

*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: Safe Children Coalition, Inc. (SCC)

Region: Suncoast

Contract No.: QJ2B0

Address: 1500 Independence Blvd. #210 Sarasota, FL 34234

Lead Agency Contact: Nina B. Slater

Phone No.: 941-809-3993

Contract Manager: Kayetrenia Nichols

Phone No.: 813-337-5792

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This request is being submitted in response to a projected deficit as of 6/30/22 inclusive of all currently available funding.

Financials:

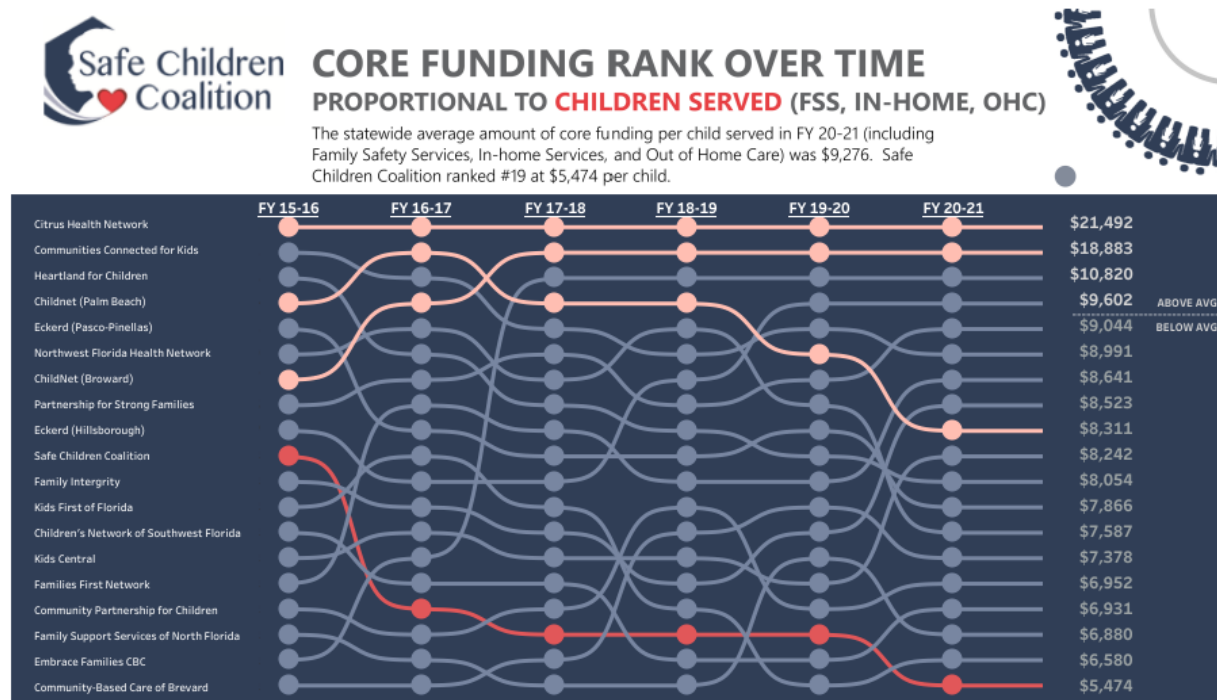
- 1) State the amount of funding requested from Risk Pool funds and the amount of the projected deficit at the end of Fiscal Year 2021-2022:  
Projected Deficit: \$5,013,411  
Amount of Risk Pool Funds Requested: \$5,013,411
- 2) Confirm that the amount of funding requested would be fully expended during Fiscal Year 2021-2022: ☒ 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):
  - 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. SCC projects a \$5,013,411 deficit for FY2021-2022.
  - The CBC has implemented its SFY 2020-2021 Financial Viability Plan with a high degree of fidelity and had developed a robust plan for 2021-2022.
- 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.

Safe Children Coalition, Inc. (SCC) was founded in 1945 and since 1997, SCC has been the contracted lead agency with the Department of Children and Families. As the longest operating CBC, SCC strives to serve as a model of community-based care.

