



*Bringing Families Together
For A Bright Future.*

Board Report: Operations



Ohio

The Cincinnati Office continues to perform through IHBT, Day Treatment, and Home and Community-Based Services, with well-established programs operating effectively and consistently delivering services. The IHBT program is expanding capacity with new staffing, active referrals, and ongoing collaboration with community partners. The Day Treatment Program is preparing for a successful summer session, supported by trained staff, reduced incidents, and strong school partnerships. Meanwhile, the Home and Community-Based Program is focusing on increasing utilization, improving team efficiency, and strengthening overall service delivery within the community.

The IHBT program continues to build capacity as we prepare to welcome a new staff member projected to start within the next week. Her addition will expand our ability to accept and serve more cases, supporting increased access to services in the community. We are excited to bring her on board and strengthen the team's overall impact. We are also actively receiving referrals from community partners such as Cincinnati Children's Hospital and Pressley Ridge, reflecting strong collaboration and ongoing demand for services. In parallel, we are meeting with additional community partners to assess the need and interest in further program growth, helping to determine whether expanding to a larger IHBT team is both necessary and sustainable.

The Home and Community-Based Program is implementing updates to strengthen overall performance and service delivery. We are evaluating the team's utilization goals to better align with program capacity and community need. We are also identifying strategies to maximize staff productivity and ensure time is used as effectively as possible in supporting clients. The team continues to actively process incoming referrals to maintain timely access to services. Additionally, we are exploring new approaches to increase the program's presence and responsiveness within the community.

We recently completed a monitoring audit with United Healthcare, which resulted in the need for a Corrective Action Plan (CAP). The team has already begun implementing adjustments to address the identified areas for improvement. We will continue refining processes and strengthening compliance efforts to support ongoing quality improvement and program effectiveness.

The Day Treatment Program is actively preparing for the upcoming summer session, with a dedicated building secured to support programming and ensure a structured environment for participants. The team has recently completed CPI (Crisis Prevention Intervention) training, strengthening their skills in de-escalation and effective intervention with youth. These efforts have contributed to a continued decrease in incident reports throughout the year, reflecting improved stability and engagement within the program. Staff remain focused on maintaining a safe, supportive, and therapeutic setting for all children served. We also continue to maintain a strong working relationship with the Northwest School District, supporting coordination and continuity of care. Overall, the program is well-positioned for a successful and impactful summer.



North Florida

In April, we have been busy networking and promoting our Camelot Community Care brand in Tallahassee. We partnered with our Adoptions program staff and participated in KidsFest 2026. Our Regional Executive Director brought the Corn Hole game and even went wading in the Cascades Fountain fishing for one of our bean bags, courtesy of a four-year-old with a strong arm.

With the help and talent of Jerry Cutchens, Director of Marketing and Communications, we entered the Community Foundation of North Florida's 2026 Share Your Story Video Grant Challenge, Leon County, in the hopes of winning a \$1500 Grant for our IHC program. Click the link to see the finished product. <https://www.facebook.com/share/v/1DjxdgNcRV/>

Last week we participated in NWF Health Connects' Circuit 2 Resource Expo to showcase our programs to the local community, as well as DISC Village Case Managers.

During the month of April, the Lake City and Live Oak offices participated in a Parent Contact Challenge aimed at improving engagement and communication with parents. The overall goal was to get to 80% in parent contacts. While the combined offices did not meet the overall 80% target, we did see a significant increase in this measure from the previous months and ended the month at 58% of parents seen. We did have two of our case managers exceed the expectations and hit over 95% in their parent contact measure.

Lake City and Live Oak also obtained 1st place in the Director's Challenge that was implemented for the month of April. This was a big win for both offices, especially the Lake City area as the position

this office was in a year ago compared to today has significantly changed due to the hard work and dedication of the case managers, support staff, and leadership team. We are excited to implement more challenges throughout the rest of the year to increase team/unit collaboration.



