Table of Contents

Investing in Potential ................................................................. 3
Our History + Our Future .......................................................... 4
Major & Isaiah ........................................................................... 5
Patti ............................................................................................. 6
Aaroneetta .................................................................................. 7
Sarai ........................................................................................... 8
Financial Summary ...................................................................... 9
State Board of Directors .......................................................... 10
CHS Leadership .......................................................................... 12
Locations ................................................................................... 15
Investing in Potential

There are no quick fixes to complex challenges. No simple solutions. No one-size-fits all, one-and-done approach.

At Children’s Home Society of Florida, we see struggles every day: violence, poverty, unemployment. That’s just the beginning.

We could devote all of our time and resources toward “fixing” problems ... but where would that lead us? Where would it lead families trapped in cycles of dependence? Where would it lead their children?

While we certainly remain committed to children and families in crisis – and we will be here in their greatest hour of need – we understand that the greatest impact we will have is when we invest in potential.

Because that, friends, is where the opportunities are limitless.

That’s why we’ve embraced a new vision at CHS: A world where all children realize their full potential.

A world where every child – regardless of generational history, circumstances or socioeconomic status – can realize his or her full potential.

Maybe she’ll be the first child in her family to graduate high school.

Maybe he’ll find the courage to break free from the violence and addiction that plagued his parents.

Or maybe she’ll realize that her dream of owning her own business really is within reach.

At CHS, we believe this can become the reality.

Because of your faithful commitment, this will become the reality.

We believe every child has incredible potential – and we’re ready to unlock it.

Thank you for joining us.

With appreciation,

Charles Cromer
Chair of the Board

Michael J. Shaver
President and CEO
The engine rolled into the Jacksonville station and children stumbled onto the platform. With no place to go and nothing but the clothes on their backs and whatever they carried, the Orphan Train passengers wandered into the streets of a city recently destroyed by a great fire.

Accepting their likely fate that they would forever fend for themselves, many of these orphans were put to work to rebuild the city. Living in poverty, they received no education or assistance – until Rev. D.W. Comstock rallied community leaders to step up.

Believing in the potential of these children – and the community – Children’s Home Society of Florida opened its doors on November 17, 1902, to provide a “family” for the children who had nowhere else to go. Rev. Comstock and – soon after in 1910 – Marcus “Daddy” Fagg were on their side and put their welfare first.

Since CHS’ founding in 1902, the organization has continued to grow and evolve to provide the right services and solutions to address the needs of children and families throughout the changing times ... to help more children realize their full potential.

Throughout the early part of the 20th century, Daddy Fagg worked tirelessly to share our mission and garner support. Not only did he lead CHS’ efforts in philanthropy, but he also put the organization at the forefront in helping to create, pass and reform child labor and welfare laws still in effect today.

The heart of CHS has always been children. Protecting them in their darkest moments. Guiding and empowering them to reach their full potential. Building bridges so they can know success. The needs of children and families will continue to grow, continue to evolve. And so will CHS. Because, though we’ve changed over the past 115 years, our roots remain, and we will continue to provide children with a strong foundation from which to grow.
Working toward a world where all children realize their full potential ...

<table>
<thead>
<tr>
<th>Children and families served</th>
<th>Volunteers</th>
<th>Hours contributed</th>
</tr>
</thead>
<tbody>
<tr>
<td>50K+</td>
<td>5K+</td>
<td>$2.2MILLION</td>
</tr>
<tr>
<td>2K</td>
<td></td>
<td>Equivalent for the number of hours contributed*</td>
</tr>
</tbody>
</table>

CHS does more than provide services for children and families to build bridges to success. CHS delivers solutions that change life trajectories.

A snapshot of our investment in solutions

### Child Welfare
- Served 17,600+ children and family members.
- Driven to improve outcomes for children, we strategically invested in the development and implementation of CaseAIM, a one-of-a-kind solution to revolutionize the child welfare system.
- Brought the evidence-based Sanctuary Model to our residential homes so we can better serve children and youth who have suffered extreme trauma.

### Early Childhood
- Empowered nearly 10,000 children and families to build strong foundations and strong futures.
- Nearly 100% of families that complete our programs remain abuse-free.

### Counseling
- Meeting a critical need in our communities, we intentionally invested in growing our counseling programs.
- Served 10,000 children and family members – 2,000 more than last year.