CORE FUNDING: Although SCC has had a significantly higher number of removals than the statewide average, the core funding has been consistently below the statewide average with the GAP growing over time as evidenced in the below chart (Core Funding Rank Over Time).

Fiscal Year	% Core Below Equity	Total core funding below equity
FY 15/16	1.9%	(\$365,281)
FY 16/17	9.5%	(\$2,087,581)
FY 17/18	18.0%	(\$4,499,208)
FY 18/19	7.0%	(\$1,685,941)
FY 19/20	21.7%	(\$4,856,464)
FY 20/21	26.5%	(\$6,032,215)
FY 21/22	32.4%	(\$8,083,995)

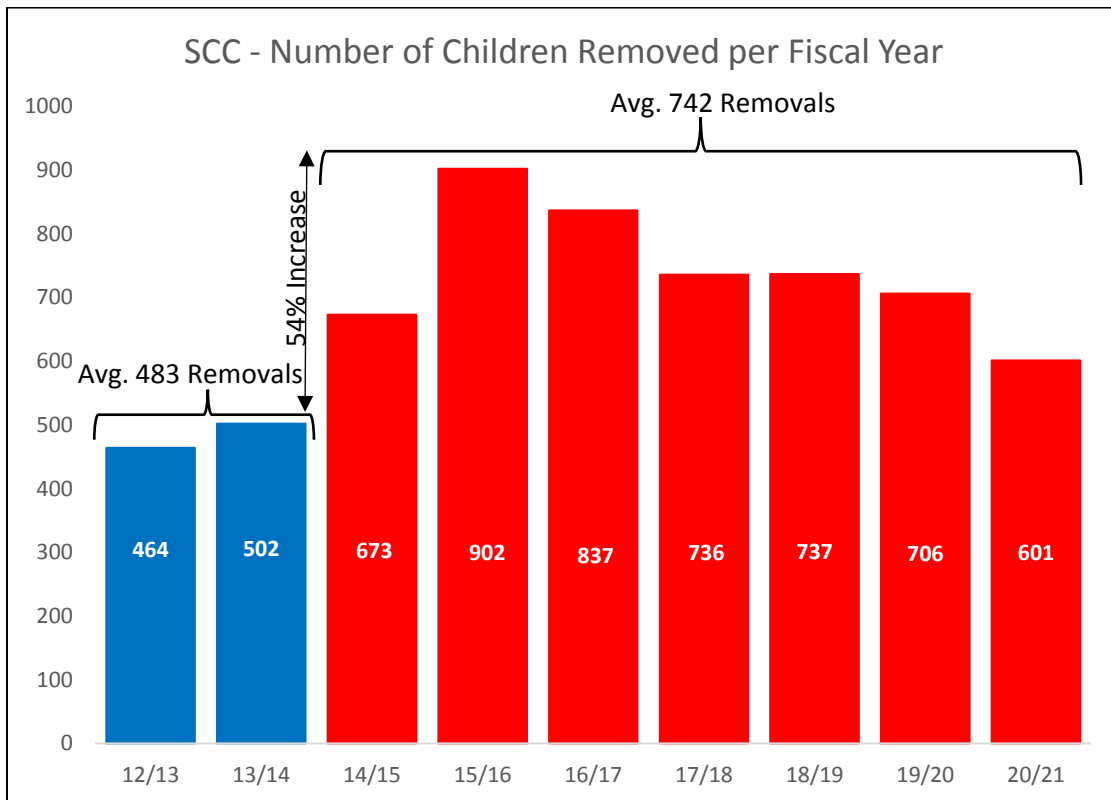
The below chart depicts the core funding per child served (all children) in FY20/21. Note the three CBC's highlighted serve a similar number of children.



