# **Protocol for Requesting Risk Pool Funding**

State Fiscal Year 2020-2021

This Protocol for Requesting Risk Pool Funding for state fiscal year 2020-2021 outlines the process by which Community-Based Care Lead Agencies may apply for potential funding from the Risk Pool appropriation provided in the General Appropriations Act.

The establishment of a statewide risk pool program, administered by the Department, serves to manage and share the financial risks associated with the Community-Based Care (CBC) model for child welfare services in Florida. Should factors outside of a Lead Agency's control (e.g., shifts in the number of children in care, increase in the number of very difficult populations, or a change in the characteristics of the children and families served) cause costs to rise, potentially impeding the Lead Agency's ability to provide ongoing quality services for all children and families served, section 409.990(7), F.S., (Exhibit A) provides qualified Lead Agencies with access to petition for relief from the risk pool in an effort to avoid lead agency failure.

## Section 1: Eligibility criteria

Proviso language contained in Specific Appropriation 330 of the General Appropriations Act for state fiscal year 2020-2021 requires the Department to conduct a comprehensive, multi-year review of the revenues, expenditures, and financial position of all CBCs for the most recent two consecutive fiscal years (SFY 2018-2019 and 2019-2020).

To simplify the risk pool process and minimize duplication in requests for data and information, the risk pool protocol will rely significantly on the extensive data used to develop financial viability plans and to support the ongoing monitoring of all CBCs for financial stability and programmatic performance.

A CBC is eligible to apply for risk pool funds in state fiscal year 2020-2021 if they meet the following criteria:

- The CBC meets the statutory requirements for uses of risk pool funding in 409.990(7)(c), Florida Statutes.
- The CBC projects an end of fiscal year deficit, inclusive of any carry forward deficit.
- The CBC's Financial Viability Plan includes well defined and effective actions as well as measurable and reasonable projected outcomes to improve their primary costs drivers that affect their projected deficit.

## Section 2: Application submission process

In addition to the CBC's Financial Viability Plan, a CBC seeking risk pool funds must submit to the Department by **December 16, 2020**, the "Risk Pool Funding Application SFY 2020-2021."

Applications will be reviewed with all available cost/expenditure data and all other supporting documentation, including the CBC's Financial Viability Plan. Department personnel, upon request, may review additional records related to this Application for potential funding resolutions.

- 1.1 The CBC should consult with their Regional Managing Director (RMD) regarding their Risk Pool Funding Application and forward their application to the Office of CBC/ME Financial Accountability (OFA), and cc: their contract manager and RMD. This step shall be accomplished no later than December 16, 2020.
- 1.2 If the CBC and RMD cannot reach agreement on their application, they may call Patricia Medlock, Assistant Secretary for Child Welfare.
- 1.3 The review of all Risk Pool Funding Applications will be governed by a peer review process led by the Assistant Secretary for Child Welfare and subject to the approval of the Secretary of the Department of Children and Families. The Peer Review Committee will be selected and facilitated by the Assistant Secretary for Child Welfare and will include, but not be limited to, the following members (or their designees):
  - (a) Two (2) Executive Directors (ED) or Chief Executive Officers (CEO) from non-applicant Lead Agencies; and
  - (b) One (1) Chief Financial Officer from a non-applicant Lead Agency.
- 1.4 The Peer Review Committee will:
  - (a) Review, analyze, and discuss the application.
  - (b) Verify the accuracy of the data being reported by the Lead Agency.
  - (c) Assess need for immediate technical assistance regarding budget development/management, and determine if continued on-site technical assistance is appropriate. In these cases, the Peer Review Committee will serve as the coordinating entity for the provision of technical assistance.
  - (d) Make a final recommendation to the Secretary upon the completion of all required site visits, regarding approval or disapproval of the application. Recommendations for approval will include:
    - i. Amount of funding and mix of funds to be made available.
    - ii. Limitations or requirements on use of additional funding that are linked to correction of factors that caused the shortfall.

- iii. Any follow-up actions or additional documentation needed from the Lead Agency or Region.
- iv. Report on technical assistance activities completed and remaining, and/or recommendations for future technical assistance.
- v. Access to the risk pool.
- 1.5 If at the end of the year, a Lead Agency that received assistance from the Risk Pool concludes with a surplus, the Department reserves the right to require the Lead Agency to refund the Department the relative portion of the surplus that was accumulated as a result of the awarded risk pool funds.

# **Risk Pool Funding Application SFY 2020-2021**

Please complete all items, sign and date the application, consult with your Regional Managing Director, and submit electronically to the Office of CBC/ME Financial Accountability (OFA).

Lead Agency Name: Big Bend Community Based Car	e, Inc. d/b/a NWF Health Network
Region: Northwest	Contract No.: BJ101
Address: 525 North Martin Luther King Jr. Boulevard,	Tallahassee, Florida 32301
Lead Agency Contact: Courtney Stanford	Phone No.: (850) 480-7369
Contract Manager: Meredith Van Valkenburgh	Phone No.: (850) 410-1020
This request is being submitted in response to a projected currently available funding.	deficit at 6/30/2021 inclusive of all
Financials:	
<ol> <li>State the amount of funding requested from Risk F projected deficit at the end of Fiscal Year 2020-202 Projected Deficit \$3,987,079 Amount of Risk Pool Funds Requested: \$3,987,07</li> </ol>	21:
<ol><li>Confirm that the amount of funding requested wou Year 2020-2021:</li></ol>	ld be fully expended during Fiscal ⊠ Yes □No

- 3) State specifically how the Lead Agency would qualify for Risk Pool funds based upon the requirements in s. 409.990(7)(c), F.S. (Appendix A):
  - 7.(c)1. Significant changes in the number or composition of clients eligible to receive services.

    \*NWF Health Network has experienced a large growth in the number of children in out-of-home care.
- 4) Please attach a narrative explaining how the deficit occurred, what steps have been taken to address the cause(s), and how the Lead Agency will work within its allocated core funding in the future. The narrative should not exceed five pages.

Please see narrative beginning on page 8.

5) Please provide a detailed proposal that addresses how you will use these funds to address or correct the underlying cause of the shortfall?

#### See attached Funding Deficit Spreadsheet, Exhibit E

6) Please include a detailed narrative budget for the proposal presented in #5 and expected Return on Investment (ROI) for the funds requested.

The Risk Pool funds designated to NWFHN will be used to address our shortfall in our out of home care and case management budgets. Out of home care, specifically group care, is driving the majority of our deficit. Our goal is to achieve and maintain no greater than 62 children or youth in group care. This would be a 40 children and youth reduction in group care since July 1, 2020. Our intense focus on staffings at the frontline level between placement, licensing and case management; assigned Champions to the 20 highest cost children and youth in group care; expansion of our licensed home capacity; and executive leadership focus via bi-monthly calls with placement, licensing, case management and adoptions will dramatically reduce our deficit.

A review of each case management organizations caseloads and identified activities to reduce caseloads is being done by NWFHN. Circuit 2 has taken priority focus due to the significant increase in entries over the past two years. Our team has supported and reduced caseloads of one of our case management organizations already this year. A team is being deployed to provide a heighted level of support to our largest case management area. In addition, as noted on our Financial Viability Plan, a focus on children in care over 18 months is being conducted to determine accuracy in goal and efforts needed for these children to achieve permanency. In our region a goal of Adoption is common. Additionally, NWFHN spend on prevention/diversion has been static over the past two years. This amount should decrease when the number of children in out of home care is reduced. Evaluating the ability to utilize a Permanent Guardianship goal when reunification is not feasible could significantly impact case management caseloads, as well as legal caseloads. If we are able to reduce caseloads we will be able to reduce FTEs once caseloads are stabilized.

Other activities which will lend to financial accountability are listed in our Financial Viability Plan. A system focused on an In Home population versus an Out of Home population will benefit our families, workforce and budget. Ensuring Medicaid billable services are paid via Medicaid versus lead agency funding will add to our financial accountability. Evaluating our yearly administrative expenses internally and with our sub providers will all lend to responsible spending.

