

Risk Pool Peer Review Committee Report
Brevard Family Partnership – Circuit 18
Fiscal Year 2021-2022

Executive Summary:

Brevard Family Partnership submitted an application for risk pool funding on October 15, 2021 and subsequently submitted a revised application for risk pool funding on February 11, 2022.

The department established a Risk Pool Peer Review Committee pursuant to section 409.990 (8)(a), F.S. (2021) for State Fiscal Year (FY) 2021-2022, the Risk Pool application process was informed by lessons learned from the prior year reviews as well as the availability of extensive additional information from reports developed pursuant to proviso language included in the General Appropriations Act (Specific Appropriation 321) for Fiscal Year 2021-2022. In compliance with this proviso language, the department completed a comprehensive, multi-year review of the revenues, expenditures and financial position of all Community-Based Care lead agencies including a comprehensive system of care analysis. This submission also included a financial viability plan from all lead agencies.

The Risk Pool Peer Review team conducted a review virtually in October 2021 and February 2022 with relevant information available from multiple sources to make recommendations. The documents reviewed are below:

- Risk Pool Funding Application FY 2021-2022
- Financial Viability Plan FY 2021-2022
- Budget Projections provided by the CBC
- [The Child Welfare Dashboard](#)
- [CBC Contract Monitoring Reports](#)
- CBC Contract Monitoring Data Packets
- [The Child Welfare Key Indicators Monthly Report](#)
- Florida Safe Families Network (FSFN) Aggregate Payment Data
- June 30, 2021 Single Audit (CPA Audit)

As a part of the review, the team evaluated all available information from previous on-site visits, current data and monitoring reports. To resolve any outstanding questions, additional information was requested by the team from the CBC which allowed the team to make an enhanced recommendation without an on-site visit being conduct by Risk Pool Review Committee.

The Risk Pool Peer Review Committee for BFP consisted of:

Barney Ray, DCF Director of Revenue Management and Partner Compliance (Team Lead)

Nadereh Salim, CEO, Children's Network of SW Florida

Donna Eprifania, CFO, ChildNet, Inc.

Mohamed Ghalayini, CFO, Citrus Family Care Network

James Weaver, DCF Director of Protective and Supportive Services

Charles Scherer, DCF Central Region, Regional Managing Director

While the specific areas of review and analysis varied based on the unique needs and circumstances of each Region, Circuit and Lead Agency, the following framework provided an outline for organizing the work of the Peer Review Committee.

Application Summary:

BFP's application for risk pool funding requested \$885,651. BFP's projected deficit is \$1,274,734. Funding is requested to address significant changes in the number or composition of clients eligible to receive services and significant changes in the services that are eligible for reimbursement.

The primary causes BFP attributed to their current financial challenges are outlined below:

- A five year high in removal rates leading to significant increase in the out-of-home care population
- Mental health and substance use disorders negatively impacting the well-being of children and families within the community that was worsened by the COVID-19 pandemic
- A decreased utilization of less restrictive levels
- An increased demand for needed services and an increase in the per child cost of licensed out of home care placements
- Entries outpacing exits despite outperforming the statewide average discharge rates
- Increases in group care rates

Findings:

After review of the information provided the Peer Review Committee was able to reach the following findings:

1. Findings related to the need for services and commitment of resources

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Reports](#))
- Summary below, See CBC Contract Monitoring Report, sections 2, 11, and 12 for more details

1.1. *What is the relevant community context within which the child welfare system operates?*

1.2. *This may include incidence of calls to the hotline, child poverty in the area, local factors that influence the need for services, etc.*

1.3. Factors may also include community resources available to meet the needs of children and families such as Children’s Services Councils, local governmental resources or other unique factors.

BFP operates in Brevard County which is a portion of Circuit 18. Child Protective Investigations and Children’s Legal Services are performed by the department.

Census Facts		
US Census Facts	Florida	Brevard
Median Household Income	\$55,660	\$56,775
Percent of population living in poverty	12.7%	9.4%
Percent of population over 25 years old with a college degree	29.9%	30.2%
Percent of population over 25 years old with high school diploma	88.2%	92.2%
Data Source: census.gov/quickfacts (2015-2019)		

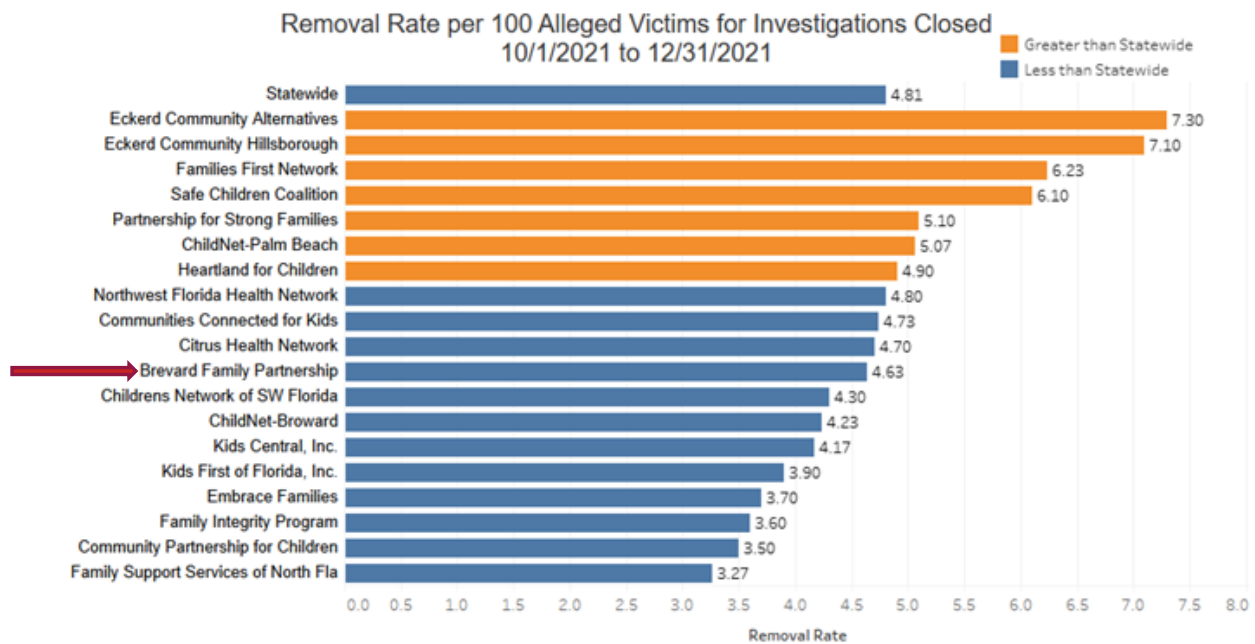
According to the US Census Facts, Brevard county has higher household incomes and a higher percentage of the population over 25 years old with a high school diploma and college degree than the state. Brevard county also has a lower percentage of the population living in poverty compared to the state of Florida.

