

Bringing Families Together For A Bright Future.

Board Report: Operations



Ohio

As we move into the holiday months, things in Cincinnati are buzzing with energy and excitement! With the school year in full swing, we've seen a wonderful uptick in referrals and are thrilled to be connected with more children and families in our community. The team is also eagerly preparing for our holiday party on November 24, a chance to celebrate the hard work, dedication, and heart that everyone pours into what we do all year long.

In Day Treatment, our classroom is nearly full, thanks to the diligent efforts of our counselor and Clinical Director, Megan, who has been thoughtfully processing all new referrals. While we're currently partnering with just one school, the staffing team there is incredibly strong, and the children are thriving this school year. We're hopeful that by the end of November, we'll see a full classroom, a testament to the meaningful work happening each and every day.

In Intensive Home-Based Treatment (IHBT), although we're still searching for the perfect counselor to complete our team, our IHBT program continues to flourish. Our families' words speak volumes, one recently graduated family shared: "Coco and Melissa are amazing and have helped our son and family a lot and in many different ways. I wish I could keep them forever!" It's moments like these that remind us why we do what we do, helping families heal, grow, and move forward together.

The Home and Community-Based Services team has been focused on steadily increasing overall utilization each month, and we've begun tracking and sharing monthly progress updates to celebrate achievements and growth. This past month, we were honored to welcome visitors from our corporate office, Sheila Asson and Gina Trieste, who joined us in Ohio for a few days. During their visit, they had the opportunity to connect with our amazing team members, tour program locations, and celebrate the incredible longevity and commitment of our Camelot staff.

We took time to reflect on what has inspired our team to stay and grow with Camelot over the years. Here's what some of our long-standing staff shared:

Carol (14 years) – "I love that we're big enough to be effective but still small enough to feel grassroots. We still value good clinical practice."

Sherry (11 years) – "The people I work with! I love supporting families and helping children build coping skills and tools for success."

Jay (18 years) – "The support, supervision, and leadership here are excellent. Not everyone starts from the same line in life, and it's a privilege to help children and families get there, and beyond."

Brooke (9 years) – "My clients and families inspire me. Seeing their growth is what keeps me going."

Angela (19 years) – "The support from coworkers, supervisors, and HR during tough times has meant so much. I've also loved being able to grow within the agency and take on different roles over the years."



As we head into the season of gratitude, we thank every member of our Cincinnati team for their dedication, compassion, and heart.

North Florida

Our Clinical Teams are doing great work with our clients in our In-Home Counseling program and as a result we have had several successful discharges from therapy. See below for one of our success stories:

Teenager who came to Camelot with a history of severe panic attacks associated with her anxiety. The client identified being in large crowds as a trigger. The client reported avoiding people, as well as avoiding talking to individuals. Client reported she was bullied in elementary school which she feels contributed to her development of anxiety/depression. The client's mother reported a history of depressive symptoms such as the client "shutting down" and isolating herself. Client also has a history of self-harming behaviors with sharp objects. Client was diagnosed with Unspecified Anxiety Disorder and Unspecified Depressive Disorder. Over the course of therapy with one of our amazing therapists, client was able to recognize calming skills that she used when her anxiety increased. Therapist and client role-played various activities to assist her with anxiety management. The client also taught her mother the activities and explained their purpose. She identified and implemented various coping skills and rated the effectiveness of the techniques. Prior to discharge, the client and her mother both explained and provided examples of how the client practiced skills taught in session to help manage her stressors both at home and at school. Client reported she noticed a significant decrease in overwhelming feelings of anxiety. Furthermore, the client expressed an increase in self-esteem. She was able to describe to the therapist how it happened [in layers]. Client was able to identify sense of humor, self-image, and interacting more with people as new qualities about herself. The client reported no suicidal ideation, gestures/behaviors. She and her mother were both fully engaged in therapy and the therapist did an amazing job helping them process through a variety of issues and situations. Client was successfully discharged from therapy in October 2025.

While we had no applicants for our Foster Home Recruitment and Licensing program in September, we are excited to have recently received three encouraging prospects and interviews have been scheduled for next week. Our Clinical Director and Executive Director attended a Tallahassee Chamber of Commerce event this week and have plans to become more active with the chamber in the hopes of promoting our agency throughout the community. We are also looking for more opportunities to engage with the community during the upcoming holiday season.