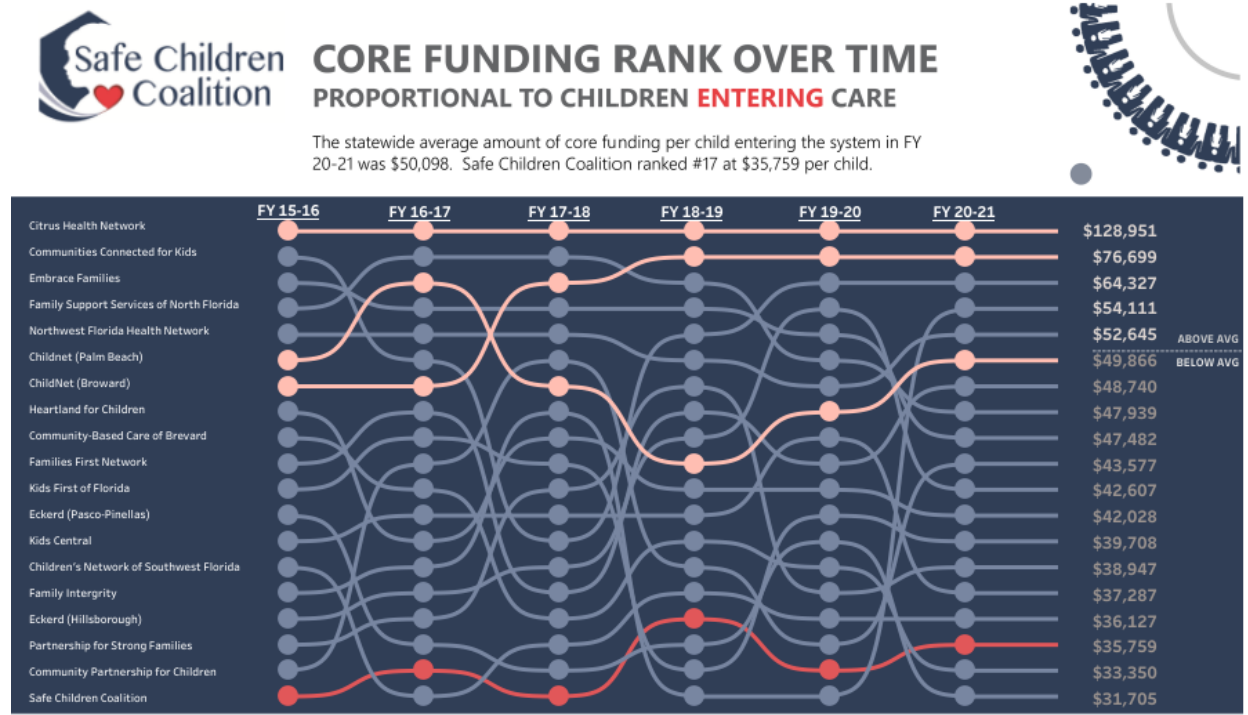
REMOVAL HISTORY: Due to the significant average number of removals in Circuit 12 compared to the statewide average over the past five years, funds are needed to cover the additional costs associated with our “new normal” number of children in our system. While the percent change in removals has remained somewhat stable (24%-45% over statewide average), Circuit 12 has consistently had a higher number of removals per 100 children compared to the statewide average as referenced in the ‘Risk Pool Data’ document. Below is a comparison of the SCC’s rate of removal per 100 Alleged Victims to the statewide average:

Fiscal Year	Statewide average	SCC average	% over statewide average
FY 15/16	5.8%	8.1%	39.7%
FY 16/17	5.7%	7.8%	36.8%
FY 17/18	5.3%	6.6%	24.5%
FY 18/19	5.1%	6.9%	35.3%
FY 19/20	5.3%	7.7%	45.3%
FY 20/21	5.0%	6.7%	34.0%

Below is an eight-year history of removals in Circuit 12. In FY12/13 and FY13/14, SCC was able to fiscally manage the System of Care (SOC) and to carry forward funds to cover the additional removals in FY 14/15. Once the carry forward funds were depleted in FY 14/15, SCC has had to rely on Risk Pool and Back of the Bill funds to operate with an average of 54% increase in the number of removals from our base line years. SCC is committed to work with the Department and community stakeholders (i.e. MSCO) to complete a deep root cause analysis of the reasons for removals to understand “What is causing children in our community to be “unsafe”?”