2. Findings related to protective services including removals, referrals for post-investigative services, activities to protect children without removal and use of resources focused on prevention and intervention.

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#))
- Summary below, See CBC Contract Monitoring Report, sections 5, 9, and 11 for more details

2.1. What are the rates of removal, rates of verification and other measures from protective investigations that affect the need for child welfare services? How have these measures changed over time and how do they compare with other areas of the state?

- 2.2. ***What activities are in place to provide support to protective investigators and families to permit children to remain safe in their homes? What services are provided with funds used for prevention and intervention?***
- 2.3. ***What services are provided with funds used for prevention and intervention? How well integrated are the CPI, safety management and intervention services components? Are there case transfer issues that affect performance?***
- 2.4. ***How well integrated are the CPI, safety management and intervention services components? Are there case transfer issues that affect performance?***



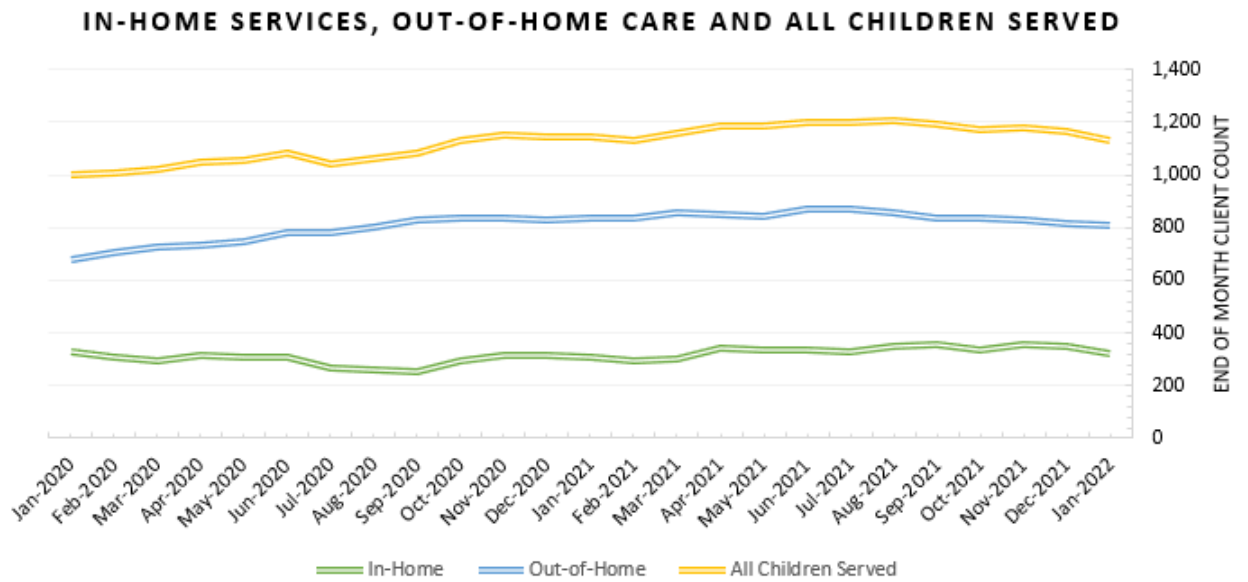
The removal rate per 100 alleged victims from 10/1/2021 to 12/31/2021 is less than the statewide average, as shown in the graphic above. However, removal rates have been mostly trending above the statewide average over a three-year time frame.



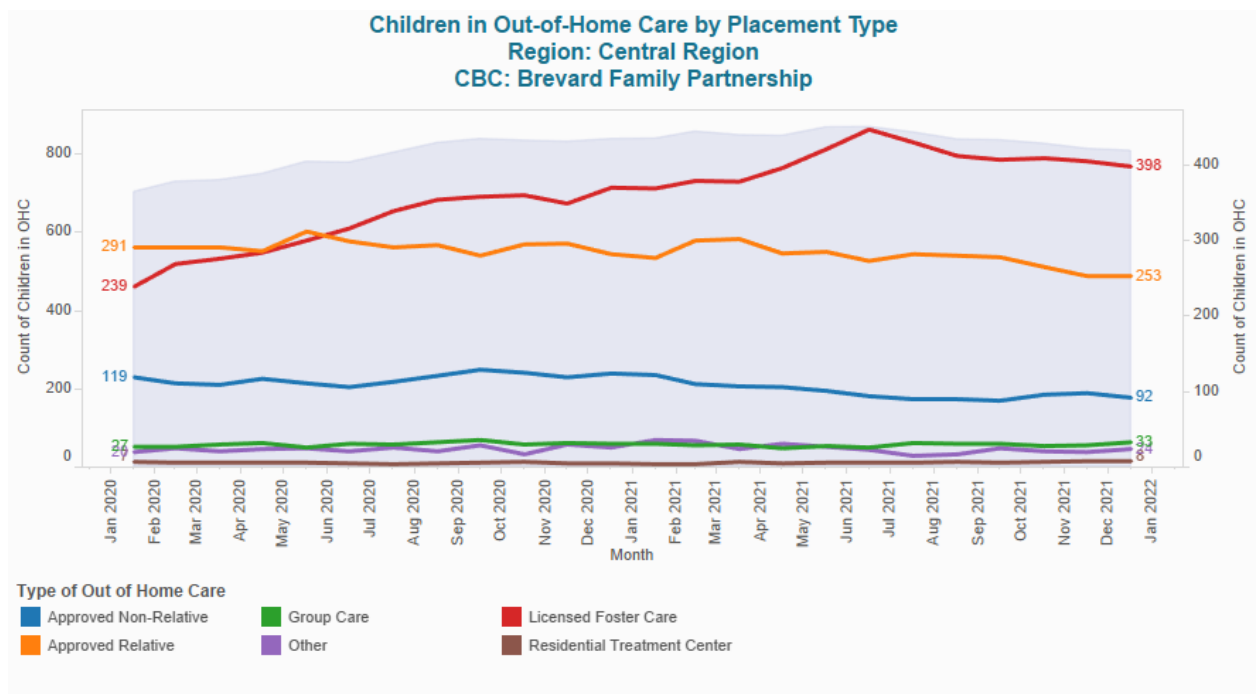
3. Findings related to provision of services for children in care (both in-home and out-of-home)