Additionally, NWFHN has sought out, and received, additional funding sources through state and federal grants. In the past twelve (12) months NWFHN has been awarded approximately \$7.9 million in grants related to Mental Health Services (with a focus on Child Welfare) (See Exhibit G) and Hurricane Michael Behavioral Health recovery efforts. While this has helped with overall services for our clients NWFHN has still realized a budget deficit for the current fiscal year. NWFHN respectfully requests \$3,987,079 in risk pool funding to address the deficits we have incurred in core services. NWFHN will utilize the \$3.9 million to reduce our deficit in the categories identified in Exhibit E; Out of Home Care, Case Management, Level 1 FTE Labor Cost, and Early Childhood Court Coordinators.

Lead Agency Name: NWF Health Network

Region: Northwest	Contract No.: BJ10	1
Lead Agency CEO/ED Name: Mike Watkins		
Please confirm the following:		
The Lead Agency submitted a SFY 2020-2021 Financial V	iabilitv Plan.	
The Lead rigerie, cashilited a cr. : Loze Lez. : manetar	⊠ Yes	□ No
The Lead Assertable actively worked its SEV 2020-2024 Fit	agnaial Vighility Dlan	
The Lead Agency is actively worked its SFY 2020-2021 Fire	M Yes	□ No
	<u> </u>	
Did the Lead Agency receive Risk Pool funding in SFY 201		
		□ No
If Yes, please attach a status update on the recommon Committee. See Responses on page 14.	mendations made by	the Risk Pool
Mille (Mo		12/16/20
Lead Agency CEO/ED Signature		Date

## Exhibit A

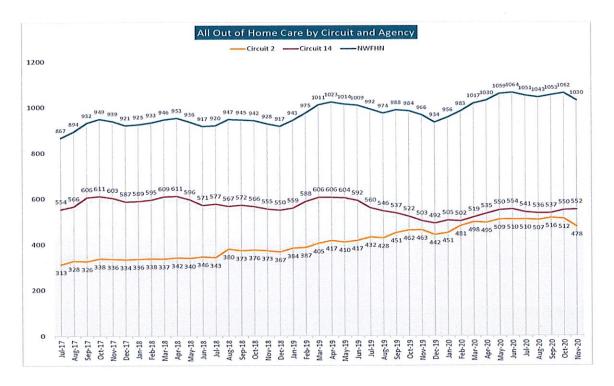
Section 409.990(7), Florida Statutes:

- (a) The department, in consultation with the Florida Coalition for Children, Inc., shall develop and implement a community-based care risk pool initiative to mitigate the financial risk to eligible lead agencies. This initiative must include:
  - 1. A risk pool application and protocol developed by the department which outlines submission criteria, including, but not limited to, financial and program management, descriptive data requirements, and timeframes for submission of applications. Requests for funding from risk pool applicants must be based on relevant and verifiable service trends and changes that have occurred during the current fiscal year. The application must confirm that expenditure of approved risk pool funds by the lead agency will be completed within the current fiscal year.
  - 2. A risk pool peer review committee, appointed by the secretary and consisting of department staff and representatives from at least three nonapplicant lead agencies, which reviews and assesses all risk pool applications. Upon completion of each application review, the peer review committee shall report its findings and recommendations to the secretary, providing, at a minimum, the following information:
    - a. Justification for the specific funding amount required by the risk pool applicant based on the current year's service trend data, including validation that the applicant's financial need was caused by circumstances beyond the control of the lead agency management;
    - b. Verification that the proposed use of risk pool funds meets at least one of the purposes specified in paragraph (c); and
    - c. Evidence of technical assistance provided in an effort to avoid the need to access the risk pool and recommendations for technical assistance to the lead agency to ensure that risk pool funds are expended effectively and that the agency's need for future risk pool funding is diminished.
- (b) Upon approval by the secretary of a risk pool application, the department may request funds from the risk pool in accordance with s. 216.181(6)(a).
- (c) The purposes for which the community-based care risk pool shall be used include:
  - 1. Significant changes in the number or composition of clients eligible to receive services.
  - 2. Significant changes in the services that are eligible for reimbursement.
  - 3. Continuity of care in the event of failure, discontinuance of service, or financial misconduct by a lead agency.
  - Significant changes in the mix of available funds.
- (d) The department may also request in its annual legislative budget request, and the Governor may recommend, that the funding necessary to effect paragraph (c) be appropriated to the department. In addition, the department may request the allocation of funds from the community-based care risk pool in accordance with s. 216.181(6)(a). Funds from the pool may be used to match available federal dollars.
  - 1. Such funds shall constitute partial security for contract performance by lead agencies and shall be used to offset the need for a performance bond.
  - 2. The department may separately require a bond to mitigate the financial consequences of potential acts of malfeasance or misfeasance or criminal violations by the service provider.

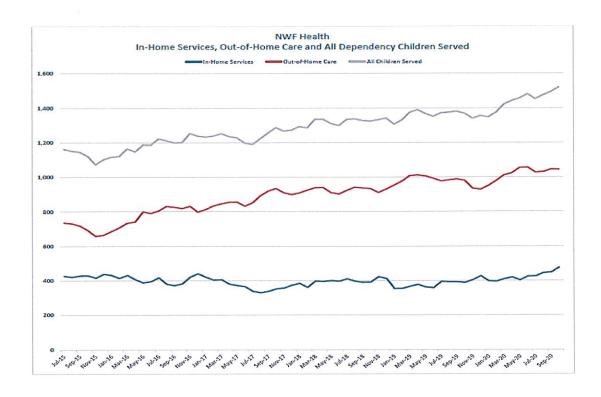
#### Narrative - Question #4

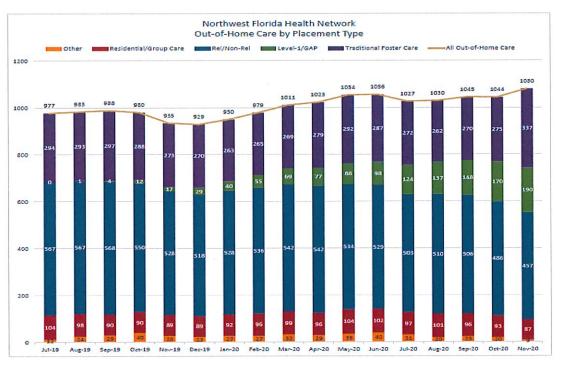
NWF Health Network (NWFHN) is seeking risk pool funding for the 2020-2021 Fiscal Year. Northwest Florida and NWFHN have faced a "perfect storm" which has created new challenges and exacerbated existing challenges beginning during the 2018-2019 Fiscal Year. On October 10, 2018, the landscape of the Florida Panhandle was forever changed. NWFHN and its sub providers where already having challenges in the Bay County (Circuit 14) area prior to the storm however these where impaired by this historic storm. As recovery continued two years later in early Spring 2020, the country began to grapple with a devastating and debilitating Pandemic which essentially shut down the economy. These two events have not only dramatically affected the Panhandle area of Florida but have put additional stressors on the Child Welfare System, both clients and the workforce.

NWFHN has had a steady increase in the number of children entering Out-of-Home Care in Circuits 2 & 14. The number of children in Out-of-Home Care has been a problem confronting NWFHN for a couple of years. Circuit 14 has seen a decrease of approximately two (2) children between July 2017 and July 2020. However, Circuit 2 has seen an increase of approximately 165 children over the same time span.



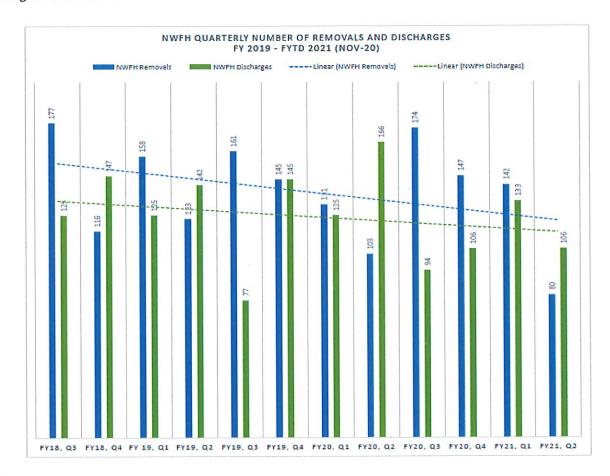
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To compound this challenge, children are exiting out-of-home care to permanent homes within twelve (12) months at a very low rate in comparison to performance target and state average. Similarly to Circuit 14, Circuit 2 has also had a low percentage of children exit out-of-home care to permanent homes within twelve (12) months. The obvious challenge here, which dovetails with

the increase in out-of-home care numbers, is NWFHN is having more children come in to care than are leaving care. This slowdown in exits and increase in entries is overwhelming the system. Additionally, this increase has strained the Case Management System by overwhelming the Case Managers with increased caseloads.