The below chart depicts the core funding per child who entered (removed) care in FY20/21.



**DISCHARGE RATE:** While removals in our Circuit have averaged 36% higher than the statewide average during the last six years, discharge rates continue to remain consistent with statewide average. In three of the past four years discharges have exceeded removals.

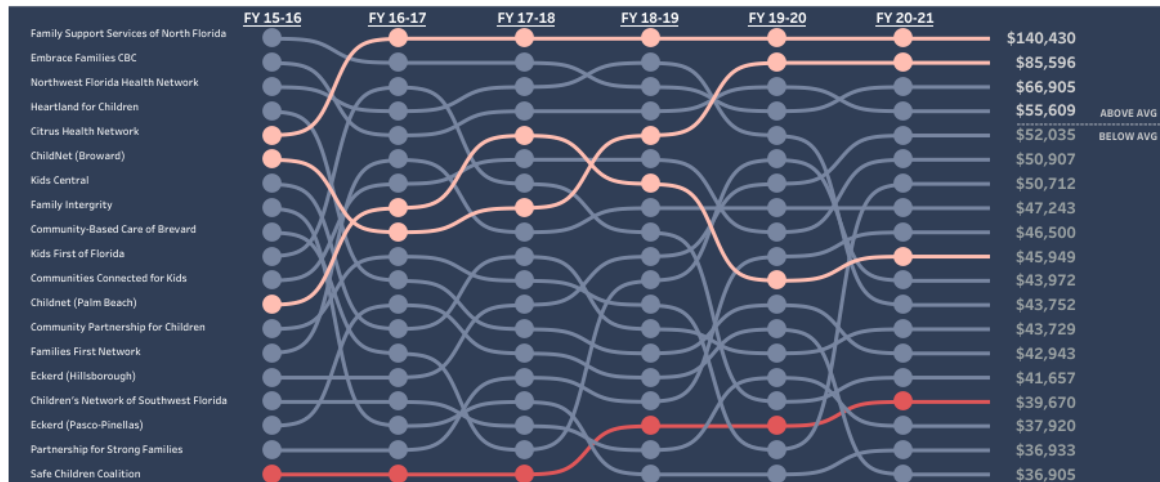
Discharge Rate (Removals versus Discharges)	SCC	Statewide	Variance
2017/18	1.04	0.94	0.10
2018/19	0.97	0.96	0.01
2019/20	0.93	0.98	-0.05
2020/21	0.97	0.93	0.04

The below chart depicts the core funding per child discharged in FY20/21.



## CORE FUNDING RANK OVER TIME PROPORTIONAL TO CHILDREN EXITING CARE

The statewide average amount of core funding per child exiting the system in FY 20-21 was \$53,125. Safe Children Coalition ranked #16 at \$39,670 per child.