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#), CBC Financial Viability Report, CBC Financial Viability Integrated Data Report, CBC Budget Projections, and Florida Safe Families Network (FSFN) Aggregate Payment Data)
- Summary below, See CBC Financial Viability Integrated Data Report, CBC Budget Projections, CBC Financial Viability Report, and [CBC Contract Monitoring Report](#) for additional details.

- 3.1. *What is the composition of the children in care including age cohorts, placement types, use of specialized higher costs settings, use of congregate care, etc.***
- 3.2. *What is the cost of various placement types? To what extent are the rates paid for foster care (including care with various rates of intensity), congregate care consistent with statewide norms (considering community context)? Have these rates remained relatively consistent over the past few fiscal years?***
- 3.3. *What is the cost for dependency case management? Is this consistent with norms for such services? Have these rates remained relatively consistent over the past few fiscal years?***
- 3.4. *To what extent is the Lead Agency appropriately utilizing non-child welfare funding for services (such as DCF SAMH Funds, Medicaid, and other non-DCF funding sources).***
- 3.5. *What evidence exists that case management services are well-managed by the Lead Agency? (see overall management section for response)***
- 3.6. *To what extent is the CBC meeting its obligation to the Family First Prevention goals? Have they reduced reliance on Residential Group care? How much? If not, what is the action plan going forward? Has the CBC met the 40% goal for all relative/non-relative placements licensed as Level I Foster Homes?***



The number of clients being served in-home has been relatively stable but trending up in the last year. The number served in out-of-home care has been increasing over a longer time period. In the Summer of 2021, the increase in out-of-home care and the increase in in-home care caused the system to swell to over 1,200 children. Recently the number of children served has begun slightly trending down for a total of 1,132.

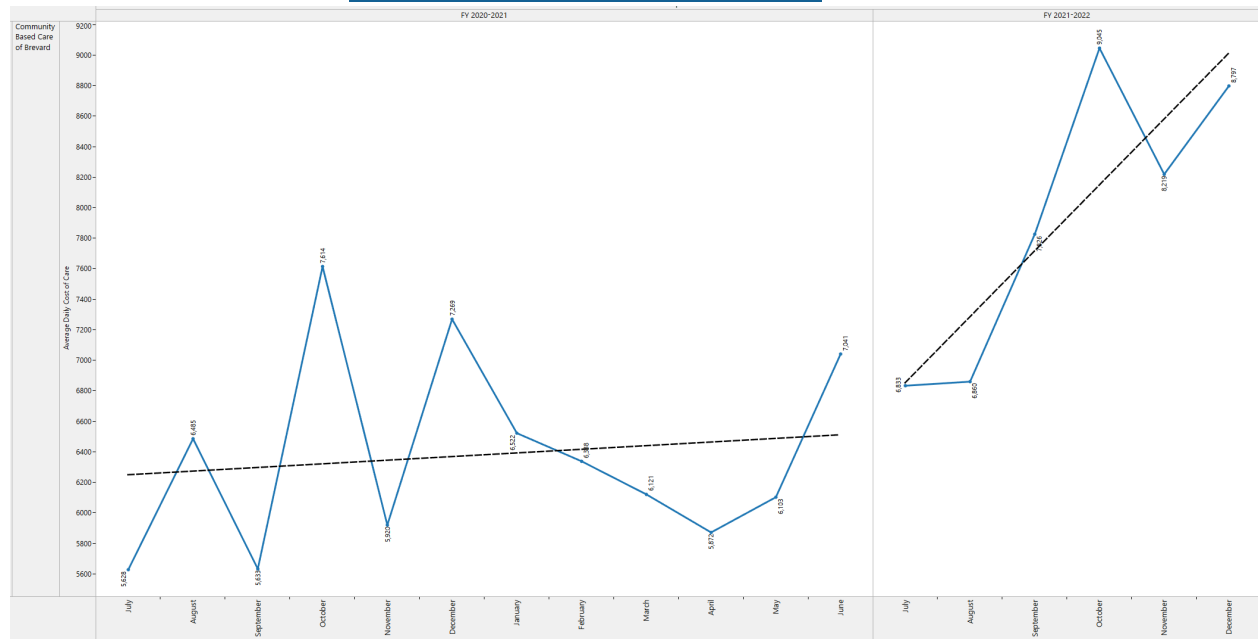


The number of children in group care has remained relatively stable from 27 in January 2020 to 33 in January 2022. However, the number of children in foster care has

increased significantly from 239 children in January 2020 to 398 children in January 2022.

The above data substantiates BFP's statement that they have successfully maintained low utilization of residential care. As of January 2022, BFP had 5.1% of the total children in out of home care placed in congregate care settings.

Average Daily Cost of Group Care



BFP saw a small but steady increase in the average daily cost of group care from FY 2019-20 to FY 2020-21. In FY 2020-21 group care averaged \$6,378/day.

