

CITY OF SAN MARCOS HUMAN SERVICES GRANT FY 2026-2027 Application

I. SUMMARY INFORMATION

Please spell out organization name and program name completely, without acronyms

Applicant Organization: Any Baby Can of Austin, Inc.

Contact Name: Terry Arguello Telephone: 512-694-8106

Contact E-Mail Address: terry.arguello@anybabycan.org Website: www.anybabycan.org

Mailing Address: Village of San Marcos, 215 South Reimer Avenue Suite 110, San Marcos, Texas 78666

San Marcos Service Address for this Program: 215 South Reimer Avenue Suite 110, San Marcos, Texas 78666

Who is authorized to execute program documents? (Name, Title) Veronda L. Durden, President and CEO, Natalie Russell, Chief Financial Officer, Guillermo Lopez, Senior Program Officer, Family Health and Intervention Services

Program Name: Early Childhood Intervention Program (ECI)

Amount of Funds Requested: \$40,000

What percentage of the cost of this program is requested as funding through this application? Less than 1%

(40,000/8,169,686 = .49%).

II. SHORT ESSAY QUESTIONS

All questions must be answered. Please type your answers. Application evaluations will be based on, but not necessarily limited to the criteria stated in each section.

OVERVIEW

1. Summarize the program for which funding is being requested, the services it provides, and the clients it serves.

Early Childhood Intervention (ECI) is a statewide program within the Texas Health and Human Services Commission (HHSC). Any Baby Can has been a premier provider of ECI services in Central Texas for over 35 years, serving thousands of children and families. ECI serves families with children from birth to 36 months with a medically diagnosed condition, auditory or visual impairment, or a developmental delay. ECI's proven philosophy is that the most effective time to improve a child's ability to grow and learn is before the age of three. Program services are delivered in the child's natural environment (e.g., home or childcare) and in a culturally competent manner.

Any Baby Can/ECI staff work closely with other agencies to achieve the best possible system of support for individual clients and families to facilitate transitions between program services and education services, as needed. Every family has a designated Case Manager assigned to coordinate appropriate services and resources navigation.

Services can include, but are not limited to:

- Comprehensive assessments using the Battelle Developmental Inventory Third Edition (BDI 3) or Developmental Assessment of Young Children Second Edition (DAYC 2) to identify specific developmental delays and determine eligibility criteria.
- Specialized Skills Training (SST), which are rehabilitative services to help promote appropriate age development. Early Intervention Specialists (EISs) provide skills training and teach compensatory skills to correct deficits that directly result from medical, developmental, or other health-related conditions.
- Specific Discipline Therapies (speech, physical, or occupational) that focus on a child's deficit depending on the child's individual needs.
- Case Management services that help families gain access to needed services, resources, and support.
- Transition Services to support the child and family transition to special education services and other settings as appropriate for children leaving/exiting ECI at age 3.
- Auditory and Visual interventions for the deaf or hard of hearing (DHH) and visually impaired children.

The agency also provides wrap-around services including counseling services and crisis assistance (basic needs support and case management services) to better support family needs.

COMMUNITY NEED AND JUSTIFICATION - 20 POINTS

Evaluation: documentation and justification of the need for the program in the City of San Marcos.

1. Describe in detail the need for this program in San Marcos.

There is a growing need for Early Childhood Intervention services because of the increasing number of children identified with developmental delays and disabilities in Hays County and across Texas, the number of economically disadvantaged children who are falling behind academically, and the growing population of children in the San Marcos / Hays County area.

- The demand for ECI services continues to grow. In 2023, 96,556 Texas children were referred to ECI services and 67,512 (71%) were eligible, a growth of 12% since 2021. Of those eligible, 85.5% had developmental delays (70.4% had more than one area of delay), 14% had a medical diagnosis (e.g., congenital, or chromosomal anomalies), and 1.1% had auditory and/or vision impairments. Males (63.6%) received more ECI services than females (36.4%), as did Hispanic children (54.8%).
- Any Baby Can's program data also shows a growing need for ECI services. From 2021 to 2025, the number of ECI-eligible children in Hays County grew by 39% (439 to 630). Hays County children accounted for 37% of all ECI families served in Any Baby Can's Central Texas service area (2025).
- The Texas Education Agency indicates that 77.1% of San Marcos CISD students (2024-2025) are economically disadvantaged. As early as 18 months, low-income children begin to fall behind in vocabulary development and other skills critical for school success. (Campaign for Grade-Level Reading). The 2025 San Marcos CISD standardized test scores reflect that only 35% of economically disadvantaged students "meet grade level or above" for Grade 3 reading. In 2023-2024, 17.5% of San Marcos CISD students received Special Education services, which is 3.6% higher than the Texas average. (Texas Tribune, Texas Education Agency)
- Children who are affected by critical illness (e.g., cancer and heart disease) are inherently at-risk for developmental delays because of the illness itself, the physical impact of medical treatments, and prolonged

hospital stays. Children who have disabilities are 1.6 times more likely to be physically abused than children without disabilities.

- Of the fastest-growing U.S. counties with a population of 100,000 or more, Hays County took the 3rd spot nationally with 26% growth from 2019-2023 according to U.S. Census data. In 2024, US Census data shows that 5.7% (16,646 children) of the Hays County population (292,029) were below age five.

2. Has the need for this program been increasing in recent years?

Yes! The need for ECI services has been increasing across the state, the Department of Health and Human Services reports a growth of nine percent (12%) from 2021 to 2023 (October – September, respectively). In addition, Any Baby Can's ECI program shows a significant increase in children served. Seventy-three (73) San Marcos clients were served in calendar year 2021, 159 were served in 2022, and 150 were served in 2023, 141 in 2024 and 149 in 2025. Based on this data and the growth in the region, we anticipate serving 165 San Marcos children and their families in 2026.

We are also seeing increases in our population served because of our early outreach efforts and the potential years of intervention required for children in our care. Our ECI Child Find Coordinator, Early Interventionists, and Therapists connect with hospitals, clinics, doctors, collaborators, and other community providers to identify, enroll, and serve all ECI-eligible children in our service area. Seventy-five percent (75%) of our referrals come from medical professionals (64%) and other community agencies (11%). (Please see outreach methods below.) The earlier we serve children the greater the return on investment (special and elementary education and workforce) for the communities we serve (please see Impact and Cost Effectiveness below).

