



1860 SW Fountainview Blvd, Suite 200• Port St. Lucie, FL 34986  
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Board of Directors Meeting  
Communities Connected for Kids Boardroom  
1860 SW Fountainview Blvd Suite 200.

**December 9<sup>th</sup>, 2021**

**Agenda**

- |                                  |                 |
|----------------------------------|-----------------|
| 1. Call to Order                 | Kathryn Hensley |
| 2. October Minutes               | Kathryn Hensley |
| 3. Board Chair Comments          | Kathryn Hensley |
| 4. Policy 147 Approval           | Carol Deloach   |
| 5. CEO Board Report              | Carol Deloach   |
| 6. QA Committee Report           | Rusty Kline     |
| 7. Finance Committee Report      | Lauren Hahn     |
| • Approval of October Financials |                 |
| 8. Board Comments                | Kathryn Hensley |
| 9. Public Comments               | Kathryn Hensley |
| 10. Adjournment                  | Kathryn Hensley |

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**2021 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.*



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Board of Directors Meeting  
Communities Connected for Kids Headquarters  
October 26th, 2021  
3 p.m.

### October 2021 Minutes

**1) Call to Order** – Ms. Hensley called the meeting to order at 3:02 pm.

Board members include: Kathryn Hensley, Melanie Wiles, Kay Hammond, Doris Plym, Kristy Conway, Dr. Angie Bailey

Internal staff Includes: Elisabet Eugene, Carol Deloach, Cheri Sheffer, Jill Poole, Lauren Hahn, Nicky Smith, Rusty Kline, Lorrene Egan, Robert Schoepf, Josie Kirchner, Christina Kaiser, Alisa Carter, Rachel Khail, Caryn Toole, Suzie Kulscar, Christine Winter, Mary Artier, Evan Hunsberger,

Guest Include: Nancy Wall

**2) September Minutes-** *Ms. Plym made a motion to approve the September Minutes, and Ms. Wiles seconded. The motion passed unanimously.*

**3) Board Chair Comments-** Ms. Hensley presents:

- N/A

**4) GEM Awards-** Ms. Deloach reports

- **Ruby Award:** Jill goes above and beyond for our foster families and staff. If you ask Jill for help, she will do everything she can to support you. A recent example was when Jill left her home after hours and drove two counties away just to be a familiar face to someone in distress. She is highly respected, honest, and is very kind and gentle.
- **Emerald Award:** Mary received 5 nominations. She is a fantastic supervisor. Many case managers wanted to leave the company and Mary convinced many people to stay. She has the ability to inject humor when something chaotic is happening. She is a fantastic asset to our system of care. CHS and CCK are so blessed to have her on our team.

**5) CEO Report-** Ms. Deloach reports:

- Yesterday I met with Kathryn, and I went over 6 or 7 items that are weighing heavily.
- November 1<sup>st</sup>, CCKids will begin a staggered return to the office.
- There is a \$30M allocation that came from the FL Senate. It came from Senate Bill 80 and 96. This covers multi-disciplinary staffings, expanding independent living, kinship navigator program, etc. We will receive a contract amendment from Nancy Wall when the dollars are released. Once we sign it and Tallahassee gets it, we are good. The FL coalition is not happy with how the money was allocated. We have to develop a plan for the department on how we will allocate the dollars. They come down by position. For Multi staffings we get enough money for 1



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position. For IL, we get enough money for ½ a position. For family finder, 1. For post adopt, ½ a position. With the kinship navigator program, every CBC, no matter the size, will receive \$744K for 11 positions. We do not need 11 positions for this. I asked if we could spread the money around, and they approved that. They want a plan on how we could do that. Lorrene Egan agreed to donate 2 of her staff, and Rusty contributed one of his staff to do this multi-disciplinary staffing.

- At the last board meeting, we discussed that we were having a problem attracting staff. We increased the pay of the family support worker to \$15. That is for CHS and St. Lucie. We hope to keep and attract our employees.
- We are having a major problem in retaining case management. We had 3 people tentatively resign. We hope this push an increased pay in the next legislative session to increase salaries to what teachers make will have legs.
- I got an urgent call from the SLC drug lab that they had a breach. The gentleman was very upset. They are working with a forensic company to see if any one of our clients was impacted.
- We have a 10-year-old boy who has been living in the Martin County Service Center. Daniel Memorial finally accepted him. There is also an Okeechobee girl who has been in and out of the crisis unit 10 or 11 times. She attempted to jump off a bridge last night. I said last time we were not going to get her. The police did not baker act her. They brought her back to the service center. The following day she ran out again. It took 5 police officers holding her to keep her from jumping over a bridge again. I got approval from the assistant secretary and Sunshine Health that we are not picking her up until she has a place to go. Tallahassee is looking for a placement for her. It has been very heartbreaking.
- We have a pending contract for a no eject, no reject program.
- We had our child-placing agency renewal being worked on. As far as I know, we are good to go. We are just waiting on the actual paperwork.
- With the Family First Prevention Act, we have significant changes to how our homes are licensed. They can be licensed as an at-risk or a qualified residential treatment, a therapeutic group home with an accreditation of QRTP. We are in the process of creating them. The Department asked the group homes what they wanted as a board rate. Following that, we received a contract amendment from a provider. We are currently paying \$115 a day to providers now, and they want us to pay \$335 a day now. The CBCs have been pushing back as much as possible. This will have a significant financial impact on the system.
- Our group home usage has gown down significantly in the past 6 years from 50 plus percent to less than 8 percent now.