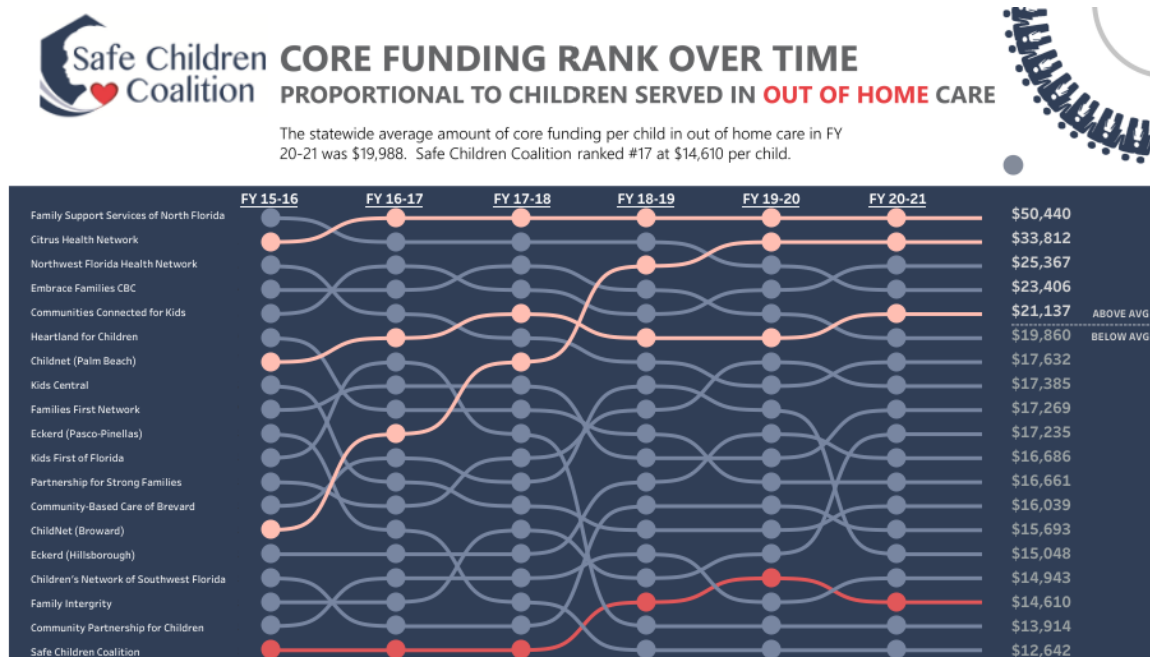


In December 2019, SCC transitioned case management services in Manatee County from Youth and Family Alternatives to Lutheran Services Florida (LSF). LSF was selected due to their current performance in timely discharge in other circuits. Manatee County government is now funding SCC with \$340,000 to provide three reunification teams in Manatee County to increase the number of exits. In addition the county is funding Manatee Children's Services (MCS) to provide in-home parenting services for families served through the reunification program.

**OUT OF HOME CARE:** SCC's out of home care (OHC) placements represent a similar composition to other CBCs statewide- as of 06/30/21, SCC had 62% (increase from 54.9% prior year-end) children placed in kinship care (relative/non-relative) with statewide average at 57.0%. SCC received feedback on prior risk pool applications to put additional effort in the reduction of youth in group care. As of 06/30/21, group care placements are at 5.6% compared to statewide average of 6.8%. In the past two years SCC reduced the percent of youth in group care from 9.5% to 5.6%. While we need to continue decreasing the number/percent of children in group care, significant improvement has been noted since FY16/17 (high of 144 children 06/30/16 to 59 as of 06/30/21). SCC has seen a recent uptick in youth in Group Care (high of 69) which correlates with the increase in COVID positive rates and foster families concerned of taking in new placements. We anticipate the number will again decrease. Priorities for the coming year is to increase youth in kinship care (current performance: 62% - target: 65%), increase the percent of youth in Level 1 licensed placement (current performance: 38% - target: 45%) and reduce the number of youths in group care (current performance: 5.6% - target: 5.0%).

In the past two years, SCC reduced the percent of youth in group care and has reduced the daily cost of OHC from \$25,178 (06/30/20) to \$22,417 (10/10/21). This reduction is annualized at a potential savings of \$1,007,765.

The below chart depicts the core funding per child in out of home care in FY20/21.



**DIVERSION and PREVENTION:** SCC continues to enhance/increase Diversion and Prevention Services (prior risk pool recommendation). Diversion and Prevention Services are provided by the SCC Emergency Response Assessment Team (ERAT). SCC utilizes DCF \$1,834,817 funds in prevention/diversion services to support children staying with their families. This includes: \$431,898 Safety Management (Non-Judicial) and \$1,402,919 (ERAT). In addition, to increase SCC's investment in Prevention, last fiscal year SCC secured \$714,804 for the implementation of the CAPTA Grant (pass thru contract to Ounce of Prevention). Ounce of Prevention used an evidence-based program for services to families called Home Visitation to Substance Affected Infants and their families.