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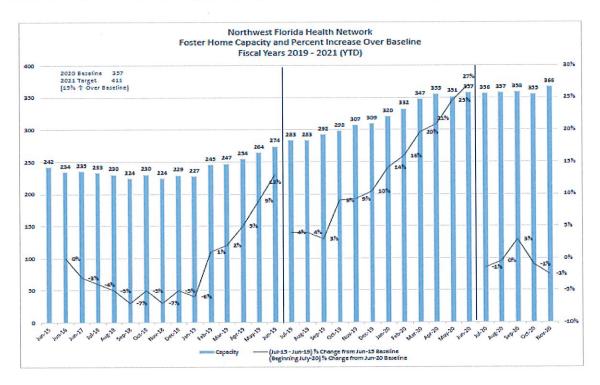


Hurricane Michael severely damaged NWFHN's buildings in Bay County and the surrounding areas. NWFHN's Panama City location at Harrison Avenue was completely destroyed as was its Independence Village housing facility. Additionally, its Marianna, Chipley, and Quincy service centers sustained damage due to the storm. The buildings have been coming online over the past two years, with the Harrison Avenue location reopening the beginning of December 2020. The effects of Hurricane Michael are still being felt in the region, even two years post storm. A large number of homes and apartments in the area were destroyed which has since made housing for employees an issue. Bay County and the surrounding areas have a high percentage of individuals who rent for their primary residence, which is continuing to pose challenges of housing and recruiting potential employees. NWFHN increased the salaries for Case Managers in Bay County out of necessity in order to be able to recruit and retain skilled employees. Additionally, NWFHN terminated its contract with Children's Home Society for Case Management in Bay County in order to stabilize the services and workforce. However, even with these increased salary rates necessary it put an additional strain on NWFHN's budget.

On March 26, 2020, NWFHN made the difficult decision to close its office buildings and move to a telework environment. Many of its sub providers followed suit and moved its workforce to a remote working environment. This Pandemic has crippled the economy in the Panhandle of Florida which relies heavily on tourism and the service industry. Economic troubles are inextricably linked with a rise in domestic abuse, child abuse, mental health issues and drug misuse. This has put an additional stressor on an already fragile Child Welfare System of Care. Finally, NWFHN has incurred in excess of \$150,000 of additional expenses due to the COVID-19

Pandemic. NWFHN did apply for and receive Paycheck Protection Program (PPP) loans which will be utilized to offset some of the increased costs associated with the Pandemic.

The two events described above has also lead to challenges recruiting and retaining licensed foster homes. These foster homes are crucial to the Child Welfare System as it keeps children in a more traditional home setting, rather than a group home, and it comes at a much lower financial cost to the system. Both Hurricane Michael and the current Pandemic has really effected the number of available homes and beds for the children in care in the Panhandle. In October 2020, NWFHN, terminated its contract with Life Management Center for Foster Care Management and brought this function in-house with the intention of recruiting more foster homes, especially in the Bay County area. NWFHN has been successful in the recruitment and retention of homes in Circuit 2. We anticipate the same success in Circuit 14. Increased capacity of licensed foster homes will allow for a decrease in the need for group care. NWFHN started the fiscal year with over a 100 children and youth in group care. As of the writing of this application we are in the mid-80 range of children and youth in group care, which has resulted in a cost reduction. The decrease is due to a heightened focus on moving children to a family like setting and direct conversations with case management organizations bi-monthly led by leadership.



Throughout this challenging time NWFHN working with its sub providers has worked to tackle these challenges and strategize and implement tactics and systems to eliminate the deficits in both Circuits 2 and 14. NWFHN had planned to eliminate \$98,194 in costs at the beginning of Q2 by shifting the Early Childhood Court employees to the courts where the funding was placed by the legislature this fiscal year this did not happen and NWFHN is still incurring these costs. Another example of NWFHN absorbing an expense that should be held by another state agency is our Agency for Persons with Disabilities (APD) population. NWFHN has spent well over \$150,000 this year on youth who should be funded by APD. An analysis of our Purchase of Services expense found services that were Medicaid billable were not being billed to Medicaid

but to the NWFHN budget. Our team has a multi-phase plan to address with case management organizations, Medicaid providers, and our own agency. Additionally, NWFHN is projecting to pay in excess of \$90,000 in beds which go unfilled under our utilization agreements. This is a topic NWFHN is looking to address with our sub providers in the New Year. NWFHN has worked to reorganize itself to create efficiencies and streamline work processes and products. While the challenges facing NWFHN, its clients, workforce, and sub providers are daunting we are committed to working through this and plan to come out on the other end in a much stronger financial position.

While these challenges are formidable, NWFHN is tackling them head on with approaches and solutions which will lessen the financial strain on the system and improve services for our clients. NWFHN has worked closely with the Department of Children and Families Northwest Regional office on a Fiscal Viability Plan containing solutions for lessening the financial deficit our agency is facing. The dovetailing of Hurricane Michael, the COVID-19 Pandemic, and the increase of children in out of home care and the costs associated with this has caused NWFHN to realize a deficit and necessitated the need to apply for risk pool funding from the State of Florida and Department of Children and Families

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#### 2019-2020 Risk Pool Report Recommendations

- 1. BBCBC should continue to request and accept the Department's assistance in the form of sending experienced employees and/or contractors to help with one or more areas of specific need which could help improve case manager stability, discharges to permanency, and the effectiveness of frontend services and reduce the number of children ages 6-12 in RGC.
  - NWFHN, as in the past, will continue to reach out to, and work with the Department to
    address issues that may arise. NWFHN has had, and continues to have, a great
    relationship and partnership with the Northwest Region. NWFHN meets with the
    Department on a weekly and monthly basis on various topics so the flow of information
    and transparency between the two parties is very strong.
- 2. Risk Pool funding provides a stopgap (non-recurring) resource intended to mitigate unanticipated changes in the number of clients and/or services needed for clients; it is not designed to annualize expenses. BBCBC should develop a plan to meet existing and trending client needs while reducing costs more in-line with their recurring core services funding allocation in anticipation of being financially viable by the end of the fiscal year.
  - NWFHN understands these funds are non-recurring, however, the two disasters we have faced in the past two years, Hurricane Michael and the COIVD-19 Pandemic, have hampered our ability to aggressively and effectively implement and accomplish our goals in our Financial Viability Plan.
- 3. BBCBC should continue initiatives itemized in last year's Risk Pool Report.
  - NWFHN has reviewed the Final Risk Pool Reports and past initiatives and have developed and will continue to modify the Financial Viability Plan and utilize this document as our guide to attain a stronger financial footing.
- 4. BBCBC must focus on its corrective action plan for children exiting foster care to a permanent home within twelve months of entering care.
  - NWFHN has tried multiple strategies specific to increasing the number of children exiting foster care to a permanent home within twelve months of entering care. Recognizing the statewide struggles with permanency, current public health crisis and permanency being a system measure versus one specific to case management we have revamped our processes to help achieve better results. To truly get to permanency within twelve months engagement must start earlier. Engagement with families and expectations should begin sooner. This is one reason why we changed our case transfer process to an early engagement/rapid response process. Additionally, we are requiring ownership of permanency at the case management level versus at the lead agency level. Permanency staffings are now lead by case management leadership. The lead agency has established a Care Coordination team which focuses on timely permanency for children in licensed care. Each of these specific activities should lend to better permanency outcomes.
- 5. BBCBC should reduce their reliance on group care with an emphasis on reducing the number of children over the age of 5 in residential group care.
  - NWFHN consistently has no children in group care under the age of 5. Since July 1, 2020, there has been a reduction of children and youth in group care from 102 to present day mid-80. In the next month we anticipate an additional 10 children and youth to exit due to reunification, finalized ICPC placements, and added capacity within our licensed foster

care placements. NWFHN has increased its efforts in recruiting and retaining Foster Homes in both Circuit 2 and 14. NWFHN has brought Foster Home Management in house as of October 2020 in an effort to bolster the available Foster Homes in Circuit 14. NWFHN has provided an intense focus on this population, and our high cost group care placements, via bi-monthly staffings of children and youth with case management, licensing staff, placement and adoptions leadership.