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

- The 2:00p subcommittee was held.
- We went over our incident reports. They stayed around the same from the previous month. There was nothing that needed to be reported to the Board.
- We discuss our missing kids and efforts on those.
- We have 2 areas in yellow and 1 in red.
- We will have several meetings this week to address most of our concerns.



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- We discussed our special projects on relative and non-relative placement disruptions.
- Rachel went over our safe care program.

**7) Finance Committee Report**– Ms. Hahn reports:

- We have no new information on the budget amendments. We haven't received our year-end closeout. Our financial activity is as expected for this month.
- Our salaries are down, and travel has increased.
- Our Chaffe dollars have started to go out this month.
- We are strong financially. We are \$183K in excess for the year so far.
- Our fieldwork for our audit is continuing this month. We need an audit committee meeting for the month of December.

***Ms. Wiles made a motion to approve the October financial reports, Ms. Plym seconded. The motion passed unanimously.***

**8) Board Comments** – N/A

**9) Public Comments** – N/A

**10) Adjournment** – The meeting was adjourned at 3:51.



**Series 100:** Case Management

**Policy Name**     Comfort Calls

**Policy Number**   147

**Origination Date**  10/1/2021

**Revision Date:** NA

Regulation: F.A.C 65C-16; CF-FSP 5071, Section 39 F.S.

**Policy:** In an effort to reduce the overall trauma associated with family separations, comfort calls encourage and support relationships between caregivers and birth/ legal parents involved in a removal.

#### **A.     The Comfort Call**

The comfort call is a phone call facilitated by a qualified child welfare professional (foster care support worker, intake and placement representative, Child Protective Investigator (CPI), residential program caregiver, or other) and caregiver or kin or fictive kin to the birth parent(s) after a child is removed from their home, or after a change in placement setting (not including temporary respite). The purpose of these calls is to:

- Comfort the child;
- Provide assurance to the parent;
- Take the first step in establishing a positive co-parenting relationship between the caregiver and birth parent(s); and to
- Discuss vital information needed to meet the child's needs.

This call also provides an opportunity for the child and parent to speak to each other after removal, or change in placement setting, which can help both to feel more comfortable with the placement. This call should always occur within 12 hours, if at all possible, after the child is removed from their home. Otherwise, no later than 48 hours after removal. During the call, the caregiver should allow the birth parent(s) to be the expert on their child by discussing information needed to meet the child's needs such as:

- a. Medical – allergies, medications, upcoming or needed appointments, immunizations, etc.;
- b. Behavioral – past trauma, placement history, therapeutic history;
- c. Educational and Developmental – school attended, teachers, academic performance, special services, etc.;
- d. Family/Fictive Kin/Peer support systems – Who else can the child call/visit for support?;
- e. Routines – extracurricular activities, schedules, bedtimes, etc.;
- f. Establish plans for a first meeting between caregiver and birth parent (icebreaker meeting/family transfer staffing); and
- g. Let the child speak with their parent(s) when developmentally appropriate and the child desires to do so. The child is not required to participate if they do not care to or if there are other



reasons not to speak with the parent. The caregiver and facilitator will make the best decision possible based on case-specific information and the child's wishes.

- At the time of removal, the Child Protective Investigator must obtain from the parent a method of contacting them and educate the parent about the comfort call.
- At the time of a change in placement, the Child's Case Manager must obtain from the parent a method of contacting them and educate the parent about the comfort call.
- The Child Protective Investigator must share all known Child Health/ Social History information with the caregiver with all information previously gathered – the caregiver can then fill in any blanks based on the information gathered during the comfort call.

## **B. General Guidelines**

- Calls will be facilitated by a qualified professional, which may be one of the following:
  - Child Placing Agency representative
  - Community Based Care representative
  - Dependency Case Manager
  - Child Protective Investigator
  - Residential Group Home representative
- The comfort call can be made in a variety of ways:
  - From the staff member's work cell phone;
  - If the caregiver is comfortable with it, from the caregiver's phone; or
  - Through a temporary/disposable phone (trac-phone or similar)
  - Through Google Voice
  - Through a virtual meeting platform (Zoom, Teams, Etc.)
  - Other platforms that allow multiple parties to participate
- Begin the call by reminding the birth parent and caregiver that the purpose is to provide important information that may only be known by the birth parent to make sure the caregiver can provide the best care possible, and to provide the birth parent with information about the family the child is living with. The call is not to address the reason for removal or concerns from the parent or caregiver.
- Introduce birth and caregiver by providing at least first names. First and last names may be shared depending on the discretion of the participants. If safety issues exist only first names will be used.
- Encourage caregivers to acknowledge positive attributes, appearance, manners, etc. of the child.
- When appropriate, and if they want to, the child may participate.
- The call facilitator should actively monitor information shared and the nature of the conversation and be prepared to intervene, if necessary. The facilitator can assist in re-directing conversations as needed to support continuation of the call and to maintain focus on the child and not on removal or other issues. If the call becomes inappropriate and the facilitator is unable to redirect, the call should be terminated. The facilitator has the discretion to redirect or end the call as needed.
- In concluding the call, acknowledge with each the difficulty they may have experienced but, by participating, they were able to share important information, alleviate some of their fears and anxieties, and their first meeting will be much easier having had this conversation. Thank each for their participation and their commitment focusing on their child.