After reviewing the usage of CAPTA services a decision was made to pull the service delivery in house beginning July 1, 2021. In FY20/21, CAPTA (outsourced) served 36 families. In the first quarter of FY21/22, with the services now provided directly by SCC, CAPTA has served 73 families. Recently, the Suncoast Region asked SCC to pilot a Substance Abuse Newborn project for Sarasota and Desoto Counties. The SEN pilot targets families that have received a call to at Florida Abuse Hotline, but the call was not accepted. Since implementation in the past 30 days, 4 families have been served. SCC is committed to get upfront and provide services before harm.

In September 2020, SCC received funding from the Manatee County CARES Act Community Health and Wellbeing Program to begin providing in-home face-to-face prevention and diversion services in Manatee County (not previously provided by SCC).



The new In-Home Child Welfare Prevention and Diversion Program gave SCC the ability to provide services to all families in Manatee County with a child abuse or neglect investigation who were not served through Family Support or Family Support services. Shortly after receiving CARES Act funding, we learned that the Manatee County Children's Services contract would terminate December 31st with Centerstone of Florida providing similar prevention and diversion services to families. Based on the satisfaction of the services provided, SCC was asked by Manatee County Sheriffs-Child Protection Unit to apply for the funds formally provided by Centerstone of Florida in order to continue providing these in-home face-to-face services for families at risk of entering the child welfare system.

SCC applied for an emergency funding request of \$226,815 into Manatee County to continue serving this population through September 2021 and was awarded an annual contract in the amount of \$351,710 beginning October 2021 to continue providing this service. It is estimated that 675 additional children will be served this year. In the event the services are not funded through Manatee County, SCC will reach out to our community partners to assist in the funding. Last FY, SCC served more children in Family Support than any other CBC. As of 06/30/21, ERAT served 3,270 children (1,007 served in Family Support Services and 2,263 in Safety Management/Diversion Services), representing an increase of serving 76% more children. It is important to note, this increase occurred during the heart of the COVID pandemic, other than the first few weeks of the pandemic all services were provided in-home.

It is important to note, not included in the 3,270 children served in Family Support Services and 2,263 in Safety Management/Diversion Services), SCC provided services to over 800 children through primary preventions (funded through other funding sources).



**FOSTER HOME RECRUITMENT:** SCC continues to enhance/increase foster home recruitment (prior risk pool recommendation). SCC has invested in the recruitment of foster homes which has resulted in currently 375 licensed foster homes. Last year SCC embraced the Governors Faith Initiative to bridge the faith community with the needs of Florida's Families. SCC approached Bridge of Life (BAL) to serve as C-12's Implementing Partner for Care Portal. The Manatee County Community Foundation agreed to fund BAL in this role thus reducing SCC's expense in serving in this capacity. In the first four months of operation, six churches (over 100 trained volunteers) have served 127 children with an economic impact of \$27,937. Research show, these volunteers are future foster families.

SCC continues to see an increase of traditional foster families; however, unfortunately the local Therapeutic Foster Home network has not been successful in recruitment. Due to the growing need for Therapeutic homes, SCC has begun to develop enhanced foster homes to meet the needs of children requiring a higher level of care. Each of the homes are wrapped with in-home therapy thru the National Youth Advocate Program - Applied Behavioral Analyst services and thru Family Initiatives - Trust-Based Relational Intervention. Discussions are underway with local mental health organizations to provide Targeted Case Management for these youth.

**FUNDING DIVERSIFICATION:** For FY20/21, SCC has secured additional community/governmental funds of \$3,736,013 (prior risk pool recommendation – diversify funding) including approximately \$724,961 that directly support foster care services. Sarasota and Manatee County Governments directly fund approximately \$370,000 to the Florida Center for Early Childhood to provide case management services through Early Childhood Court. Last year, the Barancik Foundation agreed to fund a Director of Philanthropy for the three years.