### Community Partnership Schools
A key CHS priority, Community Partnership Schools open doors – literally – for children to embrace opportunities to succeed. Committed core partners – universities, health care centers, schools and CHS – work to address barriers impacting students’ education. Through Community Partnership Schools, we build bridges to success for children, families and communities.

CHS is serving thousands of students through six Community Partnership Schools, with three more set to open soon.

Community Partnership Schools are proven to increase graduation rates – at our flagship Community Partnership School, graduation rates have increased from 64% to 80%.

ROI on a Community Partnership School is 4:1. The impact of Community Partnership Schools saves taxpayers more than $47M annually.

We are thankful for you, our donors, because without you, none of this would be possible. You empower children and families throughout Florida to realize their full potential.

In an effort to direct more resources toward serving children, we elected not to include a donor list in this year’s report. We are grateful for your continued support as you build bridges to success for children.

*Estimated value of volunteer time is based on figures from independentsector.org
Isaiah knows nothing but love from his father, Major. The 3-year-old doesn’t know of his father’s journey out of the criminal justice system or the struggles he’s endured. All he sees is the joy on his dad’s face as the two play or read books together.

“I always called him ‘happy baby,’” Major shares, beaming with pride. “He’s got more spirit than anyone I’ve ever met.”

With the confidence gained through Children’s Home Society of Florida, Major strives each day to support and keep the hope and joy alive in Isaiah and to put him on a path to success.

Major and Isaiah found CHS when Isaiah was just an infant. After a few months in the care of his grandmother, Isaiah was reunified with his father, where they began building the life they share today.

In their cozy one-bedroom apartment, Major spends each morning preparing Isaiah for preschool.

“I want him to have a better life than I had,” says Major. “My mother was killed when I was a baby and I was shuffled around a lot. I want Isaiah to go to college and have a good future.”

With the help of CHS, Major and Isaiah have had opportunities to grow individually and as a family. Through weekly sessions, Isaiah receives dedicated attention to help him develop socially, emotionally and intellectually – which helps prepare him for school. Simultaneously, Major receives support to tap more into his strengths as a parent.

“CHS has helped us through some struggles,” Major reflects. “They have really bent over backwards to help us. They have made me feel proud about the progress I’ve made and the father I have become.”

Beyond reading together, the two have another favorite activity – playing on the playground. As they play, it becomes clear why Major calls Isaiah “happy baby” – no talking, just belly laughs and giggles shared between father and son. As they chase each other and race down the slides, the challenges they’ve faced are nowhere in sight.
Patti has big plans for her family’s future. She looks forward to watching her kids grow up, being there as they realize their full potential. Her memories of their middle school dances, first dates and high school graduations will accompany her forever as the bright outcome of a dimmer time.

You see, life at home was not always positive.

Over the years, numerous situations resulted in the separation of Patti and her children as they entered the child welfare system ... again and again.

Most recently, the unthinkable happened ... and the court again determined the children would be safer in foster care while Patti worked to overcome challenges interfering with their family stability.

With the children safe in a loving foster home, they worked with our dedicated counselors to begin healing from their trauma. Focused on bringing her family back together, Patti found hope as she received consistent encouragement and guidance to work toward a brighter tomorrow. She also embraced the opportunity to achieve her full potential as a mom, attending classes to learn appropriate discipline methods, parenting tips and techniques to prevent past behaviors from reoccurring.

“CHS was a great help and connected with me on a personal level. They cared about me and my family, and that really made a difference,” Patti shares.

Patti’s desire to bring her family back together fueled her fierce dedication to make – and adhere to – changes that would help her provide the stable home she wanted for her kids. And just three months after entering foster care, Patti’s children were safely back home.

She credits the support and services she received through Children’s Home Society of Florida for building her confidence and encouraging her to be the best mom she can be.

“While times were tough before, I look forward to our future,” Patti says. “I’m thankful to be back home with my kids. Home is where we will stay.”
For Aaronetta, her ultimate goal is crystal clear: to help families change their lives.

“It’s just what we do,” the Dependency Specialist states. “I work to make sure kids have the services they need and, ultimately, the love and care they are looking for.”

Since 2008, Aaronetta has served in a variety of roles supporting parents, foster parents and children for CHS of Florida. She remembers a particular young lady who really touched her heart. After spending years in the foster care system, this young woman exited care at 18 and immediately transitioned into CHS’ independent living program, where she received continued encouragement and support to reach her full potential.