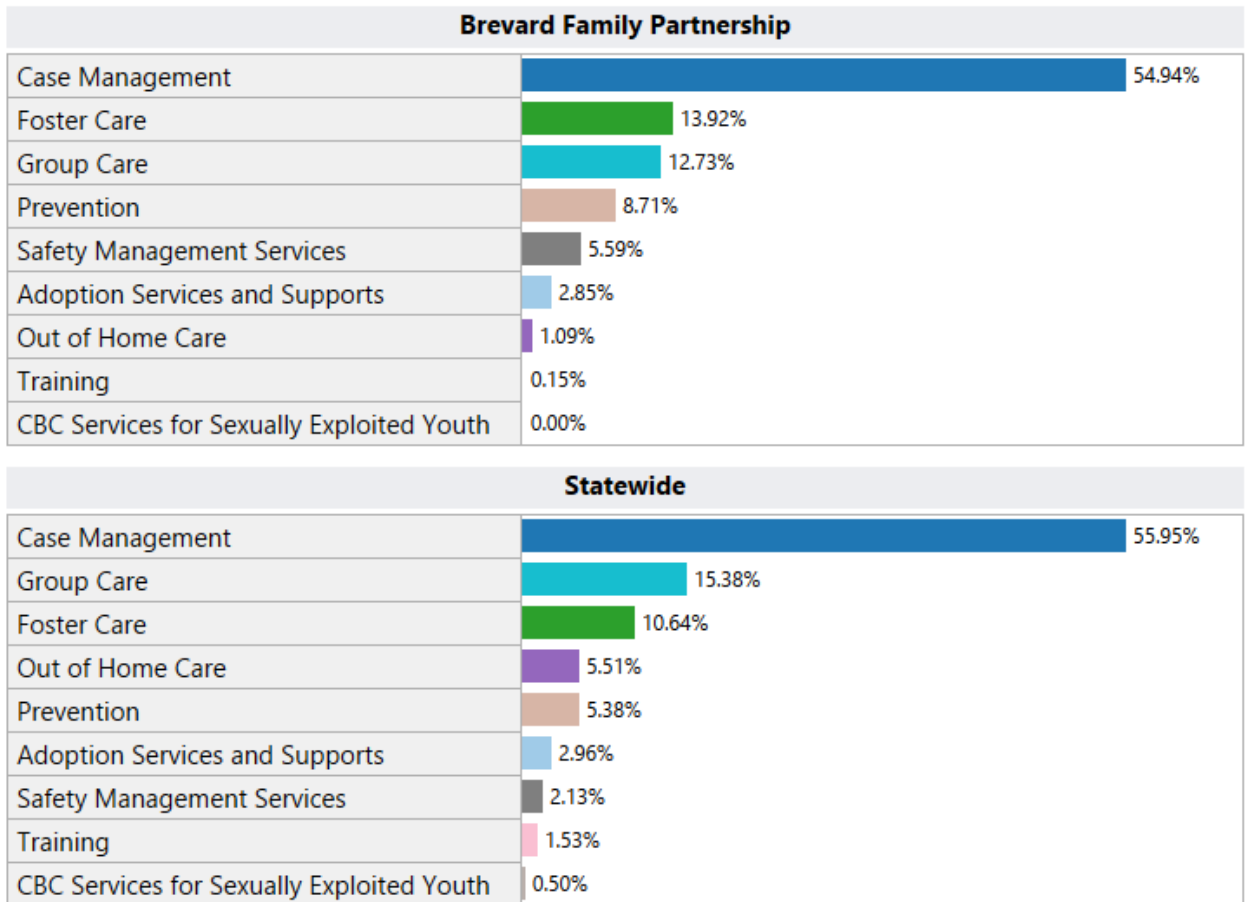
To date in FY 2021-22, the average cost of group care continues to climb with an average cost per day of \$7,930/day.

Total \$ of FSN Payments to Licensed Residential Group Care (OCA LCRGE, LCGHE & LCGHI)						
Ages	FY2019-2020	FY2020-2021	\$ Increase/ (Decrease)	% Increase/ (Decrease)	FY 2020-21 (Thru Dec. Service Mths- 50% of the year)	FY 2021-22 as a % of FY 2020-21
0-5	\$15,485	\$3,262	(\$12,223)	-79%	\$0	0%
6-12	\$479,495	\$453,430	(\$26,067)	-5%	\$333,119	73%
13-17	\$1,457,427	\$1,925,546	\$468,119	32%	\$1,111,238	58%

Total Number of Unique Clients in Licensed Residential Group Care (OCA LCRGE, LCGHE & LCGHI)						
Ages	FY2019-2020	FY2020-2021	Increase/ (Decrease)	% Increase/ (Decrease)	FY 2020-21 (Thru Dec. Service Mths- 50% of the year)	
0-5	2	1	(1)	-50%	0	
6-12	17	12	(5)	-29%	10	
13-17	67	62	(5)	-7%	46	
Median Daily Rate \$ in Licensed Residential Group Care (OCA LCRGE, LCGHE & LCGHI)						
Ages	FY2019-2020	FY2020-2021	\$ Increase/ (Decrease)	% Increase/ (Decrease)	FY2021-22 (Thru Dec. Service Mths- 50% of the year)	
0-5	\$24.30	\$24.30	\$0	0%	\$0.00	
6-12	\$140.00	\$162.00	\$22	15%	\$185.80	
13-17	\$200.00	\$161.00	(\$39)	-20%	\$193.20	

While number of unique clients served are down, group care rates are more costly. Comparing FY 2019-20 to FY 2020-21, the median rate was \$22/day more in the 6-12 age group. Also, while the median rate in the 13-17 age group decreased, BFP still saw a 32% increase in costs. In Fiscal Year 2019-20, there were a total of 80 clients in group care placements. In Fiscal Year 2020-21, there were 71 clients in group care placements and as of December 2021 (Fiscal Year 2021-22), there were 56 clients in group care placements.

Percent of Core Services Expenditures FY 2021-22



As of December 2021, prevention and safety management services expenditures for FY 2021-22 was 14.3% of BFP's core services expenditures. In contrast, group care expenditures were 12.73% of BFP's core services expenditures compared to the statewide average of 15.38%.

Case Manager Turnover – Average		
	January 2021	January 2022
Family Allies	3.15%	4.21%
Brevard CARES	4.68%	3.82%

Source: BFP's Performance and Data Reports

Unlike many other Lead Agencies, BFP has low case manager turnover ratios. Family Allies and Brevard CARES' both have average case manager turnover under 5% and it has improved since the same time last year.

Average Caseload Case (Children per Case Manager)		
	Family Allies	Brevard CARES
January 2021	19.07	13.10
January 2022	20.78	12.60

Source: BFP's Performance and Data Reports

From January 2022 to January 2021, overall average caseloads increased. Family Allies caseloads are up 8% and Brevard CARES caseloads are up 4%.

