for Health Care Administration or the Agency for Persons with Disabilities that Board Member must report that investigation to the Board Chair immediately. If the Board Chair is a subject to an arrest or investigation as described previously, he or she will inform the Chief Executive Officer immediately.

## **ARTICLE IV**

### **MEETINGS OF DIRECTORS**

Section 1. Annual Meeting. An annual meeting of Directors shall be held in the fourth quarter of the Corporation's fiscal year, at the place designated in the written notice of the meeting for the purpose of electing Directors and Officers, ratifying or amending the Articles of Incorporation or Bylaws, and for the transaction of such other business as may come before the meeting.

Section 2. Quorum. A majority of the Board of Directors present shall constitute a quorum for the transaction of business at any meeting of the Directors, If a quorum is not present at any meeting, the Chair shall determine whether to continue the meeting with information only items or if the meeting shall be adjourned to a specified place, day and hour with notice given as provided in Section 6 of

this Article until a quorum is reached. Members of the Board of Directors need not be physically present to establish a quorum. The quorum may be established by the attendance of a majority of the Board of Directors, whether said attendance is in person or remotely via communication media technology.

Section 3. Regular Meetings. Regular meetings of the Board of Directors shall be held at the principal office of the Corporation or at such other place as the Chair may determine. The Directors shall schedule a minimum of three (3) regular meetings per year in addition to the annual meeting. The Board of Directors may provide, by resolution, the time and place for holding additional regular meetings. Additional regular meetings shall be held at the principal office of the Corporation in the absence of any designation in the resolution.

Section 4. Telephone or Video Conference Attendance. Any one or more Directors may participate in a meeting of the Board of Directors by means of a conference telephone, video conference, or similar telecommunications device, which allows all persons participating in the meeting to hear each other. Participation by telephone or video conference shall be equivalent to presence in person at the meeting for purposes of determining if a quorum is present.

Section 5. Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the Chair or any two Directors, and shall be held at the principal office of the Corporation or at such other place as the Chair may determine.

Section 6. Notice of Meetings. Notice of any meeting of the Board of Directors shall be in accordance with the provisions of Florida law (including, but not limited to, the Florida Open Meetings Laws (also Florida Sunshine Law) as set forth in Article I, Section 24 of the Florida Constitution as it may exist from time to time and in Florida Statutes Chapter 286.011 as amended or restated from time to time) as to the members of the public, and shall be given to the Directors at least seven (7) days prior thereto by written notice delivered personally, by electronic mail, or sent by mail to each Director at his address as shown by the records of the Corporation. If mailed, such notice shall be deemed delivered when deposited in the United States mail in a sealed envelope so addressed, with postage thereon prepaid. Any Director may waive notice the timeliness of notice of any meeting. The attendance of a Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. The business to be transacted at the meeting need not be specified in the notice or waiver of notice of such meeting unless specifically required by law (including, but not limited to, the Florida Open Meetings Laws or by these Bylaws, or whenever any of the business to be considered, transacted or voted on at such meeting includes any of the following:

- A. A proposal to sell, lease, convey, exchange, transfer, or otherwise dispose of, or to mortgage, deed in trust, or otherwise encumber, all or substantially all of the property or assets of the Corporation.
- B. A proposal to merge or consolidate with another corporation.
- C. A proposal to amend the Articles of Incorporation except an amendment to extend the term of the corporate existence.
- D. A proposal to amend the Bylaws.
- E. A proposal to wind up and dissolve the Corporation.
- F. Removal of a member of the Board of Directors
- G. Removal of an Officer of the Corporation.

Section 7. Public Meetings of the Board of Directors. Notwithstanding anything to the contrary in these Bylaws, the Board of Directors of the Corporation shall conduct its activities and its meetings (regular and special) in accordance with the Florida Open Meetings Laws (also Florida Sunshine Law) as set forth in Article I, Section 24 of the Florida Constitution as it may exist from time to time and in Florida Statutes Chapter 286.011 as amended or restated from time to time. Notice of all meetings shall be provided as set forth in such laws.

## ARTICLE V

### **OFFICERS**

Section 1. Officers. The Officers of the Corporation shall be a Chair, Vice-Chair, Secretary/Treasurer, Chair Emeritus (immediate past chair), and Member at Large. Such other Officers and assistant Officers and agents (including but not limited to Assistant Secretaries and Assistant Treasurers) as may be deemed necessary may be elected by the Board of Directors from time to time.

Section 2. Election and Term of Office. The Officers of the Corporation shall be elected by the Board of Directors at the annual meeting of Directors or at any other time deemed necessary to achieve the minimum requirement. If the election of Officers is not held at the annual meeting, such election shall be held as soon thereafter as is convenient. New offices may be created and filled at any meeting of the Board of Directors. Each Officer shall hold office for a period of two (2) years or until his/her successor has been duly elected and qualified. Officers may be re-elected to serve subsequent terms. Any two (2) or more offices may be held by the same person.

### Section 3. Duties.

- A. The Chair shall serve as the chief volunteer officer for the Corporation providing leadership to the Board of Directors with respect to organizational priorities and governance concerns. The Chair directs meetings of the Board of Directors, and leads the Board's role in strategic planning, financial accountability, evaluation of the Chief Executive Officer and Elected Directors, and evaluation of program performance. The Chair shall be a member *ex officio* of all other committees and shall appoint all committees except when such appointment is reserved to the Board of Directors. The Chair also performs any other responsibilities assigned by the Board.
- B. The Vice-Chair shall assist the Chair and assume the duties of the Chair in the absence of the Chair.
- C. The Secretary/Treasurer shall have general responsibility for the Corporation's funds and accounts, subject to the order of the Board of Directors. The Treasurer shall cause proper books of accounts to be kept, which at all reasonable times shall be open to the examination of any member of the Board and members of the public as provided by the Florida Public Records law as set forth in Article IX, Section 1 of these Bylaws, and reports there from shall be rendered at such times as the Chair or Board of Directors shall order. The Secretary/Treasurer shall make certain that the books are audited no less frequently than annually by a certified public accountant.
- D. The Member At Large shall be appointed by the chair and serve as a member of the executive committee.

Section 4. Removal. Any officer may be removed by a majority of the Board of Directors at any meeting in which a quorum is present.

Section 5. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification, or otherwise, may be filled by the Board of Directors for the un-expired portion of the term.

## **ARTICLE VI**

### **COMMITTEES**

Section 1. Executive Committee. There shall be an Executive Committee that is responsible for supporting, and occasionally acting in place of, the full Board. The Executive Committee will be composed of the Chair, Vice Chair, Secretary/Treasurer, Chair Emeritus plus a Member at Large, that is selected by the Chair. The Committee will have the authority of the full Board between meetings; however, the Committee shall not have the authority to amend or repeal the Corporation's Articles of Incorporation or these Bylaws, elect or remove any Officer or Director, adopt a plan of merger, authorize the voluntary dissolution of the Corporation or take any action set forth in Article IV, Section 4 of these Bylaws. Any action taken by the Committee will carry the power and authority of the Board of Directors. The action of the Committee will be submitted to the Board for ratification at its next regular meeting or such action may be approved by mail or electronic mail in such a manner as the Board of Directors shall determine, so long as such manner is allowed under the Florida Statutes. The presence of three (3) members of the Executive Committee at a meeting will constitute a quorum. The Chief Executive Officer will serve as a member of the Executive Committee without a vote and will not be considered in determining a quorum. Actions of the Executive Committee shall be reported promptly to the Board of and in no event later than the next meeting of the Board

Section 2. Additional Standing Committees. Standing Committees are those committees whose activities are continuing in the program of the Corporation. Standing committees will be created by a majority vote of the board of directors and volunteers will be added at will. All Committees shall establish their specific responsibilities, procedures and programs in a Charter of Responsibilities to be approved by the Board of Directors. The Board may designate non-Directors to serve on all committees, except the Executive Committee. The Board of Directors, by resolution adopted in accordance with this section, may designate one (1) or more Directors as alternate members of any such committee, other than the Executive Committee, who may act in the place and stead of any absent member or members at any meeting of such committee. Directors are limited to chairing no more than two standing committees at any given time. For any committee other than the Executive Committee, any action shall be by a majority vote of the committee members present at a meeting at which a quorum is present. No voting by proxy shall be permitted. Minutes of the proceedings of each committee shall be kept and shall be submitted to the Board at its next meeting. Subject to the foregoing and any other relevant provisions of these Bylaws, each committee may fix its own rules of procedure and shall meet, or otherwise communicate, as provided in such rules or as determined by its chairperson.

Section 3. Special Committees. The Board, by resolution adopted by a majority of the Board, may designate and appoint one or more Special Committees, each consisting of at least one Director. Special Committees may include members from outside the Board. Special Committees shall have and

exercise the authority of the Board in supporting and/or implementing the Corporation's core strategy to accomplish its mission. No Special Committee shall have the authority to amend or repeal the Corporation's Articles of Incorporation or Bylaws, elect or remove any Officer or Director, adopt a plan of merger, authorize the voluntary dissolution of the organization or take any action set forth in Article IV, Section 10 of these Bylaws. The Board shall establish the name of any Special Committee, designate its powers and establish the term of its appointment. The chair of a Special Committee will be selected by the members of the Special Committee. The chair of a Special Committee shall be present at meetings of the Board while the Special Committee functions but without a vote if he/she is not a Director. Such Special Committee shall give advice and make non-binding recommendations exclusively to the Board.

Section 4. Term of Office. Committee membership will be addressed at the Annual meeting.

Section 5. Vacancies. Vacancies in Standing or Special Committees may be filled through appointment by the Chair of the Board.

## **ARTICLE VII**

### **STAFF**

The Board shall employ a Chief Executive Officer who manages the daily affairs and business of the Corporation. The Board, led by the Executive Committee, will assure that the performance of the Chief Executive Officer and his/her compensation is reviewed at least annually and that such compensation is fair and reflects his/her performance and contributions to the Corporation. The Chief Executive Officer shall direct the day-to-day operations of the Corporation, shall have authority to make contracts and expenditures within the approved program, budget and policies of the Board of Directors. The Chief Executive Officer shall attend meetings of the Board of Directors, without a vote, and shall be an ex-officio member of all committees. The Chief Executive Officer supports the Board with strategic information, ideas and connections and ensures appropriate planning, coordination and implementation of the program established by the Board of Directors to support the mission of the Corporation. The Chief Executive Officer shall serve the Corporation until the earlier of his/her removal, resignation or death.

## **ARTICLE VIII**

### **CONTRACTS, CHECKS, DEPOSITS AND FUNDS**

Section 1. Contracts. The Board of Directors may authorize any Officer or Officers, the Chief Executive Officer, in addition to the Officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation without the additional approval of the Board of Directors. Such authority may be general or may be confined to specific instances within defined limits.

Section 2. Checks, Drafts or Orders. All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by such Officer or Officers, the Chief Executive Officer or other agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the Secretary/Treasurer and countersigned by the Chair of the Corporation.

Section 3. Deposits. All funds of the Corporation shall be deposited promptly to the credit of the Corporation in such banks, trust companies or other depositories as the Board of Directors may select.