North Central Florida

The STFC programs operating in Ocala and Gainesville continue to provide stable, high-quality services, currently serving 23 children across both locations. The teams remain focused on maintaining strong clinical outcomes while increasing community awareness and engagement.

Staff have been intentional in strengthening Camelot's presence in Marion County, including participation in Marion County Day 2026, which connected the program with thousands of community members. These efforts support ongoing recruitment and partnership development.

Both offices are preparing for Foster Care Awareness Month in May, with plans to recognize foster parents and reinforce caregiver retention efforts. Supporting and valuing foster families remains essential to sustaining placement stability.

Clinical quality continues to be a strength of the program. STFC therapist Farzana Mujtaba was recognized by the local CBC in Gainesville for her preparedness and consistent contributions during multidisciplinary team meetings, reflecting the program's focus on strong clinical practice and collaboration.

During this period, the program experienced a transition in the licensing role following the resignation of the Licensing Specialist. Coverage has been maintained through the support of a former specialist in a part-time capacity while recruitment is underway, and services have continued without disruption.

Staff were also recently informed that, due to increasing costs associated with the Gainesville site, the program is exploring more affordable location options in the area. In the interim, beginning July 1, 2026, the Gainesville team will operate out of the Ocala office following the end of the current lease.

During March and April, the Family Services Planning Team (FSPT) continued to provide strong, responsive support to families across the community in the 16-county catchment area. The FSPT team served 91 consumers during this time period which included admitting 17 new referrals and completion of 12 discharges, 8 of which were successful, 2 non-compliant, 1 moved out of area, and 1 sheltered to foster care. This continues to reflect both the growing need in the community and the trust placed in Camelot to stabilize families and prevent escalation to higher levels of care. Despite

operating as a team of only two, staff have remained highly proactive and efficient, ensuring that every family referred receives timely attention, coordination, and linkage to appropriate services.

Throughout this reporting period, the team remained focused on meeting the diverse needs of families whether it be providing purchase of services contract funds to pay for non-Medicaid funded therapeutic activities to divert the child from a higher level of care or those on the road to SIPP. FSPT provides support to the child and family while children are in residential treatment including therapeutic supports upon discharge.

FSPT staff continue to work closely with providers and system partners to secure therapeutic supports, coordinate care, and prevent unnecessary placement disruptions. The commitment of this small but highly dedicated team continues to make a measurable difference in children's stability and overall family functioning.

The Family Services Planning Team's work remains an essential component of the community's prevention network. The ability of two staff members to manage a high referral volume, maintain quality, and ensure follow-through underscores both their professionalism and the vital role Camelot plays in keeping children safely within their homes and communities.

One of the most meaningful success stories from the IRP program is the Baker family. The case opened in December with a single father raising four children, including one daughter he had cared for since she was 15 months old and was seeking to adopt.

At our first visit, the home was filled with resistance. The children didn't trust DCF workers and made it clear they didn't want me there. They were energetic, dysregulated, and constantly in need of redirection. Their father, overwhelmed but committed, was struggling to manage routines, school engagement, employment, and shifting his parenting approach. Despite this, he maintained a strong and healthy connection with the children's former caregivers, an early strength we could build on.

Over time, patterns began to emerge. One of the children had learned that acting out at school meant getting sent home, something he preferred. Together, we worked to break that cycle—introducing consistent consequences, rewards, time-ins, and opportunities to "do over" moments. The father began to grow in confidence, learning to respond with calm assertiveness instead of frustration.

Progress came in small but powerful moments. The same child who once resisted structure started working toward earning back privileges and proudly sharing his good behavior reports. The children who once tried to lock me out of the home began competing over who would open the door. Trust replaced resistance.

By the final months, the home felt different—calmer, more connected. The children were settled, the father more confident and creative in his parenting. They expressed pride in him, and he continued to lean on healthy supports, including former caregivers and co-parenting resources.

