



# *Children's Bridge*

The Children's Bridge Annual Public Report

Presented at:

The Annual General Meeting

Ottawa, Ontario

November 30<sup>th</sup>, 2019

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## **President's Report, Children's Bridge, 2018-19**

So much has happened this year, in 2018-19, at The Children's Bridge (CB). As with all other organizations - private, public, and non-profit - we at CB are continually being faced with the challenges and opportunities that arise in a fast-paced and ever-changing operational and program landscape. We continue to stay true to our mission, and have had another strong another year of serving families and children.

Since November 2018, Children's Bridge completed 9 child placements and signed 462 new retainer agreements with families wishing to adopt through our agency. They, along with our families in progress, who are currently in the process of adopting with CB, are top of mind on a daily basis for our highly experienced, professional and dedicated staff members. Without question, our staff members are the reason for CB's success, as they offer a variety of proven pre-adoption, in progress and post-adoption services that are so fundamental to helping families manage transitions and build resilience.

This past year, CB staff and Board members worked on positioning CB for the future. It was the first full year of operation for CB with our new and very talented Executive Director, Karyn Arnauld-Bakelaar, who has managed staff changes, operational transitions, office management, and the continuously evolving world of international adoption with tremendous agility, skill and a positive mindset. We are grateful to each and every member of the staff, past and present, as strong and valuable contributors to the success of the organization. Without them, it would not be possible to deliver such critical services, with empathy and careful attention, to our families. The CB made changes to streamline and strengthen administrative procedures and took the opportunity to create consistency and build resources more centrally to ensure backup and corporate memory are retained into the future.

We continue to find that in working with families and partner agencies and government groups, open and transparent communication and dedicated relationship-building are key to productive and successful relationships built on mutual respect and trust. These principles have applied in our Board practices as well, and in our recognition of the need to update the infrastructure to ensure sustainable and efficient operations and systems to support staff effectiveness in their service to families.

As in the past, our committee work has been productive this year. The finance and governance committees, as usual, have been critical to ensuring effective decision-making at the Board. Committees have taken on projects in support of the CB ED and staff, such as IT and contract modernization, identification of strategies and support on execution of recruitment and retention of staff. Several new members joined the Board this year and we are pleased that many of them will remain into the future. A balance between Board continuity and renewal continues to be an important success factor for CB, as in the past.

The program committee continues to review programming as it comes up for renewal to ensure continued relevance, and serves as a forum for consideration of program-specific issues that may require broader Board discussion.

The communications committee was active this year as well, focusing on leveraging CB's new website and driving social media feeds so that CB is able to take advantage of new ways of communicating with our families and marketing to prospective newly interested families the services we have.

Financially, CB is in excellent health, based on prudent management within CB, with the support and active engagement of the Executive Director and the CB staff. As noted, certain critical investments in CB infrastructure and staff tools were made through Board assessment and decisions, which were needed to address information management and service continuity risks arising from outdated and soon to be unsupported systems. A special thank you goes to John Sutton, who will be taking over the role of CB Board chair, for his diligence and expertise in renewing CB operations. a big thank you as well to Wendi Mosher, who helped CB through a significant transition on bookkeeping this year.

As always, on behalf of the entire Board, we are very grateful to Karyn, and to each and every staff member. Karyn's ability to think and act strategically and creatively, her unflagging optimism and practicality, and her skilled management and energy, has literally meant CB can remain responsive, agile, flexible and adaptable. And to every member of the staff: we, your Board members, are so very grateful for your commitment, your abilities and skills, your advice and your dedication to serving our families, during yet another year of everyday challenges and opportunities. We know that the admiration and respect we have for you individually and as a team are also felt by the families whose lives you touch.

As I leave the role of Board chair for the last three years, and close off seven years as a Board member, I will miss this organization and my fellow Board members, and Karyn and the CB staff. I thank all my fellow Board members and colleagues, now and in past years, who believe passionately in CB and its important mission to help people build families, bringing their skills and expertise and generous spirit to each and every discussion. Despite busy personal lives and hectic work schedules, our Board members have taken on their roles with CB with professionalism, thoughtfulness, energy, commitment and transparency on every agenda item at every Board discussion. Heartfelt thank yous go out to: Gillian Fischer, who is leaving the Board after serving as Vice President this last year and chair of the communications committee for the last three years; Steve Bittle, who will leave the Board as Program Committee chair after three years; and Shaila Ahmed, who leaves after a strong year with us. use of you have given so much to CB and by extension to the families and children it serves.