IMPLEMENTATION - 15 POINTS

Evaluation:

- *The application demonstrates that resources needed to manage the proposed program are available and ready.*
- *Applicant has clearly defined objectives focusing on results and measurable outcomes vs. only program activities descriptions and numbers served.*
- *Past performance of programs funded by Human Services Grants has met expectations.*

1. Are all resources in place to be able to implement this program? If not, what is missing?

Yes, this is an ongoing program with a full team serving the City of San Marcos children and their families.

Early Intervention Specialists (5) - Provide Case Management and Specialized Skills Training services to promote age-appropriate development.

Speech Language Pathologists (2) - Provide evaluation and speech therapy services for the habilitation, rehabilitation, or prevention of communication or language disorders.

Motor Therapists (2) - Provide evaluation and physical/occupational therapy services in fine and gross motor skills.

In 2025, Any Baby Can was awarded a five-year contract from the Health and Human Services Commission to continue Early Childhood Intervention services in Hays County, includes San Marcos.

Any Baby Can also provides counseling and support to all ECI clients and members of their household who are referred to our No Estás Solo (NES) program. NES provides accessible mental health services to all program participants who are high-risk pregnant and parenting women, children, couples, low-income families, and their household members. Many clients receive mental health services for the first time as a result of their participation in our programs. NES promotes resiliency in children, adults, and vulnerable populations using three strategies: short-term home-based therapy, community-based support groups, and infant and early childhood mental health consulting (IECMHC). Therapy improves self-confidence, communication skills, and maternal mental health issues. Groups help participants

to recharge, bond, and feel less alone in their experiences. MH Consultants work in childcare centers, classrooms, and agencies to make program-wide quality enhancements and improve providers' skills to address children's behavioral or mental health issues. NES staff identifies MH issues early and provide prompt services, improve behavioral health and wellness, teaches clients to manage their long-term MH and access community resources.

2. What specific, measurable outcomes or results do you hope to achieve with this program?

Any Baby Can's Early Childhood Intervention program has the following measurable outcomes it expects to achieve.

- 165 ECI children/families from San Marcos will be served.
- 11,000 service hours will be delivered by ECI (assessments, evaluations, therapy, case management, etc.)
- 75% of ECI children/families will meet at least 75% of their planned goals at program exit as established in their Individualized Family Service Plan.
- 80% of ECI families will indicate at program exit, improvement in at least one domain (social emotional, knowledge and skills) of the Federal Child Outcomes Summary.

3. If funding is not available at the requested amount, what is the minimum Human Services Grant funding needed to be able to run this program?

While Any Baby Can will be grateful for any support it may receive from the City of San Marcos, our \$40,000 grant request is essential as we work to close the large gap in funding between what the Texas Health and Human Services Commission reimburses for ECI services and what it costs the Any Baby Can's ECI program to serve San Marcos children and their families. The program also has increasing expenses related to retaining our highly skilled professional and therapeutic staff, account for inflation increases, and the increased cost of living in Central Texas.

The ECI program is mandated to evaluate all children who are referred for services and are required to serve all eligible children, regardless of the state's ability to reimburse the agency for the ECI services provided.

IMPACT AND COST EFFECTIVENESS - 20 POINTS

Evaluation:

- *impact on the identified need*
- *implementation costs compared to impact*
- *use of available resources (financial, staff, volunteer)*
- *impact compared to other applicants*

1. Programs can provide value by deeply impacting the lives of a few, with effects that may ripple through generations, or by providing smaller but meaningful impact to a larger group. Describe in detail the impact this program will have on the identified need and on San Marcos residents.

Any Baby Can's Early Childhood Intervention (ECI) program has been helping children in Central Texas reach their full potential for 47 years! By supporting parents, giving them knowledge and skills, and promoting child development through coordinated services, our interventionists and therapists have seen many children advance beyond their original diagnosis. The Texas Early Childhood Intervention office states that "ECI's evident based practice of helping families incorporate intervention strategies into daily routines:

- Increases children's rate of growth in key development areas
- Multiplies the opportunities and effects of intervention
- Increases the return on every dollar spent"

The case for the benefits of ECI is strong. Studies have found that children who participate in high-quality early intervention/early childhood development programs tend to have:

- Less need for special education and other remedial work.
- Greater language abilities.
- Improved nutrition and health.

- Experienced decreased instances of child abuse and neglect.

The Center on the Developing Child at Harvard University (2010) states that, “Neural circuits create the foundation for learning, behavior, and health. These circuits are most flexible from birth to 3. High-quality early intervention services can change a child’s developmental trajectory and improve outcomes for children, families, and communities. Intervention is likely to be more effective and less costly when it is provided earlier in life rather than later. Early social/emotional development provides the foundation upon which cognitive and language skills develop.”

The National Early Intervention Longitudinal Study (NEILS) tracked children with a developmental delay and found that 46% did not need special education by the time they reached kindergarten because of early intervention services. Texas was part of the sample in the NEILS. Results of the NEILS indicate:

- 36% had no disability and were not receiving special education services.
- 10% were reported to have a disability but were not receiving special education.
- 54% were receiving special education services.

Return on Investment (ROI) and Early Childhood Intervention economic analysis demonstrates that programs that intervene early to improve child outcomes have returns on investment from \$2.50 to \$17.07 for every dollar spent on early intervention services. (DC Action for Children, US Chamber of Commerce – Institute for a Competitive Workforce) A cost-benefit study published in the Journal of the American Medical Association (JAMA, May 2001) showed that an early intervention program costing \$6,730 per child produced a return on investment of \$47,759 for every child. This calculates a return of \$7.10 for every dollar invested for societal costs for expenses such as special education services and children repeating grades. Similar services for 2nd and 3rd graders showed a return of only \$1.66 for every dollar invested. The average cost per child in Any Baby Can’s ECI program is \$5,385. This cost, multiplied by our goal of 165 children served, is \$888,525 and produces a return of investment (when multiplied by the average ROI of \$9.80) for the City of San Marcos of \$8,707,545. Early intervention is an essential service for every child in every community!

When children participate in ECI programs or overcome developmental delays or disabilities, families, and communities benefit in the following ways:

- Parents are empowered to support their child’s/children’s development and education.
- Family members have less stress in their homes (caused by illness, appointments, costs, and anxiety).
- Parents can more evenly support the needs of all their children.
- Adults can work or spend more time at work (which improves the local economy).
- Children and siblings participate more fully in school activities.
- Families can contribute to and attend community events and activities.
- There is an overall increase in current workforce capacity for parents and future education and workforce capacity for children.