- 6. BBCBC should continue monthly, or more frequent, formal case reviews of all children placed in group care to identify children who could be moved to a less restrictive placement. Reviews should include placement and licensing staff to ensure newly licensed homes, with or without enhanced supports, are explored as safe placement options.
  - NWFHN conducts child specific staffings with case management, foster family supports and placement regarding children and youth in group care. Additionally, NWFHN has assigned Champions to 20 children and youth in group care settings as a neutral eye into determining if a less restrictive placement is plausible for the youth. In August 2020, bimonthly staffings including case management, placement, licensing staff, and adoptions led by the NWFHN Chief Operating Officer were established to review child specific needs to achieve a less restrictive and more family like setting than a group home.
- 7. BBCBC should collaborate with the department to increase utilization of diversion services as a safe alternative to removals.
  - NWFHN established an In Home unit in one of our highest removal counties in the Fall of 2019. Evaluation of this program and expansion across our network is being discussed. NWFHN began early engagement/rapid case assignment of case managers this fiscal year. Earlier engagement of case management should lend to better communication and movement in the initial phase of a case with a family. NWFHN is working with the department on a project to incorporate Integrated Practice Teams into our system of care. This would provide an avenue for investigators to utilize a specialized team to support a family prior to a removal.
- 8. BBCBC should increase efforts to stabilize the workforce and reduce case manager turnover.
  - NWFHN has brought Case Management in house in Bay County in order to stabilize the
    work force and bolster the ability to recruit and retain skilled employees. Additionally,
    NWFHN has increased the salaries for these employees in order to reduce turnover in
    these positions. Finally, workforce turnover among NWFHN and within our provider
    network has stabilized over the last year.
- 9. BBCBC must continue to work on their financial viability plan.
  - NWFHN has continued to work in collaboration with the Department on our Financial Viability Plan. We have made modifications were needed and presented a clearer picture of goals and projected cost savings.

#### **EXHIBIT B**

Out-of-Home Care versus Financial Viability Plan

See Attachment

### **EXHIBIT C**

Financial Viability Plan

See Attachment

**EXHIBIT D** 

Level 1, ECC Costs, DCM Caseload

See Attachment

**EXHIBIT E** 

Risk Pool Funding Deficit

See Attachment

**EXHIBIT F** 

NWFHN Budget Projection Template FY20-21

See Attachment

**EXHIBIT G** 

Recovery Grants Overview

See Attachment

#### EXHIBIT B

OOH vs FVP FYE 6/30/2021

												E	stimate	d Client	Count	Mth									Actual Jul	-Oct Estima	ted Client C	ost/Mth					
1	Fisc	al Viab	ility Plan	1	- 1	Т	arget	1	Jul	Aug	Sep	Oct	Nov	Dec	Jan F	eb 1	Mar I	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
								Ave																									
					% OOH			Cost/Place																									200000000000000000000000000000000000000
	Q1	Q2	Q3	Q4	Q4	724	Amt	ment/day	31	31	30	31	30	31	31	28	31	30	31	30	31	31	30	31	30	31	31	28	31	30	31	30	Total
Counts in Level 1 Licensed Foster Homes	125	145	160	175	0.17	125	683,431	15	125	125	125	145	145	145	160	160	160	175	175	175	53,395	36,490	38,539	42,390	65,250	67,425	74,400	67,200	74,400	78,750	81,375	78,750	758,364
Subtotal	125	145	160	175	0.17	125	683,431		125	125	125	145	145	145	160	160	160	175	175	175	53,395	36,490	38,539	42,390	65,250	67,425	74,400	67,200	74,400	78,750	81,375	78,750	758,364
Counts in relative placements	435	425	415	405	0.40	289		0	435	435	435	425	425	425	415	415	415	405	405	405		-	-		-	7	-	-	-	-	-	-	-
Counts in non-relative placements	113	108	103	98	0.10	70	-	0	113	113	113	108	108	108	103	103	103	98	98	98	•	-							-				
Counts in licensed family foster placements	215	226	230	238	0.23	170	1,858,932	30	215	215	215	226	226	226	230	230	230	238	238	238	194,493	204,414	198,767	213,521	203,400	210,180	213,900	193,200	213,900	214,200	221,340	214,200	2,495,516
Counts in group placements	102	97	72	62	0.06	44	2,453,583	152	102	102	102	97	97	97	72	72	72	62	62	62	473,149	503,141	491,562	490,042	442,320	457,064	339,264	306,432	339,264	282,720	292,144	282,720	4,699,823
Counts in residential treatment placements	3	3	2	2	0.00	1	208,284	400	3	3	3	3	3	3	2	2	2	2	2	2	76,441	77,611	72,845	72,723	36,000	37,200	24,800	22,400	24,800	24,000	24,800	24,000	517,620
Counts in "other" placement types	35	35	35	35	0.03	25	-	0	35	35	35	35	35	35	35	35	35	35	35	35	-	-	•		-		-	-	-		-		-
Subtotal	903	894	857	840	0.83	599	4,520,799		903	903	903	894	894	894	857	857	857	840	840	840	744,084	785,166	763,174	776,287	681,720	704,444	577,964	522,032	577,964	520,920	538,284	520,920	7,712,959
Total	1028	1039	1017	1015	1.00																797,478	821,656	801,713	818,677	746,970	771,869	652,364	589,232	652,364	599,670	619,659	599,670	8,471,323

Board Reduction Future Period w/o L1 (3,192,160)