There was a shift in children from relative/non-relative care to Level 1 licensed care beginning in July 2019. As of February 27, 2022, BFP has not met the goal of achieving 40% relative/non-relative placements licensed as Level 1 foster homes. BFP has 31.52% homes licensed, which is below the statewide average of 37.54%.

4. Findings related to exits from care including exits to permanence.

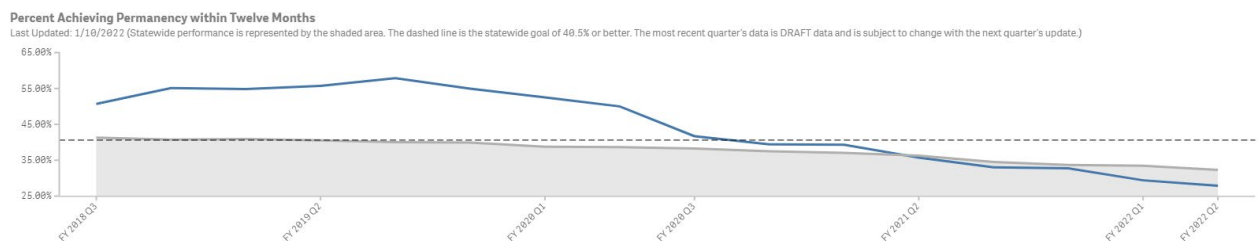
- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#), Financial Viability Integrated Data Report)
- Summary below, see [The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), Financial Viability Integrated Data Report, [CBC Contract Monitoring Report](#) – Sections 4 and 11, for more details.

4.1. What is the performance of the Lead Agency in the recognized measures of children achieving permanence? Do these findings indicate that children are not remaining in care for longer than necessary? Are these permanency achievement rates consistent across placement settings?

4.2. What contextual factors (such as Children's Legal services, dependency court dynamics, etc.) influence time to permanence for children served by the Lead Agency?

4.3. Has there been a change in number of exits or time to exit that is materially influencing the cost of out-of-home care?

Percent Achieving Permanency within Twelve Months



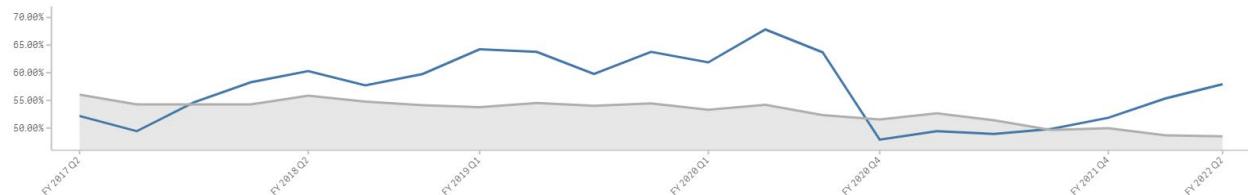
BFP was at a high of 67.98% of children achieving permanency in 12 months during Q1 of FY 2008-09. The chart above showing a three-year time frame, BFP fell below the statewide target in FY 2019-20, Q4 and is continuing to trend down. Recent data shows

BFP achieved permanency for 151 of 525 children in FY 2021-22, Quarter 1 (28.76%). Currently, BFP is 15th in the state for this metric.

Children in Care 12 to 23 Months Achieving Permanency within 12 Months

Percent Achieving Permanency within Twelve Months

Last Updated: 1/18/2022 (Statewide performance is represented by the shaded area. The dashed line is the statewide goal of 43.6% or better. The most recent quarter's data is DRAFT data and is subject to change with the next quarter's update.)

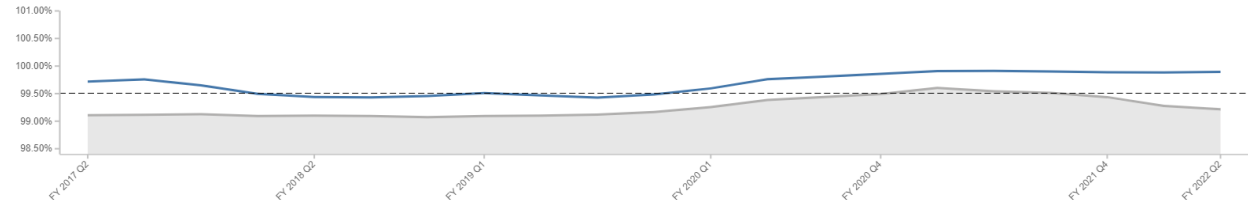


BFP has exceeded the statewide target for percent of children in care 12 to 23 months achieving permanency almost every quarter shown above.

Percent of Children Under Supervision Seen Every Thirty Days

Percent of Children Under Supervision Seen Every Thirty Days

Last Updated: 1/18/2022 (Statewide performance is represented by the shaded area. The dashed line is the statewide goal of 99.5% or better. The most recent quarter's data is DRAFT data and is subject to change with the next quarter's update.)

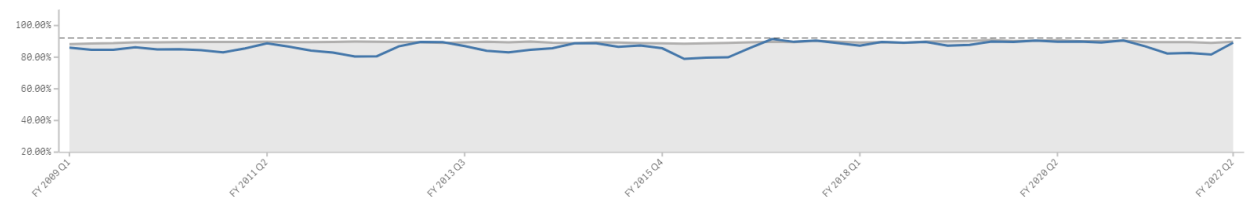


Each quarter since FY 2019-20, Q1 BFP has surpassed the target of seeing 99.5% of children under supervision every thirty days. The agency did struggle to meet the target in FY 2017-18 and FY 2018-19, hovering just below 99.5%.