At discharge, the father shared that the program gave him not just tools, but support and space to grow. The children, while proud of their progress, were genuinely sad to say goodbye. Former caregivers noted a significant shift, especially in the focused child, who now presented as confident and happy. Successful reunifications are rare, often estimated at just 1-3%. The Baker family is one of those successes. It was an honor to walk alongside them in their journey.



Clearwater & Tampa

This quarter reflects both the heart and forward momentum of the STFC Clearwater program, highlighted by meaningful clinical achievements, important permanency outcomes, and a transition that positions the program for continued growth. At every level, the work continues to create lasting impact for children and families.

A particularly powerful moment came early in the quarter when one of our therapists, Tammy Hutto was formally recognized by the Office of the State Attorney for her dedication in supporting a young child through the difficult process of testifying against family members. Through consistent, trauma-informed care and the support of a therapy dog during testimony, the child was able to navigate this experience with strength and stability. This recognition reflects the clinical excellence and compassion that define the program's work.



The program also celebrated several significant permanency milestones. One youth achieved reunification with his mother within six months of placement, while another, after years of therapeutic support, was discharged to a loving adoptive home. Additionally, a sibling set placed together began progressing toward permanency, with one child already moving to an adoptive placement and the other continuing their individualized therapeutic journey. These outcomes highlight the importance of patient, child-centered care and coordinated teamwork.

Operationally, the program is entering a new chapter with the planned relocation from the longstanding Creekside Drive site to a new site. Preparations are underway to vacate the current building by June 30, 2026, marking the close of a decades-long presence. While the move brings a sense of nostalgia, it also represents progress, allowing for reduced overhead and reinvestment into program services, staff support, and foster parent retention.

Overall, this quarter reflects a strong balance of clinical success, meaningful permanency outcomes, and strategic progress, reinforcing the program's commitment to providing high-quality, sustainable care for children and families.

Following the February 27, 2026 announcement awarding the FFT contract to another provider, the FRS team demonstrated exceptional professionalism and commitment in managing a smooth and coordinated transition. Camelot worked closely to successfully transfer all active cases and a portion of staff to the new provider, ensuring continuity of care and preserving established therapeutic relationships wherever possible. Throughout the transition period, services to families continued without interruption or decline in quality, reflecting the team's strong adherence to the FFT model and unwavering focus on client well-being.

The transition was completed efficiently, with no disruption to service delivery, timelines, or outcomes for the families served. The program was officially closed on April 30, 2026, marking the end of five years of impactful service. The team's ability to maintain stability, support staff through change, and prioritize families during this process is a testament to their dedication, expertise, and professionalism.

The Tampa Specialized Therapeutic Foster Care (STFC) program continues to build on its strong reputation as a trusted provider for children with high clinical and behavioral needs in Hillsborough County. The program's consistent leadership and focus on quality oversight remain evident, with enhanced tracking systems and clinical accountability measures supporting accurate documentation, responsive care, and effective collaboration across teams. The partnership between clinicians and the Developmental Disabilities Coordinator continues to ensure that children with complex needs receive individualized, structured support that promotes stability and progress in family-based settings.

During this reporting period, the program demonstrated steady growth in census, with five new admissions recorded in April. This increase reflects both the ongoing demand for high-acuity placements and the program's ability to respond effectively, resulting in positive impacts to overall

census and program revenue. Despite the growth, staff have maintained a high standard of care, ensuring that services remain consistent, clinically appropriate, and responsive to each child's needs. Foster parent preparedness remains a key strength of the program. All active foster families have successfully completed Trust-Based Relational Intervention (TBRI) training and are equipped to implement these strategies in their daily caregiving. This foundation supports placement stability and reinforces trauma-informed care across the program. In addition, two families are currently registered for an upcoming therapeutic parenting class, reflecting ongoing caregiver engagement and a commitment to continuous learning.

Overall, the Tampa STFC program continues to demonstrate strong performance through balanced growth, clinical quality, and well-supported foster families, reinforcing its role as a leading provider for youth with complex needs in the region.