**C. Facilitators:**

- If a child is placed with a licensed foster parent, the facilitator will be a CPA representative or designee.
- If a child is placed with a relative/non-relative, the facilitator will be the CPI. In cases where there is no CPI involved and there is a change in placement setting to a relative/non-relative, the facilitator will be the Child's Case Manager.
- If a child is placed in a residential group home, the facilitator will be a group home representative.
  - If the facilitator is a residential group home representative there must be at least two group home representatives on the call. (One cannot facilitate their own call.)
  - The facilitator will provide written documentation of the comfort call to the CBC placement unit who will document the call in FSFN.
- The facilitator will document the comfort call in a case note attached to the child's case in FSFN, including the following:
  - date and time of the call
  - who participated
  - what was discussed
  - whether all parties were appropriate
- The notation will be placed in the FSFN Case as a "Caregiver-Parent Introduction" note type.
- If more than one facilitator participates in the comfort call (e.g. CPI and foster care licensing staff) they will establish between themselves who is responsible for documentation of the comfort call.
- If a call is attempted, but a parent does not answer/respond, a second attempt must be made within the initial 48-hour window. If there is still no contact, both attempts must be documented in the FSFN case. This is the minimum requirement at the time of placement, additional attempts should persist until contact is established.
- If there are two custodial parents that do not reside together, comfort calls must be attempted with both parents. If there are two parents but only one is considered custodial, the call may be limited to the one custodial parent.
- An initial comfort call may be held with another caring adult connected to the child if one can be identified.
- If the comfort call did not occur for any reason, this must be documented in the case as well with an explanation as to why it did not occur.

**D. Unique Circumstances:**

Hospitalized or Incarcerated Birth Parent(s):

- Depending upon the hospital, treatment center, detention facility, criminal charges, etc., contact with and explanation of the purpose and procedures of the initial call with the physician, nurse, social worker, jail staff etc. may allow for a brief or modified call.
- If the call cannot be conducted immediately due to hospitalization or incarceration, the initial call should be made as soon as possible once the birth parent is released or able to have such a call.
- An initial comfort call may be held with another caring adult connected to the child if one can be identified.



Parent's Whereabouts Unknown:

- An initial comfort call may be held with another caring adult connected to the child if one can be identified.
- When parent(s) are located, the initial call with the caregivers should be done as soon as possible.

Safety Concerns:

- Unfortunately, there may be rare situations where there are confirmed significant safety issues and risks which may preclude the initial call or require modification to the call procedures. These might include no contact orders or orders of protection. When such situations exist, the specialist shall discuss with the CPI and his/her supervisor the specific safety concerns, jointly assessing options and possible procedural modifications which would allow the call to occur safely.

Language Barriers:

- The Child Protective Investigator and Facilitator will use existing policies and procedures to establish translation services to ensure all parties can effectively communicate.

Approved: Carol Deloach

Carol Deloach, CEO

October 26, 2021





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**CEO Report**  
**December 9<sup>th</sup>, 2021**

Hopefully, everyone had a wonderful Thanksgiving! We closed offices at noon on the 24<sup>th</sup> so that folks could get ready for Turkey Day. We will do the same on the 24<sup>th</sup> of December since Christmas is on a Saturday. Kronos will be adjusted, so time off benefits will not be used.

Our November office reopening has been going smoothly. We took a staggered approach in part so that IT could be certain computers that had not been accessed in over a year were functioning properly. Our department schedule has proven effective. In fact, the most recent Senior Management Team meeting was held in the Board room. For the December holidays, we will have a virtual all-staff plus a Gratitude card along with a gift card for all CCK staff.

On November 4<sup>th</sup> Charles Bender, Place of Hope CEO, met with me to advise they were no longer going to be continuing their foster home program either with ChildNet or us as of December 31<sup>st</sup>. POH sent a letter to all their parents letting them know what was happening and why. Jill Poole and I held an informational session for the POH foster parents explaining the transfer process. Twenty of the twenty-six homes are transferring to 4KIDS, and three to Camelot, and three are closing. Only one child will be impacted in having to change caregivers.

In November, we submitted our quarterly Financial Viability report to DCF. We continue to operate in the black, but with the new group home/enhanced foster home rates approved by DCF, I am genuinely concerned about the potential impact on us and all the Lead Agencies. There is a workgroup focused on looking at the fiscal impact, and I am a member of the group. We have had two meetings and are in the process of collecting data from DCF as well as all the Lead Agencies. Once we have a potential figure, we will be presenting the financial need to the legislature.

The \$30 million allocated for the new and expanded program required by SB80 and 96 still has not been released to DCF and therefore, the CBC's. We continue to use current staff to manage the new Multi-Disciplinary Team process but have not posted the other new positions as we await actual funding.

On October 28<sup>th</sup>, Once Church One Child held a Southeast Region virtual meeting with CCK, ChildNet and DCF to discuss the need for foster and adoptive homes. We are awaiting any follow-up from the discussion and promise more will come.

DCF currently has five Lead Agency ITN's out for bid. In early November, DCF notified Eckerd that they would not be renewing their Lead Agency contract for Pasco/Pinellas, and December 31<sup>st</sup> was the end date. An emergency procurement was issued. There were three respondents: Kids Central, Family Support Services of North Florida (FSSNF), and an organization from Chicago. DCF has chosen FSSNF as the selected respondent. Eckerd has notified DCF that they will not be looking to continue providing Lead Agency services in Hillsborough when that contract expires on 6/30/22. The contract released with the emergency procurement is identical to the ones attached to the five ITNs already out. It contains the language regarding indemnification and the 2 1/2% hold back that all the CBCs are trying to resolve with DCF but are told they are non-negotiable.