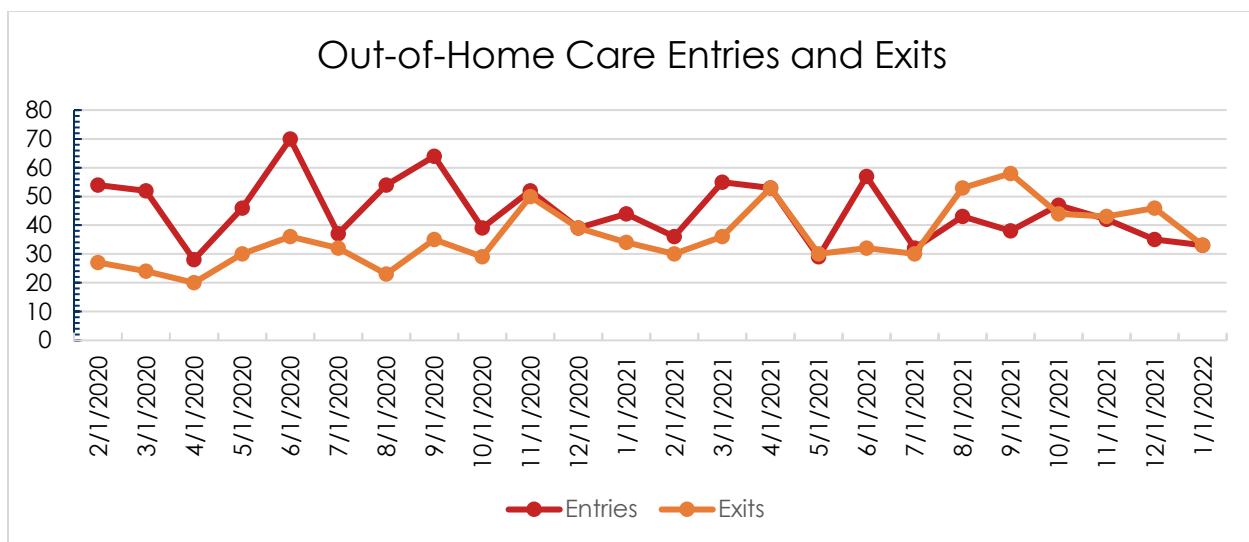
Percent NOT Re-Entering Care within Twelve Months

Percent NOT Re-Entering Care within Twelve Months

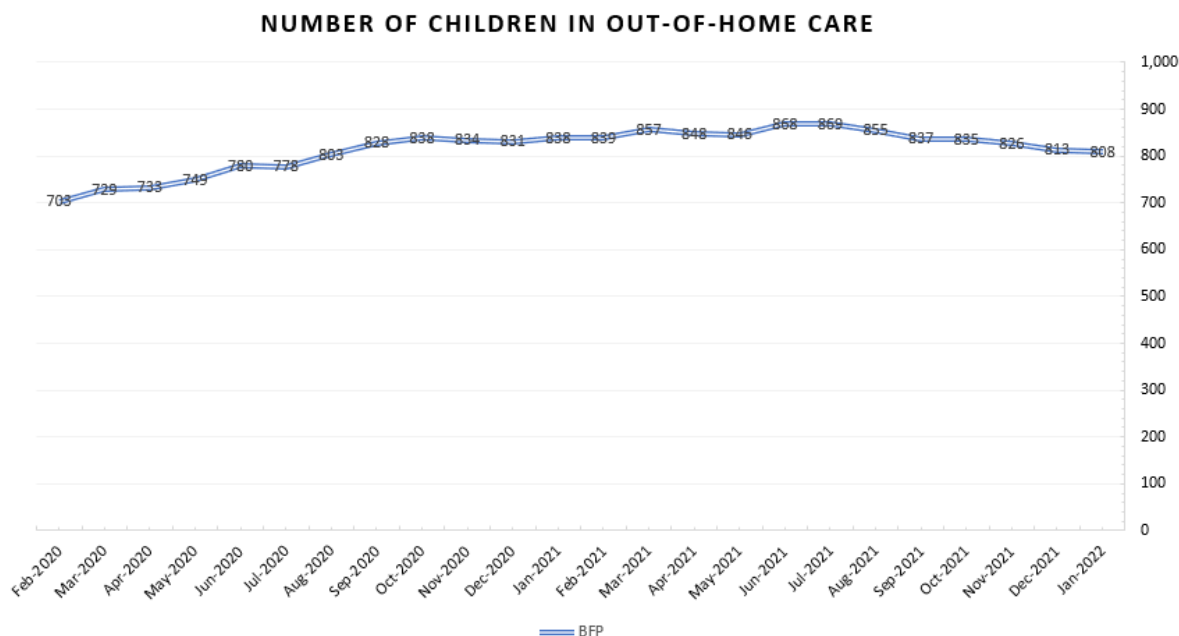
Last Updated: 1/18/2022 (Statewide performance is represented by the shaded area. The dashed line is the statewide goal of 91.7% or better. The most recent quarter's data is DRAFT data and is subject to change with the next quarter's update.)



The statewide target for children not re-entering care within twelve months is 91.7%. In FY 2016-17, BFP achieved a high of 91.19% and has never met this target.



Entries have mostly outpaced exits over a 24-month period. In total there were 1,079 entries compared to 867 exits from February 2020 to January 2022.



Exits from care coupled with a high removal rate is causing the number of children in out-of-home care to swell.

BFP specifically addressed permanency challenges in their application noting that several discussions were held with the Judge regarding a backlog of judicial reviews impacting case closures and case movement. BFP also noted that there were substantial delays in trials during the COVID-19 pandemic that are still being resolved.

5. Findings related to funding, fiscal trends and fiscal management.

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), CBC Financial Viability Report, CBC Financial Viability Integrated Data Report and CBC Budget Projections)
- Summary below, See CBC Financial Viability Integrated Data Report, CBC Budget Projections and CBC Financial Viability Report for additional details.