2. Briefly describe other funding sources, volunteers, or in-kind donations that are expected to be used with this program.

To sustain the ECI program, in 2025 Any Baby Can received a five-year contract with the Texas Health and Human Services Commission to serve Hays County. Since this contract only pays for a portion of the program costs, Any Baby Can must seek reimbursement from clients’ private insurance and Medicaid, and solicits funds from the City of Buda, the Austin Community Foundation, The Harry E. and Eda L. Montandon Charitable Trust, The Moody Foundation, and the Anderson Charitable Foundation. In addition, Any Baby Can continually seeks contributions from other foundations, corporations, and individual donors.

3. How many total annual unduplicated direct clients is this program expected to serve? What percentage will be San Marcos residents?

The goal for the total number of children served by Any Baby Can’s Early Childhood Intervention program in one year is 1,500. This number is determined by a contract with the Texas Health and Human Services Commission. ECI programs are mandated to serve all clients referred to them, even if referrals exceed the contracted amount.

Any Baby Can estimates that it will serve 165 San Marcos residents or 11% of ECI's total expected goal.

4. Please list the agencies with which you partner to provide this program's services.

Community Entities:

- Start Smart Hays Caldwell (SSHC) Coalition, SSHC Steering Committee
- Books, Blocks and Balls Community Partners
- ECI Consortium: Organized by ECI Program Directors with the participation of the HHSC ECI staff to promote continued collaboration and cross referrals
- The School Readiness Action Plan (SRAP): Organized by United Way for Greater Austin
- Trauma-Informed Care Consortium: Meets quarterly to network, share information and coordinate training
- AI/VI/ECI Interagency Meeting: is held quarterly to provide opportunity to collaborate, review policies/procedures, provide training, and discuss needs to better serve ECI children and families
- Participation and physical presence with the Early Childhood Coalition of Travis and Hays Counties facilitates successful community referrals to ECI and helps to efficiently support case management for ECI clients

Early Identification

- Outreach to entities working with newborns and young Children. NICUs at Seton, Dell Children's Hospital, St. David's hospitals, Texas Children's Hospital, and Baylor Scott & White. Pediatric care at Austin Regional Clinics (ARC), Integral Care, and UT Developmental Clinic.

Innovative Methods

- Educating future doctors about Early Childhood Intervention to facilitate referrals. As part of their training, Dell Medical residents observe Any Baby Can's ECI program
- Presentations are conducted at Dell Medical School
- Early Childhood Education – The Senior Program Director or staff members present in an ECI class at the Texas State University to illustrate the types of and benefits of early intervention.

COMMUNITY SUPPORT - 15 POINTS

Evaluation:

- *A minimum of three letters of reference that indicate strong local support for the program and the agency's ability to implement it as described in the application. Letters must be in support of the specific program requesting funding, not the agency as a whole. Letters will preferably be from San Marcos residents as well as direct clients of the program.*
- *Evidence that volunteers play a vital role in the program or agency's operation.*
- *Evidence that board members are actively involved in and supportive of the agency*

1. What actions do Board members take to support the program of the agency?

The Any Baby Can Board of Directors consists of 21 community volunteers who are professionals, program parents, and community advocates. Five of our current board members were former clients with four receiving ECI services. One is our current Board Chair, and another is the Information Technology Committee Chair. Board members, of which 64% have lived experiences compatible with Any Baby Can's mission, also participate in our programs services committee helping review and guide program services.

Board members also bring their areas of expertise to help our agency achieve success. For example, the board consists of doctors who are familiar with developmental, mental, and physical health issues affecting children and families, financial managers who guide the Chief Financial Officer in monitoring agency revenues, expenditures, and agency investments, attorneys who assist with employee and other legal matters, and community leaders who advocate for children and families. In addition to board meetings, the Finance Committee meets monthly, the Executive and Development Committees meet seven times per year, and the Program Advocacy Committee meets quarterly.

2. Briefly describe the number and role of volunteers in the program or agency's operation.

Any Baby Can has approximately 300 volunteers each year. Volunteers serve on our board committees, assist with programming (i.e., Mother's Day events and graduations) and fundraising events, help maintain our facilities, provide childcare for parenting classes, use their skills to make items for families (i.e., knitted or sewn blankets, infant clothing, or tote bags to carry toys), and other activities. Volunteers also support program initiatives such as the Adopt-a-Family Campaign gathering personal and household items and toys for families during the holidays.

The Hays County (Homespun) Community Advisory Board, which includes approximately 10 yearly members meets regularly to plan and staff community events and assist with community awareness of the program. These volunteers are estimated to provide an additional 30 volunteer hours per year to San Marcos residents. We project that these volunteer efforts total at least 130 hours each year.

COUNCIL PRIORITIES - 20 POINTS

1. How long has this program served San Marcos residents? (10 points if at least 2 years)

The Any Baby Can Early Childhood Intervention (ECI) program has served San Marcos children and families since October 2017. The Texas Health and Human Services Commission (HHSC) ECI program has been serving San Marcos for 35 years and transitioned the ECI program from Homespun to Any Baby Can in 2017.

2. In what ways does your agency actively conduct outreach to engage San Marcos residents in its programs and services? How will San Marcos residents access those services? (up to 10 points)

Outreach Practices

- Presence at School and Community Health Fairs / Social Events
- Childcare Centers
- Early Head Start to identify young siblings
- Use of all forms of communication, social media, print (early childhood magazines), company presentations, interviews, etc.
- Identify key stakeholders in communities (attend culturally specific chambers of commerce meetings, meet local doctors and merchants to identify stakeholders) and work with them to identify referral sources
- Community centers
- Continue working with Mexican Consulate – Child find/outreach at the consulate office
- Work with regional recreational centers to identify young families
- Connect with PreK Programs (public or private)
- Public Outreach
- Participation in the AI/VI (Audio/Visual Impairment) Coalition
- Maintain a strong presence and relationship with Texas School for the Deaf and School for the Blind.
- ECI/DHH (Deaf or Hard of Hearing)/VI Meet and Greet Outreach to discuss ECI and sensory impairments among ECI providers and Region 13 Education Service Center staff. Identify children with AI & VI needs in underserved populations in Travis County and general discussions regarding referrals, services, and support.