Section 4. Gifts. The Board of Directors may accept on behalf of the Corporation any contribution, gift, bequest, or devise for any purpose of the Corporation according to established policy approved by the Board of Directors.

Section 5. Loans. No loans shall be contracted on behalf of the Corporation and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors.

## **ARTICLE IX**

### **MISCELLANEOUS PROVISIONS**

Section 1. The Corporation shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its Board of Directors and committees having and exercising any of the authority of the Board of Directors, and shall keep at the principal office of the Corporation a record giving the names and addresses of the Directors entitled to vote. All books and records of the Corporation may be inspected by any Director or his/her agent or attorney for any proper purpose at any reasonable time or by a member of the public as provided in the Florida Public Records Law. The Corporation shall retain books, records and other documents in accordance with applicable laws (including, but not limited to, the Florida Public Records Law as set forth in Article I, Section 24 of the Florida Constitution as it may exist from time to time and in Florida Statutes Chapter 119 as amended or restated from time to time), contractual requirements and document retention policies of the Corporation implemented in a manner that does not result in the destruction of such books, records and documents that may be relevant to an actual or anticipated legal proceeding or governmental investigation.

Section 2. Fiscal Year. The fiscal year of the Corporation shall be July 1 to June 30.

## **ARTICLE X**

### **NOTICE AND WAIVER OF NOTICE**

Section 1. Notice. Whenever under the provisions of these Bylaws notice is required to be given to a Director, officer, or committee member, such notice shall be given in writing by first class mail or overnight delivery service with postage prepaid to such person at his or her address as it appears on the records of the Corporation. Such notice shall be deemed to have been given when deposited in the mail or the delivery service. Notice may also be given by facsimile, electronic mail, or hand delivery and will be deemed given when received. Notice by any means identified are considered the same.

Section 2. Waiver of Notice. Whenever any notice is required to be given under the provisions of Florida

statute, or under the provisions of the Articles of Incorporation or the Bylaws of the Corporation, a waiver Whereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to giving of such notice. The attendance of a Director at any meeting shall constitute a waiver of notice of meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business or any particular item of business because the meeting is not lawfully called or convened or the item of business is not properly noticed

## **ARTICLE XI**

### **DISSOLUTION**

In the event of dissolution, the residual assets of this corporation shall be turned over to one or more charitable organizations which themselves are exempt as organizations described in Internal Revenue Code Sections 501(c)(3), 2522(a) 2055(a) and 170(c)(2) (or any corresponding provisions of succeeding law) as determined by Board of Directors as otherwise required by law or contract issued under the color of law

## **ARTICLE XII**

### **AMENDMENT OF BYLAWS**

These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by a two-thirds (66.7%) vote (rounded to the nearest whole number) of Directors present, either in person or by communication media technology at any meeting or by Written notice (including email) from a Director received by the Chair (or presiding Director in the absence of the Chair) by the close of the vote on the motion

## **ARTICLE XIII**

### **INDEMNIFICATION**

Any person, his/her heirs, executors or administrators, made, or threatened to be made, a party to any threatened, pending or completed action, or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that he/she, his/her testator or testatrix, is or was a Director, Officer, employee, or agent of this Corporation or serves or served any other Corporation or other enterprise in any capacity at the request of this Corporation, shall be indemnified by this Corporation, and this Corporation may advance his/her related expenses, to the full extent permitted by law. In discharging his duty, any such Director, Officer, employee or agent, when acting in good faith, may rely upon information, opinions, reports, or statements, including financial statements and other financial data, in each case prepared or presented by: (1) one or more Officers or employees of the Corporation whom such Director, Officer, employee or agent reasonably believes to be reliable and competent in the matters presented; (2) counsel, public accountants or other persons as to matters which the Director, Officer, employee or agent believes to be within such person's professional or expert competence; or (3) in the case of a Director, a committee of the Board of Directors upon which he/she does not serve, duly designated in accordance with a provision of the articles of incorporation, or the Bylaws, as to matters within its designated authority, which committee the Director reasonably believes to merit competence. The foregoing right of indemnification of reimbursement shall not be exclusive of any other right to which such persons, his/her heirs, executors, or administrators, may be entitled. The foregoing right of indemnification does not relieve any Director of the Corporation from his/her responsibility to



diligently and prudently follow the general principles of governance outlined in these Bylaws. The Corporation may, upon the affirmative vote of a majority of its Board of Directors, purchase insurance for the purpose of indemnifying such persons. Such insurance may, but need not, be for the benefit of all Directors, Officers or employees.

#### **ARTICLE XIV**

##### **PROHIBITED TRANSACTIONS**

Reference in these Bylaws to an Internal Revenue Code section shall also include any corresponding provisions of succeeding law and related Treasury Regulations. This corporation shall not exercise in any manner or for any purpose any power of authority granted herein which may jeopardize the status of this corporation as an exempt organization under Internal Revenue Code Section 501(c)(3).

**BYLAWS OF  
COMMUNITIES CONNECTED FOR KIDS, INC. (A  
FLORIDA NOT-FOR-PROFIT CORPORATION)**

**ARTICLE I**

**IDENTITY**

The following Bylaws shall govern the operation of COMMUNITIES CONNECTED FOR KIDS, INC., a not-for-profit corporation, organized and existing under the laws of the State of Florida (the "Corporation").

**ARTICLE II**

**PURPOSE**

Section 1. Purpose. The Corporation has been created for the primary purpose of acting as the lead agency for community based child welfare services in accordance with Section 409.1671, Florida Statutes. The organization is organized exclusively for charitable, educational, and scientific purposes under section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code. The Corporation shall not have members and shall not issue membership certificates.

**ARTICLE III**

**MEETINGS OF DIRECTORS**

Section 1. Annual Meeting. An annual meeting of Directors shall be held in the fourth quarter of the Corporation's fiscal year, at the place designated in the written notice of the meeting for the purpose of electing Directors and Officers, ratifying or amending the Articles of Incorporation or Bylaws, and for the transaction of such other business as may come before the meeting.

Section 2. Quorum. A majority of the Board of Directors present shall constitute a quorum for the transaction of business at any meeting of the Directors. If a quorum is not present at any meeting, the Chair shall determine whether to continue the meeting with information only items or if the meeting shall be adjourned to a specified place, day and hour with notice given as provided in Section 6 of this Article until a quorum is reached. Members of the Board of Directors need not be physically present to establish a quorum. The quorum may be established by the attendance of a majority of the Board of Directors, whether said attendance is in person or remotely via communication media technology.

Section 3. Regular Meetings. Regular meetings of the Board of Directors shall be held at the principal office of the Corporation or at such other place as the Chair may determine. The Directors shall schedule a minimum of three (3) regular meetings per year in addition to the annual meeting. The Board of Directors may

**Commented [CS1]:** For better document flow Recommend we move BOD composition from Article IV to here and retitle as Article III

**Commented [CS2R1]:** Attorney agrees

**Commented [CS3]:** How do we define majority?

**Commented [CS4R3]:** Historically has been counted as 51%

**Commented [CS5R3]:** If BOD is 10 , we need 6 present

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**Commented [CS6]:** Add language that would allow us to discuss items but not takes votes until a quorum is present.

provide, by resolution, the time and place for holding additional regular meetings **without other notice than such resolution**. Additional regular meetings shall be held at the principal office of the Corporation in the absence of any designation in the resolution.

**Commented [CS7]:** Per sunshine law, we must provide public notice.

**Commented [CS8R7]:** Agree to remove

Section 4. Telephone or Video Conference Attendance. Any one or more Directors may participate in a meeting of the Board of Directors by means of a conference telephone, video conference, or similar telecommunications device, which allows all persons participating in the meeting to hear each other.

Participation by telephone or video conference shall be equivalent to presence in person at the meeting for purposes of determining if a quorum is present.

Section 5. Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the Chair or any two Directors, and shall be held at the principal office of the Corporation or at such other place as the Chair may determine.

Section 6. Notice of Meetings. Notice of any meeting of the Board of Directors shall be in accordance with the provisions of Florida law (including, but not limited to, the Florida Open Meetings Laws (also Florida Sunshine Law) as set forth in Article I, Section 24 of the Florida Constitution as it may exist from time to time and in Florida Statutes Chapter 286.011 as amended or restated from time to time) as to the members of the public, and shall be given to the Directors at least seven (7) days prior thereto by written notice delivered personally, by electronic mail, or sent by mail to each Director at his address as shown by the records of the Corporation. If mailed, such notice shall be deemed delivered when deposited in the United States mail in a sealed envelope so addressed, with postage thereon prepaid. Any Director may waive notice the timeliness of notice of any meeting. The attendance of a Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. The business to be transacted at the meeting need not be specified in the notice or waiver of notice of such meeting unless specifically required by law (including, but not limited to, the Florida Open Meetings Laws or by these Bylaws, or whenever any of the business to be considered, transacted or voted on at such meeting includes any of the following:

- A. A proposal to sell, lease, convey, exchange, transfer, or otherwise dispose of, or to mortgage, deed in trust, or otherwise encumber, all or substantially all of the property or assets of the Corporation.
- B. A proposal to merge or consolidate with another corporation.
- C. A proposal to amend the Articles of Incorporation except an amendment to extend the term of the corporate existence.
- D. A proposal to amend the Bylaws.
- E. A proposal to wind up and dissolve the Corporation.
- F. Removal of a member of the Board of Directors
- G. Removal of an Officer of the Corporation.

**Commented [CS9]:** request attorney guidance as to whether to include reference to requesting staff and public to leave for discussion of sensitive matters such as CEO eval, etc. Does this violate sunshine? should it be spelled out or left silent?

**Commented [CS10R9]:** Attorney response- We cant ask public to leave for CEO eval - If there are competitive procurement or litigation discussions we can ask public to leave. Recommends we leave language as is and do not add any more specificity in the bylaws.

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Section 7. Public Meetings of the Board of Directors. Notwithstanding **anything to the contrary in these Bylaws, the Board of Directors of the Corporation shall conduct its activities and its meetings (regular and special) in accordance with the Florida Open Meetings Laws** (also Florida Sunshine Law) as set forth in Article I, Section 24 of the Florida Constitution as it may exist from time to time and in Florida Statutes Chapter 286.011 as amended or restated from time to time. Notice of all meetings shall be provided as set forth in such laws.

**ARTICLE IV BOARD OF  
DIRECTORS**

Section 1. General Powers. The governance of the Corporation shall be the key responsibility of the Board of Directors (the "Directors"). The Directors establishes mission and direction, ensures the necessary resources, and develops guiding principles for the Corporation following FL Statute 409.87.

~~Section 2. Number, Tenure and Qualifications. The number of Directors shall be no less than five (5) and no more than fifteen (15). New directors will be elected by the Board of Directors by a majority vote of the existing Directors Board composition will follow Florida Statute and/or the Master Contract with DCF. Voting members of the Board must live and/or work in one of the four counties that comprise Circuit 19. Any Board member from outside of the four counties can serve as a non voting, ex-officio member.~~

**Commented [CS11]:** Contract requires "live" not "live and/or work"

~~Section 2. Composition Board membership shall consist of no less than **five(5)** and no more than **fifteen (15)** board members whose membership shall meet the minimum requirements of s. 409.987(4)(b), F.S., which requires at least 75 percent of the membership of the board of directors be composed of persons residing in the State of Florida, and at least 51 percent of the membership of the board of directors composed of persons residing within the service area of the Lead Agency. The directors and officers of the Lead Agency shall have no business or financial ties to the Lead Agency, any of the providers that are part of the Lead Agency's provider network, or any suppliers that result in a personal financial gain to any director or officer. Board composition shall reflect the demographics of the Circuit 19 Community and shall be sufficiently diverse in strength and capabilities to plan and deliver appropriate services to its' defined community.~~

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**Commented [CS12]:** This is DCF contract language . Recommend this as replacement language for the current Article IV section 2.