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On December 6 and 7, Cheri, Lauren and I will be in Tallahassee for the large group meeting with DCF and the FCC winter Board meeting. I will continue to serve on the FCC Board, though not on the Executive Committee.

I am pleased to report that the Impact 100 grant was awarded to Project Lift this year. They have a location right on Delaware Avenue in Ft Pierce. With the Impact 100 award funds, Project Lift will be able to hire the staff necessary to bring their wonderful program to Saint Lucie County. They provide vocational training coupled with mental health and substance abuse treatment for teens and young adults. The Saint Lucie County Board of County Commissioner's Upward Mobility project has certainly gathered momentum. We are collecting data and planning for multiple focus group meetings to get the community's input and meet them where they are.

*Departmental reports follow:*

**CHIEF OPERATING OFFICER**

*Cheri Sheffer*

On November 22, CCKids co-facilitated a stakeholder information session with Camelot Community Care for the Functional Family Therapy program. This evidence-based program is new to our circuit, targeted to families with children ages 11-17 who are at risk of OOHC due to family conflict or instability. We are so grateful for the Board's support of our use of carry-forward funds to implement the program, which we believe will be effective in successfully preventing out-of-home placements and increasing our ability to support post-adoptive families. We are pre-selecting appropriate families to be referred and anticipating implementation upon full hire of the FFT team.

We continue to await the scheduling of Evidence-Based training that will allow each lead agency to claim IVE dollars for prevention programs that we fund. January 2022 is the projected date for the training to be delivered.

We continue to experience reductions in the number of children requiring group care, as well as the number of children in out-of-home care in total. As of October 31, 2021, group care utilization is 9% of our total out-of-home care use, with the highest proportion of children in relative care at 64% and licensed traditional foster care at 27%. In total, we have had a 17% decrease in the use of out-of-home care over the past 12 months.



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Along with several key members of our management team, I participated in six DCF rule development sessions intended to implement the SB80 and SB96 requirements. The feedback that is being provided to the Department is focused on opportunities to streamline rules, and eliminate duplicative or obsolete requirements.

#### **ST. LUCIE COUNTY**

*Lorrene Egan, St. Lucie County Director*

St. Lucie County continues to see challenges with retaining and recruiting staff. We currently have 25% vacancy rates in both case managers and case management support positions. The overall number of children open continues to be fairly low but noted a 5% increase during the month of October. The next pre-service class will begin in early January, but we are getting much less interest and applications than ever before in the past.

Staff has returned to the St. Lucie office, and we continue to work with our hybrid scheduling of many staff/units rotating between the office and home on varying days of the week. Our administrative support staff is present during regular business hours. So far, so good!

#### **MARTIN COUNTY**

*Denise Natalizio, MS, Martin County Director*

We are pleased that our Caregiver Support program is now fully staffed. Our circuit has been doing a great job of placing children with relatives and non-relatives (R/NR) and permanent guardianship in closing cases. While these are positive factors, they have led to a slight decrease in the overall number of Level I foster families (R/NR). Our staff is working diligently to attain once again the goal of having 40% of our R/NR licensed by the end of the year.

Place of Hope has notified us of their contract termination. We are currently in the process of transitioning their 30 homes to other CPAs (Child Placing Agencies). We have a net fiscal year loss of 11 homes, and 8 beds in our Level II-V foster families (traditional/therapeutic/medical/ foster homes). This FY, we have realized some success from the Florida Fosters Information Center (FFIC). We have licensed 2 homes and have 3 families currently in the licensing process.

I continue my participation with various Martin County (MC) partners; MC Department of Juvenile Justice (DJJ co-chair), MC interagency coalition(board member) MC Community Health Advisory board, MC United Way Community, MC Children's Services Council, and the MC Sexual Assault Response Team (SART).



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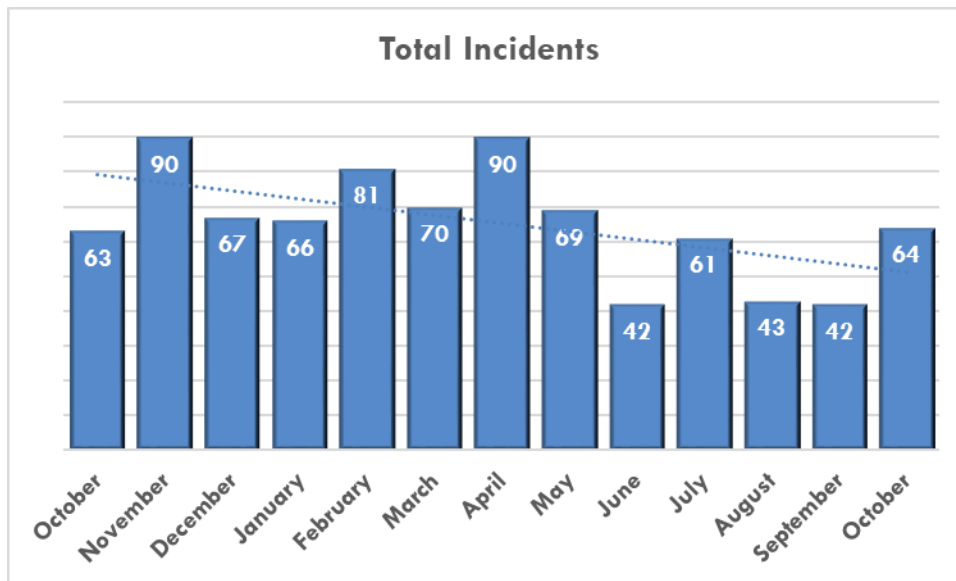
**QUALITY MANAGEMENT**