Rural or Underserved Areas

- Review Texas ECI data (HHSC) to identify underserved zip codes (low referral and services numbers) in the Any Baby Can ECI service areas
- Provide targeted outreach and child find activities

Key Staff:

ECI Public Outreach & Child Find Coordinator, Any Baby Can Communications Department, Development Department, and Executive Leadership

Accessing Services

To access services, potential clients may

- Walk into our San Marcos office

- Call 512-454-3743 or direct 512-334-4434 (direct number to ECI Program)
- FAX 512-334-3464 (HIPPA secure)
- Have a doctor or other source refer them to our program
- Fill out an interest form on our website <https://anybabycan.org/request-services/>.
- Counseling services

RISK - 10 POINTS

1. How many years' experience does the agency have in implementing a program of this size and complexity? (5 points if more than 5 years)

Any Baby Can has provided developmental services to Central Texas children with developmental delays and disabilities and their families for 47 years. Our ECI program (36 yrs.), Parents as Teachers (PAT, 46 yrs., Blue Ribbon Affiliate), and Nurse-Family Partnership (NFP, 15 yrs.) with proven expertise in home visitation, prenatal and parenting education, and early childhood development, have impacted the lives of thousands of Central Texas children and their families. All programs have successfully implemented research or evidence-based programming with fidelity. ECI is committed to providing the highest quality services to children and families. Our August 2024 ECI Local Program Performance Report showed that we exceeded statewide performance in every developmental category (Positive Social-Emotional Skills, Knowledge and Skills, Appropriate Behaviors – interim/exit scores).

2. What percentage of the program's funding is non-City? (5 points if at least 50%)

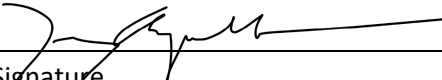
The total program budget is \$8,169,686 and this request is \$40,000 which accounts for .49% of the total ECI budget. Over 99% of the remaining budget is supported by non- City of San Marcos funding. While a small percentage, City of San Marcos funding is critical for supporting the early intervention services for young children in San Marcos.

III. FUNDING RESTRICTIONS

By signing this application, I certify the following to be true:

1. All Human Services Grant funding will be spent on San Marcos residents, except for school-based programs, in which case it may be spent within the San Marcos Consolidated Independent School District boundary.
2. Funding requested is not more than 50% of the total funding for the agency.
3. Funding will not be used to fund more than 20% of a full-time position.
4. Agency has been in existence for at least 2 years. (This can include serving communities other than San Marcos.)

SUBMITTED AND APPROVED BY:



 Signature

February 27, 2026

 Date

Terry Arguello

 Printed Name

Foundation Relations Director

 Title

Any Baby Can of Austin, Inc.
Early Childhood Intervention
FY 2026 Program Budget
 Sept. 1, 2025 - Aug. 31, 2026

REVENUES	Total
Philanthropic	878,877
Contract Revenue	4,874,933
Medical Claims	2,415,875
TOTAL REVENUE	8,169,686
EXPENDITURES	
Personnel	7,077,192
Communication	59,382
Staff Development & Licensure	47,947
Travel	209,940
Professional Fees & Contracts	187,283
Supplies and Materials	57,900
Agency Memberships & Site Fees	2,092
Furnishings, Equipment & Technology	248,496
Occupancy	50,256
Client Assistance	9,462
Business Expense	92,851
Depreciation Expense	34,033
TOTAL EXPENDITURES	8,169,686
REVENUE / EXPENDITURE	-



Any Baby Can of Austin, Inc.
Early Childhood Intervention
FY 2027 Projected Program Budget
 Sept. 1, 2026 - Aug. 31, 2027

REVENUES	Total
Philanthropic	992,249
Contract Revenue	4,874,933
Medical Claims	2,536,669
TOTAL REVENUE	8,403,852
EXPENDITURES	
Personnel	7,289,508
Communication	60,570
Staff Development & Licensure	48,906
Travel	214,139
Professional Fees & Contracts	191,029
Supplies and Materials	59,058
Agency Memberships & Site Fees	2,134
Furnishings, Equipment & Technology	253,466
Occupancy	51,261
Client Assistance	9,651
Business Expense	94,708
Depreciation Expense	34,713
TOTAL EXPENDITURES	8,403,852
REVENUE / EXPENDITURE	-



Any Baby Can of Austin, Inc.
Early Childhood Intervention
FY 2026 Program Budget
with HSAB Funding
 Sept. 1, 2025 - Aug. 31, 2026

Budget Category	Amount	COSM Request
REVENUES	Total	
Philanthropic	878,877	
Contract Revenue	4,874,933	40,000
Medical Claims	2,415,875	
TOTAL REVENUE	8,169,686	40,000
EXPENDITURES		
Personnel	7,077,192	40,000
Communication	59,382	
Staff Development & Licensure	47,947	
Travel	209,940	
Professional Fees & Contracts	187,283	
Supplies and Materials	57,900	
Agency Memberships & Site Fees	2,092	
Furnishings, Equipment & Technology	248,496	
Occupancy	50,256	
Client Assistance	9,462	
Business Expense	92,851	
Depreciation Expense	34,033	
TOTAL EXPENDITURES	8,169,686	40,000
REVENUE / EXPENDITURE	-	



Any Baby Can of Austin, Inc.
Board of Directors
FY 2026

(Sept. 1, 2025 – Aug. 31, 2026)

Zeena Querbach, Chair

Nancy Harris, Vice Chair

Jay Peterson, Treasurer

Greg Van Wyk, Secretary

Name	Address	Committee	Job Title
*Alexandria Robertson	[Redacted] Round Rock, TX 78681 [Redacted]	Chair, Audit Executive Finance Investment (Ad-hoc) Development	Director I Fifteenth Court of Appeals
Andrea Neal	[Redacted] Round Rock, TX 78681 [Redacted]	Human Resources (Ad-hoc)	Director of Talent Acquisition, HCA HealthCare St. David's HealthCare
Benjamin Teske	[Redacted] Round Rock, TX 78681 [Redacted]	Finance Audit Risk Management (Ad-hoc)	EVP & Chief Lending Officer, Greater Texas Federal Credit Union
Carlisha Robinson	[Redacted] Round Rock, TX 78664 [Redacted]	Development Information Technology (Ad-Hoc)	CEO/Consultant, CBR Ventures LLC
Cathy Schechter	[Redacted] Austin, TX 78731 [Redacted]	Chair, Marketing	Consultant - Researcher/Strategist/ Storyteller/Teacher
Colleen R. Lynch	[Redacted] Austin, TX 78731 [Redacted]	Chair, Programs Review Executive	Head of School, St. Michael's Preparatory
Gary Rust	[Redacted] Austin, TX 78717 [Redacted].com	Chair, Risk Management (Ad-hoc) Marketing/Communications	Founder, Organic Growth
Greg Van Wyk	[Redacted] Austin, TX 78732 [Redacted].com	Board Secretary Chair, Investment (ad-hoc) Chair, Development Executive	Executive VP/Principal Austin Asset
Janet Lawson, MD	[Redacted] Austin, TX 78739 [Redacted]	Human Resources Programs Review	Retired
Jay Peterson	[Redacted] Austin, TX 78730 [Redacted]	Board Treasurer Chair, Finance Executive Investment (ad-hoc)	Community Volunteer