**Commented [CS13R12]:** Attorney- agree with change.

~~Section 3. Responsibilities The members of the Board of Directors shall have a fiduciary duty to act in the best interest of the Lead Agency and its stakeholders, and in so doing, they shall adhere to the highest standards of care, loyalty, and good faith. The Board shall exercise diligent oversight and approval of the Lead Agency's annual budget and spend plan. This oversight shall include but not be limited to, a review and approval process, which may involve meetings, discussions, and analysis of financial data. The Board shall ensure the approval process is compliant with section 409.987 F.S. and provides for long-term financial stability of the Lead Agency. The Board shall exercise sound judgment in their decision-making related to the Lead Agency's financial and business operations, taking into consideration the Lead Agency's financial health and viability, direct services to children and families, and overall functioning of the system of care. The Board shall represent the interest of the Circuit 19 community and serve as a link between the organization and the community.~~

**Commented [CS14]:** DCF contract language-we don't currently have a section outlining BOD responsibilities . Recommend adding this and other language including : attendance at meetings. Participation on subcommittees , completion of required annual training

**Commented [CS15R14]:** Board job descriptions outline responsibilities- committee recommended adding to reference here.

~~Directors are further responsible for fulfilling duties as outlined in the Board member Job description.~~

If there is a situation where there is a conflict between the Statute and the Contract the Board will adhere to the requirement which is the most stringent.

~~In the year in which a Director's term expires, such Director may request to be considered for additional three (3) year terms and may be re-elected to serve such additional three (3) year terms provided that a majority of the remaining Directors vote in favor of said Director's re-election.~~ Directors shall be elected for a term of three (3) years. **Term of service shall commence the first day of the first month as determined by the Board, but no later than the July 1st following the meeting at which Director was elected and expire three years later on the following June 30th.** In the year in which a ~~a an~~ Director's term expires, such Elected Director may request to be considered for an additional (3) year term and may be re-elected to serve such additional three (3) year term provided that a majority of the remaining Directors present vote in favor of said Director's re-election.

### Section 3. Conflicts of Interest.

A In the event that any Director has a conflict of interest that might properly limit such Director's fair and impartial participation in Board deliberations or decisions, such Director shall inform the Board as to the circumstances of such conflict. If those circumstances require the nonparticipation of the affected Director, the Board may nonetheless request from the Director any appropriate non-confidential information which might inform its decisions. "Conflict of Interest," as referred to herein, shall include but shall not be limited to, any transaction by or with the Corporation in which a Director has a direct or indirect personal interest or any transaction in which a Director is unable to exercise impartial judgment or otherwise act in the best interests of the Corporation.

B. No Director shall cast a vote, nor take part in the final deliberation in any matter in which he or she, members of his or her immediate family or any organization to which such Director has allegiance, has a Personal interest that may be seen as competing with the interest of the Corporation. Any Director who believes he or she may have such a conflict of interest shall so notify the Board prior to deliberation on the matter in question, and the Board shall make the final determination as to whether any Director has a conflict of interest in any matter. The minutes of the Board meeting shall reflect disclosure of any conflict of interest and the recusal of the interested Director.

Section 4. Board Decisions. An act of a majority of the Directors present either in person or by communication media technology at a meeting at which a quorum is present either in person or by communication media technology shall be an act of the Board of Directors, unless the act of a greater number is required by law or by these Bylaws. **The following actions shall require consent of two-thirds (66.7%) (Rounded to the nearest whole number) of the Directors present for the vote:**

- A. Adoption, amendment, or repeal of the Corporation's Articles of Incorporation or these Bylaws.
- B. Approval of revenue contracts,
- C. The hiring or discharge of the Chief Executive Officer, including the approval of the terms and conditions of employment.
- D. Approval of a loan or contribution of additional capital or operating funds by any person or entity.
- E. The removal of an Elected Director

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Commented [CS16]: Attorney recommends "term of service shall commence First day of the first month following election"- For expiration- consider placing board members into three cohorts so expiration doesn't expire all at once.

Commented [CS17]: Majority of remaining directors present?

Commented [CS18R17]: Attorney- yes add "present"

Commented [CS19]: Directors present for a supermajority action- As worded, for our current Board of nine- a favorable vote of four people out of five present ( for the quorum) can make "supermajority" decisions. Four is fewer than the actual number of BOD members needed for a quorum .

Commented [CS20R19]: Committee agreed to request legal review of "director's present". should it be directors present or a quorum of total Board members.

Commented [CS21R19]: Attorney- directors Present.

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F. A proposal to sell, lease, convey, exchange, transfer, or otherwise dispose of, or to mortgage, deed in trust, or otherwise encumber, all or substantially all of the property or assets of the Corporation.

G. A proposal to merge or consolidate with another corporation.

H. A proposal to wind up and dissolve the Corporation.

I. A Decision to file an action in bankruptcy or other reorganization that could affect the creditors of the Corporation.

J. ~~The removal of an Elected Director.~~

K. Approval of the Budget.

L. ~~A proposal to change existing policy and add new policy.~~

**Commented [CS22]:** Duplicates letter E.

**Commented [CS23R22]:** Committee agree to remove

**Commented [CS24]:** Since BOD must approve policy as a core responsibility, do we want to require a 66 ⅔ vote for this function?

**Commented [CS25R24]:** Committee recommends removing this item from the list of actions requiring 66 ⅔ % vote.

Section 5. Vacancies. Any vacancy occurring on the Board of Directors that causes the number of Directors to fall below the minimum as set forth in Section 2 above shall be filled by an Interim Director appointed by the Executive Committee. The appointment of said Interim Director shall be ratified by the Board at the next regular meeting of the Board of Directors or by mail or electronic mail in such a manner as the Board of Directors shall determine. The Directorship of an Interim Elected Director shall terminate on **June 30** following appointment, with said term of appointment not to exceed 12 months overall. In the year in which such Interim Elected Director's term expires, such Interim Elected Director may be nominated by the Chair to be considered for an elected Directorship in accordance with Section 2 above

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Section 6. Compensation. Members of the Board of Directors shall not be paid trustees, agents, clients or employees (excluding the Chief Executive Officer), of the Corporation or receive a fee for services rendered to the Corporation. The business or professional firm of a Director may be involved in business transactions with the Corporation only if there is no conflict of interest and upon full disclosure to, and approval by, a majority of the Board of Directors.

Section 7. Resignation. Any Director may resign at any time by giving written notice to the Chief Executive Officer and the Chair of the Board of Directors. Such resignation shall take effect at the time specified therein, or, if no time is specified, at the time of acceptance thereof as determined by the Chief Executive Officer and the Chair of the Board of Directors.

Section 8. Removal. Any Elected Director may be removed, with or without cause, by a two-thirds vote of the Directors present at any regular, annual or special meeting.

Section 9. Advisory Board Member. The Board, by resolution adopted by the Board, may establish one or more advisory boards and designate and appoint Advisory Board Members whose responsibility will be to advise and support the work of the Corporation and serve as ambassadors to the community. The Advisory Board Member is someone who is willing to provide critical assistance as an advisor and supplement the work of the Board and staff members but may otherwise have limited time available to serve as an active member of the Board. The Advisory Board Member shall have no decision-making power a typically no board responsibilities. The Advisory Board Member may be assigned multiple tasks at the discretion of the Board and is expected to follow the same ethical guidelines and values as Board and staff members. An Advisory Board Member will be invited to make recommendations, provide consultation and/or give advice to Board and staff members. In addition, the

**Commented [CS26]:** Do we want advisory boards or would this be subcommittee duties?

**Commented [CS27R26]:** Committee wishes to leave this. Opens up options for inclusion of Subject matter experts ( eg: adoption project)

Advisory Board Member may be asked to:

- A. Provide oversight and accountability for projects, programs and services;
- B. Raise money for unrestricted use or for a specific program;
- C. Serve as an advocate, facilitating access to policy makers and helping shape public policy that benefits the organization;
- D. Review, monitor or assess a specific program;
- E. Enlist help from others without enlarging the existing governing Board;
- F. Provide technical expertise;
- G. Gather input from or serve as a liaison with key constituencies;
- H. Incorporate additional layers of diversity and new perspectives within the Corporation
- I. Provide whatever additional services necessary to support the Corporation's Mission and Vision.

The number of Advisory Board Members will be determined by the Board based on the needs of the Corporation. An appropriate orientation and a written description of applicable rules and responsibilities will be provided to each Advisory Board Member. The Board shall have the right to remove any Advisory Board member at any time for any reason.

Section 10. Arrests or Other Proceedings. A Board Member who is arrested during their tenure as a Board Member for the Corporation for any offense that could potentially place the Corporation in a negative light must report that arrest to the Board Chair immediately. In addition, if a Board Member, during their tenure as a Board Member for the Corporation, becomes the subject of an investigation by a State Agency or Licensing Board of the State that could place the Corporation in a negative light, that Board Member will report that investigation to the Board Chair immediately upon knowing of the investigation. If a Board Member, during their tenure, becomes the subject of an Abuse and/or Neglect investigation by the Department of Children and Families, Department of Elder Affairs, Agency for Health Care Administration or the Agency for Persons with Disabilities that Board Member must report that investigation to the Board Chair immediately. If the Board Chair is a subject to an arrest or investigation as described previously, he or she will inform the Chief Executive Officer immediately.

## ARTICLE V OFFICERS

Section 1. Officers. The Officers of the Corporation shall be a Chair, Vice-Chair, Secretary/Treasurer, and Chair Emeritus (immediate past chair), and Member at Large. Such other Officers and assistant Officers and agents (including but not limited to Assistant Secretaries and Assistant Treasurers) as may be deemed necessary may be elected by the Board of Directors from time to time.

Section 2. Election and Term of Office. The Officers of the Corporation shall be elected by the

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Commented [CS28]: Committee recommends legal consult on the concept of adding Member at large to exec committee. When the past Chair is no longer on the board, this strengthens the number on the executive committee. It would change the role of Member at large.

Commented [CS29R28]: Attorney- add member at large to exec committee. Chair Emeritus is not defined in by-laws- recommend defining as immediate past chair.