Foster Home Management Services in Hillsborough County continued its positive trajectory through March and April, building on the strong foundation established at the start of the year. The program maintained steady progress in expanding placement capacity, strengthening community partnerships, and deepening support for both foster families and the children they serve, while also achieving a significant milestone that will shape the program's future.

In March, the team continued its targeted growth efforts by licensing two additional foster homes, including one home equipped to serve both sibling groups and teens, and another dedicated to keeping siblings together. These placements reflect the program's ongoing focus on meeting critical system needs by increasing capacity for harder-to-place populations, particularly older youth and sibling sets who benefit greatly from remaining together in a family environment. The addition of these homes enhances the network's ability to provide stable, nurturing placements that prioritize continuity and connection.

Community engagement remained a priority throughout the month, with staff actively participating in events that both support existing caregivers and expand recruitment efforts. On March 7, the team volunteered at the Hillsborough County Foster Parent Association (HCFPA) event held at Open Door Church, demonstrating Camelot's continued commitment to uplifting and supporting foster families through hands-on involvement and partnership. Later in the month, on March 26, staff attended a foster care appreciation event, further reinforcing relationships with caregivers and recognizing the vital role they play in the child welfare system. Recruitment efforts were also visible at the "Spring Into Summer" event at Carrollwood Village Park on March 28, where the team connected with community members and shared information about fostering, continuing to build interest among prospective families.

April brought both meaningful program successes and a significant organizational achievement. One of the most notable highlights was the adoption of a child by one of our licensed foster homes on

April 10. This family had cared for the child from birth through age two, and the successful adoption represents a powerful example of permanency in action. It underscores the profound impact foster families can have on the lives of children, providing stability, attachment, and ultimately a permanent, loving home. Moments like these reflect the heart of the program's mission and the long-term outcomes that guide this work.

In addition to this celebratory milestone, April marked an important strategic advancement for Camelot in Hillsborough County. The team received official notification that Camelot was awarded the foster home licensing contract with Children's Network of Hillsborough County (CNHC) for the next three years. This achievement is a testament to the strength, quality, and reputation of the program, as well as the dedication and expertise of the staff who support it. Securing this contract ensures continuity of services and affirms confidence in Camelot's ability to recruit, train, and support foster families at a high level.

Recruitment and community visibility efforts continued in April, with staff participating in the Foster Care Expo at Idlewild Church on April 26. This event provided another valuable opportunity to engage with prospective foster parents, increase awareness of the need for foster homes, and highlight the support systems available through Camelot. These outreach activities remain a critical component of sustaining and growing the foster home network.

Overall, March and April reflect sustained momentum across all areas of Foster Home Management Services in Hillsborough County. The program continues to demonstrate growth in licensing, meaningful engagement with the community, and strong support for foster families, while also celebrating life-changing permanency outcomes for children. The award of the new three-year contract further solidifies Camelot's role as a trusted provider in the community. As the program moves forward, the team remains focused on expanding capacity, strengthening caregiver support, and ensuring that every child served has access to a safe, stable, and nurturing home.

During March and April, the Pinellas Child Protection Team (CPT) continued efforts to strengthen multidisciplinary collaboration, community engagement, and program development. During this reporting period, the Team Coordinator began planning for the upcoming Child Abuse Committee meeting in May, which will include community partners from law enforcement, the State Attorney's Office, child protection, and other key stakeholders. Throughout this period, CPT continued expanding community outreach and professional education efforts. In April, the Team Coordinator provided program overview and educational training to the University of South Florida (USF) Case Management Pre-Service class, increasing awareness of CPT services, referral processes, and multidisciplinary partnerships among future professionals. The medical team and Lead APRN, also began planning for a specialized diabetes training for community partners, also anticipated for May, to support collaborative education and broaden specialized knowledge among providers as this has been identified as an area for continued education and growth when assessing child abuse/neglect. Staffing

development remained a priority during this reporting period. The team is currently operating with two case coordinators, and active recruitment efforts are ongoing to fill the two vacant positions. Interviews have been conducted as part of continued efforts to reestablish full staffing capacity and maintain effective service delivery. CPT has also continued to expand community partnership initiatives, including collaboration efforts with One Kind Cookie, with partnership activities anticipated to begin in May. Additionally, leadership and staff are actively preparing for the upcoming Department of Health (DOH) site visit scheduled for May 20th and 21st, 2026, with continued focus on compliance, readiness, and quality improvement.