Our Adoptions Program is doing amazing work! They have been working hard preparing for our National Adoptions Day celebration, which is scheduled for 11/12/25. As of October 2025, our Tallahassee Adoptions program has finalized 62 adoptions (calendar year), representing a 58% increase over the prior year, with more adoptions to be celebrated this month. They had their

Adoption celebration, as they had an amazing turnout and the children were so excited. The theme was "Ohana means family", and it was executed perfectly (pictures below).





Case Management in Clay County continues to do well with contract metrics. They just moved into a new building, and it is much nicer and loved by staff. November is National adoption month, and they are having a dinner on 11/13 celebrating families and finding permanency for our youth.

Live Oak and Lake City are having an award ceremony next week by the lead agency, Partnership for Strong Families (PFSF), more info on that next time!



North Central Florida

During this quarter, the Ocala STFC program met their goal of not having any therapist traveling outside of the Ocala office service area to provide services. This improvement allows staff to focus more time on direct service delivery and family engagement.

The clinical team successfully placed two new children. One child was discharged to adoption during this period. By the end of October, Ocala was serving 14 children, contributing to a combined census of 26 between the Ocala and Gainesville offices.

Recruitment and retention efforts have led to one home expressing interest in transitioning from traditional foster care to therapeutic foster care. One therapeutic home transitioned to traditional. The team continues to explore creative outreach efforts in order to build community connections, strengthen local support systems and increase visibility for the program. The team is in the process of connecting one of the children to the "Shop With A Cop" program in collaboration with the School Resource Officer.

Looking ahead, the Ocala and Gainesville teams will continue working to raise name recognition, deepen community relationships, and develop innovative strategies for recruiting new foster homes. A key focus will be increasing the number of therapeutic homes in centralized, accessible locations to further reduce travel burdens and enhance service delivery.

In our Family Services Planning Team program, Sandy Boyett was successful in completing her 90-day probationary period and is doing an amazing job.

Unfortunately, as of 10/2/25 Kelly McQueen is no longer with Camelot as an FSPTD Coordinator for Circuit 5. Currently the FSPT Director, Donna Koncinsky is covering Kelly's previous case load while the position is being filled.

From September 1st through October 31st, the program served 81 children, including 15 new admissions. There were 5 discharges, 4 were successful, with 1 resulting in general unsuccessful discharge. Five children were admitted to a Statewide Inpatient Psychiatric Program (SIPP), and six were discharged from SIPP. Notably, 75 of the 81 children served were successfully diverted from out-of-home care, achieving a 92% diversion rate, well above the contractual goal of 65%. This reflects the program's strong impact in stabilizing families and preventing higher levels of care.

Purchase of Services (POS) expenditures are increasing since July and August and are supportive key services. This period includes art, music, psychosexual assessment, gym membership, martial arts, soccer and dance, tutoring. Pending referrals includes a new referral for Equine therapy. POS funding continues to be essential in providing therapeutic services not covered by

Medicaid or private insurance, complementing clinical care from community providers and ensuring comprehensive support for families.



Clearwater & Tampa

As autumn settles over Clearwater, our STFC program at Camelot Community Care has entered a season of meaningful growth, renewed capacity, and heartfelt community support. Behind every number is a child whose life is being reshaped by safety, stability, and therapeutic care. In September and October, we welcomed several new children into our therapeutic foster homes, increasing our census to 30 children, a significant rise from the low 20s over the summer Many of these children come from smaller, out-of-county regions where STFC-level care is limited. Without our program, they would face more restrictive, institutionalized settings. This increase reflects our ongoing commitment to expanding placement capacity, and it's working.

Thanks to the dedication of our foster parents, we completed an accelerated training cycle, five weeks of 2–3-hour evening sessions. This effort fast-tracked the onboarding of eight new therapeutic foster parents, boosting our placement capacity by five weeks and allowing us to serve more children, sooner.

Additionally, the hiring of a new counselor has enabled us to increase our clinical capacity by six more children, ensuring that therapeutic needs are met with quality and consistency.