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Board of Directors at the annual meeting of Directors or at any other time deemed necessary to achieve the minimum requirement. If the election of Officers is not held at the annual meeting, such election shall be held as soon thereafter as is convenient. New offices may be created and filled at any meeting of the Board of Directors. Each Officer shall hold office for a period of two (2) years or until his/her successor has been duly elected and qualified. Officers may be re-elected to serve subsequent terms. **Any two (2) or more offices may be held by the same person.**

**Section 3.  
Duties.**

- A. The Chair shall serve as the chief volunteer officer for the Corporation providing leadership to the Board of Directors with respect to organizational priorities and governance concerns. The Chair directs meetings of the Board of Directors, and leads the Board's role in strategic planning, financial accountability, evaluation of the Chief Executive Officer and Elected Directors, and evaluation of program performance. The Chair shall be a member *ex officio* of all other committees and shall appoint all committees except when such appointment is reserved to the Board of Directors. The Chair also performs any other responsibilities assigned by the Board.
- B. The Vice-Chair shall assist the Chair and assume the duties of the Chair in the absence of the Chair.
- C. The Secretary/Treasurer shall have general responsibility for the Corporation's funds and accounts, subject to the order of the Board of Directors. The Treasurer shall cause proper books of accounts to be kept, which at all reasonable times shall be open to the examination of any member of the Board and members of the public as provided by the Florida Public Records law as set forth in Article IX, Section 1 of these Bylaws, and reports there from shall be rendered at such times as the Chair or Board of Directors shall order. The Secretary/Treasurer shall make certain that the books are audited no less frequently than annually by a certified public accountant.
- D. **The Member At Large shall be appointed by the chair and serve as a member of the executive committee. serve as a liaison between the Executive Committee and the general Board membership. The member at large works with committee chairs to review status and progress of work predict and brings reports back to the Executive Committee for oversight. The member at large may run a committee for a short time if there is a chair vacancy. The At Large member is a voting member of the Board but not of a committee unless a member of that committee**

Section 4. Removal. Any Officer may be removed by a majority of the Board of Directors at any meeting in which a quorum is present.

Section 5. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification, or otherwise, may be filled by the Board of Directors for the un-expired portion of the term.

**ARTICLE VI  
COMMITTEES**

**Commented [CS30]:** This might result in quorum issues for exec committee actions..

**Commented [CS31R30]:** Committee recommends legal consult on this topic.

**Commented [CS32R30]:** Ok as is.

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**Commented [CS33]:** Comment- Member at large - Not listed in the Board composition section but has duties outlined in the duties subsection. Chair Emeritus is listed but does not have duties outlined in section 3.

**Commented [CS34R33]:** Discussion- Committee concerns about the member at large being restricted from running committees. Request legal review and consider whether this is a necessary restriction. also consider whether member at Large (as described) is needed in a board of our size and structure

**Commented [CS35R33]:** Attorney response- outline that Member at large is the elected director selected by the chair outlined in Article VI-remove the restrictions in section D. Consider limiting board members to chairing no more than one committee ?

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Section 1. Executive Committee. There shall be an Executive Committee that is responsible for supporting, and occasionally acting in place of, the full Board. The Executive Committee will be composed of the Chair, Vice Chair, Secretary/Treasurer, **Chair Emeritus** plus **a at least one (1) Member at Large, at least one (1) Elected Director** selected by the Chair. The Committee will have the authority of the full Board between meetings; however, the Committee shall not have the authority to amend or repeal the Corporation's Articles of Incorporation or these Bylaws, elect or remove any Officer or Director, adopt a plan of merger, authorize the voluntary dissolution of the Corporation or take any action set forth in Article IV, Section 45 of these Bylaws. Any action taken by the Committee will carry the power and authority of the Board of Directors. The action of the Committee will be submitted to the Board for ratification at its next regular meeting or such action may be approved by mail or electronic mail in such a manner as the Board of Directors shall determine, so long as such manner is allowed under the Florida Statutes. **The presence of three (3) members of the Executive Committee at a meeting will constitute a quorum. The Chief Executive Officer will serve as a member of the Executive Committee without a vote and will not be considered in determining a quorum. Actions of the Executive Committee shall be reported promptly to the Board of and in no event later than the next meeting of the Board**

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Commented [CS36]: Chair Emeritus should be listed in the Exec committee? Do we want to add member at large?

Commented [CS37R36]: Attorney- BOD discretion- identify here that chair emeritus is exec committee and add Member at large. Recommend Removing restrictions on the member at large.

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Section 2. Additional Standing Committees. Standing Committees are those committees whose activities are continuing in the program of the Corporation. Standing committees will be created by a majority vote of the board of directors and volunteers will be added at will. All Committees shall establish their specific responsibilities, procedures and programs in a Charter of Responsibilities to be approved by the Board of Directors. The Board may designate non-Directors to serve on all committees, except the Executive Committee. The Board of Directors, by resolution adopted in accordance with this section, may designate one (1) or more Directors as alternate members of any such committee, other than the Executive Committee, who may act in the place and stead of any absent member or members at any meeting of such committee. **Directors are limited to chairing no more than one committee at any given time.** For any committee other than the Executive Committee, any action shall be by a majority vote of the committee members present at a meeting at which a quorum is present. No voting by proxy shall be permitted. Minutes of the proceedings of each committee shall be kept and shall be submitted to the Board at its next meeting. ~~Actions of the Executive Committee shall be reported promptly to the Board of and in no event later than the next meeting of the Board.~~ Subject to the foregoing and any other relevant provisions of these Bylaws, each committee may fix its own rules of procedure and shall meet, or otherwise communicate, as provided in such rules or as determined by its chairperson.

Commented [CS38]: Non-directors from where? Community? Recommend this be discussed. Also, recommend we include the appointment of designated agency staff to support the activities of the committees.

Commented [CS39R38]: Keep as is.

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Commented [CS40]: Attorney recommendation- add restrictions on number of committees a BOD member can chair

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Commented [CS41]: Move this to exec committee section

Section 3. Special Committees. The Board, by resolution adopted by a majority of the Board, may designate and appoint one or more Special Committees, each consisting of at least one Director. Special Committees may include members from outside the Board. Special Committees shall have and exercise the authority of the Board in supporting and/or implementing the Corporation's core strategy to accomplish its mission. No Special Committee shall have the authority to amend or repeal the Corporation's Articles of Incorporation or Bylaws, elect or remove any Officer or Director, adopt a plan of merger, authorize the voluntary dissolution of the organization or take any action set forth in Article IV, Section 10 of these Bylaws. The Board shall establish the name of any Special Committee, designate its powers and establish the term of its appointment. The chair of a Special Committee will be selected by the members of the Special Committee. The chair of a Special Committee shall be present at meetings of the Board while the Special Committee functions but without a vote if he/she is

not a Director. Such Special Committee shall give advice and make non-binding recommendations exclusively to the Board.

Section 4. Term of Office. Committee membership will be addressed at the Annual meeting.

Section 5. Vacancies. Vacancies in Standing or Special Committees may be filled through appointment by the Chair of the Board.

## **ARTICLE VII**

### **STAFF**

The Board shall employ a Chief Executive Officer who manages the daily affairs and business of the Corporation. The Board, led by the Executive Committee, will assure that the performance of the Chief Executive Officer and his/her compensation is reviewed at least annually and that such compensation is fair and reflects his/her performance and contributions to the Corporation. The Chief Executive Officer shall direct the day-to-day operations of the Corporation, shall have authority to make contracts and expenditures within the approved program, budget and policies of the Board of Directors. The Chief Executive Officer shall attend meetings of the Board of Directors, without a vote, and shall be an ex-officio member of all committees. The Chief Executive Officer supports the Board with strategic information, ideas and connections and ensures appropriate planning, coordination and implementation of the program established by the Board of Directors to support the mission of the Corporation. The Chief Executive Officer shall serve the Corporation until the earlier of his/her removal, resignation or death.

## **ARTICLE VIII**

### **CONTRACTS, CHECKS, DEPOSITS AND FUNDS**

Section 1. Contracts. The Board of Directors may authorize any Officer or Officers, the Chief Executive Officer, in addition to the Officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation without the additional approval of the Board of Directors. Such authority may be general or may be confined to specific instances within defined limits.

Section 2. Checks, Drafts or Orders. All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by such Officer or Officers, the Chief Executive Officer or other agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the Secretary/Treasurer and countersigned by the Chair of the Corporation.

Section 3. Deposits. All funds of the Corporation shall be deposited promptly to the credit of the Corporation in such banks, trust companies or other depositories as the Board of Directors may select.

Section 4. Gifts. The Board of Directors may accept on behalf of the Corporation any contribution, gift, bequest, or devise for any purpose of the Corporation according to established policy approved by the Board of Directors.

Section 5. Loans. No loans shall be contracted on behalf of the Corporation and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors.

## **ARTICLE IX MISCELLANEOUS**

### **PROVISIONS**

Section 1. The Corporation shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its Board of Directors and committees having and exercising any of the authority of the Board of Directors, and shall keep at the principal office of the Corporation a record giving the names and addresses of the Directors entitled to vote. All books and records of the Corporation may be inspected by any Director or his/her agent or attorney for any proper purpose at any reasonable time or by a member of the public as provided in the Florida Public Records Law. The Corporation shall retain books, records and other documents in accordance with applicable laws (including, but not limited to, the Florida Public Records Law as set forth in Article I, Section 24 of the Florida Constitution as it may exist from time to time and in Florida Statutes Chapter 119 as amended or restated from time to time), contractual requirements and document retention policies of the Corporation implemented in a manner that does not result in the destruction of such books, records and documents that may be relevant to an actual or anticipated legal proceeding or governmental investigation.

Section 2. Fiscal Year. The fiscal year of the Corporation shall be July 1 to June 30.

## **ARTICLE X**

### **NOTICE AND WAIVER OF NOTICE**

Section 1. Notice. Whenever under the provisions of these Bylaws notice is required to be given to a Director, officer, or committee member, such notice shall be given in writing by first class mail or overnight delivery service with postage prepaid to such person at his or her address as it appears on the records of the Corporation. Such notice shall be deemed to have been given when deposited in the mail or the delivery service. Notice may also be given by facsimile, electronic mail, or hand delivery and will be deemed given when received. Notice by any means identified are considered the same.

Section 2. Waiver of Notice. Whenever any notice is required to be given under the provisions of Florida statute, or under the provisions of the Articles of Incorporation or the Bylaws of the Corporation, a waiver Whereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to giving of such notice. The attendance of a Director at any meeting shall constitute a waiver of notice of meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business or any particular item of business

because the meeting is not lawfully called or convened or the item of business is not properly noticed

**ARTICLE XI  
DISSOLUTION**

In the event of dissolution, the residual assets of this corporation shall be turned over to one or more charitable organizations which themselves are exempt as organizations described in Internal Revenue Code Sections 501(c)(3), 2522(a) 2055(a) and 170(c)(2) (or any corresponding provisions of succeeding law) as determined by Board of Directors as otherwise required by law or contract issued under the color of law

**ARTICLE XII  
AMENDMENT OF BYLAWS**

These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by a two-thirds (66.7%) vote (rounded to the nearest whole number) of Directors present either in person or by communication media technology at any meeting or by Written notice (including email) from a Director received by the Chair (or presiding Director in the absence of the Chair) by the close of the vote on the motion

**ARTICLE XIII  
INDEMNIFICATION**

Any person, his/her heirs, executors or administrators, made, or threatened to be made, a party to any threatened, pending or completed action, or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that he/she, his/her testator or testatrix, is or was a Director, Officer, employee, or agent of this Corporation or serves or served any other Corporation or other enterprise in any capacity at the request of this Corporation, shall be indemnified by this Corporation, and this Corporation may advance his/her related expenses, to the full extent permitted by law. In discharging his duty, any such Director, Officer, employee or agent, when acting in good faith, may rely upon information, opinions, reports, or statements, including financial statements and other financial data, in each case prepared or presented by: (1) one or more Officers or employees of the Corporation whom such Director, Officer, employee or agent reasonably believes to be reliable and competent in the matters presented; (2) counsel, public accountants or other persons as to matters which the Director, Officer, employee or agent believes to be within such person's professional or expert competence; or (3) in the case of a Director, a committee of the Board of Directors upon which he/she does not serve, duly designated in accordance with a provision of the articles of incorporation, or the Bylaws, as to matters within its designated authority, which committee the Director reasonably believes to merit competence. The foregoing right of indemnification of reimbursement shall not be exclusive of any other right to which such persons, his/her heirs, executors, or administrators, may be entitled. The foregoing right of indemnification does not relieve any Director of the Corporation from his/her responsibility to diligently and prudently follow the general principles of governance outlined in these Bylaws. The

Corporation may, upon the affirmative vote of a majority of its Board of Directors, purchase insurance for the purpose of indemnifying such persons. Such insurance may, but need not, be for the benefit of all Directors, Officers or employees.