	EXHIBIT C																
othwest Florida Health Netwo	ork Financial Viability Plan July 2020-June Action Steps That Mariet	Service based, Statistics, Statistics, Service	Person Responsible	Target Guin for Implementation	Actual Date Implemented	Status (Organing, Complete, etc.)	Description of planned activities and, specifically how they are reported to, tripped the Others is impact as societied, with them.	identify specific leading indicators or process measures that are used to askess progress toward improvement of forkers to impact.	Performance as of 1/1.000	Quarterly Projections	Target for 4/30/25	Data Source	Civil Swengs Projections	Ortober 2000 Update (Tal Oir - Ad Gegl)	January 2021 Update (2nd Gr - Oct Dec)	Aget 2021 Update (Set Qtr. Set Mar)	(an Qr. Aprilia)
ns (in address factors printed to are	intrinsic later care		Court any Stanford	144 3030	Auby 2020	Organia	OE: Analyze distributed programs where in home cause record out of forme cause. "Only some form agreement in the lister of finite our anthroung the outcome out of July 2000. OE: Ontoreone shifted to hazard somes can system of our and next sizes if implementation in formalish."	11	37E children youth were being served in bottle as of June 2020	(b) Prentenull behave of of Q1 decision	All better continue world have an in harter case management focus and explained system which would interest in his case management by 15, such question.	bearried tracking and ESTN reports.			October 2000 spoletic Inchresor to 445 Minimited 2000 spoletic Microsof to 935 December 2000 spoletic Microsof to 654		
Si perception better less, and all technical series of technical series part (eth) pringent continue.	ranner with account and notified statements to denity and owners to become (history and its four burners to become (history and its four burners).		Coursey Scanford	August 2020	Aug.M 2020	Organia	Qui Action will be hasefulf of Q1 deritore, topother i filande Health Interest wall participate in morthly planned features reserving, and to interest and a element stud-houlders to assist, and to interest and a element stud-houlders to assist, gas an exercise form from entires and care, and suffery planning that care resource into care, and care.	11/12/21/22/23/24	427 (history wars remained in 14 19/2) in Drust 2 and 14.	Q1 (10% acreewise Q2) 100% acreewise Q3) Projection will be board off of Q3 declare. Q6: Projection will be board off of Q3 declare.	A spitem would be sephice which supported in buses cause errors second-size distincts to referent children.	DCF Deshboard	Presing analysis of Q2 and Q2 activities interest to a termining program, incomest, disent out of home placement in direction, in a homeof dozen home, the usergy would be a moreover of SATIMENT. Or, are assisted group home placement would be a moreover of \$3.450/ments.	SII activitymet, barrer fersiler committee formed, inshal actively for reduction or removely faccord on an "integrated learn" much designing yearing, Famile Support formers of flowth famile president formers activities, decembers to remove and lock-size in their established process.	Gooder 2000-update: Increase to 445 tournober 2020-update: Increase to 5500 Documber 2030 applete: Increase to 555		
ns (a address factors related to the	the coast of distillers within in care.  (Lensibler traversity amongst 1: a months; children'spearin agrange care that is a desirable standarders, gains in been to defen abor institution, gains in been to defen abor institution (Company on the Company of the institution (Company on the Mode abord institution (Company on the Mode abord of the		Coursey Surfeed	Augest 2020	August 2020	O-e-e-e	Cit. Introduce I mouther (Landrich) sypomethy and accumulatory resonancing res	22,21,24	302 children/yeuth on group care placements	Q2 100h withrestor	ASIAS (Sheet and Control of Contr	Internal Servethy Fractions Propert	Aerage daty text in group time and Systemate 1, 3020 ws \$12,714.6. Our feet, Was presented reduction: \$10,756.	© at hits sect. Based on Westy Group Core report or model © 14 56 Addison/youth. 6 (Addison-proposed increased to \$17,789.00.)	October 2003 businers. Manntanned at March in discrease in-days good in 5,24 ALE 28. Naturalist 2003 updates (Secrean to SE Turtho- discrease in disputs of SE/SSEL 27 Secreeding 2002) spellida i Incircose fo 2003.		
antu teutrani piatahani	Scientiste Discharge Planning Scientischen		Reduction lecture	July 2020	N- 2023	0	GE (schaft protectio, month) Chempton and this of pressure. GE (schafte probabilities make time group care, they coal placement and activity factors. GE (Section of ACM) Section GE (Section of ACM) Section of the coal of t	22,334	20 children (south accepted Champions	Ql: 100k schewise		belgamad Adamstray Tracking Report	d Oceanory reduction \$40,500 flocal feet reduction: \$162,000	Q3 activity met. 20 children were assigned changes to focus or resulting accurate placement in a family file setting or one which is much beneficial to the childrensh. Pricess according and followings spot secusing.	October 2020 saddes, 6 children stepped from their high-seel passwere. Staff ceel derivate hum-5/27/8/3/15/5/44/2/8. Repermier 2020 spiller. December 2220-seelse.	-	
Average daily seed of group come	excess excitate facts care halten with targeted recruitment.		MelyCore	14/7029	Nay 2600	Ongoing	Q1. Execute Cross I and Execut 14 feeter Family Speper (programs and rejectives members). Exercise coming a particle and feeter (see the coming of the coming of feeter (see the coming of the coming of the coming of the coming of the coming of the see the coming of the coming of the see the coming of the coming of the see the coming of feeter (see the coming of	22,13,14	Notitions: 204 C2 127 C14 77	Gh Proprison will be have off of Q2 decision.	Nymente: 238 C2: 162 C3e Ne.	Second Northly Tricking Pripari	Contail/reduction SPAIP Final for reduction SPAIPS	(2) activity may. Resed on Informal Manching Tracing Report CL and GS terger. 138 Newt-VSID below and CL 64 and one Food terger. 81. Newt-VSI bis-less Newt-Vsi-sud- terger. 81. Newt-VSI bis-less Newt-Vsi-sud- teract Newt-VSI bis-less Newt-Vsi-sud- ters Newt-VSI bis-less Newt-Vsi-sud- ters Newt-Vsi-sud-vsi-sud-vsi-sud- sud-vsi-sud-vsi-sud-less-sud-vsi-sud- less-vsi-sud-vsi-sud-less-sud-vsi-sud- val-vsi-sud-vsi-sud-vsi-sud-vsi-sud-vsi-sud- val-vsi-sud-	October 2020; Decrease to JOH Cr. 127 and St. TRI States to States		
(stafikemend (zer mooth); militare (fativ = gring)	entrant Level I Sharson for eligible placements.		Monthad room, such sor	14, 2022	Ady 2020	Ongrane	QL Evaluation que commit prisonal la license sent il plazamente, i chemity wearthy largers, standity anno line ad distinction existe la license de la lice	м	15.40% at hely 1,20200	QLI 21% QLi 27% QLi 27% QLi 40%. QLi 27% QLi 40%. QLi 27% QLi 40%. QLi 40% QLi	40%	interpal Windly Tracking Engart and Standard proper from Difton of Child Middlers	Level 3 processes and absorber the draw down of 100 ME. Levillag.	QI activity med. No emblastive of process, second a part time furth-road position), pulling from interest imposition, Colleged Interest Interest in modal placements. Engage and mod 10,24% wen send of QI N.	October 3270 update increase to 23.54%. Nacember 2270 update success to 31.74%. Occumber 2270 update increase to 51.74%.		
s to address lactors related to ea	wite from saw																
	manual the number of photos is to be not use or the property of the distriction by system within 18 marchs		Court new Stanford	October 2729	Oxforber 2020	Organg	(L) instaled activity is destify the children in funered care who have been it is our male? It is formatch. In instale a planned his instale a planned his properties of the control of th	n	States as of December 2022 (when added to plan) 294 Children/And in learned parents of the Children of the 15 martin.	n Activity will be athle-able.	Potantial wavings based on \$6 molecular most the Trickly year waviet for a management of \$4,7% (Innext years \$54.33) (Innext).	ISEN data reports.	If are and of hime pay must is abminished, in Success factor home, the samps would be a minimum of Schillmants, Or, our reported group home parameters would be a remember of \$2.4652 resets.	less part of Financial Viability Plan in QL	October: Natural howards Vadality Plan Nameber: Not in Insured Vadality Plan Describer update redails had a satisfy. \$16 stiddersy (sulf)		
n to address factors related to ex																	
	crows fiscal association by the other for of muchas of lientess appearan.		Charles McGorario	14,303	NA, 2023	Organg	(iii). Impresse execularized for children sen Cultill Worlders Specialiste Pains and conquised Open Considerate Principal Consideration Principal Consideratio	Overall leafert retrations.		e/Gs.	\$290,000 industors potential.	internal tracking.	\$250,000-eduction patertial.	Q1 actionfly met.	Grozier 2020 upder: EPUED rederiors Buserier 2020 upder: EPUED rederiors Describer 2020 upder: Describer 2020 upder:		
Action of Administrative Cents	Suduction in conference/framing expenses due to COVID-29 and ability to conduct to venuely outside of the public health cores.		At other workers structures	34, 2020	NA, 2020	0-4-4	all triviting purposed or attended conferences and transage will be confected utiliting utilization, or other visual plantness to element movel expenses.	Overall laudget rechetors.	All underward and trainings are being body LTM town or other soften platforms	S12,500 quarterly reduction.	\$50,000 facul year reduction.	internal tracking.	\$12,500 quarterly reduction. \$50,000 focal peor reduction.	O3 activity met.	October 2220 update: \$4,367 November 2020 update: \$4,367 Documber 2020 update		
	Subustion in imbagaritized expenses due (COVID-19)		All chief workers employees	A4 2000	haly 2020	Organie	Travel No. Neon reduced and writing platforms have been marked for drawin operations cardings in a COMO 15 analyzement.	Overall budget reductors.	All travel has been reduced and UNIVERSE without platforms have been an parameters.		SNB.000 flouri year traduction.	internal tracking.	522,500 quarteris reduction. \$10,000 fluxil year reduction.	Q1 adhetymes.	October 2020-update: \$7,300 November 2020-update: \$7,500 December 2020-update		
	Emmate se herse FEL.		Court sey transfers	d No1100	houseder 2020	Companie	ATTES within type into one of our subcont cut providers literatured.	Over all budget neductions.	FTE freeze and reduction are in place.	SSE250 quarterly reduction.	\$255,000 facet and reshalton.	intensifications.	\$13,750 quarterly reduction. \$215,000 Real year terbellion.	G) actorymet.	October 2020 update, 3 FTEs censor fitzens, housester 2020 spelate; 1 PTE has been elemented. December 2020 spelate 2 FTEs have been elemented. Coducting additional hand be involved attenuate.		