Finally, on a personal note, I and my husband Michael will always be indebted to CB. We would not want to imagine our lives without our two brilliant, resilient and feisty daughters, both adopted through this incredible organization. We wish all CB families, past and present as well as future, the love and beauty they so richly deserve as forever families.

Francesc McRae

President of the Board, Children's Bridge

November 2019

A handwritten signature in black ink, appearing to read 'Francesc McRae', written in a cursive style.

## **Executive Director's Report**

### **Annual General Meeting November 30<sup>th</sup>, 2019**

The past year at The Children's Bridge (TCB) has been filled with many exciting shifts as we worked our way through the ever-changing landscape of intercountry adoption. Our amazing team also saw many changes happen within our everyday work environment. These included staffing changes, IT upgrades, and many smaller adjustments to the way we run our organization. All of these new adjustments have been expertly managed by our extraordinary staff, as well as by our adoptive families that we have the pleasure of working with. We are also lucky to be very well supported by our committed, and volunteer-based, Board of Directors (BOD).

The Children's Bridge (TCB) currently holds a license to facilitate intercountry adoptions from South Korea, USA, Thailand, India (Mainstream and Special Needs), Zambia, Rwanda (relicensing application received by MCCSS), and Uganda (limited, one-time license granted, full licensing application received by MCCSS). We remain proud to offer families a program to adopt children living with HIV via our HIV+ Kids Adoption Program. We also continue to explore new program possibilities on an ongoing basis.

The Children's Bridge continues to be dedicated to the operation of ethical adoption programs that serve the best interests of children around the globe. We also remain committed to finding homes for older children, as well as children living with special needs.

**China:** Our agency made the difficult decision this past year to close our China adoption program, and therefore did not apply to have our China license renewed with the Ontario Ministry. After closely monitoring changes in the program over the past several years, TCB no longer felt like this was a sustainable program for our agency or for prospective adoptive families. These changes were mainly due to a rise in the numbers of domestic adoptions within China, shifting socio-economic conditions within the country, as well as changes to China's one-child policy. Since TCB's inception in 1993, we have placed over 4000 children from China with families across Canada. We will continue to offer families support as their children grow and thrive, as well as meet all of the post-placement expectations of this adoption program.

In light of the above, this month we received the resignation of our China in-country coordinator, Esther Leung. A card and gift were sent to Esther on behalf of TCB staff, Board of Directors and families. We wish to extend a heartfelt thank-you to Esther for all of her dedication and hard-work that benefited our adoptive families and their children over the years.

**South Korea:** TCB continues to work with the Social Welfare Society, Inc. (SWS) in the Republic of Korea to facilitate intercountry adoption for adoptive families in Ontario. The average age of a child at time of proposal remains 6 - 12 months and the average age of most children at placement is 18 – 24 months. Each adoption case still requires the emigration approval by the Ministry of Health and Welfare in Seoul as well as the family court process. Both prospective adoptive parents are still required to attend the court hearing in person.

Our agency no longer receives an annual referral quota from the SWS. TCB monitors the number of active files at any given time in the program and cautiously moves forward with the number of home studies we accept by communicating regularly with SWS about the number of families they will accept from our agency this year. Our

South Korea Program Manager, Bruno Jung-Millen, spent a few days in Seoul at the end of August to meet with SWS staff and visit to SWS facilities for mothers and children.

**India:** Our India adoption program has grown substantially over the past year, and we are currently accepting applications for both the mainstream and special needs stream of this adoption program. As the Program Manager for India, I was able to travel to India in November/December of 2018 and, along with our in-country representative, was able to meet with several adoption officials within CARA, including the newly appointed CEO, Mr. Kumar. Visits were arranged to several family courts throughout the country in which adoptions hearings are heard. Additional meetings were held with IRCC officials in New Delhi, who helped to clarify both processes for completing immigration, citizenship and passport acquisition requirements for adopted children. We were also able to visit several orphanages and Specialized Adoption Agencies (SAA's) throughout the country (Delhi, Hyderabad and Chandigarh).

**Thailand:** The Department of Children and Youth (DCY) gave TCB a quota of submitting 9 adoption dossiers/applications during 2019. This quota does not include applications for families open to adopting children living with special needs or children over the age of 4, which we have many of. So far, TCB has submitted 8 applications to the DCY, and will submit one more before the end of the year. The DCY also requested that our agency not submit any further files at this time for single applicants, and our paperwork has been updated accordingly.