#### **ARTICLE XIV**

##### **PROHIBITED TRANSACTIONS**

Reference in these Bylaws to an Internal Revenue Code section shall also include any corresponding provisions of succeeding law and related Treasury Regulations. This corporation shall not exercise in any manner or for any purpose any power of authority granted herein which may jeopardize the status of this corporation as an exempt organization under Internal Revenue Code Section 501(c)(3).

# Communities Connected for Kids Board Composition

Bylaws require 5 min to 15 max members

	1	2	3	4	5	6	7	8	9
	Pat McCoy	Melanie Wiles	Vanessa Farnes	Dr Angie Bailey	Kristy Conway	Leslie Kroger	Mark Young	Michelle Miller	Gloria Seidule
<b>Skill/Competencies</b>									
Financial management	X		X					X	
Analytics (data, metrics)	X								
Strategy, resource/business development	X	X	X	X			X	X	x
Nonprofit Governance		X		X	X		X		x
Marketing		X		X				X	
Technology	X			X					
Human Resources	X			X					
Legal/Regulatory						X			x
Risk Management	X		X	X		X			x
Other-									
<b>Intellectual Capital</b>									
Nonprofit program design/operations		X		X			X	X	x
Educator/Academic	X			X	X				
Business Development		X		X			X	X	
Leadership Development	X	X		X	X		X	X	x
Other-									
<b>Social/Relationship Capital</b>									
Fundraising/Grant writing		X		X					
National field/industry network		X		X					
Other geographic region-Okeechobee	X								
Other-									
<b>Political/Reputational Capital</b>									
Corporate sector		X						X	x
Nonprofit sector		X		X	X		X	X	
Government sector	X			X		X	X	X	x
Philanthropy		X							
Respected community leader	X	X		X	X		X	X	x
<b>Qualities</b>									
Availability/capacity to work		X		X	X		X	X	x

Team building/bridger	X	X		X	X		X	X	x
Mission passion/capacity to share the mission	X	X	X	X	X		X	X	x
Financial contributor		X	X	X				X	x
Visionary/big picture thinker	X	X			X	X	X	X	x
Public speaker	X	X		X	X	X	X	X	x

**Committee Membership (\*chair)**

Executive Committee		X	X		X		X		
Quality Assurance Committee	X	X				X	X		x
Audit Committee									
External Affairs and Advocacy Committee		X		X	X		X	X	x
Finance Committee		X							
Board Nominating Committee (officers)				X	X				

<b>Year Joined</b>	2017	2018	2018	2018	2019	2020	2022	2022	2024
<b>Term Expires</b>	8/26	8/26	8/26	8/26	8/26	8/26	8/27	8/27	11/27

## CCK BOARD COMMITTEE CONFIGURATION

2026

### **STAFF SUPPORT**

#### EXECUTIVE COMMITTEE

Carol DeLoach

Elisabeth Eugene

#### FINANCE COMMITTEE

Lauren Hahn

#### QUALITY ASSURANCE

Cheri Sheffer

Rusty Kline

### **BOARD MEMBERS**

Chair Melanie Wiles

Vice-Chair Kristy Conway

Treasurer Vanessa Farnes

At Large Mark Young

Vanessa Farnes – Chair

Melanie Wiles

Patricia McCoy

Leslie Kroeger

Mark Young – Chair

Gloria Seidule



EXTERNAL AFFAIRS/ADVOCACY

Carol DeLoach

Dana Anderwald

Melanie Wiles

Kristy Conway

Vanessa Farnes

Michelle Miller - Chair

AUDIT COMMITTEE

Lauren Hahn

Vanessa Farnes -Chair

Melanie Wiles

BOARD NOMIINATING COMMITTEE

Denise Natalizio

Kristy Conway – Chair

Dr. Angie Bailey

**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	Quarter 4 April 1, 2026 - June 30, 2026	Fiscal Year July 1, 2025 - June 30, 2026
	<b>Number of Cases</b>	<b>18</b> 3: In Home 15: Foster Care	<b>10</b> 2: In Home 8: Foster Care	<b>13</b> 5: In Home 8: Out of Home	<b>9</b> 2: In Home 7: Out of Home	<b>50</b> 12: In Home 38: Foster Care
<b>Safety</b>	Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment Purpose of Assessment	83.33%	100.00%	100.00%	100.00%	↓ 88.24%
	Item 2: Services to prevent removal	78.57%	50.00%	0.00%	60.00%	↓ 68.18%
	Item 3: Risk and Safety Assessment and Management	66.67%	70.00%	58.33%	66.67%	↑ 66.00%
<b>Permanency</b>	Item 4: Stability of Foster Care Placement	86.67%	100.00%	100.00%	100.00%	↑ 94.74%
	Item 5: Permanency Goal for the Child	100.00%	75.00%	85.71%	85.71%	↓ 89.47%
	Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	46.67%	50.00%	85.71%	57.14%	↓ 57.89%
	Item 7: Placement with Siblings	57.14%	100.00%	100.00%	100.00%	↓ 82.35%
	Item 8: Visiting with Parents and Siblings in Foster Care	35.71%	100.00%	66.67%	60.00%	↑ 50.00%
	Item 9: Preserving Connections	20.00%	37.50%	42.86%	71.43%	↑ 39.47%
	Item 10: Relative Placement	53.33%	57.14%	71.43%	85.71%	↓ 64.86%
	Item 11: Relationship of Child in Care with Parents	18.18%	50.00%	0.00%	50.00%	↓ 27.78%
<b>Well-Being</b>	Item 12: Needs and Services of Child, Parents, and Foster Parents	22.22%	40.00%	50.00%	33.33%	↑ 34.00%
	Item 12A: Needs Assessment and Services to Children	88.89%	70.00%	66.67%	55.56%	↑ 72.00%
	Item 12B: Needs Assessment and Services to Parents	7.14%	20.00%	14.29%	25.00%	↓ 14.71%
	Item 12C: Needs Assessment and Services to Foster Parents	75.00%	60.00%	80.00%	85.71%	↑ 76.67%
	Item 13: Child and Family Involvement in Case Planning	35.29%	25.00%	50.00%	37.50%	↑ 39.13%
	Item 14: Caseworker Visits with the Child	38.89%	80.00%	41.67%	66.67%	↑ 54.00%
	Item 15: Caseworker Visits with Parents	7.14%	20.00%	0.00%	37.50%	↓ 14.71%
	Item 16: Educational Needs of the Child	44.44%	75.00%	71.43%	75.00%	↑ 65.52%
	Item 17: Physical Health of the Child	62.50%	62.50%	50.00%	71.43%	↑ 62.50%
	Item 18: Mental/Behavioral Health of the Child	42.86%	80.00%	44.44%	33.33%	↑ 48.00%
	Is an Immediate Child Safety Action Required?	0.00%	0.00%	0.00%	0.00%	→ 0.00%

<b>Change between FY 24-25 &amp; FY 25-26</b>
↑ Higher Percentage from FY 24-25 Reviews
↓ Lower Percentage from FY 24-25 Reviews
→ No change from FY 24- 251 Reviews



# AT-A-GLANCE

Scorecard/Contract Performance Measures		February	March	Target	% Change
SAFETY	Children Not Abused in OOHC	0.00	9.04	9.07	▶ 9.04
	No Abuse during In-Home Services	99.32%	100.00%	98.00%	▶ 0.68%
	Children with No Recurrence of Verified Abuse within 12 Months	100.00%	97.83%	90.30%	▶ -2.17%
<b>WELL-BEING</b>					
WELL-BEING	Kids Seen Every 30 Days	100.00%	100.00%	99.50%	0.00%
<b>PERMANENCY</b>					
PERMANENCY	Placement Moves per 1000 Days in OOHC	4.54	4.58	4.50	▶ 0.04
	Kids Exiting OOHC to a Permanent Home w/In 12 Months of Removal	41.18%	58.82%	35.20%	▶ 17.65%
	Kids in OOHC 12-23 Months who Exit to a Permanent Home	61.90%	65.69%	44.00%	▶ 3.78%
	Kids Who do Not Re-enter OOHC within 12 Months of Exit*	95.33%	95.28%	94.40%	▶ -0.04%
	Percentage of Children in OOHC Placed with Relative/Non-Relatives	47.84%	49.32%	60.00%	▶ 1.48%
	Sibling Groups Placed Together in OOHC	60.76%	57.65%	65.00%	▶ -3.11%
	Number of Finalized Adoptions (YTD)	67	75	84	▶ 8

Communities Connected for Kids, Inc.  
 Financial Dashboard  
 as of March 31, 2026  
 (unaudited and for internal purposes only)

Cash in Bank	<u>\$ 6,529,358</u>	
Total Assets	\$ 8,461,249	
Total Liabilities	\$ 8,141,529	
Total Net Assets	\$ 319,720	
Current Assets (a)	\$ 6,938,605	
Current Liabilities (b)	\$ 6,532,554	1.06 Current Ratio [a/b]

	<u>Current Month</u>	<u>Year-to-Date</u>
Total Revenues	\$ 3,366,053	\$ 30,147,509
Total Expenses	\$ 3,527,748	\$ 31,891,838
Net Surplus (Deficit)	<u>\$ (161,695)</u>	<u>\$ (1,744,329)</u>

**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Fiscal Year-to-Date ending March 31, 2026**  
**(unaudited and for internal use only)**