Since SCC core funding is and has been significantly below equity for the past seven years, SCC has not been in a fiscal position to address information technology needs. These needs were exasperated with COVID as the need to work remotely increased. Sarasota, Manatee and DeSoto counties, all came forward to invest in SCC to address some of our immediate information technology needs exasperated during COVID using CARES Act Funding.

To offset SCC's reoccurring deficit, SCC is in the process of applying to become a Medicaid provider thus allowing SCC to seek reimbursement from Medicaid to provide targeted case management or related services. These enhanced services should increase the number of youth stepped down from residential group care to a kinship or level 1 home with wrap around services.



### Additional Community/Governmental Funding for programs

Funding	PRIMARY PREVENTION							OUT-OF-HOME CARE		Total
	Achievers	Afterschool	HIPPY	Schoolhouse Link	Youth Prevention Services	Youth Shelter	CAPTA Home Visitation	Group Home	Foster Care	
Federal Funding Grants	\$0	\$0	\$0	\$136,163	\$0	\$151,600	\$0	\$0	\$0	\$287,763
DCF CAPTA	\$0	\$0	\$0	\$0	\$0	\$0	\$357,402	\$0	\$0	\$357,402
FL Network	\$0	\$0	\$0	\$0	\$528,835	\$578,825	\$0	\$0	\$0	\$1,107,660
USF	\$0	\$0	\$261,625	\$0	\$0	\$0	\$0	\$0	\$0	\$261,625
School Board	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000
Sarasota County Gov't.	\$17,036	\$0	\$71,775	\$105,460	\$0	\$101,200	\$0	\$0	\$18,815	\$314,286
Manatee County Gov't.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$691,710	\$691,710
United Way	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
Other Foundations/Contributions	\$89,500	\$0	\$31,250	\$73,629	\$0	\$0	\$0	\$0	\$14,436	\$208,815
Program Revenue	\$0	\$281,752	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$281,752
Total Anticipated Funding as of 10/1/21	\$106,536	\$281,752	\$439,650	\$465,252	\$528,835	\$831,625	\$357,402	\$0	\$724,961	\$3,736,013

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

SCC will utilize the risk pool funds to offset the cost of out-of-home care expenses. SCC's financial viability issue is different other CBC's because it is not a short term problem due to a "temporary" increase in the number of children entering care, but a long term issue due to a 54% average increase in removals over the last seven years compared to our base line years (see chart page 3). Additionally, SCC core's funding has been consistently below the statewide average.

- 6) Please provide a detailed budget projection for FY 2021-2022 using the template provided with this application.

See attached.

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

SCC will utilize the \$5,013,411 in Risk Pool funds to cover the operating deficit of the child welfare contract with the Department. This year's Risk Pool request has increased due to the loss of the Paycheck Protection/CARE's funds and a one-time \$1,000,000 special appropriation from the legislature. SCC is committed to continue to reduce OHC costs thru the ongoing implementation of individual youth placement timelines that includes a financial forecast. Each week senior leadership of case management and the lead agency participates in a mini-Permanency Round Table staffing to review the timeline of one youth who is in group care (overview of the youth is presented by the case manager and supervisor). SCC continues to be a fiscally conservative organization and is doing everything possible to manage the budget.

SCC is open to any feedback/recommendations from the Department on strategies to reduce removals, reduce the number of children in group care, reduce the cost of group

care, increase discharges and increase community/governmental funds. We are committed to follow all recommendations of the Risk Pool committee and the Department.

Thank you for your consideration.

Lead Agency Name: Safe Children Coalition, Inc.

Region: Suncoast

Contract No.: QJ2B0

Lead Agency CEO/ED Name: Nina B. Slater

Please confirm the following:

The Lead Agency is actively working its SFY 2021-2022 Financial Viability Plan.

☒ Yes ☐ No

Did the Lead Agency receive Risk Pool funding in SFY 2020-2021?

☒ Yes ☐ No

***If Yes, please attach a status update on the recommendations made by the Risk Pool Committee. NOTE: Follow-up on recommendations from the Risk Pool Committee are addressed in the narrative section of the application.***



Lead Agency CEO/ED Signature

10/15/21

Date