*Rusty Kline, Director of Quality Management*

Quality Management/Risk Management:

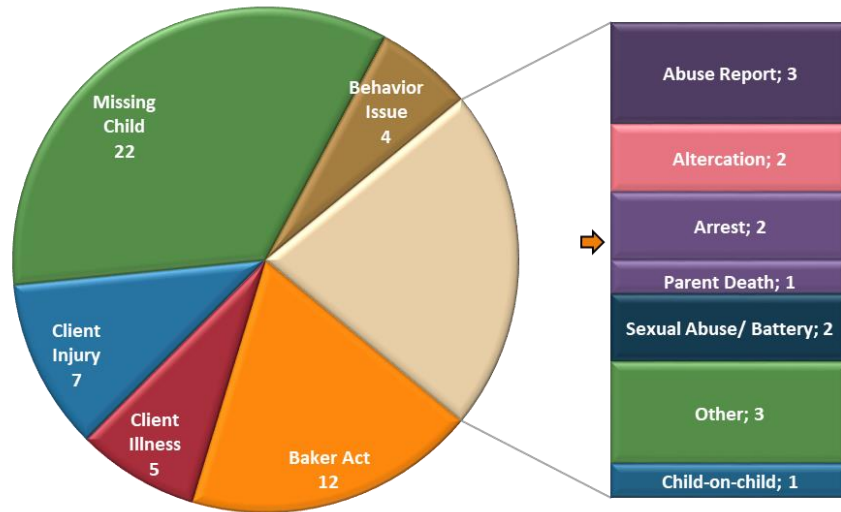
The data highlighted below represents incident reports received during the month of October 2021 and will be presented to CCKids Senior Management, County Directors, Program Directors, and Case Manager Supervisors.

64 incidents were reported during the month of October 2021. Of the 64 incidents, 3 were listed as secondary categories in conjunction with other incidents. These reports listed 44 individual children and one parent as active participants. Eleven 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, 11 were named as participants in more than one incident report and/or incident type.



The total number of incidents reported increased significantly from September to October, and is consistent with the average (65) for the last 12 months.

**INCIDENT REPORTS BY CATEGORY**



**TRAINING AND DEVELOPMENT**

*Nicky Smith, Director of Training and Development*

The current cycle of Pre-Service Training for Protective Investigators, Case Managers, and Licensing staff started on October 4, 2021. The training department continues to deliver the pre-service curriculum using an online delivery platform. In addition, CCKids training specialists continue to provide individual mentoring and coaching for recent graduates. We will also be facilitating training on safety planning, quality home assessments, cultural competence training, and conversational communication training during the months of November and December. CCKid's next In-Service training is scheduled for December 9, 2021 will focus on Managing Compassion Fatigue.

I participate in the monthly meeting with representatives from the DCF training department, FCB, and the Sheriff's office to discuss collaboration and share information about training issues across the state. The new pre-service curriculum is in development and will be ready for implementation in July 2022. A group of trainers from across the state are participating as subject matter experts and reviewing the new curriculum to ensure it will meet trainees' needs. I also continue to participate in the Florida Certification Board ethics sub-committee, we meet monthly to review ethics complaints from across the state. The FCC conference planning committee is continuing to meet on a monthly basis to plan the 2022 FCC Conference, which will take place July 11-13, 2022, in Orlando.



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## **MARKETING AND COMMUNITY OUTREACH**

*Christina Kaiser, Director of Community Outreach*

November and December are busy months, consumed mostly by Christmas toy drive plans. We are once again partnering with Guardians for New Futures to provide three gifts for every child in the Circuit 19 dependency system. Gift collection began this week, and that activity will be followed by a week of loading and unloading, sorting and distributing. All gifts should be delivered by Dec. 17. We anticipate serving more than 2,000 children, including those served by groups outside dependency.

After the holiday rush, Outreach will begin preparing the 2021 Annual Report and working with HR to hire an Outreach Specialist, who will help revitalize several projects and programs that have been put on hold due or discontinued due to unavailability of staff.

Finally, we are making plans to attend the 2022 Rally in Tally and Children's Week.

## **FINANCE**

*Lauren Hahn, CFO*

Since our last board meeting, we still have not received any information about additional funds that will be distributed to the CBCs during FY2021-2022.

We have a strong start to the year with our first 4 months of operations, showing a surplus of almost **\$182,076** year-to-date.

Through the end of October 2021, we have distributed over **\$139,000** in CARES Act financial awards for kids in licensed care or relative/non-relative care and between the ages of 14 and 23.

We have received the final year-end close-out documents from DCF. We ended the fiscal year with a surplus of funds from DCF totaling \$1,156,297. Of that amount, \$375,316 represented over-funding on balances that were required to be paid back to DCF, almost all of which was unused pass-through dollars for adoption subsidies. The remaining balance of \$780,981, we are entitled to keep. This balance has been added to our previous carryforward balance of \$1,359,221, bringing our total carryforward balance into fiscal year 2022 to **\$2,140,202**.