	Mar-26						
	(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	2,061,342		2,061,342				2,061,342
DCF IL	-	104,982	104,982				104,982
DCF Other	32,711		32,711				32,711
ESEP	-		-	41,667			41,667
<b>DCF Total</b>	<b>2,094,053</b>	<b>104,982</b>	<b>2,199,035</b>	<b>41,667</b>	<b>-</b>	<b>-</b>	<b>2,240,701</b>
Sunshine State Health Plan	-		-		22,746		22,746
Other	-		-			5,438	5,438
<b>Total Revenue</b>	<b>2,094,053</b>	<b>104,982</b>	<b>2,199,035</b>	<b>41,667</b>	<b>22,746</b>	<b>5,438</b>	<b>2,268,885</b>
<b>Expenses</b>							
<b>Lead Agency Expenses</b>							
<b>Salaries &amp; Wages</b>							
Salaries	591,834	43,465	635,300	38,983	6,652		680,935
Overtime	11,869	2,162	14,030	33			14,063
<b>Total Salaries &amp; Wages</b>	<b>603,703</b>	<b>45,627</b>	<b>649,330</b>	<b>39,016</b>	<b>6,652</b>	<b>-</b>	<b>694,999</b>
Employee Benefits	135,115	12,841	147,956	12,306	1,680		161,943
<b>Occupancy</b>							
Rent	75,245	1,796	77,041	2,793	227		80,061
Utilities	2,136	58	2,194	-	8	302	2,504
Phone	14,888	1,200	16,089	383	116		16,587
Equipment rental	1,099	4	1,103	12	2		1,116
Repairs and maintenance	6,573	376	6,949	16	47		7,012
<b>Total Occupancy</b>	<b>99,940</b>	<b>3,435</b>	<b>103,375</b>	<b>3,204</b>	<b>400</b>	<b>302</b>	<b>107,280</b>
Insurance	14,199	791	14,990	878	180		16,048
<b>Office/Travel/Other</b>							
Office expense	1,347	86	1,433	-	6	67	1,506
Travel	22,967	964	23,931	249	-		24,180
Legal	7,965		7,965		-		7,965
Audit	-		-		-		-
PR, Conferences, Trainings	2,852	2,200	5,052	23	-		5,076
<b>Total Office/Travel/Other</b>	<b>35,132</b>	<b>3,250</b>	<b>38,382</b>	<b>272</b>	<b>6</b>	<b>67</b>	<b>38,727</b>
Administrative/IT	70,208	8	70,216	14	1		70,231
<b>Total Lead Agency Costs</b>	<b>958,297</b>	<b>65,951</b>	<b>1,024,249</b>	<b>55,690</b>	<b>8,919</b>	<b>369</b>	<b>1,089,227</b>

**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Fiscal Year-to-Date ending March 31, 2026**  
**(unaudited and for internal use only)**

	Mar-26						
	(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	244,880		244,880				244,880
Adoption services	81,175		81,175				81,175
<b>Total CM/Adoption</b>	326,056	-	326,056	-	-	-	326,056
Prevention and intervention	46,185		46,185	-			46,185
Diversion services	46,444		46,444				46,444
Foster care recruitment	165,579		165,579	-			165,579
<b>Total Contracted Services</b>	584,264	-	584,264	-	-	-	584,264
<b>Out of Home Care</b>							
Foster home	86,621		86,621				86,621
Residential group care	593,752		593,752				593,752
Clothing	-		-				-
<b>Total Out of home care</b>	680,373	-	680,373	-	-	-	680,373
<b>Independent Living</b>							
Room and board	-	8,579	8,579				8,579
PESS and Aftercare Services	-	26,217	26,217				26,217
<b>Total Independent Living</b>	-	34,796	34,796	-	-	-	34,796
<b>Client support services</b>							
Children's mental health wraparound services	16,798		16,798				16,798
Lab services	9,289		9,289				9,289
Other services	41,891	31	41,922		157	650	42,728
<b>Total Client support services</b>	67,978	31	68,009	-	157	650	68,815
<b>Total Operating Expenses</b>	2,290,912	100,778	2,391,690	55,690	9,076	1,018	2,457,475
<b>Other Expenses</b>	3,424		3,424				3,424
<b>Total Expenses</b>	2,294,336	100,778	2,395,114	55,690	9,076	1,018	2,460,899
<b>Operating surplus (deficit)</b>	<b>(200,283)</b>	<b>4,203</b>	<b>(196,080)</b>	<b>(14,024)</b>	<b>13,670</b>	<b>4,419</b>	<b>(192,014)</b>

**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Fiscal Year-to-Date ending March 31, 2026**  
**(unaudited and for internal use only)**

	Mar-26						
	(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	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
<b>Total Revenue - Subsidies</b>	<b>1,097,168</b>	<b>-</b>	<b>1,097,168</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,097,168</b>
<b>Expense - Adoption</b>	<b>900,581</b>		<b>900,581</b>				<b>900,581</b>
Expense - Level 1 Licensed Care	50,353		50,353				50,353
Expense - Guardianship Assistance	88,577		88,577				88,577
Expense - Child Care Subsidies	27,339		27,339				27,339
<b>Total Expense - Subsidies</b>	<b>1,066,849</b>	<b>-</b>	<b>1,066,849</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,066,849</b>
<b>Net Subsidies</b>	<b>30,319</b>	<b>-</b>	<b>30,319</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,319</b>
<b>Gross Revenue</b>	<b>3,191,221</b>	<b>104,982</b>	<b>3,296,203</b>	<b>41,667</b>	<b>22,746</b>	<b>5,438</b>	<b>3,366,053</b>
<b>Expenses (incl MAS)</b>	<b>3,361,185</b>	<b>100,778</b>	<b>3,461,963</b>	<b>55,690</b>	<b>9,076</b>	<b>1,018</b>	<b>3,527,748</b>
<b>Net surplus (deficit)</b>	<b>(169,964)</b>	<b>4,203</b>	<b>(165,761)</b>	<b>(14,024)</b>	<b>13,670</b>	<b>4,419</b>	<b>(161,695)</b>

**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Fiscal Year-to-Date ending March 31, 2026**  
**(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
<b>Revenue:</b>							
DCF Core Services	18,398,459		18,398,459				18,398,459
DCF IL	-	944,834	944,834				944,834
DCF Other	294,398		294,398				294,398
ESEP	-		-	375,000			375,000
DCF Total	18,692,857	944,834	19,637,691	375,000	-	-	20,012,691
Sunshine State Health Plan	-		-		240,942		240,942
Other	-		-			19,366	19,366
Total Revenue	18,692,857	944,834	19,637,691	375,000	240,942	19,366	20,272,998
<b>Expenses</b>							
<b>Lead Agency Expenses</b>							
<b>Salaries &amp; Wages</b>							
Salaries	5,261,794	365,170	5,626,964	332,847	58,106	-	6,017,917
Overtime	78,483	18,735	97,218	2,457		-	99,675
Total Salaries & Wages	5,340,277	383,906	5,724,182	335,304	58,106	-	6,117,592
Employee Benefits	1,521,742	113,301	1,635,042	98,642	15,827	400	1,749,911
<b>Occupancy</b>							
Rent	668,893	16,049	684,942	22,345	2,055		709,342
Utilities	29,459	672	30,131	1,022	55	804	32,012
Phone	102,893	7,182	110,075	4,390	656		115,122
Equipment rental	31,684	1,630	33,314	93	214		33,621
Repairs and maintenance	61,878	3,484	65,363	418	439		66,220
Total Occupancy	894,807	29,018	923,825	28,269	3,418	804	956,317
Insurance	159,416	8,827	168,243	8,929	2,011		179,182
<b>Office/Travel/Other</b>							
Office expense	77,092	289	77,381	234	17		77,632
Travel	106,379	8,693	115,072	2,659	-	11	117,742
Legal	24,574		24,574				24,574
Audit	49,200		49,200				49,200
PR, Conferences, Trainings	13,953	3,020	16,974	23		2,412	19,409
Total Office/Travel/Other	271,199	12,002	283,201	2,917	17	2,423	288,557
Administrative/IT	554,101	63	554,164	123	9		554,296
Total Lead Agency Costs	8,741,541	547,116	9,288,657	474,183	79,388	3,626	9,845,855



**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Fiscal Year-to-Date ending March 31, 2026**  
**(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
<b>Contracted Services</b>							
<b>CM/Adoption</b>							
Case management	2,494,259		2,494,259				2,494,259
Adoption services	704,104		704,104				704,104
<b>Total CM/Adoption</b>	3,198,363	-	3,198,363	-	-	-	3,198,363
<b>Prevention and intervention</b>	451,658		451,658				451,658
Diversion services	445,641		445,641				445,641
Foster care recruitment	1,486,532		1,486,532				1,486,532
<b>Total Contracted Services</b>	5,582,194	-	5,582,194	-	-	-	5,582,194
<b>Out of Home Care</b>							
Foster home	772,713		772,713				772,713
Residential group care	5,202,125		5,202,125				5,202,125
Clothing	56,600		56,600				56,600
<b>Total Out of home care</b>	6,031,439	-	6,031,439	-	-	-	6,031,439
<b>Independent Living</b>							
Room and board		93,392	93,392				93,392
PESS and Aftercare Services		255,650	255,650				255,650
<b>Total Independent Living</b>	-	349,042	349,042	-	-	-	349,042
<b>Client support services</b>							
Children's mental health wraparound services	176,600		176,600				176,600
Lab services	102,721	331	103,052	535			103,587
Other services	329,677	804	330,481	449	(1,693)	13,263	342,500
<b>Total Client support services</b>	608,998	1,135	610,132	984	(1,693)	13,263	622,687
<b>Total Operating Expenses</b>	20,964,171	897,293	21,861,465	475,167	77,695	16,890	22,431,216
<b>Other Expenses</b>	31,582		31,582				31,582
<b>Total Expenses</b>	20,995,753	897,293	21,893,047	475,167	77,695	16,890	22,462,798
<b>Operating surplus (deficit)</b>	<b>(2,302,897)</b>	<b>47,541</b>	<b>(2,255,356)</b>	<b>(100,167)</b>	<b>163,247</b>	<b>2,476</b>	<b>(2,189,800)</b>

**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Fiscal Year-to-Date ending March 31, 2026**  
**(unaudited and for internal use only)**

	YTD						
	(D) DCF Child		(E) Total			(I) TOTAL	
	(C) DCF Child Welfare Core Plus (ZJ002)	Welfare - Independent Living (ZJ002)	DCF Child Welfare (ZJ002)	(F) DCF ESEP (ZJ001)	(G) Sunshine	(H) Other	All Programs
<b>Maintenance Subsidies</b>							
Revenue - Adoption	7,917,471		7,917,471				7,917,471
Revenue - Level 1 Licensed Care	713,708		713,708				713,708
Revenue - Guardianship Assistance	882,251		882,251				882,251
Revenue - Child Care Subsidies	361,080		361,080				361,080
<b>Total Revenue - Subsidies</b>	9,874,511	-	9,874,511	-	-	-	9,874,511
<b>Expense - Adoption</b>	8,060,861		8,060,861				8,060,861
Expense - Level 1 Licensed Care	371,219		371,219				371,219
Expense - Guardianship Assistance	766,856		766,856				766,856
Expense - Child Care Subsidies	230,105		230,105				230,105
<b>Total Expense - Subsidies</b>	9,429,040	-	9,429,040	-	-	-	9,429,040
<b>Net Subsidies</b>	445,471	-	445,471	-	-	-	445,471
<b>Gross Revenue</b>	<b>28,567,367</b>	<b>944,834</b>	<b>29,512,201</b>	<b>375,000</b>	<b>240,942</b>	<b>19,366</b>	<b>30,147,509</b>
<b>Expenses (incl MAS)</b>	<b>30,424,793</b>	<b>897,293</b>	<b>31,322,086</b>	<b>475,167</b>	<b>77,695</b>	<b>16,890</b>	<b>31,891,838</b>
<b>Net surplus (decifit)</b>	<b>(1,857,426)</b>	<b>47,541</b>	<b>(1,809,885)</b>	<b>(100,167)</b>	<b>163,247</b>	<b>2,476</b>	<b>(1,744,329)</b>