Northwest Florida Health Network																					
			d Projections od by CBC)																		
	FY20-21 Q1	FY20-21 Q2	FY20-21 Q3	FY20-21 Q4																	
1. Entries into care					Min	Max											May-20		Trend Last Six Months		OCUPALIA-ALA-ALA-ALA-ALA-ALA-ALA-ALA-ALA-ALA
1.1) % served in-home (vs. out-of-home)	BERGET!				22%	30%	27.1%	26.9%	26.6%	26.5%	28.5%		27.7%		27.2%	27.5%		26.3%		up	OCWDRU-Dashboard-Childr
1.2) Removal rate per 100 alleged victims					2.3	7.3	3.8	2.4	6.4	4.0	3.0	2.3	3.3	6.0	5.7	5.8	5.1	6.1			OCWDRU #1247
					258	396	364	361	358	354	373	396	364	361	378	389	372	378		ир	OCWDRU-Dashboard-Childr
Counts of children in-home	386	391	396	400	852	1,060	977	983	988	980	935	929	950	979	1,011	1,023	1,056	1,060		down	OCWDRU-Dashboard-Childr
Counts of children out-of-home	1030	1041	1040	1043	1,120	1,438	1,341	1,344	1.346	1,334	1,308	1,325	1.314	1.340	1,389	1,412		1,438			
Total children in in- and out-of-home care (last day of month)	1416	1432	1436	1443	1,120	1,438	1,341	1,344	1,340	1,334	1,308	1,323	1,514	1,540	1,505	2,422	2,420	2,450			
(safety check) % not abused/neglected in-home	97%	97%	97%	97%	97%	100%		98.56%			98.56%			98.37%			98.45%			up	OCWDRU-Dashboard-CBC S
Counts abused/neglected in-home	1	1	1	1	1	14		7			7			9			8			down	OCWDRU #1111
Counts abused/neglected III-nome		•		(.5)	₹	1 <del>.</del>															
Counts of alleged victims for investigations closed in the month					589	1,037	799	742	623	844	893	744	719	779	866	851	589	691			OCWDRU-Dashboard-Childr
Counts of removals of alleged victims for investigations closed in the month					17	65	30	18	40	34	27	17	24	47	49	49	30	42			OCWDRU-Dashboard-Childr
Counts of removals in the month					30	78	34	43	53	35	34	31	47	58	67	44	59	51			OCWDRU-Dashboard-Childr
																		20	Trend	Good direction	
2. Cost of children in care					Min	Max 63%	Jul-19 58.0%	Michigan Comment	Sep-19 57.5%		Nov-19 56.5%	55.8%			53.6%	53.0%	May-20 50.9%	50.3%	irena	up	OCWDRU-Dashboard-Childr
2.1) % out-of-home in relative or non-relative placements					50%	1000	10.6%	57.7%		9.2%	9.5%	9.6%		9.8%	9.8%	9.4%	9.8%	9.6%		down	OCWDRU-Dashboard-Childr
2.2) % out-of-home in group or residential treatment placements					9%	14%	10.6%	10.0%	9.1%	9.2%	9.5%	9.0%	9.770	3.070	3.070	3.470	3.070	3.070		down	CBC Financial Application (A
2.3) Average daily cost of group care							1000													down	CBC Financial Application (A
2.4) Total licensed care monthly expenditures (foster + group)	E WEST				CONSTRUCTION OF THE PARTY OF TH		12000													2000	CDC ( mandar ( pp. manar) (
Counts in Level 1 Licensed Foster Homes	125	145	160	175																	
Counts in relative placements	435	425	415	405	373	452	419	403	416	401	389	381	390	390	406	417	416	420			OCWDRU-Dashboard-Childr
Counts in non-relative placements	113	108	103	98	110	164	148	164	152	149	139	137	138	146	136	125	122	113			OCWDRU-Dashboard-Childr
Counts in licensed family foster placements (home/capacity)	215/371	226/390	230/397	238/411	202	386	294	294	301	300	290	299	303	320	338	356	378	386			OCWDRU-Dashboard-Childr
Counts in group placements (Red # indicates initial goal/indicates Q3 re-evaluation goals)	102	97	92 /72	87/62	83	116	98	95	88	88	87	83	87	91	95	91	98	97			OCWDRU-Dashboard-Childr
Counts in residential treatment placements	3	3	2	2	2	9	6	3	2	2	2	6	5	5	4	5	6	5			OCWDRU-Dashboard-Childr
Counts in "other" placement types	35	35	35	35	12	50	12	24	29	40	28	23	27	27	32	29	36	39			OCWDRU-Dashboard-Childr
Total children in out-of-home (last day of month)	1030	1041	1040	1043	852	1,060	977	983	988	980	935	929	950	979	1,011	1,023	1,056	1,060		down	OCWDRU-Dashboard-Childr
								5.00									4.40			down	OCWDRU-Dashboard-CBC S
(Federal safety check) Rate of abuse per 100K days in ohc	4.49	4.49	4.49	4.49	4.49	9.50		6.00			4.52			4.49			4.49			down	OCWDRU-Dashboard-CBC S
Counts of verified out-of-home	16	16	16	16	16	32		21			16			16			16			aown	OCWDRU #1108
					Min	Max	Jul-19	Διισ-19	Sen-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Trend	Good direction	
Exits from care     3.1) % of children who have been in out-of-home care greater than 18 months					0%	33%	29.2%	31.5%	33.4%	33.5%				0.0%	0.0%	0.0%	0.0%	0.0%		down	OCWDRU #1244
3.2) Discharge rate per 100 in OOHC					2.3	8.1	4.8	4.0	3.7	4.6	8.1	3.8	2.8	2.9	3.2	3.0	2.5	4.4		up	OCWDRU-Dashboard-Childr
3.2) Discharge rate per 100 in OOnC						312			34												
Counts of discharges (by month) PENDING COVID-19 IMPACTS	40/month 120/quarter	40/month 120/quarter	40/month 120/quarter	40/month 120/quarter	23	76	47	39	37	45	76	35	27	28	32	31	26	47		up	OCWDRU-Dashboard-Childr
Counts of discharges (by month) PENDING COVID-13 INFACTS		1	1	1	1																
(safety check) % not abused within 6 months of termination of supervision	98.39%	98.39%	98.39%	98.39%	95%	100%		96.48%			98.39%									up	OCWDRU-Dashboard-CBC S
Count of children with a verified finding within 6 months of termination of supervision	2	2	2	2	0.00	7.00		5			2									down	OCWDRU #1117
Count of Children With a Ferritor finding Within a Montals of Certification of Supervision		-					10														

# **EXHIBIT D**

Case Management DCM Funding vs Case Load FVP Target

### Client Counts

					# DCM/20
	ООН	IH	Courtesy	Total	Cases
7/1/2017	832	365	300	1497	75
7/1/2018	902	396	314	1612	81
7/1/2019	993	358	334	1685	85
7/1/2020	1056	424	292	1772	89
AVG		386	310		
<b>FVP Target</b>	724	386	310	1,420	71
			Curre	ent # DCM	80
			Reduction	on in DCM	(9)
				Rate/DCM	70,618
			Estitmat	ed Savings	(635,562)

## NWFHN FYE 6/30/2021

	Allocation to
Title	L1
GAP Supervisor	100.0%
OOH Manager	16.7%
Kinship Specialist - GAP	100.0%
OOH Director	3.3%
Performance, Quality & Accreditation Manager	33.0%
Licensing Specialist - GAP - C14	100.0%
Licensing Specialist - GAP	100.0%
Licensing Specialist - GAP	100.0%
Licensing Specialist - GAP	100.0%
Kinship Specialist - GAP	100.0%
Attestation Specialist	100.0%
Admin Assistant - Intern	100.0%
Kinship Specialist - GAP	100.0%
Admin Assistant - Intern	100.0%
Total FTE's	11.53
Subtotal Personnel	585,317
Bkground screenings	10,000
Clothing	22,500
Support/Admin	61,782
Total Costs	679,599
Allocation	444,772
Variance	(234,827)

## NWFHN FYE 6/30/2021

Title	Allocation to ECC
Early Court Community Coordinator	100.0%
Early Court Community Coordinator	100.0%
Total FTE's	2.00

<b>Subtotal Personnel</b>	128,230
Support/Admin	12,823
Total Costs	141,053

## **EXHIBIT E**

#### Risk Pool Deficit Funding

Savings

Out of Home Care (3,192,160) Projections to FVP Target

DCM FTE (635,562) Reduction in case loads per FVP Target

Early Childhood Court FTE's (141,053) Funding Shift to Courts Level 1 FTE Allocation deficit (234,827) add'l resources need

Total (4,203,603)