TCB received a quota from the Thai Red Cross Children's Home (TRCCH) of 3 file submissions in 2019, but this was later revised to 2 files for 2019. TCB has sent 1 file so far and will submit a second by the end of the year.

The first half of 2019 was a slow period for this program, but 5 child proposals were received within the last 6 weeks. Proposals are not coming in any order. A trip to Thailand for our Program Manager, Darlene Catton, is tentatively scheduled for May 2020.

**Florida, USA:** TCB continues to collaborate with Adoption by Shepherd Care (ASC) in the State of Florida to facilitate intercountry adoptions for adoptive families in Ontario. ASC received a notice of temporary suspension of intercountry adoption services from their Hague-accrediting body, IAAME, on September 27, 2019, which was fully rectified on October 29, 2019. There are no significant changes in the relevant policies and regulations that may affect the program.

ACF Adoptions, based in Miami, Florida, has determined that they are no longer able to maintain their Hague-accreditation status for intercountry adoption services. TCB currently has two files in process with ACF, and we will continue to maintain our collaboration with them until their Hague-accreditation expires.

TCB was recently licensed by the Ontario Ministry of Children, Community and Social Services (MCCSS) to work with a California based, Hague-accredited service provider. This new program currently has two families completing the intake process and we will be able to offer this program to families in several provinces throughout Canada.

**Zambia:** The Children’s Bridge continues to work with Zambia adoption authorities in order to understand the changes to the Zambia adoption process following the ratification of The Hague Convention in 2015. New adoption guidelines have been put into place to support Hague Regulations. As the Program Manager for Zambia, I was able to spend 4 days in Zambia in September to meet with the central Authority (CCASZ) and visit baby homes in the Lusaka area.

**Uganda:** The Children’s Bridge received a limited, one-time license in order to facilitate an adoption from Uganda. TCB continues to pursue a full license for Uganda, allowing us to work with adoption officials to place children from homes throughout the country.

**Staffing:**

The Children’s Bridge saw some staffing changes this past year. In November of 2018, after many years spent assisting families and children through the adoption process. we said goodbye to our South Korea Program Manager, Maria Fulford. We also said our farewells to our administrative assistant and bookkeeper, Kayden Cullum in May of 2019. Despite these changes, our staff remains a strong, committed and dedicated team of professionals who continue to support our adoptive families throughout their adoption journey.

While saying goodbye to these team members was difficult, we also welcomed several new staff to our amazing team! Bruno Jung-Millen began his employment with TCB in November of 2018 and is now responsible for managing our South Korea and USA adoption programs. Our financial department is now staffed by Ayotunde Sode (bookkeeper) and Wendi Mosher. We were also excited to welcome Lenore Cork-Lemay as our Office Coordinator/Administrator in September of 2019. We also celebrated the 20-year work anniversary of Darlene Catton who has remained dedicated to our agency, families and children through all the ups and downs over the years! Our strong and committed team remains our greatest strength, and I look forward to working with all of these amazing individuals in the years to come.

Each of our staff members are committed to *The Children’s Bridge* and the families we work with, and give countless hours of their time, expertise and personal experience to ensure families are supported from the moment they commit to growing their family by adoption, until these children reach well into adulthood. I remain grateful to have the opportunity to be able to work with such a committed and experienced team of individuals.

**Adoption Placements (November 2018 – November 2019):**

South Korea: 6

Florida, USA: 0

India: 2

Thailand: 1

**Total Number of Placements: 9**

The Children's Bridge received 46 new retainer agreements in the 2018/2019 fiscal year (South Korea: 13, USA: 4, India: 16, Thailand: 11)

### **Governance/Board of Directors**

The Children's Bridge is governed by a membership-elected, volunteer Board of Directors. Directors' terms are three years and Directors can serve for a maximum of two terms. Elections take place during the Annual General Meeting (AGM) every November. Each Board member has been instrumental in lending their time and expertise to ensure that TCB is a well-governed and sustainable organization now, and well into the future. I would like to take this opportunity to extend a heart-felt thank you to each Director on our Board:

- Frances McRae (President)
- Gillian Fischer (Vice President)
- Martha MacLaine (Secretary)
- Raeanne Souliere (Treasurer)
- Andy Thompson
- Kathryn May
- Joern Kropfgans
- Stephen Astels
- John Sutton
- Steve Bittle
- Hanna Stewart
- Lisa Cameron
- Shaila Ahmed
- Karla Policelli

We will say goodbye and thank you for your service and dedication to Frances McRae, Gillian Fischer, Stephen Astels, Steven Bittle, Karla Policelli, Joern Kropfgans, and Shaila Ahmed who will be stepping down from the Board following this years' AGM. We truly appreciate all of the time, hard work and dedication it takes to serve on the Board and to ensure TCB remains viable and sustainable in the quickly shifting environment of international adoption. We look forward to welcoming new Board members to our slate in 2019/2020.