Name	Address	Committee	Job Title
*John Schierferle Uhlenbrock	[REDACTED] Austin, TX 78737	Chair, Information Technology (Ad-hoc) Marketing/Communications	Global Head of Enterprise Clients, Cyberproof
Leah Harris, MD	[REDACTED] Austin, TX 78746	Programs Review Finance	Chair of Pediatrics, UT Dell Medical School, Dell Children's Medical Center of Central Texas
*Mohsin Damanwala	[REDACTED] Cedar Park, TX 78613	Development Marketing/Communications Information Technology	Business Analyst M Robinson Fine Jewelers
Nancy Harris	[REDACTED] Leander, TX 78641	Board Vice Chair Chair, Board Recruitment Executive Finance Development	Board Advisor Retired
Rick Hoffman	[REDACTED] Austin, TX 78726	Audit Information Technology (Ad-hoc)	Chief Technology Officer Neon One Executive Coach/ Consultant
Rolando Garza	[REDACTED] Austin, TX 78759 [REDACTED].com	Chair, Human Resources (Ad-hoc) Risk Management (Ad-hoc) Marketing/Communications	Retired
*Russell Duke	[REDACTED] Austin, TX 78723	Programs Review Marketing/Communications	Senior Operations Dir., Applied Materials
Ryan Breaux	[REDACTED] Houston, TX 77079 [REDACTED].org	Finance Programs Review	Assistant Vice President, Texas Children's Hospital North Austin Campus
Sheri Ravenscroft, MD	[REDACTED] Austin, TX 78723 [REDACTED].org	Programs Review	Section Chief, Developmental Behavioral Pediatrics, Ascension
Vicki Wood	[REDACTED] Austin, TX 78748	Programs Review	Community Volunteer
*Zeena Querbach	[REDACTED] Dripping Springs, TX 78620	Board Chair Executive Development Finance Marketing/Communications	Lead Event Planner ButterFly Bridal & Events

*Family has participated in an Any Baby Can program.

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form 990

Under section 501(c)(3), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2023

Department of the Treasury Internal Revenue Service

Do not enter Social Security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

Open to Public Inspection

A For the 2023 calendar year, or tax year beginning SEP 1, 2023 and ending AUG 31, 2024

Form header section containing: B Check if applicable, C Name of organization (ANY BABY CAN OF AUSTIN, INC.), D Employer identification number (74-2684335), E Telephone number (512-454-3743), F Name and address of principal officer (VERONDA L. DURDEN), G Gross receipts (\$14,903,771), H(a) Is this a group return, H(b) Are all subordinates included?, I Tax-exempt status, J Website (WWW.ANYBABYCAN.ORG), K Form of organization (Corporation), L Year of formation (1993), M State of legal domicile (TX)

Part I Summary

Table with 3 columns: Description, Prior Year, Current Year. Rows include: 1-7a Activities & Governance, 8-12 Revenue, 13-19 Expenses, 20-22 Net Assets or Fund Balances.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Signature block section containing: Sign Here (Signature of officer: VERONDA L. DURDEN, PRESIDENT AND CEO), Paid (Preparer: PRERNA JAGADA, WEAVER AND TIDWELL, LLP), Preparer Use Only (Firm's name: WEAVER AND TIDWELL, LLP, Firm's address: 1601 SOUTH MOPAC EXPWY, STE. D250, AUSTIN, TX 78746)

May the IRS discuss this return with the preparer shown above? See instructions [X] Yes [] No

SEE SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission:

ANY BABY CAN, AN AUSTIN-BASED NONPROFIT, PARTNERS WITH PARENTS SO CHILDREN REACH THEIR FULL POTENTIAL. WITH PROGRAMS THAT MEET CLIENTS WHERE THEY ARE AT HOME, WORK OR SCHOOL ANY BABY CAN PROVIDES IN-HOME THERAPY, PARENT EDUCATION, MENTAL HEALTH COUNSELING, MEDICAL CASE

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [] Yes [X] No If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 13,805,117. including grants of \$ 219,339.) (Revenue \$ 1,955,964.) EACH YEAR, ANY BABY CAN SERVES MORE THAN 3,000 PARENTS AND CHILDREN IN CENTRAL TEXAS. SERVICES RANGE FROM PARENTING CLASSES TO IN-HOME THERAPIES AND DEVELOPMENTAL SUPPORT, PARENT EDUCATION, RESOURCE NAVIGATION AND MORE.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe on Schedule O.) (Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 13,805,117.

Any Baby Can

ANTI-HARASSMENT/DISCRIMINATION*

Any Baby Can is committed to providing employees a safe and healthy environment. All employees are entitled to work in an environment free of harassment, discrimination from supervisors, co-workers, or third parties such as volunteers, contractors, clients, or vendors.

Any Baby Can will not tolerate harassment, discrimination or offensive behavior based on race, color, sex (including pregnancy, sexual orientation, and gender identity or gender expression), religion, national origin, citizenship status, age, disability, military status, genetic information or any other legally protected status or characteristic.

Employees must not engage in harassment, discrimination or offensive behavior. Additionally, because of Any Baby Can's strong commitment to keeping the workplace free from harassing, discriminatory and offensive behavior, employees must avoid any conduct that could be viewed by a reasonable person as harassing, discriminatory or offensive even if the conduct does not violate federal, state or local laws.