# CBC EXPENDITURE PROJECTION WORKSHEET For the Contract Year July 1, 2020 through June 30, 2021

Enter CBC	BJ101	Northwest Florida Health Network													
					Actual Re	venues					Projected	Revenues		TA SHARRY	
	OF OTON 4		July	August	September	October	November	December	January	February	March	April	May	June	Total
CBC GL Acct.#	SECTION 1 Revenue - (Include of	nly DCF Revenue)		om Budget Projec		OCIODEI	November	December	January	1 CDI daily	maron	April	inay	Guile	
	In the second second	DCF Revenue Sources:								ALPHANISH NAME	ASSESSED OF	A STATE OF THE PARTY OF THE PAR	Adda parti		
		DCF Contract Revenue	3,369,801	3,369,801	3,369,801	3,369,801	3,369,801	3,369,801	3,369,801	3,369,801	3,369,801	3,369,801	3,369,801	3,369,801	40,437,610.00
		Prior Year Excess Earnings		- 1	-										(830,630.73)
		Carry Forward Surplus/(Deficit) from Prior Year	(830,631)	-	-	(67,286)									(67,286.00)
		MAS Deficit/(Surplus) Current Year GAP Deficit/(Surplus) Current Year	-	-	-	(10,084)									(10,084.00)
		Level 1 Deficit/(Surplus) Current Year				(21,568)									(21,568.00)
		DCF 3% Reduction							(616,801)						(616,801)
		Other Anticipated Paybacks - IL, 100806 Funding,													
		etc. (Current Year)	-		-										- :
		Anticipated Risk Pool Funding (Current Year)	-	-	-										-
		0	-	-											-
		Total Revenue	2,539,170.10	3,369,800.83	3,369,800.83	3,270,862.83	3,369,800.83	3,369,800.83	2,752,999,35	3,369,800.83	3,369,800.83	3,369,800.83	3,369,800.83	3,369,800.83	38,891,239.79
	No. of Contract of		Marian Aries and		Actual Expe	enditures	Alta Lighter Street	STATE OF THE PERSON	Printer Control		Projected E	xpenditures		State of the state of	
	SECTION 2		July	August	September	October	November	December	January	February	March	April	May	June	Total
		only expenses charged to DCF)		om Budget Projec											
		Lead Agency Costs:					fire conservation	NEW YORK OF THE PARTY OF THE PA			F00 153	589,498	589,498	589,498	5,445,701
5000,5005		Salaries & Wages	580,300	555,339	585,419			589,498 45,097	589,498 45,097	589,498 45,097					5,445,701 492,617
5100	4	Payroll Taxes Employee Benefits	44,393 129,228	42,483 127,107	44,785 77,288				140,876	140,876	140,876				1,697,389
5110-5200 7989 8899 and cost pool code 801	+	Allocated Admin and Support Costs	169,172	165,872	200,695					167,874	169,613	168,276	168,853	169,758	1,837,339
6065,6060,6080	1	Drug, Fingerprinting and Background Screening	10	495	685		605	605	605	605	605	605			6,757
6970,6995,7091-7099		Building Occupancy, Maintenance, Cleaning	126,274	122,537	139,781					149,095	149,095				1,708,809
6070,6800		Insurance	12,120	12,120		12,120			10,279	10,279	10,279 833				130,712 6,667
6100,6120		Professional and Consulting Services	-	-	-		833	833	833	833	833	833	633	033	- 0,007
	2	Furniture/Equipment less than \$5,000	- 1	-	-										
		Furniture/Equipment equal to or greater than \$5,000												THE RESERVE	-
6000,6005,6010,6025,6110	4	Computer Equipment, Software Purchases	5,713	5,500	28,137	76,215	9,746	9,746	9,746	9,746	9,746	9,746	9,746	9,746	193,534
0	5	Equipment Maintenance and Rental			-									0.440	
6020,6030,6050,6700,6710		Office Supplies, Postage, Printing	220	60			2,419 7,422		2,419 7,422	2,419 7,422	2,419 7,422				21,106 86,561
6200,6210,6215,6920,6925		Telephone and Communication Services	7,341	6,836	5,834	7,172	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422	00,501
6040,6400,6410	-	Training and Conferences Travel, Meals, Lodging	16	5,339	-	3,891	7,860	7,860	7,860	7,860	7,860	7,860	7,860	7,860	72,128
6300,6310,6315,6415 6850	-	Bank Charges	-	-	-										-
6510,6520,6530	1	Membership Dues and Fees		-	-		-	-	26,400	ERLUNI	-	- 1	-	-	26,400
	5	Advertising, Public Relations, Marketing	•		-										-
		In-Kind and Donations	-	-	- 075	200								_	1,625
6890		Other	750		675	200			-					110/25	- 1,020
		0					War and the same of the same o								-
	1														
	5	0		-	-										-
	0	0		-	-										-
	의	0	-		-										-
		0	-	-	-										-
		0		-	-										-
		Subcontracted Providers		In the assets	Berlin de la compans						Selvan est			B.willing to	ACTION AND ADDRESS.
7000		Dependency Case Management	534,349		540,203		524,250		524,250	524,250	524,250				6,345,927 1,290,492
7400,7600 - not BT cost pool code		Prevention Services	99,594		110,989					108,246 26,439	108,246 26,439		26,439		303,256
7400,7600 - not BT cost pool code		Safety Management Services Other Purchased Services	23,427 87,942		21,863 101,924			76,187	60.287	60,287	60,287				910,614
6130,7703,7756,7775,7777,7744,7	4	Residential Group Care	473,149		491,562				346,817	309,857	346,817	286,497	297,217	286,497	4,631,466
7820,7780 7820-110	1	Children's Mental Health Wrap-Around	76,441	77,611	72,845	72,723	35,103	35,103	35,103	35,103	35,103	35,103			580,444
7200		IL	38,124	38,124	38,124					37,545					452,850
7100		Foster Home Management	50,420		52,652			07.547	87,517	87,517	87,517	87,517	87,517	87,517	204,301 1.049.893
7500	4	Adoption	91,595 45,162		84,039 45,162					42,904	42.904				523,876
7500	4	Visitation	45,162 15,438		15,438				15,438	15,438	15,438				185,256
		PSSF-Family Support Pass Throughs	15,436	15,436	10,430	10,430		DATO TENENTS	Surprise De le	ATTENDED TO		6 2 minutes		Mary Charles	
7800 cost pool code 200 other code		Level I Licensed Foster Home	53,395		38,539				73,593	2,153			No. of the last of		374,432
7800 cost pool code 200 other code		Level II-V Licensed Foster Home	194,493	204,414	198,767		203,400								2,495,516
7850		Annual Clothing Allowance - Group Care	104,800	-	200	(300)	682	682	682	682	682	682	682	682	110,155
	0	Annual Clothing Allowance - Foster Home		883.630	863.010	887,337	910,429	910,429	910,429	910,429	910,429	910,429	910,429	910,429	10,798,861
7845	4	Maintenance Adoptions Subsidies	881,451 23,000	883,630 24,000	5,000			910,429	910,429	310,429	310,429	310,423	310,423	510,425	59,000
7855 7800-other OCA	-	Non-recurring Adoption Expenses (MP000) Guardianship Assistance Payments	23,000	3,341	3,103			10,131							30,017
7800-other OCA 7835	-	IL PESS	43,536	43,644						68,669	80,574	88,749	93,289	95,559	804,620
	ō	0		-	-										-
	0	0		-	-										-
	0	0	•	-											