“Her determination to make her life better drove her to apply and be accepted into college,” Aaronetta shares. “Without our help, her story could have been completely different. The support we were able to provide allowed her to focus on that path to success.”

The work CHS does to help families is a team effort, Aaronetta explains. “We all work hard so our families have the tools for success. We would not be who we are without the wonderful supervisors and management team.”

Joy beams from Aaronetta’s face when she reflects on children who are reunified with their parents, find their forever families or find success on their own.

“It really is just what we’re here to do – it’s about the kids … helping them see their worth and potential for the future.”

“It really is just what we’re here to do – it’s about the kids and making sure they get what they need. And helping them see their worth and potential for the future.”
Sarai has big dreams: She’s going to be a network anchor and she’s going to change the world.

So far, she’s well on her way to achieving both.

As the morning anchor for her high school’s news station, Sarai’s contagious smile and natural talent shine as she builds her skillset – and experience – to work toward her goals. After she graduates, she’ll be the first person in her family to attend college.

But Sarai’s determination extends far beyond that. She’s driven to make a difference, to be the change she wants to see in the world.

She credits the support and services she’s received through Evans High School, A Community Partnership School for building her confidence and courage to step out of her comfort zone to make an impact.

At the Community Partnership School, Sarai explains, the focus isn’t just on academics. “They care about you as a person. They are here to change lives and it shows.”

Once bullied because of her appearance and heritage, Sarai found an opportunity when she arrived at CHS’ flagship Community Partnership School – an opportunity to build family and acceptance. The founder of the school’s first Creole Club, Sarai envisions an active service-oriented group coming together to celebrate shared culture, to educate others and to serve the community – and the world.

“If I want to see change, I have to be part of the change. I have to be part of the movement,” Sarai shares.

Perhaps that’s why she built her Junior Class President campaign around service, and why she’s so committed to her role as a member of the Student Leadership Council.

“There’s so much potential that can come out of this school,” Sarai says. “The students are so driven and passionate. We want to make a difference.”

“You brought something amazing to Evans. The Community Partnership School has impacted so many people.”

– Sarai, junior at Evans High School, A Community Partnership School
## Financial Summary

### Statement of Financial Position

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>4,335</td>
<td>4,221</td>
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<tr>
<td>Accounts Receivable (net)</td>
<td>13,562</td>
<td>16,694</td>
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<td>Investments</td>
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<td>11,951</td>
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<td>Beneficial Interest in CHS Foundation</td>
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<td>22,756</td>
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<td>Property and Equipment (net)</td>
<td>34,880</td>
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<tr>
<td>Other</td>
<td>2,338</td>
<td>2,554</td>
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<td><strong>Total Assets</strong></td>
<td>89,175</td>
<td>94,657</td>
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<tr>
<td><strong>Liabilities</strong></td>
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<tr>
<td>Current Liabilities</td>
<td>10,928</td>
<td>9,808</td>
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<td>Long-Term Liabilities</td>
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<td>20,016</td>
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<td>Pension</td>
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<td>9,435</td>
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<td><strong>Total Liabilities</strong></td>
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<td>39,259</td>
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<td><strong>Net Assets</strong></td>
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<td>Unrestricted</td>
<td>24,172</td>
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<tr>
<td>Temporarily Restricted</td>
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<td>13,328</td>
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<td>Permanently Restricted</td>
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<td>9,428</td>
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<td><strong>Total Net Assets</strong></td>
<td>46,340</td>
<td>55,398</td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>89,175</td>
<td>94,657</td>
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</table>

### 2016 Revenue

- **Service Contracts 88%**
- **Philanthropy**
- **Adoptive and Other Service Fees 1%**
- **Other 1%**
### Statement of Activities