Our financial audit for fiscal year 2021 is going strong, with all of the fieldwork completed. The preliminary financial statements and footnotes are currently under review by the audit firm and will be ready for presentation at the audit committee meeting to be held on December 9, 2021.



# AT-A-GLANCE

Scorecard/Contract Performance Measures		September	September	Target	% Change
SAFETY	Rate of Abuse per Day	7.59	7.72	8.50	▶ 0.12
	No Abuse during In-Home Services	97.25%	96.73%	95.00%	▶ -0.52%
	No Verified Maltreatment within 6 Months of Case Closure	98.12%	98.28%	95.00%	▶ 0.16%
	Kids Seen Every 30 Days	99.60%	Quarterly	99.50%	
<b>WELL-BEING</b>					
WELL-BEING	Educational Status at Age 18	90.91%	86.96%	80.00%	▶ -3.95%
	Kids Receiving Medical Care Within Last 12 Months	97.46%	97.66%	95.00%	▶ 0.20%
	Kids (3+) Receiving Dental Care Within Last 7 Months	93.87%	94.77%	95.00%	▶ 0.90%
<b>PERMANENCY</b>					
PERMANENCY	Placement Moves per 1000 Days in OOHC	3.71	3.81	4.12	▶ 0.10
	Kids Exiting OOHC to a Permanent Home w/In 12 Months of Removal	45.02%	44.24%	40.50%	▶ -0.78%
	Kids in OOHC 12-23 Months who Exit to a Permanent Home	65.37%	65.17%	43.60%	▶ -0.19%
	Kids in OOHC 24+ Months who Exit to a Permanent Home	48.15%	44.29%	30.30%	▶ -3.86%
	Kids Who do Not Re-enter OOHC within 12 Months of Exit	89.35%	89.77%	91.70%	▶ 0.42%
	Sibling Groups Placed Together in OOHC	61.67%	61.67%	65.00%	0.00%
	Number of Finalized Adoptions (YTD)	44	54	153	▶ 10

\*OOHC = Out-of-Home Care

Communities Connected for Kids, Inc.  
 Financial Dashboard  
 as of October 31, 2021

Cash in Bank	<u>\$ 7,918,369</u>	
Total Assets	\$ 7,635,247	
Total Liabilities	\$ 6,123,862	
Total Net Assets	\$ 1,511,385	
Current Assets (a)	\$ 7,575,832	
Current Liabilities (b)	\$ 3,041,984	2.49 Current Ratio [a/b]

	<u>Current Month</u>	<u>Year-to-Date</u>
Total Revenues	\$ 2,949,282	\$ 11,881,758
Total Expenses	\$ 2,950,597	\$ 11,699,681
Net Surplus (Deficit)	<u>\$ (1,314)</u>	<u>\$ 182,076</u>



Communities Connected for Kids, Inc.  
Detailed Statement of Activities  
For the month ended October 31, 2021  
(unaudited and for internal use only)

	Jul-21	Aug-21	Sep-21	Oct-21	Year-to-date FY 21-22
<b>Revenue:</b>					
DCF Contract Services	\$2,113,382	\$2,113,292	\$2,113,290	\$2,113,290	\$ 8,453,254
DCF Other	-	-	-	-	-
DCF Carryforward	-	-	-	-	-
DCF Total	2,113,382	2,113,292	2,113,290	2,113,290	8,453,254
Integrated Health Revenue	19,470	19,512	109,529	20,563	169,073
Other	340	-	-	875	1,215
Total Revenue	2,133,192	2,132,804	2,222,818	2,134,727	8,623,542
<b>Expenses</b>					
<b>Salaries &amp; Wages</b>					
Salaries	534,505	517,643	498,993	521,974	2,073,116
Overtime	4,415	19,987	7,866	36,730	68,998
Total Salaries & Wages	538,920	537,630	506,859	558,704	2,142,113
Employee Benefits	148,580	146,214	143,819	149,681	588,294
<b>Occupancy</b>					
Rent	90,827	98,733	86,413	91,767	367,740
Utilities	4,820	3,893	3,744	4,163	16,619
Phone	16,608	15,883	17,178	15,997	65,665
Furniture and equipment	17,741	976	9,644	10,107	38,469
Repairs and maintenance	4,960	4,870	4,275	5,669	19,774
Total Occupancy	134,956	124,355	121,254	127,703	508,267
Insurance	17,014	17,014	17,014	17,014	68,057
<b>Office/Travel/Other</b>					
Office expense	12,374	15,810	5,338	5,724	39,245
Travel	5,362	13,147	15,414	13,600	47,523
Legal	1,357	140	775	600	2,872
Audit	-	-	-	9,000	9,000
Public relations	3,452	5,053	3,126	3,323	14,954
Total Office/Travel/Other	22,545	34,150	24,653	32,246	113,594
Administrative/IT services	53,648	56,445	57,519	54,957	222,570
Total Lead Agency Costs	915,663	915,809	871,118	940,304	3,642,895
<b>Contracted Services</b>					
<b>CM/Adoption</b>					
Case management	272,363	268,633	268,633	287,026	1,096,656
Adoption services	81,663	81,504	84,175	81,401	328,742
Total CM/Adoption	354,025	350,137	352,808	368,427	1,425,398
Prevention and intervention	44,781	45,171	77,268	61,407	228,627
Diversion services	35,989	36,200	38,676	38,676	149,540
Foster care recruitment	160,212	177,441	186,190	140,631	664,474
Total Contracted Services	595,008	608,949	654,942	609,141	2,468,040