One of the most impactful developments this quarter is the reinstatement of therapeutic case management (TCM) services. Our newly hired Certified Behavioral Health Case Manager hit the ground running, initiating services with 17 children in just weeks. TCM is proving to be a game-changer as it connects children to assessments, educational support, and extracurricular activities needed for social/emotional growth. TCM allows counselors to focus more deeply on clinical care and It supports foster parents in meeting children's needs swiftly. In addition, TCM services adds a fee-for-service revenue stream, enhancing program sustainability.

During September and October, the Pinellas/Pasco Family Reunification/ FFT Services program continued to receive steady referrals from both the lead agency and case management organizations, wit 22 new referrals and 12 successful closures in September, followed by 28 new referrals in October and 4 successful closures.

The team provided food and essential items to 19 families in September and 13 in October, basic needs were met while building trust and engagement. Feedback from families remains overwhelmingly positive, both through satisfaction surveys and follow-up contacts at 30 days, 6 months, and one-year post-completion.

Staff have continued to make strides in engaging resistant families, helping them recognize the value of the program and encouraging participation. However, the program is also navigating

challenges, including the upcoming resignation of 2 staff members from a single team, one being Clinical Supervisor. Temporary solutions are being explored, and positions have been posted for active recruitment. An offer letter has been made for a Therapist in Pasco County. It is anticipated this new staff will shadow a current therapist in that location to assist in obtaining valuable skills. Current therapists have been encouraged to explore and apply for Clinical Supervisor position that will be open in December.

Despite these challenges, the team remains committed to growth and learning. Four staff members attended a Behavioral Health Conference, gaining valuable insights into mental health skill-building and family-centered practices, knowledge that will further strengthen service delivery in the months ahead.

Camelot has submitted a response to ITN with FSS to continue providing FRS services to Pinellas/Pasco Counties, utilizing FFT-CW.

The Tampa STFC program continues to make meaningful strides in supporting youth through stable placements and permanency. As of October, the program is serving 17 children, with families continuing to show flexibility and compassion in response to referral trends. Many have expanded their profiles to welcome older youth, with the average age of referrals now at 12 years old.

During this reporting period, the Tampa team collaborated closely with the Clearwater Clinical Director to maintain clinical oversight and support, as the Tampa Clinical Director was on FMLA leave. We are thrilled to share that the Tampa Director returned on November 3rd, and the team is excited to have her back, bringing renewed energy and leadership to the program.

In September, the Tampa Foster Home Management team attended a recruitment event at Water Works Park and there were 5 inquiries. In September, there were a sibling group of 2 who one has behavior issues that were matched to an adoptive family and have been doing visits and the visits are going very well. In October, we attended a recruitment event at Wiregrass mall and there were 9 inquiries. We also attended a recruitment event at Old McMickey's farm and there were 11 inquiries. One of our foster families finalized the adoption of 2 girls after 6 years of them being in care in October. We had two PRIDE foster parenting trainings, one that started September that ended in October and one that started in October and will end in November. We had 10 families in the September class and there are 6 families in the October class.

In the Tampa Independent Living program, the "Young Adult Spotlight" initiative continues to highlight the remarkable achievements of our youth, celebrating their progress and inspiring peers. This quarter, Shawnta'nec exemplifies the impact of ILS support. She successfully transitioned from foster care into a host home living arrangement and is excelling far above her

own expectations. Shawnta'nec is an inspiration of empowerment and resilience that comes from meaningful support.

Housing stability remains a cornerstone of ILS Tampa's approach. Over the past quarter, we strengthened partnerships with the Tampa Housing Authority (THA) while maximizing the use of FYI housing vouchers, with eight of fourteen vouchers available for youth in our area. Twenty additional youth received support through HHFA rent enhancement or security deposits. We are also advancing the host home inquiry with THHI, exploring new opportunities to expand safe, supervised housing resources. This 2nd quarter, we will celebrate the planned retirement of our EFC Housing Specialist at the end of December 2025. Their years of service dedication have been instrumental in evolving the housing partnership network: screening, training, and supporting EFC host homes and transitional supportive living environments, leaving a lasting legacy for both youth and staff.

Across all programs, ILS Tampa served a diverse population this quarter, including 165 youth ages 13–15, 151 youth ages 16–17, 65 youth in Extended Foster Care (EFC), 36 youth in PESS, and 12 youth in Aftercare. Additionally, eight youth are currently being supported and engaged by a peer specialist as they work toward program readmission eligibility, ensuring individualized guidance and stability during this transition. With 12 case managers each providing an average of three services per youth per month, we recognize that time constraints limit our ability to provide deep, non-transactional engagement. We continue to pursue funding opportunities to expand our coaching model and reduce caseloads to 15–20 youth per case manager, enabling more meaningful, consistent support.