Harassment based on the characteristics named above becomes unlawful where 1) enduring the offensive conduct becomes a condition of continued employment, or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

Harassment, discrimination or offensive behavior may take different forms and may be verbal, nonverbal, or physical in nature. Examples of this behavior include but are not limited to:

- Unwelcome physical contact such as kissing, fondling, hugging, or touching
- Demands for sexual favors; sexual innuendoes, suggestive comments, jokes of a sexual nature, sexist put-downs or sexual remarks about a person's body; sexual propositions or persistent unwanted courting
- Swearing, offensive gestures, or graphic language made because of a person's protected characteristics
- Slurs, jokes or derogatory remarks, whether in email, texts, or other communications, relating to a person's protected characteristics
- Calendars, posters, pictures, drawings, display, cartoons, images, lists, e-mails, or computer activity that reflects disparagingly upon a person's protected characteristics

For the purposes of this policy, sexual harassment is defined, as in the Equal Employment Opportunity Commission Guidelines, as unwelcome sexual advances, requests for sexual favors and other verbal, visual or physical conduct of a sexual nature when, for example: (i) submission to such conduct is an explicit or implicit term or condition of an individual's employment; (ii) employment decisions are based on an employee's submission to or rejection of such conduct; or (iii) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

* For additional information, procedures, or forms associated with policies or rules contained in this handbook, please refer to the online Forms Library, the agency-wide Policy Folder, or contact Human Resources 26

An employee who has a complaint of harassment, discrimination or offensive behavior by anyone, including a supervisor, co-worker, volunteer, contractor, client, or vendor, should immediately notify their supervisor, Human Resources or other management. The person who receives a complaint shall immediately report the matter to his or her supervisor and Human Resources. If the action involves the President/CEO, report should be made to the Board Chair.

CLIENT ETHICS AND CONDUCT*

Any Baby Can's mission is to empower families so children can succeed. Services provided to Any Baby Can clients and families must be consistent with the agency's mission.

Any Baby Can staff and volunteers are prohibited from engaging in any action that suggests possible physical, verbal or sexual abuse, neglect, harassment, or exploitation of clients and/or their families.

The agency will make every effort to reasonably accommodate clients with disabilities, as recognized by ADA and ADAAA.

* For additional information, procedures, or forms associated with policies or rules contained in this handbook, please refer to the online Forms Library, the agency-wide Policy Folder, or contact Human Resources 27

**Early Childhood Intervention Program
Policies and Procedures
February 2026**

Texas Administrative Code

TITLE 26 Health and Human Services
PART 1 Health and Human Services Commission
CHAPTER 350 Early Childhood Intervention Services (Policies and Procedures)

**Please click on the following links to access the policies and procedures of the
Early Childhood Intervention Program.**

SUBCHAPTERS

SUBCHAPTER A	<u>GENERAL RULES</u>
SUBCHAPTER B	<u>PROCEDURAL SAFEGUARDS AND DUE PROCESS PROCEDURES</u>
SUBCHAPTER C	<u>STAFF QUALIFICATIONS</u>
SUBCHAPTER D	<u>CASE MANAGEMENT FOR INFANTS AND TODDLERS WITH DEVELOPMENTAL DISABILITIES</u>
SUBCHAPTER E	<u>SPECIALIZED REHABILITATIVE SERVICES</u>
SUBCHAPTER F	<u>PUBLIC OUTREACH</u>
SUBCHAPTER G	<u>REFERRAL, PRE-ENROLLMENT, AND DEVELOPMENTAL SCREENING</u>
SUBCHAPTER H	<u>ELIGIBILITY, EVALUATION, AND ASSESSMENT</u>
SUBCHAPTER J	<u>INDIVIDUALIZED FAMILY SERVICE PLAN (IFSP)</u>
SUBCHAPTER K	<u>SERVICE DELIVERY</u>
SUBCHAPTER L	<u>TRANSITION</u>
SUBCHAPTER M	<u>CHILD AND FAMILY OUTCOMES</u>
SUBCHAPTER N	<u>FAMILY COST SHARE SYSTEM</u>

Any Baby Can of Austin, Inc.
Early Childhood Intervention Program
Letters of Support
San Marcos Residents
February 2026

February 10, 2026

I want to thank my team, Melissa and Tracy, for all their help on the journey of the unknown. They have impacted me on knowledge and a voice for my son, Brady. I appreciate all the help from my ECI Team!

Dear Early Childhood Program Director and Staff,

We are writing to express our sincere appreciation for the Early Childhood Intervention (ECI) services our family has received, especially Speech Therapy and Occupational Therapy (OT). Since we began these services, we have seen meaningful progress in our child's language and feeding skills, and we are truly grateful for the support and guidance provided.

Our child is communicating more and showing clear improvement with feeding. We have also noticed that she is more engaged in group physical activities and is participating with greater confidence and comfort. These changes have made a positive difference in her daily routines and overall development.

Just as importantly, ECI has helped us as parents. The resources, strategies, and coaching we've received have given us practical ways to encourage our child's healthy development at home. We feel more equipped and confident in supporting her progress, and we deeply value the partnership and encouragement from the team.

Thank you for the care, expertise, and dedication you bring to the children and families you serve. We sincerely appreciate the impact you have had on our child and on our family.

With gratitude,

Shadi Maleki and Milad Korde

Shadi Maleki Milad Korde 02/12/2026

To Whom It May Concern:

I am writing to express my gratitude to the Any Baby Can organization. They have been an enormous asset in the improvement of my son's communication skills and walking. At the time of his initial evaluation my son could not walk, nor was he able to communicate by speech or sign language. After physical therapy, he is walking and moving around with little to no help. His special skills therapy has helped him learn engagement, emotional regulation, and language skills. My family and I are very appreciative of all they have done for us.

Thank you,
Sydney Manasco



HUMAN SERVICES ADVISORY BOARD GRANT QUARTERLY PERFORMANCE REPORT

Agency Name: Any Baby Can

Program Name: Early Childhood Intervention Program (ECI)

Program Year: 2025

Reporting Period: (check one)

- January through March (due April 30)
- April through June (due July 31)
- July through September (due October 31)
- XX October through December (due January 31)

Submit report to: cgriffith@sanmarcostx.gov

PROGRAM STATUS

Please provide a written description of actions taken this period and how they helped achieve your program goals.

Any Baby Can's ECI Program delivers comprehensive early intervention services designed to help children achieve developmental milestones while strengthening parents' confidence in supporting their child's learning and growth. Throughout the fourth quarter 2025 program year, our team completed assessments, implemented individualized services, parent coaching, and coordinated case management to ensure families received timely, effective, and family-centered support.

As a result of these efforts, Any Baby Can ECI:

- **Served 151 families**, expanding access to early childhood developmental support.
- **Provided 757.25 service hours**, including comprehensive evaluations, specialized skills training, therapy services, vision and auditory interventions, and case management.
- **Supported 84% of children in meeting their developmental goals** at program exit, as defined in their Individualized Family Service Plans (IFSPs).
- **Achieved measurable developmental progress for 100% of clients**, with improvement in at least one Federal Child Outcomes Summary domain (social-emotional development and knowledge/skills).