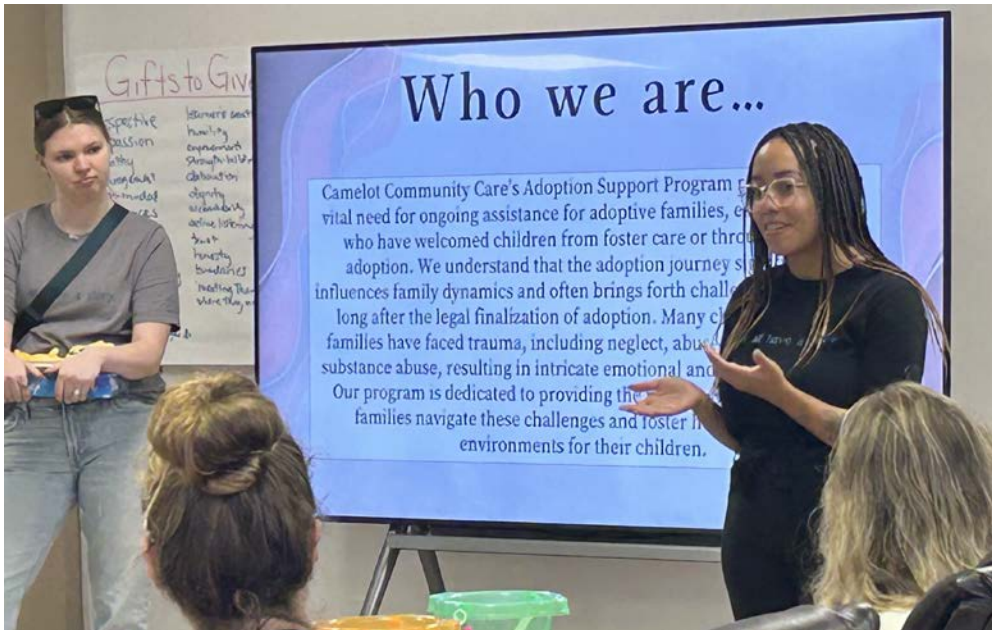
Over the past two months, the Hillsborough Adoption Support Program focused on community outreach and initiatives as an area of growth. In the spring, the program presented at the Heart Gallery of Tampa's Panel Night, Camelot's Case Management office in Hillsborough County and Children's Home Network's Kinship Support Group. The team was also eager to attend various events for April's Child Abuse Prevention Month, such as In Their Shoes by USF Health and an awards ceremony/networking event sponsored by the Children's Board of Hillsborough County. Internally, the team saw one of their counselors become a Statewide Adoption Competency Trainer, another counselor graduating with their MSW that has since shifted to full-time, and the Director, Chelsea became a Licensed Clinical Social Worker! Professional development looks good on this team! Looking ahead, the team is on target with all contract measures and are excited for two upcoming themed respite nights (carnival and pirate/treasure hunt) to give our parents some time to rest and recharge before summer comes!

The Hillsborough Case Management Team introduced an internal competition to support our ongoing discussions of accountability towards our families. The competition is comprised of 10 contract or data measures that include parent contacts, exits from foster care, photos, medical and dental appointments, supervisions, relative/nonrelative placements, permanency within 12 months, and permanency 13-23 months. Our first unit winners were crowned during our April All Staff.