This quarter, ILS Tampa received the Lazy Days Award, a \$50,000 grant supporting disconnected youth in recovering, stabilizing, and enrolling in eligible programs. Mentorship remains a central focus, and we successfully onboarded new mentors while hosting a community tour that introduced mentors, volunteers, and youth to local resources, strengthening connections and engagement. Partnerships with Camelot CMO, Thompson, and CNHC, including Lunch & Learn sessions, further enhanced collaboration and strategies to support youth system wide.

The Youth Empowerment Board (YEB) continues to play a pivotal role in amplifying youth voice and leadership within ILS Tampa. Board members have actively contributed to program development, advocacy, and decision-making, providing insights that inform workshops, life skills offerings, and community engagement opportunities. YEB participation ensures youth perspectives remain central to our programming, fostering confidence, accountability, and a sense of agency. Recognized as Chapter who received the most responses on the 2026 Legislative Survey! As a reminder, this chapter will receive \$500 in chapter funds for the upcoming year.

As we develop the 2026 program calendar, ILS Tampa will continue to expand workshops, digital engagement opportunities, and updated orientation materials highlighting all services. Youth will have opportunities to participate in expanded vocational training opportunities, developing practical skills for employment and independent living. Additionally, the Sunshine Health Reinvestment Grant was submitted to modernize the life skills curriculum, expand community-based experiences, and increase equitable access for youth. This curriculum emphasizes leadership, financial literacy, employment readiness, mindfulness, and holistic development, equipping youth for long-term success.

Our priorities remain focused on strengthening partnerships, maximizing housing voucher utilization, building capacity for coaching, reducing caseloads, and leveraging awards like Lazy Days to reach disconnected youth. Through mentorship, housing support, youth visibility, YEB engagement, and innovative programming, ILS Tampa remains committed to empowering young people to thrive in all aspects of their lives, creating clear pathways to self-efficiency and long-term success.

During September and October 2025, The Pinellas County Child Protection Team (CPT) held multiple trainings and also participated in many community events. On September 8th and October 31st, training was provided for the pre-service case management class to provide information on the functionality and services offered at CPT. Guidance was provided as to mandated/non-mandated cases, referral processes and program statistics. On September 17th, CPT participated in a Book Drive drop off in collaboration with the Suncoast Police Benevolent Association where over 400 books were donated to CPT! Additionally, Paycom completed a book drive and donated 40 books to the team (picture below). This has been a positive feature as it not only has allowed for continuous partnership, but it ensures a trauma-based approach when interacting with children who are receiving services at CPT. Every child who walks into the CPT office walks out with a book of their choice! On another note, the Department of Children and Families (DCF) has advised of a recent change that implements a staffing be held for all positive and indeterminate findings on cases. While partnership staffings are favorable for the team, an identified barrier to CPT's total participation in these meetings is the caseload; due to the several cases that are closed with such findings. The CPT team completed 126 assessments for the month of September and 92 assessments for the month of October, many of which have the findings of positive and indeterminate. The team will be coming up with a plan to be able to meet the request of DCF while not taking away from the tasks already on their busy schedules. On October 20th, Monique Love, transitioned into the role of Team Coordinator of CPT and was able to work alongside Team Coordinator, Krystal Canales-Crespo, prior to her departure. Various meetings with community partners were held for introductions, to assist with the transition and gain familiarity of the partnerships established. Meetings with the St. Pete Police Department (SPPD), Clearwater Police Department (CWPD), Pinellas County Sheriff's Office (PCSO) and State Attorneys' Office (SAO) were held to highlight and continue the collaboration efforts with law enforcement. Lastly, CPT provided training for the SAO, for both

dependency and criminal attorneys, providing information as to medical exams provided for children seen at CPT. This training was led by Alexa Walker, APRN Medical Lead. Information was given to provide insight as to what CPT could offer in testimonial procedures and how trauma-based approaches are used when providing medical services to the children. Regarding staffing, there remains a vacancy for the Support Staff – CNA position; however, there are continuous efforts to review applications received and proceed with onboarding to become fully staffed.