These outcomes reflect our commitment to delivering high-quality, evidence-based interventions that strengthen developmental progress in young children while empowering families with the tools, knowledge, and confidence needed to support continued growth beyond program participation.

PROGRAM BENEFICIARIES

For the program that received HSAB funding, please report either number of unduplicated individuals served or number of unduplicated households served.

Check one: Unduplicated Individuals Unduplicated Households

	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Year to Date
Total Served	978	1026	1054	1700	1700
San Marcos Residents Served	74	85	94	151	151
% San Marcos Residents	8%	8%	9%	9%	9%

PROGRAM EXPENDITURES

For the final report of the year, please provide a bulleted list that briefly summarizes how the HSAB funding was spent.

- Salaries and benefits for ECI specialists, therapists, and case managers
- Direct service delivery, including assessments, therapies, and specialized skills training
- Family support services to strengthen caregiver capacity and promote child development
- Resource navigation and referrals for families to community-based programs, including No Estás Solo (NES), Infant Early Childhood Mental Health (IECMH), Community Action, CASA, WIC, and other supportive services
- Training and certification to ensure staff met state and federal ECI requirements
- Program materials, developmental tools, and assistive resources for children
- Data tracking, compliance monitoring, and required program reporting
- Outreach efforts to serve vulnerable and high-need families

Certification:

I certify that to the best of my knowledge and belief the information reported in this Quarterly Performance Report is factual and accurate.



Signature

2/2/26
Date

Cynthia Quinones
Printed name

Any Baby Can ECI Program Deputy Director
Title



**Board Meeting Attendance
Fiscal Year 2026
Sept. 1, 2025 - Aug. 31, 2026**

	Q1, 11/14/2023	Q2, 2/20/2024
Alexandria Robertson	Y	Y
Andrea Neal	Y	Y
Benjamin Teske	Y	Y
Carlisha Robinson	Y	Y
Cathy Schechter	Y	
Colleen Lynch	Y	Y
Gary Rust	Y	
Greg Van Wyk	Y	Y
Janet Lawson, MD	Y	Y
Jay Peterson	Y	Y
John Schieferle Uhlenbrock	Y	Y
Leah Harris, MD	Y	Y
Mohsin Damanwala	Y	Y
Rick Hoffman	Y	Y
Rolando Garza	Y	Y
Russell Duke	Y	Y
Ryan Breaux		
Sheri Ravenscroft	Y	
Vicky Wood	Y	Y
Zeena Querbach	Y	Y

Board Membership Criteria

ARTICLE 4 BOARD OF DIRECTORS

4.01 Powers. The Board of Directors (“Directors”) of this Corporation is vested with the management of the business and affairs of this Corporation, subject to the TBOC, Code, Articles of Incorporation and Bylaws of the Corporation, as may be amended from time to time. Directors must maintain confidentiality, avoid conflicts of interest, and undergo a criminal background check.

4.02 Qualifications. Directorships shall not be denied to any person on the basis of race, sex, religion, color, national origin, sexual orientation, disability, age, or ethnicity. Employees of the Corporation are ineligible to serve on the Board of Directors. Persons who are “immediate family” members of an employee or staff member of the Corporation shall not be qualified for election or appointment to the Board of Directors. “Immediate family” shall include any spouse, father, mother, brother, sister, or natural or adoptive lineal descendant of a person or any natural or adoptive lineal descendant of such person’s spouse.

4.03 Number of Directors. The Board of Directors will consist of nine (9) to thirty-one (31) Directors. Upon majority resolution of the Board of Directors, the number of Directors may be increased or decreased from time to time, but in no event shall a decrease have the effect of shortening the term of an incumbent Director, or decreasing the total number of Directors to less than three (3) Directors.

4.04 Term of Directors. A director may serve a term of three (3) years with an option to serve another consecutive three (3) year term. After serving two (2) consecutive terms, a director must vacate his or her position for at least two (2) years before seeking re-election to another term. Any exception to term limits must be approved by the Board. The Board Chair of the Corporation is exempt from this term limit only to the extent, that the term limit would prohibit the immediate past Board Chair of the Corporation from serving as set out in section 7.01(c).

4.05 Election of Directors. Election for Directors may be held at any Board meeting during the fiscal year.

4.06 Resignation. Any Director may resign at any time by delivering written notice to the Secretary or Chair of the Board of Directors. Such resignation shall take effect upon receipt by the Secretary or Board Chair or, if applicable, at the time specified in the notice.

4.07 Removal. Any Director may be removed without cause, at any time, by a majority of the entire Board of Directors, at a Regular or Special Meeting called for that purpose. Any Director under consideration of removal must first be notified about the consideration at least five days prior to the meeting at which the vote takes place.

4.08 Compensation. Directors and officers shall not receive any salaries or other compensation for their services, but by resolution of the Board of Directors, may be reimbursed for any actual expenses incurred in the performance of their duties for the Corporation. The Board of

Directors shall establish a policy governing such potential reimbursements at the time it adopts its annual budget. The Corporation shall not loan money or property to, or guarantee the obligation of, any Director or officer.

4.09 Conflict of Interest for Board Members. No Directors of the corporation may benefit from any contract or transaction between the Corporation and one or more of its Directors or officers, or between the Corporation and any other corporation, partnership, association, or officers, without specific board awareness and approval, pursuant to the Conflicts of Interest Policy set forth in attached Exhibit "A."

4.10 Annual Meeting. An annual meeting of the Board of Directors shall be held at such time and place as shall be designated from time to time by resolution of the Board of Directors for the purpose of (a) electing officers and Directors for the ensuing year, and (b) transacting such other business as may be properly brought before such annual meeting. Notice of annual meetings shall be required at least seven days in advance of the meeting.

4.11 Regular Meetings. The Board of Directors shall hold bi-monthly meetings at such time and place as shall be designated by the Chair of the Board of Directors.

4.12 Special Meetings. Special meetings of the Board of Directors may be called by, or at, the request of the Board Chair. The Secretary shall call a special meeting of the Board of Directors whenever requested by fifty percent (50%) of the Directors. Notice of special meetings for the Board of Directors shall be required a minimum of twenty-four (24) hour notice in advance.