The team was ecstatic about receiving a basket of goodies geared specifically for their preferences! In addition, the team continues to focus on building up team morale and team spirit by engaging in fun activities at each all staff geared toward working together and getting to know one another better. (pic below)



At the April All Staff meeting we welcomed our county counterparts from Adoption Support for a refresher of the kind of services that are available to assist with our adoption families. (pic below)



On 3/25 the Judiciary Staff from Hillsborough County recognized and awarded case management staff members from the system of care via an awards ceremony and luncheon. Camelot had the most recipients out of all agencies present with three, Alexis Snow (case manager), Desiree Coleman-Williams (case manager), and Tymira Stenson (supervisor)! Even more impressive than being the agency with the most awards, all three come from the same unit. (picture below)



All nominations and awards come directly from the Judges and General Magistrates and represent not only the presentation given by staff in the courtroom, but the work behind the scenes to achieve permanency for our children.

Additionally, in April, leadership attended the Lead Agency's annual Gala to show support of the continued partnership. (picture below)



Lastly, in an effort to continue to hire quality staff for open case manager positions, the Program Director attended USF's job fair for BSW and MSW graduates. It was a great turnout, and the team is hopeful for some interviews forthcoming. With regard to permanency over these last two months, we have sent 4 children home with reunification and successfully closed 32 children out of the dependency system with either adoption, permanent guardianship, or in an in-home case closure.



Central Florida: Orange, Osceola, Seminole & Brevard

The Central Florida Adoption Teams (Brevard, Orange, Osceola and Seminole) have been very busy during March and April ironing out processes for case supervision, quality documentation in the online system and ensuring timelines are being followed for state guidelines. All cases were reviewed for necessary quality items such as adoption tabs in the online system, recruitment efforts being made for children who don't have identified adoptive families and ensuring child studies (comprehensive documents about the child's life) are being done within required timelines for all areas. In addition, the team has been closely monitoring cases through the pipeline to ensure as many children as possible that can reach permanency were able to do so in March and April. At the end of April, the Brevard team is at a total of 95.5 adoptions, the Orange team is at a total of 98.5 adoptions, the Seminole team is at a total of 30.5 adoptions, and the Osceola team is at a total of 45.5 adoptions. This equals a total of 270 adoptions out of the 406 total needed by the end of June. The team has completed 66.5% of our total adoption goal which is below where they should be to meet the annual goal. The team has noticed an uptick in the number of appeals on Termination of Parental Rights (TPR), appeals when there are multiple families interested in adopting a child, and requests for enhanced subsidies. Additionally, there has been concern throughout the fiscal year regarding the number of children being TPR'd within these counties has decreased in comparison to the previous fiscal year. Currently, the team is still projecting 86.5 children being finalized in May and June within all four counties. The team is hopeful that some out of county cases might also move forward, aiding in the total for the goal. The team remains focused on bringing children to permanency timely as their ultimate goal.

The Orange County Case Management Team proudly welcomed a new group of dedicated trainees who graduated from pre-service and are beginning their journey with us. This is a meaningful step toward making a lasting impact in the lives of children and families, and we are so glad to have you on our team.

For West Orange County they were Adriana Moreno, Janaya Willingham, Manuel Luciani, Tayri Thomas, and Sarah Joslin.

For East Orange County they were Erika Castro, Fabiola Montes, Bianca Whiting, Kelshya Thomas, Divina Bolano, Alexis Perez, and Miranda Butts.

This strengthens our capacity to balance caseloads, optimize staffing patterns, and support long-term retention. We continue to partner with Family Partnership to strengthen our workforce. They are supporting our monthly learning circles; the first session is scheduled for May 13, 2026, and will focus on training staff in safety planning.



Southeast Florida: Stuart, Treasure Coast, Palm Beach & Broward

The Child Protection Team welcomed its final case coordinator this month, they are now a full team. They reviewed 2,041 abuse reports. The team completed 289 assessments: 57 Forensic Interviews, 90 Medical evaluations, 4 medical consultations, and 100 Specialized Interviews.

In Therapeutic Foster Care, we welcomed Cristina Sanchez as our new TFC Clinical Director. We had the opportunity to work with a sibling group of two whom with our support moved into a forever home. We were active in identifying families within our program and had two meet and greets where we are supporting the transition process into the homes in the next couple of weeks. We have a new therapeutic home that is pending licensure and is looking forward to serving the teenage boy population. We are also expecting another family transferring to complete their licensure process and the required training.