The first month of fall kept the Hillsborough Adoption Support Program very busy! Referrals have continued to flow in from various community partners, and the team has begun preparations for National Adoption Day in November, with the theme being Passport to Adoption. We are excited to be included in the event for another year and are planning various giveaways for the families that attend. The team was able to make shirts, goody bags, and frames for all of the newly finalized families. We are also looking forward to witnessing 2 of our clinical families finalize that day. In addition, the team facilitated another cycle of Adoption Competency Training, with our entire program staff now being fully trained. The Director, Chelsea has been busy attending community events these last two months! She was able to speak at the Children's Home Network latest foster/adoptive parent graduation and panel night, to further discuss the benefits of utilizing our program. She also attended a Foster Parent Fall Festival with the Case Management Team (picture below).



October focused on lots of prep work for upcoming events for the rest of the year. There are several community events in November! The program has also noticed an increase in attendance for both the Riverview area support group and the Brandon Moms' Night Out Support Group. The Riverview area support group just started a few months ago! Therapeutic sessions were also very consistent this past month, as the number of clinical hours increased by 23%. We are also excited to welcome our newest team member, Anastasia Kusbit, as our part-time support specialist. She is in the process of earning her MSW and is an international adoptee herself! She will be working up to a full time Counselor once she finishes her Masters. She is a great addition to the team, and they are now fully staffed.

Hillsborough Case Management has continued to have a focus on permanency for our children. The team finished Quarter 1 with 46 children achieving permanency: 21 children with Adoption, 8 children with Permanent Guardianship, and 17 children with Reunification. In addition, 6 children who were already in home with parents had their case successfully close out! For the month of October, the momentum continued with 9 children being reunified, 4 children being adopted, 9 children closing with permanent guardianship, and 1 in home child closing out. Additionally, in the month of September, the team had 5 case managers pass the pre-service test to become provisionally certified. Currently, we have 7 more case manager

positions to fill within the 25-case manager team. Even with being understaffed, the team is working on a micro level to increase the quality of our case to include quality documentation of home visits, quality supervision, quality safety planning and quality communication with biological parents. The leadership team is meeting on a weekly basis in order to discuss audits put in place to find trends within these areas. Lastly, to celebrate our staff and successes, leadership held a Halloween Celebration including purchasing breakfast for the staff on 10/31/2025. Each unit decorated a pumpkin that is now displayed in the supervisors' offices, and staff were invited to dress up in their Halloween best for the day (pictures below).







Central Florida: Orange, Osceola, Seminole & Brevard

For the Central Florida Case Management Team, we collaborated with Commission 127 to host a staff appreciation day featuring a mobile coffee truck onsite. This initiative was designed to promote workplace community, provide a break from daily duties, and reinforce our appreciation for the dedication of our team. Feedback was overwhelmingly positive, and we anticipate scheduling similar initiatives in the coming months.

We initiated a new collaboration with the University of South Florida (USF) to bring in a guest speaker to meet with our leadership team. This session will focus on effective strategies for staff retention, team morale, resilience, and cultivating a positive work culture.

The organization successfully completed the quarterly performance review with Family Partnership, and the results reflect the exceptional efforts of our teams. We are proud to share that Ashia Roberson and her team ranked #1 in the quad area, while Krystal Gould and her team ranked #2, closely following for the top spot.

These results demonstrate the continued commitment of our staff to service excellence, and we will continue to support them to maintain and build on this success.

For the Central Florida Adoption Team, in order to continue efforts to find homes for all available children, an updated contract between Wendy's Wonderful Kids and the Tri-County Area is currently being developed. There is currently a team in place who supported this effort prior to Camelot assuming the adoption contract from Family Partnerships; making this effort a seamless transition. Additionally, last month, the first monthly meeting was held with the representative from Family Match. The meetings are being held in order to fully collaborate regarding our children available for recruitment in the tri-county area. The last two months have also been filled with meetings regarding preparations for all area's National Adoption Days. The teams will be finalizing over 35 children combined in November! Currently, the four counties combined annual adoption goal is 406. As of the end of October the team is at 98.5 adoptions. While the first guarter was off to a slow start due to operations and subsidy process changes, the team is confident they will make up momentum this next guarter. In regard to staffing, the team is onboarding a new Adoption Supervisor for Osceola, Jonathan Figueroa. Jonathan not only comes with years of adoption experience; he is also trained to teach Adoption Competency and is a Trust Based Relational Intervention Practitioner. We are excited to put him to work! Currently, among all 4 counties, there are only 2 recruiter vacancies (Brevard and Orange) and 1 specialist vacancy (Osceola).