**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Fiscal Year-to-Date ending March 31, 2026**  
**(unaudited and for internal use only)**

	Mar-26			YTD			75.00%	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	2,061,342	2,048,541	12,802	18,398,459	18,436,867	(38,408)	74.8%	24,582,489
DCF IL	104,982	104,982	-	944,834	944,834	-	75.0%	1,259,779
DCF Other	32,711	32,711	-	294,398	294,397	1	75.0%	392,529
ESEP	41,667	77,083	(35,417)	375,000	693,750	(318,750)	40.5%	925,000
DCF Total	2,240,701	2,263,316	(22,615)	20,012,691	20,369,848	(357,157)	73.7%	27,159,797
Sunshine State Health Plan	22,746	24,000	(1,254)	240,942	216,000	24,942	83.7%	288,000
Other	5,438	1,250	4,188	19,366	11,250	8,116	129.1%	15,000
<b>Total Revenue</b>	<b>2,268,885</b>	<b>2,288,566</b>	<b>(19,681)</b>	<b>20,272,998</b>	<b>20,597,098</b>	<b>(324,099)</b>	<b>73.8%</b>	<b>27,462,797</b>
<b>Expenses:</b>								
<b>Lead Agency / System of Care Expense</b>								
<b>Salaries and wages</b>								
Salaries	680,935	610,973	(69,962)	6,017,917	5,498,759	(519,158)	82.1%	7,331,679
Overtime	14,063	12,500	(1,563)	99,675	112,500	12,825	66.4%	150,000
<b>Total Salaries &amp; Wages</b>	<b>694,999</b>	<b>623,473</b>	<b>(71,525)</b>	<b>6,117,592</b>	<b>5,611,259</b>	<b>(506,333)</b>	<b>81.8%</b>	<b>7,481,679</b>
Employee benefits	161,943	198,004	36,062	1,749,911	1,782,039	32,127	73.6%	2,376,052
<b>Occupancy</b>								
Rent	80,061	80,304	243	709,342	722,739	13,396	73.6%	963,651
Utilities	2,504	3,049	546	32,012	27,442	(4,569)	87.5%	36,590
Phone	16,587	14,050	(2,537)	115,122	126,451	11,329	68.3%	168,601
Furniture and equipment	1,116	4,705	3,589	33,621	42,342	8,721	59.6%	56,457
Repairs and maintenance	7,012	9,631	2,618	66,220	86,677	20,458	57.3%	115,570
<b>Total Occupancy</b>	<b>107,280</b>	<b>111,739</b>	<b>4,459</b>	<b>956,317</b>	<b>1,005,651</b>	<b>49,335</b>	<b>71.3%</b>	<b>1,340,868</b>
Insurance	16,048	28,335	12,287	179,182	255,014	75,832	52.7%	340,019
<b>Office/Travel/Other</b>								
Office expense	1,506	10,000	8,494	77,632	90,000	12,368	64.7%	120,000
Travel	24,180	16,667	(7,513)	117,742	150,000	32,258	58.9%	200,000
Legal	7,965	2,083	(5,882)	24,574	18,750	(5,824)	98.3%	25,000
Audit	-	4,667	4,667	49,200	42,000	(7,200)	87.9%	56,000
Other (PR, Conf, Training)	5,076	6,250	1,174	19,409	56,250	36,841	25.9%	75,000
<b>Total Office/Travel/Other</b>	<b>38,727</b>	<b>39,667</b>	<b>940</b>	<b>288,557</b>	<b>357,000</b>	<b>68,443</b>	<b>60.6%</b>	<b>476,000</b>
Administrative / management	70,231	51,250	(18,981)	554,296	461,250	(93,046)	90.1%	615,000
<b>Total Lead Agency Costs</b>	<b>1,089,227</b>	<b>1,052,468</b>	<b>(36,759)</b>	<b>9,845,855</b>	<b>9,472,214</b>	<b>(373,641)</b>	<b>78.0%</b>	<b>12,629,618</b>

**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Fiscal Year-to-Date ending March 31, 2026**  
**(unaudited and for internal use only)**

	Mar-26			YTD			75.00% YTD	Approved
	Actual	Budget	Fav (Unfav) Variance	Actual	Budget	Fav (Unfav) Variance	% of Actual To Total Budget	Budget FY25-26
<b>Contracted Services</b>								
<b>Case Management/Adoption</b>								
Case management	244,880	266,084	21,203	2,494,259	2,394,752	(99,507)	78.1%	3,193,003
Adoption services	81,175	68,500	(12,676)	704,104	616,496	(87,608)	85.7%	821,994
<b>Total CM/Adoption</b>	<b>326,056</b>	<b>334,583</b>	<b>8,528</b>	<b>3,198,363</b>	<b>3,011,248</b>	<b>(187,115)</b>	<b>79.7%</b>	<b>4,014,997</b>
<b>Prevention and Intervention services</b>								
Diversion services	46,185	57,075	10,890	451,658	513,676	62,018	65.9%	684,901
Foster care administration	46,444	50,000	3,556	445,641	450,000	4,359	74.3%	600,000
Foster care administration	165,579	169,574	3,995	1,486,532	1,526,168	39,636	73.1%	2,034,890
<b>Total Contracted Services</b>	<b>584,264</b>	<b>611,232</b>	<b>26,969</b>	<b>5,582,194</b>	<b>5,501,091</b>	<b>(81,103)</b>	<b>76.1%</b>	<b>7,334,788</b>
<b>Out of Home</b>								
Foster home	86,621	122,338	35,717	772,713	1,101,039	328,326	52.6%	1,468,052
Residential group care	593,752	372,642	(221,110)	5,202,125	3,353,776	(1,848,350)	116.3%	4,471,701
Clothing	-	6,250	6,250	56,600	56,250	(350)	75.5%	75,000
<b>Total Out of Home Care</b>	<b>680,373</b>	<b>501,229</b>	<b>(179,144)</b>	<b>6,031,439</b>	<b>4,511,065</b>	<b>(1,520,374)</b>	<b>100.3%</b>	<b>6,014,753</b>
<b>Independent Living</b>								
Room and board	8,579	13,750	5,171	91,269	123,750	32,481	55.3%	165,000
Services	26,217	27,083	867	255,650	243,750	(11,900)	78.7%	325,000
<b>Total Independent Living</b>	<b>34,796</b>	<b>40,833</b>	<b>6,037</b>	<b>346,919</b>	<b>367,500</b>	<b>20,581</b>	<b>70.8%</b>	<b>490,000</b>
<b>Client support services</b>								
Children's mental health wraparound services	16,798	21,108	4,310	176,600	189,976	13,376	69.7%	253,301
Lab services	9,289	10,722	1,433	103,587	96,496	(7,091)	80.5%	128,661
Other services	42,728	35,019	(7,709)	344,623	315,171	(29,452)	82.0%	420,228
<b>Total Client support services</b>	<b>68,815</b>	<b>66,849</b>	<b>(1,966)</b>	<b>624,810</b>	<b>601,643</b>	<b>(23,167)</b>	<b>77.9%</b>	<b>802,190</b>
<b>Total Operating Expenses</b>	<b>2,457,475</b>	<b>2,272,612</b>	<b>(184,862)</b>	<b>22,431,216</b>	<b>20,453,512</b>	<b>(1,977,704)</b>	<b>82.3%</b>	<b>27,271,350</b>
<b>Other Expenses</b>	3,424	2,500	(924)	31,582	22,500	(9,082)	105.3%	30,000
<b>Total Expenses</b>	<b>2,460,899</b>	<b>2,275,112</b>	<b>(185,787)</b>	<b>22,462,798</b>	<b>20,476,012</b>	<b>(1,986,786)</b>	<b>82.3%</b>	<b>27,301,350</b>
<b>Net operating surplus (deficit)</b>	<b>(192,014)</b>	<b>13,454</b>	<b>166,105</b>	<b>(2,189,800)</b>	<b>121,086</b>	<b>(1,662,687)</b>	<b>-1356.4%</b>	<b>161,447</b>

**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Fiscal Year-to-Date ending March 31, 2026**  
**(unaudited and for internal use only)**

	Mar-26			YTD			75.00%	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	-	7,917,471	7,917,471	-	75.0%	10,556,628
Revenue - Level 1 Licensed Care	79,301	79,301	-	713,708	713,708	-	75.0%	951,611
Revenue - Guardianship Assistance Program	98,028	98,028	-	882,251	882,251	-	75.0%	1,176,335
Revenue - Child Care Subsidies	40,120	40,120	-	361,080	361,080	-	75.0%	481,440
<b>Total Revenue - Subsidies</b>	<b>1,097,168</b>	<b>1,097,168</b>	<b>-</b>	<b>9,874,511</b>	<b>9,874,511</b>	<b>-</b>	<b>75.0%</b>	<b>13,166,014</b>
Expense - Maintenance Adoption Subsidies	900,581	879,719	(20,862)	8,060,861	7,917,471	(143,390)	76.4%	10,556,628
Expense - Level 1 Licensed Care	50,353	79,301	28,948	371,219	713,708	342,489	39.0%	951,611
Expense - Guardianship Assistance Program	88,577	98,028	9,451	766,856	882,251	115,396	65.2%	1,176,335
Expense - Child Care Subsidies	27,339	40,120	12,781	230,105	361,080	130,975	47.8%	481,440
<b>Total Expense - Subsidies</b>	<b>1,066,849</b>	<b>1,097,168</b>	<b>30,319</b>	<b>9,429,040</b>	<b>9,874,511</b>	<b>445,471</b>	<b>71.6%</b>	<b>13,166,014</b>
<b>Net surplus (deficit) subsidies</b>	<b>30,319</b>	<b>-</b>	<b>30,319</b>	<b>445,471</b>	<b>-</b>	<b>445,471</b>		<b>-</b>
<b>Gross Revenue</b>	<b>3,366,053</b>	<b>3,385,734</b>	<b>19,681</b>	<b>30,147,509</b>	<b>30,471,608</b>	<b>324,099</b>	<b>74.2%</b>	<b>40,628,811</b>
<b>Expenses</b>	<b>3,527,748</b>	<b>3,372,280</b>	<b>(155,468)</b>	<b>31,891,838</b>	<b>30,350,523</b>	<b>(1,541,315)</b>	<b>78.8%</b>	<b>40,467,364</b>
<b>Net surplus (deficit)</b>	<b>(161,695)</b>	<b>13,454</b>	<b>(175,149)</b>	<b>(1,744,329)</b>	<b>121,086</b>	<b>(1,865,414)</b>	<b>-1080.4%</b>	<b>161,447</b>

**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Year-to-Date ending March 31, 2026**  
**(unaudited and for internal use only)**