4.13 Quorum. A majority of the Board of Directors shall constitute a quorum for the transaction of business at any regular, annual or special meeting of the Board of Directors, including electronic or telephone meetings.

4.14 Voting. A Director may vote in person, by telephone or another communication device during Board meetings, by proxy documented in writing or via electronic mail. All proxies should be forwarded to the President and CEO or Board Chair.

4.15 Action by Telephone or Electronic Meeting. Any action required by law or these Bylaws to be taken at a meeting of the Board of Directors, or any action which may be taken at a meeting of the Board of Directors may be taken through a telephone or other alternative forms of meetings as set out in sections 4.16 and 4.17.

4.16 Telephone Meetings. Subject to the requirements of law for notice of Special meetings, unless otherwise restricted by the Articles of Incorporation or these Bylaws, a member of the Board of Directors, or member of any committee, as the case may be, may participate in and hold a meeting of such Board of Directors, or committee, by means of a conference telephone, or similar communications equipment by means of which all persons participating in the meeting can hear each other, and participation in such meeting shall constitute presence in person at such meeting, except where a person participates in the meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called or convened.

4.17 Alternative Forms of Meetings. The Board of Directors may hold a meeting by other forms permissible by the TBOC, including, but not limited to, electronic mail ("e-mail"), videoconferencing technology or the Internet, or any combination thereof. Such meeting will be a Special Meeting subject to section 4.12. Items requiring a vote of the Board of Directors will be forwarded in the form of a proposed resolution, via e-mail from the Board Chair or Secretary or from the President and CEO at the time of the notice of meeting. Each Director will then have seventy-two (72) hours from the time of notice to vote on the proposed motions. Voting should be by return e-mail to the Board Chair and Secretary, and the President and CEO. For purposes of the records of the Corporation: (i) a meeting held by e-mail shall be deemed to have occurred for a one (1) hour time frame twenty-four (24) hours after the notice of the meeting was sent, and (ii) the first Director voting to approve the resolution will be deemed to have proposed the resolution and the second Director voting to approve the resolution will be deemed to have seconded the resolution.

4.18 Waiver of Notice. Whenever any notice is required to be given under the provisions of the Act or under the provisions of the Articles of Incorporation or these Bylaws, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice. The attendance of a person at any meeting of the Board of Directors or of a committee shall constitute a waiver of notice of such meeting unless such attendance is for the purpose of objecting to the failure of notice.

ARTICLE 5 OFFICERS

5.01 Officers. The officers of the Corporation shall consist of a Chair, a Vice-Chair, a Secretary, a Treasurer, and such other officers as may be elected by the Board in accordance with the provisions of this Article.

5.02 Election and Term of Office. The officers of the Corporation shall be elected annually by the Board of Directors. Each officer shall hold office for a term of one (1) year and thereafter until his or her successor shall have been duly elected, not to exceed three (3) consecutive one (1) year terms.

5.03 Board Chair. The Board Chair shall be the principal executive officer of the Corporation and shall in general supervise and control all of the business affairs of the Corporation. The Board Chair shall preside at all annual and special meetings of the Board of Directors and shall exercise parliamentary control in accordance with Roberts Rules of Order. The Board Chair shall serve as an ex-officio member of all committees, unless otherwise provided by the Board or these Bylaws. The Board Chair shall set the agenda for each meeting of the Board. The Board Chair may sign, with the Secretary or any other officer of the Corporation so authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors may authorize to be executed, except those items, the signing or execution of which are expressly delegated by statute, these Bylaws, or by the Board of Directors to some other officer or agent of the Corporation. The Board Chair shall also perform such other duties as are incident to the office of Board Chair or as may be prescribed from time to time by the Board of Directors.

5.04 Board Vice-Chair. In the absence of the Board Chair or in the event of his or her inability or refusal to act, the Board Vice-Chair shall perform the duties of the Board Chair, and when so acting shall have all the powers of and be subject to all the restrictions upon the Board Chair. The Board Vice-Chair shall be responsible for overseeing the development and/or updating of a five year strategic plan. Also, the Board Vice-Chair will serve as Board Chair Elect. The Board Vice-Chair shall perform such other duties as may be assigned from time to time by the Board Chair or by the Board of Directors.

5.05 Treasurer. The Treasurer will perform or be responsible for ensuring that all duties incident to the office of Treasurer and such other duties as may be required by law, by the Articles of Incorporation, or by these Bylaws shall be performed, including having charge and custody of all funds of the Corporation, overseeing and supervising the financial business of the Corporation, rendering reports and accountings to the Directors as required by the Board of Directors. The Treasurer and the staff of the Corporation shall devise a plan providing for the acceptance and disbursement of all funds of the Corporation which shall be approved by the Board of Directors. The Treasurer shall provide governance over the set up of all checking, savings, and investment accounts of the Corporation and depositing of all such funds in the name of the Corporation in such accounts. The Treasurer's signature shall be one of the authorized signatures for all financial accounts of the Corporation, unless the Treasurer, with the approval of the Board, designates another member of the Board or employee of the Corporation as the authorized signatory for a particular type of disbursement. The Treasurer shall be responsible for insuring the maintenance of all financing records, books, and annual reports of the financial activities of the Corporation at the principal offices of the Corporation and make them available at the request of any Director or member of the public during regular business hours for inspection and copying.

5.06 Secretary. The Secretary will keep the minutes of the meetings of the Board of Directors and Executive Committee, give all notices in accordance with the provisions of these Bylaws or as required by law, be custodian of the corporate records, and, in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to him or her by the Board Chair or by the Board of Directors.

ARTICLE 6 PRESIDENT AND CHIEF EXECUTIVE OFFICER

The Board of Directors may, upon resolution, appoint a President and Chief Executive Officer to serve at the Board's discretion and to carry out whatever tasks the Board from time to time resolves. The President and Chief Executive Officer shall be compensated as determined by the Board of Directors. Subject to the supervisory powers as are vested in the Board, the President and Chief Executive Officer shall in general supervise and manage the operations of the Corporation in day-to-day operations. The President and Chief Executive Officer may sign, with the Board Chair or any other officer of the Corporation so authorized by the Board of Directors, any contracts or other instruments which the Board of Directors may authorize to be executed, except those items, the signing or execution of which, are expressly delegated by statute, these Bylaws, or by the Board of Directors to an officer or other agent of the Corporation. The President and Chief Executive Officer shall also perform such other duties and have such powers as are incident to the position of President and Chief Executive Officer or as may be prescribed from