On behalf of the entire staff, we would like to extend a special thank you to Board member John Sutton, who has dedicated countless hours to our organization over this past year in order to assist us in upgrading our IT systems and streamlining many of our services. His expertise, persistence and time-commitment has made a significant impact on our ability to run our agency efficiently and with the proper resources and tools.



Although we have weathered many changes over the past year, I am proud to work alongside so many committed individuals that never fail to step up to new challenges, adapt to adoption's changing landscape, and give of themselves above-and-beyond in order to support every one of our adoptive families. I look forward to the new opportunities and challenges the next year brings as we continue to work in the best interests of the children we serve, strengthen our existing adoption programs, investigate new potential adoption programs, build on our pre and post adoption services and continue to provide ethical adoption programs for adoptive parents who choose to build their family through adoption.

Respectfully submitted by,

A handwritten signature in black ink, appearing to read 'KAB', written in a cursive style.

Karyn Arnould-Bakelaar  
Executive Director - The Children's Bridge  
November 30<sup>th</sup>, 2019

**The Children's Bridge  
Annual General Meeting  
November 30, 2019**

**Treasurer's Report**

To the Members of the Children's Bridge,

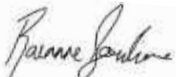
With the landscape of international adoption constantly evolving, the Children's Bridge remains diligent in uniting orphans with their forever family. The agency and its Board of Directors continue to operate with a passion for connecting families, a focus on affordability, and a desire to provide well-rounded services that go above and beyond the needs of its adoptive families.

For the fiscal year ending July 31, 2019, the Children's Bridge generated surplus of \$22,454. When compared to the previous year's deficit of \$106k, the Children's Bridge had a very successful year earning \$20k in profits. This positive result is mainly due to the increase in retainers collected, which are mostly from the India program due various factors. The excess in revenue enabled the organization to transition the Executive Director role from Cathy Murphy to Karyn Arnauld-Bakelaar, switch bookkeeping firms from Trailwood to Mosher Bookkeeping, invest in website improvements and continue to build the cash reserve. Based on the 2019 fiscal year, it appears that international adoption rates may be increasing, as we continue to see success in our programs. The cash and contingency fund increased year over year by 21%, with the value on July 31, 2019 of \$483,970 compared to last year's \$398,577.

The staff and the Board of Directors take a proactive approach in balancing the Bridge's expenses with the uncertainty in adoption rates that often occurs with international adoption. With that focus, the Bridge holds a contingency fund as a level of protection for the agency and its members. The Children's Bridge is proud to be one of the only organizations that has a contingency fund in place, demonstrating excellent financial management. To further prioritize the importance of financial management, the Board placed almost 70% of the contingency fund (\$250,000) into a high interest GIC to generate interest income and grow the fund to support any unexpected deficits in future years.

The agency continues to evaluate and seek licenses for program development and explore methods to grow existing programs and support for its families. For the F2020 budget, the Board has recognized the need to travel to all countries in which it has programs. The Children's Bridge believes that having personal connections in each country is vital for fostering collaboration with the orphanages, making the adoption process smoother for soon to be parents. Furthermore, the F2020 budget includes salary increases for the dedicated staff to reward their commitment to servicing adoptive families and creating a sustainable, ethical adoption practice.

We are very proud of the dedication and professionalism of our team who strives to assist each and every family on their journey. It should be noted that without the hard work of the staff and the volunteers, the Bridge would not be the largest international adoption agency in Ottawa. Thank you to everyone for contributing to the longevity of the Children's Bridge. May we continue to serve our community and work in the best interest of the children waiting to meet their forever families.



**Treasurer: Raeanne Souliere**

**Finance Committee Members: Stephen Astels, John Sutton, Lisa Cameron**

## 2019 Governance Committee Report

The Governance Committee was active in supporting administrative staffing changes, and supporting the Board and staff of The Children's Bridge when needed.