The Treasure Coast licensing team has 3 files that have been submitted for review to the lead agency, one of each will be a therapeutic home. They have 8 initial files they are currently working on. They hosted a Family Fun Day on April 25th and had over 30 participants from our foster care program. We are looking to hire a full-time licensing specialist in this location. We had a foster parent donate 3 billboards in the St. Lucie area for us to use in the efforts of recruiting foster families.

Between our Palm Beach and Broward locations we have 11 initial files that are being worked on. We are starting our next Pressley Ridge class in May, where we have 6 families enrolled. We have a family transferring to Camelot and upgrading to be a TFC home. We welcomed a newly licensed traditional home, and they accepted their first placement. It's encouraging to see the excitement and willingness of the new families to stand in the gap for the children that need homes at all hours of the night. Recruiting new families continues to be the main goal. We had over 60 Easter baskets donated by Community Servant Leaders to ensure each foster child in all 3 locations received a basket.

We hosted our first "Connect for a Cause", in our Broward office, with strong attendance from community partners. Follow-up collaborations and event planning are already underway. Thanks to a new partnership with the Broward Center for Performing Arts 50 clients and families were able to attend their recent showing of the Broadway musical Freaky Friday. Also, due to a new partnership, our foster families have been invited to the Lucky Horse Therapeutic Ranch for a family fun day on May 30th.

Our New Day contract with CSC has come back up. The proposal was accepted and we did the requested oral presentation in April. The presentation went very well, and we are confident about receiving news in May on the overall award decision.

The Independent Living program continues to be fiscally sound and operations are consistent. Caseloads remain at or above capacity, reflecting both high need and strong engagement. We have just reapplied for our Jim Moran Grant and feel confident that relationship will continue. Shayan Dunkley was awarded the Systems of Care Unsung Hero Award at the FLITE Center's 8th Annual Heroes Luncheon.

All audits this quarter were completed successfully and overall performance was rated above average. Our Care Coordination Post-Hospitalization Team has operated at full capacity for over two months, and the Mobile Crisis Team is nearing full capacity as well. Both teams are fully staffed and continue to receive weekly food donations that directly support Camelot families.

We have established a new partnership with Heart for Homes, and both our Foster Home Management and Independent Living programs have been selected as grant recipients. This collaboration will strengthen our ability to support youth and caregivers through enhanced resources and program development.



Southwest Florida: Port Charlotte, Ft. Myers & Naples

I would like to begin by thanking the Charlotte County Department of Corrections for their continued support of children in Charlotte County through the donation of filled Easter baskets. Thanks to their generosity, our case managers were able to personally deliver the baskets to children prior to Easter Sunday, helping make the holiday special for many families we serve.

Over the past two months, we have faced challenges in licensing additional foster homes and currently remain at 10 new traditional foster homes for the fiscal year. While this has been slower than anticipated, we are optimistic about building momentum in May and June with several prospective homes moving through the process.

Family Support Services, in Fort Myers, has continued to experience strong demand, serving more than 35 new families during this reporting period. These services remain critical in providing prevention and stabilization support that helps families remain safely together whenever possible.

Staffing capacity for this service center has also improved since the end of February. At that time, we had two vacant positions; since then, one position has been filled, and the second candidate is expected to complete onboarding later this month. In addition, we were able to adjust staff salaries to align with the contracted funding levels while still maintaining a surplus within the contract budget. This adjustment strengthens both recruitment and retention efforts and better supports the important work of our frontline staff.

Planning and preparation are also in full swing for our annual Bags and Brews Charity Cornhole Tournament, scheduled for Saturday, June 13. The event continues to serve as both an important community engagement opportunity and a key fundraiser supporting our mission and case management programs. Vendor tables are selling quickly, and we are continuing to actively recruit players, sponsors, and raffle donations to maximize community participation and event impact.