Communities Connected for Kids, Inc.  
Detailed Statement of Activities  
For the month ended October 31, 2021  
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	Jul-21	Aug-21	Sep-21	Oct-21	Year-to-date FY 21-22
Out of Home Care					
Foster home	87,654	83,349	81,468	83,655	<b>336,127</b>
Residential group care	348,004	340,418	337,891	299,632	<b>1,325,945</b>
Clothing	46,900	900	-	-	<b>47,800</b>
Total Out of home care	<b>482,559</b>	<b>424,667</b>	<b>419,359</b>	<b>383,287</b>	<b>1,709,871</b>
Independent Living					
Room and board	8,336	10,634	9,488	11,577	<b>40,035</b>
Services	15,072	26,352	17,584	15,072	<b>74,080</b>
Total Independent Living	<b>23,408</b>	<b>36,986</b>	<b>27,072</b>	<b>26,649</b>	<b>114,115</b>
Client support services					
Children's mental health wraparound services	18,232	25,983	66,615	55,314	<b>166,144</b>
Lab services	-	18,268	24,006	17,908	<b>60,182</b>
Other services	34,728	30,304	31,265	15,490	<b>111,787</b>
Nonrecurring services	-	-	77,100	62,192	<b>139,292</b>
Total Client support services	<b>52,960</b>	<b>74,555</b>	<b>198,986</b>	<b>150,904</b>	<b>477,405</b>
Total Operating Expenses	<b>2,069,598</b>	<b>2,060,966</b>	<b>2,171,477</b>	<b>2,110,285</b>	<b>8,412,326</b>
Other Expenses	2,846	3,008	2,814	2,799	<b>11,467</b>
Total Expenses	<b>2,072,444</b>	<b>2,063,974</b>	<b>2,174,291</b>	<b>2,113,084</b>	<b>8,423,793</b>
<b>Excess of revenue over expense (expense over revenue) for current year</b>	<b>60,748</b>	<b>68,830</b>	<b>48,527</b>	<b>21,643</b>	<b>199,749</b>
Maintenance Subsidies					
Revenue - Adoption	763,644	763,644	763,644	763,644	<b>\$ 3,054,574</b>
Revenue - Level 1 Licensed Care	48,667	48,667	48,667	48,667	<b>194,667</b>
Revenue - Guardianship Assistance	2,243	2,244	2,245	2,245	<b>8,976</b>
Total Revenue - Subsidies	<b>814,553</b>	<b>814,554</b>	<b>814,555</b>	<b>814,555</b>	<b>3,258,216</b>
Expense - Adoption	751,472	758,765	785,663	778,149	<b>3,074,049</b>
Expense - Level 1 Licensed Care	45,686	41,916	40,804	40,498	<b>168,903</b>
Expense - Guardianship Assistance	6,517	-	7,553	18,866	<b>32,937</b>
Total Expense - Subsidies	<b>803,675</b>	<b>800,681</b>	<b>834,020</b>	<b>837,513</b>	<b>3,275,888</b>
<b>Net Maintenance Subsidies</b>	<b>10,878</b>	<b>13,873</b>	<b>(19,465)</b>	<b>(22,958)</b>	<b>(17,672)</b>
<b>Gross Revenue</b>	<b>2,947,745</b>	<b>2,947,358</b>	<b>3,037,373</b>	<b>2,949,282</b>	<b>11,881,758</b>
<b>Expenses (incl MAS)</b>	<b>2,876,119</b>	<b>2,864,655</b>	<b>3,008,311</b>	<b>2,950,597</b>	<b>11,699,681</b>
<b>Net Income (loss)</b>	<b>71,626</b>	<b>82,703</b>	<b>29,062</b>	<b>(1,314)</b>	<b>\$ 182,076</b>

Communities Connected for Kids, Inc.  
Detailed Statement of Activities  
For the month ended October 31, 2021  
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33.33% YTD