In May of this year, our Administrative Assistant, Kayden Callum, resigned from the position to pursue full-time employment in a field they love. Prior to becoming the Administrative Assistant, Kayden was also a member of the Board. We wish to thank Kayden for their service to TCB and wish them continued success in their new position!

As Kayden had taken on bookkeeping responsibilities for TCB in addition to their Administrative role, we were in the position of needing to fill two positions upon their departure. Ayotunde Sode took over the role of bookkeeper in May.

The Administrative Assistant Position had been harder to fill. During the year, two individuals had been hired and trained, only to leave the position with weeks of starting. This put considerable strain on staff, as the responsibilities of the role had been expanded to allow for staff to focus more on program and service delivery to families. However, Lenore Cork-Lemay was hired in September and has been in the role ever since.

The Governance Committee thanks Ayotunde and Lenore for their hard work and commitment to TCB, especially in this time of transition!

It became apparent during the Ayotunde's training that the accounting and bookkeeping services provided by Trailwood Accounting were not sufficient for our needs as an organization. The Governance Committee worked with Executive Director, Karyn Bakelaar to end the contract with Trailwood and find alternative bookkeeping and accounting services through Wendi Mosher.

At the 2018 AGM, a number of resources and services used and paid for by TCB were identified as no longer needed. John Sutton took on the considerable task of reviewing TCB expenditures to highlight inefficiencies and unnecessary costs, contacting service providers to renegotiate our contracts, and updating our services to meet our new needs. This has created significant savings for the TCB. The Governance Committee wishes to formally thank John for his efforts over the past year!

This year we will also say farewell to the following Directors who will not be returning to TCB Board in 2020: Shaila Ahmed, Stephen Astels, Steve Bittle, Gillian Fischer, Joern Kropfgans, Frances McRae, and Karla Policelli. We recognize the dedication of these individuals to building and supporting our families, and sincerely thank them for all they have contributed to the TCB Board.

As the TCB moves forward with a smaller Board of Directors we will be moving away from committee-led work to a work-group model to identify and carry out projects of need and interest. The establishment of working groups will allow current Directors to choose activities and project of interest to them. We hope this approach will also enable us to draw on our considerable membership to volunteer in various projects throughout the year. Projects for next year will be identified at the upcoming AGM, but sure to be on the list is our plan to find alternative office space. As the working group model is implemented, the Governance Committee will assess and evaluate the overall utility of the model as we move forward.

Looking forward to another active and productive year ahead!



Andy Thompson, Chair, Governance Committee

## PROGRAM COMMITTEE ANNUAL REPORT 2019

### Annual General Meeting, 30 November 2019

The Children's Bridge (TCB) Program Committee (PC) met four times in 2019 and the PC chair and TCB's Executive Director communicated by telephone on several occasions throughout the year. Additional meetings were deemed unnecessary given that staff were busy working on issues relating to the budget, making changes to the office records system, and maintaining current program files. Key issues that the PC will continue to monitor in the coming months include:

- 1) **India program:** The PC will monitor the possibility that TCB will take over World View's (now closed) non-relative adoption files to TCB. Karyn is awaiting further clarification on several questions from the Ministry of Children, Community and Social Services (MCCSS). In the meantime, TCB can proceed with files from families outside of Ontario (MCCSS stated they have no say on these files).
- 2) **New licensing for Heartsent (California) and rest of USA:** TCB has received its licence to work with Heartsent. Heartsent is a Hague-accredited service provider that works with smaller agencies, essentially coordinating with secondary providers throughout the US (mainly Louisiana and California) to facilitate adoptions. Heartsent is willing to work with families across Canada and that, unlike Adoption by Shepherd Care (ASC) (Florida), they accept same sex and single parent families. As well, TCB is awaiting approval from the MCCSS to extending TCB's Florida license to allow for adoptions from across the US. The MCCSS only has a few follow-up questions (nothing major), which means this program should be ready to start soon.
- 3) **Creation of a special needs program – Korea:** TCB staff has had initial conversations with the Social Welfare Society (SWS) about the possibility of TCB starting a special needs program. The SWS has noticed more babies with special needs coming into their program (many with issues relating to prenatal alcohol and hepatitis B). Staff will continue to explore this with the SWS, with some consideration whether this would entail expanding TCB's current Korean program to include special needs adoptions or if a separate program would need to be created.
- 4) **Taiwan:** TCB was contacted by a family a couple of months ago who expressed interest in adopting from Taiwan. The family (the father of daughter interested in the adoption) said they would do some background work to inquire into establishing a program. They corresponded with Karyn on several occasions and sought information from different organizations in Taiwan. This program is still very much in the research stage. The PC will continue to work with staff in monitoring the possibilities of developing this program.
- 5) **Program reviews:** Staff conducted an ongoing review of the WC China program. Given recent developments with this program, no new files were accepted during the past year and TCB did not apply to the MCCSS to renew its licence.
- 6) **International Travel:** Bruno Korea with SWS (August 2019), Karyn in Zambia September 2019 and India (December 2018).
- 7) **Staffing changes:** Some changes were necessary to staff hours and responsibilities as TCB continues to manage staff workload issues. Additional staff turnover has also required new