			3,911,853	3,842,881	3,835,198	3,957,316	1,813,111	3,837,028	3,710,340	3,554,320	3,623,472	3,570,289	3,593,267	3,629,243	42,878,319
DCF Financial Application	Total Expenses		3,911,853	3,842,881	3,835,198	5,857,510	11,589,932	-	0,7 10,040	0,004,020	300000000000000000000000000000000000000			be will make the	23,179,864
Confirm actuals agree with	total reported to DCF		-	-	-	3,957,316	(9,776,821)	3,837,028	MARKET LANGE						
Section 2 is used to record to	he actual monthly expe	enditures incurred. These amounts should agree with the	he Monthly Actual Ex	penditure Reports	s filed with the D	epartment.									
						-									
	SECTION 3	o	2.539.170	3,369,801	3,369,801	3,270,863	3,369,801	3,369,801	2,752,999	3,369,801	3,369,801	3,369,801	3,369,801	3,369,801	38,891,240
		Gross Revenue Expenses	3,911,853	3,842,881	3,835,198	3,957,316	1,813,111	3,837,028	3,710,340	3,554,320	3,623,472	3,570,289	3,593,267	3,629,243	42,878,319
		Net Income (loss)	(1,372,683)	(473,081)	(465,397)	(686,453)	1,556,689	(467,227)	(957,340)	(184,520)	(253,671)	(200,488)	(223,466)	(259,443)	(3,987,079)
															-
		To be completed by Office of CBC/ME Financial A	Accountability												
		Does total revenue include current year and carry	forward amounts?												
		MAS Revenue													
		MAS Expenditures	10,798,861												1
		Deficit/(Surplus)	10,798,860.77												
		MAS Deficit/(Surplus) Reported Above Difference	(67,286.00) 10,866,146.77												
		Does the CBC account for the correct MAS Surpli	us or Deficit amoun	t?											
						•									
			Salaries and												- 1
		Actuals	Expenditures	# Months	Avg. Cost	Difference (\$)	Difference (%)	CBC Comments		hasia?					
		July,	580,299.69 555,339.48	1		(24,960.21)	-4%F	s your payroll on	a cash of accrual	Dasis?					-
		August September	585,419.21	1		30,079.73	5%								
		October	591,892.73	1		6,473.52		f payroll is bi-wee	kly and cash bas	is, what months	will include three p	payrolls?			
		November	(993,736.40)	1		(1,585,629.13)	-268%								
		December	589,498.00	1	318,118.78	1,583,234.40	-159%								
		Total - Actuals	1,908,712.71	6	310,110.70			Comment on any	significant month	lv swings and/or	anomalies:				
		Projections					Γ		-						
		January	589,498.00	1			0%								
		February	589,498.00	1		-	0%								
		March	589,498.00 589,498.00	1		-	0%								
		April May	589,498.00	1			0%								
		June	589,498.00	1		_	0%								
		Total Projected	3,536,988.00	6	589,498.00										
		And the state of t	F 44F 700 74	12	453,808.39										
		Total - Actual + Projected	5,445,700.71	12	455,000.55		L								
			Case Manag	gement											
		Actuals	Expenditures	# Months	Avg. Cost	Difference (\$)	Difference (%)	CBC Comments							
		July	534,348.60	1		0.074.00		Comment on any	significant month	ly swings and/or	anomalies:				
		August	540,423.29 540,202.97	1		6,074.69 (220.32)	1%								
		September October	536,952.57	i		(3,250.40)									
		November	524,249.89	1		(12,702.68)	-2%								
		December	524,249.89	1	500 101 50	-	0%								
		Total - Actuals	3,200,427.21	6	533,404.53										
		Projections													
		January	524,249.89	1		-	0%								
		February	524,249.89	1		-	0%								
		March	524,249.89	- 1		-	0%								
		April May	524,249.89 524,249.89	1		-	0%								
		June	524,249.89	1		-	0%								
		Total Projected	3,145,499.33	6	524,249.89										
		Total - Actual + Projected	6,345,926.54	12	528,827.21										
		Total - Actual + Projected	0,040,020.04	12	020,021.21										
			Residential Gr	oup Care				2.109							
		Actuals	Expenditures	# Days	Avg. Cost	Avg. Diff. (\$)	Difference (%)	CBC Comments							
		July	473,148.97	31	15,262.87	067.49	6% F	Comment on any	significant month	ly swings and/or	anomalies:				
		August September	503,140.79 491,562.35	31 30	16,230.35 16,385.41	967.48 155.06	1%								
		October	490,042.39	31	15,807.82	(577.59)	-4%								
		November	316,652.08	30	10,555.07	(5,252.75)	-33%								
		December	483,217.08	31	15,587.65	5,032.58	48%								
		Total - Actuals	2,757,763.67	184	14,987.85										
		Projections					1								
		Projections January	346,817.08	31	11,187.65		-28%								
		February	309,857.08	28	11,066.32	(121.32)	-1%								
		March	346,817.08	31 30	11,187.65	121.32									
		April	286,497.08 297,217.08	30 31	9,549.90 9,587.65	(1,637.75) 37.75	-15%								
		May June	286,497.08	30	9,549.90										
		Total Projected	1,873,702.50	181	10,351.95										

4,631,466.17

Total - Actual + Projected

365

12,688.95

To be completed by Office of CBC/ME F	inancial Accountability
Annual Clothing	
July-December Reported	106,063.64
July-December FSFN	
Difference	106,063.64

	Foster Care -	Level I-V				
Actuals	Expenditures	# Months	Avg. Cost	Difference (\$)		CBC Comments
July	247,888.04	1				Comment on any significant monthly swings and/or anomalies:
August	240,904.11	1		(6,983.93)		
September	237,306.11	1		(3,598.00)		
October	255,911.45	1		18,605.34	8%	
November	264,339.00	1		8,427.55	3%	
December	277,113.00	1		12,774.00	5%	
Total - Actuals	1,523,461.71	6	253,910.29			
Projections						
January	287,493.00	1		10,380.00	4%	
February	195,353.00	1		(92,140.00)		
March	213,900.00	1		18,547.00	9%	
April	214,200.00	1		300.00	0%	
May	221,340.00	1		7,140.00	3%	
June	214,200.00	1		(7,140.00)	-3%	
Total Projected	1,346,486.00	6	224,414.33			
Total - Actual + Projected	2,869,947.71	12	239,162.31			

To be completed by Office of CBC/ME Financial Accountability
Annual Clothing
July-December Reported
July-December FSFN
Difference

	All Expen	ises				
<u>Actuals</u>	Expenditures	# Months	Avg. Cost	Difference (\$)	Difference (%)	CBC Comments
July	3,807,052.62	1				Comment on any significant monthly swings and/or anomalies, other than what is noted above:
August	3,842,881.47	1		35,828,85	1%	
September	3,834,997.89	1		(7,883.58)	0%	
October	3,957,616.21	1			0%	
November	1,812,429.54	1			0%	
December	3,836,346.14	1			0%	
Total - Actuals	21,091,323.87	6	3,515,220.65			
Projections						
January	3,709,657.71	1		(126,688.44)	-3%	
February	3,553,638.65	1		(156,019.05)	-4%	
March	3,622,789.88	1		69,151.23	2%	
April	3,569,607.28	1		(53,182.60)	-1%	
May	3,592,585.20	1		22,977.92	1%	
June	3,628,561.55	1		35,976.34	1%	
Total Projected	21,676,840.28	6	3,612,806.71			
Total - Actual + Projected	42,768,164.15	12	3,564,013.68			

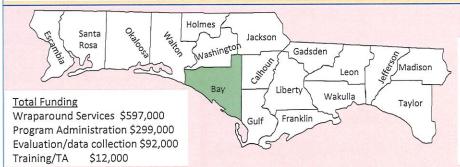


# Hurricane Michael - Recovery Grant

- \$5.7 M SAMHSA (federally) funded through DCF
- 12 month target timeline
- Target children and adults in counties impacted by Hurricane Michael
- Awarded October 2020
- NWFHN Grant Coordinator is Jade Hatcher

## **Funding**

Outpatient/Residential Services School based Behavioral Health Navigators Continue Kiosk Licenses up to 5 years \$1,196,000 \$1,895,000 \$378,000 Parent Child Interactive Therapy Family Functioning Therapy Comprehensive Needs Assessment \$763,060 \$763,060 \$200,000 Additional Trainings Program administration Program evaluation/data collection \$30,000 \$294,015 \$250,000



# Project RISE—Recovery Grant

- \$1 M SAMHSA (federally) funded directly to NWFHN
- 18 month target timeline
- Targets adults and families involved in the child welfare system from Bay County who were impacted by Hurricane Michael
- Primary service is High Fidelity Wraparound
- Awarded April 2020
- NWFHN Grant Coordinator is Katie Zimpfer

#### Holmes Jackson Washington Rosa Gadsden Madison Leon Liberty Wakulla Total Funding Taylor Wraparound Services \$610,000 Franklin Program Administration \$286,000 Evaluation/data collection \$92,000 Training/TA \$12,000

## Project THRIVE- Recovery Grant

- \$1 M SAMHSA (federally) funded directly to NWFHN
- 18 month target timeline
- Targets children in crisis from Bay, Gulf, Calhoun, and Jackson counties who were impacted by Hurricane Michael
- Primary service is High Fidelity Wraparound
- Awarded April 2020
- NWFHN Grant Coordinator is Kecia Crawford