- 5.1. *How has core services funding changed over time? (Financial) How has the Lead Agency managed these changes? What adjustments to the available array of services have been made?* (For service array response see section1)
- 5.2. *How have any changes to core services funding contributed to any projected deficits for FY 2020-2021?*
- 5.3. *What is the ratio of core funding as a Percent of the Allocation formula?*
- 5.4. *In what ways are funding dynamics in the Lead Agency unique or atypical of funding in other Lead Agencies?*
- 5.5. *What is the amount of the anticipated deficit for the current year? How reliable and valid are these projections?*
- 5.6. *Are their options other than Risk Pool funding available to reduce the deficit?*
- 5.7. *If the Lead Agency meets the criteria for Risk Pool funding, but the amount of funding available is insufficient to cover the projected deficit, what other options are available?*
- 5.8. *Are there fiscal practices that could be completed with greater efficiency in order to reduce the projected deficit?*
- 5.9. *Has the most recent CPA audit indicated any issues that would affect the financial health of the organization?*

Total Funding

DCF Contract Funds Available at Year End (by Fiscal Year)	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22
Core Services Funding	\$18,424,632	\$19,275,291	\$19,402,966	\$20,167,553	\$21,223,064	\$22,248,542
Risk Pool Funding	\$0	\$0	\$0	\$0	\$0	\$0
CBC Operations "Back of the Bill" Funding	\$0	\$397,573	\$0	\$0	\$0	\$0
Other Amendments to Initial Allocations	\$0	\$0	\$141,360	\$15,160	\$0	\$0
Amended Core Services Funding	\$18,424,632	\$19,672,864	\$19,544,326	\$20,182,713	\$21,223,064	\$22,248,542
Funding not defined as Core Services Funding						
Independent Living (IL and Extended Foster Care)	\$615,418	\$757,259	\$1,211,923	\$1,211,923	\$1,211,923	\$1,211,923
Children's Mental Health Services (Cat 100800/100806)	\$253,340	\$253,340	\$253,340	\$253,340	\$253,340	\$253,340
PI Training, Casey Foundation or other non-core svcs	\$0	\$0	\$0	\$0	\$0	\$834,616
Safety Management Services (Nonrecurring)	\$334,931	\$0	\$334,931	\$334,931	\$0	\$0
Total at Year End	\$19,628,321	\$20,683,463	\$21,344,520	\$21,982,907	\$22,688,327	\$24,548,421
Maintenance Adoption Subsidy (MAS)	\$3,872,986	\$4,319,126	\$5,074,642	\$5,456,177	\$6,354,703	\$7,000,133
Guardianship Assistance Payments (GAP)				\$26,518	\$66,518	\$248,068
MAS Prior Year Deficit						
Carry Forward Balance from Previous Years	\$378,366	-\$196,437	\$298,239	\$36,152	\$839,660	-\$92,354
Total Funds Available	\$23,879,673	\$24,806,152	\$26,717,401	\$27,501,754	\$29,949,208	\$31,704,268

In FY 2015-16, BFP received risk pool funding (not shown). Additionally, in FY 2017-18 BFP received “Back of the Bill” funding for an operating deficit. BFP ended FY 2020-21 with a \$169,133 deficit to be carried forward to FY 2021-22.

Allocation of New Funding for Caseload 1 to 17 in State Fiscal Year 2020-2021 (Table 1)					
CBC Lead Agency	Current Level of Funding	% of Optimum Funding Before Allocation	Allocation of New Funding	New Level of Funding	% of Optimum Funding After Allocation
Big Bend CBC	27,835,031	90.4%	363,641	28,198,672	91.4%
Brevard Family Partnership	21,190,590	87.1%	373,008	21,563,598	88.8%
Childnet (Circuit 17)	60,818,442	95.6%	296,310	61,114,752	96.6%
Childnet (Circuit 15)	34,886,015	89.3%	511,688	35,397,703	90.4%
Children's Network of SW FL	37,774,164	67.8%	2,165,220	39,939,384	71.6%
Citrus Family Care Network	77,376,515	117.0%	0	77,376,515	117.4%
Communities Connected for Kids	23,854,417	96.6%	104,872	23,959,289	96.9%
Community Partnership for Children	28,328,507	74.5%	1,171,780	29,500,287	77.5%
Eckerd Community Alternatives (Circuit 6)	50,610,140	65.4%	*4,371,313	54,981,453	70.9%
Eckerd Community Alternatives (Circuit 13)	60,277,503	73.4%	*3,863,739	64,141,242	78.3%
Embrace Families	61,938,655	101.1%	0	61,938,655	101.0%
Families First Network	37,820,641	72.1%	1,757,925	39,578,566	75.5%
St Johns County	5,024,545	71.5%	243,478	5,268,023	74.7%
Family Support Services of North Florida	39,009,868	88.7%	615,527	39,625,395	89.8%
Heartland for Children	36,231,773	82.5%	935,158	37,166,931	84.4%
Kids Central	42,246,842	78.0%	1,424,759	43,671,601	80.7%

Kids First of Florida	7,426,216	72.3%	347,084	7,773,300	75.3%
Partnership for Strong Families	25,000,080	87.7%	434,325	25,434,405	88.9%
Safe Children Coalition	24,765,387	71.2%	1,203,895	25,969,282	74.7%
Total	702,415,331	83.8%	20,183,722	722,599,053	87.0%

BFP is funded at 88.8% based upon the Florida Funding for Children Model (FFFC). This is the ninth highest funded CBC in the state.

Core Services Expenditures by Category

Reported Expenditures by Fiscal Year	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Administrative Costs	\$1,169,430	\$1,479,528	\$1,612,014	\$2,200,230	\$1,564,231
Admin Cost Rate (Exp as % of Total Allocations)	5.0%	5.9%	6.1%	8.0%	5.4%
Core Services Expenditures					
Dependency Case Management	\$10,634,285	\$10,355,108	\$10,781,522	\$11,171,873	\$13,162,560
Adoption Services Promotion & Support	\$578,414	\$578,103	\$720,784	\$844,078	\$605,569
Prevention/Family Support/Family Preservation	\$1,603,623	\$2,064,580	\$2,169,044	\$1,860,593	\$2,030,477
Client Services	\$201,645	\$239,547	\$317,221	\$355,170	\$238,556
Training - Staff and Adoptive/Foster Parent	\$414,941	\$538,482	\$405,852	\$32,743	\$53,179
Licensed Family Foster Home (Level I Child Specific)	\$0	\$0	\$0	\$88,910	\$467,415
Licensed Family Foster Home (Level II-V)	\$2,204,879	\$2,139,042	\$2,299,512	\$2,481,166	\$2,777,392
Licensed Facility Based Care	\$2,452,714	\$2,083,934	\$2,440,814	\$1,915,707	\$2,329,424
Services for Victims of Sexual Exploitation	\$241,875	\$192,789	\$131,500	\$114,000	\$900
Safety Management Services	\$371,410	\$343,345	\$557,409	\$845,462	\$942,088
Other	\$0	\$0	\$0	\$0	\$0
Core Services Expenditures	\$18,703,785	18,534,929	19,823,659	19,709,701	22,607,560

When comparing core service expenditures by category, FY 2020-21 had a significant increase in dependency case management from \$11.1 to \$13.1M representing a 18% increase. Licensed facility-based care expenditures also increased from \$1.9M to \$2.3M or 22%. Adoption services promotion and supports was down from \$844K to \$605K or 28%.