**June 30, 2016 and 2015 (dollars in thousands)**

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<td><strong>Revenue</strong></td>
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<td>Service Contracts</td>
<td>107,329</td>
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<td>Public Support</td>
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<td>Adoptive and Other Service Fees</td>
<td>695</td>
<td>709</td>
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<tr>
<td>Other</td>
<td>1,726</td>
<td>1,883</td>
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<tr>
<td><strong>Total Support &amp; Revenue</strong></td>
<td>121,608</td>
<td>117,966</td>
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<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
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<tbody>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program</td>
<td>105,447</td>
<td>101,190</td>
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<tr>
<td>General and Administrative</td>
<td>16,702</td>
<td>12,985</td>
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<tr>
<td>Fundraising</td>
<td>5,079</td>
<td>4,661</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>127,228</td>
<td>118,836</td>
</tr>
<tr>
<td><strong>Results from Operations</strong></td>
<td>(5,620)</td>
<td>(870)</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain (Loss) on Sale of Property</td>
<td>(21)</td>
<td>(220)</td>
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<tr>
<td>Investment Gains (Losses)</td>
<td>(462)</td>
<td>(78)</td>
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<tr>
<td>Unrealized Gain (Loss) on Interest Rate Swap</td>
<td>(1,126)</td>
<td>(237)</td>
</tr>
<tr>
<td>Pension Adjustments</td>
<td>(2,314)</td>
<td>(1,077)</td>
</tr>
<tr>
<td>Change in Beneficial Interest</td>
<td>485</td>
<td>1,068</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>(9,058)</td>
<td>(1,414)</td>
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</tbody>
</table>

### 2016 Expense

- Program 83%
- General and Administrative Support 13%
- Fundraising 4%

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Financial results taken from audited financial statements, which contain an unqualified opinion. (RSM US, LLP)
2016 State Board of Directors

Charlie Cromer  
Chair  
Charles L. Cromer, CPA, PA

Valerie Seidel  
Vice Chair  
The Balmoral Group

Laura Kolkman  
Mosaica Partners

Jeff Gordon  
RedVector

Richard “Dick” Adams, Jr.  
Adams & Adams Law Firm

Frank Gulisano  
Summit Realty

Aaron Bosshhardt  
Bosshardt Realty

Eric Jackson  
Total Roof Services

Marjorie Turnbull  
Former Florida State Representative, District 9

Danielle Garno  
Greenberg Traurig

Steven J. Wernick  
Akerman, LLP

Miguel Viyella  
Wells Fargo Advisors, LLC

Samuel P. Bell, III  
Buchanan, Ingersoll, Rooney

Tony Jenkins  
Florida Blue

Cate Merrill  
Merrill Land Company  
Great Southern Restaurant Group

Victoria Weber  
Retired, Hopping Green and Sams

Our Vision: A world where all children realize their full potential.

Our Common Bond:

Caring
We show kindness and compassion.

Integrity
We are honest, ethical and reliable.

Respect
We treat people with dignity, valuing their ideas and contributions.

Commitment
We work passionately and diligently.

Leadership
We set a positive example as we serve others.

Excellence
We never settle for less than our collective best.
CHS Leadership

Tim Putman
Western
1300 N. Palafox Street
Suite 103
Pensacola, FL 32501
(850) 266-2700

Eliza McCall-Horne
Greater Lakeland and Gulf Coast
1515 Michelin Court
Lutz, FL 33549
(813) 949-8946
1010 E. Rose Street
Lakeland, FL 33801
(863) 413-3126

Charles McDonald
Big Bend
1801 Miccosukee Commons Dr.
Tallahassee, FL 32308
(850) 921-0772
914 Harrison Ave.
Panama City, FL 32401
(850) 747-5411

Sabrina Sampson
Treasure Coast
650 10th Street
Vero Beach, FL 32960
(772) 344-4020

Jennifer Anchors
Mid-Florida
711 NW First Street
Gainesville, FL 32601-3318
(352) 334-0955

Julie DeMar
Palm Beach
3333 Forest Hill Blvd.
West Palm Beach, FL 33406
(561) 868-4300

Kymberly Cook
Northeast Florida and North Coastal
3027 San Diego Rd.
Jacksonville, FL 32207
(904) 493-7744
2400 S. Ridgewood Ave., Suite 32
South Daytona, FL 32119
(386) 304-7600

Magaly “Maggie” Dante
Southeastern
800 NW 15th Street
Miami, FL 33136-1495
(305) 755-6500

Tara Hormell
Central Florida and Brevard
482 South Keller Road
Orlando, FL 32810
(321) 397-3000
326 Croton Road
Melbourne, FL 32935
(321) 752-3170

Julie Schneider
Southwest and Intercoastal
401 NE 4th Street
Ft. Lauderdale, FL 33301
(954) 453-6400
190 Maravilla Ave.
Fort Meyers, FL 33901
Children’s Home Society of Florida’s 2,000 team members empower children and families throughout the state.