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

September and October have been a time of significant transition and forward momentum for our southeast team. We have navigated a number of changes across teams and leadership roles, creating an opportunity to reassess our structure and align our staffing with our strategic goals. We are pleased to share that many key vacancies have now been filled, bringing fresh expertise and renewed energy to our work. These additions strengthen our capacity to deliver on our mission and position us for meaningful growth in the months ahead. While transitions can be challenging, this period of renewal has set the stage for greater collaboration, innovation and long-term stability across the organization.

The Child Protection Team has been busy the last quarter with reviewing 2099 abuse reports with 100% compliance. The team completed 199 assessments: 41 Forensic Interviews, 91 Medical evaluations, 5 medical consultations, and 78 Specialized Interviews.

In Therapeutic Foster Care, we continue to need to grow our foster parent inventory and are participating in recruitment events to generate interest. We licensed a new therapeutic home, Janes Richard, in our Treasure Coast location in September. We have three families that have just graduated Pressley Ridge that are expressing interest in becoming therapeutic also in our Treasure Coast region. As part of our recruitment efforts, in October, our Treasure Coast Supervisor, Rhoda Cantor, attended a Truck or Treat event at the Martin County Sheriff's office, where she and a current foster parent worked together to decorate the trunk and hand out candy to hundreds of children and families from the area. The candy was donated by Investment Planning Group.

We brought Nikita Buck on board as our Licensing Supervisor for Broward and Palm Beach; she has over 13 years of licensing experience and brings a wealth of knowledge & passion. We are recruiting for a licensing specialist in the Palm Beach and Broward locations. Recruitment and placement are the primary focus of the programs as we continue to participate in a variety of recruitment/retention activities.

Our most recent Pressley Ridge class had 3 graduates in Palm Beach, 5 for Treasure Coast and 1 family for Broward.

Currently in our New Day program, the therapists are almost at capacity with their caseloads. The Clinical Director is out on FMLA and Amanda Capalbo continues to oversee the program administratively while FFT, LLC is providing clinical support through weekly consultation.

The Independent Living program continues to be fiscally sound and operations are consistent. As this program continues to see high referral numbers, we continue to recruit for another Life Coach through funding from our BBHC contract.

Our Venture Design, school counseling program, added two more schools to its service log. We continue to recruit another counselor, in order to be able to answer the increasing demand in this program.

Our CARE Team added new counselor, Tania Gracia, she brings a fresh and exciting energy and advances our ability to serve more clients.



Southwest Florida: Port Charlotte, Ft. Myers & Naples

Trunk or Treat was extremely successful this year and continues to grow in the number of trunks and children each year. Kona Ice and a food truck were on site for the families as well as a fire truck and a crane for the kiddos to touch. We ended up with 3 new families interested in possibly becoming licensed foster parents from the event and are already working on our annual Foster Parent Holiday Party and toy drive for the party.

Licensing has started off strong with 6 newly licensed homes and 4 more homes that should be licensed within the next few weeks.

We are pleased to announce that we were awarded the contract for the Fort Myers In-Home Family Support Services Program. The new contract began December 1, and we are fully staffed and up and running. The past two months were profitable for the program gaining some momentum after a slow start the first two months.

A special thank you to Grow Church of Naples who are providing lunch the Naples staff once a month during our "Lunch and Learn" Sessions. In September we had a pasta bar and in October sub sandwiches were served to the staff.

The Charlotte office was able to hire all the vacancies and promote the Quality Assurance Specialist in LaBelle as the new supervisor and are now fully staffed. All case manager positions for Naples, Immokalee and LaBelle are also filled leaving only on Family Support Worker vacancy in Naples and a Quality Assurance Specialist in LaBelle.

Planning for Operation Santa is in the works. This operation provides gifts to all of the children in the dependency system in Charlotte County. Thank you to Power of God Ministries for providing the location for the families to come and pick up all of the gifts for the children.