According to their application, BFP sought out and received additional funding through a Home Visitation Substance Abuse-Affected Infants grant although the amount of this grant was not listed.

No findings were identified in the most recent CPA audit for June 30, 2021.

FY 2021-22 Financial Viability Plan

In their design and instruction for the Financial Viability Plan (FVP) templates, DCF requested that CBCs identify their actions to address three primary cost drivers:

1. Factors related to entries into care
2. Factors related to the cost of children while in care
3. Factors related to exits from care

BFP's FVP contains actions to address the three primary cost drivers affecting their financial position. The specific actions include:

- Reduce entries into care by maintaining family support services (FSS) families in home at least restrictive level and stabilize non-judicial in-home services (NJIHS)
- Use wraparound and other evidenced based practices for family stabilization and preservation
- Utilize Safety Management Services Team (SMST) to prevent removal and for post reunification support
- Increase utilization of SMST, FSS, and NJIHS to serve children in their homes and divert entry into Out of Home Care (OOHC)
- Increase conditions for return and post reunification staffings
- Reduce the number of children in Level II -V in care by maintaining & strengthening relative placements
- Hold Placement Support Team Staffings to prevent disruption of relative and non-relative placements
- Utilize Family Finders position to make additional connections for children in licensed care
- Sustain efforts of monitoring and clinical review of high-end Utilizers
- Ensure group home utilization does not exceed 45% of total daily rate of OOHC
- Add 65 new foster homes
- Offset cost of children in care by increasing the percentage of licensed level 1 homes
- Implement process to maximize parental Medicaid to cover cost of services necessary for reunification or child safety
- Monitor child services to ensure supports and interventions are in place for stabilization so that children don't fail up the system to higher end placements
- Achieve permanency for 40% of the 92 children in OOHC with length of stay (LOS) stay over 18 months as of July 2021. (37 children).
- 91.7% of children who were reunified (July 2020 - June 2021) will not re-enter care within 12 months. (170 children)
- Continue to hold monthly Adoption Staffings to identify any barriers to finalization
- Implement Early Childhood Court for increased timeliness to permanency
- Maintain case management permanency initiatives

6. Findings related to overall management.

- Sources: ([CBC Contract Monitoring Report](#), Financial Viability Plan)
- Summary below, [CBC Contract Monitoring Report](#) – Sections 4 and 11, and the Financial Viability Plan for more details.

6.1. To what extent is there clear and effective communication between and among the Region, the Lead Agency, the Sheriff (if applicable), case management organizations and other key community partners?

- 6.2. *How actively and effectively does Lead Agency management track programmatic performance and fiscal performance?***
- 6.3. *What actions have been taken by the Region and/or the Lead Agency to resolve the fiscal issues without accessing the Risk Pool? What further actions are planned?***

7. Other factors or considerations noted on the application or determined relevant by the Peer Review Committee.

BFP last received supplemental funding of \$397,573 for an operating deficit in FY 2017-2018.

8. Provide a detailed analysis of the projected Return on Investment (ROI) in terms of future cost avoidance, reduction in Out of Home Care, increase in prevention in-home services, reduction in removals or other related factors.

BFP did not provide specific calculations for ROI.

9. The areas identified above are illustrative of the expected areas for review and analysis, but additional factors may be identified in the application or suggested by findings during the course of the Peer Review Committee's work.

Summary of Findings:

Based on the information reviewed the Risk Pool Review Committee was able to affirm the following:

- BFP is funded at 88.8% of optimum funding based on the Florida Funding for Children model (FFFC) which placed them 9th out of 19 CBC contracts in optimum funding.
- BFP did experience an increase in removals during FY 2019-2020 which exceed their ability to exit children from care which created and an increase in the number of children in out-of-home care. The net of removals above exits was 152 that year which creates a bubble of clients that normally takes 18 to 24 months to move to permanency.
- In their application, BFP said there was an 11% decrease in the number of families referred to Non-Judicial In Home Services. BFP's budget for prevention services of \$1,087,211 in FY 2021-2022 is reduced from their FY 2020-2021 expenditures of \$1,568,967.
- In partnership with DCF, BFP is piloting the Substance Exposed Newborns (SEN) units with goals of timelier reunification and decreased length of stay to permanency. Brevard County will implement an Early Childhood Court in January 2022 if not sooner.

- BFP said that there was a backlog of judicial reviews impacting case closures and case movement which was impacted by delays in trials during the pandemic. They reported that a new judge began in January 2021. BFP is working with the judge to help address delays.

Risk Pool Allocations:

The Peer Review Committee found that Brevard Family Partnership qualifies for risk pool funding.

The expenditure of approved risk pool funds is based on relevant and verifiable service trends and changes that have occurred during the current fiscal year. The applicant's financial need is caused by circumstances beyond the control of the lead agency management. The use of risk pool funds meets at least one of the purposes specified in section 409.990 (8)(a), F.S. (2021).

Recommendations:

1. BFP should hold permanency staffings more frequently, at least every 3 months or more frequently if possible. These staffings may occur in conjunction with multidisciplinary team (MDT) staffings as required in Senate Bill 80.
2. BFP should determine where in home cases that are converting to out-of-home cases are coming from (in-home, relative or community) to ensure proper supports and services are in place and adjust resource allocation appropriately so the capacity to provide case management and services are based upon the needs of the child and their family.
3. BFP should continue to support and assist judiciary with clearing backlog of cases.