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Total
<b>Revenue:</b>										
DCF Core Services	1,984,531	1,984,531	2,061,342	2,061,343	2,061,343	2,061,343	2,061,342	2,061,343	2,061,342	18,398,459
DCF IL	104,982	104,982	104,982	104,982	104,982	104,982	104,982	104,982	104,982	944,834
DCF Other	32,711	32,711	32,712	32,711	32,711	32,711	32,711	32,711	32,711	294,398
ESEP	41,667	41,667	41,667	41,667	41,667	41,667	41,667	41,667	41,667	375,000
DCF Total	2,163,890	2,163,890	2,240,702	2,240,702	2,240,702	2,240,702	2,240,701	2,240,702	2,240,701	20,012,691
Sunshine State Health Plan	23,114	23,100	23,212	54,634	23,702	23,282	23,576	23,576	22,746	240,942
Other	-	-	-	250	0	5,933	5,910	1,834	5,438	19,366
Total Revenue	2,187,004	2,186,990	2,263,914	2,295,586	2,264,404	2,269,917	2,270,187	2,266,112	2,268,885	20,272,998
	-	-	-	-	-	-	-	-	-	-
<b>Expenses:</b>										
<b>Lead Agency / System of Care Expense</b>										
<b>Salaries and wages</b>										
Salaries	704,218	683,302	665,057	670,501	647,363	676,535	677,009	612,998	680,935	6,017,917
Overtime	2,906	11,980	8,786	17,048	14,051	7,340	8,366	15,135	14,063	99,675
Total Salaries & Wages	707,124	695,282	673,842	687,549	661,413	683,875	685,375	628,132	694,999	6,117,592
Employee benefits	202,571	200,322	200,166	202,363	189,437	235,626	175,703	181,781	161,943	1,749,911
<b>Occupancy</b>										
Rent	79,090	78,270	79,055	78,680	78,305	78,896	78,463	78,521	80,061	709,342
Utilities	6,498	2,493	3,713	5,009	2,866	4,748	1,820	2,361	2,504	32,012
Phone	5,797	12,970	16,752	13,425	9,123	13,291	17,826	9,350	16,587	115,122
Furniture and equipment	761	3,975	4,628	4,589	976	8,202	4,744	4,629	1,116	33,621
Repairs and maintenance	6,696	6,809	7,389	6,852	7,937	9,051	7,525	6,947	7,012	66,220
Total Occupancy	98,843	104,517	111,537	108,555	99,208	114,189	110,379	101,809	107,280	956,317
Insurance	26,529	15,966	15,966	21,157	15,616	35,805	16,048	16,048	16,048	179,182
<b>Office/Travel/Other</b>										
Office expense	20,280	533	3,118	2,699	5,770	40,152	2,480	1,094	1,506	77,632
Travel	2,642	10,958	10,963	19,988	7,408	16,672	9,819	15,112	24,180	117,742
Legal	-	-	-	7,460	2,323	-	6,827	-	7,965	24,574
Audit	-	-	-	5,300	5,240	4,000	20,000	14,660	-	49,200
Other (PR, Conf, Training)	3,125	847	1,788	1,677	160	212	4,448	2,075	5,076	19,409
Total Office/Travel/Other	26,048	12,338	15,869	37,124	20,901	61,036	43,574	32,941	38,727	288,557
Administrative / management	46,898	48,716	48,006	50,034	46,995	81,550	81,945	79,920	70,231	554,296
Total Lead Agency Costs	1,108,012	1,077,141	1,065,386	1,106,782	1,033,570	1,212,082	1,113,023	1,040,631	1,089,227	9,845,855

**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Year-to-Date ending March 31, 2026**  
**(unaudited and for internal use only)**

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Total
<b>Contracted Services</b>										
<b>Case Management/Adoption</b>										
Case management	285,000	285,000	252,548	327,771	250,283	250,313	309,015	289,448	244,880	2,494,259
Adoption services	74,190	71,190	70,829	100,452	74,771	70,082	84,235	77,179	81,175	704,104
<b>Total CM/Adoption</b>	<b>359,190</b>	<b>356,190</b>	<b>323,377</b>	<b>428,223</b>	<b>325,054</b>	<b>320,395</b>	<b>393,250</b>	<b>366,627</b>	<b>326,056</b>	<b>3,198,363</b>
<b>Prevention and Intervention services</b>										
Diversion services	47,040	50,691	69,916	50,691	50,692	53,087	37,172	46,185	46,185	451,658
Foster care administration	50,000	50,000	50,000	50,000	60,500	46,571	46,063	46,063	46,444	445,641
<b>Total Contracted Services</b>	<b>184,324</b>	<b>186,581</b>	<b>182,611</b>	<b>175,281</b>	<b>154,102</b>	<b>150,558</b>	<b>161,337</b>	<b>126,159</b>	<b>165,579</b>	<b>1,486,532</b>
<b>Total Contracted Services</b>	<b>640,554</b>	<b>643,462</b>	<b>625,904</b>	<b>704,195</b>	<b>590,348</b>	<b>570,612</b>	<b>637,822</b>	<b>585,034</b>	<b>584,264</b>	<b>5,582,194</b>
<b>Out of Home</b>										
Foster home	78,204	79,142	81,081	89,430	83,447	87,912	99,031	87,846	86,621	772,713
Residential group care	561,169	524,325	540,043	506,911	643,076	585,930	621,396	625,524	593,752	5,202,125
Clothing	57,300	(1,600)	1,200	-	(300)	-	-	-	-	56,600
<b>Total Out of Home Care</b>	<b>696,672</b>	<b>601,866</b>	<b>622,324</b>	<b>596,341</b>	<b>726,223</b>	<b>673,842</b>	<b>720,428</b>	<b>713,369</b>	<b>680,373</b>	<b>6,031,439</b>
<b>Independent Living</b>										
Room and board	16,102	20,827	8,226	9,435	11,717	7,040	3,645	5,698	8,579	91,269
Services	17,617	24,080	44,720	32,210	31,377	31,323	19,753	28,353	26,217	255,650
<b>Total Independent Living</b>	<b>33,718</b>	<b>44,907</b>	<b>52,946</b>	<b>41,645</b>	<b>43,094</b>	<b>38,363</b>	<b>23,398</b>	<b>34,051</b>	<b>34,796</b>	<b>346,919</b>
<b>Client support services</b>										
Children's mental health wraparound serv	1,146	18,239	33,753	25,923	7,674	33,715	22,168	17,184	16,798	176,600
Lab services	-	11,099	17,424	13,804	17,207	11,606	12,145	11,013	9,289	103,587
Other services	27,612	37,804	49,594	21,136	28,460	36,352	57,643	43,294	42,728	344,623
<b>Total Client support services</b>	<b>28,758</b>	<b>67,141</b>	<b>100,771</b>	<b>60,863</b>	<b>53,342</b>	<b>81,673</b>	<b>91,956</b>	<b>71,491</b>	<b>68,815</b>	<b>624,810</b>
<b>Total Operating Expenses</b>	<b>2,507,715</b>	<b>2,434,518</b>	<b>2,467,332</b>	<b>2,509,825</b>	<b>2,446,576</b>	<b>2,576,572</b>	<b>2,586,627</b>	<b>2,444,576</b>	<b>2,457,475</b>	<b>22,431,216</b>
<b>Other Expenses</b>	3,406	3,576	3,601	3,426	3,394	3,280	3,829	3,646	3,424	31,582
<b>Total Expenses</b>	<b>2,511,120</b>	<b>2,438,095</b>	<b>2,470,933</b>	<b>2,513,251</b>	<b>2,449,970</b>	<b>2,579,853</b>	<b>2,590,456</b>	<b>2,448,222</b>	<b>2,460,899</b>	<b>22,462,798</b>
<b>Net operating surplus (deficit)</b>	<b>(324,116)</b>	<b>(251,104)</b>	<b>(207,019)</b>	<b>(217,666)</b>	<b>(185,566)</b>	<b>(309,936)</b>	<b>(320,269)</b>	<b>(182,110)</b>	<b>(192,014)</b>	<b>(2,189,800)</b>
<b>Maintenance Subsidies</b>										
Revenue - Maintenance Adoption Subsidies	879,719	879,719	879,719	879,719	879,719	879,719	879,719	879,719	879,719	\$ 7,917,471
Revenue - Level 1 Licensed Care	79,301	79,301	79,301	79,301	79,301	79,301	79,301	79,301	79,301	713,708
Revenue - Guardianship Assistance Program	98,028	98,028	98,028	98,028	98,028	98,028	98,028	98,028	98,028	882,251
Revenue - Child Care Subsidies	40,120	40,120	40,120	40,120	40,120	40,120	40,120	40,120	40,120	361,080
<b>Total Revenue - Subsidies</b>	<b>1,097,168</b>	<b>1,097,168</b>	<b>1,097,168</b>	<b>1,097,168</b>	<b>1,097,168</b>	<b>1,097,168</b>	<b>1,097,168</b>	<b>1,097,168</b>	<b>1,097,168</b>	<b>9,874,511</b>
Expense - Maintenance Adoption Subsidies	874,843	892,820	908,160	893,317	889,926	901,348	911,673	888,193	900,581	8,060,861
Expense - Level 1 Licensed Care	32,070	27,941	32,884	38,787	39,178	49,406	51,680	48,922	50,353	371,219
Expense - Guardianship Assistance Program	82,279	82,437	86,352	78,662	92,063	86,767	84,127	85,594	88,577	766,856

**Communities Connected for Kids, Inc.**  
**Statement of Activities by Program**  
**For the Month and Year-to-Date ending March 31, 2026**  
**(unaudited and for internal use only)**

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Total
Expense - Child Care Subsidies	22,800	30,126	24,312	27,652	26,874	31,288	12,830	26,884	27,339	230,105
<b>Total Expense - Subsidies</b>	<b>1,011,991</b>	<b>1,033,324</b>	<b>1,051,707</b>	<b>1,038,417</b>	<b>1,048,040</b>	<b>1,068,809</b>	<b>1,060,311</b>	<b>1,049,593</b>	<b>1,066,849</b>	<b>9,429,040</b>
<b>Net Income - Subsidies</b>	<b>85,177</b>	<b>63,843</b>	<b>45,461</b>	<b>58,751</b>	<b>49,128</b>	<b>28,359</b>	<b>36,857</b>	<b>47,575</b>	<b>30,319</b>	<b>445,471</b>
<b>Gross Revenue</b>	<b>3,284,172</b>	<b>3,284,158</b>	<b>3,361,082</b>	<b>3,392,754</b>	<b>3,361,572</b>	<b>3,367,085</b>	<b>3,367,355</b>	<b>3,363,280</b>	<b>3,366,053</b>	<b>30,147,509</b>
<b>Expenses (incl MAS)</b>	<b>3,523,111</b>	<b>3,471,419</b>	<b>3,522,639</b>	<b>3,551,668</b>	<b>3,498,010</b>	<b>3,648,662</b>	<b>3,650,767</b>	<b>3,497,815</b>	<b>3,527,748</b>	<b>31,891,838</b>
<b>Net Income (loss)</b>	<b>(238,939)</b>	<b>(187,261)</b>	<b>(161,558)</b>	<b>(158,915)</b>	<b>(136,438)</b>	<b>(281,577)</b>	<b>(283,412)</b>	<b>(134,535)</b>	<b>(161,695)</b>	<b>(1,744,329)</b>