staff recruitment and shuffling of existing responsibilities. The PC will work with the staff to help, where possible, with this transition period.

- 8) Ongoing monitoring:** The Program Committee has continued to monitor all other adoption programs of TCB.

On behalf of the PC, I would like to thank the TCB staff for all of their dedication, hard work and commitment during a period of transition both within TCB and the adoption environment more broadly. The PC would also like to congratulate Karyn Bakelaar in her first year as TCB's Executive Director. It has been a pleasure to work with her in her new capacity.

A handwritten signature in black ink that reads "Steven Bittle". The signature is written in a cursive, flowing style.

Steven Bittle, Chair, Program Committee  
10 November 2019

**The Children's Bridge AGM – 2018-19 Communication Committee Report**

The Children's Bridge (TCB) Communication's Committee had a successful 2018-19 year, continuing to work from the strong foundation established in previous years. In 2019, we focused on optimizing communication channels, leveraging our social media accounts in addition to the website, and driving more traffic to upcoming sessions in cities outside of Ottawa. In addition, we invested time into researching possible webinar software (zoom) in order to host certain sessions virtually. Finally, the Communication Committee submitted an application to the Telfer School of Management in early January for marketing resources; however, was not awarded the project.

Looking forward to 2019-2020 year, it is recommended continuing to streamline, enhance and optimize communication channels and cadence with our families. While looking at potential improvements, the Communication Committee must always keep in mind the effort any change will have on our staff and prioritize items that will reduce administrative burden.

Potential opportunities to optimize communication channels in 2019-2020 include:

- Continue to drive more engagement through Facebook community (advertise upcoming sessions and updates on site)
- Streamline monthly newsletter updates (opportunity to post on website and drive traffic through Facebook)
- Continue to research ways to increase attendance at info sessions outside of Ottawa
- Online payments for all workshops and events (& integration into calendar)

A huge thank you to the entire Board and the staff at TCB. We look forward to all that is to come in 2019-2020,

*The TCB Communication's Committee*



*Gillian Fischer, Chair*

*Members include:*

*Gillian Fischer, Chair*

*Karyn Bakelaar*

*Kathryn May*

## STAFF DIRECTORY

Staff Person	Office Line	Outside Ext.	Email Address	Hours
<b>Karyn Arnauld-Bakelaar</b> Executive Director, Zambia, India and HIV+ Program Manager, Pre and Post Adoption Services	231	2  613-255-1874 (cell)	<a href="mailto:karyn.bakelaar@childrensbridge.com">karyn.bakelaar@childrensbridge.com</a>	Monday – Friday 09:00-17:00  3 days in office and 2 days remotely
<b>Darlene Catton</b> Thailand Program Manager, China Homeland, Pre and Post Adoption Services	905-836-6776	905-836-6776  905-251-0312 (personal cell)	<a href="mailto:darlene.catton@childrensbridge.com">darlene.catton@childrensbridge.com</a>	Monday – Wednesday 08:30-16:30 Thursday 08:30-12:30
<b>Bruno Jung-Millen</b> South Korea and USA Program Manager	221	4	<a href="mailto:bruno.jung-millen@childrensbridge.com">bruno.jung-millen@childrensbridge.com</a>	Monday & Wednesday 8:30-16:30 8 hours remotely
<b>Accounting Desk</b>  <b>Ayotunde Sode</b>	225	3	<a href="mailto:accounting@childrensbridge.com">accounting@childrensbridge.com</a>	Monday & Thursday 10:00-5:00  Hours as needed
<b>Lenore Lemay-Cork</b>  <b>Administrative Assistant</b> (has office keys)	0	0	<a href="mailto:admin@childrensbridge.com">admin@childrensbridge.com</a>	Monday, Wednesday & Thursday 9:00 – 3:00

# Organization Chart (2019)