	Oct-21			YTD			% of Actual To Total Budget	Approved Budget FY21-22	
	Actual	Budget	Fav (Unfav) Variance	Actual	Budget	Fav (Unfav) Variance			
<b>Revenue:</b>									
Funds from DCF	\$ 2,113,290	\$ 2,070,406	\$ 42,884	\$ 8,453,254	\$ 8,281,622	\$ 171,632	34.0%	\$ 24,844,866	
Integrated Health Revenue	20,563	20,000	563	169,073	80,000	89,073	70.4%	240,000	
Other	875	1,250	(375)	1,215	5,000	(3,785)	8.1%	15,000	
<b>Total Revenue</b>	<b>2,134,727</b>	<b>2,091,656</b>	<b>43,071</b>	<b>8,623,542</b>	<b>8,366,622</b>	<b>256,920</b>	<b>34.4%</b>	<b>25,099,866</b>	
<b>Expenses:</b>									
<b>Lead Agency / System of Care</b>									
Salaries and wages	558,704	578,594	19,890	2,142,113	2,296,047	153,934	30.9%	6,937,262	(1)
Employee benefits	149,681	153,327	3,647	588,294	608,453	20,159	32.0%	1,838,374	
Occupancy / maintenance	127,703	131,870	4,167	508,267	527,480	19,212	31.9%	1,590,976	
Insurance	17,014	16,500	(514)	68,057	66,000	(2,057)	34.4%	198,000	
Office/Travel/Other	32,246	33,750	1,504	113,594	141,500	27,906	25.9%	437,800	(2)
Administrative / management	54,957	49,917	(5,040)	222,570	197,167	(25,403)	37.3%	596,500	
<b>Total Lead Agency Costs</b>	<b>940,304</b>	<b>963,958</b>	<b>23,654</b>	<b>3,642,895</b>	<b>3,836,646</b>	<b>193,751</b>	<b>31.4%</b>	<b>11,598,912</b>	
<b>Contracted Services</b>									
CM/Adoption	368,427	376,458	8,031	1,425,398	1,505,833	80,435	31.6%	4,517,500	(3)
Prevention and intervention	61,407	98,220	36,813	228,627	392,879	164,251	19.4%	1,178,636	(4)
Diversion services	38,676	42,917	4,241	149,540	171,667	22,126	29.0%	515,000	
Foster care recruitment	140,631	200,900	60,269	664,474	803,601	139,127	27.6%	2,410,804	
<b>Total Contracted Services</b>	<b>609,141</b>	<b>718,495</b>	<b>109,354</b>	<b>2,468,040</b>	<b>2,873,980</b>	<b>405,940</b>	<b>28.6%</b>	<b>8,621,940</b>	
<b>Out of Home</b>									
Foster home	83,655	114,993	31,338	336,127	459,973	123,846	24.4%	1,379,919	
Residential group care	299,632	327,186	27,554	1,325,945	1,308,743	(17,201)	33.8%	3,926,230	
Clothing	-	-	-	47,800	80,000	32,200	59.8%	80,000	
<b>Total Out of Home Care</b>	<b>383,287</b>	<b>442,179</b>	<b>58,892</b>	<b>1,709,871</b>	<b>1,848,716</b>	<b>138,845</b>	<b>31.7%</b>	<b>5,386,149</b>	
Independent Living	26,649	52,083	25,434	114,115	208,333	94,218	18.3%	625,000	
Client Support Services	88,712	68,238	(20,474)	338,113	272,954	(65,159)	41.3%	818,861	
Nonrecurring Support Services	62,192	-	(62,192)	139,292	-	(139,292)		-	(5)
<b>Total Operating Expenses</b>	<b>2,110,285</b>	<b>2,244,954</b>	<b>134,669</b>	<b>8,412,326</b>	<b>9,040,630</b>	<b>628,303</b>	<b>31.1%</b>	<b>27,050,862</b>	
Other Expenses	2,799	4,167	1,368	11,467	16,667	5,200	22.9%	50,000	
<b>Total Expenses</b>	<b>2,113,084</b>	<b>2,249,120</b>	<b>136,037</b>	<b>8,423,793</b>	<b>9,057,296</b>	<b>633,503</b>	<b>31.1%</b>	<b>27,100,862</b>	
<b>Excess of revenue over expense (expense over revenue) for current year</b>	<b>21,643</b>	<b>(157,465)</b>	<b>179,108</b>	<b>199,749</b>	<b>(690,674)</b>	<b>890,423</b>	<b>-10.0%</b>	<b>\$ (2,000,996)</b>	

Communities Connected for Kids, Inc.  
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33.33% YTD

	Oct-21			YTD			% of Actual To Total Budget	Approved Budget FY21-22
	Actual	Budget	Fav (Unfav) Variance	Actual	Budget	Fav (Unfav) Variance		
<b>Maintenance Subsidies</b>								
Revenue - Subsidies	814,555	774,539	40,016	3,258,216	3,098,156	160,061	35.1%	9,294,467
Expense - Subsidies	837,513	774,539	(62,974)	3,275,888	3,098,156	(177,733)	35.2%	9,294,467
<b>Net Income - MAS</b>	<b>\$ (22,958)</b>	<b>-</b>	<b>(22,958)</b>	<b>(17,672)</b>	<b>-</b>	<b>(17,672)</b>		<b>\$ -</b>
<b>Gross Revenue</b>	<b>\$ 2,949,282</b>	<b>\$ 2,866,194</b>	<b>\$ 83,088</b>	<b>\$ 11,881,758</b>	<b>\$ 11,464,778</b>	<b>\$ 416,980</b>	34.5%	<b>\$ 34,394,333</b>
<b>Expenses (incl MAS)</b>	<b>2,950,597</b>	<b>3,023,659</b>	<b>73,063</b>	<b>11,699,681</b>	<b>12,155,452</b>	<b>455,770</b>	32.1%	<b>36,395,329</b>
<b>Net Income (loss)</b>	<b>\$ (1,314)</b>	<b>\$ (157,465)</b>	<b>\$ 156,150</b>	<b>\$ 182,076</b>	<b>\$ (690,674)</b>	<b>\$ 872,750</b>	-9.1%	<b>\$ (2,000,996)</b>

Notes to the financial statements:

- (1) Salaries include over \$36,000 in overtime, almost all of which is for case management
- (2) Includes \$9,000 for audit
- (3) CHS case managers are not fully staffed
- (4) Functional Family Therapy (an evidence-based program) included in the budget for the entire year has not been implemented yet.
- (5) These are the non-recurring Division X Chafee dollars from the CARES Act - financial awards for kids in licensed care or relative/non-relative care and between the ages of 14 and 23.